

BC Ferries Executive Compensation Alignment

with the

BC Public Sector

**Report submitted to the BC Ferry Authority
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by

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Scope of Report

This report has been prepared for the Executive Compensation Committee of the BC Ferry Authority (BCFA) Board to provide a compensation recommendation that complies with section 21.4 of the *Coastal Ferry Act*. Section 21.4(2)(a) specifically states:

The Authority must not approve an executive compensation plan for BCFS unless the plan:

- (a) establishes the methodology by which remuneration for the executives is to be determined, which methodology must result in remuneration for each executive of BCFS that is,
 - (i) subject to subparagraph (ii), consistent with the remuneration provided to individuals who, in organizations in Canada that are of a similar size and scope to BCFS, perform similar services or hold similar positions to that executive of BCFS, and
 - (ii) not greater than the remuneration that provincial public sector employers in British Columbia provide to individuals who, in those organizations, perform similar services or hold similar positions to that executive of BCFS

The current iteration of the BC Ferries executive compensation plan is based on nineteen comparator organizations. Of the nineteen organizations, a total of six are under the umbrella of the BC public sector. The inclusion of the six public sector organizations serves to moderate the overall compensation that is applied to BCFS executive. However, the inclusion of thirteen non-public sector entities results in compensatory comparisons that exceed remuneration in the provincial public sector.

Although the legislation allows for comparisons outside of the provincial public sector they can only be factored in if it results in a compensation package that is equal to or less than BC public sector norms. At such point that non-BC public sector comparators exceed those norms the outcomes are non-compliant with sub-section (ii) of section 21.4(2)(a) of the *Act*. For this reason, the report is focused on what the appropriate executive compensation parameters would be if BCFS were deemed to be part of the BC provincial public sector.

For the purposes of this report, the public sector is defined as those organizations and entities that are under the jurisdiction of the Public Sector Employers Council Secretariat (PSEC) and subject to the *Public Sector Employers Act*. Sub-section (ii) wording does not make a provision for cross-jurisdictional public sector organizations or for authorities that are not part of the BC Public Accounts (e.g., TransLink, Vancouver Fraser Port Authority and VIA Rail).

Comparator Organizations

Correspondence dated July 9, 2021, from John Davison, Deputy Minister, PSEC to BCFA Directors Jessica Bowering and Wynne Powell recommend the BC public sector comparator group be limited to the five largest crowns and relevant positions with the health authorities.

There is a correlation in the BC public sector between organizational size and executive compensation levels, so PSEC is essentially recommending the focus be limited to the highest paying organizations.

Inclusion of additional BC public sector crown organizations is likely to result in a downward pressure on compensatory recommendations. The inclusion of additional public sector organizations that have somewhat lower executive salaries will only serve to reduce overall averaging and quartile positioning. It should be noted that PSEC is not recommending the BC public service (core government) as a comparator organization which would also result in a downward pressure.

Appendix #2 provides a summary of the business activities of the recommended comparator group organizations. The PSEC comparator group recommendation includes the following:

1. BC Hydro
2. BC Lottery Corporation
3. Insurance Corporation of BC
4. WorkSafe BC
5. BC Transit
6. Relevant positions within Health Authorities

For the purposes of this report, relevant positions within Health Authorities will focus on those within the Provincial Health Services Authority (PHSA). The largest health authorities are all subject to the same executive compensation plan and look to each other when establishing in-range compensation. Given the significant degree of relativity across the sector, the inclusion of multiple health authorities in the comparator group would be redundant.

Methodology

The *Coastal Ferry Act* allows for comparisons to organizations that provide similar services to BCFS or hold similar positions to the executive of BCFS. There are arguably no BC public sector organizations that provide a similar service, which makes it necessary to focus on comparisons with similar positions.

Note: There is a degree of subjectivity comparing positions in isolation of direct job analysis. Executive roles are typically subject to specific organizational challenges and nuances. In some cases, the challenges can be extrapolated from service plan documents.

Executive Compensation Methodology based on Comparative Analysis

Item	Comment (pertaining to this report)
1	Determine key benchmark positions for comparison All BCFS Executive positions included subject to identifying benchmarks
2	Determine factors for comparison Include primary components of direct and indirect compensation
3	Select comparator organizations Largest public sector organizations as per PSEC recommendation
4	Conduct market surveys or access survey data of the comparator organizations Combination of salary disclosure data and direct contact
5	Establish competitive positioning relative to comparator organizations Typically the “mean” but this report will rationalize a positioning greater than the mean
6	Test benchmark positions against outcomes Confirm market competitiveness for benchmarks

The above comparative analysis methodology represents a typical approach to establishing executive compensation within the public sector and would be considered an appropriate methodology by PSEC. The methodology followed in this report is therefore an appropriate for the purposes of establishing a methodology by which remuneration for BCFS executives is to be determined as required in section 21.4(2) of the Coastal Ferry Act.

Consistent with the above methodology, functional steps for this report included, but were not limited to the following:

- PSEC confirmation of compensation provided to the executive employees in the comparator groups (reported to PSEC through the 2020/21 compensation disclosures).
- Confirmation of executive salary ranges.
- Overview of indirect compensatory elements (e.g., pensions, benefits, perquisites).
- Direct contact with a senior representative of each comparator organization to complement data provided by PSEC and identify any compensation nuances.
- In-person interviews with the BC Ferries executive team members.
- Confirmation of process with PSEC.
- Recommendations for revisions to the BC Ferries executive compensation levels.

Note: Information provided in this report represents a fixed point in time. Government has imposed a moratorium on compensatory increases for executive in the BC public sector so any compensation data should remain relevant into 2022.

BC Public Sector Executive Compensation

Compensation for executive employees in the BC public sector is subject to the PSEC *Guide to BC Public Sector Compensation and Expense Policies – March 2017*. The guide points to some important considerations when establishing an executive compensation plan. Primary considerations include:

- Adoption of a compensation philosophy that has common elements across the BC public sector.
- Compliance to a hierarchy for compensation benchmarking that emphasizes comparisons with other BC public sector organizations, secondarily with other public sector provincial jurisdictions, and thirdly with private sector organizations when there are demonstrated recruitment and retention pressures.
- No provision for cash incentives over and above base salary, although a portion of base salary may be subject to a “hold back” contingent on meeting performance metrics.
- No provision for future dated retention incentives.
- The maximum compensation for executive employees reporting to the CEO cannot exceed 85% of the CEO’s salary.

PSEC has intervened in some sectors to influence compensation relativity. For example, in the Colleges sector the institutions are characterized by scope and dimension metrics that are used to define pay ranges that are deemed appropriate by PSEC.

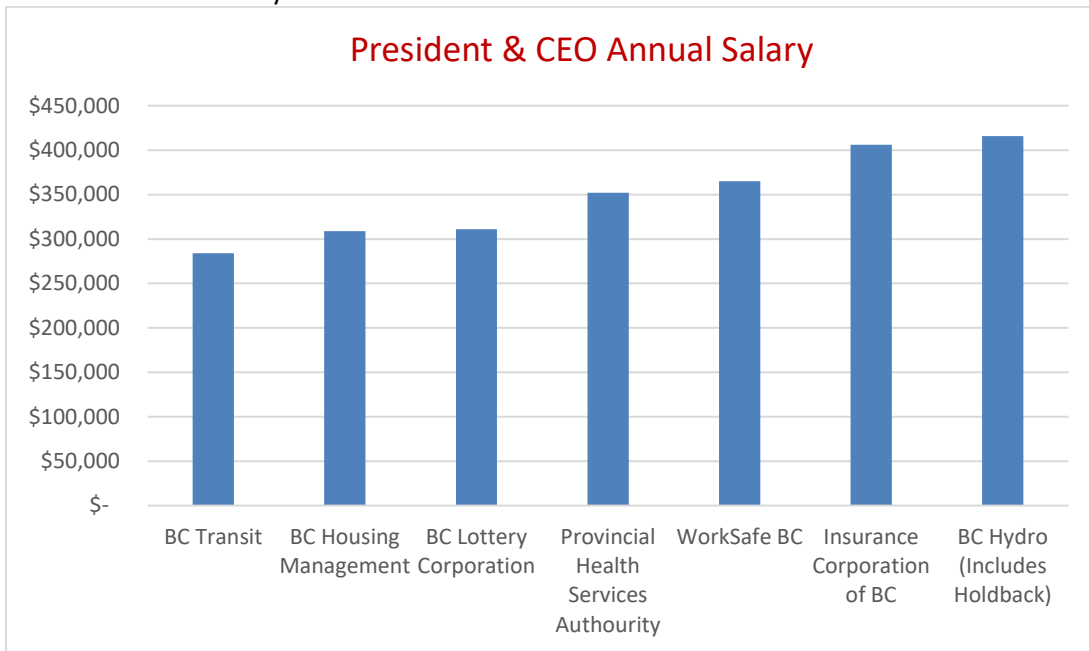
Note: Existing public sector compensation practices negate the requirement for an exhaustive inclusion of comparator groups as most BC public sector organizations have trended to becoming “relatively equal” based on their size and complexity.

Graphic Summary of Comparators

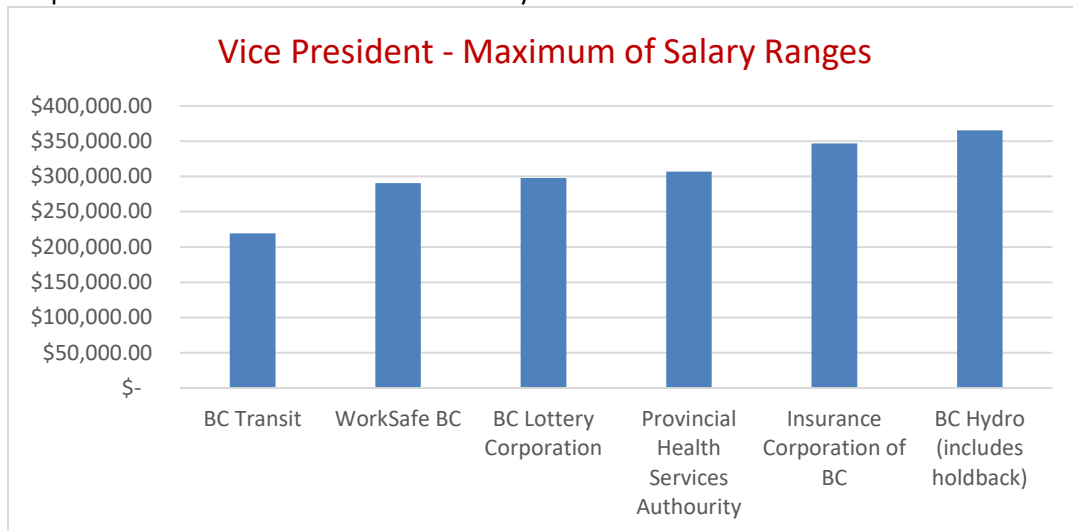
The following two graphs illustrate compensation relativity between the comparator groups. The CEO salaries on Graph #1 are typically contracted amounts and not subject to in-range salary movement. Annual salaries range from \$284,000 to \$415,800 with a mean average of \$348,971.

