THOMPSON RIVERS UNIVERSITY

June 20, 2025

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

Dear John Davison,

I am writing in regard to the annual disclosure statement for Thompson Rivers University as required by the PSEC Executive Compensation Reporting Guidelines.

The Board of Governors is aware of the executive compensation paid by Thompson Rivers University in the 2024-2025 fiscal year.

I have reviewed the executive compensation reporting for the reporting period of April 1, 2024 to March 31, 2025 and can verify it is accurate and that the executive compensation provided was within the PSEC guidelines.

Sincerely,

THOMPSON RIVERS UNIVERSITY

David Hallinan
Acting Chair, Board of Governors

THOMPSON RIVERS UNIVERSITY

EXECUTIVE COMPENSATION

PUBLIC SECTOR EXECUTIVE COMPENSATION REPORT
FISCAL YEAR 2024/2025

This report outlines the compensation provided to the President and the four highest ranking executive employees whose base salary is $125,000 or greater in the fiscal year 2024/2025 at Thompson Rivers University.

The top five ranking positions include:

1. President and Vice-Chancellor (Dr. Brett Fairbairn)
2. Provost and Vice-President Academic (Dr. Gillian Balfour)
3. Vice-President, Administration and Finance (Matthew Milovick)
4. Vice-President, University Relations (Brian Daly)
5. Vice President, International (Baihua Chadwick)

THOMPSON RIVERS UNIVERSITY

Total Compensation Philosophy for TRU's Executive Employees

The purpose of this document is to outline TRU's philosophy as it relates to excluded employees' compensation. It is intended to guide the development, maintenance and administration of our total compensation programs based on a balance of best practices, fiscal responsibility, and the core principles as established by the Public Sector Employers Council (PSEC).

Executive Employees include the President and Vice-Chancellor, Provost and Vice-President Academic, Vice-Presidents, Associate Vice-Presidents, Executive Directors and senior Directors.

Part I

CORE PRINCIPLES

Total Compensation
Compensation is planned, developed, communicated and administered as a total rewards package as defined below:

- **Alignment** – to the University's goal of attracting, retaining, and engaging the best-qualified employees that align with the values and culture at TRU. In addition, to the degree possible, the University will recognize relevant total compensation plans afforded to employees governed by collective agreements.
- **Performance** – to support and promote a performance based organizational culture, compensation adjustments reflect individual and team based performance contributions to the overall institution's goals.
- **Competitive salary** – it is the objective of the University to pay its' employees' salaries that are sufficiently competitive in the job market to attract and retain high caliber talent.
- **Differentiation** – differentiation in salaries or overall compensation is reflective of differences in the scope of the position, and/or due to superior individual contributions.
- **Equity and Fairness** – the pay ranges and classification of positions within those pay ranges will ensure equal pay opportunity for work of equal value. Individual pay within the pay ranges is responsive to the need for external market competitiveness.
- **Affordability** – within the institution's financial planning framework and mandate.
- **Accountability** – compensation decisions are objective and based upon a clear and well-documented rationale that demonstrates the appropriate expenditure of public funds.
- **Transparency** – programs are designed, managed and communicated in a manner that ensures the program is clearly understood by employees and the public.

Benchmarking

The salary structure is regularly reviewed against other universities of similar size and type. The University routinely conducts and participates in salary surveys within this reference group of employers and also subscribes to one large external consultant sponsored Canada wide salary survey each year. It is the University's overall aim to compensate executive at the 50th percentile of the benchmarked positions. Depending on the nature and scope of work, jobs are benchmarked against the following reference group of employers:

- Other Canadian Universities of similar size and type
- Western Canadian Universities
- BC Universities and Colleges
- Large public sector employers (e.g. Provincial Crown Corporations, Health Authorities)
- Provincial Government
- Municipal Governments

Administration and Governance

The total compensation philosophy is developed, maintained, and administered by TRU's Human Resources function, and approved by the University's President and Board of Governors, upon recommendation by the President.

Elements of TRU's Total Compensation Plan

The TRU compensation plan includes the following:

Salary

- Base Pay
- Merit /Incentive Pay
- Benefits
- Leaves, including vacation, sick, and maternity/parental
- Health and welfare benefits, including medical, extended health, life and disability insurance, employee family assistance programs
- Relocation provisions
- Education and professional development
- Pension
- Other Perquisites such as car allowance, research funds, mortgage assistance

Part II

EXECUTIVE COMPENSATION POLICY

Policy
The guiding principles of the compensation program for executive officers of Thompson Rivers University are as follows:

General Principles
Responsibility for determining compensation for the President and Vice-Chancellor is determined by the Board of Governors within the guidelines approved by the Government of British Columbia. The President's base salary is established upon appointment. The employment contract takes into consideration salaries paid at other comparable Canadian Universities.

