

UNIVERSITY OF VICTORIA
STATEMENT OF FINANCIAL INFORMATION
MARCH 31, 2026

Published in accordance with the requirements of the *Financial Information Act*

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UNIVERSITY OF VICTORIA
FINANCIAL INFORMATION APPROVAL

The undersigned represents the Board of Governors of the University of Victoria and approves all the statements and schedules included in this Statement of Financial Information, produced in accordance with the *Financial Information Act* of the Province of British Columbia.

Erinn Pinkerton
Acting Chair
Board of Governors

Kristi Simpson
Vice-President,
Finance and Operations

June 30, 2026

Consolidated Financial Statements of

UNIVERSITY OF VICTORIA

And Independent Auditor's Report Thereon

Year ended March 31, 2026



STATEMENT OF ADMINISTRATIVE RESPONSIBILITY FOR FINANCIAL STATEMENTS

The University is responsible for the preparation and presentation of the accompanying consolidated financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian public sector accounting standards and Treasury Board direction outlined in Note 2(a). This responsibility includes selecting appropriate accounting principles and methods and making decisions affecting measurement of transactions in which objective judgment is required. In fulfilling its responsibilities and recognizing the limits inherent in all systems, the University's management has developed and maintains a system of internal controls designed to provide reasonable assurance that the University assets are safeguarded from loss and that the accounting records are a reliable basis for the preparation of financial statements. The system of internal controls is monitored by the University's management.

The Board of Governors carries out its responsibility for review of the financial statements principally through its audit committee. The members of the Audit Committee are not officers or employees of the University. The Audit Committee meets with management and with the internal and external auditors to discuss the results of audit examinations and financial reporting matters. The auditors have full access to the Audit Committee, with and without the presence of management.

The consolidated financial statements have been examined by KPMG LLP, an independent firm of Chartered Professional Accountants. The Independent Auditor's Report outlines the nature of the examination and the opinion on the consolidated financial statements of the University for the year ended March 31, 2026.

On behalf of the University:

_____ Chair, Board of Governors

_____ Vice-President Finance and Operations



KPMG LLP

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INDEPENDENT AUDITOR'S REPORT

To the Board of Governors of the University of Victoria, and
To the Minister of the Ministry of Post-Secondary Education and Future Skills, Province of British Columbia

Opinion

We have audited the consolidated financial statements of the University of Victoria (the "Entity"), which comprise:

- the consolidated statement of financial position as at March 31, 2026
- the consolidated statement of operations and accumulated surplus for the year then ended
- the consolidated statement of changes in net debt for the year then ended
- the consolidated statement of remeasurement gains and losses for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements as at and for the year ended March 31, 2026 of the Entity are prepared, in all material respects, in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "**Auditor's Responsibilities for the Audit of the Financial Statements**" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Financial Reporting Framework

We draw attention to Note 2(a) to the financial statements which describes the applicable financial reporting framework and the significant differences between that financial reporting framework and Canadian public sector accounting standards.

Our opinion is not modified in respect of this matter.



Other Information

Management is responsible for the other information. Other information comprises:

- Information, other than the financial statements and the auditor's report thereon, included in the Management Discussion and Analysis.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We obtained the information, other than the financial statements and the auditor's report thereon, included in the Management Discussion and Analysis as at the date of this auditor's report. If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in the auditor's report.

We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of the financial statements in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.



We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

A handwritten signature in black ink that reads 'KPMG LLP' with a long horizontal line underneath.

Chartered Professional Accountants

Victoria, Canada
May 26, 2026

UNIVERSITY OF VICTORIA

Consolidated Statement of Financial Position

As at March 31, 2026

(in thousands of dollars)

		2026	2025
Financial Assets			
Cash and cash equivalents	(Note 3)	\$ 247,747	\$ 213,714
Accounts receivable	(Note 4)	15,635	18,770
Due from governments	(Note 5)	38,069	27,707
Inventories for resale		1,344	1,399
Portfolio investments	(Note 6(a))	247,977	250,241
Loans receivable	(Note 7)	40,349	33,780
Employee future benefits	(Note 8)	52,460	44,641
Investments in government business enterprises	(Note 9)	6,188	4,907
		649,769	595,159
Liabilities			
Accounts payable and accrued liabilities	(Note 11)	74,300	63,167
Derivatives	(Note 6(c))	62	157
Due to governments		9,235	8,940
Deferred revenue		23,782	26,366
Deferred contributions	(Note 12)	366,847	342,379
Deferred capital contributions	(Note 13)	688,986	611,958
Debt	(Note 14)	124,566	125,441
Asset retirement obligations	(Note 15)	62,069	58,009
		1,349,847	1,236,417
Net debt		(700,078)	(641,258)
Non-financial Assets			
Tangible capital assets	(Note 16)	1,183,944	1,113,222
Restricted endowment investments	(Note 6(b))	489,871	470,829
Inventories held for use		2,464	2,560
Prepaid expenses		32,730	30,358
		1,709,009	1,616,969
Accumulated surplus	(Note 18)	\$ 1,008,931	\$ 975,711
Accumulated surplus is comprised of:			
Endowments	(Note 19)	\$ 489,871	\$ 470,829
Invested in tangible capital assets		332,618	340,868
Internally restricted		170,373	135,520
Unrestricted		8,873	18,082
Accumulated operating surplus		1,001,735	965,299
Accumulated remeasurement gains		7,196	10,412
Accumulated surplus		\$ 1,008,931	\$ 975,711

Contractual rights (Note 20) Contractual obligations (Note 21) Contingent liabilities (Note 22)

On behalf of the Board:

Erinn Pinkerton, Acting Chair

Kristi Simpson, VP Finance & Operations

The accompanying notes are an integral part of these financial statements.

UNIVERSITY OF VICTORIA

Consolidated Statement of Operations and Accumulated Surplus

Year ended March 31, 2026

(in thousands of dollars)

	Budget (Note 2(p))	2026	2025
Revenue:			
Province of British Columbia grants	\$ 301,506	\$ 308,344	\$ 303,081
Government of Canada grants	105,000	112,172	103,635
Other government grants	23,200	26,855	21,030
Student tuition - credit courses	173,903	168,627	164,787
Student tuition - non-credit courses	21,095	24,998	24,829
Donations, non-government grants and contracts	23,200	30,716	31,638
Sales of services and products	84,155	86,778	81,460
Investment income	31,000	38,140	36,935
Income from government business enterprises (Note 9)	-	1,732	750
Other revenue	7,000	12,451	10,850
Revenue recognized from deferred capital contributions (Note 13)	32,400	33,075	29,299
	802,459	843,888	808,294
Expenses: (Note 23)			
Instruction and non-sponsored research	308,571	320,912	304,909
Academic and student support	203,940	208,020	201,520
Administrative support and general expenses	32,858	33,157	32,468
Facility operations and maintenance	77,641	77,345	76,720
Sponsored research	159,299	168,455	157,409
External engagement	19,183	18,605	18,955
	801,492	826,494	791,981
Annual operating surplus	967	17,394	16,313
Restricted endowment contributions			
Endowment principal donations (Note 19)	8,000	7,515	4,736
Investment income and donations capitalized (Note 19)	8,000	11,527	10,636
	16,000	19,042	15,372
Annual surplus	16,967	36,436	31,685
Accumulated operating surplus, beginning of year	965,299	965,299	933,614
Accumulated operating surplus, end of year	\$ 982,266	\$ 1,001,735	\$ 965,299

UNIVERSITY OF VICTORIA

Consolidated Statement of Changes in Net Debt

Year ended March 31, 2026

(in thousands of dollars)

	Budget (Note 2(p))	2026	2025
Annual surplus	\$ 16,967	\$ 36,436	\$ 31,685
Acquisition of tangible capital assets	(135,368)	(123,385)	(125,848)
Increase in tangible capital assets related to asset retirement obligations	-	(1,952)	(2,192)
Amortization of tangible capital assets	54,403	54,615	52,018
	(80,965)	(70,722)	(76,022)
Increase in restricted endowment investments	-	(19,042)	(15,372)
Acquisition of inventories held for use	-	(2,202)	(971)
Acquisition of prepaid expense	-	(30,318)	(31,056)
Consumption of inventories held for use	-	2,298	1,872
Use of prepaid expense	-	27,946	24,606
	-	(21,318)	(20,921)
Net remeasurement gains	-	(3,216)	3,111
Increase in net debt	(63,998)	(58,820)	(62,147)
Net debt, beginning of year	(641,258)	(641,258)	(579,111)
Net debt, end of year	\$ (705,256)	\$ (700,078)	\$ (641,258)

UNIVERSITY OF VICTORIA

Consolidated Statement of Remeasurement Gains and Losses

Year ended March 31, 2026

(in thousands of dollars)

	2026	2025
Accumulated remeasurement gains, beginning of year	\$ 10,412	\$ 7,301
Unrealized gains (losses) attributed to:		
Portfolio investments	(3,362)	2,465
Derivatives	95	(245)
Foreign currency translation	51	891
Net remeasurement gains (loss) for the year	(3,216)	3,111
Accumulated remeasurement gains, end of year	\$ 7,196	\$ 10,412

UNIVERSITY OF VICTORIA
Consolidated Statement of Cash Flows
Year ended March 31, 2026
(in thousands of dollars)

	2026	2025
Cash provided by (used in):		
Operations:		
Annual surplus	\$ 36,436	\$ 31,685
Items not involving cash		
Amortization of tangible capital assets	54,615	52,018
Revenue recognized from deferred capital contributions	(33,075)	(29,299)
Change in employee future benefits	(7,819)	(7,964)
Change in investments in government business enterprises	(1,281)	(776)
Unrealized remeasurement gains on foreign exchange	51	891
Amortization of debt discount	529	511
Accretion expense	2,108	2,105
Changes in non-cash operating working capital:		
Decrease in accounts receivable	3,135	756
Increase in due from government organizations	(10,362)	(7,667)
Increase in loans receivable	(6,569)	(459)
Decrease in inventories	151	917
Increase in prepaid expenses	(2,372)	(6,450)
Increase in accounts payable and accrued liabilities	11,133	13,434
Increase in due to government organizations	295	190
Decrease in deferred revenue	(2,584)	(625)
Increase in deferred contributions	24,468	35,826
Net change from operating activities	68,859	85,093
Capital activities:		
Acquisition of tangible capital assets	(123,385)	(125,848)
Net change from capital activities	(123,385)	(125,848)
Investing activities:		
Net acquisition of portfolio investments	(1,098)	(15,212)
Net acquisition of restricted endowment investments	(19,042)	(15,372)
Net change from investing activities	(20,140)	(30,584)
Financing activities:		
Repayment of debt	(1,404)	(2,551)
Receipt of deferred capital contributions	110,103	112,564
Net change from financing activities	108,699	110,013
Net change in cash and cash equivalents	34,033	38,674
Cash and cash equivalents, beginning of year	213,714	175,040
Cash and cash equivalents, end of year	\$ 247,747	\$ 213,714

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

1. Authority and purpose

The University of Victoria (the “University”) operates under the authority of the *University Act* of British Columbia. The University is a not-for-profit entity governed by a 15 member Board of Governors, eight of whom are appointed by the government of British Columbia including two on the recommendation of the Alumni Association. The University is a registered charity and is exempt from income taxes under section 149 of the *Income Tax Act*.

2. Summary of significant accounting policies

The consolidated financial statements of the University are prepared by management in accordance with the basis of accounting described below. Significant accounting policies of the University are as follows:

(a) Basis of accounting

The consolidated financial statements have been prepared in accordance with Section 23.1 of the *Budget Transparency and Accountability Act* of the Province of British Columbia supplemented by Regulations 257/2010 and 198/2011 issued by the Province of British Columbia Treasury Board.

The *Budget Transparency and Accountability Act* requires that the consolidated financial statements be prepared in accordance with the set of standards and guidelines that comprise generally accepted accounting principles for senior governments in Canada, or if the Treasury Board makes a regulation, the set of standards and guidelines that comprise generally accepted accounting principles for senior governments in Canada as modified by the alternate standard or guideline or part thereof adopted in the regulation.

Regulation 257/2010 requires all taxpayer supported organizations in the Schools, Universities, Colleges and Hospitals sectors to adopt Canadian public sector accounting standards without any PS4200 elections related to not-for-profit accounting standards.

Regulation 198/2011 requires that restricted contributions received or receivable are to be reported as revenue depending on the nature of the restrictions on the use of the funds as follows:

- Contributions for the purposes of acquiring or developing a depreciable tangible capital asset or contributions in the form of a depreciable tangible capital asset are to be deferred and recognized in revenue at the same rate that amortization of the related tangible capital asset is recorded.
- Contributions restricted for specific purposes other than those for the acquisition or development of a depreciable tangible capital asset are recorded as deferred contributions and recognized in revenue in the period in which the stipulation or restriction on the contributions have been met.

For British Columbia taxpayer supported organizations, these contributions include government transfers and externally restricted contributions.

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

2. Summary of significant accounting policies (continued)

(a) Basis of accounting (continued)

The accounting policy requirements under Regulation 198/2011 are significantly different from the requirements of Canadian public sector accounting standards which requires that:

- government transfers, which do not contain a stipulation that creates a liability, be recognized as revenue by the recipient when approved by the transferor and the eligibility criteria have been met in accordance with public sector accounting standard PS3410; and
- externally restricted contributions be recognized as revenue in the period in which the resources are used for the purpose or purposes specified in accordance with public sector accounting standard PS3100.

As a result, revenue recognized in the consolidated statement of operations and accumulated surplus and certain related deferred capital contributions would be recorded differently under Canadian public sector accounting standards.

(b) Basis of consolidation

(i) Consolidated entities

The consolidated financial statements reflect the assets, liabilities, revenues, and expenses of organizations which are controlled by the University. Controlled organizations are consolidated except for government business enterprises which are accounted for by the modified equity method. Inter-organizational transactions, balances, and activities have been eliminated on consolidation.

The following organizations are controlled by the University and fully consolidated in these financial statements:

- UVic Industry Partnerships (formerly University of Victoria Innovation and Development Corporation) which facilitates research partnerships between the private sector and the University.
- University of Victoria Properties Investments Inc. which manages the University's real estate holdings including the Vancouver Island Technology Park Trust.
- Ocean Networks Canada Society which manages the University's VENUS and NEPTUNE ocean observatories.
- Pacific Climate Impacts Consortium which stimulates collaboration to produce climate information for education, policy and decision making.

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

2. Summary of significant accounting policies (continued)

(b) Basis of consolidation (continued)

(i) Consolidated entities (continued)

- University of Victoria Foundation, the Foundation for the University of Victoria, and the U.S. Foundation for the University of Victoria which encourage the financial support of the University and administer the University's endowment funds.
- Byron Price & Associates Ltd. which holds land in North Saanich.

(ii) Investment in government business enterprises

Government business enterprises are accounted for by the modified equity method. Under this method, the University's investment in the business enterprise and its net income and other changes in equity are recorded. No adjustment is made to conform the accounting policies of the government business enterprise to those of the University other than if other comprehensive income exists, it is accounted for as an adjustment to accumulated surplus (deficit). Inter-organizational transactions and balances have not been eliminated, except for any profit or loss on transactions between entities of assets that remain within the entities controlled by the University.

The following organizations are controlled by the University and consolidated in these financial statements using the modified equity basis:

- Heritage Realty Properties Ltd. which manages the property rental and downtown hotel and brew-pub operation donated by the late Michael C. Williams.
- Vancouver Island Technology Park Trust which provides leased space to high-technology companies on Vancouver Island.
- GSB Executive Education Inc. provides executive training and other non-credit education.

(iii) Investment in government partnerships

Government partnerships that are business partnerships are accounted for by the modified equity method. Accounting policies of the business partnership are not conformed to those of the partners before the equity pick-up. The University is not party to any government business partnerships.

Government partnerships that are not wholly controlled business partnerships are accounted for under the proportionate consolidation method. The University accounts for its share of the partnership on a line by line basis on the financial statements and eliminates any inter-organizational transactions and balances. Accounting policies of the partnership, which is not a business partnership, are conformed to those of the University before it is proportionately consolidated.

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

2. Summary of significant accounting policies (continued)

(b) Basis of consolidation (continued)

(iii) Investment in government partnerships (continued)

The following organization is a government partnerships and is proportionately consolidated in these financial statements:

- Pacific Marine Science Alliance (PMSA), formerly known as the Western Canadian Universities Marine Sciences Society (WCUMSS), which operates a marine research facility at Bamfield on the west coast of Vancouver Island. These financial statements include the University's 20% interest.

(iv) Trusts under administration

Trusts administered by the University are not consolidated in the financial statements as the assets are not held for the benefit of the University.

(v) Funds held in trust

Funds held in trust by the University as directed by agreement or statute for certain beneficiaries are not included in the University's consolidated financial statements.

(c) Cash and cash equivalents

Cash and cash equivalents include highly liquid investments readily convertible to known amounts of cash and subject to insignificant risk of changes in value. They are held for the purpose of meeting short-term cash commitments rather than investing.

(d) Loans receivable

Loans receivable are recorded at amortized cost. Interest is accrued on loans receivable to the extent it is deemed collectable.

(e) Financial instruments

Financial instruments are classified into two categories: fair value or cost.

(i) Fair value category

Portfolio instruments that are quoted in an active market and derivative instruments are reflected at fair value as at the reporting date. Other financial instruments designated to be recorded at fair value are endowment and portfolio investments. Transaction costs related to the acquisition of investments are recorded as an expense. Sales and purchases of investments are recorded at trade date.

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

2. Summary of significant accounting policies (continued)

(e) Financial instruments (continued)

(i) Fair value category (continued)

Unrealized gains and losses on financial assets are recognized in the consolidated statement of remeasurement gains and losses until such time that the financial asset is derecognized due to disposal or impairment. At the time of derecognition, the related realized gains and losses are recognized in the consolidated statement of operations and accumulated surplus and related balances reversed from the consolidated statement of remeasurement gains and losses. Unrealized gains and losses in endowment investments, where earnings are restricted as to use, are recorded as deferred contributions and recognized in revenue when disposed and when related expenses are incurred. Restricted unrealized gains spent to meet current year endowment expenses or capitalization transfers are recorded in the consolidated statement of remeasurement gains and losses.

Canadian public sector accounting standards require an organization to classify fair value measurements using a fair value hierarchy, which includes three levels of information that may be used to measure fair value:

- Level 1 – Unadjusted quoted market prices in an active market for identical assets or liabilities;
- Level 2 – Observable or corroborated inputs, other than level 1, such as quoted prices for similar assets or liabilities in active markets or market data for substantially the full term of the assets or liabilities; and
- Level 3 – Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets and liabilities.

(ii) Cost category

Gains and losses are recognized in the consolidated statement of operations and accumulated surplus when the financial asset is derecognized due to disposal or impairment and the gains and losses are recognized at amortized cost using the effective interest method; accounts payable and accrued liabilities and debt are measured at amortized cost using the effective interest method.

The underwriting discount along with consulting fees relating to the debenture issuances are capitalized and amortized to match the term of the long-term debenture. Amortization is calculated based on the effective interest rate method.

(f) Short-term investments

Short-term investments are comprised of money market securities and other investments with maturities that are capable of prompt liquidation. Short-term investments are cashable on demand and are recorded at cost based on the transaction price on the trade date. All interest income, gains and losses are recognized in the period in which they arise.

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

2. Summary of significant accounting policies (continued)

(g) Inventories for resale

Inventories held for resale, including books, merchandise and food are recorded at the lower of cost or net realizable value. Cost includes the original purchase cost, plus shipping and applicable duties. Net realizable value is the estimated selling price less any costs to sell.

(h) Asset retirement obligations

An asset retirement obligation (“ARO”) is recognized when, as at the financial reporting date, all of the following criteria are met:

- There is a legal obligation to incur retirement costs in relation to a tangible capital asset
- The past transaction or event giving rise to the liability has occurred
- It is expected that future economic benefits will be given up; and
- A reasonable estimate of the amount can be made

Certain buildings owned by the University contain asbestos and other hazardous materials. The ARO liability for the removal of asbestos and other hazardous materials in buildings owned by the University has been recognized based on the estimated future expenses to remediate the buildings.

Under the modified retrospective method, the assumptions used on initial recognition are those as of the date of adoption of the standard. Assumptions used in the subsequent calculations are revised annually. When the amount and timing of future cash flows of a remediation or demolition of a project are known, the liability is discounted using a present value calculation, and adjusted yearly for accretion expense up to the time the project commences.

The recognition of the ARO liability resulted in an accompanying increase to the respective tangible capital assets. The increase in building assets is being amortized in accordance with the amortization accounting policy outlined in Note 2(i(i)).

(i) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets

Tangible capital assets are recorded at cost, which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. Interest is capitalized during construction whenever external debt is issued to finance the construction of tangible capital assets.

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

2. Summary of significant accounting policies (continued)

(i) Non-financial assets (continued)

(i) Tangible capital assets (continued)

The cost, less residual value of the tangible capital assets, are amortized on a straight line basis over their estimated useful lives. Land is not amortized as it is deemed to have a permanent value.

Asset	Straight line Rate
Buildings - Concrete	50 years
Buildings - Woodframe	30 years
Buildings - Heritage	35 years
Site Improvements	30 years
Equipment - Computing	3 years
Equipment - Other	8 years
Information Systems	8 years
Furnishings	8 years
Library Holdings	10 years
Ships/Vessels	25 years

Donated assets are recorded at fair value at the date of donation. In unusual circumstances where fair value cannot be reasonably determined, the tangible capital asset would be recorded at a nominal value.

Assets under construction are not amortized until the asset is available for productive use.

Tangible capital assets are written down when conditions indicate that they no longer contribute to the University's ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value.

(ii) Works of art and historic assets

Works of art and historic assets are not recorded as assets in these financial statements.

(iii) Leased capital assets

Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

2. Summary of significant accounting policies (continued)

(i) Non-financial assets (continued)

(iv) Inventories held for use

Inventories held for use are recorded at the lower of cost and replacement cost.

(j) Employee future benefits

The costs of pension and other future employee benefits are recognized on an accrual basis over the working lives of employees as detailed in Note 8.

(k) Revenue recognition

Tuition and student fees and sales of goods and services are reported as revenue at the time the services are provided or the products are delivered, and collection is reasonably assured.

Unrestricted donations and grants are recorded as revenue when receivable if the amounts can be estimated and collection is reasonably assured.

Restricted donations and grants are reported as revenue depending on the nature of the restrictions on the use of the funds by the contributors as follows:

- (i) Contributions for the purpose of acquiring or developing a depreciable tangible capital asset or in the form of a depreciable tangible capital asset, in each case for use in providing services are recorded and referred to as deferred capital contributions and recognized in revenue at the same rate that amortization of the tangible capital asset is recorded. The reduction of the deferred capital contributions and the recognition of the revenue are accounted for in the fiscal period during which the tangible capital asset is used to provide services.
- (ii) Contributions restricted for specific purposes other than for those to be held in perpetuity or the acquisition or development of a depreciable tangible capital asset are recorded as deferred contributions and recognized in revenue in the year in which the stipulation or restriction on the contribution have been met.
- (iii) Contributions restricted to be retained in perpetuity, allowing only the investment income earned thereon to be spent are recorded as restricted endowment contributions in the statement of operations and accumulated surplus for the portion to be held in perpetuity and as deferred contributions for any restricted investment income earned thereon.

Investment income includes interest recorded on an accrual basis and dividends recorded as declared, realized gains and losses on the sale of investments, and write-downs on investments where the loss in value is determined to be other-than-temporary.

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

2. Summary of significant accounting policies (continued)

(l) Pledges, gifts-in-kind and contributed services

Pledges from donors are recorded when payment is received by the University or the transfer of property is completed since their ultimate collection cannot be reasonably assured until that time. Gifts-in-kind include securities and equipment which are recorded in the financial statements at their fair market value at the time of donation. The value of contributed services is not determinable and is not recorded in the financial statements.

