

June 4, 2024

John Davison
President & CEO
Public Sector Employers' Council Secretariat
2nd Floor, 880 Douglas Street
Victoria, BC V8W 2B7

Dear Mr. Davison:

Re: Public Sector Executive Compensation Disclosure
2023/2024 Statement of Executive Compensation for Legal Aid BC

As requested and PSEC approved, the 2023/2024 compensation information for the Legal Aid BC has been entered in the new Executive Compensation Disclosure module of the LIGER system as set out in the Public Sector Employers Act.

Included in our reporting is a detailed breakdown of all compensation provided to the CEO and the five highest ranking/paid Named Executive Officers "NEOs" of LABC. They include Michael Bryant, CEO; Heidi Mason, Executive Vice President, Legal Services; Salman Azam, Vice President Legal Operations & Chief Operating Officer; Steve Veinot, Vice President Corporate Services & Chief Financial Officer; and Ali-Reza Allameh, General Counsel & Corporate Secretary.

The Legal Aid BC PSEC approved Executive Compensation Governance Framework, has also been uploaded into the LIGER system.

As the Chair for LABC Board of Directors, I confirm that the Board is aware of the executive compensation paid in fiscal year 2023/2024 and verify that the compensation provided falls within approved compensation plans.

If you have any questions regarding this statement, please contact Steve Veinot, Vice President Corporate Services & Chief Financial Officer at 604-601-6024 for clarification on any of the information provided.

Yours truly,



Allan P. Seckel, KC
Chair, LABC Board of Directors

cc: Salman Azam, Acting Chief Executive Officer
Steve Veinot, Vice President Corporate Services & Chief Financial Officer

LABC Compensation Governance Framework

This document discusses the Legal Aid BC's ("LABC") Compensation program. It includes information on LABC's compensation governance, compensation philosophy and the processes used in determining compensation.

Compensation Governance

LABC's Board of Directors is responsible for reviewing and determining the types and amounts of compensation provided to the exempt, management and executive positions, with oversight provided by the Crown Corporation Employers' Association ("CCEA") and the Public Sector Employers' Council Secretariat ("PSEC"). The Board of Directors is also responsible for reviewing and approving the compensation plan for exempt staff and the executives who report to the CEO.

Compensation Philosophy

Compensation is an important tool used by LABC to attract, motivate and retain employees with the skills, experience and commitment necessary to achieve the organization's mandate, goals and objectives. LABC's compensation philosophy is to set its maximum total compensation levels equal to the 60th percentile of total compensation provided to comparable positions by relevant comparison organizations. Total compensation includes base salary, bonuses or other incentive plans, perquisites, retirement and other benefits, and all forms of paid time off.

The design and administration of LABC'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 of the position within LABC 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.

Benchmarking & Determining Compensation Levels

The process by which LABC benchmarks and determines its compensation levels is described below.

LABC Compensation Governance Framework (cont'd)

Selection of Comparison Organizations

The comparison organizations for benchmarking purposes are selected by the CEO and the Vice President Corporate Services & Chief Financial Officer, with input from external compensation consultants. The comparison organizations are public sector or not-for-profit entities, have positions similar to those at LABC, compete with LABC for employees in the market and meet several of the following additional criteria:

- ◆ is a provincial legal aid organization;
- ◆ is a BC provincial crown corporation/agency;
- ◆ has a provincial mandate; and
- ◆ is typically similar in size to LABC.

Survey of Comparison Organizations

A survey is conducted of the comparison organizations by external compensation consultants, including the collection and comparison of the content of positions and the collection of detailed information on the following components of compensation:

- ◆ salaries;
- ◆ incentive/salary holdback plans;
- ◆ perquisites;
- ◆ group benefits;
- ◆ retirement/savings benefits; and
- ◆ paid time off.

The above components of compensation are financially valued to permit a comparison of the total compensation paid by LABC to that paid by the organizations used for benchmarking purposes.

Application of Market Comparison Information

LABC's compensation philosophy is to set its maximum total compensation levels equal to the 60th percentile of the total compensation provided by the comparison organizations. Accordingly, the external compensation consultants calculate for each benchmark position the salary which LABC would have to pay in order to provide total compensation equal to the 60th percentile total compensation of the comparison group. This salary is then used by LABC as the maximum of the salary range for the position. The salary range minimum is calculated as 75% of the maximum.

