

**UNIVERSITY OF VICTORIA**  
**STATEMENT OF FINANCIAL INFORMATION**  
**MARCH 31, 2023**

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

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**UNIVERSITY OF VICTORIA**  
**FINANCIAL INFORMATION APPROVAL**

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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.

Merle Alexander  
Chair,  
Board of Governors

Kristi Simpson  
Vice-President,  
Finance and Operations

June 27, 2023

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Consolidated Financial Statements of

**UNIVERSITY OF VICTORIA**

And Independent Auditor's Report Thereon

Year ended March 31, 2023



University  
of Victoria



## 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, 2023.

On behalf of the University:

\_\_\_\_\_ Chair, Board of Governors

\_\_\_\_\_ Vice-President Finance and Operations



**University  
of Victoria**



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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, 2023
- 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, 2023 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 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.

### ***Emphasis of Matter – Comparative Information***

We draw attention to note 3 to the financial statements which explains that certain comparative information presented for the year ended March 31, 2022 has been restated. Note 3 explains the reason for the restatement and also explains the adjustments that were applied to restate certain comparative information. Our opinion is not modified in respect of this matter.

### ***Other Matter – Comparative Information***

As part of our audit of the financial statements for the year ended March 31, 2023, we also audited the adjustments that were applied to restate certain comparative information presented for the year ended March 31, 2022. In our opinion, such adjustments are appropriate and have been properly applied.

### ***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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

Chartered Professional Accountants

Victoria, Canada  
[DATE]

# UNIVERSITY OF VICTORIA

## Consolidated Statement of Financial Position

As at March 31, 2023

(in thousands of dollars)

		2023	2022 Restated (Note 3)
<b>Financial Assets</b>			
Cash and cash equivalents	(Note 4)	\$ 146,757	\$ 162,900
Accounts receivable	(Note 5)	15,693	13,918
Due from governments	(Note 6)	32,272	19,284
Inventories for resale		1,275	1,364
Portfolio investments	(Note 7)	209,869	258,551
Derivatives	(Note 7)	4,893	25,808
Loans receivable	(Note 8)	33,594	24,495
Employee future benefits	(Note 9)	32,738	24,303
Investments in government business enterprises	(Note 10)	3,370	8,536
		480,461	539,159
<b>Liabilities</b>			
Accounts payable and accrued liabilities	(Note 12)	58,737	54,744
Due to governments		8,120	7,540
Deferred revenue		22,866	24,571
Deferred contributions	(Note 13)	239,460	256,792
Deferred capital contributions	(Note 14)	494,607	436,373
Debt	(Note 15)	132,914	164,272
Asset retirement obligations	(Note 16)	48,829	47,347
		1,005,533	991,639
Net debt		(525,072)	(452,480)
<b>Non-financial Assets</b>			
Tangible capital assets	(Note 17)	976,296	918,146
Restricted endowment investments	(Note 7)	436,144	418,237
Inventories held for use		3,151	2,809
Prepaid expenses		21,849	17,225
		1,437,440	1,356,417
Accumulated surplus	(Note 19)	\$ 912,368	\$ 903,937
Accumulated surplus is comprised of:			
Endowments	(Note 20)	\$ 436,144	\$ 418,237
Invested in tangible capital assets		318,977	289,661
Internally restricted		111,705	140,897
Unrestricted		39,346	28,964
Accumulated operating surplus		906,172	877,759
Accumulated remeasurement gains		6,196	26,178
Accumulated surplus		\$ 912,368	\$ 903,937

Contractual rights (Note 21)      Contractual obligations (Note 22)      Contingent liabilities (Note 23)

On behalf of the Board:

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, 2023

(in thousands of dollars)

	Budget (Note 2(p))	2023	2022 Restated (Note 3)
Revenue:			
Province of British Columbia grants	\$ 252,032	\$ 215,756	\$ 229,860
Government of Canada grants	75,000	87,877	77,860
Other government grants	19,300	17,715	18,653
Student tuition - credit courses	160,112	164,224	171,021
Student tuition - non-credit courses	13,200	22,610	16,985
Donations, non-government grants and contracts	19,300	26,375	13,590
Sales of services and products	61,747	70,552	54,618
Investment income	26,000	59,969	26,237
Income/(loss) from government business enterprises (Note 10)	-	(48)	524
Other revenue	5,000	9,060	6,571
Revenue recognized from deferred capital contributions (Note 14)	26,776	27,015	27,802
Loss on disposal of capital assets	-	-	(1,003)
	658,467	701,105	642,718
Expenses: (Note 24)			
Instruction and non-sponsored research	275,242	283,714	267,791
Academic and student support	161,053	166,675	156,693
Administrative support and general expenses	28,174	28,801	27,411
Facility operations and maintenance	57,449	63,651	57,648
Sponsored research	120,553	129,051	117,289
External engagement	15,502	18,707	15,082
	657,973	690,599	641,914
Annual operating surplus	494	10,506	804
Restricted endowment contributions			
Endowment principal donations (Note 20)	8,000	5,469	12,056
Donations capitalized (Note 20)	8,000	12,438	13,406
	16,000	17,907	25,462
Annual surplus	16,494	28,413	26,266
Accumulated operating surplus, beginning of year	877,759	877,759	891,082
Adjustment on adoption asset retirement obligations standard (Note 3)	-	-	(39,589)
Accumulated operating surplus, beginning of year, as restated	877,759	877,759	851,493
Accumulated operating surplus, end of year	\$894,253	\$ 906,172	\$ 877,759

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

# UNIVERSITY OF VICTORIA

## Consolidated Statement of Changes in Net Debt

Year ended March 31, 2023

(in thousands of dollars)

	Budget <i>(Note 2(p))</i>	2023	2022 Restated <i>(Note 3)</i>
Annual surplus	\$ 16,494	\$ 28,413	\$ 26,266
Acquisition of tangible capital assets	(140,693)	(109,820)	(135,843)
Transfer of tangible capital assets to investment in government business enterprise	-	3,948	-
Amortization of tangible capital assets	47,055	47,722	47,770
Loss on disposal of capital assets	-	-	1,003
	(93,638)	(58,150)	(87,070)
Increase in restricted endowment investments	-	(17,907)	(25,462)
Acquisition of inventories held for use	-	(1,400)	(1,524)
Acquisition of prepaid expense	-	(21,028)	(15,948)
Consumption of inventories held for use	-	1,058	1,099
Use of prepaid expense	-	16,404	18,574
	-	(22,873)	(23,261)
Net remeasurement losses	-	(19,982)	(2,079)
Increase in net debt	(77,144)	(72,592)	(86,144)
Net debt, beginning of year	(452,480)	(452,480)	(320,426)
Adjustment on adoption of asset retirement obligations standard <i>(Note 3)</i>	-	-	(45,910)
Net debt, beginning of year, as restated	(452,480)	(452,480)	(366,336)
Net debt, end of year	\$ (529,624)	\$ (525,072)	\$ (452,480)

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



# UNIVERSITY OF VICTORIA

## Consolidated Statement of Remeasurement Gains and Losses

Year ended March 31, 2023

(in thousands of dollars)

	2023	2022
Accumulated remeasurement gains, beginning	\$ 26,178	\$ 28,257
Unrealized gains (losses) attributed to:		
Portfolio investments	205	(8,742)
Derivatives	13,747	6,314
Foreign currency translation	728	349
Realized gains reclassified to the Consolidated Statement of Operations, attributed to:		
Derivatives	(34,662)	-
Net remeasurement losses for the year	(19,982)	(2,079)
Accumulated remeasurement gains, end of year	\$ 6,196	\$ 26,178

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



**UNIVERSITY OF VICTORIA**  
**Consolidated Statement of Cash Flows**  
**Year ended March 31, 2023**  
*(in thousands of dollars)*