The Vice President (and equivalent) salaries on Graph #2 represent salary range maximums. Actual salaries are typically less than the maximum of the range. The salary range maximums are from \$219,200 to \$365,280 with a mean average of \$304,433.

Graph #1 – CEO Annual Salary



Graph #2 – Vice President Achievable Salary



Indirect Compensation

Indirect compensation in the BC public sector is inclusive of any non-monetary benefits that are provided. Indirect compensation adds to the value proposition for the employee but does not increase direct cash compensation (i.e., money the employee can take to the bank). Indirect compensation will typically be a cost item for the employer and may be taxable for the recipient.

Table 1 – Indirect Compensation

Compensatory Item		Comment
1	Pension or retirement savings plan contributions	Provided by all six comparator organizations (see table X).
2	Statutory contributions to WorkSafe, CPP, EI, Health Tax	Legal requirement for all employers
3	Professional membership and accreditation fees	Provided by all six comparator organizations. Typically restricted to bona fide work requirement.
4	Extended Health and Dental	Commonly referenced as the Health & Welfare benefits package, this is provided across the entire public sector through Administrative Services Only (ASO) plans, direct insurance, self-administration, etc.
5	Short and Long-Term Disability	
6	Life Insurance and Accidental Death & Dismemberment	
7	Health Spending Accounts and Health Wellness Accounts	Provided in two of the six comparator groups. Becoming more prominent in the public sector.
8	Retirement Allowances	Public sector organizations typically mirror bargaining unit entitlements for executive.
9	Vehicle Leases and Vehicle Allowances	When provided, all public sector executive are limited to \$625/month for a lease or \$580/month for an allowance.
10	Parking and/or public transit subsidies	Parking is a standard taxable provision for executive.
11	Membership fees for athletic, health, fitness, and social clubs	Not permitted on an individual basis in the public sector.
12	Expense Accounts where a personal benefit may be perceived	The public sector does not allow expenses for any personal benefit (e.g., non-business meals).
13	Housing Allowance	Not provided by the comparator organizations, but may apply in the public sector on an exception basis.
14	Tangible Rewards that exceed a modest value	Recognition or performance awards such as computers, high-value electronics, vacation packages, etc are not typically permitted in the public sector.
15	Technology such as computers for home use, smart phones that allow personal use, etc.	Policies vary but technology support is common across the public sector.
16	Paid time off (non-vacation)	Policies vary but generally allow for arrangements to off-set extraordinary contributions of time.

Indirect compensation in the public sector is typically costed between 22% – 24% of base pay (there is no direct guideline on this matter) and is often referenced as the “salary envelope” or the total compensation package. A degree of flexibility allows for shifting indirect compensation to increase the base pay maximum for an individual employee under certain circumstances. An example might be where the employer rolls pension contributions into base pay as the executive employee is no longer contributing to the pension plan. For the purposes of this report, the appropriate indirect compensation proxy is deemed to be **23%** subject to board confirmation.

Indirect Compensation - Pension Plan

The pension plan is an important form of deferred compensation. PSEC includes the employer's contribution in the calculation of the total salary proposition. Providing valuations on pension plans is subject to numerous variables and is within the scope of actuarial specialists.

Angie Sorrell, Executive Director of Pensions, PSEC cautions the many variables to consider include:

- Changes in accrual rates over a fixed time
- The pension option chosen (e.g., Single Life Guarantee, Spousal, etc.)
- Early retirement subsidies
- Future indexing and sustainability
- Group extended health plans
- Employer/Employee contribution rates
- Defined contribution versus defined benefit
- Blending of supplementary plans

The complexity of pensions often leads to miscommunication on future entitlements. Some organizations report a future pension calculated as “*years of service X best five years of earnings X 2%*” but neglect to establish the calculation formula is only applicable as a bridge benefit to age 65 and then reverts to a more modest calculation (typically 1.4% per year of service).

Recent changes to the Public Service Pension Plan that BC Ferries are a member of provides for an annual calculation rate of 1.95% on a go forward basis. The calculation rate is not age sensitive or tied to a bridge benefit.

Although employer contribution rates are considered part of total compensation, they are subject to triennial actuarial reviews of the plan and may increase or decrease accordingly. Employer contributions are not necessarily indicative of the deferred compensation that will accrue to a plan member.

A basic comparison of plans is noted in the accompanying table. The overview suggests the pension plan provided to BC Ferry Services executive is relatively equal or better than what is provided in the comparator organizations. This largely negates any rationale for higher direct compensation levels to offset future pension entitlements.

There are two nuances in the comparator groups to note. The CEO of the BC Lottery Corporation accumulates pensionable service at 1.5 years for every year worked. The holdbacks provided to BC Hydro executive are deemed to be pensionable income that is included in the pension benefit calculation. BC Hydro executive also have the option to purchase up to an additional five years of pensionable service subject to guidelines.

Note: The Public Service Pension Plan arguably lagged some competitor plans until several years ago when reforms were introduced. On a go forward basis it is now one of the stronger plans.

Table # 2 - Comparison of Pension Plans

	BC Ferry Services	Insurance Corporation of BC	BC Hydro	BC Transit	WorkSafe BC	BC Lottery Corporation	Health Services
Employer Contribution on \$300,000 Base Pay	\$29,550	\$38,100	\$63,000	\$29,700	\$24,000	\$33,000	\$29,700
Percentage applied to best 5 years	1.95%	2% to age 65, then 1.3%	2% to age 65, then 1.4%	1.90%	2% to age 65, then 1.3%	2% to age 65, then 1.4%	1.90%
Potential Annual Pension*	\$175,500	\$117,000	\$126,000 plus**	\$171,000	\$117,000	\$126,000	\$171,000
Plan Type	PSPP	Employer Plan	Employer Plan	MPP	Employer Plan under BCPC	Employer Plan	MPP

*Assumes unreduced pension with 30 years contributory service and best 5-year salary average of \$300,000

**Holdback portion at BC Hydro is pensionable.

Indirect Compensation - Benefit Plans

The plans associated with the comparator organizations all provide a typical matrix of health and welfare benefits that include the following:

- Group life insurance which provides for the employee’s family if the plan member dies while a member of the plan. The benefit is typically based on a multiple of the plan member’s earnings. Additional optional coverage may also be available.
- Extended health care coverage reimburses eligible medical expenses not covered by the BC Medical Services Plan. This can include prescription drugs, vision care, hospital care, medical services and equipment, paramedical services, and out of province emergency travel.
- Dental care for preventive, diagnostic, and restorative treatments.
- Disability benefits which are designed to replace a portion of a plan member’s income in the event of illness or injury
- Accidental death and dismemberment insurance provides additional benefits to a plan member’s family if the person dies accidentally or suffers physical injuries.

Some plans will have variations in deductibles, coverage of specific pharmaceuticals, amounts reimbursed for corrective eyewear, hearing aids, medical devices, etc. A detailed valuation of benefits would need to account for individual benefit consumption that will vary with medical needs and dependents. Privacy interests do not allow for such analysis.

Proportional benefit costs will typically decrease as salary increases. Although some benefit costs such as disability insurance and group life can be wage sensitive, many of the costs associated with benefits such as dental or extended health do not increase proportionate to salary. Table #3 compares benefit costs across organizations. BC Ferry Services is among the lowest in percentage costs of salary, but BC Ferries executives have some of the highest salaries. Conversely, BC Transit has the lowest average executive compensation and has the highest percentage cost.

A cursory review suggests that BC Ferries receives a superior benefit with a \$5,500 annual health spending account (HSA). It is unlikely most HSA recipients are spending the full \$5,500 allotment in any given year. Unspent funds are rolled over for one year and then subsequently forfeited.

The average benefits costs among the comparator groups have a plus or minus variation from BC Ferry Services costs of less than \$3,800 which accounts for approximately 1% of a \$300,000 salary. Benefit costs are subject to yearly variation which presents a margin of error. Benefit costs are not a significant variable in establishing compensatory levels for BC Ferry Services executive relative to the selected comparator groups.

Note: Canada Revenue Agency strictly controls a schedule of health care related expenses that can be claimed as non-taxable reimbursements under an HSA. Many of the eligible expenses are already covered under standard benefit plan entitlements. HSA entitlements do not equate to “free” money.

Table #3 – Comparison of Executive Benefit Costs

	BC Ferry Services*	Insurance Corporation of BC	BC Hydro**	BC Transit	WorkSafe BC***	BC Lottery Corporation	Health Services Authority
Average VP Compensation	\$ 301,620	\$ 281,346	\$ 317,952	\$ 193,172	\$ 293,059	\$ 244,142	\$ 271,698
Average VP Benefits cost	\$ 8,694	\$ 15,476	\$ 20,996	\$ 11,528	\$ 18,946	\$ 11,997	\$ 13,909
Cost as % of Compensation	2.88%	5.50%	6.60%	5.97%	6.46%	4.91%	5.12%
Health Spending/Wellness	\$ 5,500	\$ 1,800			\$ 3,250		
Total Cost	\$ 14,194	\$ 17,276	\$ 20,996	\$ 11,528	\$ 22,196	\$ 11,997	\$ 13,909
Percentage of BCFS Cost	100%	121.7%	147.9%	81.2%	156.4%	84.5%	98.0%
Average of Benefit cost compared to BCFS = 100.9%							

Note: Benefit costs include statutory employer contributions and HSA entitlements.

Note: A report dated May 5, 2015, on benefit provisions titled “Relative Value and Prevalence Benchmarking Report, Government of British Columbia, BC Public Service Agency, Non-Union Employees” was completed by Mercer Consulting. The report is based on input from a participant group of 18 organizations, six of which are in the comparator group for the BCFA executive compensation review. The report references a total value measure with BCPSA ranking 7 out of 18. The entire dispersion of all 18 organizations has a total value perspective that ranges from \$5,400 to \$7,800 annually. It is reasonable to conclude that relative benefit provisions between employers does not significantly impact the total compensation proposition.