(m) Use of estimates

Preparation of the financial statements requires management to make estimates and assumptions. These estimates and assumptions affect the reported amounts of assets, liabilities, and related disclosures. Key areas where management has made estimates and assumptions include those related to the amortization period of tangible capital assets, asset retirement obligations, valuation allowances for receivables and inventories, the valuation of financial instruments and assets and obligations related to employee future benefits. Where actual results differ from these estimates and assumptions, the impact will be recorded in future periods when the difference becomes known.

(n) Foreign currency translation

Transactions in foreign currencies are translated into Canadian dollars at the exchange rate in effect on the transaction date. Monetary assets and liabilities denominated in foreign currencies and non-monetary assets and liabilities which were designated in the fair value category under the financial instrument standard are reflected in the financial statements in equivalent Canadian dollars at the exchange rate in effect on the statement of financial position date. Any gain or loss resulting from a change in rates between the transaction date and the settlement date or statement of financial position date is recognized in the consolidated statement of remeasurement gains and losses. In the period of settlement, any exchange gain or loss is reversed out of the consolidated statement of remeasurement gains and losses, and reflected in the consolidated statement of operations and accumulated surplus.

(o) Functional classification of expenses

Expenses on the consolidated statement of operations and accumulated surplus have been classified based on functional lines of service provided by the University. The outline of services provided by each function is as follows:

- (i) Instruction and non-sponsored research - This function includes expenses related to all direct educational delivery within the institution. This would include credit and non-credit courses, diploma, certificate and degree granting programs; continuing education; developmental education and on-line delivery. Costs associated with this function include the Deans, Directors and Chairs; instructional administration; and support staff and support costs related to these activities. Non-sponsored research is research activity funded by the university and includes faculty research start-ups; the Office of the Vice President of Research and Innovation and associated research projects; and research centres.

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

2. Summary of significant accounting policies (continued)

(o) Functional classification of expenses (continued)

- (ii) Academic and student support - This function includes activities that directly support the academic functions of the University as well as centralized functions that support individual students or groups of students. These include: libraries; records and admissions; scheduling; student service administration; student recruitment; co-op programing; counseling and career services; financial aid administration; scholarships and bursaries; student social development and recreation; Office of Indigenous Affairs; student computer labs. Also included are costs associated with Ancillary Operations (including interest and amortization) such as the bookstore and regalia; residence housing, food, conference and child care services.
- (iii) Administrative support and general expenses - This function includes activities that support the institution as a whole such as the Office of the President; the University Secretary and the Board of Governors; finance and financial operations; internal audit; budget and planning; human resources; general counsel; institutional research; and a portion of informational technology and telecommunications.
- (iv) Facility operations and maintenance - This function includes the operations and maintenance of the physical plant and plant equipment for all institutional activities; capital asset amortization expense for building, site and plant equipment; accretion expense on asset retirement obligations; utilities; facilities administration; custodial services; landscaping and grounds keeping; major repairs and renovations; security services and capital-related interest. This function also includes the ancillary operations of parking services and the University of Victoria Broad St. properties; Heritage Realty Properties Ltd.; and University of Victoria Properties Investments Inc.
- (v) Sponsored research - This function includes research activities specifically funded by contracts with and/or grants from external organizations and undertaken within the institution to produce research outcomes. Also included are joint ventures such as Pacific Marine Science Alliance and subsidiaries such as the Pacific Climate Impacts Consortium and Ocean Networks Canada Society, solely incorporated for sponsored research.
- (vi) External engagement - This function includes all activities provided in support of ongoing external relations. These activities include advancement and development (fundraising); alumni relations; community and government relations; corporate relations; marketing and communications; ceremonies; and art galleries.

(p) Budget figures

Budget figures have been provided for comparative purposes. The budget was approved by the Board of Governors of the University on September 23, 2025 and provided to the Province. The budget is reflected in the consolidated statement of operations and accumulated surplus and the consolidated statement of changes in net debt.

UNIVERSITY OF VICTORIA**Notes to Consolidated Financial Statements****Year ended March 31, 2026***(tabular figures in thousands of dollars)***3. Cash and cash equivalents**

	2026	2025
Cash	\$ 112,020	\$ 72,021
Short-term investments	135,727	141,693
	\$ 247,747	\$ 213,714

4. Accounts receivable

	2026	2025
Revenues receivable	\$ 20,066	\$ 22,671
Accrued interest receivable	745	841
Less: provision for doubtful accounts	(5,176)	(4,742)
	\$ 15,635	\$ 18,770

5. Due from governments

	2026	2025
Federal government	\$ 20,693	\$ 20,720
Provincial government	16,369	6,045
Other	1,007	942
	\$ 38,069	\$ 27,707

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

6. Financial instruments

Financial assets and liabilities recorded at fair value are comprised of the following:

(a) Portfolio investments

Fair Value Hierarchy		2026	2025
Portfolio investments carried at fair value:			
Various pooled bond and mortgage funds	Level 1	\$ 190,150	\$ 152,513
Canadian equities	Level 1	2,818	2,026
Global equities	Level 1	33,201	61,990
Infrastructure, real estate and private equity	Level 3	21,446	31,810
		247,615	248,339
Portfolio investments at cost which approximates fair value:			
Short-term investments		-	830
Cash		304	999
Other		58	73
Total portfolio investments		\$ 247,977	\$ 250,241

(b) Restricted endowment investments

Fair Value Hierarchy		2026	2025
Restricted endowment investments carried at fair value:			
Various pooled bond and mortgage funds	Level 1	\$ 40,566	\$ 58,632
Global equities	Level 1	304,377	287,829
Infrastructure and real estate	Level 3	142,447	116,510
		487,390	462,971
Restricted endowment investments at cost which approximates fair value:			
Short-term investments		-	4,173
Cash		2,481	3,685
Total restricted endowment investments		\$ 489,871	\$ 470,829

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

6. Financial instruments (continued)

(c) Derivatives (See note 14 for breakdown of debt related to derivatives):

	Fair Value Hierarchy	2026	2025
Derivatives - interest rate swaps on debt quoted at fair value:			
Royal Bank of Canada floating interest rate fixed at 3.56%, commencing 2024 through 2034, unsecured	Level 2	\$ (62)	\$ (157)
Total derivatives		\$ (62)	\$ (157)

7. Loans receivable

	2026	2025
Various employees		
Electric bike loans to employees, interest free for 1-2 years, no renewal option, unsecured	\$ 34	\$ 52
Various faculty and senior administrators		
Home relocation loans, interest free for 5 years with option for further renewal unless employment ceases, secured by second mortgages	6,284	6,577
Heritage Realty Properties Ltd.		
Promissory note receivable, interest at Royal Bank Prime + 2.0%, due March 31, 2026, secured by an unregistered equitable mortgage	10,634	10,634
Vancouver Island Technology Park Trust loans receivable		
Promissory note, secured by an unregistered equitable mortgage	8,648	8,648
Interest at 5.13%, due April 2030, unsecured	4,181	5,078
Interest at 6.13%, due April 2030, unsecured	1,068	1,291
Interest at 5.25%, payable on demand, unsecured, due March 2027	9,500	1,500
	\$ 40,349	\$ 33,780

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

8. Employee future benefits

Employee future benefits arise in connection with the University's group life insurance and accumulated sick leave plans. The University also maintains pension plans, and other retirement and supplementary benefit arrangements for substantially all of its continuing employees.

Summary of employee future benefit assets:

		2026	2025
Staff pension plan	(Note 8(a)(ii))	\$ (66,868)	\$ (57,428)
Supplemental pension obligations	(Note 8(a)(i))	12,129	10,702
Special accumulated sick leave	(Note 8(b))	2,034	1,847
Basic group life insurance plan		245	238
		\$ (52,460)	\$ (44,641)

(a) Pension benefits

(i) Combination plan

The pension fund for full-time continuing faculty and administrative and academic professional staff is referred to as the Combination Plan. The plan's benefits are derived primarily from defined contributions with a defined benefit minimum. The plan has been accounted for as a defined contribution plan. The employees make contributions equal to 3.50% of salary up to the year's maximum pensionable earnings ("YMPE") plus 5.50% of salary in excess of the YMPE. The University makes contributions equal to 6.87% of salary up to the YMPE plus 8.50% of salary in excess of the YMPE. The university also contributes 2.50% of salary to fund the defined benefit minimum. The latest actuarial valuation for funding purposes as at December 31, 2024 showed that the accrued formula pension benefit liabilities of the Combination Plan were fully funded. The next valuation will be completed as at no later than December 31, 2027. A solely defined contribution plan is available for part-time faculty and administrative and academic professional staff who meet certain eligibility criteria. The University has made contributions to these two plans during the year of \$29,981,000 (2025 - \$29,536,000) and recorded them as a pension expense.

The University provides supplemental pensions in excess of those provided under registered plans. They are fully funded out of the general assets of the University. The accrued liabilities of these arrangements total \$12,129,000 as at March 31, 2026 (2025 - \$10,702,000). The University paid supplemental benefits of \$883,000 in the year (2025 - \$894,000) and recorded employee benefit expense of \$900,000 (2025 - \$1,010,000).

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

8. Employee future benefits (continued)

(a) Pension benefits (continued)

(ii) Staff plan

The Staff Pension Plan (the "Plan") is a contributory defined benefit pension plan made available to regular staff employees that are eligible to join the Plan. The Plan provides pensions based on credited service and final average salary. Based on membership data as at the last actuarial valuation as at December 31, 2022, the average age of the 1,132 active employees covered by the Plan is 48.3. In addition, there are 745 former employees who are entitled to deferred pension benefits averaging \$298 per month. At December 31, 2022, there were 986 pensioners receiving an average monthly pension of \$1,089. The employees make contributions equal to 4.53% of salary that does not exceed the YMPE plus 6.28% of salary in excess of the YMPE. A separate pension fund is maintained. The University makes contributions to the plan in line with recommendations contained in the actuarial valuation. Though the University and the employees both contribute to the pension fund, the University retains the full risk of the accrued benefit obligation. The pension fund assets are invested primarily in Universe bonds and equities.

The University has made contributions to the Plan during the year of \$6,626,000 (2025 – \$6,543,000). The Plan paid benefits in the year of \$17,059,000 (2025 – \$16,364,000).

The net pension asset at March 31 includes the following components:

	2026	2025
Accrued benefit obligation	\$ 292,473	\$ 285,253
Pension fund assets	(361,653)	(358,941)
	(69,180)	(73,688)
Unamortized actuarial gains	2,312	16,260
Net asset	\$ (66,868)	\$ (57,428)

Actuarial valuations are performed triennially using the projected benefit prorated method. The latest triennial actuarial valuation completed as at December 31, 2022 reported a going concern surplus and a solvency deficiency (i.e. if the plan were to be wound up on that date) of \$57,243,000. The next required valuation will be as at December 31, 2025, which will be completed in the summer of 2026. As of March 31, 2025, The *Pension Benefits Standards Act* of British Columbia requires minimum annual contributions or the use of letters of credit to fund a portion of the solvency deficiency if the plan's solvency ratio is below 85%. The University has not been required to hold a letter of credit since 2023.

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

8. Employee future benefits (continued)

(a) Pension benefits (continued)

(ii) Staff plan (continued)

This requirement for a letter of credit will be reassessed in conjunction with the next plan valuation and updated solvency funding level. The accrued benefit obligation shown for 2026 is based on an extrapolation of that 2022 valuation. There is an unamortized gain to be amortized on a straight-line basis over the expected average remaining service life of the related employee group (9 years).

The actuarial valuation was based on a number of assumptions about future events, such as inflation rates, interest rates, wage and salary increases and employee turnover and mortality. The assumptions used reflect the University's best estimates. The expected inflation rate is 2%. The discount rate used to determine the accrued benefit obligation is 6.95%. Pension fund assets are valued at market value as at December 31, 2025.

The expected rate of return on pension fund assets is 7.0%. The actual rate of return on Plan assets in 2025 was 2.8%. The total expenses related to pensions include the following components:

	2026	2025
Current period benefit cost	\$ 8,806	\$ 8,653
Amortization of actuarial gains	(4,007)	(3,529)
	4,799	5,124
Less: Employee contributions	(2,550)	(2,511)
Pension benefit expense	2,249	2,613
Interest cost on the average accrued benefit obligation	19,453	17,942
Expected return on average pension plan assets	(24,692)	(22,056)
Pension interest income	(5,239)	(4,114)
Total pension expense (income)	\$ (2,990)	\$ (1,501)

The Supplementary Retirement Benefit Account is a separate fund available to provide pensioners over the age of 65 with supplemental indexing against inflation beyond that provided by the basic plan above. It is accounted for as a defined contribution plan, with University contributions during the year of \$145,000 (2025 – \$143,000).

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

8. Employee future benefits (continued)

(b) Special accumulated sick leave benefit liability

Certain unionized employees of the University are entitled to a special vested sick leave benefit in accordance with the terms and conditions of their collective agreements. Employees who accumulate and maintain a minimum balance of regular sick leave may opt to transfer sick days into this special accumulating and vested benefit. The University recognizes a liability and an expense as days are transferred into this benefit. At March 31, 2026 the balance of this special accumulated sick leave was \$2,034,000 (2025 – \$1,847,000).

(c) Other long-term disability plan

An insured long-term disability plan funded entirely by the University was commenced for other staff on July 1, 2000. The University's contribution for the year ending March 31, 2026 was \$1,435,000 (2025 – \$1,436,000).

9. Investments in government business enterprises

The University controls three profit-oriented subsidiaries which are recorded using the modified equity method of accounting. The three entities are Heritage Realty Properties Ltd., Vancouver Island Technology Park Trust and GSB Executive Education Inc.

Change in equity in government business enterprises:

	2026	2025
Equity at beginning of year	\$ 1,915	\$ 1,724
Dividends/distributions paid	(851)	(559)
Surplus for the year	1,732	750
Equity at end of year	2,796	1,915
Dividends/distributions payable	8,025	7,625
Eliminate gain on property transfer	(4,633)	(4,633)
Investment in government business enterprises	\$ 6,188	\$ 4,907

Condensed financial information of these government business enterprises are as follows:

Consolidated Statement of Financial Position

	2026	2025
Assets	\$ 54,373	\$ 44,075
Liabilities	(51,577)	(42,160)
Equity	\$ 2,796	\$ 1,915

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

9. Investments in government business enterprises (continued)

Consolidated Statement of Operations

	2026	2025
Revenue	\$ 12,911	\$ 12,238
Expenses	(11,179)	(11,488)
Surplus for the year	\$ 1,732	\$ 750

10. Investments in government partnerships

The University is one of five university members of Pacific Marine Science Alliance (PMSA), formerly known as the Western Canadian Universities Marine Sciences Society (WCUMSS), for marine field research. The University provided a grant to the Society in 2026 of \$293,200 (2025 – \$283,100). PMSA financial results are proportionately consolidated with those of the University based upon the University's share of its total contributions of 20% (2025 – 20%).

The proportionate amounts included in these consolidated financial statements are as follows:

Consolidated Statement of Financial Position

	2026	2025
Financial assets	\$ 382	\$ 233
Liabilities	(1,135)	(432)
Net debt	(753)	(199)
Non-financial assets	1,548	1,419
Accumulated surplus	\$ 795	\$ 1,220

Consolidated Statement of Operations

	2026	2025
Revenue	\$ 1,173	\$ 1,308
Expenses	(1,692)	(1,303)
Surplus (Deficit) for the year	\$ (519)	\$ 5

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

11. Accounts payable and accrued liabilities

	2026	2025
Accounts payable and accrued liabilities	\$ 39,983	\$ 39,475
Salaries and benefits payable	19,775	9,761
Accrued vacation pay	14,542	13,931
	\$ 74,300	\$ 63,167

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

12. Deferred contributions

Deferred contributions are comprised of funds restricted for the following purposes:

	2026	2025
Specific purpose (including endowment earnings)	\$ 182,730	\$ 188,185
Research	150,278	142,306
Capital	33,839	11,888
	\$ 366,847	\$ 342,379

	2026				
	Specific Purpose	Research	Capital	Total	2025
Balance, beginning of year	\$ 188,185	\$ 142,306	\$ 11,888	\$ 342,379	\$ 306,553
Contributions and endowment investment income	52,053	156,487	24,211	232,751	232,440
Revenue recognized from deferred contributions	(57,508)	(148,515)	(734)	(206,757)	(191,477)
Transfer to deferred capital contributions	-	-	(1,526)	(1,526)	(5,137)
Balance, end of year	\$ 182,730	\$ 150,278	\$ 33,839	\$ 366,847	\$ 342,379

The balance shown under specific purpose includes accumulated unrealized gains of \$94,642,000 (2025 – \$112,187,000) from endowment investments.

13. Deferred capital contributions

Contributions that are restricted for capital are referred to as deferred capital contributions. Amounts are recognized into revenue at the same rate that amortization of the related tangible capital asset is recorded.

Treasury Board provided direction on accounting treatment as disclosed in Note 2(a). Changes in the deferred capital contributions balance are as follows:

	2026	2025
Balance, beginning of year	\$ 611,958	\$ 528,693
Contributions received during the year	108,577	107,427
Transfers from deferred contributions	1,526	5,137
Revenue from amortization of deferred capital contributions	(33,075)	(29,299)
Balance, end of year	\$ 688,986	\$ 611,958

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

14. Debt

Debt reported on the consolidated statement of financial position is comprised of the following (see note 6

	2026	2025
Province of British Columbia 4.43% bond due 2053, unsecured, with annual sinking fund payments of \$1,565,000	\$ 104,000	\$ 104,000
Province of British Columbia 4.17% bond due 2054, unsecured	18,000	18,000
Province of British Columbia 3.56% term loan due 2034, unsecured	4,263	4,770
Province of British Columbia 4.82% bond due 2028, unsecured, with annual sinking fund payments of \$327,000	10,800	10,800
Province of British Columbia 4.74% bond due 2039, unsecured, with annual sinking fund payments of \$302,000	10,000	10,000
Great West Life Insurance Company 5.13% term loan due 2030, unsecured	4,181	5,078
Total debt issued	\$ 151,244	\$ 152,648
Unamortized debt discounts	(26,678)	(27,207)
Debt	\$ 124,566	\$ 125,441

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

14. Debt (continued)

(a) Principal repayments

Anticipated annual principal repayments, including sinking fund instalments and maturities, due over the next five years and thereafter are as follows:

	Sinking Fund	Other	Total
2027	\$ 2,194	\$ 1,470	\$ 3,664
2028	2,194	1,538	3,732
2029	1,867	1,610	3,477
2030	1,565	1,685	3,250
2031	1,565	699	2,264
Thereafter	34,430	19,442	53,872
	\$ 43,815	\$ 26,444	\$ 70,259

(b) Sinking Fund Investments

Sinking fund investments are held and invested by the Province of British Columbia. These funds totaling \$20,114,000 (2025 – \$17,976,000) will provide for the retirement at maturity of \$124,800,000 of debt issued to the Province. The amount forms part of the portfolio investments balance shown on the Consolidated Statement of Financial Position.

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

15. Asset Retirement Obligations

The University owns and operates buildings that are known to contain asbestos and other hazardous materials, which represents a health hazard when undergoing certain repairs and maintenance work and upon demolition of the building. As there is a legal obligation to remove hazardous materials, the University has recognized a liability relating to the removal and post-removal care of the asbestos and other hazardous materials in these buildings. Such estimated costs have been discounted to the present value using a discount rate of 3.73% per annum (2025 - 3.60%).

Changes to the asset retirement obligations in the year are as follows:

	2026	2025
Balance, beginning of year	\$ 58,009	\$ 53,712
Accretion expense	2,108	2,105
Changes in assumptions	1,952	2,192
Balance, end of year	\$ 62,069	\$ 58,009

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

16. Tangible capital assets

	Balance as at March 31, 2025	Additions	Disposals	Balance as at March 31, 2026
Cost				
Land	\$ 20,364	\$ -	\$ -	\$ 20,364
Site improvements	64,785	655	-	65,440
Buildings	1,313,779	90,913	-	1,404,692
Equipment and furnishings	209,500	24,306	(18,260)	215,546
Information systems	18,441	-	-	18,441
Computer equipment	12,207	8,365	(2,144)	18,428
Library holdings	26,143	1,098	(3,342)	23,899
Total	\$ 1,665,219	\$ 125,337	\$ (23,746)	\$ 1,766,810

	Balance as at March 31, 2025	Disposals	Amortization	Balance as at March 31, 2026
Accumulated amortization				
Site improvements	\$ 30,084	\$ -	\$ 1,750	\$ 31,834
Buildings	386,535	-	25,889	412,424
Equipment and furnishings	93,630	(18,260)	20,599	95,969
Information systems	18,441	-	-	18,441
Computer equipment	6,359	(2,144)	4,230	8,445
Library holdings	16,948	(3,342)	2,147	15,753
Total	\$ 551,997	\$ (23,746)	\$ 54,615	\$ 582,866

	March 31, 2026	March 31, 2025
Net book value		
Land	\$ 20,364	\$ 20,364
Site improvements	33,606	34,701
Buildings	992,268	927,244
Equipment and furnishings	119,577	115,870
Computer equipment	9,983	5,848
Library holdings	8,146	9,195
Total	\$ 1,183,944	\$ 1,113,222

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

16. Tangible capital assets (continued)

(a) Contributed tangible capital assets:

Additions to equipment and furnishings include the following contributed tangible capital assets:

	2026	2025
Equipment and furnishings	\$ 4,507	\$ 519

(b) Assets under construction

Assets under construction comprised of buildings having a value of \$112,533,000 (2025 – \$87,973,000) and equipment having a value of \$30,955,000 (2025 – \$26,427,000) have not been amortized. Amortization of these assets will commence when the asset is available for productive use.

(c) De-recognition of tangible capital assets

The de-recognition of tangible capital assets during the year had an original cost of \$23,746,000 (2025 – \$26,076,000) and related to fully amortized assets with a net book value of \$nil (2025 – \$nil).

17. Financial risk management

The University has exposure to the following risks from its use of financial instruments: credit risk, price risk and liquidity risk. The Board of Governors ensures that the University has identified major risks and management monitors and controls them.

(a) Credit risk

Credit risk is the risk of financial loss to the University if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Such risks arise principally from the amounts receivable and from fixed income assets held by the University.

The University manages amounts receivable by using a specific bad debt provision when management considers that the expected recovery is less than the account receivable.

The entity is exposed to credit risk through its accounts receivable from students. This risk is managed by limiting the extent of credit granted to students and by monitoring the collection of receivables.

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

17. Financial risk management (continued)

(a) Credit risk (continued)

The University limits the risk in the event of non-performance related to fixed income holdings by dealing principally with counter-parties that have a credit rating of A or higher as rated by the Dominion Bond Rating Service or equivalent. The credit risk of the University investments at March 31, 2026 is \$414,182,000 (2025 – \$400,336,000).

The following shows the percentage of fixed income holdings in the portfolio by credit rating:

Credit Rating	%
AAA	9.5%
AA	5.0%
A	7.0%
BBB	10.0%
BB and below	2.8%
Mortgages	13.2%
Cash and short-term	
R1 high	32.3%
R1 mid	1.1%
R1 low	19.1%
	100.0%

(b) Price risk

Price risk includes market risk and interest rate risk.

Market risk relates to the possibility that the investments will change in value due to fluctuations in market prices. The objective of market risk management is to mitigate market risk exposures within acceptable parameters while optimizing the return on risk. This risk is mitigated by the investment policies for the respective asset mixes to be followed by the investment managers, the requirements for diversification of investments within each asset class and credit quality constraints on fixed income investments. Market risk can be measured in terms of volatility, i.e., the standard deviation of change in the value of a financial instrument within a specific time horizon.

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

17. Financial risk management (continued)

(b) Price risk (continued)

Based on the volatility of the University's current asset class holdings, the net impact on market value of each asset class is shown below.

