CAPILANO UNIVERSITY

June 24, 2025

John Davison,
President & CEO
Public Sector Employers' Council
Secretariat Suite 210, 880 Douglas Street
Victoria, B.C. V8W 2B7

Dear Mr. Davison,

Re: Attestation for the Fiscal 2024-25 Executive Compensation Report

As part of the required documentation associated with the Executive Compensation Disclosure reporting, I provide the following attestation with respect to Capilano University's submission:

- The Board of Governors is aware of the executive compensation paid in the 2024-25 fiscal year.
- The disclosed information is accurate and includes all compensation paid by Capilano University.
- Compensation provided was within the approved compensation plans and complies with PSEC guidelines.

Sincerely,

David Aryriss
Chair of the Board, Capilano University

Enc.

CAPILANO UNIVERSITY	POLICY		
Policy No.	Officer Responsible		
B.516	**Vice-President People, Culture & Diversity**		
Policy Name			
Excluded Employee Compensation			
Approved by	Replaces	Category	Next Review
Board	**B.509 Administrator Compensation**	**Human Resources**	**September 2026**
Date Issued	Date Revised	Related Policies, Reference	
26 September 2023		**B.515 Excluded Employee Leaves**	

1. PURPOSE

Capilano University's Excluded Employee Compensation Policy (the "Policy") is intended to attract and retain the qualified, skilled and engaged personnel necessary that strive to achieve high levels of performance and to meet the University's vision, purpose and goals.

2. SCOPE

This policy applies to all regular and term-defined Excluded Employees including the President, Vice-Presidents, Deans, Directors, Managers, and any equivalent positions, and all exempt employees that are not represented by a union.

3. DEFINITIONS

"Administrator" - means an employee who is excluded from or not represented by a union by reason of working in a managerial role. This includes, but is not limited to Deans, Associate Vice-Presidents, University Librarian, Directors, Managers, HR Business Partners and any other equivalent positions.

"Excluded Employee" - means Executive, Administrator, and Exempt employees, I.e., all employees who are not part of a bargaining unit or covered by a collective agreement.

"Executive" - means the President, who has a direct reporting relationship to the board of governors, and the Vice-Presidents (or equivalent position) with a direct reporting relationship to the President.

"Exempt Employee" - means an employee who is excluded from or not represented by a union by reason of working in relation to confidential labour relations or personnel capacity. This includes, but is not limited to, employees in Human Resources, Assistants to Executives, and any other equivalent position.

"Permanent Employee" - means any excluded employee who has a continuous appointment, whether full- or part-time.

"Term-Defined Employee" - means an employee who works either full-or part-time with dates attached to their employment contract that limit their employment to a certain period.

4. COMPENSATION PHILOSOPHY

In administering the Policy, Capilano University embodies the following core principles:

Performance

Employees will receive annual performance evaluations to ensure that employees are meeting the job expectations for their positions.

Differentiation

The Policy will ensure that differences in scope and responsibility are compensated appropriately in relation to all internal positions and/or due to superior performance of an individual or a team.

Accountability

Compensation decisions are objective and based upon a clear and well-documented business rationale that demonstrates the appropriate expenditure of public funds.

Transparency

Compensation processes are designed, managed, and communicated in a manner that ensures the Policy is clearly understood by employees and the public while protecting individual personal information.

5. POLICY OBJECTIVES

In keeping with the core principles, the Policy has the following objectives:

a) The assessment of jobs will be fairly and consistently applied based on assessing common factors for jobs, and not assessing the individual in the role.

b) The Policy will comply with applicable legislation and will be non-discriminatory.

c) Capilano University's comparator group includes organizations where we can attract qualified employees from and to where we are at risk of losing qualified employees. Our core comparator group includes, first, similar post-secondary institutions and, secondly, other public sector employers within British Columbia. For other jobs where talent may be needed from out-of-province and jobs that require skills from specific industries or from outside of the public sector, a secondary comparator group may be required.

d) The Policy is designed and administered in a fiscally responsible manner that ensures that costs are affordable and sustainable over time.

e) Benchmarking of positions falling under this Policy is subject to the approval of the Post-Secondary Employers' Association.

6. COMPENSATION

In line with the Public Sector Employers' Council Secretariat (PSEC)'s centralized approach to public sector compensation, the four core principles outlined above (article 5), together with PSEC's statutory mandates, allow us to create this performance-based, common compensation plan in line with other BC post-secondary institutions in the sector.