Indirect Compensation - Other Perquisites

Public sector organizations have a limited ability to provide value added enhancements to executive employment contracts. Any perquisite must be explicitly referenced in the contract for employment and is subject to Ministerial approval. Although BCFS is not a public sector organization the legislation requires consideration of all compensatory incentives to ensure public sector comparables are not exceeded.

Some perceived employment benefits are not directly reported or attributed to the compensation package. Typical examples include attendance at conferences that can be merged with personal vacation time, or expense accounts for work related activities.

Table #4 provides an overview of perquisites that have been reported by other organizations. The most notable entry is that BC Hydro executive receive an annual 4% benefit credit that can be redeemed as cash compensation, used to purchase additional vacation time, or can be directed towards a group RRSP. Although BC Hydro is the only comparator organization with such a provision, it is partly offset by commencing annual vacation for executive at four weeks.

Vacation time as a comparator can be misleading. In some cases, the employee may have experienced a lengthy tenure in the organization prior to becoming part of the executive team and carries their previous vacation entitlement with them. Some executive report challenges in finding the opportunity to access their vacation time given their busy schedules. Other executive report they are still engaged in work related activities through remote access even though they are technically on vacation.

Unused vacation that is paid to an employee can increase direct cash compensation beyond the contracted or budgeted amount. Some public sector organizations have policies that compel executive to schedule and use their vacation time so that vacation payout amounts can be mitigated. Public sector organizations are subject to section 14.2 of the *Public Sector Employers Act* that limits the accumulation of unused vacation. Annual vacation payout is reported as part of the annual compensation disclosure to PSEC.

Subject to taking a minimum threshold, BC Ferries executive are permitted to accumulate unused vacation until they terminate or retire from the organization. The CEO is not compelled to meet a threshold requirement. Although not confirmed for BCFS, it is a typical organizational practice to request a payout of accrued (previous years) vacation at the discretion of the employee. Vacation liabilities are often accounted for in accruals where the resulting lump sum payments become subject to public scrutiny.

Note: When employees use all their allotted vacation it has no impact on their direct compensation. There may be a cost to the organization if the employee must be replaced in their absence, or an intangible cost in lost productive time. In cases where the employee receives a vacation payout it accounts for 1.92% per week of vacation. On a \$300,000 salary an extra week of vacation can be valued at \$5,760.

Table # 4 Comparison of Executive Perquisites

	BC Ferry Services	Insurance Corporation of BC	BC Hydro	BC Transit	WorkSafe BC	BC Lottery Corporation	Provincial Health Services Authority
Monthly Vehicle Lease or Allowance*	CEO=\$1,200 VP=\$900	Transport'n allowance = \$120/month	Lease=\$625 Cash=\$580 Only CEO is eligible.	Lease=\$625 Cash=\$580 Limited to Salary Range 1 Executive	Lease=\$625 Cash=\$580	Lease=\$625 Cash=\$580	Lease=\$625 Cash=\$580 Only the CEO is eligible.
Parking	Provided	Provided	Provided	Provided	Provided	Provided	Provided
Other (a)	Ferry Pass		4% Benefit Credit**	Bus Pass	Supplement'y pension plan***	CEO pension accumulates at 1.5X service	
Other (b)	Retention Bonuses			Home internet allowance			
Vacation	Start with 6-7 weeks	Start with 4 weeks but negotiable	Start with 4 weeks, up to 7 for long tenure	Start with 4 weeks plus 6 personal days	Start with 4 weeks but negotiable	Start with 6 weeks, max 7	Start with 4 weeks, up to 7 for long tenure

Notes:

*PSEC Guidelines stipulate a maximum of \$625/month for a lease vehicle or \$580/month vehicle allowance.

**BC Hydro benefit credit is 4% of salary and can be used as extra vacation, group RRSP contribution, or redeemed as cash.

***Supplementary plan is over and above the regular plan. Individual participation must be approved by the Board of Directors. Currently no WorkSafe BC Executive are approved for plan participation.

Direct Compensation

Direct compensation is any form of payment that provides a direct monetary benefit.

Table # 5 – Direct Compensatory Items

Direct Compensatory Item		Comment
1	Base Salary	Annual salary that is fundamental to the employment relationship.
2	Salary Holdbacks	Permitted in the public sector, a portion of salary is paid by annual lump sum subject to meeting performance measures.
3	Bonuses and Cash Incentives	Not permitted in the public sector
4	Retention Allowances	Provided in the public sector by exception but prorated to annual salary.
5	Cash rewards for recognition	Not permitted in the public sector
6	Efficiency and Cooperative Gains Sharing	Included in some union agreements but does not extend to executive employees.
7	Pension Plan porting costs	Part of direct compensation in the year that it is provided.
8	Deferred Salary	Not common in the public sector. Prorated to annual base salary.
9	RRSP contributions	Supplementary to the established pension plan
10	Overtime compensation	Not provided at the executive level
11	Shareholder Equity / Profit Sharing	Not applicable to the public sector
12	Professional / Credential Premium	Required professional certifications must be factored into base pay and not be provided as an add to pay.

Direct Compensation Base Salary Comparison – CEO

BC Hydro is the only organization that applies a holdback incentive of up to 10% with a typical holdback payment realistically aligned at 8%.

The *other comparators* are provided as information only and have not been considered in any quartile calculations. The dollar figures provided for the *other comparators* reflect the maximum achievable salary. Applying a realistic holdback of 19.5% for the CEO of VIA Rail and adjusting the figures to actual salary paid for the Deputy Minister to the Premier and for the CEO TransLink yields an average salary of \$393,480 for *other comparators* Table # 6 depicts the annual base compensation provided to CEO positions in the comparator group. CEO base compensation at public sector entities is typically based on a contracted amount as opposed to a salary range. Contracts may include predetermined annual increments that are subject to performance.

Table # 6 - CEO Compensation

CEO Annual Base Compensation	
Annual Base (typically contracted amount)*	
BC Transit	\$ 284,000
BC Lottery Corporation	\$ 311,000
Provincial Health Services Authority	\$ 352,000
WorkSafe BC	\$ 365,000
Insurance Corporation of BC	\$ 406,000
BC Hydro (Includes 10% holdback)	\$ 415,800
Mean Average	\$ 355,633
Other Comparators	
Deputy Minister to the Premier**	\$ 349,000
CEO Via Rail (holdback of 26% added to base)	\$ 401,688
CEO Translink (actual 2020 salary was \$463,964)	\$ 517,443
WCBC CEO Public Sector****	\$ 399,000
Average	\$ 416,782.8

*Data is from disclosure statements, subject to variation due to interim period increases and disclosure year alignment.

**All other Deputy Ministers report to this position. Salary range maximum quoted. Actual salary is less.

***typical payout is 19.5% for "Succeed Plus" rating

****WCBC 2020-21 survey data for public sector organizations >500 employees, maximum average - not limited to BC

Direct Compensation Base Salary Comparison – Vice Presidents

Vice President and equivalent executive positions in the BC public sector are typically compensated on salary ranges that have been reviewed and approved by PSEC. Once PSEC has approved the salary range(s) it is at the discretion of the organization to determine placement on the range. This provides the organization with a degree of flexibility to adjust to market realities and make delineations in the scope of their respective executive roles.

Among the comparator group, four of the organizations utilize two executive salary ranges while the remaining two organizations utilize a single range. Table #7 reflects the range minimum and maximum amounts. Where two salary ranges are utilized, the average difference between the range maximums is approximately **\$23,000**. The average range spread from the minimum to maximum is approximately **\$90,000** if BC Transit (outlier data) is not included in the calculation.

BC Hydro is the only comparator organization that applies a salary holdback at the Vice President level. The holdback amount is 20% with a typical holdback payment reported as 15%.

Within the public sector, executive compensation typically exhibits a modest spread between positions. This correlates to the approach that executives contribute to organizational success as a consolidated team. Although each executive member will have their specific defined area of scope it is recognized there are inter-relationships between the areas that require significant consultation and priority setting.

Table #8 reflects actual salaries on the range which are typically below the range maximum. In-range movement toward the maximum is subject to satisfactory performance. In-range movement has been frozen by PSEC for the 2021 performance year, but range maximums were permitted to increase by up to 2%. PSEC will typically place restrictions on the percentage amount of individual in-range increases.

Although this report limits comparisons with BC public sector organizations, the compensation plans of the comparator organizations will sometimes include cross-jurisdictional or private sector data. This is particularly true for ICBC that incorporates compensation relativity with the private sector insurance industry. These external comparators are reflected in the salary ranges in Table #7 which will be the basis for BCFS compensatory recommendations. In other words, the compensatory comparisons have been subject to some degree of influence by non-public sector comparators.

Table # 7 – Executive Salary Ranges

Salary Range Comparison - Vice Presidents and Equivalent						
	Range 1	Range 1	Range 2	Range 2	Range 1	Range 2
	Range Min	Range Max	Range Min	Range Max	Spread	Spread
BC Transit	\$ 196,700	\$ 219,200	\$ 185,500	\$ 202,300	\$ 22,500	\$ 16,800
WorkSafe BC	\$ 232,515	\$ 290,644			\$ 58,129	
BC Lottery Corporation	\$ 198,539	\$ 297,810			\$ 99,271	
Provincial Health Services Authourity	\$ 204,577	\$ 306,866	\$ 198,924	\$ 298,387	\$ 102,289	\$ 99,463
Insurance Corporation of BC	\$ 260,700	\$ 346,800	\$ 221,300	\$ 309,100	\$ 86,100	\$ 87,800
BC Hydro (max includes 20% holdback)	\$ 270,500	\$ 365,280	\$ 249,700	\$ 337,080	\$ 94,780	\$ 87,380
Mean Averages	\$ 245,259	\$ 339,649	\$ 223,308	\$ 314,856	\$ 77,178	\$ 72,861
Mean Average w/o BC Transit					\$ 88,114	\$ 91,548

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Table #8 – Actual Average Salaries Paid on the Range

Average VP Salary on the Range						
	Range 1			Range 2		
	Range Maximum	Compa-Ratio Ave	Average Salary of Positions on the Range	Range Maximum	Compa-Ratio Ave	Average Salary of Positions on the Range
BC Transit	\$ 219,200	90%	\$ 197,109	\$ 202,300	93%	\$ 187,265
WorkSafe BC	\$ 290,644	98%	\$ 284,743			
BC Lottery Corporation	\$ 297,810	82%	\$ 244,142			
Provincial Health Services Authourity	\$ 306,866	89%	\$ 271,698			
Insurance Corporation of BC	\$ 346,800	84%	\$ 290,595	\$ 309,100	92%	\$ 283,039
BC Hydro (includes holdback)	\$ 365,280	95%	\$ 348,619	\$ 337,080	85%	\$ 287,286
Average		90%	\$ 287,959		90%	\$ 252,530

Direct Compensation Variable Pay - Holdbacks and Incentives

PSEC guidelines allow for up to 20% of base salary to be held in abeyance and paid as an annual lump sum contingent on meeting predetermined corporate and/or individual metrics.