Components of Compensation

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

LABC Compensation Governance Framework (cont'd)

Salary Ranges

External equity or market competitiveness is achieved by using the benchmarking results to develop salary ranges covering all exempt LABC positions. Internal equity is maintained by ensuring that the salary ranges are consistent with the relative internal value of each LABC position. Internal values are determined by an ongoing analysis of the responsibilities and accountabilities of positions using LABC's job evaluation program, which is administered by the Executive Management Committee. The Executive Management Committee positions are evaluated externally by independent compensation consultants using the same job evaluation program.

Appendix B contains LABC's exempt, management and executive salary ranges. Progression by an incumbent within their respective salary range is determined by the individual's increasing levels of competencies, coupled with a performance assessment regarding achievement of the deliverables set out in their performance development plan ("PDP").

Annual Salary Holdback Incentive Plan

A policy on Crown Corporation Executive Compensation was issued on July 25, 2012, containing guidelines for annual incentive/bonus plans. This policy requires that crown corporations/agencies with annual incentive/bonus plans for executives move towards replacing such plans with salary holdback arrangements. In addition, the policy requires that the amount of any salary holdback awarded to executives not be considered as earnings for pension purposes.

LABC does not currently have an annual salary holdback incentive plan for CEO and Executive staff. At any given time LABC may come forward to develop and implement an annual salary holdback incentive plan consistent with other crowns and alignment with PSEC government policy.

Employee Benefits

All LABC employees participate in the same employee benefits programs. The benefits are comprised of standard public sector entitlements, including medical, dental, life and accident insurance, short-term and long-term disability coverage, extended health benefits and a dental plan.

The CEO also receives a vehicle allowance and paid parking, while the executives who report to the CEO receive paid parking.

Retirement Plans

All LABC employees are members of the Municipal Pension Plan.

APPENDIX A Components of Total Compensation

Base Pay

- ☐ Regular Pay
- ☐ Bonus/other incentive payments
- ☐ Acting Pay
- ☐ Excluded Benefit Plan (Salary Deferral)

Monetary Benefits

- | | |
|---|---|
| ☐ Life Insurance | ◆ Professional Development Allowance |
| ☐ Accidental Death & Dismemberment | ◆ Vacation |
| ☐ Sick Leave & Weekly Indemnity | ◆ Statutory Holidays |
| ☐ Long Term Disability | ◆ Special Leave |
| ☐ Extended Health | ◆ Flex Days |
| ☐ Dental | ◆ Employment Insurance |
| ☐ Employee & Family Assistance | ◆ Workers' Compensation |
| ☐ Maternity, Parental & Pre-Adoption Leave Top-Up | ◆ Canada Pension Plan |
| ☐ Municipal Pension Plan | ◆ Meals & Mileage – per government per diem rates |

Notes:

1. CEO is provided with a vehicle allowance in accordance with Provincial Government guidelines, along with paid parking. The executives who report to the CEO are provided with paid parking.
2. At any given time LABC may come forward to develop and implement an annual salary holdback incentive plan for CEO and Executive staff, consistent with other crowns and alignment with PSEC government policy.

EXCLUDED EXECUTIVE

Pay Band	6.75% 01-April-2023		3.0% 01-April-2024	
	MIN	MAX	MIN	MAX
10	\$149,531	\$200,550	\$154,017	\$206,567
11	\$161,190	\$216,601	\$166,026	\$223,099
12	\$174,423	\$233,935	\$179,656	\$240,953
13	\$188,382	\$269,733	\$194,033	\$277,825

Position	Pay Band
EXECUTIVE	
Chief Executive Officer	13
Vice President Legal Operations & Chief Operating Officer	12
Vice President Legal Strategy	11
Vice President Corporate Services & Chief Financial Officer	11
General Counsel & Corporate Secretary	10

EXCLUDED MANAGEMENT

Pay Band	6.75% Year 01-April-2023		3.0 % Year 01-April-2024	
	MIN	MAX	MIN	MAX
1	\$ 56,576	\$75,881	\$ 58,273	\$78,157
2	\$ 63,641	\$ 85,354	\$ 65,550	\$ 87,914
3	\$ 71,587	\$ 96,011	\$ 73,734	\$ 98,891
4	\$ 80,525	\$107,999	\$ 82,941	\$111,239
5	\$ 91,549	\$122,785	\$ 94,296	\$126,469
6	\$ 95,009	\$127,428	\$ 97,859	\$131,250
7	\$106,886	\$143,357	\$110,093	\$147,658
8	\$119,349	\$160,071	\$122,930	\$164,873
9	\$134,207	\$179,999	\$138,233	\$185,399