	2023	2022 Restated <i>(Note 3)</i>
Cash provided by (used in):		
Operations:		
Annual surplus	\$ 28,413	\$ 26,266
Items not involving cash		
Amortization of tangible capital assets	47,722	47,770
Revenue recognized from deferred capital contributions	(27,015)	(27,802)
Change in employee future benefits	(8,435)	(8,597)
Change in investments in government business enterprises	5,166	85
Unrealized remeasurement gains on foreign exchange	728	349
Loss on disposal of capital assets	-	1,003
Transfer of tangible capital assets to investment in government business enterprises	3,948	-
Accretion expense	1,482	1,437
Changes in non-cash operating working capital:		
(Increase) decrease in accounts receivable	(1,775)	3,209
(Increase) decrease in loans receivable	(9,099)	55
Increase in inventories	(253)	(403)
(Increase) decrease in prepaid expenses	(4,624)	2,626
Increase in accounts payable and accrued liabilities	3,993	7,034
Increase in due to/from government organizations	(12,408)	(6,455)
(Decrease) increase in deferred revenue	(1,705)	5,283
(Decrease) increase in deferred contributions	(17,332)	14,849
Net change from operating activities	8,806	66,709
Capital activities:		
Acquisition of tangible capital assets	(109,820)	(135,843)
Net change from capital activities	(109,820)	(135,843)
Investing activities:		
Net sale of portfolio investments	48,887	24,095
Net acquisition of restricted endowment investments	(17,907)	(25,462)
Net change from investing activities	30,980	(1,367)
Financing activities:		
Proceeds of debt	75,326	35,355
Repayment of debt	(106,684)	(2,266)
Receipt of deferred capital contributions	85,249	33,176
Net change from financing activities	53,891	66,265
Net change in cash and cash equivalents	(16,143)	(4,236)
Cash and cash equivalents, beginning of year	162,900	167,136
Cash and cash equivalents, end of year	\$ 146,757	\$ 162,900



# UNIVERSITY OF VICTORIA

## Notes to Consolidated Financial Statements

Year ended March 31, 2023

*(tabular figures in thousands of dollars)*

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### 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, 2023

*(tabular figures in thousands of dollars)*

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**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, 2023

*(tabular figures in thousands of dollars)*

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### 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, 2023

*(tabular figures in thousands of dollars)*

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### 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:

- 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, 2023**

*(tabular figures in thousands of dollars)*

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**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, 2023

*(tabular figures in thousands of dollars)*

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### 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, 2023**

*(tabular figures in thousands of dollars)*

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**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.

<b>Asset</b>	<b>Straight line Rate</b>
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, 2023**

*(tabular figures in thousands of dollars)*

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**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 9.

(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 writedowns 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, 2023

*(tabular figures in thousands of dollars)*

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### 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 in accordance with Canadian public sector accounting standards 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, 2023

*(tabular figures in thousands of dollars)*

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### 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 WCUMSS 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 October 4, 2022 and provided to the Province. The budget is reflected in the statement of operations and accumulated surplus and the statement of changes in net debt.



# UNIVERSITY OF VICTORIA

## Notes to Consolidated Financial Statements

Year ended March 31, 2023

(tabular figures in thousands of dollars)

### 3. Adoption of new accounting standard

On April 1, 2021, the University adopted Canadian Public Sector Accounting Standard PS 3280, *Asset Retirement Obligations*. The new accounting standard addresses the reporting of legal obligations associated with the retirement of certain tangible capital assets, such as asbestos removal in retired buildings by public sector entities. The standard was adopted on the modified retrospective basis at the date of adoption.

On April 1, 2021, the University recognized asset retirement obligations relating to buildings owned by the University containing asbestos and other hazardous materials. The buildings have been built or acquired over time, dating as far back as 1940. The ARO liabilities have been estimated using the expected date of retirement of each building, discounted back to the date the standard was adopted. Many of the University's buildings are still in productive use despite being past their estimated useful lives for accounting purposes. When the timing of future remediation and associated costs are known, the ARO liability is adjusted accordingly by escalating and discounting the future cost of approved remediation projects.

In accordance with the provisions of the new standard, the University reflected the following adjustments as at and for the year ended March 31, 2022 as follows:

	As previously stated	Adjustment	As restated
<b>Consolidated Statement of Financial Position</b>			
Asset retirement obligations	\$ -	\$ 47,347	\$ 47,347
Tangible capital assets	912,142	6,004	918,146
Accumulated surplus - Invested in tangible capital assets	331,004	(41,343)	289,661
<b>Consolidated Statement of Operations and Accumulated Surplus</b>			
Expenses - Facility operations and maintenance	55,894	1,754	57,648
Annual operating surplus	2,558	(1,754)	804
Accumulated operating surplus, beginning of year	891,082	(39,589)	851,493
Accumulated operating surplus, end of year	919,102	(41,343)	877,759
<b>Consolidated Statement of Changes in Net Debt</b>			
Annual surplus	28,020	(1,754)	26,266
Amortization of tangible capital assets	47,453	317	47,770
Net debt, beginning of year	(320,426)	(45,910)	(366,336)
Net debt, end of year	(405,133)	(47,347)	(452,480)
<b>Consolidated Statement of Cash Flows</b>			
Annual surplus	28,020	(1,754)	26,266
Amortization of tangible capital assets	47,453	317	47,770
Accretion expense	-	1,437	1,437



**UNIVERSITY OF VICTORIA**  
**Notes to Consolidated Financial Statements**

Year ended March 31, 2023

*(tabular figures in thousands of dollars)*

**3. Adoption of new accounting standard (continued)**

	As previously stated	Adjustment	As restated
Note 17 –Tangible Capital Assets			
Cost – Buildings	1,061,195	16,580	1,077,775
Accumulated amortization – Buildings	308,775	10,576	319,351
Net book value – Buildings	752,420	6,004	758,424
Note 19 – Accumulated Surplus			
Invested in tangible capital assets	331,004	(41,343)	289,661
Note 24 – Expenses by object			
Supplies and services	84,024	1,437	85,461
Amortization expense	47,453	317	47,770





**UNIVERSITY OF VICTORIA**  
Notes to Consolidated Financial Statements

Year ended March 31, 2023

*(tabular figures in thousands of dollars)*

**4. Cash and cash equivalents**

	2023	2022
Cash	\$ 10,144	\$ 16,736
Short-term investments	136,613	146,164
	\$ 146,757	\$ 162,900

**5. Accounts receivable**

	2023	2022
Revenues receivable	\$ 19,270	\$ 17,701
Accrued interest receivable	642	665
Less: provision for doubtful accounts	(4,219)	(4,448)
	\$ 15,693	\$ 13,918

**6. Due from governments**

	2023	2022
Federal government	\$ 17,817	\$ 16,831
Provincial government	14,266	2,186
Other	189	267
	\$ 32,272	\$ 19,284



**UNIVERSITY OF VICTORIA**  
**Notes to Consolidated Financial Statements**

Year ended March 31, 2023

*(tabular figures in thousands of dollars)*

**7. Financial instruments**

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

(a) Portfolio investments

	Fair Value Hierarchy	2023	2022
Portfolio investments carried at fair value:			
Various pooled bond and mortgage funds	Level 1	\$ 131,741	\$ 173,818
Canadian equities	Level 1	1,867	1,982
Global equities	Level 1	51,078	58,160
Bonds	Level 2	-	2,936
Infrastructure, real estate and private equity	Level 3	24,206	20,697
		208,892	257,593
Portfolio investments at cost which approximates fair value:			
Cash		767	581
Other		210	377
<b>Total portfolio investments</b>		<b>\$ 209,869</b>	<b>\$ 258,551</b>

(b) Restricted endowment investments

	Fair Value Hierarchy	2023	2022
Restricted endowment investments carried at fair value:			
Various pooled bond and mortgage funds	Level 1	\$ 104,915	\$ 111,706
Global equities	Level 1	235,945	227,172
Infrastructure and real estate	Level 3	91,829	77,173
		432,689	416,051
Restricted endowment investments at cost which approximates fair value:			
Cash		3,455	2,186
<b>Total restricted endowment investments</b>		<b>\$ 436,144</b>	<b>\$ 418,237</b>



**UNIVERSITY OF VICTORIA**  
**Notes to Consolidated Financial Statements**

Year ended March 31, 2023

(tabular figures in thousands of dollars)

**7. Financial instruments (continued)**

(c) Derivatives (See note 15 for breakdown of debt related to derivatives):

	Fair Value Hierarchy	2023	2022
Derivatives - interest rate swaps on debt quoted at fair value:			
Province of BC floating interest rate fixed at 1.86%, settled in 2023, unsecured	Level 2	\$ -	\$ 22,235
Province of BC floating interest rate fixed at 1.90%, commencing 2024 through 2054, unsecured	Level 2	4,960	3,783
Royal Bank of Canada floating interest rate fixed at 5.38%, through an interest rate swap due in 2025, unsecured	Level 2	(15)	(141)
BC Immigrant Investment Fund floating interest rate fixed at 3.56%, commencing 2024 through 2034, unsecured	Level 2	(52)	(69)
<b>Total derivatives</b>		<b>\$ 4,893</b>	<b>\$ 25,808</b>