BC Hydro is the only comparator organization that incorporates holdbacks as part of their executive compensation plan. Several other organizations, including the BC public service, previously included a holdback framework that was eventually rolled into base salary.

The efficacy of lump sum incentives has been the subject of significant research and debate. An oversimplification of conclusions is that incentive pay works better in specific operating environments, particularly those associated with direct sales.

An alternative to holdback payments is to reward performance through in-range movement on a defined salary band.

Note: Under the terms of the Public Service Pension Plan, holdback payments are not pensionable. This may be perceived as a disadvantage in deferred compensation compared to organizations that do not use holdbacks as part of their total cash compensation.

Salary Alignment with Comparator Group

Pay positioning among the comparator group must ensure the organization remains competitive in the recruitment and retention of talent while balancing the relativity of the comparators. Within the BC public sector there is a rough correlation between executive salaries when compared against size, scope, and complexity of the organization.

A Hayden Consulting Services report dated October 2021 that was commissioned by the BC Ferry Services board of directors provides multiple factors that relate to size, scope, and complexity. These non-weighted factors are represented in Appendix # 1. The measures clearly reflect BC Ferries above the median of these organizations, but below the top tier. The cumulative rating score of .66 rounds off to the 3rd quartile.

The Hayden report suggests the University of British Columbia (UBC) be included in the comparator group. The inclusion of UBC would result in a lower cumulative ranking score for BC Ferries with a rounding that is closer to the median than the 3rd quartile. PSEC did not recommend inclusion of UBC in the comparator group and it has been omitted from the data set given the downward pressure it places on the salary recommendation outcome.

There are multiple methodologies to calculate quartiles where the nuances cancel each other out on larger data sets. On smaller data sets, such as the six comparator organizations, differences will be evident contingent on the selected formula. For the purposes of this report, quartile calculations are provided from the imbedded formula in Excel and from the popular descriptive statistics web tool on www.calculatorsoup.com.

The quartile calculations from the comparator group of CEO salaries (Table #6) are as follows:

Data Set Quartiles (Excel)	Salary at Quartile		Web Calculator	Salary at Quartile
Quartile 1	\$ 321,250		Quartile 1	\$ 311,000
Quartile 2	\$ 358,500		Quartile 2	\$ 358,500
Quartile 3	\$ 395,750		Quartile 3	\$ 406,000

The quartile calculations from the comparator group of Vice President salary ranges (Table #7) are as follows:

Range 1 Max Quartiles (Excel)	Salary at Quartile		Range 1 Max Quartiles (Web Calc)	Salary at Quartile
Quartile 1	\$ 292,436		Quartile 1	\$ 290,644
Quartile 2	\$ 302,338		Quartile 2	\$ 302,338
Quartile 3	\$ 336,817		Quartile 3	\$ 346,800

Direct Compensation Comparison by Executive Role

Table 9 provides a comparison of Vice President compensation based on the type of role. The table confirms which salary range within the respective organizations the position has been placed on. Based on the data it is evident that Vice President positions receiving the highest compensation are those with a direct operational role, the positions designated as Chief Financial Officer, and positions responsible for the corporate legal division.

Except for the CFO, other corporate services roles such as the Chief Information Officer, Stakeholder Engagement, and Human Resources compensate at a slightly lower average. This also holds true when reviewing the actual salaries paid versus the maximum achievable. Particularly where an organization utilizes a single executive salary range (WorkSafe and BC Lottery), there can be a significant disparity between the actual salary and the achievable salary.

Appendix 3 provides summary outlines of executive profiles across the comparator organizations. By comparing the BCFS profile with counterparts in other organizations an assessment can be made as to relative ranking of specific roles. In most cases the BCFS profiles will rank hire than comparables at BC Transit and WorkSafe BC but will generally rank lower than BC Hydro. Recognizing there is a significant degree of subjectivity in such an exercise, it should be noted the BCFS profiles are not necessarily the largest scope or most complex roles. This further rationalizes a third quartile salary placement among the comparators.

Table #9 - Compensation by Type of Position

	Operational Range Max	Operational Actual	Human Resources Range Max	Human Resources Actual	Chief Financial Officer Range Max	Chief Financial Officer Actual	Chief Information Officer Range Max	Chief Information Officer Actual	Engagement &/or Comm Range Max	Engagement &/or Comm Range Max	Business Specific Range Max	Business Specific Actual	Legal Range Max	Legal Actual
BC Transit	\$ 219,200	\$ 199,900	\$ 202,300	\$ 190,882	\$ 219,200	\$ 194,819	\$ 202,300	\$ 182,485	\$ 202,300	\$ 183,649	\$ 219,200	\$ 196,608		Not Exec
WorkSafe BC	\$ 290,644	Contract**	\$ 290,644	\$ 243,165	\$ 290,644	\$ 322,140	\$ 290,644	\$ 285,645	\$ 290,644	\$ 278,213	\$ 290,644	\$ 289,369	\$ 290,644	\$ 289,927
BC Lottery Corporation	\$ 297,810	\$ 270,000	\$ 297,810	\$ 230,000	\$ 297,810	\$ 266,670	\$ 297,810	\$ 238,812	\$ 297,810	\$ 230,000	\$ 297,810	\$ 230,000	\$ 297,810	\$ 230,000
Provincial Health Services	\$ 306,866	\$ 298,696	\$ 306,866	\$ 286,110	\$ 306,866	\$ 250,000	\$ 306,866	\$ 292,638	\$ 306,866	\$ 190,000	\$ 306,866	\$ 298,696	\$ 306,866	\$ 239,400
Insurance Corporation of BC	\$ 346,800	\$ 278,190	\$ 309,100	\$ 287,408	\$ 346,800	\$ 300,892	\$ 346,800	\$ 303,000	\$ 309,100	\$ 283,039	\$ 346,800	\$ 320,540	\$ 346,800	\$ 306,910
BC Hydro (includes holdback)*	\$ 365,280	\$ 330,479	\$ 365,280	\$ 355,816	\$ 365,280	\$ 359,561		Not Exec	\$ 365,280	\$ 355,816	\$ 337,080	\$ 324,726	\$ 337,080	\$ 259,000
Mean Average	\$ 304,433	\$ 275,453	\$ 295,333	\$ 265,564	\$ 304,433	\$ 282,347	\$ 288,884	\$ 260,516	\$ 295,333	\$ 253,453	\$ 299,733	\$ 276,657	\$ 315,840	\$ 265,047
Third Quartile (Excel)	\$ 336,817		\$ 308,542		\$ 336,817		\$ 306,866		\$ 308,542		\$ 329,527		\$ 337,080	
Third Quartile (Web Calculator)	\$ 346,800		\$ 309,100		\$ 346,800		\$ 326,833		\$ 309,100		\$ 337,080		\$ 341,940	
Deputy Minister of Finance					\$ 299,215	\$ 270,500								
Deputy Minister Citizen's Services-CIO							\$ 291,300	\$ 249,700						
Deputy Minister Public Service Agency-HR			\$ 270,500	\$ 228,900										
Public Service Legal Counsel 4 Manager***													\$ 255,146	\$ 255,146
Translink (Jan 2019 Compensation Plan)			\$ 238,577		\$ 372,513		\$ 249,418		\$ 267,061				\$ 323,103	
*Holdback for Legal role estimated at 12%. Base salary is \$231,132. HR position and the Engagement position are under one VP.														
**Special interim arrangement														
***Typically responsible for 12-15 Lawyers														

Recommendations

1. Based on the third quartile data of the comparator organizations it is recommended the annual CEO base salary be established at or near **\$406,000**. Based on a 23% proxy for indirect compensation it is recommended the total salary envelope be capped at or near **\$499,360**.
2. Based on the third quartile data of the comparator organizations it is recommended the salary range for Executive Vice President positions be established as **\$252,000 to \$347,000**. The range spread of \$95,000 is consistent with the average range spread of the comparator group. Based on a 23% proxy for indirect compensation it is recommended the total salary envelope be capped at or near **\$426,800**
3. It is recommended that consideration be given to the second Vice President level salary range of **\$225,000 to \$323,000**. Based on a 23% proxy for indirect compensation it is recommended the total salary envelope be capped at or near **\$397,300**. The \$323,000 figure represents the third quartile of the maximum of range 2 salaries in Table #7.
4. It is recommended that future vehicle allowance and/or vehicle lease arrangements for new hires mirror public sector guidelines.
5. It is recommended that a compensation philosophy be approved by the BCFA board. It is further recommended that the compensation philosophy is applied in support of any future BCFS Executive Compensation Plan.
6. It is recommended that future disclosure of BCFS executive compensation follow the same guidelines applied for public sector disclosure to ensure comparator information is consistent and relative. PSEC guidelines for compensation disclosure are available at the following link:

http://www.llbc.leg.bc.ca/public/pubdocs/bcdocs2020_3/717129/717129_public_sector_exec_comp_disclosure_guidelines.pdf

Comments on Recommendations

A compensation philosophy and compensation plan require board approval of the comparator group composition, market positioning relative to the comparators, and confirmation of a proxy amount for indirect compensation (proposed as 23%).

In recommendations #1-3, “*salary envelope*” is synonymous with “*total compensation*”. A partial listing of indirect compensatory items is on page #6 of this report.

There were no significant disparities or inequities identified in terms of indirect compensation with the comparator group. Any substantial changes to benefits, paid leave, perquisites, and other indirect incentives may impact future recommendation on direct compensation.

The intention is that base salary does not exceed the prescribed maximums through application of internal initiatives and practices. The **base salary is inclusive of**, but not limited to the following:

- **Salary Holdbacks**
- **Any form of lump sum incentive pay**
- **Deferred Salary (not including the registered pension plan)**
- **RRSP contributions supplemental to the pension plan**
- **Retention Bonuses (subject to specific exceptions)**
- **Supplementary vacation or leave above the contracted amount that can be taken as pay**

On an exception basis, there may be opportunities to shift indirect compensation and exceed the maximum base salary. This would only apply in cases where the executive employee formally waives an existing indirect compensatory entitlement the employer would otherwise be compelled to pay for.

The respective boards may want to consider the continued efficacy of the salary holdback scheme and determine if performance should be recognized through in-range movement for the Vice Presidents. Should the board adopt a duo salary range scheme, further consideration will be required to determine a methodology to allocate executive positions to a respective range.

