



transportation  
investment  
corporation

May 24<sup>th</sup>, 2022

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

Dear Mr. Davison,

**RE: Public Sector 2021-22 Executive Compensation Disclosure for Transportation Investment Corporation**

On behalf of the Transportation Investment Corporation Board of Directors, I confirm the following with respect to executive compensation paid in the 2021-22 fiscal year:

1. The Board is aware of the executive compensation paid in the 2021-22 fiscal year.
2. The compensation information being disclosed is accurate and includes all compensation paid by the employer.
3. The compensation provided was within approved compensation plan and complies with the "Transportation Investment Corporation Compensation Philosophy and Guidelines" dated March 2022.

Yours truly,

A handwritten signature in cursive script that reads "Sabine Feulgen".

Sabine Feulgen  
Chair  
Transportation Investment Corporation  
Board of Directors



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# Compensation Philosophy and Guidelines

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March 2022

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## About Transportation Investment Corporation

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Transportation Investment Corporation (TI Corp) is governed by a Board of Directors and is a wholly owned subsidiary of the BC Transportation Financing Authority (BCTFA).

### **Vision**

To be a recognized leader in the management and delivery of complex major transportation infrastructure projects.

### **Mandate**

TI Corp supports the Ministry of Transportation and Infrastructure and the BCFTA in meeting its infrastructure delivery needs by providing leadership, expertise and consistency in the delivery of complex infrastructure projects to deliver measurable benefits for taxpayers.

## 1. Compensation Philosophy

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To achieve its business and operational objectives TI Corp must rely on the contribution of its employees, and the organization's compensation program plays a key role in its ability to attract, motivate and retain quality employees.

The organization is committed to a total compensation perspective that views compensation as including both cash and non-cash compensation.

## 2. Executive Compensation

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As per current Provincial mandate, executive compensation is disclosed annually. The report is available at <https://www2.gov.bc.ca/gov/content/governments/organizational-structure/ministries-organizations/crown-corporations/transportation-investment-corporation>

### 3. Core Principles

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TI Corp’s compensation philosophy and plan are aligned to a common compensation philosophy with the BC Public Sector and embodies the following four core principles:

<b>Performance</b>	Our compensation program supports and promotes a performance-based organizational culture.
<b>Differentiation</b>	Differentiation of salary is supported where there are differences in the scope of the position within the organization, and/or due to superior individual team contributions.
<b>Accountability</b>	Compensation decisions are objective and based on a clear and well-documented business rationale that demonstrates the appropriate expenditure of public funds.
<b>Transparency</b>	Our compensation program is designed, managed and communicated in a manner that ensures the program is clearly understood by employees and the public, while protecting individual personal information.

### 4. Benchmarking

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TI Corp recognizes that a key component of an effective compensation philosophy is benchmarking to the relevant external labour market. Given the unique mandate of TI Corp, as a professional delivery services Crown Corporation for major transportation infrastructure, the appropriate comparator market is defined as one that balances public sector equity and industry-specific technical comparability.

#### 4.1 Benchmarking Methodology

TI Corp will conduct external compensation reviews at the discretion of the TI Corp Board of Directors. Such external reviews will include analysis of total compensation (cash and non-cash) paid by appropriate comparison organizations to positions comparable to those at TI Corp.

TI Corp has determined that its appropriate external labour market reference point consists of a composite of the British Columbia public sector and comparable private sector. This composite allows TI Corp’s compensation structure to reflect the unique knowledge and experience sought through the recruiting process, and to manage the retention challenges inherent in an organization utilizing high demand, specialized talent.

Through a combination of direct survey (conducted by a third-party service provider) and information obtained through the Public Sector Employers’ Council, data is analyzed from the following sources:

“**Public Sector**” includes relevant comparators within BC (e.g., Ministry, Crown Corporations, health sector, post-secondary education sector).

“**Private Sector**” includes relevant comparators within BC and across Canada (primarily construction and professional services organizations).

For positions of an administrative nature, where skills are more readily available and easily transferable to other organizations, the BC Public Service will be utilized as the primary benchmarking comparator.

## 5. Cash and Non-Cash Compensation

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Total compensation includes both cash, and non-cash, compensation.

### 5.1 Cash Compensation

Cash compensation is targeted to be at the mid-point of the range, with a range minimum of 20% below mid-point, and a range maximum of 20% above the mid-point.

As an example, the range for a targeted base salary of \$100,000 (the mid-point) would be a minimum of \$80,000 and a maximum of \$120,000.

#### 5.1.1 Salary Ranges

Salary ranges have been established for the following employee groups:

- CEO
- Executive Directors
- Associate Directors
- Senior Managers
- Administration

Please see Appendix A for a table containing the current salary ranges for all positions within the organization. In rare cases, TI Corp believes they may need to retain highly specialized skills for specific positions. In the event this occurs, TI Corp will seek the approval of the Minister responsible for the Public Sector Employers Act for an exception prior to competing such a role.

