

John Davison
President & CEO
PSEC Secretariat
2nd Floor, 880 Douglas Street
Victoria, BC V8W 2B7

Dear Sir:

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The following report provides an accurate representation of all compensation provided to the President and the next four highest paid executives with an annualized base salary that was \$125,000 or greater in the fiscal year 2020/2021.

Total Compensation Philosophy

The Total Compensation Philosophy (Appendix B) is to be read in concert with the Terms and Conditions of Employment for Exempt Employees which contain four main elements – compensation, benefits including pension, career development and work/life balance provisions.

The total compensation package is designed to allow, to the extent possible, the organization to successfully attract, retain and motivate the best qualified candidates possible to lead the College. Compensation for Camosun College executives is benchmarked against the national salary survey conducted by Western Compensation and Benefits Consultants, under contract to the Post Secondary Employers Association (PSEA), which surveyed all colleges/institutions in the post-secondary sector in British Columbia, the Provincial Public Service and similar post-secondary and other public sector labour markets across the country, with a focus on those organizations with which the sector competes for talent. In specific circumstances and programs, the sector also reviews compensation trends in targeted industry or other sectors, provinces and/or geographic jurisdictions.

The Board Executive sets the salary and benefits for the President. Salaries for other members of the College Executive have been determined by reference to the are:

- To attract competent and capable management and exempt staff that share a passion for education;
- To assist in retaining the services of a high-quality management and exempt staff, including:
 - To assist the College in reinforcing its commitment to professional development and succession planning for staff for succession planning, retention and other purposes.

The College's compensation practices follow these guiding principles:

- *Performance-Related:* Camosun College values the contribution of its entire exempt staff toward the attainment of its strategic and operating objectives and provides compensation that is commensurate with such contributions. The College's compensation program supports and promotes a performance-based organizational culture.
- *Differentiation and Flexibility:* a primary feature of the College's compensation program is to align individual managers and operating units with the College's overall strategy. Within a broad framework, the College's compensation program provides it with the necessary flexibility to make compensation decisions consistent with the need for internal equity, the variation in scope and authority for positions, as well as the need to adapt to changes in the external market.
- *Accountability:* the College makes its compensation decisions objectively using clear and well documented rationale to ensure the appropriate expenditure of public funds.
- *Openness and Transparency:* the College communicates the basic principles and 'mechanics' of its compensation program in an open, honest and direct manner. This principle does not involve the distribution of specific market survey data, or making public personal and individual compensation information.
- *Affordability and Sustainability:* the College's total compensation programs are designed and administered in a fiscally responsible manner that ensures that costs are affordable and sustainable over time, and balanced against market forces.

The College adheres to the policy, guidelines and directions of Government regarding executive compensation. Post-Secondary Colleges and Institutions have the authority to utilize a flexible approach to making decisions within the bounds of their approved compensation plans whereby performance-based, within-range increases are limited to 2% per calendar year for Executives and 5% for Excluded Employees without further authorization. Cumulative increases of up to 5% for Executives and up to 10% for Excluded Employees must be submitted to PSEA/PSEC for approval; exceptional performance must consistently be demonstrated and the submission must be accompanied by a compelling rationale in accordance with The Guide to Implementing the Excluded Employee Accountable Compensation Direction in the Post-

Summary Compensation Table at 2021

Name and Position	Salary	Holdback/Bonus/ Incentive Plan Compensation	Previous Two Years Totals Total Compensation
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Summary Other Compensation Table at 2021

Name and Position	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle / Transportation Allowance	Perquisites / Other Allowances	Other
Sherri D Bell, President	-	-	-	-	-	-	-
John Boraas, Vice President, Education	-	-	-	-	-	-	-
Heather M Cummings, Vice President, Student Experience	-	-	-	-	-	-	-
Deborah Huelscher, Chief Financial Officer/VP Administration	-	-	-	-	-	-	-
Geoff Wilmshurst, Vice President, Partnerships	-	-	-	-	-	-	-

Notes

<p>Sherri D Bell, President</p>	<p>General Note: Camosun College provided a 5% performance based increase on July 1, 2020 for the 2019 performance year. As the executive freeze was implemented on August 31, 2020, the executives at Camosun College will forgo standard performance based increases for the 2020/21 performance year.</p>
<p>John Boraas, Vice President, Education</p>	<p>General Note: Camosun College provided a 9% performance based increase on July 1, 2020 for the 2019 performance year. As the executive freeze was implemented on August 31, 2020, the executives at Camosun College will forgo standard performance based increases for the 2020/21 performance year.</p>
<p>Heather M Cummings, Vice President, Student Experience</p>	<p>General Note: Camosun College provided a 5% performance based increase on August 19, 2020 for the 2019 performance year. As the executive freeze was implemented on August 31, 2020, the executives at Camosun College will forgo standard performance based increases for the 2020/21 performance year.</p>
<p>Deborah Huelscher, Chief Financial Officer/VP Administration</p>	<p>General Note: Deborah won the position of CFO/VP Administration as a single position on May 11, 2020 which was positioned in the higher pay band due to the combining of the CFO and VP admin job functions into a single role. As the executive freeze was implemented on August 31, 2020, the executives at Camosun College will forgo standard performance based increases for the 2020/21 performance year.</p>
<p>Geoff Wilmshurst, Vice President, Partnerships</p>	<p>General Note: Camosun College provided a 5% performance based increase on July 1, 2020 for the 2019 performance year. As the executive freeze was implemented on August 31, 2020, the executives at Camosun College will forgo standard performance based increases for the 2020/21 performance year.</p>