**8. Loans receivable**

	2023	2022
Various employees		
Electric bike loans to employees, interest free for 1-2 years, no renewal option, unsecured	\$ 128	\$ -
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	5,745	4,464
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	-
Interest at 5.13%, due April 2030, unsecured	6,741	7,510
Interest at 6.13%, due April 2030, unsecured	1,698	1,887
	<b>\$ 33,594</b>	<b>\$ 24,495</b>



# UNIVERSITY OF VICTORIA

## Notes to Consolidated Financial Statements

Year ended March 31, 2023

(tabular figures in thousands of dollars)

### 9. 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:

		2023	2022
Staff pension plan	(Note 9(a)(ii))	\$ (44,751)	\$ (37,049)
Supplemental pension obligations	(Note 9(a)(i))	8,547	9,043
Special accumulated sick leave	(Note 9(b))	2,565	2,806
Basic group life insurance plan		901	897
		\$ (32,738)	\$ (24,303)

#### (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 4.00% of salary up to the year's maximum pensionable earnings ("YMPE") plus 6.00% of salary in excess of the YMPE. The University makes contributions equal to 6.37% of salary up to the YMPE plus 8.00% of salary in excess of the YMPE. The university also contributes 4.00% of salary to fund the defined benefit minimum. The latest actuarial valuation for funding purposes as at December 31, 2021 showed that the accrued formula pension benefit liabilities of the Combination Plan were fully funded. The next valuation will be as at December 31, 2024 and is expected to be completed in September 2025. 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 \$26,769,000 (2022 - \$25,885,000) 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 \$8,547,000 as at March 31, 2023 (2022 - \$9,043,000). The University paid supplemental benefits of \$171,000 in the year (2022 - \$397,000) and recorded employee benefit expense of \$406,000 (2022 - \$324,000).



**UNIVERSITY OF VICTORIA**  
**Notes to Consolidated Financial Statements**

Year ended March 31, 2023

*(tabular figures in thousands of dollars)*

**9. 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, 2019, the average age of the 1,190 active employees covered by the Plan is 48.1. In addition, there are 618 former employees who are entitled to deferred pension benefits averaging \$279 per month. At December 31, 2019, there were 857 pensioners receiving an average monthly pension of \$1,000. The employees make contributions equal to 4.86% of salary that does not exceed the YMPE plus 6.61% 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 \$6,110,000 (2022 – \$6,350,000). The Plan paid benefits in the year of \$15,776,000 (2022 – \$14,204,000).

The pension asset at March 31 includes the following components:

	2023	2022
Accrued benefit obligation	\$ 273,303	\$ 266,223
Pension fund assets	(315,459)	(324,743)
	(42,156)	(58,520)
Unamortized actuarial (gains)/losses	(2,595)	21,471
<b>Net asset</b>	<b>\$ (44,751)</b>	<b>\$ (37,049)</b>

Actuarial valuations are performed triennially using the projected benefit prorated method. The latest triennial actuarial valuation completed as at December 31, 2019 reported a going concern surplus and a solvency deficiency (i.e. if the plan were to be wound up on that date) of \$87,417,000. The next required valuation will be as at December 31, 2022, which will be completed in the summer of 2023. 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. The University has chosen to arrange a letter of credit in the amount of \$30.0 million at March 31, 2023 (2022 – \$29.2 million) to satisfy the contribution requirements through 2023.



**UNIVERSITY OF VICTORIA**  
**Notes to Consolidated Financial Statements**

Year ended March 31, 2023

*(tabular figures in thousands of dollars)*

**9. Employee future benefits (continued)**

(a) Pension benefits (continued)

(ii) Staff plan (continued)

This letter of credit will be reassessed in conjunction with the next plan valuation and updated solvency funding level. The accrued benefit obligation shown for 2023 is based on an extrapolation of that 2019 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 5.7%. Pension fund assets are valued at market value as at March 31, 2023.

The expected rate of return on pension fund assets is 5.7%. The actual rate of return on Plan assets in 2023 was a loss of 0.9%. The total expenses related to pensions for the fiscal year ending, include the following components:

	2023	2022
Current period benefit cost	\$ 8,395	\$ 8,647
Amortization of actuarial gains	( 3,572)	(4,838)
	4,823	3,809
Less: Employee contributions	( 2,367)	(2,437)
<b>Pension benefit expense</b>	<b>2,456</b>	<b>1,372</b>
Interest cost on the average accrued benefit obligation	15,117	14,642
Expected return on average pension plan assets	( 18,308)	(18,233)
<b>Pension interest income</b>	<b>( 3,191)</b>	<b>(3,591)</b>
<b>Total pension income</b>	<b>\$ (735)</b>	<b>\$ (2,219)</b>

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 \$124,000 (2022 – \$129,000).



**UNIVERSITY OF VICTORIA**  
**Notes to Consolidated Financial Statements**

Year ended March 31, 2023

*(tabular figures in thousands of dollars)*

**9. 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, 2023 the balance of this special accumulated sick leave was \$2,565,000 (2022 – \$2,806,000).

(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 contribution for the year ending March 31, 2023 was \$1,291,000 (2022 – \$1,308,000).

**10. 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:

	2023	2022
Equity at beginning of year	\$ 1,087	\$ 1,565
Dividends/distributions paid	(396)	(1,002)
Net earnings (loss)	(48)	524
<b>Equity at end of year</b>	<b>643</b>	<b>1,087</b>
Dividends/distributions payable	7,360	7,449
Eliminate gain on property transfer	(4,633)	-
<b>Investment in government business enterprises</b>	<b>\$ 3,370</b>	<b>\$ 8,536</b>

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

Consolidated Statement of Financial Position

	2023	2022
Assets	\$ 44,008	\$ 36,298
Liabilities	(43,365)	(35,211)
Equity	\$ 643	\$ 1,087



# UNIVERSITY OF VICTORIA

## Notes to Consolidated Financial Statements

Year ended March 31, 2023

(tabular figures in thousands of dollars)

### 10. Investments in government business enterprises (continued)

#### Consolidated Statement of Operations

	2023	2022
Revenue	\$ 15,392	\$ 17,833
Expenses	(15,440)	(17,309)
Surplus (deficit) for the year	\$ (48)	\$ 524

### 11. Investments in government partnerships

The University is one of five university members of the Western Canadian Universities Marine Sciences Society (WCUMSS) for marine field research. The University provided a grant to the Society in 2023 of \$273,400 (2022 – \$273,400). WCUMSS financial results are proportionately consolidated with those of the University based upon the University's share of its total contributions of 20% (2022 – 20%).

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

#### Consolidated Statement of Financial Position

	2023	2022
Financial assets	\$ 268	\$ 359
Liabilities	(354)	(375)
<b>Net assets</b>	(86)	(16)
Non-financial assets	1,312	1,320
<b>Accumulated surplus</b>	\$ 1,226	\$ 1,304

#### Consolidated Statement of Operations

	2023	2022
Revenue	\$ 722	\$ 301
Expenses	(867)	(2,002)
Deficit for the year	\$ (145)	\$ (1,701)





**UNIVERSITY OF VICTORIA**  
Notes to Consolidated Financial Statements

Year ended March 31, 2023

*(tabular figures in thousands of dollars)*

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**12. Accounts payable and accrued liabilities**

	2023	2022
Accounts payable and accrued liabilities	\$ 28,755	\$ 35,237
Salaries and benefits payable	17,088	6,496
Accrued vacation pay	12,894	13,011
	\$ 58,737	\$ 54,744



**UNIVERSITY OF VICTORIA**  
Notes to Consolidated Financial Statements

Year ended March 31, 2023

(tabular figures in thousands of dollars)

**13. Deferred contributions**

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

	2023	2022
Specific purpose (including endowment earnings)	\$ 127,868	\$ 140,217
Research	109,241	103,790
Capital	2,351	12,785
	<b>\$ 239,460</b>	<b>\$ 256,792</b>

	2023			Total	2022
	Specific Purpose	Research	Capital		
Balance, beginning of year	\$ 140,217	\$ 103,790	\$ 12,785	\$ 256,792	\$ 241,943
Contributions and endowment investment income	34,567	118,538	884	153,989	156,323
Revenue recognized from deferred contributions	(46,916)	(113,087)	(702)	(160,705)	(141,474)
Transfer to deferred capital contributions	-	-	(10,616)	(10,616)	-
Balance, end of year	<b>\$ 127,868</b>	<b>\$ 109,241</b>	<b>\$ 2,351</b>	<b>\$ 239,460</b>	<b>\$ 256,792</b>

The balance shown under specific purpose includes accumulated unrealized gains of \$58,633,000 (2022 – \$51,083,000) from endowment investments.