Asset Class		Estimated Volatility (% change)
Short Term Bonds	+/-	2.3%
Mortgages	+/-	2.8%
Corporate Bonds	+/-	4.3%
Universe Bonds	+/-	5.0%
Canadian equities	+/-	16.9%
Global equities	+/-	14.1%
Real estate	+/-	8.0%
Infrastructure	+/-	11.6%
Private equity	+/-	27.9%
Benchmark for Investments		Net Impact on Market Value
FTSE Canada Short Term Bond Index	+/-	\$ 1,102
FTSE Canada Short Term Bond Index (Mortgages)	+/-	1,592
FTSE Canada All Corporate Bond Index	+/-	1,020
FTSE Canada Universe Bond Index	+/-	4,186
S&P/TSX Composite index	+/-	532
MSCI All Country World Index	+/-	47,932
MSCI/REALPAC Canada Quarterly Property Fund Index	+/-	4,660
Canadian Consumer Price Index (Infrastructure)	+/-	11,309
Canadian Consumer Price Index (Private Equity)	+/-	2,284

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in the market interest rates. The value of fixed-income and debt securities, such as bonds, debentures, mortgages or other income-producing securities is affected by interest rates. Generally, the value of these securities increases if interest rates fall and decreases if interest rates rise.

It is management's opinion that the University is exposed to market or interest rate risk arising from its financial instruments. Duration is an appropriate measure of interest rate risk for fixed income funds as a rise (fall) in interest rates will cause a decrease (increase) in bond prices; the longer the duration, the greater the effect. Duration is managed by the investment manager at the fund level. At March 31, 2026, the modified duration of all fixed income in aggregate was 1.9 years. Therefore, if interest rates were to increase by 1% across all maturities, the value of the bond portfolio would drop by 1.9%; contrarily, if interest rates were to decrease by 1% across all maturities, the value of the bond portfolio would increase by 1.9%.

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

17. Financial risk management (continued)

(b) Price risk (continued)

The University's debt is fixed rate; accordingly, changes in interest rates do not impact interest payments but may impact the fair value of such debt and the fair value of related derivatives (interest rate swaps on debt). The University uses interest rate swaps to lock in interest rates on future debt issues to protect against rising interest rates.

(c) Liquidity risk

Liquidity risk is the risk that the University will not be able to meet its financial obligations as they become due. The University manages liquidity risk by continually monitoring actual and forecasted cash flows from operations and anticipated investing and financing activities to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation.

18. Accumulated surplus

Accumulated surplus is comprised of the following:

	2026	2025
Endowments	\$ 489,871	\$ 470,829
Invested in tangible capital assets	332,618	340,868
Internally restricted	170,373	135,520
Unrestricted	8,873	18,082
Accumulated remeasurement gains	7,196	10,412
	\$ 1,008,931	\$ 975,711

Endowments consist of restricted donations and capitalized investment income to be held in perpetuity.

Invested in tangible capital assets consist of unrestricted funds previously spent on capital assets, debt repayment, and asset retirement obligations.

Internally restricted funds consist of balances set aside or appropriated by the Board of Governors for equipment replacement, capital improvements and other non-recurring expenditures.

Unrestricted funds consist primarily of balances arising from the University's ancillary and specific purpose funds, and consolidated entities.

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

19. Endowments

Changes to the endowment principal balances, not including remeasurement gains/losses, (see note 12 for accumulated unrealized gains/ losses on restricted endowment investments) are as follows:

	2026	2025
Balance, beginning of year	\$ 470,829	\$ 455,457
Contributions received during the year	7,515	4,736
Invested income and donations capitalized	11,527	10,636
Balance, end of year	\$ 489,871	\$ 470,829

The balance shown does not include endowment principal with fair value of \$8,982,000 (2025 – \$8,656,000) and book value of \$4,820,000 (2025 – \$4,820,000) held by the Vancouver Foundation. The excluded principal is not owned or controlled by the University, but income from it is paid to the University to be used for specific purposes.

20. Contractual rights

The University may, from time to time, enter into contracts or agreements in the normal course of operations that result in future assets or revenue. One example of such agreements is multi-year research funding agreements, whereby the University has the opportunity to earn revenue in future years by incurring qualified expenditures. These funding agreements do not abnormally impact the University's financial position and do not guarantee the university the right to future funding.

21. Contractual obligations

The nature of the University's activities can result in multiyear contracts and obligations whereby the University will be committed to make future payments. Significant contractual obligations related to operations that can be reasonably estimated are as follows:

	2027	2028	2029	2030	2031
Construction contracts	\$ 50,924	\$ 10	\$ -	\$ -	\$ 5,149
Operating leases	1,665	1,460	336	177	36
Total	\$ 52,589	\$ 1,470	\$ 336	\$ 177	\$ 5,185

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

22. Contingent liabilities

The University may, from time to time, be involved in legal proceedings, claims, and litigation that arise in the normal course of business. It is management's opinion that the aggregate amount of any potential liability is not expected to have a material adverse effect on the University's financial position or results.

The University is one of 58 Canadian university subscribers to CURIE, which has provided property and liability insurance coverage to most campuses other than Quebec and Prince Edward Island since 1988. The anticipated cost of claims based on actuarial projections is funded through member premiums. Subscribers to CURIE have exposure to premium retro-assessments should the premiums be insufficient to cover losses and expenses.

23. Expenses by object

The following is a summary of expenses by object:

	2026	2025
Salaries and wages	\$ 454,732	\$ 440,665
Employee benefits	79,420	75,261
Travel	19,998	18,861
Supplies and services	114,362	107,777
Equipment rental and maintenance	12,553	11,225
Utilities	8,799	8,252
Scholarships, fellowships and bursaries	65,441	61,599
Cost of goods sold	11,021	10,751
Interest on long-term debt	5,553	5,572
Amortization of tangible capital assets	54,615	52,018
	\$ 826,494	\$ 791,981

24. Trusts under administration

(a) University of Victoria Long-Term Disability Trust

The University administers an employee-funded long-term disability plan for faculty and administrative and academic professional staff. The University does not contribute to or control the plan. The long-term disability plan's assets and liabilities have not been included in the consolidated statement of financial position. The plan's operations have not been included in the consolidated statement of operations and accumulated surplus.

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2026

(tabular figures in thousands of dollars)

24. Trusts under administration (continued)

(a) University of Victoria Long-Term Disability Trust (continued)

As of March 31, 2026, the balances of the long-term disability plan are as follows:

	2026	2025
Assets	\$ 28,787	\$ 25,674
Accrued benefit obligation	(34,729)	(38,184)
	\$ (5,942)	\$ (12,510)

(b) Funds held in trust

Funds held in trust are funds held on behalf of autonomous organizations, agencies, and student societies having a close relationship with the University. These funds are not reported on the University's consolidated statement of financial position (2026 – \$264,000; 2025 – \$541,000).

25. Supplemental cash flow information

	2026	2025
Cash paid for interest	\$ 4,998	\$ 5,099

26. Related party transactions

The University is related through common control to all Province of British Columbia ministries, agencies, school districts, health authorities, colleges, universities, and crown corporations. Transactions with these entities, unless disclosed separately, are considered to be in the normal course of operations and are recorded at the exchange amount. The university accounts for its controlled entities, government business enterprises and government partnerships as outlined in Note 2(b).

The University has a related party relationship with the University of Victoria Foundation (the "Foundation"), which manages and invests certain endowed funds on behalf of the University. During the year ended March 31, 2026, the Foundation transferred \$35 million of the Pacific Institute for Climate Solutions (PICS) funds (the "2025 Segment") to the University, to be used in accordance with the original funding terms established by the Province of British Columbia. The University has retained the Foundation to provide investment management services for the 2025 Segment.

During the year ended March 31, 2026, there have been no material transactions between the University and its key management personnel or their close family members.

27. Comparative information

Certain 2025 comparative information has been reclassified to conform to the presentation adopted in the current year.

UNIVERSITY OF VICTORIA

SCHEDULE OF DEBT

MARCH 31, 2026

Unaudited Schedule

	PRINCIPAL	INTEREST RATE	DUE	NET LIABILITY
	(in dollars)			(in dollars)
Province of British Columbia bond	104,000,000	4.426	2053	77,073,918
Province of British Columbia bond	18,000,000	4.170	2054	18,247,837
Province of British Columbia bond	10,800,000	4.820	2028	10,800,000
Province of British Columbia bond	10,000,000	4.740	2039	10,000,000
Province of British Columbia bond	4,263,493	3.560	2034	4,263,493
Great West Life Assurance Company term loan	4,180,712	5.130	2030	4,180,712
Total long term debt secured by debt instruments				<u>\$ 124,565,960</u>

Refer to Note 14 of the Audited Financial Statements for additional information.

UNIVERSITY OF VICTORIA

SCHEDULE OF GUARANTEE OR INDEMNITY AGREEMENTS

Unaudited Schedule

This organization has not given any guarantees or indemnities, approved under the Guarantees and Indemnities Regulation during fiscal 2025-26.

This statement is produced under the *Financial Information Regulation*, Schedule 1, subsection 5.

UNIVERSITY OF VICTORIA
STATEMENT OF SEVERANCE AGREEMENTS
Unaudited Schedule

There were four severance agreements representing two to fifteen months of compensation made between the University of Victoria and non-unionized employees during fiscal 2025-2026.

This statement is produced under the *Financial Information Regulation*, Schedule 1, subsection 6 (7).

UNIVERSITY OF VICTORIA

SCHEDULE OF BOARD OF GOVERNORS REMUNERATION AND EXPENSES YEAR ENDED MARCH 31, 2026

Unaudited Schedule

No remuneration is paid to any member of the Board of Governors for Board activity.

Chancellor and Order-In-Council Members		Expenses (\$)
Buller, Marion	Chancellor	539
Cant, Brian	BOG - Chair (from July 1, 2025)	1,731
	- Vice Chair (to June 30, 2025)	
Pinkerton, Erinn	BOG - Vice Chair (from November 1, 2025)	761
	- Member - Order in Council (to October 31, 2025)	
Rohani, Laylee	BOG - Vice Chair (from July 1, 2025 to October 31, 2025)	271
	- Member - Order in Council (to June 30, 2025)	
Clarke, Christina	BOG - Member - Order in Council	342
Danesh, Roshan	BOG - Member - Order in Council	720
Jensen, Marne	BOG - Member - Order in Council	105
Ramsey, Paul	BOG - Member - Order in Council (from July 1, 2025)	720
	- Chair (to June 30, 2025)	
Stephens, Jyoti	BOG - Member - Order in Council	4,831
Student Members		
Allan, Samantha	Student Member	583
Bhatti, Param	Student Member (from July 1, 2025)	2,609
Itamunoala, Tamunobelem	Student Member (to June 30, 2025)	68
		<u>\$ 13,280</u>

President, Faculty, and Staff Members

Thomas, Robina	Acting President & Vice-Chancellor (from August 2, 2026)
Hall, Kevin	President & Vice-Chancellor (to August 1, 2025)
Campbell, Erin	Elected Faculty Member
Napoleon, Val	Elected Faculty Member
Watson, Ivan	Elected Staff Member

Note: The remuneration and expenses of the President and the Faculty and Staff who are members of the Board are listed in the Schedule of Employees' Remuneration and Expenses.

UNIVERSITY OF VICTORIA
SCHEDULE OF EMPLOYEES' REMUNERATION AND EXPENSES
YEAR ENDED MARCH 31, 2026
Unaudited Schedule

Reimbursement of work-related expenses represents payments for costs incurred by employees in connection with their duties. These include travel expenses, memberships, tuition, relocation (**), vehicle expenses, extraordinary hiring expenses, registration fees and similar amounts.

Both remuneration and expenses include amounts provided from grants and contracts administered by the University.

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Aarsen, Corinne	85,335	-	Allan, Billie	179,621	39
Aavik, Tim	77,395	-	Allin, Michael	88,492	69
Abeysirigunawardena, Dilumie	103,508	-	Altawy, Riham	170,390	2,887
Abram, Lisa	89,994	536	Alvarez, Manuel	76,750	-
Abrill-Russek, Susan	87,979	449	Amadu, Abdul	91,303	583
Achacoso, Katherine	94,222	21,939 **	Ambroso, Alison	120,261	9,650
Acker, Maleca	132,648	-	Amer, Tarek	127,215	1,401
Adachi, Takumi	93,668	-	Ames, Caroline	87,066	3,002
Adam, Martin	150,729	-	Ames, Megan	145,928	15,004
Adams, David	142,949	2,242	Ami, Nancy	98,208	-
Adams, Michael	170,338	129	Amouzgar, Reza	90,392	4,241
Adams, Sean	98,067	56	Andersen, Carrie	226,030	6,774
Adjin-Tettey, Elizabeth	277,901	1,153	Andersen, Leigh	117,797	-
Agathoklis, Panajotis	247,270	2,142	Andersen, Sejr	88,647	-
Aghaei, Omid	97,005	379	Anderson, Tim	148,711	39
Agnello, Corrado	174,218	5,063	Anderson-Sackaney, Benjamin	125,363	8,455 **
Aguirre, Kelly	121,656	2,334	Andrews, Joy	90,202	3,329
Agwo, Cynthia	126,274	6,292 **	Angell, Annette	100,891	1,639
Ahm, Anne-Sofie	138,658	9,207	Angus, Miranda	137,030	449
Ahmadi, Keivan	169,390	3,962	Aniugwu, Okezie	79,921	400
Ahmed, Ahnaf	82,025	-	Antliff, Allan	194,683	24,010
Ahsani, Vahid	123,586	-	Aoki, Julia	83,712	2,609
Aikau, Hokulani	222,908	55,516	Aoki, Raymond	156,246	6,309
Ainsworth, Kim	134,564	803	Aquino, Tricy	84,761	3,692
Akbari, Mohsen	182,053	6,882	Arbour, Daniel	86,505	7,314
Alade, Adebisi	118,001	608	Archibald, John	237,866	12,689
Alatorre, Carmen	120,292	-	Arnett, Jamie	78,128	-
Albert, Jeff	147,346	11,118	Arnold, Devin	128,412	1,160
Albert, Justin	161,910	2,223	Aro, Cheryl	146,615	-
Albert, Katelin	119,119	6,031	Arredondo Sanchez Lira, Jaime	146,040	4,747
Alexandrowicz, Conrad	151,989	1,223	Arrojado, Mark	126,299	-
Alfaro, Claudio	102,901	5,778	Arsenault, Genevieve	78,971	1,281

University of Victoria

Schedule of Employees' Remuneration and Expenses Year ended March 31, 2026

Unaudited

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Arthur, Amber	105,390	1,822	Batchelor, Karen	107,460	15,081
Arvay, Emily	88,745	196	Bates, Amanda	187,956	5,409
Asch, Jessica	136,967	11,582	Bates-Eamer, Nicole	109,710	4,163
Ascione, Christy	77,492	593	Bathgate, Shaun	126,919	13,162
Assen, Amanda	81,466	-	Battersby, Tanya	91,898	-
Atavina, Vera	81,997	-	Batur, Levent	118,485	635
Atcheson, Dale	83,469	-	Bauer, Kohen	148,181	24,105
Atchison, Trish	121,727	-	Baum, Julia	226,450	14,856
Atkinson, David	202,305	479	Bavin, Marc	146,510	19,295
Au, Phillip	79,851	-	Bazalova, Magdalena	198,744	8,231
Audebert, Audrey	111,214	18,770	Bazan, Valeria	87,768	163
Auger, Monique	94,195	30	Bazett, Trefor	133,027	851
Auld, Chris	201,837	-	Beairsto, Wendy	97,624	2,444
Ausio, Liz	84,495	-	Beam, Sara	162,735	-
Awatramani, Gautam	184,443	-	Beard, Edward	75,387	158
Ayotunde, Funmilola	142,115	4,167	Beattie, Megan	82,820	1,384
Azevedo, Deven	133,155	1,772	Beaulieu, Gregory	131,019	1,392
Azizi, Raghib	100,166	-	Beaumont, Cheryl	108,462	4,749
Baboula, Evanthia	144,343	1,233	Beaveridge, Chandra	132,949	2,559
Babul, Arif	202,884	12,246	Bebbington, Tina	145,615	2,204
Bachewich, Catherine	81,872	-	Bedi, Shailoo	224,343	5,869
Bacon, Matthew	102,284	341	Bedward, Raemur	127,086	-
Badali, Alison	93,676	1,239	Bégis, Marine	84,431	922
Baggs, Jen	252,056	1,268	Behari, Rishi	86,694	-
Bagul, Rishi	88,242	1,510	Belcourt, Erin	76,154	2,375
Baig, Saad	75,311	35,410	Bell, Blythe	112,079	121
Bailey, Chris	98,950	-	Bell, Dana	88,441	1,099
Bailey, Kelly	113,740	-	Bell, Keith	125,180	-
Baillie, Gregory	99,260	-	Belli, Melia	115,349	3,046
Bailly, Nicolai	127,220	1,432	Belton, Richard	88,282	29,665
Bain, Jody	87,400	-	Belyea, Yuko	75,294	8,353
Baker, Scott	77,946	-	Benedik, Stephanie	101,842	1,065
Baker, Thomas E.	134,713	10,435	Beneras Penaherrera, Paola	123,454	-
Balasamy, Margaret	102,546	-	Bengtson, Jonathan	309,099	64,421
Baldwin, Courtney	83,702	1,335	Benner, Allison	113,351	2,854
Balfour, Annemarie	90,788	-	Benner, Leah	102,658	54
Bambi Yona, Jonas	104,546	-	Benoit, Stephanie	87,962	4,034
Bampton, Kendall	75,832	-	Benstead, Matthew	140,108	5,074
Ban, Natalie	178,074	17,476	Berg, Celina	164,974	2,385
Baniasadi, Amirali	195,319	10,228	Berg, David	177,058	-
Barlow, Rosemary	93,008	600	Bergman, Jordanna	110,636	30,652
Barnas, Andrew	81,000	9,738	Bergmeier, Olaf	84,749	-
Baron, Andrew	126,792	17,929	Berkes, John	75,534	322
Barr, Christopher	108,324	-	Berrer, Armin	79,062	-
Bartel, Katie	88,479	46	Berry, Dane	135,404	2,805
Bartlett, Kevin	115,009	4,344	Berry, Dave	113,217	1,242
Bartosik, Jennie	77,617	-	Bertoni, Katherine	180,341	4,721
Bastien, Francois	214,030	17,436	Best, Caitlin	87,522	1,075

University of Victoria

Schedule of Employees' Remuneration and Expenses Year ended March 31, 2026

Unaudited

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Best, Tricia	152,355	23,695	Boudinot, David	122,082	196
Bettaglio, Marina	126,744	12,399	Boudreault, Samantha	76,465	3,324
Beya Marshall, Ignacio	92,025	562	Boudreault-Fournier, Alexandrine	158,920	24,140
Bhandal, Harry	75,429	3,171	Boulanger-Lapointe, Noémie	132,956	8,004
Bhandar, Davina	180,994	1,819	Boulet, Nicole	113,584	72
Bialek, Spencer	89,723	8,872	Boulter, Emily	77,531	91
Biddiscombe, Perry	183,901	-	Bourgoin, Carrie	89,442	-
Biffard, Ben	147,812	338	Bourguiba, Imen	111,258	964
Bil, Geoff	93,050	-	Bourque, Mona Lisa	200,179	19,936
Billings, Megan	93,757	-	Bowman, Elizabeth	90,991	472
Binges, Bradley	89,987	-	Bowman, Laurel	157,461	-
Bingley, Rebecca	154,969	1,445	Boyarin, Shamma	118,145	-
Bird, Bill	146,103	1,857	Boyce, Allan	82,982	322
Bird, Lana	97,110	-	Boyle, Patrick	142,636	-
Bird, Sonya	161,317	-	Braam, Nicolas	95,062	-
Birmingham, Jeff	79,947	-	Bradley, Colin	245,528	8,007
Bitschy, Ami	96,605	1,781	Bradley, Mo	168,207	2,062
Bittencourt, Roberto	128,943	4,878	Bradley, Nicholas	160,847	-
Black, Jeff	78,631	308	Bramadat, Paul	197,801	5,579
Blackburn, Arthur	138,751	17,706	Brandes, Oliver	172,446	31,047
Blair, Bill	156,298	-	Brandl, Kristin	210,212	21,815
Blais, Simone	92,487	799	Brant, Casey	142,413	-
Blake, Christina	82,710	-	Branzan Albu, Alexandra	202,489	12,791
Blake, Fran	82,473	-	Bras, Mario	86,184	3,479
Blake, Katherine	146,591	1,359	Brendle-Moczuk, Daniel	148,046	4,626
Blake, Tom	160,671	3,318	Brewer, Aaron	97,495	3,098
Blank, Kim	191,826	-	Brewer, Bonny	111,468	578
Bligh, Sandy	85,487	-	Briant, Douglas	182,004	3,851
Blondeau, Nathaniel	134,895	488	Brice, Aaron	93,650	-
Blyth, Kristi	104,163	348	Bridge, Mark	158,887	-
Bobyn, Christine	89,987	3,244	Bright, Dean	81,695	663
Bock, Christian	130,283	600	Britt, Tara	82,741	-
Bocking, Adam	79,062	90	Broadhurst, Reyna	122,281	3,438
Bohne, Cornelia	240,221	16,885	Brolo, Alexandre	224,721	23,630
Bohnet, Alison	84,468	973	Brook, Taylor	75,014	263
Bon, Ray	105,289	1,623	Brooks, Lindsay	88,039	-
Bond, Jason	101,059	2,982	Broome, David	103,468	-
Bone, Christopher	172,988	10,485	Brophey, Alison	94,156	1,169
Bonner, Michelle	191,521	12,636	Brousselle, Astrid	200,259	2,688
Book, Shane	144,849	-	Brown, Craig	190,648	13,431
Booth, Katy	75,632	1,622	Brown, Graham	286,083	31,953
Boraston, Alisdair	200,746	3,458	Brown, Lucinda	126,054	131
Boraston, Cathy	137,161	421	Brown, Rachel	111,391	6,952
Borrelli, Italo	78,491	2,810	Bruce, Charlotte	111,122	150
Borycki, Elizabeth	193,862	-	Brunet-Jailly, Emmanuel	210,017	19,648
Bose, Neilesh	156,622	22,223	Brunt, Nathaniel	90,682	49,470
Bosma, Cassandra	102,905	2,823	Brunton, Claire	93,515	60
Boss, Darren	121,445	7,174	Brush, Micah	95,884	2,258

