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Office of the Board of Governors

May 22, 2025

John Davison
President & CEO
PSEC Secretariat
Suite 210 - 880 Douglas Street
Victoria, B.C. V8W 2B7

Dear Mr. Davison:

Please find enclosed the Statement of Executive Compensation for Langara College for 2024 - 2025.

College Management's Responsibility:
College Management is responsible for the preparation of the Statement of Executive Compensation. The College Board is advised by Management that this disclosure has been prepared in accordance with the Public Sector Executive Compensation Reporting Guidelines of the Public Sector Employers' Council Secretariat. Management is responsible for maintaining the necessary payroll and employee systems to provide a reliable basis for the preparation of the disclosure form. The disclosure form contains all compensation paid by the College, and includes the value of any pre- or post-employment payments made during the 12-month period before or after the term of employment.

College Board's Responsibility:
The College Board carries out its responsibility by setting the compensation philosophy and reviewing the Statement of Executive Compensation. The Board relies upon Management's representations contained in the disclosure form. The College Board has reviewed the Statement of Executive Compensation and is aware of the executive compensation paid in the current fiscal year 2024/25, prior fiscal year 2023/24, and that the compensation provided was within approved compensation plans.

Sincerely,

Mary Lynn Baum
Chair, Board of Governors

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Langara.
THE COLLEGE OF HIGHER LEARNING.

TOTAL COMPENSATION PHILOSOPHY FOR EXCLUDED MANAGEMENT AND ADMINISTRATION STAFF

November 2015

Langara College's compensation philosophy is to provide an excluded compensation plan that is subject to relevant government legislation, public policy and compensation guidelines.

Overall Objectives

Our total compensation program is a fiscally responsible management tool that supports the College's mission and aligns our values, culture, business strategy, operational & financial needs with a goal of ongoing growth and success. The program is designed to:

- Ensure our ability to attract, motivate and retain high caliber, fully engaged employees who drive the organization's success; and
- Provide opportunity to recognize, encourage and reward employee performance and growth; and
- Encourage competency building by better linking career/leadership development, performance management and rewards; and
- Facilitate our ability to adapt and respond to changing and unique circumstances.

Guiding Principles

Langara College believes that the compensation program is a key component of our Human Resources Workforce Strategy and a driver of organizational and business effectiveness. We have designed our program around four guiding principles, which are aligned with our mission and values.

1. **Performance:**

   A key objective of our program is to attract, motivate and retain talented employees who drive our success. The program is designed to support and promote a performance-based work culture that generates organizational growth; rewards and motivates employees to attain the College's longer term strategic goals; and encourages competency building and career development. We believe that employees who, at a minimum, "meet expectations" on a consistent basis should be rewarded with an incrementally higher base pay. On an annual basis, employees and managers will engage in a performance and development review and planning process. This process will be linked to our leadership development program.

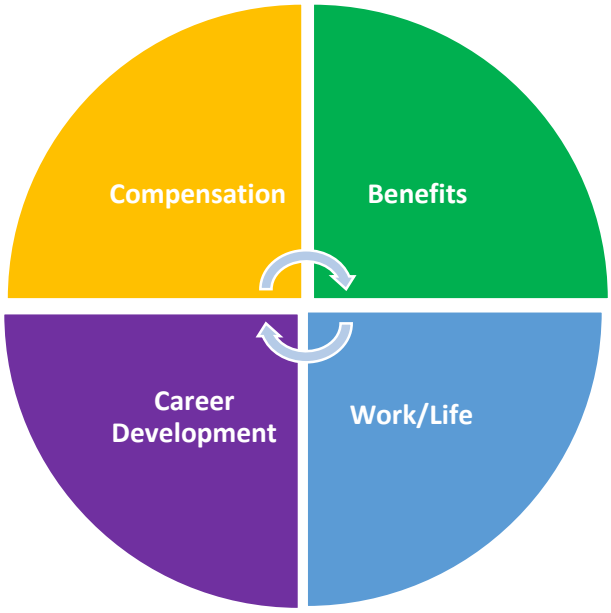
2. **Differentiation:**
   Positions will be created and classified on an individual basis, and assigned an appropriate pay grade on the approved salary pay grid in accordance with PSEC guidelines. To ensure internal and external equity, Langara's compensation program will include a pay grade structure that establishes step increases and differentials based on a number of factors including level of position, scope, complexity, accountability, service and so on. Differentiation of salary is supported where there are differences in the scope of the position and/or due to superior individual or team contributions.

3. **Accountability:**
   Langara's compensation program is designed to be fiscally responsible, consistent with the sector and in-line with PSEC guidelines. Key program elements will include accompanying business process guidelines and protocol to ensure appropriate and objective application and administration of the program. All compensation decisions will be based upon a clear and well documented business rationale that demonstrates the appropriate expenditure of public funds, and follow the appropriate process for submission, review and approval.

4. **Transparent:**
   In alignment with our culture, we will strive to communicate openly about the strategic directions of the College and the design and management of the compensation program. The compensation process is intended to be fair and transparent so that all employees, leaders and the public understand our philosophy, total compensation program and processes. We will work hard to administer the compensation program in a manner that is consistent and free from discrimination while protecting individual personal information.

Role of Total Compensation Elements

Langara College believes in providing employees with a challenging workplace, support for their development and rewards for their contribution. In addition to base salary, our total compensation program includes other types of indirect compensation and non-monetary rewards and benefits across four main elements:



- **Compensation** – The program provides fair compensation for the scope and breadth of job responsibilities and the education, competencies, and experience that employees bring to their roles. It also allows for incremental progression to recognize and reward employee growth and performance.

- **Benefits** – Health insurance such as medical, dental, extended health, Life/LTD/ADD and retirement benefits provide security and protection to employees and their families.

