



June 6, 2023
John Davison
President and CEO, PSEC

Dear Mr. Davison:

I confirm that the information contained in the attached report accurately states the executive compensation paid out in fiscal 2023 and is in compliance with the compensation plans approved by PSEC.

A handwritten signature in black ink, appearing to read "Stephen Gamble". The signature is fluid and cursive, with the first name "Stephen" and last name "Gamble" clearly distinguishable.

Stephen Gamble
Chair, JIBC Board of Governors

Justice Institute of British Columbia Compensation Philosophy

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 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
Michel A Tarko, President & CEO	\$ 223,223	-	\$ 14,013	\$ 21,998	\$ 6,596	\$ 265,830	\$ 254,200	\$ 248,101
Cindy Dopson, Vice-President, People Culture and Organizational Planning	\$ 161,099	-	\$ 12,051	\$ 16,343	\$ 6,360	\$ 195,853	\$ 108,226	
Michael J Proud, Vice-President, Finance and Operations	\$ 181,887	-	\$ 12,450	\$ 18,451	\$ 6,360	\$ 219,148	\$ 210,941	\$ 209,175
Joanna Robertson, Vice President, Brand, Communications and Engagement	\$ 111,567	-	\$ 7,528	\$ 11,536	\$ 7,863	\$ 138,494		
Colleen S Vaughan, Vice-President, Academic	\$ 182,897	-	\$ 12,469	\$ 18,552	\$ 6,360	\$ 220,278	\$ 212,013	\$ 210,617

Summary Other Compensation Table at 2023

Name and Position	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle / Transportation Allowance	Perquisites / Other Allowances	Other
Michel A Tarko, President & CEO	\$ 6,596	-	-	-	\$ 6,596	-	-
Cindy Dopson, Vice-President, People Culture and Organizational Planning	\$ 6,360	-	-	-	\$ 6,360	-	-
Michael J Proud, Vice-President, Finance and Operations	\$ 6,360	-	-	-	\$ 6,360	-	-
Joanna Robertson, Vice President, Brand, Communications and Engagement	\$ 7,863	-	\$ 2,971	-	\$ 4,892	-	-
Colleen S Vaughan, Vice-President, Academic	\$ 6,360	-	-	-	\$ 6,360	-	-

Notes

Michel A Tarko, President & CEO	General Note: Justice Institute BC provided a 5% performance-based increase effective April 1, 2022, for the 2021/2022 performance year. Retroactive increase was accrued for \$10,474 as at March 31, 2023, which will be paid in first quarter of 2024 fiscal year.
Cindy Dopson, Vice-President, People Culture and Organizational Planning	General Note: Justice Institute BC provided a 4% performance-based increase effective April 1, 2022, for the 2021/2022 performance year. Salary was increased by 2% as at April 1, 2022, and the residual 2% increase was accrued for \$3,046 as at March 31, 2023, which will be retroactively paid in first quarter of 2024 fiscal year.
Michael J Proud, Vice-President, Finance and Operations	General Note: Justice Institute BC provided a 4% performance-based increase effective April 1, 2022, for the 2021/2022 performance year. Salary was increased by 2% as at April 1, 2022, and the residual 2% increase was accrued for \$3,441 as at March 31, 2023, which will be retroactively paid in first quarter of 2024 fiscal year.
Joanna Robertson, Vice President, Brand, Communications and Engagement	General Note: Effective August 19, 2022, J. Roberston was appointed as Vice-President, Brand, Communications and Engagement. Effective December 30, 2022, J. Roberston resigned position with the Justice Institute BC. From April 1, 2022 till August 18, 2022, J. Roberston was in the position of Director, Communications and Marketing and earned \$41,344. From August 19, 2022 till resignation, December 30, 2022, J. Roberston earned \$70,223.
Colleen S Vaughan, Vice-President, Academic	General Note: Justice Institute BC provided a 4% performance based increase effective April 1, 2022 for the 2021/2022 performance year. Salary was increased by 2% as at April 1, 2022, and the residual 2% increase was accrued for \$3,477 as at March 31, 2023, which will be retroactively paid in first quarter of 2024 fiscal year.