KPU | KWANTLEN POLYTECHNIC UNIVERSITY

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May 28, 2025

John Davison, President & CEO
PSEC Secretariat
Suite 210 – 880 Douglas Street
Victoria, BC V8W 2B7

Dear Mr. Davison:

As part of the required documentation associated with the 2024-2025 reporting and filing of Executive Compensation Disclosure, I provide the following attestation with respect to Kwantlen Polytechnic University's submission:

- The Board of Governors is aware of the executive compensation paid in the 2024/2025 fiscal year.
- The compensation information disclosed is accurate and includes all compensation paid by Kwantlen Polytechnic University, its foundations, subsidiaries, and any other organization related to or associated with the University. It also includes the value of all pre and post-employment payments made during the 12 month period before or after the term of employment.
- The Board of Governors further attests that the compensation paid in the 2024/2025 fiscal year was paid within approved compensation plans and complies with the compensation parameters established by Government.

Presidential compensation is subject to total compensation parameters established by Government, subject to change from time to time as approved by Government. The Board of Governors is responsible for oversight of presidential compensation. Through delegated authority from the Board, the President and Vice Chancellor is responsible for determining the compensation of other executive members.

Yours truly,

Ivy Chen

Ivy Chen
Chair, Board of Governors

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Executive Compensation Disclosure
Compensation Philosophy

Compensation Governance

KPU's Board of Governors is responsible for reviewing and approving the organization's compensation philosophy and program, with oversight provided by the Public Sector Employers' Council Secretariat ("PSEC"). KPU's executive team is responsible for the day-to-day administration of the program.

The compensation program will be reviewed from time to time and may be amended, as determined by KPU and approved by the Minister.

Compensation Philosophy

Compensation is an important tool used by KPU to help attract, engage and retain employees with the necessary skills, experience and commitment required to achieve the organization's mandate and goals. The compensation program is designed in a fiscally responsible manner, with the objective of providing sustainable support for KPU's mission, vision, values and culture. KPU's compensation philosophy is to set its total compensation levels equal to the 50th percentile of the total compensation provided to comparable positions by relevant comparison organizations. Total compensation includes base salary, perquisites, group benefits, retirement benefits and all forms of paid time off.

The design and administration of KPU's compensation program is guided by the following six principles:

i. **equity** – the compensation program provides a framework which demonstrates internal and external equity for positions while balancing the need for market competitiveness;
ii. **sustainability** – the compensation program is developed with consideration of the current level of affordability and the sustainability of future costs;
iii. **performance** – the compensation program supports and promotes a performance-based (merit) organizational culture;
iv. **differentiation** – differentiation of salary is supported where there is a difference in the scope of the position within KPU and/or where there are superior individual team contributions;
v. **accountability** – compensation decisions are objective and based upon a clear and well-documented business rationale that demonstrates an appropriate expenditure of public funds; and,
vi. **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 and Determining Compensation Level

Selection of Comparison Organizations

KPU is a complex and geographically diverse teaching university with a bicameral governance structure, which includes both a Board of Governors and Senate, and multiple separate campuses, each with their own culture and geographic needs. These factors have been considered in determining the relevance of comparison organizations.

Additionally, an analysis of the hiring's and departures of incumbents in KPU's senior positions shows that KPU's competitive employment market includes teaching and research universities in other provinces as well as within BC. These organizations are relevant to KPU for compensation benchmarking purposes because they have positions comparable to those at KPU and compete with

KPU for employees in the market.

Consequently, to qualify as a relevant comparison organization for KPU compensation benchmarking, the organization must be a public sector organization of similar size and/or complexity to KPU, and meet at least one of the following additional criteria:

1. be a BC publicly-funded teaching university or institute and have a comparable governance structure;
2. be a Canadian publicly-funded teaching university or institute located outside of BC and have a comparable governance structure; or,
3. be a BC municipality within close geographic proximity and in the same hiring market as a KPU campus.

Survey of Comparison Organizations

A comprehensive 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 total compensation:

- base salaries
- incentive/salary holdback plans
- perquisites
- group benefits
- retirement/savings benefits
- paid time off

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

Application of Market Comparison Information

KPU's compensation philosophy is to set its total compensation levels equal to the 50th percentile of the total compensation provided to comparable positions by the comparison organizations.

Components of Compensation

The individual components of compensation include:

Base Salary Ranges

External equity or market competitiveness is achieved by using the benchmarking results to develop base salary ranges covering all of KPU's excluded positions. Internal equity is maintained by ensuring that the salary ranges are consistent with the relative internal value of each KPU position. Internal values are determined by an ongoing analysis of the responsibilities and accountabilities of positions using KPU's Excluded Role Job Evaluation Plan.

Employee Benefits

All KPU excluded employees participate in the same employee benefits program. The benefits consist of standard BC public sector entitlements, including life and accident insurance, sick leave, long-term disability insurance, medical, extended health, dental, an employee and family assistance program and a health spending account.

Retirement Plans

KPU's excluded employees participate in the College Pension Plan.

Kwantlen Polytechnic 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
Alan Davis, President & Vice Chancellor	$ 274,933	-	$ 12,605	-	$ 29,108	$ 316,646	$ 280,122	$ 279,744
Randall Heidt, Vice President, External Affairs	$ 239,655	-	$ 25,159	$ 24,780	$ 7,829	$ 297,423	$ 280,208	$ 257,170
Zena Mitchell, Vice President, Students	$ 229,219	-	$ 24,293	$ 23,514	$ 4,810	$ 281,836	$ 270,347	
Diane Purvey, Provost and Vice President Academic	$ 248,979	-	$ 17,740	$ 25,744	$ 15,230	$ 307,693	$ 281,596	$ 267,508
Peter Smailes, Vice President, Administration	$ 239,957	-	$ 25,174	$ 24,923	$ 401	$ 290,455	$ 268,713	$ 207,330

Summary Other Compensation Table at 2025

Name and Position	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle / Transportation Allowance	Perquisites / Other Allowances	Other
Alan Davis, President & Vice Chancellor	$ 29,108	-	$ 14,188	-	$ 14,920	-	-
Randall Heidt, Vice President, External Affairs	$ 7,829	-	$ 7,428	-	-	-	$ 401
Zena Mitchell, Vice President, Students	$ 4,810	-	$ 4,440	-	-	-	$ 370
Diane Purvey, Provost and Vice President Academic	$ 15,230	-	$ 14,860	-	-	-	$ 370
Peter Smailes, Vice President, Administration	$ 401	-	-	-	-	-	$ 401

Notes

Alan Davis, President & Vice Chancellor	**General Note:** Alan received a 5% performance-based salary increase effective date September 25,2024.
Randall Heidt, Vice President, External Affairs	**General Note:** Randall received a 3% performance-based salary increase effective date July 1, 2024 **Other Note:** Randall received a taxable benefit for parking in the amount of $401 for this fiscal year.
Zena Mitchell, Vice President, Students	**General Note:** Zena received a 3% performance-based salary increase effective date July 1, 2024. **Other Note:** Zena received a taxable benefit for parking in the amount of $370 for this fiscal year.
Diane Purvey, Provost and Vice President Academic	**General Note:** Diane received a 3% performance-based salary increase effective date July 1, 2024. **Other Note:** Diane received a taxable benefit for parking in the amount of $370 for this fiscal year.
Peter Smailes, Vice President, Administration	**General Note:** Peter received a 3% performance-based salary increase effective date July 1, 2024 **Other Note:** Peter received a taxable benefit for parking in the amount of $401 for this fiscal year.