



Royal Roads
UNIVERSITY

May 29, 2025

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

Dear Mr. Davison,

On behalf of the Royal Roads University (RRU) Board of Governors, I confirm that I have reviewed and approved the university's 2024/25 Executive Compensation Disclosure Table (attached) and that the RRU Board of Governors is aware of the executive compensation paid in the 2024/25 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, 2025, and is 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.

Yours truly,

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, Executive Director, Research Universities' Council of British Columbia

Public Sector Executive Compensation Reporting - Fiscal Year 2024/25

Compensation Philosophy

The compensation philosophy at Royal Roads University is grounded in our commitment to delivering high-quality, applied, and transformative education and research that supports both personal and societal growth. In alignment with our Learning, Teaching, and Research Model, our approach to compensation supports the delivery of programs that are relevant, accessible, and responsive to the evolving needs of British Columbia's labour market and communities. Our philosophy reflects a commitment to transparency, equity, and alignment with institutional values and strategic priorities, while recognizing the importance of fiscal responsibility and public accountability—especially in the context of today's constrained post-secondary funding environment across Canada.

Royal Roads approaches compensation through a total rewards lens, which includes base salary, benefits, and recognition of performance. Our framework supports merit-based performance pay, aligned with our annual planning and performance management processes, and guided by available resources. We strive to remain competitive within the median range of comparable institutions and organizations across Canada, ensuring we can attract and retain the talent needed to advance our mission, while balancing the financial realities facing the sector.

RRU's approach to compensation planning considers the composition of the university's entire workforce: excluded 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.

A review of the current RRU Compensation Philosophy and Plan for excluded employees at Royal Roads University is underway. Any revisions will adhere to the updated BC Public Sector Employers' Guide to Accountable Compensation and require university Board of Governors approval, University Public Sector Employers' Association (UPSEA) approval, and Public Sector Employers' Council (PSEC) approval prior to implementation.



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RRU provides the same extended health and dental group benefit package to 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

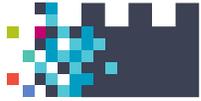
RRU has not paid any other compensation to the President or any senior executive other than as fully disclosed in the annual executive compensation disclosure report.

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 and Senior Management

Since 2020, 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 with a portion of compensation that may be paid in a lump sum merit payment as per our current compensation philosophy. 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.



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Executive Compensation Disclosure Table

Summary Compensation Table at 2025							Previous Two Years Totals Total Compensation	
Royal Roads University	Salary	Holdback/Bonus /Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2024/2025 Total Compensation	2023/2024	2022/2023
Philip Steenkamp; President & Vice Chancellor	340,881	-	13,627	35,247	-	389,755	378,793	362,600
Elizabeth Veronica Thompson; Vice President, Academic & Provost	274,441	8,660	13,402	28,377	-	324,881	321,104	303,532
Susan Gee; Vice President, External Relations	234,227	7,270	13,466	24,219	-	279,183	271,261	260,110
Alex Kortum; Vice President, Finance & Operations	152,543	-	-	-	-	152,543	-	-
Rebecca Lumley; Executive Officer & AVP, People and Culture	204,681	-	14,269	20,893	3,267	240,486	-	-
Philip Twyford; Vice President, Finance & Operations	265,865	8,389	11,704	27,490	33,605	347,054	322,765	225,571
	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle / Transportation Allowance	Perquisites / Other Allowances	Other	
Philip Steenkamp; President & Vice Chancellor	-	-	-	-	-	-	-	
Elizabeth Veronica Thompson; Vice President, Academic & Provost	-	-	-	-	-	-	-	
Susan Gee; Vice President, External Relations	-	-	-	-	-	-	-	
Alex Kortum; Vice President, Finance & Operations	-	-	-	-	-	-	-	
Rebecca Lumley; Executive Officer & AVP, People and Culture	3,267	-	3,267	-	-	-	-	
Philip Twyford; Vice President, Finance & Operations	33,605	-	33,605	-	-	-	-	



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Notes	
Philip Steenkamp; President & Vice Chancellor	General Note: Philip Steenkamp received a 3.0% performance-based salary increase effective April 1, 2024
Elizabeth Veronica Thompson; Vice President, Academic & Provost	General Note: Bonuses are for fiscal 2023-2024, paid in fiscal 2024-2025 Elizabeth Veronica Thompson received a 3.0% performance-based salary increase effective April 1, 2024
Susan Gee; Vice President, External Relations	General Note: Bonuses are for fiscal 2023-2024, paid in fiscal 2024-2025 Susan Gee received a 3.0% performance-based salary increase effective April 1, 2024 Susan Gee received a 2.0% salary increase as a result of the reclassification of the position Vice President, External Relations effective June 1, 2024
Alex Kortum; Vice President, Finance & Operations	General Note: Secondment Out of Government Contract effective Sept 09, 2024
Rebecca Lumley; Executive Officer & AVP, People and Culture	General Note: Rebecca Lumley received a 3.0% performance-based salary increase effective April 1, 2024 Rebecca Lumley received a 8.0% salary increase as a result of the reclassification of the position Executive Officer & AVP, People and Culture effective June 01, 2024.
Philip Twyford; Vice President, Finance & Operations	General Note: Bonuses are for fiscal 2023-2024, paid in fiscal 2024-2025 Philip Twyford received a 3.0% performance-based salary increase effective April 1, 2024 Philip Twyford's cessation date is Aug. 29, 2024. He receives salary continuance from Aug. 30, 2024 to Aug. 29, 2025.