Table #10 reflects projected direct compensation as of July 1, 2022, compared to the figures in recommendations 1 through 3.

Note: The public sector limits the maximum Vice President salary to 85% of the CEO salary. The proposed range maximum of \$347,000 is compliant given that it is slightly less than the 85% threshold.

Note: Where the comparator organizations have two executive salary ranges, the average difference at the range maximum is \$23,000. The recommended range 2 maximum of \$323,000, plus the average difference of \$23,000, yields \$346,000 which is consistent with the recommendation for the range 1 maximum.

Note: The maximum exempt management salary at BCFS is \$197,700. The recommendation for an executive range 2 at a maximum of \$323,000 represent a differential of 64% at the salary maximums. A more typical differential would fall between 35% - 50%. Although the 64% differential is higher than most organizations in the public sector there are some that compensate at more than the BCFS exempt management maximum.

Table #10 - Comparison of Recommendations to Current Salary

Executive Role	July 1, 2022 Salary @ 100% of Holdback	Maximum Recommended Base Salary	Total Salary Envelope	Recommended Base Salary Versus Current
Chief Executive Officer	\$535,000	\$406,000	\$499,360	-\$129,000
VP, Chief Operating Officer	\$452,000	\$347,000	\$426,800	-\$105,000
VP, Chief Financial Officer	\$452,000	\$347,000	\$397,300	-\$105,000
VP, Chief Information Officer	\$357,500	\$347,000 or \$323,000	\$426,800 or \$397,300	-\$10,500 -\$34,500
VP, Ship Building & Innovation	\$357,000	\$347,000 or \$323,000	\$426,800 or \$397,300	-\$10,000 -\$34,000
VP, General Counsel and Corporate Secretary	\$357,000	\$347,000 or \$323,000	\$426,800 or \$397,300	-\$10,000 -\$34,000
VP, People & Culture*	\$355,000	\$323,000	\$397,300	-\$32,000
VP, Marketing & Customer Experience*	\$357,500	\$323,000	\$397,300	-\$34,500
VP, Strategy & Community Engagement*	\$357,000	\$323,000	\$397,300	-\$34,000

*Based on the typical range allocation of executive roles in the comparator group organizations. Actual BCFS allocation may be different.

Appendix 1 – Tables 1-5 Complexity Relative to Comparator Organizations

1. Annual Revenue of Comparator Organizations (Pre-Covid Year)

Public Sector Organization		Annual Revenue 2019/20 - \$000
1	BC Transit	343,533
2	BC Ferry Services	925,613
3	BC Lottery Corporation	2,530,882
4	WorkSafe BC	3,933,765
5	Provincial Health Services Authority	3,863,921
6	Insurance Corporation of BC	6,434,381
7	BC Hydro	6,269,000
BCFS ranks 3 of 7 (see note)		

Source – Report to BCFS Board, Hayden Consulting Services, October 2021

Note: With the omission of commissions and fees, BCLC operating expenditures are approximately one-half of BCFS and not as diverse as BCFS. The revenue stream for BCLC arguably has greater predictability and a more simplified intake matrix which supports BCFS as effectively ranking 3 out of 7.

2. Tangible Assets of Comparator Organizations

Public Sector Organization		Tangible Assets 2020/21 - \$000
1	Insurance Corporation of BC	2,982
2	WorkSafe BC	18,827
3	BC Lottery Corporation	313,865
4	BC Transit	343,533
5	Provincial Health Services Authority	1,720,201
6	BC Ferry Services	2,836,561
7	BC Hydro	32,994,000
BCFS ranks 6 of 7		

Source – Report to BCFS Board, Hayden Consulting Services, October 2021

3. Full Time Equivalent Employees (FTEs) of Comparator Groups

Public Sector Organization		FTE Count 2020/21
1	BC Lottery Corporation	1,000
2	BC Transit	1,071
3	WorkSafe BC	3,141
4	BC Ferry Services	3,971
5	Insurance Corporation of BC	5,903
6	BC Hydro	7,196
7	Provincial Health Services Authority	23,000
BCFS ranks 4 of 7		

Source – Report to BCFS Board, Hayden Consulting Services, October 2021

4. Range of Services

Public Sector Organization		Range of Services
1	BC Lottery Corporation	Less than BCFS
2	BC Transit	Less than BCFS
3	WorkSafe BC	Less than BCFS
4	Insurance Corporation of BC	Less than BCFS
5	BC Ferry Services	N/A
6	BC Hydro	Greater than BCFS
7	Provincial Health Services Authority	Greater than BCFS
BCFS ranks 5 of 7		

5. Operating Environment

Public Sector Organization		Operating Environment
1	BC Lottery Corporation	Less complex than BCFS
2	BC Transit	Less complex than BCFS
3	WorkSafe BC	Less complex than BCFS
4	Insurance Corporation of BC	Less complex than BCFS
5	BC Ferry Services	N/A
6	BC Hydro	More complex than BCFS
7	Provincial Health Services Authority	More complex than BCFS
BCFA ranks 5 of 7		

Note: The BC Hydro environment includes continuity of power generation and delivery in all adverse weather conditions and remote locations. PHSA includes the BC Ambulance service that responds under challenging weather and emergency conditions.

Summary

#	Measure of Complexity	BC Ferry Services Ranking
1	Revenue	3
2	Tangible Assets	6
3	Full Time Equivalents	4
4	Range of Services	5
5	Operating Environment	5
Total		23 of 35 = .66

Note: Including UBC as a comparator would result in a ratio of .58

The overall ratio of 0.66 aligns closer to the **3rd quartile** than the median and mitigates any potential survey and measurement error. It is appropriate to apply the 3rd quartile as a measure of complexity to establish relativity with the pay ranges of the comparator groups.

Appendix #2 – Comparator Organization Summaries

Organization	Organization Thumbnail	Service Plan Deliverables
BC Ferry Services	An independently managed company providing essential ferry service on the coast of British Columbia. BCFS Inc. provides contracted vehicle and passenger service on 25 regulated routes under a 60-year contract with the Province of BC. It has a fleet of 35 vessels and operates 47 terminals under long term lease.	<ol style="list-style-type: none"> 1. Customer and community centered 2. Focused on core operations 3. Supporting our employees 4. Pursue climate change initiatives 5. Manage our company well
BC Transit	Plan, acquire, construct, or cause to be constructed public passenger transportation systems and rail systems that support regional growth strategies, official community plans, and the economic development of transit service areas and provide for the maintenance and operation of those systems and, to enter into commercial revenue opportunities in respect of the authority's assets and resources.	<ol style="list-style-type: none"> 1. BC Transit will put safety first 2. BC Transit will support its people to achieve success 3. Develop, deliver, and improve the transit services which customers and partners can rely on 4. Work with local governments to improve livability and to provide transit service when and where people want it. 5. Be accountable for environmental impact.
WorkSafe BC	Promote the prevention of workplace injury, illness, and disease; rehabilitate those who are injured and provide timely return to work; provide fair compensation to replace workers' loss of wages while recovering from injuries, and; ensure sound fiscal management for a viable workers' compensation system. WorkSafeBC has the legal authority to set and enforce occupational health and safety standards, assist injured or disabled workers, and assess employers and collect funds to operate WorkSafeBC.	<ol style="list-style-type: none"> 1. Reduce the provincial injury rate 2. Improve return to work (and rehabilitation outcomes) 3. Improve timeliness of short-term disability payments 4. Improve injured worker and employer ratings of the overall process 5. Control administration costs
BC Lottery Corporation	Conducts and manages commercial gambling in a socially responsible manner for the benefit of British Columbians. This includes gambling facilities, lottery, bingo, and sports betting through multiple channels of distribution. Through agreements with private-sector service providers, BCLC offers slot machines, table games and bingo at 16 casinos, two racecourse casinos, 17 community gaming centres and one commercial bingo hall and 3,500 retail locations.	<ol style="list-style-type: none"> 1. No one is harmed from gambling offered by BCLC 2. Our business does not create opportunities for criminal activity 3. BCLC is respected for how we operate 4. Players are entertained 5. BCLC delivers our promised financial return to the Province of B.C.
Provincial Health Services Authority	Oversees the co-ordination and delivery of provincial programs and highly specialized health-care services. Highly specialized services include those that are resource-intensive such as heart surgery, transplants, and cancer treatment, which cannot be delivered in every community. This includes operating over ten primary agencies such as the BC Cancer Clinic, Children's Hospital, BC Centre for Disease Control, and the BC Ambulance Service.	<ol style="list-style-type: none"> 1. Ensure a focus on service delivery areas requiring strategic repositioning 2. Support the health and well-being of British Columbians through the delivery of high-quality health services 3. Effective governance, use of health sector resources and approaches to funding
Insurance Corporation of BC	Provide universal compulsory auto insurance to drivers in B.C. As a public auto insurer, helps B.C. drivers get on the road through driver licensing services and on the road to recovery after a crash. ICBC is one of B.C.'s largest corporations and one of Canada's largest property and casualty insurers. Network of 900 independent brokers, government agents and appointed agents. Also provides a number of non-insurance services on behalf of the provincial government, including vehicle registration and licensing, driver licensing, and fines collection.	<ol style="list-style-type: none"> 1. To Make Insurance Affordable 2. To be Customer Driven 3. To be Smart & Efficient 4. To be Future Focused
BC Hydro	Responsible for generating, purchasing, distributing, and selling electricity, while ensuring that the environment is cared for, community needs are met, and financial results are delivered. BC Hydro has over 4 million customers, 30 hydro generation dams, 300 sub-stations, and over 80,000km of transmission lines.	<ol style="list-style-type: none"> 1. Safety above all 2. Set the standard for reliable and responsive service 3. Keep electricity bills affordable for our customers 4. Help Make Renewable, Clean Power British Columbia's Leading Energy Source