University of Victoria

Schedule of Employees' Remuneration and Expenses Year ended March 31, 2026

Unaudited

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Brussow, Dirk	145,231	5,032	Capilla de la Cruz, Victor	76,652	-
Bryan, Bradley	176,271	-	Capson, David	265,741	14,111
Bryan, Selena	97,624	2,346	Carlson, Davis	104,152	4,946
Bryden, Penny	210,317	13,750	Carlson, Sandra	75,310	-
Brydon, Marni	218,631	8,280	Carodenuto, Sophia	137,771	39,610
Bub, Daniel	207,785	-	Carroll, Melissa	80,699	-
Bubiak, Jeremy	77,070	-	Carroll, Simon	103,020	-
Buchner, Doug	75,566	1,820	Carroll, William	121,537	9,292
Buckham, Brad	222,797	22,677	Carson, Luke	187,832	623
Buckler, Jean	139,841	15,820	Carter, Alex	95,152	771
Buckley, Heather	152,722	6,285	Carter, Randy	98,744	-
Budney, Ryan	147,118	3,009	Cartwright, Jenny	89,428	2,168
Bui, Alice Olga Victoria	103,089	-	Cartwright, Vanessa	180,726	120
Buisa, Pamphinette	84,280	-	Caruncho, Hector	230,724	24,161
Bunton, Martin	187,166	1,821	Case, Ian	156,496	-
Bunton, Peter	102,277	14,203	Cassar, Peter	117,918	-
Burdick, Richard	120,733	373	Castaneda Bueno, Andrea	83,420	-
Burgin, Payton	76,831	566	Castillo, Mel	89,598	-
Burke, Brendan	185,222	2,087	Castle, David	246,774	43,188
Burke, John	173,339	11,201	Castleden, Heather	185,010	38,899
Burnatowski, Murphy	99,120	2,395	Castonguay, Annye	80,712	-
Burrage, Cathy	89,987	1,438	Castor, Jes	113,099	-
Burridge de Moscoso, Ashley	138,549	438	Castro, Adrian	103,828	95
Butler, Stephan	76,378	-	Caswell, Taylor	78,517	-
Butler-Palmer, Carolyn	163,222	2,507	Caws, Catherine	99,225	7,183
Butterfield, Benjamin	206,887	378	Cawsey, Jennifer	96,899	2,847
Butterfield, Jane	158,992	3,268	Ceroni, Paula	107,866	1,540
Butterfield, Michelle	81,029	-	Chakanyuka, Christina	131,951	1,295
Button, Mac	76,025	-	Chalykoff, Lisa	76,015	-
Buyens, Mark	80,105	1,330	Champati, Jaya Prakash	130,537	7,702
Buzas, Levente	85,500	1,909	Chan, Kathryn	186,230	2,477
Cacchioni, Thea	148,866	488	Chan, Laura	107,977	55
Cacovic, Mark	82,074	-	Chan, Tiffany	95,298	1,549
Cade, Kia	117,650	4,772	Chang, Patrick	108,246	-
Cai, Lin	224,139	6,560	Chapin, Maggie	81,375	-
Caine, Vera	194,774	9,502	Chapman, Alison	204,119	21,193
Cairns, Stephanie	165,716	11,784	Charleson, Joy	75,374	4,787
Calder, Gillian	216,679	2,470	Charlie, Margaret	106,396	1,800
Callahan, Kathryn	107,280	1,302	Charlton, Morgan	95,091	15,558
Cameron, Caroline	281,114	16,950	Charlton, Tricia	89,987	-
Campbell, Deborah	194,366	-	Chau, Angie	146,116	4,078
Campbell, e	99,369	3,007	Chee, Rowena	81,932	1,211
Campbell, Erin	193,732	8,224	Cheema, Kam	169,136	2,521
Campbell, Scott	133,999	411	Cheema, Manjinder	98,827	1,872
Canham, Bradley	78,216	135	Chen, Ally	90,898	-
Canil, Dante	204,955	1,052	Chen, Amy	90,769	959
Canjura, Francisco	88,703	240	Chen, Jacky	94,156	-
Capaldo, Steven	171,860	3,942	Chen, Yan	108,825	-

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Chen, Yu-Ting	144,544	12,405	Colby, Jason	194,552	26,611
Chen, Zhongping	175,923	5,734	Colby, Kelly	89,987	-
Cheng, Jonathan	92,417	-	Coleman, Staci	96,178	-
Chester, Sean	139,067	7,908	Colgate, Mark	241,248	18,199
Chestnutt, Heather	90,924	-	Collins, Jason	111,769	-
Chevalier, Alexis	80,555	1,249	Collins, Len	103,710	-
Chia, Ai-Lan	144,674	3,344	Coloma, Norman	79,155	128
Chia, Colin	115,282	5,797	Colpron, Kristy	105,779	1,805
Chiang, Lesley	100,979	1,213	Commandeur, Drew	106,124	-
Chiddle, David	90,639	1,399	Compton, Wayde	133,386	-
Chim, Louise	154,577	3,064	Con, Adam Jonathan	153,532	2,329
Chithrani, Devika	169,647	5,634	Conley, Patrick	112,503	-
Chitnis, Saurabh	143,985	419	Constabel, C. Peter	201,511	227
Chittoor, Ravee	252,272	5,427	Constantinescu, Daniela	178,730	-
Choi, Byoung-Chul	191,614	1,612	Contandriopoulos, Damien	189,698	2,503
Choo, Kelly	94,156	-	Coogan, Laurence	188,015	7,995
Choo, Raymond	114,036	-	Cook, Candice	92,745	2,173
Choo, Timothy	81,130	-	Cook, Kimberley	80,126	-
Chou, Fred	138,069	3,740	Cook, Peter	139,682	-
Chouinard, Jill	170,483	357	Cookson, Chris	99,931	79
Chow, Bob	166,827	-	Cookson, Will	78,212	-
Chrimes, Dillon	149,173	1,025	Cooper, Jett	82,206	1,450
Christie, Brian	216,984	20,878	Cooper, Marika	81,293	2,216
Christie, Erica	105,241	1,537	Coppard, Andrea	89,645	-
Christison, Jarrod	79,394	95	Cornett, Adam	85,155	614
Churchill, Gregory	113,464	658	Cornish, Lucy	88,869	8,696
Clanton, Wendell	126,318	-	Cornstassel, Jeff	209,862	41
Clark, David	82,092	-	Cornwall, Gillian	90,347	30
Clark, Dylan	130,689	12,680	Corrington, Samantha	127,355	606
Clark, Nancy	184,061	10,239	Corwin, Vivien	286,522	6,202
Clarke, Jo-Anne	259,635	17,995	Cosentino, Leitha	171,472	2,955
Clarke, Marlea	150,561	8,579	Costa, Maycira	228,110	21,827
Clarke, Melissa	109,636	-	Costigan, Catherine	201,600	6,017
Clarke, Nick	138,128	7,199	Cotton, Rick	219,053	60
Clarke, Will	81,164	-	Coulter, Tara	90,485	578
Clausen, Chris	128,825	471	Courtney, Karen	175,497	848
Claxton, Nick	147,154	-	Courty, Pascal	221,426	6,823
Cleves, Rachel	188,071	12,785	Covrig, Consuela	76,143	240
Clewley, Nick	138,989	-	Coward, Andrew	255,165	9,551
Clews, Justin	90,904	1,780	Cowen, Laura	205,101	5,641
Clouston, Ryan	101,373	6,366	Cowern, Oliver	163,337	3,028
Cloutier, Denise	190,509	380	Cox, Ben	107,730	-
Clover, Darlene	196,562	22,035	Cox, Philip	89,060	11,618
Coady, Yvonne	141,376	3,836	Cozzi, Marco	176,079	-
Coates, Paul	78,653	-	Crawford, Curran	231,207	19,617
Cobb, Jennifer	213,530	4,484	Crocker, Gary	89,922	1,234
Cochran, Patricia	191,228	4,688	Crocker, Michael	80,785	-
Colas Cardona, Silvia	195,322	4,027	Croft, Elizabeth	374,925	39,920

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Croft, Heather	106,795	183	De La Hoz, Alejandra	79,555	-
Crossley, Byron	93,788	-	De Leo Cabrera, Fabio	119,607	10,640
Croteau, Becky	78,157	-	de Oliveira Andreotti, Vanessa	269,273	662
Crozier, Nicole	82,735	27	de Sousa, Rogério	164,308	705
Cruikshank, Richard	80,234	55	Dean, Carleigh	89,433	97
Cseke, Kali	143,811	6,586	Dean, Heather	144,755	5,897
Csercsics, Thomas	78,916	-	Dean, Misao	103,403	-
Cubitt, Fiona	155,077	1,333	Deas, Tom	88,994	-
Cullen, Jay	195,796	12,426	DeBortoli, Anselmo	76,809	-
Cummings, Warren	89,667	-	Dechev, Nick	187,468	-
Cunningham, Bart	75,713	-	Deckha, Maneesha	225,578	17,978
Cure, Shawn	83,539	-	DeCoste, Katy	76,109	-
Curran, Deborah	211,014	12,515	Decrausaz, Sarah-Louise	86,653	-
Currie, Laurel	98,775	-	DeDecker, Sarah	78,371	3,254 **
Curry, Charles	149,090	1,276	Deen, Eugene	124,646	89
Curry, Kimberley	103,468	59	Degai, Tatiana	125,293	4,695
Curtis, Tyrone	89,284	7,362	del Sol, Kay	86,083	-
Custan, Ruchie	98,321	7,162	Delaney, Kerry	212,656	4,207
Cutler, Chelsea	112,755	46	Delaronde, Lindsay	129,522	10,572
Cutler, Dylan	90,837	30	Dema, Sonam	88,960	2,974
Cvitanovic, Mira	83,858	2,203	DeMille, Mallory	87,201	40
Czaykowska-Higgins, Ewa	191,996	8,135	Denham, Cameron	91,138	-
Dakin, Tyler	80,298	-	Dennison, Christopher	180,020	463
Dallimore, Brent	135,483	1,199	Denniston, Tristan	119,922	8,067
Dalrymple, Chad	131,835	2,800	Desai, Khushboo	78,675	481
Daly, Kim	152,669	3,001	Desjardins, Jasmine	80,525	407
Dam, Ellen	81,113	-	Devereaux, Simon	170,078	1,712
Damian, Daniela	212,684	21,314	Devi, Parmila	81,994	1,025
Dangeli, Mique'l	140,406	2,388	Devine, Heather	130,762	-
Daniels, Belinda	141,209	3,641	Devor, Aaron	247,018	2,546
Danielson, Cedar	75,567	-	Dewis, Cassbreea	235,056	4,597
Danis, Wade	227,620	924	Dexter, Jeb	110,817	562
D'Arcy, Alexandra	288,714	15,638	Dhebar, Meera	109,741	6,460
Darimont, Chris	208,336	14,409	Di, Simon	108,195	-
Darling, Robyn	77,820	4,022	Diacur, Connor	77,981	2,387
Davey, Lauren	175,353	10,144	Dias, Dinuk	91,826	-
David, Tracy	103,860	1,773	Dickie, Megan	152,418	5,480
Davidson, Jaclyn	149,592	446	Diether, Kelly	99,468	2,310
Davies, Chris	94,002	5,112	Dietsch, Peter	197,819	9,972
Davis, Ashley	89,641	-	Dim, Eugene	110,569	510
Davis, Caleb	96,183	2,300	Dionne, Valerie	98,600	-
Davis, Corey	144,343	4,232	Donald, Emily	80,336	12,259
Dawkins, A'nil	117,413	-	Donaldson, Melissa	199,098	12,891
Dawson, Teresa	206,891	-	Dong, Xiaodai	147,350	-
de Alba-Koch, Beatriz	203,798	-	Dong, Zuomin	230,914	2,912
de Finney, Sandra	193,370	30,873	Donovan, Kate	135,727	20,938
de Jong, Belinda	87,222	-	Donovan, Shannon	80,905	-
de Jong, Samuel	85,137	-	Dopp, Jamie	158,569	3,843

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Dorcé, Mylène	116,753	3,111	Eisenberg, Avigail	138,780	2,234
Dordunoo, Dzifa	168,074	5,512	Ekeltchik, Serhy	204,368	5,981
Dorca, Caetano	178,941	34,533	Elamiri, Hicham	99,589	74
Dorocicz, John	83,331	21	Elangovan, A.R.	285,051	39,998
Dorris, Sabrena	141,824	1,882	Elder, Kristen	81,047	-
Dosso, Stan	239,982	16,389	Ellerbeck, Erin	139,480	-
Doublet, Laura	122,818	3,584	Ellerton, Julie	83,453	1,355
Douglas, Christopher	193,476	700	Elliott, Monica	81,010	-
Douglas, Nicole	94,245	-	Elliott-Goldschmid, Ann	131,294	2,436
Dower, John	206,649	4,407	Ellis, Lesley	84,854	-
Down, Heather	84,460	-	Ellis, Sydney	77,172	-
Downie, Lleona	95,226	183	Ellison, Sara	218,737	11,299
Downs, Kirsten	117,717	3,002	El-Sabaawi, Rana	156,404	4,303
Doyle, Melissa	94,156	352	El-Sabawi, Hazem	81,589	-
Drähne, Ulrike	90,031	-	Elves, Drew	75,096	122
Draper, Ricardo	82,031	-	Elvira, Katherine	178,822	-
Drescher, Jocelyn	81,074	-	Emerson, Heath	156,405	-
Drew, Chrissy	84,518	116	Endo, Takahiro	197,282	11,408
Driessen, Peter	198,530	29	Enge, Ryan	157,970	10,189
Du Wors, Patrick	139,706	1,765	England, Mike	82,546	83
Du, Qianqian	212,746	2,073	Erdman, Ryan	88,213	-
Dubrawski, Kristian	163,816	19,345	Eriksson, Bryan	105,276	-
Dudley, Dennine	78,548	441	Ernst, Neil	173,149	4,053
Duke, Amanda	104,699	86	Errington, Amy	79,770	1,424
Dukes, Peter	186,548	3,539	Errington, Elizabeth	91,368	985
Dumaisnil, Kevin	85,584	1,480	Ersan, Erkan	134,787	1,944
Duna, Carmencita	112,737	4,936	Esmail, Waheeda	94,964	3,515
Dungate, Evan	88,704	1,434	Estey, Anthony	122,956	68
Dungey, Leanne	89,300	970	Etwaroo, Jerome	124,347	2,815
Dunsdon, Jim	265,831	19,161	Evans, Chelsey	110,672	546
Durno, John	175,455	1,158	Evans, Jackie	86,142	-
Dyer, Blake	144,545	2,391	Evans, Jessica	104,096	-
Dykes, Karen	79,148	100	Evans, Karen	81,854	-
Dyson, William	155,825	10,757	Evans, Mark	92,418	-
Eagle, Chris	157,693	15,023	Evans, Stephen	243,996	542
Ebert, Catherine	94,156	3,965	Evans, Terri	89,960	-
Ebert, Marcus	91,198	10,301	Evers-Fahey, Karen	134,793	1,980
Eby, Liz	105,706	5,510	Evins, Ralph	186,140	14,099
Eccles, Barb	256,166	11,021	Fairbairn, Michele	84,046	1,614
Eddy, Allison	124,226	1,307	Fall, Moustapha	137,068	1,627
Eder, Tony	246,452	1,432	Fan, Steven	95,262	1,980
Edmonds, Brooke	76,817	2,890	Fanning, Greg	75,932	-
Edwards, Allison	93,698	27	Fardindoost, Somayeh	101,654	446
Edwards, Michelle	77,234	-	Fargey, Shannon	137,037	3,924
Edwards-Challenger, Channele	86,395	-	Farkas, Kristy	85,902	-
Eggenberger, Dorothy	81,161	-	Farnham, Martin	179,037	-
Ehlting, Barbara	117,856	3,312	Farrell-Low, Amanda	83,266	403
Ehlting, Juergen	186,451	2,187	Farrow, Simon	84,880	-

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Fawkes, Kelli	88,116	701	Francis, Grant	89,349	614
Fawthorpe, Kim	77,894	-	Frandsen, Natalie	143,568	676
Fedriago, Paul	88,605	-	Franzmann, Erica	81,182	-
Feir, Donn	171,526	12,515	Fraser, Jane	76,064	1,452
Feldman, Evelyn	120,861	6,347	Frechette, Kim	104,364	309
Felix de la Rosa, Andrea	84,909	20,315	Frederiksen, AJ	80,114	-
Felix, James	187,397	11,551	Freeman, Melissa	139,806	1,181
Fennema, Norman	109,196	1,328	Freeman, Steven	83,583	1,088
Ferguson, Eli	96,200	68	Frewer, Bridget	103,425	-
Ferguson, Laura	84,309	-	Frisby, Patrick	114,514	736
Fichtner, Robert	88,605	-	Froese, Thomas	268,876	7,330
Ficke, Kristen	105,500	-	Fromet de Rosnay, Emile	148,614	81
Fiddler, Susan	108,744	47	Frost, Mike	118,111	27
Fila, Robyn	124,949	15,630	Fry, Jessica	156,166	4,393
Filliol, Morgan	75,373	-	Gabriel, Vasco	231,932	15,787
Filmer, Helena	113,415	162	Gabruck, Darcie	81,610	1,310
Findlay-Brook, Marie-Claire	80,253	-	Gagan, Rebecca	140,249	2,905
Finlay, Andrew	130,431	1,319	Gagel, Lindsay	143,093	563
Finlay, Leann	87,780	-	Gagnon, Marilou	185,917	1,705
Firmani, Flavio	173,954	1,124	Gair, Jane	157,815	4,183
Fisher, Doug	90,045	-	Galang, Carmen	148,215	-
Fisher, Jason	160,667	21,043	Gallant, Theresa	109,631	814
Fisher, Lynne	122,531	2,946	Ganti, Sudhakar	191,738	9,805
Fitterer, Ashley	99,943	144	Garcia, Alycia	76,618	2,908
Fitterer, Lindsay	85,691	1,128	Garcia, Lola E.	78,422	312
Fitz-Gerald, Wylee	82,268	7,972	Garcia-Barrera, Mauricio	190,194	17,249
Fitzsimmons, Debra	91,853	-	Gardiner, Katrina	85,112	-
Fitzsimmons, Stacey	223,441	2,446	Gardiner, Sam	106,226	176
Flaherty, Mark	176,266	-	Gardner, Jesse	95,080	-
Fleming, Bob	124,735	-	Gardynik, Ursula	85,542	-
Fletch, Christine	93,667	110	Gardziejewska, Anna	89,791	-
Fletcher, Nick	76,163	-	Garland, Kathleen	101,690	3,515
Flores Pinto, Jorge	101,015	79	Garlick, Steve	172,047	4,504
Flores, Chris	119,521	5,969	Garrett, Arielle	94,654	-
Flores, Ricardo	216,174	5,079	Garrett, Jamie	110,546	4,909
Foloni Neto, Herminio	101,530	7,461	Gaudes, Adam	115,095	1,434
Fonseca, Nicolette	136,725	13,073 **	Gaudet, Loren	123,105	1,445
Fontes, Belinda	119,555	13,823	Gaudet, Sue	138,690	2,750
Foote, Alyssa	79,661	6,089	Gauthier, Melissa	138,087	10,574
Forbes, Jim	192,864	9,125	Gawryluk, Jodie	159,729	1,921
Forrest, Claire	80,166	1,093	Gawryluk, Ryan	145,719	-
Forst, Terry	137,673	-	Gebali, Fayez	244,354	1,186
Fowler, John	98,744	171	Gebhard, Fran	125,170	943
Fowler, Rena	85,359	16,367	Geddes, Stephen	82,997	-
Fox, Richard	229,305	20,790	Geller, Danielle	162,480	3,612
Foxgord, John	146,713	316	Gelling, Randy	96,082	1,853
Fraass, Andy	126,975	2,185	Gemmrich, Johannes	108,726	23,678
Francis Pelton, Leslee	230,496	6,888	George, Rachel	96,571	373

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Gerber, Adam	143,343	-	Gough, Sammie	75,658	-
Gerlach, Alison	146,158	-	Gould, Zachary	92,994	10,366
German, Daniel	209,261	9,196	Goundareva, Lyuba	94,214	4,266
Germanos, Erika	118,645	-	Gounko, Tatiana	145,534	56
Getty, Ethan	80,036	-	Granados, Ron	162,207	3,736
Ghafourian Bolori Mashhad, Sarvenaz	87,628	11,846	Granot, Ori	108,324	2,165
Gharehkhani, Samira	136,487	12,786	Grant, Mariel	154,560	-
Gibbings, Corey	139,458	79	Gray, Garry	153,921	2,537
Gibbons, Sandra	217,876	2,580	Gray, Heather	82,762	27
Gichuhi, Thairu	102,019	2,669	Grbavec, Stefan	149,518	120
Gidney, Holland	95,289	2,681	Green, Jacquie	193,554	3,163
Giebel, Jenni	103,108	2,711	Green, Kayla	82,997	680
Giebelhaus, Ryland	94,182	19,774 **	Green, Paul	113,345	524
Giesbrecht, Karina	94,102	27	Greengoe, Nicole	212,713	7,139
Gilchrist, Nicole	83,546	-	Greenshields, Marcus	155,821	2,191
Giles, Andrea	178,638	2,646	Grenier, Monique	119,822	1,431
Giles, Josh	157,016	6,380	Grewall, Mundeep	126,200	3,783
Gillen, Mark	212,707	378	Griff, Dylan	130,570	-
Gillespie, Christopher	152,551	4,116	Grimm, Jaime	96,606	1,667
Girvan, Anita	109,041	12,680 **	Grossi, Joseph	115,406	1,824
Glasbergen, Braden	157,839	410	Grouzet, Frederick	153,947	1,303
Gleeson, Tom	200,466	4,491	Gruno, Jenn	113,235	9,882
Glezos, Simon	152,588	-	Guerreiro, Sandra	92,369	-
Goddard, Lisa	190,732	45	Gugl, Elisabeth	185,270	5,099
Godfrey, Jane	127,754	337	Guitouni, Adel	194,695	13,472
Godfrey, Krista	113,151	22,721 **	Gulamhusein, Shemine	131,233	14,016
Goforth, Greg	147,929	-	Guldin, Sean	100,628	1,298
Goldblatt, Colin	157,681	1,696	Gulliver, Aaron	266,608	4,827
Goldsmith, John	86,919	-	Gumley, Jane	91,335	544
Goldsworthy, Rachel	90,446	-	Gunderson, Ken	119,956	-
Golinsky, LeAnne	89,987	135	Gunn, Jeanie	100,835	703
Golob, Stephanie	91,135	704	Gupta, Aditi	139,406	5,515
Goluskin, David	156,633	4,849	Gupta, Rishi	198,023	12,840
Goncheva, Mariya	140,427	18,707	Gutberlet, Jutta	186,492	30,884
Gonzalez Cortes, Carolina	146,250	1,261	Gutteridge, James	108,027	-
Good, Eleanor	91,850	936	Hackett, Rhonda	156,432	-
Goodlett, David	349,866	46,860	Haddow, Natalie	81,656	6,511
Goodyear, Mara	80,706	4,834	Hadland, Shawn	75,567	-
Gordon, Andre	83,398	5,877	Hadwin, Allyson	215,299	5,225
Gordon, Jesse	96,375	1,718	Hagan, Bree	81,098	1,849
Gordon, Reuven	225,115	31,406	Haigh, Emily	167,625	3,001
Gordon, Sandy	108,324	-	Haji-Esmacili, Farida	87,259	32
Gordon, Tiffany	77,876	-	Hall, Kevin	366,161	5,549
Gosek, Gwendolyn	135,362	3,300	Hall, Lisa Kahaleole	204,285	7,636
Goshulak, Artie	77,654	-	Hallgrimsdottir, Helga Kristin	298,691	28,339
Gossal, Amrit	137,061	1,666	Halliday, Rebecca	116,682	11,044
Goto-Jones, Chris	260,611	-	Haman, Cliff	90,566	-
Goudar, Natasha	144,601	1,724	Hamer, Alison	81,936	-

