



Royal Roads UNIVERSITY

May 19, 2026

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 2025/26 Executive Compensation Disclosure Table (attached) and that the RRU Board of Governors is aware of the executive compensation paid in the 2025/26 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, 2026, 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.

Sincerely,

Lori Wannamaker
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 2025/26

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. 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—particularly within the increasingly complex and financially constrained post-secondary environment across Canada. As institutions continue to navigate funding pressures, changing workforce expectations, labour market competition, and sector-wide transformation, it is increasingly important that Royal Roads maintains a compensation framework that supports the attraction, retention, and recognition of talented employees who advance the university's mission and strategic priorities.

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. 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 and maintaining long-term sustainability.

RRU's approach to compensation planning considers the composition of the university's entire workforce: excluded employees, 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 through their respective collective agreements.

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.



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President

The President and Vice Chancellor'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 and approved compensation philosophy. For 2025 executive increases, Royal Roads followed the direction provided by the provincial government for annual increases and those increases are reflected in the notes provided. 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.



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Executive Compensation Disclosure Table

Summary Compensation Table at 2026

Royal Roads University							Previous Two Years Totals Total Compensation	
	Salary	Holdback/Bonus /Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2025/2026 Total Compensation	2024/2025	2023/2024
Philip Steenkamp; President & Vice Chancellor	347,699	-	14,602	35,952	24,911	423,164	389,755	378,793
Susan Gee; Vice President, External Relations	239,725	-	13,596	24,788	4,520	282,629	279,183	271,261
Alex Kortum; Vice President, Finance & Operations	269,260	-	21,032	27,841	-	318,134	152,543	-
Debora Linehan; Interim, Vice President, Academic & Provost	56,122	-	5,510	5,803	-	67,434	-	-
Rebecca Lumley; Executive Officer & AVP, People and Culture	209,798	-	14,652	21,693	6,298	252,441	240,486	-
Elizabeth Veronica Thompson; Vice President, Academic & Provost	215,120	-	6,581	21,829	5,278	248,808	324,881	321,104

	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle / Transportation Allowance	Perquisites / Other Allowances	Other
Philip Steenkamp; President & Vice Chancellor	-	-	24,911	-	-	-	-
Susan Gee; Vice President, External Relations	-	-	4,520	-	-	-	-
Alex Kortum; Vice President, Finance & Operations	-	-	-	-	-	-	-
Debora Linehan; Interim, Vice President, Academic & Provost	-	-	-	-	-	-	-
Rebecca Lumley; Executive Officer & AVP, People and Culture	-	-	6,298	-	-	-	-
Elizabeth Veronica Thompson; Vice President, Academic & Provost	-	-	5,278	-	-	-	-

Royal Roads University, Human Resources

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Notes

Philip Steenkamp; President & Vice Chancellor	General Note: Philip Steenkamp received a 2.0% performance-based salary increase effective April 1, 2025 Philip Steenkamp has a \$20,000 Research Allowance
Susan Gee; Vice President, External Relations	General Note: Susan Gee received a 2.0% performance-based salary increase effective April 1, 2025
Alex Kortum; Vice President, Finance & Operations	General Note: Secondment from Government in 2024. Contract effective Sept 09, 2024 ended Mar 31, 2025 Started permanent position effective April 1, 2025 Alex Kortum received a 2.0% performance increase effective April 1, 2025
Debora Linehan; Interim, Vice President, Academic & Provost	General Note: Debora Linehan started in Acting role of Vice President, Academic & Provost Jan. 01, 2026 Debora Linehan has a \$15,000 Research Allowance
Rebecca Lumley; Executive Officer & AVP, People and Culture	General Note: Rebecca Lumley received a 2.5% performance-based salary increase effective April 1, 2025
Elizabeth Veronica Thompson; Vice President, Academic & Provost	General Note: Elizabeth Veronica Thompson received a 2.0% performance-based salary increase effective April 1, 2025 Cesation date from VP role was Dec. 31, 2025.