**14. 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:

	2023	2022
Balance, beginning of year	\$ 436,373	\$ 430,999
Contributions received during the year	74,633	33,176
Transfers from deferred contributions	10,616	-
Revenue from amortization of deferred capital contributions	(27,015)	(27,802)
Balance, end of year	<b>\$ 494,607</b>	<b>\$ 436,373</b>



**UNIVERSITY OF VICTORIA**  
**Notes to Consolidated Financial Statements**

Year ended March 31, 2023

(tabular figures in thousands of dollars)

**15. Debt**

Debt reported on the consolidated statement of financial position is comprised of the following (see note 7 (c) for related derivative information):

	2023	2022
Province of British Columbia Commercial paper financing for Student Housing and Dining project converted in 2023 and 2024 to term loans due in 2053 and 2054, unsecured ( <i>Note 15(c)</i> )	\$ 17,965	\$ 122,470
Province of British Columbia 4.43% bond due 2054, unsecured, with annual sinking fund payments of \$1,565,000 ( <i>Note 15(c)</i> )	104,000	-
Royal Bank of Canada 5.38% term loan due 2025, unsecured	2,350	3,443
Province of British Columbia 2.28% bond due 2024, unsecured	3,785	3,822
British Columbia Immigrant Investment Fund 2.48% term loan due 2024, unsecured	5,741	6,227
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	6,741	7,510
Total debt issued	\$ 161,382	\$ 164,272
Unamortized debt discounts ( <i>Note 15(c)</i> )	(28,468)	-
Debt	\$ 132,914	\$ 164,272



**UNIVERSITY OF VICTORIA**  
**Notes to Consolidated Financial Statements**

Year ended March 31, 2023

*(tabular figures in thousands of dollars)*

**15. 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
2024	\$ 2,194	\$ 6,444	\$ 8,638
2025	2,194	2,998	5,192
2026	2,194	1,866	4,060
2027	2,194	1,940	4,134
2028	2,194	2,018	4,212
Thereafter	40,057	21,316	61,373
	\$ 51,027	\$ 36,582	\$ 87,609

(b) Sinking Fund Investments

Sinking fund investments are held and invested by the Province of British Columbia. These funds totaling \$12,290,000 (2022 – \$11,997,000) 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.

(c) Student Housing and Dining project financing

The University is authorized by the Province of British Columbia to borrow \$122,654,000 in order to finance a portion of the construction costs of the Student Housing and Dining (SHD) project. The debt related to the SHD project is \$121,965,000 as at March 31, 2023 (2022 – \$122,470,000). During the year, short term commercial paper loans were converted to a 30 year bond with a face value of \$104,000,000 and an unamortized debt discount of \$28,468,000. The remaining short term commercial paper loan will be converted to a 30 year term loan at completion of the SHD project in 2024. As at March 31, 2023, the University holds a commercial paper loan with a balance of \$17,965,000 and interest rate of 4.33% (2022 – two commercial paper loans with balances of \$65,000,000 and \$57,470,000 and interest rates of 0.14% and 0.79%, respectively).



**UNIVERSITY OF VICTORIA**  
**Notes to Consolidated Financial Statements**

Year ended March 31, 2023

*(tabular figures in thousands of dollars)*

**16. 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, as estimated at April 1, 2022. Such estimated costs have been discounted to the present value using a discount rate of 3.13% per annum.

The transition and recognition of asset retirement obligations involved an accompanying increase to the buildings assets and the restatement of prior year figures (see Note 3).

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

	2023	2022 <b>Restated</b> <i>(Note 3)</i>
Balance, beginning of year	\$ 47,347	\$ 45,910
Accretion expense	1,482	1,437
Balance, end of year	\$ 48,829	\$ 47,347



**UNIVERSITY OF VICTORIA**  
Notes to Consolidated Financial Statements

Year ended March 31, 2023

(tabular figures in thousands of dollars)

**17. Tangible capital assets**

<b>Cost</b>	Balance as at March 31, 2022 Restated (Note 3)	Additions	Disposals	Balance as at March 31, 2023
Land	\$ 22,582	\$ -	\$ (2,218)	\$ 20,364
Site improvements	51,691	7,229		58,920
Buildings	1,077,775	73,744	(3,328)	1,148,191
Equipment and furnishings	199,003	23,976	(18,786)	204,193
Information systems	18,441			18,441
Computer equipment	15,168	2,923	(4,549)	13,542
Library holdings	32,148	1,948	(3,079)	31,017
<b>Total</b>	<b>\$ 1,416,808</b>	<b>\$ 109,820</b>	<b>\$ (31,960)</b>	<b>\$ 1,494,668</b>

<b>Accumulated amortization</b>	Balance as at March 31, 2022 Restated (Note 3)	Disposals	Amortization	Balance as at March 31, 2023
Site improvements	\$ 25,040	\$ -	\$ 1,573	\$ 26,613
Buildings	319,351	(1,598)	20,302	338,055
Equipment and furnishings	105,960	(18,786)	19,634	106,808
Information systems	18,441			18,441
Computer equipment	10,385	(4,549)	3,406	9,242
Library holdings	19,485	(3,079)	2,807	19,213
<b>Total</b>	<b>\$ 498,662</b>	<b>\$ (28,012)</b>	<b>\$ 47,722</b>	<b>\$ 518,372</b>

<b>Net book value</b>	March 31, 2023	March 31, 2022 Restated (Note 3)
Land	\$ 20,364	\$ 22,582
Site improvements	32,307	26,651
Buildings	810,136	758,424
Equipment and furnishings	97,385	93,043
Computer equipment	4,300	4,783
Library holdings	11,804	12,663
<b>Total</b>	<b>\$ 976,296</b>	<b>\$ 918,146</b>



**UNIVERSITY OF VICTORIA**  
**Notes to Consolidated Financial Statements**

Year ended March 31, 2023

*(tabular figures in thousands of dollars)*

**17. Tangible capital assets (continued)**

(a) Contributed tangible capital assets:

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

	2023	2022
Equipment and furnishings	\$ 20	\$ 224

(b) Assets under construction

Assets under construction comprised of buildings having a value of \$99,147,000 (2022 – \$163,640,000) and equipment having a value of \$19,738,000 (2022 – \$17,209,000) 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 \$26,414,000 (2022 – \$20,003,000) and related to fully amortized assets with a net book value of \$nil (2022 – \$nil). The de-recognition of capital assets from the transfer of land and existing buildings on the site of Broad Street had an original cost of \$5,546,000 related to assets with a net book value of \$3,948,000.

**18. 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.

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, 2023 is \$359,106,000 (2022 – \$419,041,000).



**UNIVERSITY OF VICTORIA**  
**Notes to Consolidated Financial Statements**

**Year ended March 31, 2023**

*(tabular figures in thousands of dollars)*

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**18. Financial risk management (continued)**

(a) Credit risk (continued)

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

Credit Rating	%
AAA	9.6%
AA	10.5%
A	7.4%
BBB	7.4%
BB and below	2.4%
Mortgages	19.6%
Foreign exchange	0.3%
Cash and short-term	
R1 high	27.5%
R1 mid	1.2%
R1 low	14.1%
	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, 2023

*(tabular figures in thousands of dollars)*

**18. 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)
Bonds	+/-	5.8%
Canadian equities	+/-	20.0%
Global equities	+/-	18.0%
Real estate	+/-	12.5%
Infrastructure	+/-	12.5%
Private equity	+/-	21.0%
Benchmark for Investments		Net Impact on Market Value
FTSE Canada Universe Bond index	+/-	\$ 13,091
S&P/TSX Composite index	+/-	373
MSCI All Country World Index	+/-	51,642
Canadian Consumer Price Index (Real Estate)	+/-	7,443
Canadian Consumer Price Index (Infrastructure)	+/-	6,936
Canadian Consumer Price Index (Private Equity)	+/-	165

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, 2023, the modified duration of all fixed income in aggregate was 3.4 years. Therefore, if interest rates were to increase by 1% across all maturities, the value of the bond portfolio would drop by 3.4%; contrarily, if interest rates were to decrease by 1% across all maturities, the value of the bond portfolio would increase by 3.4%.