### 5.2 Non-Cash Compensation

Non-cash compensation includes the following statutory and non-statutory benefits:

Statutory Holidays Vacation Maternity, Parental and Pre-Adoption Leave Allowances Group Life Insurance Discretionary Car and Parking Allowances <sup>1</sup>	Short-Term Illness and Injury Long-Term Disability Medical Services Plan Extended Health and Dental Employee and Family Assistance Health Spending Account	Canada Pension Employment Insurance Workers' Compensation Employer Pension Retiring Allowance
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<sup>1</sup> CEO, COO, Vice President, EPDs

## 6. Compensation Reviews

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On an annual basis, TI Corp conducts an internal compensation review in conjunction with its assessment of employee performance. This review determines individual employee movement within the approved salary ranges (see Section 8).

## 7. Base Salary Management

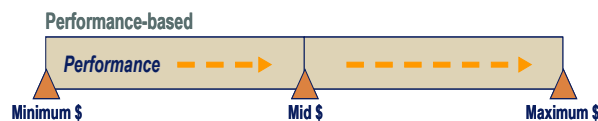
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Every TI Corp position is assigned a salary range based on the composite market mid-point. The market mid-point should be equal to the salary typically paid in the composite market to competent performers in a comparable position.

Generally speaking, new employees developing in the position would be paid between the minimum and the mid-point. Staff will progress through the salary ranges as they develop skills and competence and are promoted.

Placement and movement within the salary range is based on an employee's performance and competence level in the role. The following illustrations show how progression through a salary range reflects performance and/or competency growth:

**FIGURE 1: PERFORMANCE-BASED**



**FIGURE 2: COMPETENCY-BASED**



An employee who consistently performs all aspects of the position in a fully competent manner would be paid at or near the market mid-point.

In order to merit a salary increase, which would place an employee's salary above the market mid-point, an employee would have to demonstrate performance during the year which clearly surpasses the fully competent level. An employee who reaches this level of excellence does so through unique and exceptional application of knowledge, skills and/or effort over a consistent, sustained period.

### 7.1 Competence Ratings for Salary Movements

Employee competence is assessed and assigned one of the following overall ratings for salary movements:

- Developmental
- Fully Competent
- Exceptional

## 8. Determining Salary Increases

An employee's competence rating and current placement within the existing salary range are used in determining annual salary increases. The application of employee competence and position in the salary range to determine salary increases is illustrated in the table below.

**TABLE 1: SALARY INCREASE GRID - GUIDELINES**

Employee's Competence Rating	Employee's Present Salary within Current Salary Range		
	At Range Minimum	At Mid-Point	At Range Maximum
Developmental	2-3.5%	0-2%	0%
Fully Competent	4-5%	2-3.5%	0%
Exceptional	6-7%	4-5%	0%

An employee's performance is assessed each year and changes in salary are determined accordingly. In a year in which an employee does not substantially achieve their performance plan goals, the company may not increase the employee's salary, or may increase the employee's salary by less than the salary increase grid.

An employee may not remain at the same position (i.e. mid-point) within the respective salary range should the range be amended.

Actual employee base salary increases are assessed by management and awarded within the Board-approved overall compensation budget.

### 8.1 Salary Increase exceptions

Exceptions to annual salary reviews and resulting increases would be subject to any mandate or directive issued by the Minister of Finance regarding a salary freeze.

Below is a record of such directives and their resulting impact:

**TABLE 2: SALARY IMPACT HISTORY**

Date	Summary	Impact	Appendix
August 31, 2020	Executive compensation freeze for 2020/21 performance year	0% salary increase on April 1, 2021 for executive positions: <ul style="list-style-type: none"> <li>- CEO</li> <li>- COO</li> <li>- VP</li> </ul>	Appendix B



# Appendix A

## Salary Ranges

Positions	Minimum	Median	Maximum
Executive Directors	\$143,520	\$179,400	\$215,280
Associate Directors	\$102,960	\$131,560	\$160,160
Senior Managers	\$71,760	\$98,800	\$125,840
Administration	\$43,680	\$51,870	\$60,060

Level	Title
Executive Directors	Chief Operating Officer Associate Vice President Executive Project Director Executive Financial Officer Chief Financial Officer Scheduler Quantity Surveyor
Associate Directors	Associate Project Director Director, Finance Director, Corporate/Strategic Initiatives
Senior Managers	Senior Project Manager Manager, Communications Manager, Corporate Planning
Administration	Executive Assistant

# Appendix B



August 31, 2020

394188

SENT VIA EMAIL

Dear Board Chair:

As you know, the COVID-19 pandemic has challenged and changed our province, and the Government is doing everything it can to invest in people, businesses and communities to see them through the pandemic and build back better.

At our July fiscal update, I provided new information about the impact the pandemic has had on the province's fiscal plan, and on employment, consumer and business behaviour. We are still dealing with a high level of uncertainty regarding the magnitude and duration of the economic decline caused by the pandemic.

It is too soon to speculate on the length of time it will take to return to a scenario where our economy is back to pre-pandemic levels of activity. We do know that many working people in our province have not fared as well as others. That is why we have introduced amendments to the *Economic Stabilization Act* to ensure that we have the resources and flexibility we need to support British Columbians and businesses during the COVID-19 pandemic, as well as the start of economic recovery. We will all have to do our part, however, to assist in getting B.C. back into shape in the months ahead.

