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I attest that the compensation provided was within the approved compensation plans.

Reviewed and signed on behalf of the Board of Directors.



Cynthia Oliver, Board Chair

June 2, 2023

Date

Compensation Governance Framework

This document articulates the total compensation philosophy, objectives, and approaches to compensation at SkilledTradesBC. The following document applies to all employees. This document includes information on SkilledTradesBC's compensation governance, compensation philosophy and the processes used in determining compensation.

COMPENSATION GOVERNANCE

The Board of Directors of SkilledTradesBC is responsible for reviewing and approving the compensation philosophy relating to all positions, with oversight from the Public Sector Employers' Council Secretariat and coordination with Crown Corporation Employers' Association. The Board of Directors is also responsible for reviewing and approving the compensation plan for executive positions within PSEC guidelines.

COMPENSATION PHILOSOPHY

Compensation is an important tool used by SkilledTradesBC to attract, engage and retain employees with the skills, experience and commitment necessary to achieve the organization's strategic and business goals. SkilledTradesBC's philosophy is to strive for its total compensation to be at a 50th percentile of relevant organizations. Total compensation includes base salary, pension and other benefits, as well as all forms of paid time off. In keeping with policies and guidelines set out by PSEC, the design and administration of SkilledTradesBC's compensation program is guided by the following four principles:

- *Performance* – the compensation program supports and promotes a performance-based (merit) organizational culture;
- *Differentiation* – differentiation of salary is supported where there are differences in the scope and responsibility of the position within SkilledTradesBC and/or where there is superior individual team contributions;
- *Accountability* – compensation decisions are objective and based upon a clear and well documented business rationale that demonstrates an appropriate expenditure of public funds; and,
- *Transparency* – the compensation program is designed, managed and communicated in a manner which ensures the program is clearly understood by employees and the public

while protecting individual personal information.

GUIDING PRINCIPLES/OBJECTIVES

The guiding principles and objectives of SkilledTradesBC's total compensation package are as follows:

- Attract, retain, and motivate qualified employees
- Ensure total compensation reinforces SkilledTradesBC's business strategy and goals, values, and culture
- Recognize employees for their performance contributions to overall results, team and individual goals, and objectives
- Support internal equity and consistency
- Enable differentiation of compensation based on differences in the scope of positions and team and individual contribution
- Strive to be externally competitive while maintaining alignment with PSEC policies and guidelines
- Ensure transparency to support employees' and the public's questions
- Demonstrate accountability for the appropriate expenditure of public funds
- Flexibility to adapt to external conditions and differing employee needs and preferences
- Allow for ease of administration
- Contribute to employees' overall engagement

BENCHMARKING & DETERMINING COMPENSATION LEVELS

The process by which SkilledTradesBC benchmarks and determines its compensation levels is to:

Select Relevant Comparator Organizations

SkilledTradesBC will, on a regular basis, compare its salary bands to what is being offered for comparable work in relevant organizations.

The comparison organizations for benchmarking purposes are chosen in consultation with PSEC. The comparator organizations are taken primarily from public sector or not-for-profit entities and meet several of the following additional criteria:

- have similar positions and compete with SkilledTradesBC for employees;
- is a BC provincial crown corporation/agency;
- has a provincial mandate; and
- may be similar in size to SkilledTradesBC.

While the primary comparator groups for our positions would all be within the public sector, in rare cases, where there is significant trouble recruiting or retaining talent, SkilledTradesBC may look to select private sector organizations as part of its comparison and analysis.

Survey of Comparison Organizations

Once relevant comparators have been selected, SkilledTradesBC will work with those organizations directly or utilize compensation consultants, as well as PSEC to exchange relevant compensation information. SkilledTradesBC may also utilize compensation consultants to assist with this process. Information usually consists of job descriptions, as well as job evaluations of various roles wage ranges, compensation and other pay and benefits that could include:

- salaries;
- group benefits;
- retirement/savings benefits;
- perquisites e.g. fitness allowance; and
- paid time off.

Application of Market Comparison Information

SkilledTradesBC's goal is to be at the 50th percentile of the total compensation provided by the comparison organizations. Application of this goal can be challenging when the sample size of comparator organizations is also small. As such, SkilledTradesBC will work to balance its desire of being a 50th percentile employer, against competitive pressures and availability of relevant data.

COMPONENTS OF COMPENSATION

Appendix A contains a summary of the total compensation provided by SkilledTradesBC. The individual components of compensation are discussed below.

Salary Ranges and movement with Ranges

External equity or market competitiveness is achieved by using the benchmarking results to develop salary ranges covering all of SkilledTradesBC's positions (excluding CEO position). Internal equity is maintained by ensuring that the salary ranges are consistent with the relative internal value of each SkilledTradesBC position. Internal values are determined by an ongoing analysis of the responsibilities and accountabilities of positions using SkilledTradesBC's job evaluation program. SkilledTradesBC may also consider recommendations by PSEC in relation to aging its salary band structure to remain competitive in the market.

SkilledTradesBC encourages career progression and would like all staff to see SkilledTradesBC as a long-term part of their career journey. Progression within one's respective salary range is

determined by the individual's growth in competencies, coupled with a satisfactory performance assessment.