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Hamill, Andria	82,431	2,604	Henderson, Lee	154,844	1,105
Hamilton, Laura	80,001	5,155	Henderson, Sara	88,207	-
Hamme, Roberta	176,566	7,138	Heppell, Lauren	96,296	290
Han, Jun	126,156	6,486	Herle, Miranda	85,852	7,938
Hancock, Rob	160,013	24,783	Hernon, David	77,611	-
Handlovsky, Ingrid	136,458	2,861	Herring, Rodney	184,317	-
Hanna, Alan	167,342	8,118	Herwig, Falk	200,023	4,650
Hansen, Kjalén	102,278	-	Heslinga, Christopher	147,692	5,121
Happybrook, Tommy	123,081	377	Hetherington, Bradley	124,357	-
Harden, Matthias	90,005	-	Hewitt, Charlene	96,794	-
Harder, Lois	303,222	9,622	Hibbs, Kris	82,935	-
Hardie, Darryl	83,910	-	Hicks, Jason	122,212	-
Harding, Catherine	228,349	-	Hicks, Robin	274,612	15,680
Harms, Kelly	101,599	721	Hiebert, James	153,563	11,354
Harper, Nevin	156,304	3,714	Hier, Sean	186,109	749
Harper, Nicolaus	86,333	751	Higgins, Iain	215,590	-
Harrington, Stephanie	81,847	-	Higgs, Eric	183,887	5,703
Harris, Christina	152,234	3,250	Highbaugh Aloni, Pamela	195,175	7,894
Harris, Clare	98,312	3,457	Hilchey, Paul	119,176	81
Harris, Kelci	127,322	3,219	Hill, Alyssa	84,570	3,775
Harris, Torry	83,854	3,714	Hill, Gavin	92,924	341
Harrison, Gina	171,238	-	Hilperts, Ryan	100,541	822
Harrison, Justin	142,422	2,265	Hindle, Alyssa	78,318	74
Hart, Stephanie	144,408	2,581	Hinds, Douglas	102,787	9,128
Hartley, Jessica	103,626	1,009	Hissa, Kylie	96,521	1,840
Hartman, Shane	80,743	33,041	Ho, Gabe	93,104	728
Harvey, Lyndze	104,865	1,063	Hochstein, Eric	133,459	-
Harvey, Sara	145,319	12,976	Hoeberechts, Maia	149,047	5,013
Harwood, Dallas	86,387	421	Hoey, Shawn	98,744	-
Hasanen, Troy	124,656	3,295	Hof, Fraser	250,062	10,591
Haskett, Tim	168,165	-	Hoffman, Jodi	97,364	1,500
Hastings, Tory	113,464	-	Hogg, Daniel	89,413	-
Hatakeyama, Mamoru	129,678	-	Hogg, Duncan	126,744	4,496
Hawkins, Amanda	112,133	27	Hohman, Carmen	133,620	5,933
Hawkins, Barbara	210,128	1,758	Hoicka, Christina E.	176,372	13,911
Haworth, Brandon	168,858	4,731	Holdaway, Anais	95,736	1,195
Hayward, Shannon	113,464	2,494	Holder, Cindy	188,787	2,145
He, Danying	138,343	1,247	Holder, Kira	78,529	-
He, Zhenchen	85,307	-	Hollefreund, Kate	94,702	20,830
Heesemann, Martin	123,211	-	Hollingworth, Meg	82,744	1,167
Heesterman, Tony	119,938	1,826	Holman, Kiyomi	87,315	31,927
Hehr, Rob	86,118	-	Holman, Sean	167,942	13,083
Heikkila, Kalenne	100,682	2,031	Holmes, Jennifer	78,231	-
Heilgenberg, Kerstin	160,864	939	Holmes, Martin	108,031	6,360
Helbing, Caren	215,603	14,420	Holowaty, Blake	79,666	12,294
Hembroff, Deg	106,453	6,383	Hood, Joanna	194,808	-
Hemsworth, Dana	81,871	258	Hoorfar, Mina	359,616	16,817
Henault, Ellen	88,647	-	Hopper, Tammy	321,759	8,625

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Hopper, Tim	193,713	7,627	Jackson, David	84,866	4,107
Horak, Philipp	76,079	18,545	Jackson, LillAnne	220,642	2,549
Horak, Stephen	97,780	-	Jamal, Natasha	100,566	1,534
Horbachewski, Christopher	310,070	5,876	James, Aaron	87,498	699
Hore, Dennis	183,230	27,098	James, Matt	155,415	1,691
Horn, Jenny	96,388	1,348	James-Groom, Benjamin	99,793	21
Hosalli, Shubha	88,604	-	Jamkajornkeiat, Thiti	112,569	4,413
Houston, Simon	118,824	-	Janzen, Caitlin	83,552	1,114
Howe, Sarah	98,386	1,250	Jaques, Cecilia	112,744	42,627
Howell, Robert	226,683	2,412	Jardim, Armando	79,914	-
Hoyle, Aaron	96,321	6,654	Jardin, Kyla	95,599	19,866
Hrkac, Pete	83,722	7,109	Jarisz, Tasha	105,884	4,722
Hu, Jiexing	79,700	-	Jeklin, Christie	96,839	46
Huang, Jing	175,372	7,524	Jenkins, Craig	91,036	-
Huang, Li-Shih	173,511	1,477	Jenks, Casey	75,831	-
Huber, Sarah	113,316	3,230	Jensen, Kristan	154,260	15,099
Hubner, Iona	89,987	69	Jenstad, Janelle	186,370	8,538
Huculak, Darryl	103,420	917	Jeon, Hyeyoung	89,122	590
Huculak, Matt	150,436	11,999	Jerke, Lauren	97,270	281
Hudson, Lauren	87,657	29,253	Jiao, Ruohong	133,714	13,148
Hug, Chantelle	82,725	-	Jinnah, Zaheera	94,237	-
Humphrey, Tamara	128,721	-	Johannessen, Duncan	94,291	1,390
Humphreys, Sara	140,323	1,461	Johannessen, Stephanie	83,026	3,308
Hundza, Sandra	165,694	-	John, Roger	98,780	509
Hunt, Sarah	191,726	12,716	Johns, Marc	90,002	891
Hunter, Lori	119,023	810	Johns, Robert	130,933	-
Hunting, Carrie	136,861	97	Johnson, Betty	79,442	-
Husband, Alyssa	80,481	250	Johnson, Craig	79,406	-
Husson, Jon	134,806	741	Johnson, Janice	193,706	481
Huston, Michael	94,654	-	Johnson, Mike	89,004	-
Hutchinson, Emma	170,867	-	Johnson, Orianne	137,275	1,181
Hutchinson, Jesse	103,306	4,956	Johnson, Rebecca	203,306	3,042
Huynh, Emily	104,292	1,584	Johnson, Vanessa	140,333	797
Hwang, Naomi	122,743	8,376	Johnstone, Lynne	115,387	1,587
Iankilevitch, Maria	129,734	2,647	Jokhio, Marvi	81,059	-
Ibrahim, Slim	185,787	21,904	Jones, Ian	84,013	334
Igloliorte, Heather	228,063	89,787	Jones, Kevin	98,744	-
Iles, Timothy	163,355	5,137	Jones, Sam	85,137	1,134
Imbery, Jacob	104,583	2,432	Jordan, Alana	92,487	1,504
Inouye, Laurelle	119,203	2,739	Joyce, Melissa	150,281	10,336
Iosub, Violeta	146,210	6,261	Juanes, Francis	218,451	34,297
Irvine, Claire	75,969	-	Juhnke, Peyton	102,404	6,548
Irvine, Valerie	142,187	-	Jumbo, Tonye	89,977	-
Irving, Laurel	100,502	-	Kagan, Stephen	82,074	-
Isted, Eddie	125,272	3,828	Kahindi, Aloysius Marcus	255,920	17,283
Iuvale, Robert	90,714	698	Kaiser, Alicia	101,627	40
Ivanov, Mario	99,869	396	Kakuru, Doris	183,224	5,380
Ivanushkin, Vitaliy	109,080	-	Kalan, Ammie	123,849	6,529

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Kalynchuk, Lisa	315,063	94,040	Kines, Lalita	238,825	25,318
Kandil, Yasmine	160,704	5,617	King, Erin	113,418	2,578
Kaneen, Tamsin	129,867	609	King, Michael R	252,505	6,910
Kaneva, Paul	75,830	-	King, Valerie	215,563	31,806
Kanu, Adindu	80,716	-	Kingsley, Reese	84,242	-
Kappmeier, Ryan	89,566	-	Kingstone, Sarah	84,951	-
Kapron, Bruce	180,652	11,394	Kirkham, Sandra	77,244	-
Karlen, Dean	118,489	15,497	Kissinger, Michael	77,526	366
Karras, Sheryl	146,510	23,815	Kite, Elke	87,479	-
Kast, Stephanie	75,817	2,335	Kitson, Alex	92,512	12,038
Kataoka, Hajime	105,804	1,926	Kiyani, Asad	176,677	13,330
Kathrada, Yasmin	130,403	46	Klatt, Carrie	152,446	-
Katz, Rodney	108,324	-	Klazeck, Merrie	133,670	4,947
Kaur, Arshdeep	98,887	3,385	Klear, Lori	100,835	10,165
Kay, Magdalena	164,738	3,686	Klein, Saul	349,158	12,698
Kayastha, Maggie	76,274	21,092	Klimstra, Marc	146,998	-
Keenan, Caitlin	121,392	4,760	Kluge, Eike-Henner	240,591	-
Keenan, Julia	99,467	1,958	Klymak, Jody	174,838	6,082
Keenan, Laurie	152,925	163	Knowles, Jack	75,566	-
Kehoe, Inba	180,277	130	Knudson, Samantha	102,386	887
Keil, Melissa	137,639	254	Kobb, Anna	128,224	6,581
Kelly, Erin	172,468	5,629	Kodar, Freya	260,389	26,458
Kelly, John	111,592	500	Konorov, Stanislav	107,994	-
Kelly, Leanne	173,828	1,088	Kooy, Racelle	160,070	13,623
Kennard, Kim	76,189	354	Korns, Trenton	80,257	-
Kennedy, Christopher	244,743	13,167	Koroth, Sajin	100,617	68
Kennedy, David	126,425	2,254	Kosichuk, Hannah	86,863	29,499
Kennedy, Deb	79,598	531	Kot, Megan	93,247	300
Kennedy, Peter	198,702	-	Kou, Chi	83,066	-
Kent, Barry	118,839	1,254	Kouhi, Soroush	96,147	11,107
Kent, Leanne	105,992	246	Kovacs, Sasha	142,275	1,688
Kerr, Kevin	151,379	632	Kovtun, Pavel	136,496	21,942
Kerr, Valerie	85,820	-	Kowalewski, Bob	138,123	5,518
Kerschtn, Shane	113,464	15,712	Kozsan, Ron	182,725	4,388
Ketsa, Kimball	163,649	3,130	Kraasch, Jonas	75,000	2,041
Kettner, Todd	133,644	189	Kracmar, Ying	75,571	-
Key, Ryan	112,094	1,336	Krawchenko, Tamara	158,395	17,113
Khair, Shahira	168,287	5,860	Krawczyk, Lukasz	139,654	3,706
Khan, Zubaida	95,476	-	Krawitz, Adam	144,936	-
Khouider, Boualem	213,995	15,758	Kreimer, Nadia	95,068	-
Khoury, Kathy	89,013	-	Krezoski, Gillian	93,934	445
Khurana, Meeta	119,023	2,497	Krigolson, Olav	170,535	42,040
Kietzmann, Jan	241,121	5,225	Kron, Geoffrey	163,129	-
Kilbey, Kane	264,656	2,643	Kuchar, Gary	169,448	1,770
Killoran, Jay	119,704	14,960 **	Kulyk, Sharon	91,868	-
Kilpatrick, Erin	99,891	-	Kumar, Alok	206,093	2,919
Kim, John	250,887	3,613	Kumar, Prince	79,810	-
Kimura, Mika	156,813	2,397	Kunkel, Tom	101,094	-

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Kuo, Mu-Hsing	176,173	4,927	Larabi, Samah	106,762	4,723
Kuran, Peter	311,846	786	Larkins, Nella	113,208	1,980
Kurki, Helen	165,296	1,105	LaRussa, Cora	99,186	2,330
Kurokawa, Yuka	110,053	390	Laskarin, Daniel	203,283	2,930
Kurushima, Bradley	83,202	789	Last, Suzan	114,729	-
Kushniruk, Andre	223,503	26	Lathouwers, Tine	150,105	3,313
Kutzner, Christa	85,689	-	Lauvaas, Kirsten	142,515	1,710
K'uuna, Yahlinaaw	108,096	8,967	Lauzon, Lara	153,943	-
Kwan, Jennifer	105,792	972	LaVallee, Amanda	133,193	6,877
Kwool, Eva	136,939	452	Lavallee, Tim	108,825	-
Kwon, Jae-Yung	144,480	4,109	Lavery, Karl	80,257	-
Kyffin, Jen	114,123	1,700	Lavoie, Tracey	138,885	1,680
Labonte, Louise	121,176	-	Lawrence, Breanna	144,695	18,398
Laca, Marcelo	202,092	11,551	Lawrence, Cheryl	90,232	-
LaCompte, John	89,724	10,640	Lawrence, Jeremy	86,894	19,000
Lacourse, Terri	174,661	883	Lawrence, Michelle	178,571	8,239
Ladret, Kimberley	99,744	445	Lawson, Jamie	133,535	1,507
LaFlamme, Jax	80,730	15,325	Lawson, Yvonne	106,794	-
Lagaditis, Paraskevi	116,754	717	Laxdal, Erik	123,989	-
Lagan, Peter	103,763	-	Leach, David	171,450	3,685
Lahey, Steve	121,784	-	Leacock, Brian	216,960	5,288
Lai, Claudia	149,665	-	Leahy, Paula	128,394	236
Lai, Herbie	76,734	39,721	LeBlanc, Natalie	123,126	2,516
Laidlaw, Mark	156,754	-	LeBourdais, Sunny	105,968	15,191
Lakas, Ashleigh	86,946	-	Ledet, J.M.	76,843	-
Lake, Raquel	88,993	-	Lee, Caroline	83,916	4,074
Lall, Sam	95,178	61	Lee, Dennis	137,558	767
Lam, Alex	95,680	-	Lee, James	91,718	3,011
Lam, Eugenie	113,464	2,373	Lee, Jason	138,109	10,285
Lam, Nelson	132,921	5,246	Lee, Jennifer	82,843	-
Lam, Tom	109,638	1,359	Lee, Laura	76,667	-
Lam, Yin-Man	118,507	-	Lee, Robert	94,108	-
LaMarsh, Sydney	82,966	-	Lee, Sujin	103,104	-
Lamb, Masen	152,213	-	Lee-Bonar, Monica	85,428	500
LaMontagne, Mandie	95,719	518	Lefebvre, Michel	210,180	13,148
Lampreau, Jessie	129,353	7,471	Leger, Catherine	145,157	9,373
Lancaster, Michael	146,619	46	Leifso, Justin	122,867	4,765
Land, Thomas	139,234	2,305	Leighton, Mary Elizabeth	192,386	3,006
Landman, Aly	82,828	810	Leitch, David	158,189	17,345
Landry, Paul	121,323	10,910	Lemay, Geneviève	81,890	-
Landry, Pierre-Luc	125,538	5,691	Lemos de Souza, Michele	87,634	-
Lane, Kirstin	142,164	2,683	Leonard, Bonnie	188,885	11,037
Lane, Tim	97,098	10,096	Leonard, Lucinda	142,413	360
Lanning, Greg	83,953	-	Leong, Donny	75,830	-
Lantz, Trevor	159,855	16,699	Leong, Richard	135,377	-
Lanusse, Bastien	93,768	183	Lepore, Walter	128,372	3,914
LaPierre, Etienne	91,401	5,623	Lepp, Annalee	269,416	14,201
Lapper, Robert	203,663	5,253	Les, Curtis	114,786	1,887

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Leske, Drew	130,431	2,934	Lou, Nigel Mantou	132,629	6,256
Lesperance, Mary	100,604	295	Lovekin, Dave	86,212	2,139
Letondre, Sheahan	99,187	562	Lowe, Lana	134,627	37,663
Levesque, Carolyn	130,258	448	Lowenberger, Tristan	139,587	562
Lewall, Kim	140,264	79	Lowey, Jolene	108,324	-
Lewallen, ann-elise	165,033	3,014	Lu, Lawrence	130,925	743
Lewis, Colleen	108,077	734	Lu, Tao	159,654	1,795
Lewis, Mark	262,829	11,909	Lu, Yun	124,761	6,165
Li, Kin Fun	224,795	-	Lu, Zhenjian	119,829	1,207
Li, Maggie	84,266	122	Lucas, Annie	130,301	917
Liau, Kenny	81,040	-	Luesley, Andrew	138,941	2,188
Liedtke, Caren	80,721	-	Luke, Caleb	87,236	209
Lieske, Rachel	86,744	-	Lukenchuk, Ben	158,233	2,282
Lin, Cheng	162,120	20,599	Luko, Alexis	188,190	998
Lin, Hua	167,696	-	Lum, Wency	251,121	8,656
Lin, Tony	94,276	-	Lum, Wendy	118,937	1,651
Lin, Tsung-Cheng	160,534	-	Lundeberg, Faelan	81,880	271
Lindberg, Darcy	174,003	1,905	Lundrigan, Courtney	151,988	9,031
Lindberg, Tracey	243,550	8,416	Lutz, John	218,060	8,084
Lindgren, Allana	270,285	4,893	Luxruel, Melina	143,843	-
Lindquist, Evert	248,186	6,984	Lynch, Sherry	82,118	40
Lindsay, Steve	230,441	9,983	Lynn, Joel	218,910	744
Lines, Michael	141,942	-	Ma, Junling	157,704	9,800
Lisik, L'Amour	75,105	1,157	Ma, Michael	142,256	-
Litchfield, Michael	79,262	-	Ma, Shelley	86,644	89
Little, Matthew	163,651	18,808	MacArthur, Melissa	105,955	-
Little, Rich	133,507	1,652	Macdonald, Andrew	105,122	-
Littlechild, Kody	100,450	-	MacDonald, Jennifer	101,543	211
Littler, Blair	199,753	17,714	MacDonald, John	124,735	55
Littleton, Jason	82,241	-	MacDonald, Kate	90,192	2,580
Littlewood, Cedric	229,182	-	MacDonald, Kathy	78,198	2,898
Liu, Chen	84,929	204	Macdonald, Mark	88,282	13,196
Liu, Kun	101,581	2,273	MacDonald, Stuart	212,445	8,118
Liu, Sam	176,887	17,639	MacDougall, Cindy	108,241	4,888
Liu, Tao	88,282	250	MacFarlane, Samantha	79,271	-
Liu, Ying	147,116	5,342	MacGillivray, Gary	243,740	19,590
Livernoche, Renée	103,556	2,441	Machin, Amy	91,052	-
Lo, Donald	103,663	300	Mackay, Sarah	76,971	-
Locke, Leona	99,225	-	MacKinley, Judy	79,499	-
Locke, Stacey	86,382	1,108	MacLachlan, Niall	76,544	-
Loh, Jessica	94,156	418	Maclaren, Anika	90,859	29
Lomas, Jean	92,655	3,777	MacLaurin, Anne	89,987	38
Longphee, Asia	95,218	-	Maclean, Caylee	92,817	314
Loock, Daniela	169,992	22,986	Maclean, Jessica	146,357	5,260
Loock, Peter	286,172	17,682	MacLennan, Heather	87,889	-
Loomer, Anne-Lise	113,753	6,303	MacLeod, Brock	88,600	-
Loomer, Geoff	194,237	9,820	Macleod, Colin	225,272	4,115
Lopez, Louie	97,487	5,588	MacLeod, Colin	83,885	-

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MacNair, Emily	141,000	8,002	Matibag, Jamie	80,795	835
Macoun, Sarah	154,714	-	Mattice, Sherry	167,461	2,032
MacRae, Andrew	94,133	691	Mauro, Ian	243,831	29,539
Madan, Athena	114,460	-	Mavretic, Andy	170,970	46
Maffey, Allison	85,820	-	Mawani, Farah	151,385	3,880
Maganhotto Coraiola, Diego	221,240	24,270	Mayer, Nora	75,168	171
Magee, Caleb	81,959	8,414	Mayers, Janine	129,265	329
Magnuson, Doug	175,409	2,259	Mazza, Marianna	89,987	585
Mah, Wendy	107,017	291	Mbilinyi, Ashery	120,847	16,645
Mai, Dan	99,277	-	McAllister, Ben	139,107	5,336
Mair, Sullivan	92,888	1,393	McArthur, Michelle	135,304	5,453
Majerbi, Basma	218,447	3,214	McBeath, Kelly	93,750	-
Makhakhe, Emma	119,116	1,499	McBee, Rosa	85,699	297
Maki, Mia	249,981	13,465	McBurney, Kurt	152,978	301
Malekmohammadi, Sardar	157,100	3,075	McCaffrey, Shanne	186,930	5,558
Mallidou, Anastasia	158,528	-	McCall, Lauren	120,515	6,270 **
Mandic, Anna	85,738	-	McCarthy, Kathy	82,689	-
Mandryk, Regan	271,696	25,286	McClenachan, Loren Elizabeth	167,883	19,134
Manness, Rachel	83,545	-	McCluskey, Alison	121,891	4,543
Manning, Scott	100,330	8,494	McCormick, Kristine	81,538	848
Manzer, Jenny	96,855	-	McCue, Mary	81,331	-
Manzer, Josh	94,150	-	McCue, Rich	109,946	1,736
Mar, Melana	103,468	322	McCulloch, Alexandra	75,051	-
Marcellus, Lenora	207,022	5,104	McCutcheon, Rosemary	120,506	1,657
Marcy, Richard	133,823	813	McDonald, Katie	81,361	-
Marin, Mara	132,088	5,093	McDonnell, Lytton	90,836	-
Marinakos, Alik	94,156	1,423	McDonough, Graham	176,187	2,028
Marks, Lynne	207,285	1,954	McElderry, Hannah	85,470	40
Marlo-Barski, Marie	82,908	-	McEwan, Nicole	85,755	2,958
Marshall, Luci	107,329	36,383	McGill, Sarah	128,372	3,333
Marshall, Steven	83,463	-	McGinnis, Martha	176,750	12,351
Martin, Alexandra	83,297	428	McGoldrick, Siobhan	83,485	772
Martin, Michele	221,102	525	McGowan, Patrick	148,690	17,450
Martin, Ryan	91,118	905	McGregor, Catherine	183,789	3,600
Martin, Steve	111,555	-	McGuire, Erin	151,392	4,188
Martin, Travis	126,621	-	McGuire, Michael	190,678	206
Marton, Andrew	195,596	8,557	McGuire, Peter	139,922	-
Marx, Roswitha	110,232	-	McIlldoon, Debra	94,156	810
Maryn, Alyssa	99,437	606	McIndoe, Scott	207,067	12,169
Marziali, Laura	139,416	1,939	McInerney, Kelly	78,227	1,639
Mashon, Hannah	112,718	3,329	McIntyre, Mark	94,142	-
Mason, Edward	85,720	6,059	McIvor Whitinui, Onowa	189,997	14,105
Mason, Emma	98,817	1,489	McKechnie, Iain	147,772	4,748
Mason, Scott	178,411	8	McKelvey, Bernadette	82,845	-
Masoodi, Seppy	147,918	17,380	McKenzie, Andrea	168,830	1,383
Masuda, Jeff	177,355	20,841	McKenzie, Braeden	100,422	319
Masuda, Tomoyo	75,987	-	McKenzie, Douglas	94,488	-
Mathews, Darcy	150,576	-	McLarty, Lianne	176,674	-