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.



**UNIVERSITY OF VICTORIA**  
**Notes to Consolidated Financial Statements**

Year ended March 31, 2023

*(tabular figures in thousands of dollars)*

**18. Financial risk management (continued)**

(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.

**19. Accumulated surplus**

Accumulated surplus is comprised of the following:

	2023	2022 Restated <i>(Note 3)</i>
Endowments	\$ 436,144	\$ 418,237
Invested in tangible capital assets	318,977	289,661
Internally restricted	111,705	140,897
Unrestricted	39,346	28,964
Accumulated remeasurement gains	6,196	26,178
	<b>\$912,368</b>	<b>\$ 903,937</b>

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

Invested in 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, 2023

(tabular figures in thousands of dollars)

### 20. Endowments

Changes to the endowment principal balances, not including remeasurement gains/losses, (see note 13 for accumulated unrealized gains/ losses on restricted endowment investments) are as follows:

	2023	2022
Balance, beginning of year	\$ 418,237	\$ 392,775
Contributions received during the year	5,469	12,056
Invested income and donations capitalized	12,438	13,406
<b>Balance, end of year</b>	<b>\$ 436,144</b>	<b>\$ 418,237</b>

The balance shown does not include endowment principal with fair value of \$7,953,000 (2022 – \$8,300,000) and book value of \$4,820,000 (2022 – \$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.

### 21. 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.

### 22. 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:

	2024	2025	2026	2027	2028
Construction contracts	\$ 67,319	\$ 19,043	\$ 630	\$ 100	-
Operating leases	347	320	195	109	20
Total	\$ 67,666	\$ 19,363	\$ 825	\$ 209	\$ 20



**UNIVERSITY OF VICTORIA**  
**Notes to Consolidated Financial Statements**

Year ended March 31, 2023

*(tabular figures in thousands of dollars)*

**23. 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.

**24. Expenses by object**

The following is a summary of expenses by object:

	2023	2022 Restated <i>(Note 3)</i>
Salaries and wages	\$ 390,637	\$ 363,199
Employee benefits	64,440	60,399
Travel	13,276	4,134
Supplies and services	92,611	85,461
Equipment rental and maintenance	8,639	10,730
Utilities	8,358	8,353
Scholarships, fellowships and bursaries	51,070	50,953
Cost of goods sold	10,615	8,581
Interest on long-term debt	3,231	2,334
Amortization of tangible capital assets	47,722	47,770
	<b>\$ 690,599</b>	<b>\$ 641,914</b>

**25. 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, 2023

*(tabular figures in thousands of dollars)*

**25. Trusts under administration (continued)**

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

As of March 31, 2023, the balances of the long-term disability plan are as follows:

	2023	2022
Assets	\$21,216	\$ 20,703
Accrued benefit obligation	(27,835)	(28,935)
	\$ (6,619)	\$ (8,232)

- (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 (2023 – \$4,113,000; 2022 – \$4,238,000).

**26. Supplemental cash flow information**

	2023	2022
Cash paid for interest	\$ 2,274	\$ 1,865

**27. 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). During the year ended March 31, 2023, there have been no material transactions between the university and its key management personnel or their close family members.



**UNIVERSITY OF VICTORIA**

**SCHEDULE OF DEBT  
MARCH 31, 2023**

	PRINCIPAL	INTEREST RATE	DUE	NET LIABILITY
	(in dollars)			(in dollars)
Province of British Columbia commercial paper (to be converted to term loans in 2023 and 2024)	\$ 17,964,980	see note	see note	\$ 17,965,000
Province of British Columbia bond - see note	104,000,000	4.426	2054	75,531,577
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
Royal Bank of Canada Bankers Acceptances (converted to term loan through interest rate swap)	2,350,541	5.380	2025	2,350,541
Great West Life Assurance Company term loan	6,740,803	5.130	2030	6,740,803
Province of British Columbia bond	3,784,837	2.283	2024	3,784,837
InBC Investment Corp. Fund term loan	5,741,153	2.480	2024	5,741,153
				<u>\$ 132,913,911</u>
Total long term debt secured by debt instruments				<u>\$ 132,913,911</u>

Note - The University is authorized by the Province of British Columbia to borrow \$122,654,000 in order to finance a portion of the construction costs of the Student Housing and Dining (SHD) project. The debt related to the SHD project is \$121,965,000 as at March 31, 2022 (2022 – \$122,470,000). During the year, short term commercial paper loans were converted to a 30 year bond with a face value of \$104,000,000 and an unamortized debt discount of \$28,468,000. The remaining short term commercial paper loan will be converted to a 30 year term loan at completion of the SHD project in 2024. As at March 31, 2023, the University holds a commercial paper loan with balance of \$17,965,000 and an interest rate of 4.33% (2022 - two commercial paper loans with balances of \$65,000,000 and \$57,470,000 and interest rates of 0.14% and 0.79%, respectively).

UNIVERSITY OF VICTORIA

SCHEDULE OF GUARANTEE OR INDEMNITY AGREEMENTS

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This organization has not given any guarantees or indemnities, approved under the Guarantees and Indemnities Regulation during fiscal 2022-23.

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

**UNIVERSITY OF VICTORIA**  
**STATEMENT OF SEVERANCE AGREEMENTS**

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There were six severance agreements representing seven to eighteen months of compensation made between the University of Victoria and non-unionized employees during fiscal 2022-2023.

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, 2023**

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

<u>Chancellor and Order-In-Council Members:</u>	<u>Expenses (\$)</u>
Buller, Marion	21,326
Alexander, Merle	944
	- Member - Order in Council (to June 30, 2022)
Zussman, David	426
Ramsey, Paul	626
	- Member - Order in Council (to June 30, 2022)
Thoms, Carolyn	302
	- Vice-Chair (to June 30, 2022)
Van Ruyven, Beverley	3,628
Barbon, Keith	360
Callahan, Marilyn	73
Blair, Josh	5,882
Cant, Brian	437
Clarke, Christina	397
Pinkerton, Erinn	479
Stephens, Jyoti	4,690
<u>Student Members:</u>	
Foster, David	73
Granirer, Jonathan	73
Dueck, Rebekah	103
Anyaegbunam, Chekwube	254
	<u>\$ 40,073</u>

President, Faculty and Staff Members:

Hall, Kevin	President and Vice Chancellor
Monahan, Adam	Faculty Member
Prendergast, Monica	Faculty Member
Bedi, Shaloo	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, 2023**

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 (\$)
Abeyirigunawardena, Dilumie	91,796	-	Ames, Megan	117,050	2,209
Abram, Lisa Robyn	75,799	-	Ami, Nan	82,844	150
Acker, Lori	130,784	4,617	Amouzgar, Reza	75,077	7,647
Adam, Martin	127,641	6,497	Andersen, Carrie	192,164	4,679
Adam, Ruth	111,909	-	Andersen, Leigh	126,927	-
Adams, David	121,880	-	Anderson, Debra	100,972	2,780
Adams, Michael	148,708	6,237	Anderson, Timothy	123,074	-
Adams, Sean	89,340	-	Andrews, Joy	84,100	2,888
Adjin-Tettey, Elizabeth	224,013	1,233	Angus, Miranda	96,216	225
Agathoklis, Panajotis	202,203	2,023	Angus, Veryan	104,110	-
Aghaei, Omid	81,796	-	Antliff, Allan	164,425	1,710
Aguirre, Kelly	97,729	2,066	apGaia, aspen	92,209	-
Ahm, Anne-Sofie	112,760	2,490	Aquart, Catherine	80,055	1,822
Ahmadi, Keivan	116,905	3,433	Archibald, John	191,192	8,399
Ahsani, Vahid	94,157	-	Arneil, Stewart	101,453	-
Aikau, Hokulani	177,734	7,801	Arnold, Devin	100,045	1,000
Aikenhead, Moira	75,237	-	Arnold-Cunningham, Cheyenne	80,391	13,047
Ainsworth, Kimberley	117,707	183	Aro, Cheryl	119,902	60
Akbari, Mohsen	132,821	6,332	Arredondo Sanchez Lira, Jaime	120,472	3,527
Alade, Adebisi	75,558	18,161 **	Arrojado, Mark	109,093	-
Alatorre, Carmen	85,773	-	Asch, Jessica	114,168	13,475
Albert, Jeff	125,615	4,183	Atchison, Trish	103,776	437
Albert, Justin	130,235	7,041	Atkinson, David	163,120	31
Albert, Katelin	95,759	-	Audebert, Audrey	84,384	3,603
Alexandrowicz, Conrad	115,652	4,299	Auld, M.	171,111	-
Alfaro, Claudio	86,780	-	Ausio, Juan	190,601	-
Allan, Billie	126,712	-	Awatramani, Gautam	142,550	8
Allen, Amy	87,578	3,264	Babacimahani, Alireza	79,601	9,295
Allin, Michael	76,973	-	Baboula, Evanthia	134,460	-
Altawy, Riham	132,351	1,035	Babul, Arif	169,363	18,166
Ambroso, Alison	77,051	288	Bacon, Matthew	85,763	-
Amer, Tarek	81,196	-	Baggs, Jen	186,587	2,770