Appendix #2 – Part 2

Organization	Primary Legislation	Annual Financials	Assets	Employee Count	Recruitment and Retention Challenges
BC Ferry Services	1. Coastal Ferry Act 2. Business Corporations Act 3. Canada Shipping Act	Revenue: \$930 Million Expenditures: \$643 Million operating expenses (not including expenditure) Source: Pre-Covid 2018-19 Annual Report	\$2.46 Billion	Headcount: 5232 (2020) FTEs: 3952	Licensed Deck and Engineering Officers
BC Transit	1. British Columbia Transit Act 2. Passenger Transportation Act	Revenue: >\$350 Million (approx. \$225M govt transfers) Expenditures >\$350 Million figures 2019/20	>\$400 Million	Headcount: 1,081 FTEs: 1,071	1. None identified (although qualified applicant pools for bus driver positions are diminishing)
WorkSafe BC	1. Workers Compensation Act	Revenue: \$1.7 Billion (not incl investment income) Expenditures: \$2.6 Billion (includes claim payments) >\$20 B investments managed by BCIMC	\$285 Million	Headcount: 3,538 FTEs: 3,141	1. Expertise in Occupational Health & Safety
BC Lottery Corporation	1. Lottery Corporation Act 2. Gaming Control Act	Revenue: \$2.5 B for 2019/20 Expenditures: \$1.4 B to social programs/government	\$315 Million - BCLC owns all slot and gaming machines in the province	Headcount: 1,060 FTEs: 1,000	1. Information Technology Specialists
Provincial Health Services Authority	1. Societies Act 2. Various acts related to health	Revenue: \$4 Billion Expenditures: \$4 Billion \$3.6 B of revenue is from government sources	>\$1.8 Billion	Headcount: >21,000 FTEs: 23,000	1. Virtually all health care professional jobs
Insurance Corporation of BC	1. Insurance Corporation Act 2. Motor Vehicle Act	Revenue: \$6 Billion Expenditures: >\$6 Billion Investment fund >\$20 Billion	>\$350 Million (non-depreciated)	Headcount: 6,280 FTEs: 5,900	Headcount: 7,300 FTEs: 7,200
BC Hydro	1. Hydro and Power Authority Act 2. Utility Commissions Act 3. BC Hydro Public Power Legacy and Heritage Act 4. Clean Energy Act	Revenue: \$6.35 Billion Expenditures: \$5.7 Billion (not including \$3 Billion in capital expenditure)	>\$25 Billion	1. Insurance expertise / Actuaries	1. Engineers

Appendix #3 – Executive Profile Summaries

A. Executive Comparator Positions with an Operational Focus

<p>BC Ferry Services</p> <p>Chief Operating Officer</p>	<p>The Chief Operating Officer is responsible for all the operational divisions in the organization including fleet operations, engineering, maintenance engineering, crewing department, contracted operations, operational training, and competencies in compliance with the Canada Shipping Act, BC Ferries shipyard, terminal operations, safety and environmental protection portfolios, ancillary operations such as food services and retail, operations and security center. Various challenges include marine certifications relating to international recruitment, pursuing regulatory changes to vessel crewing., standardized operational training, vessel capacity limitations, aging fleet and lack of replacement components, fostering a "sail safe" culture, integration and optimizations of advances in technology. Almost 4000 staff and significant operating budget report up to the COO.</p>
<p>BC Transit</p> <p>Vice President Operations & Chief Operating Officer</p>	<p>The Vice President & Chief Operating Officer is a key contributor who provides advice and support to the Chief Executive Officer, recommends, and implements policies, plans strategies, provides leadership within the organization by committing to action the business goals of BC Transit and contributes to furthering the strategic corporate agenda for BC Transit. The Vice President and Chief Operating Officer (COO) is responsible for leading and managing the delivery of conventional, custom and para-transit services to communities throughout the province, outside the Greater Vancouver regions. Represents BC Transit and functions as the senior spokesperson for the corporation in dealings related to the delivery of transit services throughout the province. The Vice President-COO provides leadership in resource management often through partnerships with other governments and the private sector. Relationship building is key in working with diverse internal and external stakeholder groups, as the Vice President-COO develops service standards according to the needs of clients and within the realm of government policies and available resources.</p>
<p>WorkSafe BC</p> <p>Head of Claims and Rehabilitation Services</p>	<p>The Head of Claims and Rehabilitation Services is responsible for the management, administration and strategic direction for the Claims and Rehabilitation Services Division. This Division's mandate is to ensure the fair, consistent, and timely adjudication of claims and provision of wage loss and disability benefits for injured workers, the facilitation of safe, early and suitable return-to-work programs, the provision of professional disability management assistance and vocational rehabilitation services, and the coordination of appropriate and timely medical assistance. As a member of the Executive Leadership Team, the incumbent is a strategic resource with respect to claims and vocational rehabilitation and is accountable for developing strategy and ensuring efficient, sustainable and fiscally responsible operations in all related areas.</p>
<p>BC Lottery Corporation</p> <p>Chief Operating Officer</p>	<p>This role is responsible for leading the delivery of BCLC's gambling operations, operational innovation, and operational partner management. This role includes leading the identification and deployment of gambling products across the enterprise ensuring cross functionality in support of our P360 strategy. Strives to responsibly grow revenue and profitability in tandem with BCLC's social purpose including but not limited to potential positive or negative impacts on the community, environment, public and government. Establishes the model for service delivery and support; monitors and evaluates overall performance of the Operations team, developing and implementing strategies to ensure services are customer-focused and player experience-based and advance BCLC's social purpose.</p> <p>Builds strategic partnerships with external stakeholders, including major retailers, vendors, other provincial lottery jurisdictions, and international lottery organizations. Ensures alignment with BCLC's long-term strategic interests; and with other national and international gaming organizations to open future growth, innovation and social impact opportunities for BCLC's gaming business. Appears at public hearings and other meetings and gatherings as the face of BCLC's commercial gambling operations.</p>
<p>PHSA</p> <p>EVP, Clinical Service Delivery</p>	<p>Leads clinical delivery programs that support direct patient and client care, including BC Mental Health and Substance Use Services, BC Cancer, BC Children's Hospital and BC Women's Hospital and Health Centre. The position has significant challenges in resource allocation and service demands that exceed capacity.</p>
<p>Insurance Corporation of BC</p> <p>VP Claims, Customer and Material Damage Services</p>	<p>As the top Claims position in the organization, ensures that ICBC's claims management processes and systems deliver cost effective and appropriate care to customers, and that bodily injury and material damage costs are minimized. Responsible to ensure the support of litigation through in-house and external counsel. As the top Driver Services position within the organization, accountable for managing the province-wide provision of driver-related products and services for driver licensing, driver training, violation tickets, and fraud prevention.</p>
<p>BC Hydro</p> <p>Executive Vice President, Operations</p>	<p>The Executive Vice President, Operations leads a team that includes construction services, Field operations for lines and stations, power generation, transmission, and distribution system operations. The role also includes distribution design and customer connections, as well as program and contract management parts of our business. Ensures the continuous operation of the hydroelectric system, executes maintenance and capital work and connects residential, commercial, and industrial customers.</p>

B. Executive Comparator Positions with a Human Resources Focus

<p>BC Ferry Services</p> <p>Vice President, People and Culture</p>	<p>Responsible for the full range of human resource functions across the organization including:</p> <ul style="list-style-type: none"> -Gatekeeper role for corporate values -Recruitment and retention strategies -Union relationship, labor relations; grievance processes; Collective bargaining; addressing attendance and performance management issues -Competitive total rewards program -Aligning innovative learning strategies with corporate needs -Addressing challenges relating to equity, diversity, and inclusiveness -Addressing challenges to shift from an LR focus to more holistic HR -Implementing strategies to deal with a global shortage of mariners -Improve and evolve labor relations practices -Leading a team of 27 employees, Administering \$8 Million budget <p>Note: Current term challenges have emphasized Covid and vaccination policy</p>
<p>BC Transit</p> <p>Vice President Human Resources and Corporate Secretary</p>	<p>Provides direction to the Human Resources Division, which includes Human Resources Operations, Strategic Human Resources, Labor relations, Payroll, Freedom of Information and Records Management. Responsibilities also include support to the BC Transit Board as its Corporate Secretary. Working closely with colleagues on the executive team, the incumbent leads and identifies HR strategies and initiatives as they relate to the current and future needs of the organization, ensuring the HR Action Plan-Our Route to Success is implemented. Providing leadership in change management and direction, the Vice President proactively builds partnerships, collaboration and effective team strategies towards excellence in people management. Relationship building is key in working with diverse internal and external stakeholder groups, as the Vice President Human Resources and Corporate Secretary develops service standards according to the needs of clients and within the realm of government policies and available resources. As a member of the organization's executive team, the Vice President Human Resources and Corporate Secretary shares responsibility for policy development, planning and implementation of cross company initiatives, and contributes to achieving the corporate goals of BC Transit.</p>
<p>WorkSafe BC</p> <p>Head of People and Culture</p>	<p>Responsible for the management, administration and strategic direction of the People and Culture Division and the administrative oversight of both the Review Division (first level internal review of claims) and the Fair Practices Office. In leading this Division, the Head is responsible for providing advice to the President and Chief Executive Officer and to the Executive Leadership Team (ELT) on matters relating to total rewards, people technology, employee health, safety and wellness, labor relations and people analytics, people and culture business relationships, talent management, learning and development. Additionally serves as the Chief Ethics Officer and Chair of the pension board.</p>
<p>BC Lottery Corporation</p> <p>Chief, People and Culture</p>	<p>This role is responsible for providing strategic leadership across all People and Culture (P&C) initiatives and activities at BCLC including corporate strategy, P&C policy development and compliance, recruitment, people rewards and wellness, people operations, employee and leadership development, diversity and inclusion, organization development and employee engagement. The position develops strategies to enhance the employee experience and foster a healthy, purpose-driven, "One BCLC" corporate culture. Leads large-scale organizational change in support of business transformation, to ensure People & Culture is strategically aligned to meet current and future demands, and business model transformations, and address societal trends. Ensures BCLC's People & Culture policies and practices meet or exceed employment laws, and government regulations and Board directives.</p>
<p>PHSA</p> <p>Vice President, People and Culture</p>	<p>Focused on the health and well-being of PHSA's 20,000 plus employees and strengthening the organizational culture. Also leads PHSA's work on equity, diversity and inclusion. The role also includes oversight of provincial diagnostic and treatment services.</p> <p>Health care has significant challenges with staffing and is subject to an elevated level of public scrutiny.</p>
<p>Insurance Corporation of BC</p> <p>Vice President, Corporate Affairs</p>	<p>The top legal position within the organization. Accountable for all corporate legal matters and governance as it relates to the Board of Directors and the various sub committees. In addition, oversees the provision of corporate non-claims related legal services. Provides and co-ordinates high quality, cost effective legal services that protect ICBC's interests through the use of internal and external counsel. Oversees the Human Resources function. Reports to the CEO.</p> <p>ICBC also has a position titled Senior Director & Chief Human Resources Officer with de facto executive status. Although the position officially reports through the Vice President, Corporate Affairs it effectively has a dual line reporting relationship to the CEO. Where the VP, Corporate Affairs has a range of primary responsibilities, the Chief HR Officer is focused on operational human resources.</p>
<p>BC Hydro</p> <p>EVP, People, Customer & Corporate Affairs</p>	<p>Leads the team responsible for conservation and energy management, regulatory affairs, policy, communications, human resource and customer service. Supports and develops people and finds innovative solutions to meet customers' needs. Note: Some organizations would split this in two roles.</p>