- **Career Development** – Leadership and professional development and other learning opportunities provide support for competency/skill development, upgrades and other career development activities.

- **Work/Life** – Paid time off including leave and holidays, employee wellness programs, EAP and other programs help employees balance their work and personal demands.

Comparator Groups

Langara College is a public institution serving a large and diverse population. Because we must compete with other employers, both within the sector and in the larger marketplace, the College works to stay abreast of current market trends and will assess the competitiveness of our program regularly.

The College believes the appropriate comparator market is defined as one that balances public sector equity and relativity with industry-specific comparability. It includes organizations where we can attract qualified employees from and may be at risk of losing qualified employees to. Our core comparator group includes similar post-secondary institutions and other public sector organizations in BC. When considering other public sector organizations more emphasis will be given to those within the BC Public Service.

For other jobs where talent may be needed from out of province, or jobs that require skills from specific industries or from outside the public sector, or as dictated by labour market pressures, a secondary comparator group may be used. This may include the broader B.C. public or private sector as well as other urban labour markets in Canada. These sectors may be surveyed as and where necessary to ensure that local, regional, provincial and national factors are reflected in our compensation practices.

In implementing and ensuring alignment of compensation practices with its compensation philosophy, the College may consider external market data provided by the Post-Secondary Employers' Association and other sources, as well as advice it may receive from independent compensation experts, and direction from the Government with respect to relevant statutes, public policy and compensation guidelines.

Target Pay Positioning

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

Internal Equity

Langara College considers 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. Internal equity among positions of comparable value and competitiveness with appropriate external comparators and markets are also goals to be met via the application of the Compensation Philosophy.

Other factors that may influence individual employee compensation include performance, experience, and competency.

Where applicable and to the extent permissible by legislation and government public policy, the College shall maintain the integrity of the job evaluation plans and ensure their relevance to the salary structure.

Affordability and Sustainability

Our total compensation program is designed and administered in a fiscally responsible manner that ensures that costs are affordable and sustainable over time.

Governance and Administration

The Board of Governors is responsible for approving our overall compensation philosophy and program. The senior leadership team is responsible for the day-to-day oversight and administration of

the program. The total compensation program may be amended from time to time, as determined by the College and as approved by the Minister.

Langara College

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
Paula Burns, President and CEO	$ 274,184	-	$ 13,245	$ 28,351	-	$ 315,780	$ 301,471	$ 239,152
Michael Koke, Vice-President, Finance and Administration	$ 246,574	-	$ 13,259	$ 25,496	-	$ 285,329	$ 255,791	$ 244,291
Pouyan Mahboubi, Provost and Vice-President, Academic	$ 231,571	-	$ 13,564	$ 23,945	$ 2,910	$ 271,990	$ 164,322	
Parveen Mann, Vice-President, People and Culture	$ 107,791	-	$ 13,161	$ 11,146	-	$ 132,098		
Jane Mason, Vice-President, People and Culture	$ 57,221	-	$ 5,425	$ 5,917	-	$ 68,563	$ 234,714	$ 230,030
Yusuf Varachia, Vice-President, External	$ 230,959	-	$ 13,731	$ 23,881	$ 11,473	$ 280,044	$ 266,448	$ 255,020

Summary Other Compensation Table at 2025

Name and Position	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle / Transportation Allowance	Perquisites / Other Allowances	Other
Paula Burns, President and CEO	-	-	-	-	-	-	-
Michael Koke, Vice-President, Finance and Administration	-	-	-	-	-	-	-
Pouyan Mahboubi, Provost and Vice-President, Academic	$ 2,910	-	$ 2,910	-	-	-	-
Parveen Mann, Vice-President, People and Culture	-	-	-	-	-	-	-
Jane Mason, Vice-President, People and Culture	-	-	-	-	-	-	-
Yusuf Varachia, Vice-President, External	$ 11,473	-	$ 11,473	-	-	-	-

Notes

Paula Burns, President and CEO	**General Note:** The Compensation includes the bi-weekly pay period from March 30, 2024 to March 29, 2025. Paula received a 5.00% Performance based salary increase provided for the 2023/24 performance year, with an effective date of July 6, 2024.
Michael Koke, Vice-President, Finance and Administration	**General Note:** The Compensation includes the bi-weekly pay period from March 30, 2024 to March 29, 2025. Michael received a 4.00% Performance based salary increase provided for the 2023/24 performance year, with an effective date of July 6, 2024. Michael has taken on the duty of key executive sponsor and has been receiving a 10% Additional Responsibility Pay since July 6, 2024, which will end on December 31, 2026. This pay has been added to the Actual Base Salary.
Pouyan Mahboubi, Provost and Vice-President, Academic	**General Note:** The Compensation includes the bi-weekly pay period from March 30, 2024 to March 29, 2025. Pouyan received a 2.53% Performance based salary increase provided for the 2023/24 performance year, with an effective date of July 6, 2024.
Parveen Mann, Vice-President, People and Culture	**General Note:** Parveen joins Langara College in the position of Vice-President, People & Culture with the starting date October 01, 2024. The Compensation includes the bi-weekly pay period from September 28, 2024 to March 29, 2025.
Jane Mason, Vice-President, People and Culture	**General Note:** The Compensation includes the bi-weekly pay period from March 30, 2024 to March 29, 2025. Jane received a 3.00% Performance based salary increase provided for the 2023/24 performance year, with an effective date of July 6, 2024. Jane has been on disability leave since July 10, 2024.
Yusuf Varachia, Vice-President, External	**General Note:** The Compensation includes the bi-weekly pay period from March 30, 2024 to March 29, 2025. Yusuf received a 4.00% Performance based salary increase provided for the 2023/24 performance year, with an effective date of July 6, 2024.