6.1 Sectoral Grid

The sectoral grid updated and provided by PSEA outlines the grades of positions and the base salary ranges within those grades. Placement on the scale is determined by assessing differences in scope, responsibilities, experience, and internal equity within the University. The grid is broken down by minimum ranges, mid-point, and maximum. New incumbents must be hired between the minimum and mid-point, depending on experience and skill set. Incumbents will earn beyond the mid-point through the performance-based merit system in place at Capilano University.

The grid ages periodically, as advised by the Post-Secondary Employers Association (PSEA). Progression beyond the control point of the grid is reserved for above standard and consistent performance.

6.2 Compensation Benchmarking

Benchmarking allows B.C. Public Post-Secondary Sector organizations to have positions comparable in scope, responsibilities, and skills required.

6.3 Merit Matrix

Excluded Employee salary increases are performance-based and each Excluded Employee shall complete a full cycle in order to gain an increase. The cycle runs from September 1st to August 31st of each academic year. Capilano University uses a merit matrix which is a compensation tool used to determine the merit increase for individuals based on the rating they received during the performance review, and their position in the range.

The use of a merit matrix aligns with the four core principles as explained in article 5 above. The merit matrix will be developed annually, based on available funding, and increases communicated to Excluded Employees each year as salary adjustments are made, and according to budget and performance ratings.

6.4 Extra Responsibilities Compensation

When an Excluded Employee serves in an acting position at a higher or comparable level, as well as retaining their regular position for a period in excess of eight weeks, such Excluded Employee shall be remunerated at 110% of their current rate, for the duration of the acting period; when an Excluded Employee serves in an acting position for less than eight weeks, there shall be no such remuneration.

6.5 **Internal Equity**

Internal equity refers to the principle of ensuring fair and consistent pay levels for all excluded employees who hold similar positions, with similar responsibilities, qualifications, and experience. It means that individuals who perform similar work and contribute at a comparable level should receive comparable compensation. Annual compensation reviews to measure individuals' distance from the control point of the sectoral grid together with proficiency and performance, allow for compensation progression and ensuring internal equity.

7. BENEFITS AND PERQUISITES

7.1 Health and Welfare Benefits

7.1.1 Excluded employees who work twenty (20) hours per week for at least four (4) months are covered by a flexible benefit selection plan which includes Basic Medical, Extended Health Care Plan, Dental Care Plan, Orthodontic Coverage, Life Insurance, Accidental Death and Disablement, and a Disability Plan, as well as an Employee and Family Assistance Program. The University shall pay all premiums for this coverage.

7.1.2 Permanent Excluded employees are covered by a Disability Plan. The University shall pay all premiums for this coverage.

7.1.3 Excluded employees who are part-time or on a term-defined contract, qualify for the Extended Health Care Plan and Dental Care Plan only.

7.2 Pension & Group Registered Retirement Savings Plan

7.2.2 Membership of the College Pension Plan is a condition of employment, as per the prevailing regulations of the *Public Sector Pensions Plan Act*. The pension is a defined benefit plan overseen by PensionsBC. Both the employee and University will make monthly contributions to the plan.

7.2.3 We offer a voluntary group RRSP plan through Canada Life, to ensure employees have access to an RRSP offering planning tools and support.

7.3 Capilano University Courses

7.3.1 Credit Courses

Any Excluded employee with an employment status of twenty (20) or more hours per week may register for unlimited Capilano University credit courses without payment of tuition fees and registration fees. Registration is subject to normal course entry prerequisites.

7.3.2 Continuing Education Courses

Any Excluded employee and their current spouse and children may register for three (3) Capilano University run continuing education courses (credit free) in any calendar year without tuition fees. In the case of continuing education courses (credit free) they shall be entitled to the waiver only after the minimum enrolment has been met by fee payers. There shall be no waiver for non-tuition costs such as travel costs for field trips, excursions, and tours. Executive Education courses and courses run by external or third parties, are not eligible for fee-waiver.

7.3.4 Cost Recoverable/Non-base Funded Courses

In the case of credit courses that are offered on a cost recoverable basis (i.e. non-base funded courses), only the amount of tuition equivalent to the fees for a regular base funded credit course shall be waived; any additional tuition costs must be paid by the Excluded employee.