Promotions to other roles within the organization are highly desirable and salary adjustments resulting from a promotion considers experience and knowledge brought into the new role.

Out-of-cycle adjustments to the compensation of individuals is possible; however any such adjustment will be taken into account during any other organization-wide merit or annual adjustments.

Employees at the top of their respective pay-bands will not receive increases to annual compensation.

EMPLOYEE BENEFITS

Benefit coverage: All SkilledTradesBC's permanent employees participate in the same employee benefits program. The benefits are comprised of life and accident insurance, short-term and long-term disability coverage, extended health benefits, dental, and employee & family assistance program, maternity/paternal leave and other employee perks.

Retirement Plan: Employees of SkilledTradesBC participate in the BC Public Service Pension Plan.

Vacation Entitlement: Vacation entitlement for SkilledTradesBC employees are as detailed below:

| | |
|----------------------------------|------------------|
| ➤ 1 through 2 years of service | 15 days per year |
| ➤ 3 through 5 years of service | 20 days per year |
| ➤ 6 through 7 years of service | 23 days per year |
| ➤ 8 through 11 years of service | 25 days per year |
| ➤ 12 through 14 years of service | 28 days per year |
| ➤ 15 or more years | 30 days per year |

At the time of hire and on the occasions when an SkilledTradesBC staff member negotiates additional vacation time, they will not progress through the above *Vacation Entitlement* grid any faster than their peers.

See **Appendix A** for a full listing of compensation and non-compensation benefits

The Compensation Governance Framework has been reviewed and approved on behalf of the SkilledTradesBC Board of Directors.



Cynthia Oliver, Board Chair

June 2, 2023

Date

APPENDIX A: Components of Total Compensation for all employees

- Compensation
 - Regular Pay
 - Interim/Substitution/Acting Pay (for temporarily fulfilling duties of a position at a higher pay-band)
- Non-compensation benefits
 - Life Insurance
 - Accidental Death & Dismemberment Insurance
 - Sick Leave
 - Long Term Disability Insurance (*Employee paid premium*)
 - Extended Health Benefits
 - Dental Plan
 - Employee & Family Assistance Program
 - Maternity/Parental Leave
 - BC Public Service Pension Plan
 - Vacation
 - Statutory Holidays
 - Employment Insurance
 - Workers' Compensation
 - Canada Pension Plan
- Perks
 - Lifestyle Spending Account (up to \$250 per calendar year)
 - 2 Floater days
Note: Floater days are to be used within the calendar year granted and will not be carried over to subsequent years.
 - 2 Flex passes

Summary Compensation Table at 2023

| Name and Position | Salary | Holdback/Bonus/ Incentive Plan Compensation | Benefits | Pension | All Other Compensation (expanded below) | 2022/2023 Total Compensation | Previous Two Years Totals Total Compensation | |
|--|------------|---|-----------|-----------|--|------------------------------------|---|------------|
| | | | | | | | 2021/2022 | 2020/2021 |
| Rod Bianchini, Chief Strategy and Compliance Officer | \$ 179,534 | - | \$ 11,279 | \$ 17,684 | - | \$ 208,497 | \$ 201,181 | \$ 199,717 |
| Shelley Gray, CEO | \$ 225,318 | - | \$ 11,671 | \$ 22,194 | \$ 1,150 | \$ 260,333 | \$ 248,545 | \$ 250,936 |
| Max Logan, COO | \$ 195,895 | - | \$ 11,107 | \$ 19,296 | \$ 1,150 | \$ 227,448 | \$ 88,571 | |
| Farnaz Riahi, CFO | \$ 140,307 | - | \$ 6,739 | \$ 13,820 | \$ 1,894 | \$ 162,760 | \$ 195,458 | \$ 186,765 |

Summary Other Compensation Table at 2023

| Name and Position | All Other Compensation | Severance | Vacation Payout | Paid Leave | Vehicle / Transportation Allowance | Perquisites / Other Allowances | Other |
|--|------------------------|-----------|-----------------|------------|------------------------------------|--------------------------------|----------|
| Rod Bianchini, Chief Strategy and Compliance Officer | - | - | - | - | - | - | - |
| Shelley Gray, CEO | \$ 1,150 | - | - | - | - | - | \$ 1,150 |
| Max Logan, COO | \$ 1,150 | - | - | - | - | - | \$ 1,150 |
| Farnaz Riahi, CFO | \$ 1,894 | - | \$ 1,666 | - | - | - | \$ 228 |

Notes

| | |
|--|---|
| Rod Bianchini, Chief Strategy and Compliance Officer | General Note: Received 3% increase Jul 1, 2022 and 5% increase Jan 1, 2023 |
| Shelley Gray, CEO | General Note: Received 6% increase Jul 1, 2022 Other Note: \$900 cell stipend non-taxable, \$250 Healthy Employee Program |
| Max Logan, COO | General Note: Received 2% increase Jul 1, 2022 Other Note: \$900 cell stipend non-taxable, \$250 Healthy Employee Program. |
| Farnaz Riahi, CFO | General Note: Received 3% increase Jul 1, 2022 and 1% increase Jan 1, 2023 Other Note: \$227.88 Healthy Employee Program, vacation payout. |