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
McLean, Lauren	79,506	157	Miranda, Jodi	94,098	1,027
McLean-Fiander, Kim	133,402	1,098	Miranda, Michelle	142,491	24,128
McMenamie, Kirsten	153,858	7,260	Mirshahi, Babak	84,808	-
McNabb, Shawna	102,736	253	Mirtle, Thomas	89,774	5,214
McNally, Kirk	155,945	413	Mishak, Brenda J	159,149	5,737
McNeil, Bethany	89,959	171	Miska, Annelise	87,055	2,381
McPetrie, Kevin	76,993	-	Miskelly, Kenna	94,483	210
McPherson, Madeleine	251,426	37,022	Misovic, Jan	104,299	79
McQuillan, Sarah	108,324	13,174	Mitchell, Allan	170,885	9,010
McRae, Justin	121,624	685	Mitchell, Cheryl	203,710	28,109
McRonald, Ryan	115,175	5,931	Mitchell, Laurie	126,440	669
McStravick, Blake	82,301	729	Moa, Belaid	127,321	-
Meadow, Sandy	87,360	1,497	Mochan, Morag	119,967	6,769
Medgyesi, Sara	78,908	-	Mockler, Kathryn	147,685	1,205
Medler, David	146,662	919	Moffet, Caela	79,518	257
Mehra, Vishal	85,051	3,880	Moffitt, Matt	175,078	286
Mehrallyev, Vugar	114,324	27	Mojica, Christine	87,959	303
Mehta, Nishant	170,360	3,308	Mojumdar, Aditya	96,276	-
Meier, Paul	90,092	144	Monahan, Adam	197,328	2,847
Meldrum, John	137,533	-	Monkman, Helen	164,266	2,996
Melis-De Lamper, Niels	90,939	703	Monkman, Kim	85,728	3,854
Mellings, Don	108,303	120	Montenegro, Alejandra	85,174	-
Mellon, Stefanie	91,011	8,462	Montgomery, Anisa	80,750	1,851
Mendoza, Raul	97,467	135	Montgomery, Patrick	83,988	-
Menu, Kinga	89,987	-	Moosa-Mitha, Mehmoona	196,787	3,671
Menzies, Joshua	76,029	135	Moosavi, Ash	84,866	3,255
Meyer, Jay	148,600	3,141	Morales, Sarah	250,183	6,033
Meyer, Kristen	83,993	-	Moran, Kate	280,503	13,230
Meyer, Robyn	119,404	4,562	Moran, Ry	208,621	2,534
Michalski, Rayael	83,436	4,053	Morgan, Benjamin	93,067	-
Mihail, Laur	81,355	-	Morgan, Carmen	79,878	243
Mihaly, Steven	123,550	14,312	Morgan, Dave	138,148	46
Milam, Sasha	141,835	210	Morgan, Jenny	80,381	826
Miley, Jen	131,344	-	Morgan, John	83,439	-
Milford, Todd	188,311	20,740	Morris, Julia-Anne	102,210	629
Miller, Eric	152,369	3,839	Morris, Tanya	80,724	-
Miller, Gregory	75,832	-	Morrison, Heidi	104,134	171
Miller, Mariel	134,998	2,188	Morrison, Jane	136,553	45
Miller, Sarah	118,802	3,969	Morrison, Jill	105,609	1,621
Milligan, Laura	159,335	4,243	Morrison, Marlowe	97,005	1,723
Millin, Jamie	114,221	4,665	Morrison, Natasha	140,602	9,995
Mills, Michelle	90,383	1,744	Mosher-Mandel, Sara	83,057	959
Milton, Cynthia	261,465	4,943	Motzigkeit, Tanja	92,515	178
Milward, David	203,293	847	Mount, Bob	78,774	-
Min, Junsik	78,258	60	Mowatt, Morgan	126,366	8,095
Minard, Jason	129,265	1,181	Mucina, Devi	200,726	9,478
Minet, Laura	135,891	3,043	Mucina, Mandeep Kaur	169,284	3,838
Minshall, Simon	141,081	773	Mueller, Bennit	99,054	10,636

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Mueller, Ulrich	223,500	4,983	Newton, Greg	98,744	-
Mueller-Browne, Bettina	88,398	-	Newton, Lorelei	143,956	9,606
Muench, Amanda	125,270	226	Ng, Ignace	231,680	48,614
Mugon, Jhotisha	138,433	2,832	Nganga, Muthoni	78,750	-
Muir, Tania	136,367	7,446	Nguyen, Alyssa	141,430	12,109 **
Mukhopadhyaya, Phalguni	216,300	40,816	Nguyen, Lynda	105,127	1,410
Muller, Hausi	245,554	68	Nickerson, Emily	115,254	2,847
Mulligan, Greg	119,091	-	Nielsen, Julianna	115,643	4,336
Mumford, Jesse	98,275	39	Nielsen, Kennedy	79,477	15
Mumford, Niko	78,093	49	Nightingale, Catherine	163,411	534
Munro, Erin	78,543	2,640	Nissen, Edwin	188,247	8,892
Munro, Karen	202,076	5,595	Nixon, Kim	77,186	1,801
Murphy, Catherine	98,055	79	Noakes, Susan	81,367	625
Murphy, David	83,447	-	Noel, Jon	138,095	2,807
Murphy, Matt	214,828	28,928	Norman, Trudy	82,080	-
Murphy, Nikolas	128,731	1,609	Norris, Jeni	75,325	-
Murray, Alison	125,208	3,501	Norris, Sophie	124,409	4,781
Murray, Andrew	127,907	1,509	Northcote, Logan	115,684	2,232
Murray, Jenelle	84,235	146	Nowell, April	187,496	86,847
Mussell, Jessica	145,385	1,327	Nowlin, Michael	193,997	334
Muzi, Lanfranco	110,671	10,983	Nugent, Mark	142,727	27
Nacenta, Miguel	165,126	3,738	Numanagic, Ibrahim	166,906	7,300
Nadler, Ben	172,629	16,029	Nuttall, Tanisha	81,913	28,749
Nahirney, Patrick	185,162	-	Nutter, Sarah	145,071	9,365
Naimi, Timothy	290,601	16,162	Nutton, Jennifer	140,464	58
Nair, Daniel	86,253	18,210	Oakes, Jennifer	83,699	-
Nair, Sudhir	216,821	5,707	Oberholtzer, Sean	93,573	1,348
Naismith, Emma	117,183	11,284	O'Bonsawin, Christine	171,325	2,382
Najjaran, Homayoun	308,067	4,826	O'Connell, Ian	177,366	3,500
Nam, Sang	158,127	4,832	Ogasawara, Midori	120,192	4,651
Napoleon, Val	311,739	39,954	O'Gorman, Timothy	105,906	733
Nashmi, Raad	185,190	2,383	O'Grady, Kelley	87,519	197
Nassaji, Hossein	199,850	3,118	Ogrodnik, Samantha	77,386	1,806
Nathoo, Farouk	161,373	8,410	Ohora, Sara	108,141	1,107
Navarro, Julio	245,796	32,762	Oka, Tania	87,038	-
Nazir, Maliha	90,350	517	Oliveira Santos, Giulia	82,202	670
Neal, Benjamin	93,167	5,325	Olobatuyi, Kehinde	78,645	4,215
Neal, Jessica	106,876	-	Olodo, Ahmed	82,248	626
Neander, Wendy	84,510	48	O'Loughlin, Julia	106,308	3,680
Nelson, Chris	158,956	630	Olson, Lori	94,088	-
Nelson, Kaloutie	82,405	959	Omelchuk, Shirley	80,105	26
Nelson, Sara	103,065	5,051	O'Neill, Fergus	138,844	324
Neville, Jesse	87,461	1,350	Ong, Joel	121,341	25,728 **
Neville, Matthew	80,771	-	Ormiston, Ted	98,669	-
Neville, Stephen	167,784	-	Oshanek, Jesse	90,386	27,858
Newcombe, Andrew	250,285	5,632	Oshkai, Peter	186,897	13,104
Newman, Carey	181,303	8,109	Oshkai, Svetlana	153,133	-
Newman, Marion	135,392	5,313	Osipov, Igor	89,973	-

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Oslund, Kimberly	88,771	809	Perkins, Garrett	75,567	135
Ostad, Paris	81,250	2,984	Pelzman, Steve	186,253	6,776
Osterberg, Ryan	120,500	39,853	Perriccioli, Ethan	92,632	-
Ott, Burkhard	137,602	-	Petersen, Christopher	79,648	-
Ou, Christine	125,482	2,624	Peterson, Michelle	118,536	4,789
Oussoren, Michelle	87,035	-	Petrachenko, Lisa	197,141	200
Owens, Cameron	155,251	4,275	Petri, Diana	75,829	-
Owens, Dwight	119,173	12,103	Petrosova, Helena	90,766	13,850
Owens, Greg	139,200	1,648	Petrovskaya, Olga	154,328	2,700
Ozen, Lana	78,015	-	Pettit, Michael	79,831	197
Paci, Irina	169,738	28	Phillips, Jessy	102,139	30,595
Pagnotta, Brenna	88,406	27	Phuong, Tri	94,065	1,303
Palmer, Lynn	107,855	-	Pickard, Richard	165,444	-
Palmer-Stone, David	118,764	1,354	Piers, Ian	77,321	1,134
Pan, Jianping	176,949	12,763	Pierce, Caitlin	106,705	40
Pang, Patricia	86,420	-	Pillay, Derushka	75,261	2,980
Pantazis, Kris	120,158	-	Pirani, Sarah	164,142	2,350
Papadopoulos, Christo	163,860	415	Pirrenne, Benoit	244,703	43,702
Papera Valente, Karolina	121,977	-	Pittman, Elizabeth	76,829	-
Parisi, Laura	174,003	27	Pitton, Viviana	120,723	-
Park, Andrew	174,421	-	Ployer, Gayle	189,706	26
Park, Sungjin	86,326	44,661	Pnevmonidou, Elena	149,721	4,016
Parker, Alison	160,475	4,558	Point, Kalaya	91,196	1,541
Parks, Tiffany	83,387	-	Polgar, Csaba Peter	81,951	-
Parmar, Pooja	181,436	8,569	Poliquin, Joy	98,744	-
Parry, Mitch	76,542	-	Polischuk, Nikki	76,608	6,630
Paskevicius, Michael	138,186	2,023	Pollak, Ryan	75,832	-
Paterson, Theone	158,477	4,486	Pollard, Matt	175,869	-
Patterson, Dwayne	75,566	-	Polomark, Sandy	81,112	1,088
Pattison, Holly	90,162	1,402	Pomian, Mikko	91,177	585
Paulson, Meghan	195,425	26,697	Ponti, Paloma	86,970	3,267
Pauly, Bernie	194,111	9,914	Popli, Navneet	129,420	562
Payne, Alayna	109,583	-	Potentier, Jane	255,267	12,087
Pearce, Jeremy	96,478	2,426	Potter, Julie	122,261	412
Pearce, Trevar	94,120	-	Potton, Josh	82,524	-
Pearson, Cara	108,894	331	Premji, Zahra	139,469	6,096
Pek, Simon	218,986	23,560	Prendergast, Monica	174,259	1,293
Pelton, Tim	154,544	2,459	Prest, Anita	153,080	3,017
Pelz, Monika	87,035	29,542	Pretis, Felix	173,116	5,970
Pender, Lisa	83,099	250	Price, Diane	91,454	-
Peng, Fangni	87,175	-	Price, Emily	94,903	1,373
Pepler, James	107,007	351	Price, Sarah	79,389	300
Pepper, Larissa	105,928	5,919	Prince, Madelaine	115,500	5,430
Percy, Spencer	78,341	1,574	Pringle, Laura	99,576	9,484
Perdigao, Shannon	93,788	-	Proctor, Francine	108,324	1,394
Perez Pinan, Astrid	147,125	492	Promislow, Janna	103,453	150
Peric, Milos	79,295	-	Protheroe, David	101,556	27
Perin, Charles	151,265	11,964	Provan, Karsten	83,957	-

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Provencher, Philippe	98,569	2,657	Rhodes, Graham	124,453	46
Punzalan, David	138,738	-	Rhodes, Katya	145,155	15,820
Putnam, Ian	135,318	-	Rhodes, Ryan	201,565	11,492
Qaqish, Tatiana	86,214	1,415	Richards, Pamela	211,937	15,957
Qiu, Tom	107,730	507	Richards, Tim	147,675	-
Quan, Michael	83,722	589	Richardson, Joni	99,291	-
Quas, Anthony	209,442	7,435	Richardson, Kelly	179,556	-
Quin, Jeremy	115,443	1,427	Richardson, Riley	98,009	7,095
Rabillard, Sheila	109,948	2,614	Richmond, Brian	139,056	-
Rabourn, Cory	116,972	243	Rico Agreda, Sergio	98,851	721
Radmacher, Michael	80,099	40	Riddell, Dave	94,378	20
Raffaelli, John	75,750	-	Riddell, Scott	80,280	-
Rahimpour, Mostafa	97,956	10	Ridsdale, Chantel	101,098	10,635
Rainey, Cindy	84,377	-	Riecken, Sarah	85,820	-
Raisinghani, Monty	114,611	4,275	Riedel, Caroline	111,958	83
Rajagopal, Sheeja	114,202	1,391	Riell, Zoe	86,250	-
Rakhmatov, Daler	153,474	4,190	Riishede, Jeremy	88,269	563
Rakhshan, Rezvan	76,687	2,644	Rios de Rodriguez, Tatiana	84,611	-
Ramirez, Dailyn	78,796	27	Ripponington, Alicia	108,206	3,508
Ramji, Karima	119,349	18,384	Ritchie, Alex	78,386	-
Ramraj, Victor V.	278,662	15,644	Ritz, Adam	213,016	4,554
Ramshaw, Sara	209,773	2,044	Riviere, Alex	89,415	59,969
Ramsundarsingh, Susan	103,292	861	Rizeanu, Sorin	175,214	-
Ranasinghe, Akash	80,869	62	Roberts, Clifford	121,815	-
Randhawa, Jasdeep	81,029	565	Roberts, Donja	98,869	-
Randhawa, Molly	83,793	-	Roberts, Hollis	87,633	10,536
Rannankari, Lynn	83,393	1,956	Roberts, Jillian	156,958	-
Ransford, Breanna	88,282	-	Robertson, Jason	113,969	-
Raposo, Tristan	91,963	94	Robertson, Kerry	101,874	3,477
Ratcliff, Dave	75,567	-	Robinson, Erin	92,190	3,366
Ravelli, Bruce	191,659	1,315	Robinson, Jill	129,346	6,183
Raven, Michael	149,172	16,369	Robison, Zane	147,107	-
Ray, Gourab	144,047	3,340	Roche, Tricia	103,518	-
Razzell, Paul	91,320	138	Rochlin, Nick	128,372	6,054
Read, Lara	81,485	1,154	Rochtchina, Julia	145,893	2,308
Redford, Mark	88,038	-	Rodgers, Alannah	108,134	2,389
Redpath, Stephen	100,734	-	Rodriguez de France, Carmen	158,361	3,230
Reed, Jennifer	158,748	-	Rogers, Becky	82,590	-
Rees, Gordon	160,872	15,076	Rohani, Kimia	77,881	-
Reid, Natasha	127,065	6,191	Rohraff, Damian	95,815	-
Reimchen, Tom	86,728	-	Roland, Kaitlyn	140,014	251
Reiss, Robin	99,741	-	Romer, Pieter	94,420	7,371
Rempel, Evan	126,690	-	Rondeau, Daniel	227,104	-
Rempel, Rob	94,109	-	Rondeau, Yvonne	120,298	-
Restoule, Jean-Paul	247,153	1,007	Roney, Michael	226,170	25,979
Restrepo Gautier, Pablo	188,534	-	Roper, Mark	82,060	2,071
Reynolds, Brandon	96,288	-	Rose, Hannah	86,602	-
Reynolds, Lisa	156,189	8,621	Rosenberg, Solomon	88,404	1,449

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Rose-Redwood, CindyAnn	92,350	1,517	Sandford, Oscar	86,250	1,330
Rose-Redwood, Reuben	207,849	6,423	Sandmaier, Jennifer	116,972	1,411
Ross, Abby	97,352	60	Sanford, Kathy	223,719	3,100
Ross, Catherine	83,583	27	Saracuse, June	111,008	710
Ross, Stephen	193,429	1,135	Saralegui Cristobal, Lucia	77,373	186
Rourke, Jessica	130,888	547	Sasaki, Keita	101,504	-
Rowe, Andrew	214,311	2,029	Sauer, Myles	78,386	304
Rowe, Arthur	201,553	2,233	Saumier Demers, Louis	80,022	-
Rowe, Gregory	172,863	817	Saunders, Gillian	93,950	162
Rowe, James	137,660	2,744	Savage, Robert	147,223	5,242
Rowlandson, Christine	79,917	2,105	Sayers, Jentery	170,404	2,756
Rowsell, Amos	120,886	106	Scaia, Margaret	117,394	2,511
Roy, Real	151,993	-	Schallie, Charlotte	176,237	6,540
Rudnycky, Daromir	176,554	11,852	Scharien, Craig	111,225	1,305
Ruffolo, Michael	75,567	-	Scharien, Mike	94,460	-
Rugova-Plakolli, Jeta	79,328	210	Scharien, Randy	159,805	12,293
Rush, Jonathan	120,349	4,421	Schell, Dawn	115,620	6,914
Rush, Richard	78,924	-	Scherwath, Martin	119,023	325
Rushton, Abbey	76,736	-	Schibli, Dave	149,421	448
Ruskey, Albert	105,103	5,020	Schlesinger, Angela	80,720	113
Russek, Dan	164,864	1,213	Schmautz, Taylor	82,199	-
Russell, Heather	159,564	9,981	Schmidtke, Oliver	223,606	18,339
Russell, Pia	168,304	3,844	Schneider, Teseo	146,800	68
Ryan, Maureen	217,075	3,725	Schnorbus, Markus	153,564	368
Rysiew, Patrick	199,493	26	Schoeneberg, Arelia	93,781	785
Rysstad, Dean	114,654	3,188	Schoenrank, Peter	94,088	-
Saab, Ada	157,970	6,865	Schouten, Mami	95,147	2,578
Sabur, Laurel	112,240	7,395	Schuetze, Herbert	180,796	1,287
Sadeghi-Yekta, Kirsten	145,387	26,115	Schuetze, Ulf	156,132	-
Saedi, Yalda	89,156	1,258	Schultz, Lindsey	93,338	-
Sagert, Garry	187,529	819	Schure, Paul	195,614	909
Sagert, Tina	80,375	-	Scofield, Gregory	165,906	39
Sahu, Saurav	91,195	-	Scoones, David	199,156	3,346
Said, Santiago	90,998	11,391	Scott, David	158,849	902
Saidaminov, Makhsud	162,813	23,017	Scott, Graham	120,004	-
Saidaminova, Noza	103,185	250	Scow, Mick	103,160	-
Said-Wilson, Tonya	141,540	2,384	Scully, Stephen	139,195	1,076
Sakamoto, Mariko	127,802	4,802	Seager, Wendy	122,730	108
Salem, Joseph	154,220	22,074	Seale, Madeleine	95,875	3,189
Salemi, Colette	133,359	11,977	Sebastian, Erin	98,744	3,772
Sample, Jessica	78,650	-	Secord, Christopher	110,667	174
Sampson, John	95,377	1,267	Sedun, Graham	104,299	2,775
Samson, Jeff	93,035	-	Seeman, Dean	189,796	6,296
Sanchez, Gaben	125,163	6,381	Segger, Cara	104,299	1,415
Sandercok, Ian	80,508	4,022	Seibold, Crystal	112,043	51
Sanders, Cairo	78,750	963	Sellars, Yvette	87,035	-
Sanderson, Dave	127,192	-	Semmens, Kristin	149,902	-
Sanderson, Trevor	165,441	7,047	Senini, Ash	108,344	1,681

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Serpa, Jason	116,754	46	Sloan, Julie	98,744	2,919
Seuster, Rolf	81,502	-	Slonimer, Alexander	93,479	9,852
Seward, Patrick	131,768	8,874	Slovin, IJ	142,860	1,348
Sewell, Jamie	87,681	-	Sly, Walter	84,566	565
Seyedalikhani, Mehraveh	95,981	-	Small, Lucas	82,074	-
Shackelford, Nancy	132,231	7,503	Smallwood, Sean	84,063	-
Shao, Victoria	83,993	985	Smart, Colette	143,929	6,420
Sharma, Kavita	92,739	833	Smith, Andre	153,591	3,813
Shaw, Kara	192,201	5,367	Smith, Brock	235,884	6,597
Shaw, Lori	100,379	5,066	Smith, CJ	80,406	27
Shaw, Rowan	115,827	-	Smith, Claudia	190,312	5,735
Shea, Tusa	92,816	170	Smith, Dawn	139,839	3,320
Sheaff, Ben	108,324	-	Smith, Derek	137,862	113
Shen, Yan	221,435	24,857	Smith, Gregory	84,866	471
Sheoran, Ricky	75,130	-	Smith, Jeff	112,325	39
Shepherd, Deborah	82,406	-	Smith, Kris	109,091	8,776
Shi, Linda	230,895	164	Smith, Kurt	140,196	13,783
Shi, Yang	215,406	92,294	Smith, Levi	144,957	4,319
Shields, Alison	140,406	931	Smith, Mat	97,425	-
Shirdel Pour, Maryam	95,505	500	Smith, Monika	125,493	-
Shlensky, Lincoln	138,724	307	Smith, Stephanie	97,747	-
Shoemaker, Katie	87,899	8,645	Smith, Tim	97,922	-
Shojainasab, Ardeshir	93,249	343	Snaith, Stuart	219,303	7,099
Shuja, Sana	121,732	823	Snauffer, Drew	104,299	12,776
Shumka, Leah	155,223	17,895	Snizek, Suzanne	148,551	3,836
Shumlich, Michael	82,964	-	Snow, Shannon	95,294	15,355
Siemens, Lynne	154,951	23,623	So, Poman	182,496	875
Siemens, Ray	218,367	42,443	Soares Traquina Alves Elias, Sara	203,927	1,530
Silverman, Bryan	76,676	-	Sobie, Kathleen	174,495	2,191
Sim, Grant	103,061	913	Sobie, Stephen	94,229	-
Sima, Mihai	152,582	1,140	Sodhi, Asmita	127,953	2,402
Simington, Tyler	97,344	500	Solunac, Alex	114,036	-
Simpson, Kelly	128,279	121	Somanath, Sowmya	153,194	8,828
Simpson, Kristi	303,029	16,880	Sovdi, Karissa	150,380	6,429
Simpson, Matthew	91,739	149	Spalding, Pamela	96,242	39
Sinclair, Scott	77,821	-	Spalteholz, Leo	116,692	1,778
Singh, Gerald	147,268	14,000	Spannier, Megan	82,287	-
Sinner, Alejandro	144,416	14,791	Speers, Angelina	101,547	-
Sirk, Aislinn	114,230	3,768	Speers, Kimberly	89,163	-
Sirna, Brent	88,605	-	Spence, Jody	101,744	-
Sitara, Georgia	127,548	1,185	Spiers, Byron	75,102	471
Sivertson, Cheryl	108,344	3,620	Spizawka, Maureen	82,297	-
Skelton, Jessica	76,614	1,507	Spurgeon, Matthew	80,724	-
Skerritt, Chrissy	79,328	-	St. Clair, Ralf	273,673	4,513
Slater, Michael	156,165	6,975	Stack, Charmaine	149,299	-
Slavkin, Morgan	97,938	3,831	Stajduhar, Kelli	230,140	8,904
Slawinski, Natalie	239,274	16,970	Stamhuis, Lauren	87,277	651
Slemon, Allie	107,740	6,736	Stanbridge, Kristen	80,178	-