7.3.5 Commencement and Completion of all Courses

All courses must be taken outside of normal working hours. If such courses are only offered during working hours, permission shall be obtained from the Excluded Employees manager to make up time absent, at no cost to the University.

7.3.6 All courses must commence and end within the Excluded Employees employment term. If the Excluded Employee leaves the employ of Capilano University before the end of the course, they will repay all tuition costs to the University.

8. REIMBURSEMENTS

For all guidelines governing reimbursements for required memberships in professional associations, business travel, and out of pocket expenses, please see Financial Management policies, including but not limited to:

a) B.213: Travel and Business Expenses

b) B.215: Spending and Signing Authority Policy

9. AMENDMENT

This policy may be changed by the University after consultation with the Excluded Employees and upon notice of fourteen days.

10. DESIGNATED OFFICER

The Vice-President People, Culture & Diversity is the Policy Owner, responsible for the oversight of this Policy. The administration of this Policy and the development, subsequent revision to and operationalization of any associated procedures is the responsibility of the Strategic Director, People, Culture & Diversity.

Capilano University

Summary Compensation Table at 2025

Name and Position	Salary	Holdback/Bonus/ Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2024/2025 Total Compensation	Previous Two Years Totals Total Compensation	
							2023/2024	2022/2023
Paul Dangerfield, President	$ 255,283	-	$ 19,000	$ 26,396	$ 6,000	$ 306,679	$ 286,105	$ 268,339
Tally Bains, Vice President, Finance & Administration	$ 199,059	-	$ 17,517	$ 20,583	-	$ 237,159	$ 215,658	$ 152,697
Kartik Bharadwa, Vice-President, People, Culture & Diversity	$ 195,440	-	$ 15,741	$ 20,208	-	$ 231,389	$ 214,038	
Tracy Penny Light, Interim VP, Academic & Provost	$ 205,000	-	$ 15,643	$ 21,197	-	$ 241,840		
Toran Savjord, VP, Strategic Planning	$ 208,569	-	$ 17,722	$ 21,566	-	$ 247,857	$ 231,538	$ 220,353
Laureen Styles, VP, Academic & Provost	$ 227,339	-	$ 12,094	$ 23,507	-	$ 262,940	$ 249,654	$ 234,229

Summary Other Compensation Table at 2025

Name and Position	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle / Transportation Allowance	Perquisites / Other Allowances	Other
Paul Dangerfield, President	$ 6,000	-	-	-	$ 6,000	-	-
Tally Bains, Vice President, Finance & Administration	-	-	-	-	-	-	-
Kartik Bharadwa, Vice-President, People, Culture & Diversity	-	-	-	-	-	-	-
Tracy Penny Light, Interim VP, Academic & Provost	-	-	-	-	-	-	-
Toran Savjord, VP, Strategic Planning	-	-	-	-	-	-	-
Laureen Styles, VP, Academic & Provost	-	-	-	-	-	-	-

Notes

Paul Dangerfield, President	**General Note:** Paul Dangerfield received a 5.0% performance-based salary increase effective April 1, 2024.
Tally Bains, Vice President, Finance & Administration	**General Note:** Tally Bains received a 10.0% performance-based increase effective April 1, 2024.
Kartik Bharadwa, Vice-President, People, Culture & Diversity	**General Note:** Kartik Bharadwa received an 8.0% performance-based increase effective April 1, 2024.
Tracy Penny Light, Interim VP, Academic & Provost	**General Note:** Tracy Penny Light was promoted into the interim VP, Academic and Provost position on August 5, 2024 for a duration of one year or until such time that a permanent VP, Academic and Provost is appointed. Tracy Penny Light was in the Dean position from February 1, 2023 until August 4, 2024. From September 1, 2023 to August 4, 2024, she earned an annual base salary of $162,793.75. Besides the promotion increase from Dean to interim VP, Academic & Provost effective August 5, 2025, she did not receive any performance-based increase before or after the promotion.
Toran Savjord, VP, Strategic Planning	**General Note:** Toran Savjord received a 7.0% performance-based increase effective April 1, 2024.
Laureen Styles, VP, Academic & Provost	**General Note:** Laureen Styles was in the VP, Academic & Provost position until August 4, 2024. Effective August 5, 2024, she was appointed to the position of Special Advisor to the President. Laureen Styles received a 7.0% performance-based salary increase effective April 1, 2024. She did not receive any increases when she moved into the Special Advisor to the President position.