



June 6, 2024

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

Dear Mr. Davison,

On behalf of the Royal Roads University Board of Governors, I confirm that I have reviewed and approved the university's 2023/24 Executive Compensation Disclosure. The RRU Board of Governors is aware of the executive compensation paid in the 2023/24 fiscal year.

The compensation information being disclosed in this report is accurate and reflects all compensation paid by Royal Roads University, including actual salaries, performance-based incentive payments, and statutory and non-statutory benefits, in accordance with approved compensation plans during the year ended March 31, 2024, and consistent with government executive compensation guidelines.

There has been no compensation paid by the RRU Foundation and there are no university subsidiaries, or any other organization related to or associated with Royal Roads University. There have been no pre- or post-employment payments made during the 12-month period before or after the terms of employment, for executive members.

Yours truly,

A handwritten signature in black ink, appearing to read "Nelson Chan", written over a light blue horizontal line.

Nelson Chan,
Chancellor and Board Chair
Royal Roads University

cc: Ken Dawson, Executive Director, Labour Strategy and Coordination, Public Sector Employers' Council Secretariat
Blair Littler, Vice President Research Universities' Council of British Columbia



Public Sector Executive Compensation Reporting - Fiscal Year 2023/24

Compensation Philosophy

The compensation philosophy for Royal Roads University was designed to meet its mandate of providing high quality education and research that contributes to economic prosperity and meets the changing labour market demands for British Columbia. RRU offers relevant applied and professional education, providing opportunities to learn and transform lives and careers. Our philosophy ensures that our compensation practices are transparent, equitable, and aligned with our institutional values and strategic goals, while maintaining fiscal responsibility and public accountability.

RRU approaches employee compensation from a “total rewards” perspective. Base salaries are complemented by a framework for merit-based performance pay, which is dependent on the university’s annual performance planning and management framework. Royal Roads compensation philosophy is consistent with the median range of the relevant labour market (comparable sized organizations and universities across Canada) in which the university competes for talent.

RRU's approach to compensation planning considers the composition of the university's entire workforce: excluded and exempt employees (who comprise more than 70% of the total workforce), the Canadian Union of Public Employees Local 3886 (CUPE), the Royal Roads University Faculty Association (RRUFA), numerous contracted associate faculty, and other contractors. Specific compensation plans for CUPE and RRUFA are articulated by their respective collective agreements.

In 2024, there will be a comprehensive review of the compensation plan for Royal Roads University. In conjunction with a new People Plan due out this year, the review of the compensation plan and revised philosophy will adhere to the updated BC Public Sector Employers’ Guide to Accountable Compensation.

RRU compensation plans require university Board of Governors approval, University Public Sector Employers' Association (UPSEA) approval, and Public Sector Employers' Council (PSEC) approval prior to implementation.

RRU provides the same group benefit package to all its employees. Participation in the College Pension Plan is mandatory at RRU for senior administration/management employees and all academic staff. Similarly, all other regular employees must participate in the Municipal Pension Plan.

Executive Compensation

RRU has not paid any other compensation to the President or any senior executive other than as fully disclosed in the annual executive compensation disclosure report.

President

The President's total compensation package, as reflected in the PSEC approved contract was signed July 24, 2023 and came into effect January 1, 2024 and remains in effect through December 31, 2028 inclusive.

Executive

Consistent with the terms and conditions set out in individual contracts, lump sum merit pay can be awarded to executives as re-earnable lump sum amounts based on the achievements of the university, combined with individual performance.

Since 2017, with PSEC approval, Royal Roads has addressed performance-based compensation for the Executive and Senior Management groups with a combination of a base salary adjustment and a portion of compensation paid in a lump sum merit payment. Since 2022 Merit Pay has only been paid out through lump-sum amounts to reduce the pressure on future compensation. Academic leaves (sabbatical) may be provided within the terms and conditions set out in individual contracts, as approved by PSEC, to executives responsible for the academic program. Such leaves are taken at the successful completion of the contracted term of employment sabbatical and are to be paid at the maximum salary level of a full professor in effect at that time.

Executive Compensation Disclosure Table

Royal Roads University	Summary Compensation Table at 2024						Previous Two Years Totals Total Compensation	
	Salary	Holdback/Bonus/ Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2023/2024 Total Compensation	2022/2023	2021/2022
Philip Steenkamp, President & Vice Chancellor	330,952	-	12,328	34,220	1,293	378,793	362,600	338,478
Elizabeth Veronica, Thompson Vice President, Academic & Provost	266,448	14,806	12,299	27,551	-	321,104	303,532	280,161
Twyford, Philip, Vice President, Finance & Operations	258,121	11,439	12,838	26,690	13,677	322,765	225,571	-
Susan Gee, Vice President, Communications and Advancement	223,705	12,573	11,852	23,131	-	271,261	260,110	235,849
Pedro Marquez-Perez, Vice President, Research and International	146,464	12,447	10,116	15,144	1,118	185,290	253,354	265,967
	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle / Transportation Allowance	Perquisites / Other Allowances	Other	
Philip Steenkamp, President & Vice Chancellor	1,293	-	-	-	-	1,293	1,293	
Elizabeth Veronica Thompson, Vice President, Academic & Provost	-	-	-	-	-	-	-	
Twyford, Philip, Vice President, Finance & Operations	13,677	-	13,677	-	-	-	13,677	
Susan Gee, Acting Vice President, Communications and Advancement	-	-	-	-	-	-	-	
Pedro Marquez-Perez, Vice President, Research and International	1,118	-	-	112,002	-	-	1,118	

Notes

Philip Steenkamp, President & Vice Chancellor	General Note: Philip Steenkamp received a 6.75% performance-based salary increase effective April 1, 2023 Contract Renewal Effective January 01, 2024 Other Note: Tuition Waiver
Elizabeth Veronica Thompson, Vice President, Academic & Provost	General Note: Bonuses are for fiscal 2022-2023, paid in fiscal 2023-2024 Elizabeth Veronica Thompson received a 6.75% performance-based salary increase effective April 1, 2023
Philip Twyford, Vice President, Finance & Operations	General Note: Bonuses are for fiscal 2022-2023, paid in fiscal 2023-2024 Philip Twyford received a 6.75% performance-based salary increase effective April 1, 2023
Susan Gee, Vice President, Communications and Advancement	General Note: Bonuses are for fiscal 2022-2023, paid in fiscal 2023-2024 Susan Gee received a 6.75% performance-based salary increase effective April 1, 2023
Pedro G Marquez-Perez, Vice President Research and International	General Note: Bonuses are for fiscal 2022-2023, paid in fiscal 2023-2024 Pedro Marquez-Perez cessation date as VP; May 31, 2023, transferred to Faculty position; Sabbatical leave Oct 1, 2023 - Mar 31, 2024 Other Note: Tuition Waiver