University of Victoria

Schedule of Employees' Remuneration and Expenses Year ended March 31, 2026

Unaudited

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Stanger-Ross, Jordan	191,859	15,018	Sun, Min	155,431	25,059
Stankoven, Brennan	94,194	-	Surridge, Lisa	253,647	3,628
Stanley, Kevin	215,036	1,587	Sutcliffe, Tracey	100,927	83
Starblanket, Gina	166,243	25,224	Sutherland, Robin	108,324	-
Stark, Devin	82,578	-	Svec, Barbara	110,968	-
Stark, Heidi Kiiwetinepinesiiik	252,904	20,403	Swan, Emma	96,995	-
Starkweather, Orvis	89,289	362	Swayne, Leigh Anne	190,820	35
Starzomski, Brian	168,064	11,451	Swift, Megan	163,127	3,540
Statham, Irene	82,888	-	Sworyk, Brenden	81,586	-
Stecewicz, Szymon	83,464	2,097	Sy, Christine	154,058	2,426
Steeves, Thomas	130,431	-	Sykes, Richard	78,270	-
Stefanek, Larry	101,072	1,599	Szakacs, Ajtony Csaba	130,333	1,835
Stege, Ulrike	206,018	68	Szpak, Patrick	93,733	61
Stegman, Kelly	103,329	1,624	Tagharobi, Kaveh	82,468	-
Stellingwerff, Hilary	96,904	377	Tahvanainen, Katri	85,709	189
Stelting, Josh	83,545	-	Tan, Anthony	127,210	-
Stephen, Roger	115,616	-	Tanaka, Jim	232,410	707
Stephenson, Mark	103,913	588	Tandon, Shruti	77,793	-
Sternig, Brent	188,599	3,133	Tang, Si Heng	118,078	2,261
Stetner, Doug	105,670	1,780	Tannas, Aby	102,888	3,253
Stewart, Kenneth	111,885	1,923	Tariq, Zarmeena	79,669	-
Stewart, Kristina	95,974	6,393	Tarnopolsky, Sarah	117,840	1,359
Stewart, Shari	98,153	135	Tasker, Jada	87,898	-
Stewart, Vanessa	89,933	68	Tatarchuk, Scott	79,836	475
Stickel, David	77,792	-	Taylor, Adam	91,954	-
Stigant, Jessica	144,408	14,438	Taylor, Amanda	112,686	507
Stillwell, Jennifer	143,078	90	Taylor, John	171,380	12,403
Stinson, Danu	136,853	199	Taylor, Laura	79,076	27
Stockdale, Katie	121,526	2,116	Taylor, Robert	144,331	-
Storey, Margaret-Anne	266,568	26,396	Taylor, Ryan	120,889	4,943
Strandquist, Rachel	98,377	-	Taylor, Sheila	85,689	-
Stratton, Mayah	75,658	959	Taylor, Wendy	206,449	1,654
Streelasky, Jodi	152,855	12,112	Taylor-Fullerton, Allana	84,687	2,929
Street, David	154,774	3,092	Teague, Nichola	75,422	1,269
Stroink, Sophie	98,545	215	Tekumalla, Sravya	131,591	9,880
Struchtrup, Henning	208,275	6,971	Temple, Brad	85,758	-
Stuart, Beth	135,988	717	Temple, Vivienne	207,069	3,199
Stuart, Douglas	162,160	2,987	Templeman, Nicole	146,778	3,654
Stuart, Emma	118,648	2,987	Teo, Mary-Anne	82,187	-
Stuart-Hill, Lynneth	141,117	-	Thaler, Christine	108,019	2,548
Su, Sabrina	91,790	-	Thambirajah, Anita A.	88,464	7,803
Suddaby, Roy	328,978	54,625	Thaver, Shanney	79,606	-
Suderman, Meg	134,889	327	Theobald, Shane	90,874	475
Suen, Mandy	99,493	434	Theophilus, Sarah	83,268	-
Sukhawathanakul, Paweena	128,821	4,627	Thibodeau, Andrea	89,088	645
Suleman, Afzal	262,067	36,513	Thiessen, Susanne	135,891	2,725
Sullivan, Tristan	77,870	2,453	Thirumarai Chelvan, Ilamparithi	138,014	7,568
Sun, Allen	91,848	10,857	Thom, Brian	177,986	10,501

University of Victoria

Schedule of Employees' Remuneration and Expenses Year ended March 31, 2026

Unaudited

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Thom, Jennifer	149,706	8,355	Trenaman, Forrest	94,522	1,751
Thom, Norman	108,324	-	Tripp, Calvin	108,765	-
Thoma, Marc	112,005	79	Tripp, Shawn	106,153	1,701
Thomas, Alloysius	115,991	3,154	Trischuk, Dominique	114,211	31,598 **
Thomas, Robina	383,176	29,952	Troy, Tara	176,790	3,445
Thomas, Sarah	115,891	26	Truelove, Anthony	82,250	1,975
Thomo, Alex	203,051	6,459	Tsao, Min	190,559	10,114
Thompson, Edosdi-Judy	95,926	39	Tschanz, Coby	105,654	4,098
Thompson, Genevieve	94,028	3,447	Tucker, Brian	102,495	3,365
Thompson, Joanne	76,622	-	Tucker, Tristin	93,860	27
Thompson, John	156,821	6,173	Tuffs, Stephen	127,103	10,289
Thompson, Krista	99,913	6,169	Tunnell, Gary	75,987	-
Thompson, Meg	98,744	2,411	Tura, Armando	111,811	300
Thompson, Meghan	85,090	80,271	Turner, Brianna	125,798	8,424
Thompson, Scott	155,821	1,876	Turner, Craig	84,431	135
Thompson, Sheryl	100,034	1,622	Tzanetakis, George	215,263	9,474
Thompson, Tom	79,448	-	Tzatcheva, Boriana	98,399	2,573
Thompson, Vanessa	80,004	847	Ugancz, Matthew	137,190	-
Thoreson, Janie	76,555	398	Ugochukwu, Albert	81,900	-
Thorne, Michael	108,267	349	Ulmer, Heather	95,224	1,601
Thornton, Louise	92,391	2,512	Umeki, Atsuko	102,816	1,965
Thorpe, Scott	96,203	-	Underwood, Nicole	77,239	940
Thorson, Helga	177,815	4,789	Underwood, Tracy	115,968	524
Threlfall, John	89,246	-	Urbanczyk, Suzanne	163,743	-
Thunder, Grace-Anne	103,729	2,224	Urbanoski, Karen	169,329	2,372
Thurmeier, James	90,425	-	Vahabpour Roudsari, Abdul	225,276	-
Tiba, Regina	116,326	3,372	Vahabzadeh, Peyman	168,390	2,446
Tillie-Brownsey, Devon	82,381	877	Vakiel, Paris	117,287	-
Tippett, Sean	90,119	12,356	Valeo, Caterina	202,723	10,433
Todd, Patricia	140,100	79	Vallianatos, MaryAnne	115,618	1,969
Toews, Charlene	87,533	-	Van Buskirk, Christian	167,280	17,780
Toews, Leah	97,422	27	van den Dam, Lotte	76,803	96
Tollefson, Chris	222,143	6,239	Van Der Meer, Kästle	77,467	-
Tomljenovic, Olivia	82,986	-	van Hoek, Mark	114,036	-
Toms, Samantha	79,444	58	van Netten, Alexander	113,506	-
Tooby, Kim	85,328	589	van Oort, Richard	155,259	-
Topola, Kelsey	87,060	-	Van Schothorst, Aalbert	102,480	7,211
Topp, Randi	221,625	2,455	Van Vliet, Juliet	111,746	4,720
Torabidavan, Bahar	90,479	1,162	Van Wagner, Estair	175,508	11,364 **
Torres-Martinez, Alejandro	75,269	12,311	van Wiltenburg, Eric	152,989	4,250
Tradewell, Matt	125,505	610	Vandeloo, Kristin	88,471	200
Trajković, Siniša	111,611	394	Vandenberghe, Jessica	155,587	5,338
Tran, Adam	79,393	687	Vander Byl, Traci	108,324	937
Traore, Issa	197,847	-	Varela, Diana	217,548	11,972
Trapero, Joaquin	185,137	38,171	Vargas Araluce, Itzel	82,112	827
Trejos Salas, Geovany	94,203	884	Vaughan, Kerry	77,689	4,154
Tremblay, Crystal	143,999	14,329	Vazquez Cordoba, Hector	112,325	9,565
Tremblay, Marie-Eve	220,760	29,291	Vela, Sarah	80,333	-

University of Victoria

Schedule of Employees' Remuneration and Expenses Year ended March 31, 2026

Unaudited

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Veldhoen, Kathy	136,438	525	Weaver, Douglas	78,891	-
Venn, Kim	217,900	3,503	Webb, Cheryl	86,423	2,288
Verdun, Amy	250,735	40,698	Webb, Steve	75,607	-
Versluis, Don	160,163	1,521	Weber, Jens	239,165	3,064
Vickery, Anthony	159,849	7,071	Weber, Patricia	118,516	4,440
Victorino, Liana	223,605	3,034	Webster, Christine	98,300	14,148
Vieille, Stephanie	93,010	141	Weedmark, Jason	78,093	-
Virdi, Jaipreet	122,034	20,460 **	Wei, Tianming	84,254	-
Virk, Seerat	80,000	3,968	Weiler, Anelyse	123,182	380
Vizina, Laura	136,367	1,936	Wells, Bradley	88,078	20,748
Vlahiotis, Megan	77,300	250	Wender, Andrew	148,884	13,817
Volpe, John	185,203	8,009	Werrun, Jake	79,972	95
Vornbrock, Jennifer	243,725	25,457	West, Adam	92,277	5,414
Voss, Graham	220,732	863	West, Christina	139,952	-
Vukovic, Rose	206,257	3,637	West, Kimiko	78,568	625
Wachtman, Emily	86,635	1,332	West, Tyler	87,632	1,821
Wadlow, Tracy	107,457	676	Westersund, Alex	83,910	-
Wagner, Seann	129,928	472	Westinghouse, Pamela	81,325	1,200
Walcer, Dave	76,786	-	Wetherell, Charmaine	85,426	-
Walde, Christine	138,887	533	Wheatcroft, Gina	150,547	5,610
Walde, Paul	180,660	-	Whitby, Ben	109,778	1,710
Wale, Janna	93,850	16,211	White, Adrienne	102,488	-
Wall, Erika	85,820	-	White, Jennifer	212,870	1,118
Wallace, Bruce	190,143	13,338	White, Karac	85,763	1,595
Wallace, Nadine	91,564	1,293	Whitinui, Paul	199,331	11,917
Walsh, Andrea	171,528	2,903	Whittington, Luke	95,994	-
Walsh, Arianna	80,062	120	Wickware, Brenda	81,613	463
Walsh, Jodie	97,356	232	Wiebe, Edward	94,156	53
Walshaw, Jill	152,324	1,458	Wiebe, Michelle	170,101	440
Walters, Craig	76,913	-	Wiebe, Sarah Marie	148,517	7,369
Wang, Ben Pin-Yun	131,965	1,158	Wieler, Heiko	135,346	3,669
Wang, Manman	95,476	11,738	Wierenga, Shari	94,022	7,363
Wang, Milton	83,472	281	Wigginton, James	100,812	-
Wang, Tao	128,224	30,656	Wikkramatileke, Rhordon	81,066	583
Warder, Lindsay	83,107	4,004	Wilkinson, Audrey	103,966	4,191
Waring, Katharine	81,906	-	Willerth, Stephanie	207,313	10,662
Warrington, Alexander	90,773	-	Williams Boyarin, Adrienne	195,283	10,964
Wasser, Jacob	79,104	-	Williams, Chad	90,000	-
Waterman, Emily	121,648	767	Williams, Daisy	78,418	49
Waters, Brittany	99,370	554	Williams, David	94,810	-
Watson, Charlie	79,561	-	Williams, Kim	86,872	240
Watson, Ivan	89,987	555	Williamson, Tara	129,525	8,381
Watson, Jordan	78,750	11,205	Willis, Jon	158,404	2,247
Watson, Lori	88,698	-	Willmore, Chris	161,863	397
Watson, Scott	169,612	3,427	Wilson, Janna	84,866	3,060
Watts, Carrie	104,158	2,260	Wilson, Lara	180,548	4,767
Wawrykow, Natasha	146,483	1,975	Wilson, Leah	104,106	6,472
Wax, Ruth	97,110	9,207	Wilson, Mike	166,331	3,335

University of Victoria

Schedule of Employees' Remuneration and Expenses Year ended March 31, 2026

Unaudited

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Weaver, Andrew	221,953	7,279	Wilson, Steven	116,850	-
Wiltshire, Justin	121,095	8,572	Young, James	245,361	-
Wirtanen, Kathleen	90,868	1,159	Young, Ruth	123,653	13,038
Witham, Joanna	84,137	-	Yu, Bosco	142,371	-
Wolf, Mitchell	85,661	-	Zainulabedeen, Sajjad	82,074	-
Wolowicz, David	152,860	3,700	Zastre, Michael	195,532	1,671
Wong, Leanna	83,449	496	Zawadiuk, Brett	164,315	35,702 **
Wong, Russell	91,336	-	Zeman, Lee	91,873	-
Wood, Jeff	76,956	-	Zeniuk, Kyla	81,387	-
Woodcock, Scott	159,901	295	Zhang, Cecelia	77,927	-
Woodend, Jon	125,432	-	Zhang, Hanna	131,665	1,213
Woodin, Erica	179,679	3,009	Zhang, Jie	229,453	1,948
Woodland, Sara	79,141	27	Zhang, Lijun	144,199	344
Woodward, David	77,358	-	Zhang, Xianjing	87,927	5,793
Wordley, Emily	85,900	9,385	Zhang, Xuebin	220,931	4,152
Worsley, Jessica	90,813	-	Zhang, Xuekui	182,879	13,314
Worthington, Catherine	219,900	3,142	Zhao, Jinhui	102,363	4,297
Wray, Paula	78,367	-	Zhao, Olivia	79,284	2,088
Wright Cardinal, Sarah	177,809	23,866	Zheng, Sarah	185,733	4,950
Wright, Bruce	297,019	36	Zheng, Yingsong	108,692	238
Wright, Jason	94,704	-	Zheng, Zarah	91,057	679
Wright, Katharine	145,567	2,732	Zhou, Julie	185,027	4,314
Wright, Keegan	82,470	14,112	Zhou, Lina	150,277	19,210
Wu, Jeanette	78,127	-	Zhou, Min	171,013	21,165
Wu, Kui	200,870	16,827	Zimmerman, David	202,107	14,974
Wulff, Jeremy	170,863	8,462	Zurbrigg, Darren	75,898	1,362
Wurster, Megan	79,136	138	Zvawada, Tashinga	78,011	379
Wynn, Jordana	125,148	3,184			
Xu, Feng	177,635	4,412			
Xu, Ke	152,083	8,306	Total, employees with remuneration > \$75,000	302,227,894	<u>\$ 10,394,505</u>
Yaghoubi, Marjan	78,457	-			
Yam, Charles	187,115	3,088			
Yan, Elsa	93,664	17,954	Total, employees with remuneration < \$75,000	<u>\$ 143,924,040</u>	
Yan, Yu	118,971	3,036 **			
Yang, Hong-Chuan	203,634	25,373			
Yap, Audrey	169,920	-	Total	<u>\$ 446,151,934</u>	
Yasue, Sheri	94,822	3,351			
Yi, Jachee	171,362	6,592			
Yip, Portia	82,067	-			
Yodzis, Hans	130,431	3,092	Total remuneration on the Schedule of Employees' Remuneration and Expenses differs from total salaries and wages on Note 23, of the Notes to Consolidated Financial Statements, due to the inclusion of taxable benefits, deferred income and exclusion of severance payments.		
Yoon, Jin-Sun	130,041	1,400			
Youds, Erica	101,556	-			
Young, Heather	108,349	1,747			

UNIVERSITY OF VICTORIA
SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES
YEAR ENDED MARCH 31, 2026
Unaudited

	Amount (\$)		Amount (\$)
10x Genomics Inc	107,686	Anthony Wheeler	58,309
4 Seasons Fire Prevention Services	56,694	Aon Reed Stenhouse Inc	780,813
4imprint	43,156	Apex Steel and Gas Ltd	132,302
AB Sciex LP	66,453	Apple Canada	90,812
Abcam Inc	42,518	Applied Electronics Ltd	228,511
ABK Ventures Inc	156,250	Applyboard Inc	648,381
Aboriginal Coalition to End Homelessness	225,687	Aqua Flo Profiling Inc	31,482
Academic Journalism Society	40,000	Aquabiotech Inc	123,722
Accent Inns	49,079	Aquatic Labs	36,320
Accruent Inc	264,799	Aral Construction Ltd	6,077,291
ACE-WIL BC/Yukon	26,699	Arbutus RV & Marine Sales Ltd	64,522
Acklands - Grainger Inc	52,891	Arcadis Professional Services (Canada) Inc	153,431
Acoustic Pianocraft	43,770	Arctic Research Foundation	47,600
Active Impact Investments	44,488	Arrive Consulting	59,229
Adcock Equipment Inc	31,967	ASL Environmental Sciences Inc	105,380
ADInstruments	26,516	Associated Victoria Pest Control	62,904
AES Engineering Ltd	45,938	Association canadienne des professionnels de l'immersion	25,651
Agilent Technologies	262,630	Associazione Culturale Artopia	63,591
Ahlam Abuawad	34,095	Athabasca Chipewyan First Nation	50,000
AIG Insurance Company of Canada	27,836	Atlassian	166,351
Air Canada	431,689	Aubrey's Enterprises Ltd	27,486
Airbnb	59,482	Audrey Looby	77,358
Alaska Air	48,031	AVI-SPL Canada Ltd	196,268
Alcatel-Lucent Submarine Networks Inc	211,741	AVShop.ca	56,826
Alco Building Management Services Inc	35,627	B E Beck and Associates	154,114
Alco Window & Pressure Cleaning Systems	42,520	B&C Food Distributors Ltd	971,067
Alejandro Arguelles Bullon	41,342	B3K Digital	161,463
Alert First Aid	28,931	Baillie Gifford & Co Ltd	459,587
Alex Sterling	35,300	Barkley Project Group	45,069
Alexia Leyval	27,593	Bartle & Gibson Co Ltd	319,707
Alpha Lodge	54,508	Bartlett Tree Experts	146,853
Alpha Roofing & Cladding Inc	182,758	BC Cancer Agency	366,063
Alysa Procida	25,129	BC Ferries	120,593
AM Molnar Holdings Ltd	46,903	BC Hydro	4,692,273
Amazon	488,693	BC Investment Management Corporation	25,000
AML Oceanographic	512,882	BC Life & Casualty Co	2,013,174
Andrea Barnett	123,052	BC Moving & Storage Ltd	185,157
Andrew Blair Consulting & Design Inc	40,772	BC Transit	545,735
Angstrom Engineering Inc	25,174	BCNET	2,490,824
Anima Leadership	47,775	Beaton Rettich Waters	30,870
Anixter Canada Inc	250,868	Beckman Coulter Canada Inc	67,306
Anna Thomas	42,690	Bell Canada	165,018
Ansys Canada	26,228	Bellbird Enterprises PTY Ltd	33,441

University of Victoria

Schedule of Payment for Goods and Services Year ended March 31, 2026

Unaudited

	Amount (\$)		Amount (\$)
Belltech Electric	211,136	Canadian Science Policy Centre	26,410
BentallGreenOak	420,013	Canadian Sport Centre Pacific	41,791
Bento Nouveau Ltd	35,301	Canadian Tire	66,477
Bergfeld Lasertech GmbH	95,072	Canadian Universities Reciprocal Insurance Exchange	1,569,047
Bert's Enterprises	35,028	Canpac Marine Services Inc	2,318,274
Best Buy	58,922	Canreal Management Corporation	70,791
Best Western	35,396	Canterbury Coffee	382,660
BG Distribution	126,255	Caorda Web Solutions	25,078
Bio-Rad Laboratories Canada Ltd	118,768	Capital City Paving Ltd	563,730
BioRender	36,102	Capital City Power Vacuum	224,940
Bird Construction Group	51,512,856	Capital Regional District	58,223
Bittele Electronics Inc	36,960	Carbon Offset Management Group - DBA Carbonzero	28,875
Black Press Group Ltd	26,982	Carl Zeiss Canada	200,654
Black Tie Property Services Inc	94,870	Carleton Technologies	35,569
Blackbaud Canada	96,913	Carleton University	133,274
BlackRock	88,635	Carolyn Birch	25,227
Blind Channel Resort	30,965	Cascades Recovery Inc	44,894
Bloomsbury Publishing plc	29,599	Cascadia Architects Inc	47,956
Blue Moon Consulting Group LLC	69,826	CD Nova Ltd	48,468
Blue Robotics	45,706	CDW Canada Inc	225,561
BMT Canada Ltd	117,739	Cedar Hill Auto Services	29,938
Bonavista Biennale Inc	51,739	Cedarlane Laboratories	138,445
Bore Place	30,679	Cellexus International Ltd	47,440
Boyden Vancouver Inc	125,962	Cengage Canada	188,678
Brain Vision Solutions Inc	154,139	Centra Construction Ltd	236,569
Brainlabs Canada Ltd	30,787	Centre for Addiction and Mental Health	37,551
BrainNet Consulting Inc	31,500	Centre National de la Recherche Scientifique	327,678
Brenntag Canada Inc	26,898	Century Group Inc	742,795
Brenric Construction	57,155	CES Engineering Ltd	46,200
Brock University	37,442	Chandos Construction Ltd	15,318,116
Brookfield Global Transition Fund GP, L.P.	480,037	Charles River Canada Corporation	91,409
Brookfield Infrastructure Fund V GP LLC	1,029,044	Charter Telecom Inc	1,024,787
Bruker Canada Ltd	350,159	Chase Office Interiors Inc	471,226
Bschool Travel LLC	165,068	Chateau Victoria Hotel & Suites	41,183
Bunzl Cleaning and Hygiene Canada	42,624	Chippewas of Rama First Nation	31,813
Butler Concrete & Aggregate Ltd	25,398	Christina Zacharuk	50,327
Caird Mechanical Contracting Ltd	381,493	Christine Lintott Architects Inc	57,367
Camosun College	73,913	Chu Cho Environmental LLP	60,000
Campus eBookstore Inc	35,000	Ciena Canada Inc	410,997
Canada Cuba Sports & Cultural Festivals	57,675	Circular Solutions Inc (DBA Reusables Co)	36,490
Canada Post Corporation	222,070	Cited Media Productions Ltd	40,425
Canada West Universities Athletic Association	104,885	Citizenship and Immigration Canada	29,254
Canada Wide Media Ltd	41,431	City of Victoria	44,309
Canadawide Scientific	132,037	Clark Wilson LLP	125,502
Canadian Association of Research Libraries	34,758	Clean Energy Association of BC	72,055
Canadian Association of University Business Officers	49,263	Cloverdale Paint Inc	26,236
Canadian Centre on Substance Abuse	129,250	CMJ Equipment Ltd	41,571
Canadian HAZ-MAT Environmental Ltd	108,232	COAST Centre for Ocean Applied Sustainable Technologies	371,415
Canadian Research Knowledge Network	1,650,715	Coast Hotels	48,912

University of Victoria

Schedule of Payment for Goods and Services Year ended March 31, 2026

Unaudited

	Amount (\$)		Amount (\$)
Coast Utility Contracting Ltd	185,926	DigiKey	282,705
Coast Wholesale Appliances Inc	71,381	Digital Direct Printing Ltd	88,594
Coca-Cola Canada Bottling Ltd	1,047,401	Dimitri's Appliance Rescue	55,114
CODAR Ocean Sensors	743,725	Direct Travel	35,748
Coeuraj Management Inc	75,071	Discover Echo Inc	114,340
Coinmatic Commercial Laundry Inc	25,495	District of North Saanich	33,271
College of the Rockies	478,168	District of Oak Bay	51,046
Columbia Fuels	194,714	Diversified Technologies Inc	36,899
Commercial Lighting Products Ltd	98,061	DM Cakes Etc Inc	426,047
Community Based Research Centre	929,437	DMIT Spatial ULC	29,400
Community Energy Association	98,333	Dolphin Motel	27,562
Community Fire Prevention Ltd	45,269	Double Tree Hotels	80,158
Community Living British Columbia	25,672	Douglas Donaldson	101,312
Compugen Systems Ltd	1,582,992	Downs Construction Ltd	549,256
Concept2 Inc	37,402	Dr. A. Henri-Bhargava Inc	47,250
Con-Test	28,551	Dr. Andrew Delaney Inc	30,000
Controlled Environments Ltd	488,859	Dr. Andrew Schissler & Dr. Natasha Rafo Inc	30,000
Cool Air Rentals Ltd	325,860	Drone Des Champs Inc	26,072
Cooperwilliams Truman & Ito LLP	47,759	Dronelabs	38,790
Copyright Clearance Centre	46,151	Dronelogs Systems Inc	32,836
Cora Larkins	25,812	DuBois Chemicals Canada Inc	77,038
Core-Mark Distributors	188,756	Dynamic Ocean Consulting Ltd	98,954
Coriolis Consulting Corp	49,522	EAB Global Inc	26,800
Corporation of the District of Saanich	2,353,911	eBay	29,106
Costco	29,407	EBSCO Canada Ltd	41,814
Council of Prairie and Pacific University Libraries	1,300,378	Ecolab Ltd	156,937
Crawford Munroe Thomson LLP	113,486	Economic Modeling LLC (EMSI)	38,394
Crichton Consulting	30,628	ECS Electrical Cable Supply Ltd	39,703
Cristina Heredia Campmany	32,838	Edutainment Workshops Inc	51,038
Crowdmark Inc	94,044	Edward Elgar Publishing Inc	69,716
CRS Commercial Carpet Maintenance	76,841	Eccol Electric	130,640
Dafco Filtration Group	111,048	EH Emery Electric	86,255
Dalhousie University	149,813	Elander Inspections Ltd	38,783
Dana Wright	47,839	Elco Systems	232,177
De Lage Landen Financial Services Canada Inc	126,400	Electro Rent LLC	51,973
Decorate Victoria	28,362	Electromate Inc	88,499
Deep Tech Canada	25,545	Elevate Interiors Inc	231,394
DeepWater Buoyancy	62,471	Elizabeth Fry Society	223,972
Deh Gah Gotie First Nation	30,316	EllisDon Corporation	78,138
Dell Computer Corporation	338,043	EllisDon Kinetic - A Joint Venture	114,600
Delta Air	62,400	Ellucian	130,731
Delta Foam Board Insulations Ltd	74,025	Elsevier	101,422
Delta Photonics	74,511	EMS Solutions	181,966
Design Organization Consulting	30,602	Encore Global	68,088
Desire2Learn	32,794	Engaged HR Inc	34,267
Det'anichok Helicopters	82,026	Engaging Networks	30,134
Devon Transport Ltd	53,261	Enterprise Rent A Car	112,767
DIALOG	1,231,935	Envoke	30,180
Diamond & Schmitt Architects Inc	2,701,296	EOS Inc	405,717