University of Victoria

Schedule of Employees' Remuneration and Expenses Year ended March 31, 2023

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Bailey, Chris	84,294	-	Bengtson, Susan	122,839	-
Bailey, Kelly	97,511	-	Benner, Judith	95,340	5,881
Baillie, Gregory	83,703	219	Benner, Leah	86,570	-
Bailly, Nicolai	95,521	910	Bennis, Othman	92,712	-
Bain, Jody	100,127	-	Benson, Karla	104,449	675
Baker, Thomas	97,902	-	Benstead, Matthew	105,817	-
Bakken, David	91,887	-	Berg, Celina	127,866	1,013
Balasamy, Margaret	86,477	-	Berg, David	156,109	1,671
Ball, Jessica	154,577	3,063	Bergeron, Crystal	78,585	245
Ban, Natalie	134,235	20,770	Berry, David	100,910	-
Bancroft, Corinne	94,237	2,990	Berry, Raymond Dane	110,753	-
Banerjee, Sikata	192,887	369	Bertoni, Katherine	141,693	2,590
Baniasadi, Amirali	164,512	23,689	Best, Tricia	131,210	22,175
Barath, Annette	87,857	-	Bettaglio, Maria	101,327	12,119
Barkaskas, Patricia	128,495	9,726	Bhiladvala, Rustom	136,891	431
Barlow, Rosemary	75,801	-	Biddiscombe, A	158,574	11,422
Barnhardt, Don	95,644	3,748	Biffard, Benjamin	93,421	668
Barnhardt, Laurie	94,592	7,606	Binges, Bradley	80,055	-
Baron, Andrew	87,956	9,075	Bird, Sonya	131,304	280
Barr, Christopher	96,392	-	Bird, William	115,327	3,420
Bartlett, Kevin	104,289	5,262	Bitschy, Ami	75,075	4,277
Basi-Primeau, Karen	76,260	241	Black, Marianne	79,785	16,303 **
Bassi, Navdeep	80,358	524	Black, Timothy	144,694	-
Bastien, Francois	172,907	14,161	Blackburn, Arthur	112,810	11,059
Batchelor, Karen	89,147	7,102	Blair, William	130,767	-
Bates, Amanda	140,353	7,062	Blake, Katherine	128,233	53
Batur, Levent	101,204	-	Blank, G.	165,696	771
Bauer, Kohen	91,347	8,502	Bligh, Sandra	163,534	3,742
Baum, Julia	167,663	3,396	Blyth, Kristi	83,536	-
Bavin, Marc	122,421	22,982	Bobyn, Christine	80,951	1,880
Bazalova, Magdalena	159,909	5,225	Boehnert, Krista	75,669	180
Bazett, Trefor	116,674	-	Boggs, Linda	92,667	-
Beairsto, Wendy	82,252	123	Bohne, Cornelia	203,396	12,660
Beam, Sara	125,906	2,718	Bomford, Lionel	124,130	84
Beaucamp, Craig	93,955	1,269	Bon, Ray	89,679	-
Beaulieu, Gregory	112,217	409	Bond, Jason	85,222	-
Beaumont, Cheryl	92,067	1,977	Bone, Christopher	136,312	3,511
Beaveridge, Chandra	116,415	2,518	Bonner, Michelle	156,100	1,722
Bebbington, Tina	121,361	-	Book, Shane	122,507	-
Bedard, Jeannette	79,896	-	Booth, Robyn	75,051	-
Bedi, Shailoo	200,319	3,798	Boraston, Alisdair	169,312	2,127
Bednar, Tomas	87,949	-	Boraston, Catherine	116,841	-
Bedward, Raemur	107,082	-	Bornemann, Jens	206,225	548
Beecroft, V. Lynne	82,138	2,648	Borrows, John	79,590	4,765
Belcourt, Tina	86,091	-	Borycki, Elizabeth	159,628	-
Benedik, Stephanie	83,317	-	Bose, Christopher	167,377	-
Beneras Penaherrera, Paola	82,915	18,800 **	Bose, Neilesh	137,794	32,607
Bengtson, Jonathan	216,880	14,821	Boudinot, David	100,435	105

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Schedule of Employees' Remuneration and Expenses Year ended March 31, 2023

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Boudreault-Fournier, Alexandrine	136,048	22,529	Bunton, Martin	148,658	4,990
Boulanger, Martin	139,266	2,529	Burchill, Timothy	116,285	-
Boulanger-Lapointe, Noemie	92,627	19,573 **	Burdick, Richard	105,630	1,252
Boulet, Nicole	88,543	57	Burford, Neil	230,772	-
Bourguiba, Imen	97,012	250	Burke, John	149,125	6,301
Bourque Bearskin, Lisa	102,344	13,333	Burridge de Moscoso, Ashley	92,974	-
Bowman, Laurel	138,975	3,473	Butler-Palmer, Carolyn	129,093	10,567
Boyarin, Shamma	101,777	3,143	Butterfield, Benjamin	149,214	2,778
Boyle, Patrick	120,303	2,338	Butterfield, Christopher	152,761	3,146
Braam, Nicolas	84,681	-	Butterfield, Jane	114,894	4,941
Bradley, Colin	194,674	941	Button, MacArthur	76,002	-
Bradley, Nicholas	132,212	-	Cacchioni, Thea	120,129	-
Bramadat, Paul	163,118	44,360	Cai, Lin	166,509	5,726
Brandes, Oliver	141,783	13,621	Caine, Vera	162,845	19,081 **
Brandl, Kristin	178,767	15,409	Calder, Gillian	176,193	653
Branzan Albu, Alexandra	167,260	9,791	Callon, Meghan	81,210	9,289
Breau, Susan	218,643	-	Cameron, Caroline	275,304	11,504
Brendle-Moczuk, Daniel	123,467	-	Campbell, Deborah	110,040	5,539
Brewer, Aaron	76,261	6,921	Campbell, Erin	148,373	-
Brewer, Bonny	81,459	-	Campbell, Scott	114,135	-
Briant, Douglas	135,999	7,301	Canil, Dante	170,178	2,129
Bridge, Mark	154,626	-	Canning, Patrick	76,350	2,147
Bridgens, Gary	150,185	745	Capaldo, Steven	133,036	2,480
Bright, Caelen	88,398	59	Capson, David	248,325	761
Bristow, David	130,929	19,413	Carere, Sandrina	176,533	10,648
Brolo, Alexandre	185,399	11,723	Carodenuto, Sophia	107,771	24,303
Brook, Taylor	80,755	1,427	Carriere, Jeannine	174,743	-
Brooks, Christopher	83,734	-	Carroll, Simon	93,284	5,554
Broome, David	92,066	-	Carroll, William	205,863	-
Brophey, Alison	80,055	488	Carson, Luke	158,303	2,049
Brousselle, Astrid	169,520	2,655	Carter, Alexandria	81,829	47
Brown, Craig	152,121	10,472	Carter, Randy	87,857	432
Brown, Graham	210,928	538	Cartwright, Vanessa	170,655	744
Brown, Lucinda	104,076	-	Caruncho, Hector	190,643	10,156
Bruce, Charlotte	109,502	133	Case, Ian	136,916	1,027
Bruce, Winnifred Anne	83,094	83	Casey, Marguerite	89,458	600
Brunet-Jailly, Emmanuel	170,186	38,187	Cassar, Marthese	83,766	-
Brussow, Dirk	110,415	15,642	Cassar, Peter	83,492	-
Bryan, Bradley	137,553	-	Cassels, James	77,087	1,202
Bryan, Selena	81,583	-	Castillo, Melissa	75,543	-
Bryden, Penny	177,903	5,144	Castle, David	210,153	27,050
Brydon, Marni	119,861	6,371	Castleden, Heather	161,656	31,623
Bub, Daniel	180,560	4,448	Castonguay, Annye	82,692	-
Buckham, Bradley	185,155	9,876	Castor, Jes	96,275	-
Buckler, Elizabeth	98,785	3,971	Caws, Catherine	163,059	9,976
Buckley, Heather	125,122	2,117	Cazes, Helene	165,131	5,235
Budney, Ryan	121,041	4,818	Ceroni, Paula	92,204	187
Bui, Alice	87,426	-	Chadda, Neel	98,595	-