C. Executive Comparator Positions with a Chief Financial Officer Focus

<p>BC Ferry Services</p> <p>Vice President, and Chief Financial Officer</p>	<p>The CFO ensures the financial sustainability of the organization on behalf of multiple stakeholders and drives the organization to be as successful as possible. Accountable for treasury operations that include cash management, bond issuance, long-term cash flow, 30-year projections, funding options, partnerships, and related initiatives such as fuel hedging. Provides the risk management component to projects. Responsible for full financial accounting operations including comptrollers, reporting, audit, payables, receivables, statements. Accountable for capital and budget planning and the long-term capital plan where every costed initiative is reviewed by the capital spending committee. Responsible for forecasting and daily operational statistics. Challenges include debt management, differentiated pricing, predicting future demand and utilization, financial sustainability, inflationary pressures, relationships between various levels of government. Changes to the business model, prioritizations of initiatives, payroll review, review of all financial policies. Financials include \$1 billion revenue (with \$194 m in transfers), \$1 Billion debt.</p>
<p>BC Transit</p> <p>Vice President, Finance and CFO</p>	<p>Provides leadership and direction to a division, and corporately, applying strategic thinking and results orientation to ensure that the business plan goals and objectives are achieved and that the division is successful in meeting the measures and targets of its business objectives. Responsible for over-seeing all financial management and reporting functions of BC Transit. Provides leadership in resource management and in mentoring, coaching and developing a management team to deliver services, often through partnerships with other governments and the private sector.</p>
<p>WorkSafe BC</p> <p>Head, Assessments, Finance and Corporate Operations</p>	<p>Responsible for the management, administration, and strategic direction of multiple functional areas. Assessments: Ensures that the workers' compensation system is funded through its modified collective liability insurance system. Finance: Provides sound fiscal management of the workers' compensation system and the industry risk pools through the departments that include Actuarial & Research, Corporate Finance, Finance Operations, Financial Services, Health Care Operations, Investment Management, and Procurement Services. Internal Audit: Ensures objective examination of evidence for the purpose of providing an independent assessment on Governance, Risk Management, Compliance for WorkSafeBC. Corporate Operations: Provides unified leadership to Enterprise Risk Management, Research Services, Library Services, Facilities Services, Security, Emergency Management, Fleet Services, Collections, and Business Continuity Management. Note: A non-executive level CFO reports through this position</p>
<p>BC Lottery Corporation</p> <p>Chief Financial Officer & VP Corporate Services</p>	<p>This role develops and achieves the strategic vision for Finance & Corporate Services that will support short-term initiatives and BCLC's social purpose and long-term corporate strategy. This role is responsible for corporate finance, financial planning and analysis, procurement, supplier engagement and contract management and corporate facilities. This role ensures BCLC meets its reporting and financial commitments to government and regulatory agencies. Strives to responsibly grow revenue and profitability in tandem with BCLC's social purpose including but not limited to potential positive or negative impacts on the community, environment, public and government. Provides executive leadership in the identification, assessment and potential mitigation or harnessing of key financial risks and opportunities.</p>
<p>PHSA</p> <p>Vice President Finance & Chief Financial Officer</p>	<p>Provides strategic financial leadership to PHSA and its many robust programs and services that account for a \$4 Billion budget. The position holds executive responsibility for financial strategy, management and reporting as well as employee records and benefits, payroll, timekeeping and scheduling for a 24/7 operation.</p>
<p>Insurance Corporation of BC</p> <p>Chief Financial Officer</p>	<p>The top financial position within the organization accountable for effective financial governance, strategy and planning, budgeting, forecasting, reporting, financial services, procurement, project management and effective management of corporate assets and resources.</p> <p>Note: This executive position is not accountable for the profit/loss of insurance services.</p>
<p>BC Hydro</p> <p>EVP, Finance, Technology, Supply Chain & CFO</p>	<p>Responsible for the financial oversight of BC Hydro. This includes financial reporting and policy, treasury, budgeting, forecasting, and internal audit. Also accountable for the Technology and Supply Chain groups that provide IT services and solutions, company-wide procurement, materials management and fleet services. These groups are valued business partners and provide critical support to the business.</p>

D. Executive Comparator Positions with a Chief Information Officer Focus

<p>BC Ferry Services</p> <p>Vice President and Chief Information Officer</p>	<p>The CIO ensures that secure and reliable technology is available to support the day-to-day operations. Responsible for functional areas that include Help Desk support, IT infrastructure, network services, over 150 in-house and out-house applications, IT disaster recovery, information security and compliance, database management, architecture, and IT projects. Provides safe and secure lines of business with protection against cybercrime. Plans major system implementations and upgrades based on cost-benefit derivatives. Resourced for approximately 200 staff and \$100 million (including capital budget). Challenges include the Oracle based payroll system, ship to shore data transfer, point of sale systems, bridge logs, data-base bottle necks and finding the balance in maintaining existing systems and taking on new systems. Accountable to find the balance between system supported innovation, service and safety. Major projects include time collection and crew scheduling, website and mobile apps, terminal efficiency, security (cameras).</p>
<p>BC Transit</p> <p>VP, Information Services & Technology & CIO</p>	<p>Applies knowledge of the business environment, BC Transit’s customers, markets, products/services, and the transit industry, as well as expertise in technology. Demonstrates leadership and expertise for business technology initiatives, provide vision and insight into the development of the business strategy, ensure trans-enterprise integration of business processes, technology solutions, data, customer experience, etc. to drive capability and innovation to meet the organization’s strategic goals. Expected to keep the business running by ensuring the integrity of all technology systems and solutions, whether owned and operated by the firm or supplied by third parties. Exploits technology as a critical aspect of the customer, client, and employee value proposition within the context of risk and benefits.</p>
<p>WorkSafe BC</p> <p>Head of Innovation Services & Chief Digital Officer</p>	<p>Responsible for the management, administration and strategic direction and innovation leadership and for setting the digital vision for WorkSafeBC. Responsible for overseeing IT Operations, Systems Security, Data & Analytics, Business Engagement/Optimization and Innovation. The Innovation Services function has been created to establish processes and governance that will drive a technology/business innovation engine across the organization. Contributes a deep understanding of the continuously changing technological landscapes and business trends and brings an innovative and creative approach to leverage technology to move WorkSafeBC forward. The Innovation and Technology division is in the midst of a significant transition in the way it delivers service to our clients, as it moves to a cloud-based delivery of systems and the adoption of an agile approach and mindset. The Head of Innovation Services & Chief Digital Officer is the champion of this transition, in the division and in the organization. Staff of >325 plus contract staff >250</p>
<p>BC Lottery Corporation</p> <p>Chief Information Officer and Vice President Technology</p>	<p>This role develops and achieves the strategic vision for the Business Technology division that will support short-term initiatives and long-term corporate strategies that are aligned with BCLC’s social purpose. This role is responsible for a technology environment that is broad and complex, supporting all aspects of the corporation and includes responsibility for the planning, acquisition, implementation and operation of all infrastructure, software and platforms. Provides executive leadership in the identification, assessment and potential mitigation or harnessing of key business risks and opportunities, including (but not limited to) system availability, data recovery and integrity as well as technology alignment and integration risks. Advises the CEO and Board of Directors on emerging technology, opportunities and potential disruptors that will impact technology decisions. Collaboratively works with executive leadership to ensure all technology platforms support BCLC’s initiatives successfully in a multichannel environment within a highly regulated industry with complex compliance requirements.</p>
<p>PHSA</p> <p>Executive Vice President, Digital Information & Innovation</p>	<p>Responsible for working collaboratively with the Ministry of Health and PHSA’s many stakeholders in navigating the complex and critical landscape of digital information systems and the opportunities that will shape the future of health care in our province. Guide PHSA through the essential work of maximizing current investments in information technology and digital health across all health authorities to create a clear, actionable plan on what PHSA can achieve through collaborative planning and investment, on behalf of patients, their families and the authority’s own care providers. Note: Technology optimization is considered a critical priority in mitigating healthcare costs. Note: A CIO reports through this position</p>
<p>Insurance Corporation of BC</p> <p>Chief Information & Technology Officer</p>	<p>The top information technology position within the organization. Accountable for identifying changes and trends in computer and systems technology, overseeing corporate information systems activities, including systems analysis, systems development, programming and computer and auxiliary operations. Leads the mapping and delivery of the Information Technology components of the Company’s long-term strategy and its transformation plan, the sustainment of legacy systems while new processes and systems are being developed, and creating a long-term business vision for the Information Services Division.</p>
<p>BC Hydro</p>	<p>Not a dedicated Executive role - integrated as part of Corporate Services deliverables.</p>