The compensation for the remaining senior executives is determined by the President and Vice-Chancellor and is within the approved salary structure. TRU total compensation plans for excluded executive employees require approval from the University's Board of Governors, University Public sector Employers' Council (PSEC) and the University Public Sector Employer's Association (UPSEA) prior to implementation.

- Compensation levels must achieve a balance between fair value for work and the University's ability to pay.
- Compensation levels reflect a measurement of job worth based on pay equity principles and a systematic evaluation based on a composite of the education, experience, responsibility for results, teamwork, stakeholder service and delivery, problem solving and decision making and leadership required to perform the work.
- Compensation levels must be competitive within the external market from which it recruits. The external market includes local, provincial and national public and private sector employers.

Relationship to Performance
Other than general salary increases, adjustments to compensation are based on clearly defined individual and organizational goals that are reviewed annually.

Compliance with Legal Obligations
Compensation policy and practices comply with the statutory obligations of the Employment Standards Act, the Human Rights Act, the Public Sector Employers Act and any other employment related legislation**.**

Compensation on Termination
There is no notice or pay in lieu of notice for termination from the University for cause. When an executive officer is required to discontinue his/her appointment for any reason other than cause and returns to his/her former position within the University, no notice

or pay in lieu of notice is paid. Termination of employment from the University for reasons other than cause will be compensated consistent with the Public Sector Employers Act, the Employment Termination Standards Regulations and prevailing legal values for executive termination.
The maximum amount of notice upon termination without cause for executive officers (non-inclusive of vacation owed) is eighteen months as prescribed by the Employment Termination Standards regulation (B.C. Reg. 379/97).

Where there is an Employment Contract addressing termination arrangements with an executive officer, the contract provisions will apply.

Conflict of Interest
Consistent with Policy AM 04-2 Conflict of Interest, compensation decisions are made free of conflict of interest.

Full Disclosure
Thompson Rivers University makes regular and full public disclosure of the compensation of each executive officer including posting the Executive Compensation Disclosure Report.

Business Expenses
Business expenses are governed by the administrative policies for travel and business expenses (ADM 19-0 Expenses: Travel and, ADM 19-1: Expenses –Entertainment, Hosting, and Hospitality)

Part III

DEFINITIONS

Compensation includes all of the following:

- **Salary** - Pay bands have been established for all exempt positions, including the executive, but excluding the Deans and Associate Deans. (Appendix 1)
- **Stipends** - Deans and Associate Deans receive compensation that is a combination of their faculty salary and a stipend. Stipends for Deans are based on the market and individual qualifications. Associate Deans receive a set stipend varied by Faculty/School, in addition to their academic salary.
- **Sabbatical Leaves** - Administrators returning to academic ranks will be provided a leave at the conclusion of a five-year appointment. The typical leave will not exceed six months for each completed five-year period. In no case will the leave earned as an administrator exceed 12 months.
- **Administrative Leave** - Administrative leave will not normally be granted. Any administrative leave granted will be reported as deferred compensation.
- **Professional Development Leave** – Non-academic administrators may be eligible for a professional development leave. The leave is for the purpose of professional

renewal and maintenance of current relevant skills and knowledge. Professional development leaves will be limited to four months at the conclusion of five years employment.

- **Vacation Leave** - All executives receive a maximum of six weeks of vacation per annum plus the days the University is closed over Christmas. No deferral of vacation is allowed.

- **Benefits** - The University makes available a combination of employer paid benefits and employee paid benefits. Employer paid benefits include Extended Health, Life Insurance and AD&D, Sick Leave, Maternity and Parental Leave, Bereavement Leave, and MSP, and EAP. Employee paid benefits include Short Term Disability, Long Term Disability and Voluntary Accident Insurance.

- **Car allowances** - A taxable allowance of $6,000 will be made to the President and Vice-Presidents for the car or transportation costs.

- **Tuition waivers** - Tuition waiver will be available for immediate family members in some undergraduate programs subject to ensuring no fee-paying student is displaced.