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Chan, Kathryn	157,984	2,753	Clover, Darlene	150,287	20,569
Chan, Katy	87,843	-	Coady, Yvonne	136,953	343
Chan, Laura	91,477	-	Cobb, Jennifer	169,173	19,775 **
Chan, Tiffany	78,500	2,661	Cochran, Patricia	143,619	585
Chang, Patrick	96,392	-	Colas Cardona, Silvia	157,211	-
Chapman, Alison	162,014	16,639	Colby, Jason	162,846	37,802
Charlton, Tricia	80,055	-	Colby, Kelly	80,055	-
Chau, Angie	110,101	525	Colgate, Mark	223,483	2,273
Cheema, Kanwaljit	122,688	19,316	Collins, Lenard	87,459	-
Cheema, Manjinder	78,738	-	Colpron, Kristy	89,550	1,234
Chemerika, Kimberly	116,014	-	Comish-Trimble, Brooklynn	78,874	76
Chen, Jacky	83,444	-	Commandeur, Drew	92,248	-
Chen, Yan	96,893	5,097	Con, Adam	127,108	7,099
Chen, Yu-Ting	113,850	6,532	Conley, Patrick	80,012	-
Chen, Zhongping	143,760	247	Constabel, C. Peter	181,726	7,144
Cheney, Kristen	125,149	26,140 **	Constantinescu, Daniela	138,623	1,709
Chester, Sean	123,100	250	Contandriopoulos, Damien	153,810	104
Chestnutt, Heather	75,945	-	Coogan, Laurence	153,325	-
Chetyrin, Igor	105,780	1,211	Cook, Peter	105,810	2,514
Chia, Ai-Lan	114,313	1,715	Cookson, Christopher	82,446	-
Chiang, Lesley	76,183	2,313	Cormie, Matthew	118,624	-
Chiddle, Dave	75,926	-	Corner, Susan	137,484	5,873
Chim, Louise	101,264	571	Cornassel, Jeff	168,874	896
Chithrani, Devika	132,305	2,919	Cornwall, Gillian	76,061	20
Chittoor, Raveendra	188,022	1,070	Corrington, Samantha	110,752	4,579
Choi, Byoung-Chul	157,078	-	Corwin, Vivien	194,656	10,925
Choo, Kelly	83,770	296	Cosentino, Leitha	148,387	2,964
Choo, Raymond	102,262	-	Cossaro, Marilyn	80,935	168
Chou, Fred	102,904	2,081	Costa, Maycira	166,464	25,796
Chouinard, Jill Anne	135,601	2,144	Costigan, Catherine	169,576	2,690
Chow, Lily	76,343	-	Cotton, Richard	189,966	5,811
Chow, Robert	147,459	3,331	Coulter, Tara	80,241	3,396
Chrimes, Dillon	122,153	1,864	Courtney, Karen	134,206	1,092
Christensen, Marc	96,430	68	Courty, Pascal	187,562	221
Christie, Brian	181,997	13,720	Coward, Andrew	181,693	1,160
Christie, Erica	81,043	-	Cowen, Laura	159,682	3,467
Churchill, Gregory	107,856	2,203	Cowern, Oliver	117,332	2,491
Clanton, Wendell	101,877	-	Cox, Benjamin	90,860	-
Clark, Nancy	134,956	5,620	Cox, John	89,053	-
Clarke, Jo-Anne	214,296	5,210	Cozzi, Marco	137,885	-
Clarke, Marlea	124,087	6,556	Crawford, Curran	171,315	4,281
Clarke, Melissa	85,995	-	Cretney, Lori	80,793	-
Clarke, Nick	121,179	7,711	Cretney, Patricia	90,133	-
Clausen, Christopher	109,081	622	Crocker, Gary	80,055	1,183
Claxton, Nicholas	89,186	-	Crocker, Michael	79,095	-
Cleves, Rachel	147,336	20,279	Croft, Elizabeth	255,652	73,331 **
Clewley, Nicholas	96,392	-	Croft, Heather	85,641	-
Cloutier, Denise	161,571	784	Crossley, Byron	80,115	53

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Schedule of Employees' Remuneration and Expenses Year ended March 31, 2023

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Crownshaw, Tim	82,403	-	Dewis, Cassbreea	162,532	7,591
Cseke, Kali	90,798	13,980	Dexter, Jeb	91,495	1,035
Cullen, Jay	159,812	2,455	DeYoung, Bradley	79,129	1,768
Cunningham, John Barton	114,555	-	Dhamoon, Rita	121,885	2,043
Curran, Deborah	163,785	8,671	Di, Simon	92,492	263
Currie, Gerald	80,389	223	Dias, Dinuk	77,424	-
Curry, Charles	122,830	159	Diaz-Diaz, Claudia	75,944	3,085
Cutler, A. Claire	163,473	-	Dickie, Megan	111,670	-
Czaykowska-Higgins, Ewa	162,567	1,057	Dietsch, Peter	175,941	5,886
Dallimore, Brent	116,739	-	Dimopoulos, Nikitas	211,149	1,024
Dalrymple, Chad	115,317	331	Dionne, Valerie	76,570	63
Daly, Leslie	117,485	474	Djilali, Nedjib	221,065	11,051
Damian, Daniela	168,798	29,599	Doman, Beth	83,770	141
Daniels, Belinda	107,728	6,391	Donaldson, Melissa	102,912	250
Danis, Wade	182,449	3,368	Dong, Ruobing	106,232	17,180
Danut, Ana	92,066	1,239	Dong, Xiaodai	185,856	-
Darby, Christopher	78,838	-	Dong, Zuomin	205,570	3,257
Darcie, Thomas	212,493	-	Donovan, Kathryn	106,603	3,518
D'Arcy, Alexandra	154,391	3,402	Dopp, James	139,962	-
Darimont, Christopher	171,703	20,645	Dordunoo, Esther	128,092	5,408
Davey, Lauren	81,207	17,892 **	Dorea, Caetano	151,121	10,515
David, Tracy	92,066	31	Dorocicz, John	153,705	-
Davidson, Jaclyn	130,108	2,480	Dosso, Stanley	195,785	18,182
Davies, Chris	78,894	-	Doublet, Laura	99,655	3,493
Davis, Corey	120,193	10,135	Douglas, Christopher	159,723	-
Dawson, Teresa	176,282	-	Dower, John	176,075	2,236
de Alba-Koch, Beatriz	180,020	1,247	Down, Heather	78,160	-
de Jong, Belinda	76,343	296	Downie, Thomas	147,503	-
de Jong, Samuel	79,106	258	Downs, Kirsten	84,293	1,536
De Leo Cabrera, Fabio	107,984	7,761	Doyle, Melissa	78,028	-
de Sousa, Rogerio	135,981	5,258	Driessen, Peter	175,201	-
Dean, Heather	116,961	4,434	Du Wors, Patrick	115,715	3,289
Dean, Misao	178,755	-	Du, QianQian	141,689	24,249 **
DeBortoli, Anselmo	75,503	109	Dubrawski, Kristian	136,143	-
Dechev, Nikolai	156,736	1,420	Duffus, David	111,988	-
Deckha, Maneesha	186,267	5,541	Duke, Amanda	99,255	2,604
Deen, Eugene	108,087	-	Dukes, Peter	168,370	1,598
Degai, Tatiana	101,226	16,815 **	Dulc, Silvia	87,857	-
Delaney, Kerry	177,917	6,322	Duna, Carmencita	93,275	14,256
Delaronde, Lindsay	84,156	3,994	Duncan, Charlotte	75,021	-
Delsey, Michael	78,839	-	Duncan, Gary	96,442	-
Denham, Cameron	76,844	-	Duncan, Susan	107,025	7,364
Denisenkov, Pavel	92,119	5,869	Dungey, Leanne	75,168	4,043
Dennison, Christopher	159,884	2,753	Dunne, David	87,611	1,439
Denniston, Tristan	103,653	6,243	Dunsdon, James	235,415	27,056
Devereaux, Simon	143,145	2,672	Dupre, Lindsay	92,232	5,795
Devor, Aaron	196,348	4,097	Durno, John	147,386	-
Dewey, Richard	145,895	12,891	Dyck, Tim	81,653	-