E. Executive Comparator Positions with a Public Relations / Engagement Focus

<p>BC Ferry Services</p> <p>Vice President, Marketing & Customer Experience</p>	<p>The VP, Marketing and Customer Experience is accountable for overall customer satisfaction, corporate brand management, solutioning, and promotion of services to end consumers. The functional areas under the role are responsible for the BCFS vacation division, the customer service center which deals with sales, customer services, enquiries, and complaints. Oversees tour and bus operators. Responsible for a digital team that deals with all customer interface through various technology applications including the functionality of the corporate website. Challenges include developing a new reservation system and website, addressing service interruptions, meeting emergency demands (e.g., Covid sailings), flexible fare pricing to shift customer behavior, and responding to unanticipated events. Emphasis on increasing discretionary ridership for sailings that are below capacity. Responsible for a \$17 million budget and over 100 staff.</p>
<p>BC Ferry Services</p> <p>Vice President, Strategy & Community Engagement</p>	<p>The VP, Strategy and Community Engagement is accountable for serving as the interface with stakeholders, government, communities, First Nations, and for strategic planning that aligns with BCFS vision and objectives. Challenges include negotiations with key contract holders, community demands for service alignment, tempering community expectations, transportation interconnectivity, integration with first nations, influencing the regulatory environment, and facilitation of advisory committees. A major component of the role revolves around stakeholder relations with an emphasis on first nations relationship building. Strategy planning session agenda items include capacity projections, climate goals, service level adjustments, and property acquisitions for terminal flow. Responsible for 2 staff and a \$2 million budget. The strategic planning component is a key variable in future decisions and priorities. Maintains relationships with key stakeholder such as Transport Canada.</p>
<p>BC Transit</p> <p>Vice President, Business Development</p>	<p>Strategic oversight to Customer Experience & Public Affairs, and the Smart Technology Program, with over 70 employees and an annual operating budget of \$11 million. Provides leadership and direction to a division, while corporately, applying strategic thinking and results orientation. Ensures that the business plan goals and objectives are achieved and that the division is successful in meeting the measures and targets of its business objectives. The Vice President provides leadership in resource management, mentoring, coaching while developing a management team to deliver services, often through partnerships with other governments and the private sector. Relationship building is key in working with diverse internal / external stakeholders.</p>
<p>WorkSafe BC</p> <p>Vice President, Business Development</p>	<p>Responsible for the management, administration and strategic direction of Corporate Communications, Experience, Marketing, and Insights, Government, Community, and Media Relations. Provides leadership and direction to assigned departments to ensure the effective implementation of WorkSafeBC and Divisional strategies, business plans and policies in the delivery of quality, client focused service. There is a focus on activities that help people throughout the organization understand the business, the people served, and the organization's performance. The division translates their knowledge into action through strategies for products and services, and communications to employees, workers, employers, and other groups. Responsible for maintaining effective communications between WorkSafeBC and the Ministry of Labor. Responsible for media relations, and to proactively position WorkSafeBC as a credible organization committed to the well-being of B.C.'s workers and employers.</p>
<p>BC Lottery Corporation</p> <p>Chief Social Purpose Officer & VP Customer Experience</p>	<p>This role is responsible for social purpose, sustainability, stakeholder engagement, communications, marketing, player health, customer relation management & loyalty, business intelligence and the customer support centre. This role provides advice and counsel to Executive Team and Board, which is critical in building the organization's social purpose and in the strategic management of BCLC's social impacts and external reputation. Leads a large and diverse Social Purpose & Player Experience team that fosters an environment of collaboration, respect, integrity, trust, and customer and social purpose understanding. Advises on BCLC's external reputation and stakeholder relations, including advising on critical risks and opportunities. Mitigates risk by critically analyzing potential situations, manages reputation and ensures consistency and alignment of high profile, sensitive and/or time constrained matters with the potential to impact external confidence or support.</p>
<p>PHSA</p> <p>VP, Communications & Stakeholder Engagement</p>	<p>Responsible for internal and external communications across all PHSA portfolios; including media relations, social media, brand, content services and web strategy.</p> <p>Note: Issues are very public and media sensitive and can range from waitlists for medical services, service delivery matrices, paramedic response times, etc.</p>
<p>Insurance Corporation of BC</p> <p>VP, Public Affairs & Driver Licensing</p>	<p>The top governance, media relations, public relations, customer relations and communication executive. Accountable for the design and direction of corporate communications strategies, road safety and government liaison. Accountability for government and stakeholder relations and driver licensing policy and programs. Develops and ensures implementation of ICBC's corporate marketing strategy, including brand position, product and service bundles, customer segment strategies, customer experience and oversees the need for customer research.</p>
<p>BC Hydro</p> <p>EVP, People, Customer & Corporate Affairs</p>	<p>Oversee and drive development of company-wide goals and priorities and business plans to ensure alignment across all business groups. Drive engagement and communication across the organization and through all levels of unionized and non-unionized environments. Provide leadership, vision and strategic direction and oversight to a broad range of customer, regulatory, communications and energy management related initiatives and issues across BC Hydro. Manage shareholder relationships (BC Provincial Government) in Ministry of Energy, Mines and Low Carbon Innovation and respond to specific requests as needed. Ensure highly productive and mutually beneficial relationships with the Shareholder and our key stakeholders that result in ongoing knowledge exchange and support achievement of mutual goals. Implement electrification plans to grow existing load and secure new load. Implement BC Hydro's rate design strategy, helping keep electricity bills affordable for customers. Lead regulatory strategy and achieve regulatory compliance.</p> <p>Note: This EVP role includes the Human Resource functions as noted in the "HR Focus" section.</p>

F. Executive Comparator Positions with a Specific Business Line Focus

<p>BC Ferry Services</p> <p>Vice President, Shipbuilding and Innovation</p>	<p>The VP, Shipbuilding and innovation is accountable for the new construction of ships, major conversions of ships, ship disposal and optimization of commercial revenue producing services. The innovation component of the role involves leveraging technological advances in ship operation and maintenance protocols. The role must project future demand requirements on long-term assets and balance operational costs against design parameters. The role is responsible for matrix-based design teams seconded from across the organization. Challenges include completion of warranty work, acceptance testing, engineering change requests, crew training, and quality control throughout the construction and/or modification stage. The role is accountable for submissions to the capital budgeting process, RFPs, and negotiations with shipyards for multi-million dollar contracts. The role is also accountable for increasing revenue from commercial sources such as trailer hosteling.</p>
<p>BC Transit</p> <p>Vice President, Asset Management</p>	<p>Provides leadership and direction divisionally, and corporately. Responsible for management of the provincial fleet and infrastructure assets, environment management and real estate. Applies strategic thinking and results orientation to ensure that the business plan goals and objectives are achieved and that the division is successful in meeting its performance targets.</p> <p>Assets managed include over 1000 buses.</p>
<p>WorkSafe BC</p> <p>Head, Prevention Services</p>	<p>Responsible for the leadership of all Prevention activities. Prevention Services is dedicated to the prevention of injury, illness, disease, and death in the workplace. Provides technical expertise to ensure that all Prevention activities are established, aligned with, and implemented to support WorkSafe BC's strategic and annual business plans. The role includes the following departments: Occupational Health and Safety Consultation and Education Services, Investigations, Practice and Engineering Support, and Prevention Field Services, Risk Analysis, and Planning, Programs & Support Services. Has >500 staff</p>
<p>BC Lottery Corporation</p> <p>Chief Social Purpose Officer & VP Player Experience</p>	<p>Responsible for the corporation's social purpose commitment, overall reputation management and end-to-end player experience and marketing strategies. Applies values-driven marketing, sustainability and social purpose with a mandate is to transition BCLC to a purpose-driven organization that offers lottery, casino and online players an exceptional and responsible entertainment experience.</p>
<p>PHSA</p> <p>VP, Provincial Clinical Planning, Policy & Partnerships</p>	<p>Responsible for provincial clinical policy, innovation and research. The portfolio leads collaborative work to create and execute on system-wide strategies. Core functions include clinical excellence, data and analytics, discovery and technology to solve challenging and complex issues, act on opportunities for innovation and, with input from patients, care providers and researchers, seek to enact evidence-based improvement in health and healthcare across B.C.</p>
<p>Insurance Corporation of BC</p> <p>Vice President, Insurance</p>	<p>The top insurance position within the organization. Accountable for the overall profit and loss of the insurance line-of-business, including underwriting, marketing and sales, pricing, product development, vehicle licensing and registration, product distribution through brokers for both Basic and Optional insurance, and regulatory governance</p>
<p>BC Hydro</p> <p>Senior VP, Integrated Capital Infrastructure & Project Delivery</p>	<p>Leads BC Hydro's approximately \$1 billion per year capital investment program. Oversee more than 450 capital projects, including Peace Region Electricity Supply, Bridge River System Upgrades, as well as the John Hart Generating Station Replacement Project. Portfolio includes Indigenous Relations, Properties, Project Delivery and Environment. These groups are critical business partners supporting BC Hydro's projects. Together they ensure the projects vital to reliably meeting the province's electricity needs are completed on time, within budget and with consideration to Indigenous interests and the environment.</p> <p>Note: The multi-billion dollar site "C" hydroelectric project is under a dedicated executive position and not part of the above role.</p>

G. Executive Comparator Positions with a Legal Focus

<p>BC Ferry Services</p> <p>VP, General Counsel and Corporate Secretary</p>	<p>The General Counsel and Corporate Secretary is accountable for all legal and governance matters including serving as the direct interface with the board of directors. The portfolio also includes matters related to contracts, property, freedom of information and protection of privacy, and regulatory matters. Responsible for relationships with external counsel that are dealing with major initiatives. Serves as the corporate inhouse lawyer with a case load exceeding 60 files at any given time. Leads the resolution of disputes through alternative mechanisms of negotiation, mediation, settlement offers and arbitration. Drafts agendas for the board, highlights current issues that should be noted, assembles background material, and ensures board resolutions are acted upon. Deals with the inter-relationship of an array of provincial and federal legislation. Oversees a team of 7 staff.</p>
<p>BC Transit</p>	<p>BC Transit does not have an executive role with a Legal focus.</p>
<p>WorkSafe BC</p> <p>Head of Law and Policy</p>	<p>Responsible for the management, administration and strategic direction of the Legal Services Department, which includes Claims Litigation, Corporate/Commercial and Litigation, Field Investigations, and Freedom of Information and Protection of Privacy. The incumbent is also responsible for the Policy, Regulation and Research department, which consults with internal and external stakeholders to develop effective policies and regulations, and supports scientific research through various research programs. In leading this Division, the Head of Law and Policy is responsible for providing advice to the Board of Directors, the President and Chief Executive Officer and the Executive Leadership Team, and advising Executive Committee members on associated legislation and managing special projects of interest to WorkSafeBC. The department has over 140 staff.</p>
<p>BC Lottery Corporation</p> <p>Chief Compliance Officer and VP, Legal, Compliance & Security</p>	<p>Responsible for compliance, security, cyber-security, legal services, anti-money laundering, regulatory oversight, information management, privacy, investigation and protective services (ensuring the protection of people, information and property across all lines of business). Provides executive leadership in the identification, assessment and potential mitigation or harnessing of key business risks and opportunities. Advises the CEO and Board of Directors on significant risks and legal issues within the CCO's Direct Responsibilities. Ensure BCLC's is compliant with all relevant legislation and regulations applicable to its business, in particular under the CCO's Direct Responsibilities.</p> <p>Note: A law degree is strongly preferred but not an absolute requirement</p>
<p>PHSA</p> <p>General Counsel & Chief Legal Officer</p>	<p>Responsible for overseeing the Legal, Risk, Privacy, the Patient Care Quality and the Technology Development offices at PHSA.</p>
<p>Insurance Corporation of BC</p> <p>Vice President, Claims, Injury & Legal Services</p>	<p>As the top Claims position in the organization, leads ICBC's bodily injury and recovery services strategy. Responsible to ensure the support of litigation through in-house and external counsel. Oversees an organization size of 1,000+ employees.</p> <p>Note: Non-claims and other corporate legal matters are under the VP, Corporate Affairs.</p>
<p>BC Hydro</p> <p>Vice President & General Counsel</p>	<p>Responsible for the Corporate Secretary's Office, Legal Services and the Freedom of Information Coordinating Office. Leads a team that supports the Board and Executive Team, provides legal advice and services to all aspects of BC Hydro's business and manages compliance with access to information and privacy laws.</p>