As such, you can expect a comprehensive economic recovery plan in September and an initial review of the impact of relief measures taken so far. Today, the Province's Public Accounts for the 2019/20 fiscal year will be released. Consistent with past practice, the annual executive compensation disclosure will be also part of that release.

Additionally, I will announce a direction for a policy to freeze executive compensation for the 2020/21 performance year. Effective today, public sector employers currently subject to compensation plans under the *Public Sector Employers Act* will be required to amend their plans to indicate there will be no increases or adjustments paid to executive-level employees for the 2020/21 performance year.

The amended plans must be submitted to the Public Sector Employers' Council Secretariat by October 31, 2020 for approval. In cases where executives are covered by individual contracts, Boards must acknowledge that no performance increases or adjustments will be actioned by

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them for the 2020/21 performance year. The executive compensation freeze policy applies to Crown agency CEOs, Vice Presidents, and comparable executive roles within your organization.

I believe the leaders and key decision-makers of our public sector, those we depend on to ensure the smooth operation and provision of services to people, understand the challenges ahead and the important steps we need to take to support B.C.'s economic recovery. In advance, I want to thank our public sector CEOs and executives for their exceptional leadership in these unprecedented times, and your continued efforts in supporting B.C.'s response to the pandemic.

Sincerely,



Carole James  
Minister and Deputy Premier

**Transportation Investment Corporation  
Summary Compensation Table at 2022**

Name and Position	Salary	Benefits	Pension	All Other Compensation (expanded below)	2021/22 <sup>1</sup>	Previous Two Years Totals Total Compensation	
						2020/21	2019/20
Amanda Farrell, Chief Executive Officer	\$ 289,375	\$ 11,866	\$ 28,503	\$ 9,404	\$ 339,149	\$ 325,805	\$ 336,767
David Stewart, Chief Operations Officer	\$ 198,398	\$ 10,765	\$ 19,542	\$ 3,540	\$ 232,246	\$ 203,652	\$ 184,653
Nancy Bain, Executive Financial Officer	\$ 82,049	\$ 4,781	\$ 8,082	\$ 788	\$ 95,700	\$ -	\$ -
Jennifer Ng, Chief Financial Officer	\$ 165,233	\$ 10,364	\$ 16,275	\$ 762	\$ 192,634	\$ 172,354	\$ -

<sup>1</sup> In consultation with the Government, TI Corp has determined that Executive Project Directors, who were reported in previous years, did not meet the criteria for disclosure.

**Transportation Investment Corporation**  
**Summary Other Compensation Table at 2022**

Name and Position	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle Allowance	Perquisites/ Other Allowances	Other
Amanda Farrell, Chief Executive Officer	\$ 9,404	-	-	-	\$ 6,403	\$ 3,001	-
David Stewart, Chief Operations Officer	\$ 3,540	-	-	-	-	\$ 3,540	-
Nancy Bain, Executive Financial Officer	\$ 788	-	-	-	-	\$ 788	-
Jennifer Ng, Chief Financial Officer	\$ 762	-	-	-	-	\$ 762	-

**Transportation Investment Corporation**  
**Notes**

Name and Position	Notes
Amanda Farrell, Chief Executive Officer	<p><b>General Note:</b> Ms. Amanda Farrell's salary was temporarily increased effective April 13, 2021. The temporary increase was to recognize Ms. Farrell's additional responsibilities because of her appointment to BC Hydro's Site-C Project Assurance Board. Ms. Farrell's position as the CEO of TI Corp met criteria for inclusion in the 2020/21 executive compensation freeze, which came into effect on August 31, 2020. As a result, Ms. Farrell was ineligible to receive a performance-based increase in her base salary for the 2020/21 performance year.</p> <p><b>Perquisites/Other Allowances:</b> Parking</p>
David Stewart, Chief Operations Officer	<p><b>General Note:</b> Mr. Dave Stewart's position met criteria for inclusion in the 2020/21 executive compensation freeze, which came into effect on August 31, 2020. As a result, Mr. Stewart was ineligible to receive a performance-based increase for the 2020/21 performance year.</p> <p><b>Perquisites/Other Allowances:</b> Parking</p>
Nancy Bain, Executive Financial Officer	<p><b>General Note:</b> Ms. Nancy Bain was employed by TI Corp effective November 01, 2021.</p> <p><b>Perquisites/Other Allowances:</b> Parking</p>
Jennifer Ng, Chief Financial Officer	<p><b>General Note:</b> Ms. Jennifer Ng was promoted to Chief Financial Officer by TI Corp effective January 01, 2021. Ms. Ng's position met criteria for inclusion in the 2020/21 executive compensation freeze, which came into effect on August 31, 2020. As a result, Ms. Ng was ineligible to receive a performance-based increase for the 2020/21 performance year.</p> <p><b>Perquisites/Other Allowances:</b> Parking</p>