



May 27, 2019
Christina Zacharuk
President and CEO, PSEC

Dear Ms. Zacharuk:

I confirm that the information contained in the attached report accurately states the executive compensation paid out in fiscal 2019 and is in compliance with the compensation plans approved by PSEC.

Sukhminder Singh Virk
Chair

**Justice Institute of British Columbia
Compensation Philosophy
May 2019**

Objectives

JIBC's compensation programs are designed to assist in attracting and retaining excluded qualified staff in a fiscally responsible manner in support of our mission, vision, values and culture.

Guiding Principles

- *Performance:* Compensation programs support and promote a performance-based organizational culture.
- *Differentiation:* Differentiation of salary is supported where there are differences in the scope of the position within an organization.
- *Accountability:* Compensation decisions are objective and based upon a clear and well documented business rationale that demonstrates the appropriate expenditure of public funds
- *Transparent:* Compensation programs are designed, managed, and communicated in a manner that ensures the program is clearly understood by employees and the public while protecting individual personal information.

Role of Total Compensation Elements

JIBC's total compensation program includes four main elements:

- 1) Compensation – Provides fair compensation for the scope and breadth of job responsibilities and the education, competencies, and experience that employees bring to their roles.
- 2) Benefits – Provide security and protection to employees and their families.
- 3) Career Development – Provide support for skill development, upgrades, and other career development activities.
- 4) Work Life – Provide paid time off and other programs to help employees balance their work and personal demands.

Comparator Groups

PSEC has provided direction that the primary comparator group should be the BC Public Sector with an emphasis on the BC Public Service. For some jobs where talent may be needed from specific industries or from outside of the public sector, a secondary comparator group may be used.

Target Pay Positioning

Our total compensation programs are targeted at approximately the 50th percentile of our comparator group.

Internal Equity

We consider the relative scope, responsibilities, and complexities of jobs to ensure that compensation levels are fair and equitable. Market competitiveness is balanced with internal equity to ensure that the relative internal value of work is fairly recognized and compensated accordingly.

Affordability and Sustainability

JIBC's total compensation programs are designed and administered in a fiscally responsible manner that ensures that costs are affordable and sustainable over time.

Governance and Administration

JIBC's Board of Governors is responsible for approving our overall compensation philosophy. Human Resources is responsible for the day-to-day oversight and administration of the compensation programs. Total compensation programs may be amended from time to time, as determined by the Institute and as approved by the Minister.

Summary Compensation Table at 2019

| Name and Position | Salary | Holdback/Bonus/ Incentive Plan Compensation | Benefits | Pension | All Other Compensation (expanded below) | 2018/2019 Total Compensation | Previous Two Years Totals Total Compensation | |
|---|------------|---|-----------|-----------|--|------------------------------------|---|------------|
| | | | | | | | 2017/2018 | 2016/2017 |
| Michel A Tarko, President & CEO | \$ 187,874 | - | \$ 12,564 | \$ 19,257 | \$ 6,703 | \$ 226,398 | \$ 216,036 | \$ 217,387 |
| Jonathan Marks, Vice President, Human Resources | \$ 131,904 | - | \$ 8,275 | \$ 13,520 | \$ 6,360 | \$ 160,059 | \$ 155,273 | |
| Kayoko Takeuchi, Vice-President, Finance and Operations | \$ 150,650 | - | \$ 10,305 | \$ 15,442 | \$ 6,360 | \$ 182,757 | \$ 168,464 | |
| Colleen S Vaughan, Vice-President, Academic | \$ 150,650 | - | \$ 10,129 | \$ 15,442 | \$ 6,360 | \$ 182,581 | \$ 170,965 | \$ 140,982 |

Summary Other Compensation Table at 2019

| Name And Position | All Other Compensation | Severance | Vacation payout | Leave payout | Vehicle / Transportation Allowance | Perquisites / other Allowances | Other |
|---|-------------------------------|------------------|------------------------|---------------------|---|---------------------------------------|--------------|
| Michel A Tarko, President & CEO | \$ 6,703 | - | - | - | \$ 6,703 | - | - |
| Jonathan Marks, Vice President, Human Resources | \$ 6,360 | - | - | - | \$ 6,360 | - | - |
| Kayoko Takeuchi, Vice-President, Finance and Operations | \$ 6,360 | - | - | - | \$ 6,360 | - | - |
| Colleen S Vaughan, Vice-President, Academic | \$ 6,360 | - | - | - | \$ 6,360 | - | - |

Notes

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|---|---|
| Michel A Tarko, President & CEO | General Note: M. Tarko's employment contract permits a flat vehicle allowance and additional mileage expense claims. |
| Jonathan Marks, Vice President, Human Resources | |
| Kayoko Takeuchi, Vice-President, Finance and Operations | |
| Colleen S Vaughan, Vice-President, Academic | |