Position	Pay Band
MANAGEMENT	
Manager, Audit & Investigation	8
Manager, Communications	8
Manager, Public Legal Information & Education	8
Manager, Criminal, Immigration & Appeals	8
Manager, Family Law Services	8
Manager, Finance	8
Manager, Strategic Planning & Policy	8
Manager, Human Resources & Organizational Development	8
Manager, Indigenous Services	8
Manager, Information Technology	8
Manager, Intake & Referral Services	8
Manager, Lawyer Services	8
Manager, Family Law Advice Services	8
Senior Counsel & Assistant Corporate Secretary	8

Senior Counsel	8
Chief Information Officer	9

Legal Aid BC

Summary Compensation Table at 2024

Name and Position	Salary	Holdback/Bonus/ Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2023/2024 Total Compensation	Previous Two Years Totals Total Compensation	
							2022/2023	2021/2022
Michael Bryant, Chief Executive Officer	\$ 269,733	-	\$ 17,193	\$ 25,082	\$ 12,694	\$ 324,702	\$ 293,135	\$ 55,778
Ali-Reza Allameh, General Counsel & Corporate Secretary	\$ 187,869	-	\$ 16,966	\$ 17,490	\$ 2,229	\$ 224,554	\$ 109,253	
Salman Azam, Vice President Legal Operations & Chief Operating Officer	\$ 216,066	-	\$ 17,779	\$ 20,452	\$ 17,497	\$ 271,794	\$ 230,783	\$ 120,481
Heidi Mason, Executive Vice President, Legal Services	\$ 239,063	-	\$ 14,737	\$ 21,027	\$ 19,650	\$ 294,477	\$ 254,801	\$ 221,284
Steven Veinot, Vice President Corporate Services & Chief Financial Officer	\$ 203,500	-	\$ 17,681	\$ 13,481	\$ 2,656	\$ 237,318	\$ 47,999	

Summary Other Compensation Table at 2024

Name and Position	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle / Transportation Allowance	Perquisites / Other Allowances	Other
Michael Bryant, Chief Executive Officer	\$ 12,694	-	\$ 3,705	-	\$ 6,960	\$ 1,930	\$ 99
Ali-Reza Allameh, General Counsel & Corporate Secretary	\$ 2,229	-	-	-	-	\$ 1,930	\$ 299
Salman Azam, Vice President Legal Operations & Chief Operating Officer	\$ 17,497	-	\$ 15,268	-	-	\$ 1,930	\$ 299
Heidi Mason, Executive Vice President, Legal Services	\$ 19,650	-	\$ 15,011	-	-	\$ 4,340	\$ 299
Steven Veinot, Vice President Corporate Services & Chief Financial Officer	\$ 2,656	-	-	-	-	\$ 2,557	\$ 99

Notes

Michael Bryant, Chief Executive Officer	General Note: Michael received a 6.75% performance-based salary increase effective April 1, 2023. Perquisite/Other Allowance Note: Cell Phone Allowance - \$1930 Other Note: EI Rebate - \$99
Ali-Reza Allameh, General Counsel & Corporate Secretary	Perquisite/Other Allowance Note: Cell Phone Allowance - \$1930 Other Note: Wellness-\$200 EI Rebate - \$99
Salman Azam, Vice President Legal Operations & Chief Operating Officer	General Note: Salman received a 5.0 % performance-based salary increase effective January 1, 2023. Salman received a 10.0 % salary increase as a result of the reclassification of the position of Vice President Legal Operations & Chief Operating Officer effective April 1, 2023. Perquisite/Other Allowance Note: Cell Phone Allowance - \$1930 Other Note: Wellness - \$200 EI Rebate - \$99
Heidi Mason, Executive Vice President, Legal Services	General Note: As part of a secondment agreement with BC First Nations Justice Council, Heidi received a 11.88% salary increase effective April 24, 2023. LABC paid all compensation during the secondment. Heidi was terminated October 3, 2023. Heidi received a 6.25% performance-based salary increase effective January 1, 2024 as implementation of the 2023 performance-based salary increase was delayed. Heidi received salary continuance of \$116,016 for the period of October 3, 2023 to March 31, 2024 and will continue to receive a salary continuance until April 3, 2025. Perquisite/Other Allowance Note: Parking - \$2550 Cell Phone Allowance - \$1790 Other Note: Wellness - \$200 EI Rebate - \$99
Steven Veinot, Vice President Corporate Services & Chief Financial Officer	General Note: Steve received a 10.0 % salary increase as a result of the reclassification of the position of Vice President Corporate Services & Chief Financial Officer effective September 18, 2023. Perquisite/Other Allowance Note: Cell Phone Allowance - \$1930 Transit friendly compass pass - \$627 Other Note: EI rebate -\$99