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	Amount (\$)		Amount (\$)
ERB Technical Contracting Ltd	123,147	Global Marine Systems Ltd	313,756
eRezLife Software	25,107	Google	390,329
ESRI Canada Ltd	32,183	Gordian Group Canada	36,117
Euna Solutions Inc	35,078	Gowling WLG (Canada) LLP	41,515
European Organisation for Nuclear Research	1,404,600	Graf Concrete & Iron Inc	313,947
Evan Dux Media	31,500	Graphic Office Interiors Ltd	279,736
Everything Podcasts Ltd	76,126	Great West Life Assurance	217,893
EvolutionAV	59,505	Greaves Moving & Storage	25,589
Ex Libris	510,608	Green Teams of Canada	27,640
Exail Inc	151,628	Grimco Canada Inc	36,129
Expedia	100,916	GSS Food & Beverage Operation	47,257
Extegrity Inc	34,637	H2X Contracting Ltd	27,224
Facebook	290,958	Halton Indoor Climate Systems Ltd	49,208
Farmer Construction Ltd	1,336,465	Hamamatsu Corporation	1,971,445
Farris LLP	407,725	Hampton Inn	33,142
Federal Express	221,005	Hansbraun Investments Ltd	51,795
Fight Infections Foundation	56,145	Harbour West Consulting Inc	124,354
First Light Energy Solutions Ltd	48,563	Harcourts Ltd	51,257
First Nations Health Authority	296,484	Harris & Company	139,400
Fisher Scientific Co Ltd	1,239,814	Hatfield Consultants LLP	28,146
Fitness Experience	34,975	Hawk Ridge Systems	129,235
Flowstate Coaching & Consulting	39,900	HDT Bio	36,601
Flynn Canada Ltd	750,355	Health Initiative for Men	61,529
Foliot Furniture	92,641	Hemlock Printers Ltd	110,457
Forbidden Alloy Products Ltd	46,330	Heritage Food Service Group of Canada	40,184
Foreman CNC Machining Ltd	68,673	High Speed Imaging Inc	113,988
Forte Workplace Law	176,371	Hilton Hotels	25,800
FortisBC	671,050	Hitachi High-Tech Canada Inc	53,339
Foster Air Conditioning Ltd	25,848	Holiday Inn	60,200
Foundation for Educational Exchange	34,722	Home Depot	57,432
Four Frames Photo Booth	39,290	HomeTown Team and Corporate Sales	46,327
FroggaBio	37,124	Homewood Suites by Hilton	32,583
Frontiers Media SA	36,367	Hootsuite	69,685
Full Spectrum Laser	146,670	Hoskin Scientific Ltd	259,225
Fundacao de Estudos Agrarios Luiz de Queiroz	32,560	Hot House Pizza	407,615
Fundacio Bosch i Gimpera	37,908	Hotel Grand Pacific	146,158
Gale	189,581	Hotel Universel Montreal	31,656
Gap Wireless Inc dba NWS Canada	50,052	Houle Electric Ltd	36,204
Gartner Canada Co	46,561	Hudson Boat Works Inc	140,109
Gator Bio Inc	256,686	Huff N Puff Party Stuff	31,341
Geffen Gourmet Catering	35,003	Hul'q'umi'num' Language & Culture Society	35,000
Genome Quebec	60,993	Hummingbird Drones Inc	41,629
GenScript Corporation	28,292	Huron Advisors Canada Ltd	76,211
George Courey Inc	25,209	IBISWorld Inc	26,906
Gescan	94,061	iMotions	158,156
GFL Environmental Inc	428,009	Imperial Dade Canada Inc	828,603
GFS British Columbia Inc	2,049,176	Indigenous Prosperity Centre	49,050
Gilligan-Hackett & Company	378,514	Indspire	148,000
Glenn's Upholstery and Blinds	114,701	Informa UK Ltd	26,113

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Unaudited

	Amount (\$)		Amount (\$)
Infosilem Inc	46,808	Klarquist Sparkman LLP	336,471
Inn at Laurel Point	254,815	KMS Tools & Equipment Ltd	77,871
InnoSoft Canada Inc	42,918	Ko Tuwharetoa te Iwi Charitable Trust	63,008
Innovior Construction Inc	30,763	KPMG LLP	608,736
Institut National de la Recherche Scientifique	90,630	Kuali	95,115
Insurance Corporation of British Columbia	101,374	Kweli Advisory Services	186,289
Integra Biosciences Corp	40,791	Lambda Inc	45,111
Integrated DNA Technologies	46,841	Larlee Rosenberg Barristers & Solicitors	43,842
Inter-Co Division 10 Inc	42,143	Lawson Products Inc	36,599
Intergalactic Agency Inc	32,511	LDI Commercial Kitchen Services Ltd	34,062
International SOS	64,392	Learning Metrix Inc	47,250
Iredale Architecture	113,244	Leavitt Machinery	76,532
Irene's Bakery	80,700	Leger Marketing Inc	41,298
Iron Mountain	40,986	Leica Microsystems Canada Inc	83,361
Isaac Davies	102,030	Lenovo (Canada) Inc	2,613,463
Island Batteries Inc	65,484	Les Enluminures Ltd	262,719
Island Business Print Group Ltd	95,623	LexisNexis	82,655
Island Deaf & Hard of Hearing	51,368	Leyla Ferman	48,609
Island Environmental Health & Safety Ltd	77,454	Li-Cor Inc	99,268
Island Floor Centre Ltd	89,777	Life Technologies Inc	356,064
Island Temperature Controls Ltd	159,355	Linde Canada	138,689
Island Window Coverings Ltd	47,295	Linde Canada Inc	40,356
Islands West	516,334	LinkedIn	137,514
ITHAKA	82,778	Liquid Robotics Inc	78,226
ITP Sport & Recreation Inc	63,142	Lisa Hirschbeck	57,840
Iwikua	74,586	Little Piggy Catering	41,013
Jackson Labs	100,138	Live to Play Sports	30,173
JB Sheet Metal	30,892	Living Lakes Canada	53,160
JB Solutions ULC	461,771	Living Stones Inc	56,082
JCR Electric Ltd	36,724	Login Brothers Canada	87,009
Jennifer Ingham	29,295	Long View Systems	204,644
Jensen Chernoff Thompson Architects	165,747	Loon Lake Camp	42,146
Jigme Singye Wangchuk School of Law	46,473	Lorne Lapham Sales and Rentals Inc	86,836
Joel Baum	73,500	Low Hammond Rowe Architects Inc	165,682
John Wiley & Sons	97,162	LRG Studios	29,479
Jones Food Store Equipment Ltd	26,467	Lumberworld Operations Ltd	38,963
K4 Construction Ltd	63,416	MacArtney Inc	1,084,684
Kang-Jae Ryu	69,515	Macquarie Infrastructure Partners III	186,866
Kanopy LLC	40,147	Mail-O-Matic Services Ltd	48,349
Kan's Gourmet Foods	35,292	Malvern Panalytical	108,798
Kaplan International Pathways Canada Ltd	1,456,298	Marine Institute	300,000
K-Bro Linen	97,856	Marriott Hotels	41,438
Kerr Wood Leidal Associates Ltd	37,041	Marsh Canada Ltd	52,202
Kerrek Business Consulting	37,281	Mathews Dinsdale & Clark LLP	40,100
Kevin Kriese	66,097	Matthews Store Fixtures & Shelving	242,807
Key 2 Auto Parts	30,186	Mavi Innovations Ltd	54,797
Keyence Canada Inc	197,286	MBRAUN Inc	79,287
Keystone Environmental Ltd	33,596	McArthur Medical Sales Inc	26,877
Kim Youngsuk	29,535	McCullough Coach Lines Ltd	49,008

University of Victoria

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Unaudited

	Amount (\$)		Amount (\$)
McElhanney Ltd	110,146	Norzone Fishing Ltd	89,775
McGill University	63,241	NovAtel Inc	47,614
McGraw-Hill Ryerson Ltd	83,770	Number TEN Architectural Group	603,904
McMaster University	306,541	Oak Bay Beach Hotel	33,809
McMaster-Carr Supply Co	152,598	Ocean Dynamic Inc	66,479
MediQuest Technologies Inc	49,629	Ocean Sonics Ltd	171,344
Memorial University	29,827	Ocean Worx Consulting Services Ltd	65,979
Memory Express	233,618	OCLC Inc	88,481
Mercer (Canada) Ltd	37,747	Odgers Berndtson	73,176
Merigran Marketing Ltd	76,274	Offstreet Technology Inc	26,880
Metlakatla Development Corporation	30,000	One Island Media Inc	61,081
Mettler Toledo Inc	69,499	OPIA Productions Inc	42,925
Microserve	3,055,265	Opti-Tech Scientific Inc	40,659
Miller Titerle & Company	195,681	Oracle	572,486
MilliporeSigma (Canada) Ltd	457,628	Orange County Hotel	43,397
Miltenyi Biotec	38,701	Orbis Communications	94,791
Minsoo Sohn	32,514	Osborne Electro Mechanics Ltd	54,771
Mircom	81,019	Osler Hoskin & Harcourt LLP	27,700
MITACS Inc	453,673	Otto Harrassowitz	617,263
Mitchell Press Ltd	164,814	Our Common Wealth	87,025
MNP Digital Inc	35,175	Oxford University Press	113,484
MNP LLP	102,021	P & R Truck Centre Ltd	27,634
Moneris Merchant Services	48,937	Pacific Audio Works	29,260
Monk Office	662,537	Pacific Blue Cross	11,859,578
Moody's Analytics Inc	43,096	Pacific Marine Science Alliance	52,522
Mosebach Manufacturing Company	75,392	Pacific View Windows & Doors Ltd	49,992
Mouser Electronics	106,972	PAI Life Sciences Inc	80,071
MPS Canada	115,495	Paladin Security Systems Ltd	399,601
MTI Corporation	34,754	Parkside Hotel & Spa Ltd	158,928
MultiHat Solutions Inc	26,397	Pathverse Inc	62,800
MVCC Video Communications Corp	411,650	Pathways Executive Search Inc	51,748
Nancy Olewiler	26,383	Pattison Outdoor Advertising	71,258
Nanometrics Inc	146,278	PBI Actuarial Consultants Ltd	60,275
Nanovac AB	379,807	PBX Engineering Ltd	42,351
National Educational Association of Disabled Students	84,001	Pearlman Lindholm	212,037
Navigator Ltd	305,040	Pearls Services Ltd	27,396
NeuraSignal Inc	77,000	Pearson Education Ltd	238,517
New England Biolabs Ltd	56,806	Pelagic Technologies Inc	43,759
NewsBank Inc	104,460	Perrett Laver Inc	126,015
Nikkei National Museum & Cultural Centre	62,853	Peter Jong	50,271
Nita Lake Lodge	25,191	PH&N Institutional	186,592
NjordFrey	32,736	PH&N Investment Services	151,769
Noldus Information Technology Inc	43,352	Pier 21 Asset Management Inc	262,369
NortekUSA	50,869	Pitney-Bowes	35,417
North American Lab Supply	41,414	Playsted Sheet Metal Ltd	139,663
North Glass and Aluminum	153,675	Polar Engineering Ltd	34,258
North West Environmental Group Ltd	60,325	Population Data BC	29,850
Northern Materials Innovations Ltd	82,629	Portage College	81,929
Northern Trust Company	100,983	Porter Airlines	34,821

University of Victoria

Schedule of Payment for Goods and Services Year ended March 31, 2026

Unaudited

	Amount (\$)		Amount (\$)
Postage by Phone	72,500	Rogers Communications Inc	638,917
Pottinger Gaherty	26,853	Rogue Fitness	78,920
Premier Farnell	28,390	Roll.Focus. Productions Inc	32,760
Prestige Hotels & Resorts	52,373	Romor Atlantic Ltd	43,025
Prism Marine Ltd	32,235	Roper Greyell LLP	242,449
PRME North American Chapter	32,903	Royal Bank of Canada	57,492
ProfitEdge Consulting	42,247	Royal Roads University	2,914,391
Promega Corporation	58,497	RP Investment Advisors	47,166
Pro-oceanus Systems Inc	73,460	Rubus Technologies Inc	42,315
Propero Learning Systems Inc	26,250	Saanich Commonwealth Place	44,095
Proquest Information Access Ltd (CDN)	253,729	Safran Data Systems S.A.S	1,167,387
Province of British Columbia	5,227,354	Sage Publications Inc	206,786
Province of British Columbia (EHT)	8,611,091	Sandman Hotels	55,204
Provincial Health Services Authority	47,902	Saputo Dairy Products Canada GP	338,318
PSG Ocean Inc	42,368	SAS Institute Inc	65,345
Purolator Courier Ltd	31,443	Sauve Safety Services Ltd	61,157
QCA Systems Ltd	35,753	Schaefer Inc	249,770
QHR Technologies Inc	96,847	Schindler Elevator Corporation	223,433
Qiagen Inc	119,508	Scribner LLC	53,525
Quanser Consulting Inc	52,500	SDG Strategy Consulting Ltd	25,802
Quatsino Band Council	28,591	Sea Bird Electronics Inc	62,185
Queen's University	35,625	Sea-Sport Outboard Marina Ltd	25,765
Queer and Trans Health Collective	62,821	Selkirk College	364,141
R A Malatest & Associates Ltd	26,204	Sentek Dynamics Inc	559,518
Radian Machine & Metalworks	45,151	Service First Ltd	70,477
RadioWorks Communications	93,145	Seven Generations Capital	94,652
Raincity Technical Services Ltd	49,872	Shaw Communications	76,122
Raincoast Conservation Foundation	31,262	Shearwater International Inc	286,385
Ratio Architecture Interior Design Planning Inc	50,734	Shell Energy North America (Canada)	385,305
Raven Hydronic Supply Ltd	71,008	Shenanigans Promogear Inc	26,383
Rayola Creative	59,408	Sheraton Hotels	74,793
Read Jones Christoffersen Consulting Engineers	63,149	Shop3D.ca	58,833
Real Canadian Superstore	25,645	Sii Tech Inc	76,020
Receiver General for Canada	908,944	Simon Fraser University	2,175,652
Receiver General for Canada (CPP)	16,904,365	Simply Pure Ice & Water	32,380
Receiver General for Canada (EI)	6,061,474	Single Quantum B.V.	30,771
Reconyx Inc	25,981	SISCAPA Assay Technologies Inc	211,629
Refrigerative Supply	392,478	Sky High Sports Limited	95,054
Remote Ocean Systems Inc	62,165	Slingshot Communications Inc	31,118
Restwell Mattress	47,186	Smart Dolphins IT Solutions Inc	67,704
Richard Grounds	244,834	SmartICE Monitoring & Information Inc	982,825
Richmond Elevator Maintenance Ltd	149,594	Snow Cap Enterprises Ltd	89,093
Ricoh Canada	363,076	Society for Participatory Research in Asia	133,340
Ridge Wilderness Adventures	31,861	Songhees Events & Catering	86,946
RMS Software Inc	62,388	Songhees First Nation	25,000
Robbins Parking Service Ltd	28,473	Soquelec Ltd	290,344
Rock Advertising Inc	74,290	Sourinkan Enterprise Inc	26,012
Rocketday Arts	25,557	Southern Law LLP	101,771
Rocky Point Engineering Ltd	341,885	SPACE I	40,268

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	Amount (\$)		Amount (\$)
Spicers Canada ULC	139,139	The Governing Council of the University of Toronto	110,295
Spring Impact Capital	51,263	The Logit Group Inc	56,690
Springer Nature	113,033	The Master Group Inc	192,512
Springshare Inc	43,390	The MathWorks Inc	80,964
SRD Controls Inc	308,870	The Oak Law Firm	30,121
St Francis Xavier University	111,250	The Oswego Hotel	27,068
Stackadapt Inc	108,717	The Pembina Institute	25,000
Stantec	202,376	The People Paris Marais	27,471
Staples Professional Inc	166,597	The Roy Group	30,528
Starbucks Coffee Canada	910,738	The Sherwin Williams Co	76,986
Starlink Internet	58,028	The University Club of Victoria	727,958
StarRez Inc	131,420	The Will-Burt Company	29,137
Steady Studio	44,890	The World Universities Insights Ltd	108,920
Stemcell Technologies Inc	50,286	Thermo Fisher Scientific Inc	199,340
Stevens Company Ltd	37,108	Thompson Ahern & Co Ltd	370,311
Strathcona Park Lodge	56,513	Thompson Rivers University	131,576
Studica Limited	124,505	Thomson Reuters Canada	520,785
Studio Economik	74,297	Thorlabs Domestic Inc	52,207
SubC Control Ltd	233,409	Thrifty Foods	82,418
Subsea Data Systems Inc	407,660	Thurber Engineering Ltd	55,858
Suburban Motors	169,915	Tiicma Management Services LP	26,355
Sudden Service Technologies Corp	544,931	TikTok	25,747
Summa Strategies Canada Inc	116,550	Titanium Tents & Event	31,144
Summit Custom Machining Ltd	26,768	Top Hat	32,210
Sun Peaks Grand LLP	64,301	Towers Watson Canada Inc	25,030
Sun Shade Film Systems Ltd	46,962	Trane Canada ULC	193,774
Sunbelt Rentals of Canada Inc	39,741	Transact Campus Inc	412,539
Super Save Group	187,359	Trapeze Communications Inc	27,437
Superior Steam & Vac Ltd	31,636	Travel Healthcare Insurance Solutions Inc	490,888
SurveyMonkey Europe UC	33,483	Trinity Power	181,468
Sydney R Stone & Co Limited	53,615	Trinity Western University	167,610
Sysco	384,179	TRIUMF	2,535,984
T2 Systems Canada Inc	108,877	Trotac Marine Ltd	39,820
Tabata Productions Ltd	71,591	Trotec Laser Canada	30,963
Taxam Films Inc	253,146	Troy Life and Fire Safety Ltd	27,964
Tcomplete Canada Inc	26,337	Truffles Catering	81,032
Team Sales Vancouver Island Ltd	492,320	TTI Americas	194,690
Technical Safety BC	53,431	Tucker-Davis Technologies Inc	101,397
Technimount EMS Holding	72,947	Turner & Townsend Canada Inc	67,772
Tecniplast USA Inc	407,716	Two Row Architect	354,454
Teledyne Technologies	94,361	TYF Adventure Inc	83,321
Telus	284,250	U Sports	52,227
TERAMARA Technologies Inc	494,578	UCA Camps & Competitions	31,348
TerraCom Marketing Communications Inc	46,526	ULINE Canada Corporation	145,008
Testforce Systems Inc	44,783	United Airlines	33,552
The AME Consulting Group Ltd	282,287	United Nations Institute for Training and Research	42,036
The Center for Aquaculture Technologies Inc	58,072	Universal Coach Line	39,745
The Discovery Group Advisory Services Inc	35,213	Universidad de Antioquia	36,699
The Feisty Project Manager Inc	88,279	Universite du Quebec a Trois-Rivieres	960,536

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Unaudited

	Amount (\$)		Amount (\$)
Universite Laval	48,513	William Matthews	28,287
Universities Canada	176,108	William S Hein & Co Inc	59,988
University of Alberta	206,122	Wilson's Transportation Ltd	108,439
University of British Columbia	6,852,374	Wismettac Asian Foods Inc	224,612
University of Calgary	215,347	Wolters Kluwer	35,392
University of Guelph	78,757	Woods Hole Group Inc	29,043
University of Manitoba	134,925	WorkSafeBC	1,076,224
University of Miami	231,061	WSANEC Leadership Council	29,000
University of Montreal	76,712	WSP Canada Inc	111,070
University of Northern British Columbia	175,338	Xerox Canada	47,035
University of Ottawa	38,163	YBP Library Services	640,973
University of Oxford	52,588	York University	90,167
University of Saskatchewan	130,922	Yorkland Controls Ltd	54,632
University of Toronto	81,170	Yukon University	298,319
University of Washington	1,594,159	YWCA Vancouver	127,552
University of Winnipeg	235,105	YYJ Prosperity Association	140,279
UVic Faculty Pension Plan	29,528,878	Z3 Technology	36,851
UVic Staff Pension Plan	6,320,673	Zeidler Architecture	103,758
UVic Students' Society	279,162	Zev Shafran	35,000
Uya'am Gaak Cultural Society	138,570	Zoom Video Communications Inc	141,783
V.F.C. Corporate Wings Ltd	63,013		322,145,338
Van Camp Productions	27,920		
Vancouver Island Health Authority	344,867	Grants and Contributions	
Vancouver Island Technology Park	1,411,567	Gitanyow Fisheries Authority	50,000
Vancouver Island University	33,002	Institute of Particle Physics	220,000
Venue West Conference Services Ltd	28,875	Nawalakw Healing Society	30,000
Victoria Box & Paper	336,100	Pacific Institute for the Mathematical Sciences	85,000
Victoria Conference Centre	126,860	Pacific Marine Science Alliance	288,303
Victoria Rowing Society	84,899	Royal Roads University	626,504
Vital Link Ventures	51,200	SeeQuest Development Co	75,000
Vlex Justis Ltd	29,285	University of British Columbia	92,006
VWR International	466,941	UVic Students' Society	345,946
Walmart	57,697		1,812,759
Walter Scott & Partners Ltd	348,613		
Waters Corporation	69,873	Total < \$25,000	24,213,862
Weatherproofing Technologies Canada	33,109		
Wesco Distribution - Canada Inc	939,939	Grand Total	\$ 348,171,959
Wescor Contracting Limited	29,096		
West Coast Medical Imaging Inc	61,740		
Westcoast Helicopters	37,889	Note: The total of expenses reported on Note 23, of the Notes to Consolidated Financial Statements differs from the totals on the Schedule of Payments for Goods and Services. Reconciling items which cause this difference include the net effect of changes to balance sheet accounts between fiscal year-ends (such as prepaid expenses, inventories, accounts payable and accrued liabilities), GST rebates, non-cash expenses such as depreciation, amortization of deferred charges, the acquisition of capital assets and exclusion of certain non-goods and services such as investment transactions.	
Western Equipment Ltd	57,126		
Western Oil Services	73,194		
Westin Hotels & Resorts	32,883		
WestJet	599,794		
White Whale Web Services Inc	29,330		
Wille Dodge Chrysler Ltd	68,654		