- **Professional Development Fund** - A limited professional development fund may be awarded and is intended to cover professional renewal and maintenance of expertise and any costs of maintaining professional designations.

- **Research Allowance** - Academic administrators may be granted a set research allowance if the administrator has an active research interest and intends to maintain that research.

Performance Reviews and Salary Advancement Executives

A performance review and salary advancement process provide a mechanism for accountability and career advancement.

Process

- Individual goals and objectives for each academic year will be submitted.
- The performance will be reviewed each year in July in relation to that year's goals and objectives.
- The President or the responsible Vice-President as appropriate, shall recommend merit awards expressed as a dollar value increase to base salary to take effect July 1st.
- The performance review shall result in one of the following assessments:
  - Outstanding performance
  - Satisfactory performance
  - Needs Improvement
- The amount of the merit award shall be commensurate with performance and will be awarded until the individual reaches the normal ceiling for the position. Compensation above the normal ceiling for the range will only be awarded on outstanding performance.
- Consideration of salary anomalies based on either internal and/or external comparisons may occur at any time, but no more than once in any five-year period.
- Compensation adjustments will be submitted annually to the Human Resources Committee of the Board of Governors for information.

Thompson Rivers 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
Brett Fairbairn, President and Vice-Chancellor	$ 323,203	-	$ 10,682	$ 33,413	-	$ 367,298	$ 366,429	$ 328,994
Gillian Balfour, Provost and Vice-President Academic	$ 265,655	-	$ 12,854	$ 27,463	-	$ 305,972	$ 295,680	$ 218,091
Baihua Chadwick, Vice-President International	$ 262,525	-	$ 10,698	$ 27,139	$ 6,960	$ 307,322	$ 305,367	$ 283,770
Brian Daly, Vice-President, University Relations	$ 235,507	-	$ 10,915	$ 24,345	$ 6,960	$ 277,727	$ 262,691	$ 250,061
Matthew Milovick, Vice-President, Administration and Finance	$ 282,684	-	$ 13,903	$ 29,223	$ 6,960	$ 332,770	$ 277,339	$ 263,832

Summary Other Compensation Table at 2025

Name and Position	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle / Transportation Allowance	Perquisites / Other Allowances	Other
Brett Fairbairn, President and Vice-Chancellor	-	-	-	-	-	-	-
Gillian Balfour, Provost and Vice-President Academic	-	-	-	-	-	-	-
Baihua Chadwick, Vice-President International	$ 6,960	-	-	-	$ 6,960	-	-
Brian Daly, Vice-President, University Relations	$ 6,960	-	-	-	$ 6,960	-	-
Matthew Milovick, Vice-President, Administration and Finance	$ 6,960	-	-	-	$ 6,960	-	-

Notes

Brett Fairbairn, President and Vice-Chancellor	**General Note:** Brett Fairbairn received a 3% performance increase in salary, effective July 1, 2024.
Gillian Balfour, Provost and Vice-President Academic	**General Note:** Gillian Balfour received a 3% performance increase in salary, effective July 1, 2024.
Baihua Chadwick, Vice-President International	**General Note:** Vehicle/Transportation Allowance: In lieu of a vehicle allowance and consistent with the employment contract, the Vice-President, International receives a travel allowance of $580 per month. Baihua Chadwick received a 3% performance increase in salary, effective July 1, 2024.
Brian Daly, Vice-President, University Relations	**General Note:** Vehicle/Transportation Allowance: In lieu of a vehicle allowance and consistent with the employment contract, the Vice-President, University Relations receives a travel allowance $580 per month. Brian Daly had their Administrative Leave removed and replaced with a 10% pay increase, effective January 1, 2025. This was reflective of the amount of paid Administrative Leave that would have been received. Brian Daly received a 3% performance increase in salary, effective July 1, 2024.
Matthew Milovick, Vice-President, Administration and Finance	**General Note:** Vehicle/Transportation Allowance: In lieu of a vehicle allowance and consistent with the employment contract, the Vice-President, Administration and Finance receives a travel allowance of $580 per month. Matthew Milovick had their Administrative Leave removed and replaced with a 10% pay increase, effective July 22, 2023. This was reflective of the amount of paid Administrative Leave that would have been received. Matthew Milovick received a 3% performance increase in salary, effective July 1, 2024. Note: Retro pay from the pay increase noted above totaled $35,361.63 in 2023/24 and 2024/25.