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Dyer, Blake	117,991	2,294	Felix de la Rosa, Andrea	75,509	6,177
Dyson, William	119,634	7,481	Felix, James	119,861	8,232
Eagle, Christopher	95,545	6,099	Fennema, Norman	84,171	991
Ebert, Catherine	80,052	-	Ferguson, Eli	80,572	-
Ebert, Marcus	87,662	16,339	Fichtner, Robert	78,838	-
Eccles, Barbara	125,961	32,453 **	Ficke, Kristen	88,971	-
Eddy, Allison	80,949	-	Fiddler, Susan	101,886	-
Eder, Karl	200,443	2,320	Figursky, Mike	87,857	-
Edwards, Roderick	171,957	-	Fila, Robyn	104,735	14,758
Ehltling, Juergen	149,652	3,774	Filmer, Helena	81,489	1,641
Eisenberg, Avigail	198,760	1,669	Finlay, Andrew	115,620	607
Ekelchik, Serguei	176,430	-	Firmani, Flavio	136,343	494
Elamiri, Hicham	83,980	-	Fisher, Jason	156,000	17,196
Elangovan, A	291,359	34,256	Fisher, Lynne	110,219	1,580
Ellerbeck, Erin	114,729	-	Fitzsimmons, Debra	77,092	-
Elliott, Michael	103,713	1,633	Fitzsimmons, Stacey	167,941	13,964
Elliott-Goldschmid, Ann	175,331	3,676	Flagg, Ryan	96,034	25,738
Ellison, Sara	164,894	15,688	Flaherty, Mark	155,667	5,029
Ellsmere, Barry	75,979	-	Fleming, Robert	111,635	-
El-Sabaawi, Rana	127,889	1,838	Floer, Trevor	139,985	808
Elvira, Katherine	117,383	1,590	Flores Pinto, Jorge Fernando	75,191	-
Emerson, Heath	129,298	13,475	Flores, Christopher	98,146	863
Endo, Takahiro	165,416	3,590	Flores, Ricardo	164,865	3,446
Enge, Ryan	125,021	6,375	Fontes, Belinda	84,792	2,966
Erb, Tara	104,000	7,286	Forbes, Jim	168,704	4,597
Ernst, Neil	138,425	9,170	Forst, Terry	100,242	-
Errington, Elizabeth	77,866	-	Forster, Christine	82,747	500
Ersan, Erkan	120,442	510	Fowler, John	83,853	-
Eshuys, Sally	138,134	1,392	Fox, Richard	185,451	4,163
Esmail, Waheeda	115,020	3,955	Foxgord, John	117,280	234
Estey, Anthony	95,239	3,413	Fraass, Andrew	105,552	291
Etwaroo, Jerome	101,827	7,628	Francis Pelton, Leslee	191,389	3,713
Evans, Chelsey	118,811	6,767	Frandsen, Natalie	110,140	-
Evans, Jacqueline	108,890	-	Frechette, Kimberly	87,974	-
Evans, Jessica	102,066	-	Freeman, Melissa	120,467	1,103
Evans, Mark	82,192	-	Frehlick, Lindsay	91,154	653
Evans, Stephen	212,454	1,466	Frisby, Patrick	85,797	1,915
Evans, Teresa	77,059	168	Froese, Thomas	228,402	5,092
Evers-Fahey, Karen	133,919	304	Fromet de Rosnay, Emile	118,737	1,420
Evins, Ralph	135,605	1,566	Frost, Michael	96,571	-
Fair, Lindsey	199,191	28,459 **	Fry, Jessica	92,465	5,411
Fall, Moustapha	107,310	2,343	Futerman, Arkady	76,516	-
Fargey, Shannon	102,426	8,141	Gabriel, Vasco	201,708	14,755
Farnham, Martin	145,682	-	Gagan, Rebecca	105,158	7,424
Fawkes, Kelli	78,389	-	Gagel, Lindsay	118,800	594
Fawthorpe, Kim	110,946	-	Gagnon, Marilou	133,934	7,140
Fedrico, Paolo	80,594	-	Gair, Jane	128,859	-
Feir, Donna	135,628	5,526	Galang, Maria Carmen	174,332	898

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Gallagher, Nicola	92,687	-	Goldblatt, Colin	117,607	3,391
Gallant, Theresa	93,567	35	Goldsworthy, Rachel	76,146	263
Gan, Jin	75,062	-	Golinsky, LeAnne	80,055	390
Ganley, Dale	141,253	-	Goluskin, David	119,240	7,532
Ganti, Sudhakar	161,233	1,922	Golz, Peter	168,449	-
Gao, Huachao	206,214	8,506	Goodlett, David	306,282	43,549
Garcia-Barrera, Mauricio	134,764	4,240	Gordon, John Alexander	96,392	-
Gardner, Jesse	77,829	-	Gordon, Reuven	184,691	15,943
Gardziejewska, Anna	80,006	-	Gore, Brett T.	76,106	-
Garland, Kathleen	78,064	1,111	Gorham, Kevan	124,655	33
Garlick, Stephen	138,794	243	Gosek, Gwendolyn	112,772	-
Garrett, Arielle	80,506	-	Goto-Jones, Christopher	222,299	-
Garrett, Jamie	86,043	3,220	Goud, Brittany	76,259	4,637
Gaudes, Adam	95,496	-	Goudar, Natasha	109,003	1,972
Gaudet, Loren	95,447	1,943	Gough, Janice	91,904	-
Gaudet, Susan	109,076	1,024	Goundareva, Lioubov	76,616	853
Gauthier, Melissa	111,999	11,269	Gounko, Tatiana	116,699	-
Gawryluk, Jodie	114,291	2,112	Gowen, Brent	92,066	135
Gawryluk, Ryan	111,372	-	Graham, Christopher	163,476	5,733
Gebali, Fayez	206,700	550	Granot, Ori	96,392	831
Gebhard, Fran	93,575	-	Grant, Aaron	92,142	1,321
Geditz, Birgit Margaret	119,063	-	Grant, Lance	122,553	-
Geller, Danielle	121,882	2,299	Grant, M. L. Mariel	136,207	-
Gelling, Randy	81,121	719	Graver, Sherry	76,919	-
Gemrich, Johannes	126,370	14,430	Gray, Garry	125,602	-
Gerber, Paul Adam	112,989	-	Grbavec, Stefan	141,181	-
Gerlach, Alison	109,326	2,714	Greaves, Wilfrid	102,926	-
German, Daniel	168,649	706	Green, Jacquie	165,201	4,683
Gibbings, Corey	122,897	755	Green, Paul	102,695	1,723
Gibbons, Sandra	196,686	105	Greengoe, Nicole	185,689	3,476
Gidney, Holland	80,347	210	Greenshields, Marcus	124,667	324
Giebel, Jennifer	84,955	4,122	Grewall, Mundeep	104,930	998
Giesbrecht, Karina	79,542	525	Griff, Dylan	104,659	4,894
Gifford, Robert	191,794	4,527	Gropp, Dorothy	80,795	-
Giles, Andrea	156,080	1,466	Grossi, Joseph	97,675	-
Giles, Joshua	125,429	14,108	Grouzet, Frederick	132,219	4,488
Gillen, Mark	190,814	-	Groves, Melanie	92,550	625
Gillespie, Melanie	105,796	-	Gruno, Jennifer	90,227	980
Gil-Mohapel, Joana	108,641	-	Guerreiro, Sandra	83,770	-
Girgrah, Reem	79,688	646	Gugl, Elisabeth	148,060	-
Gleeson, Tom	166,898	5,480	Guitouni, Adel	177,322	15,283
Glezos, Simon	120,829	-	Gulamhusein, Shemine	82,711	15,617 **
Glithero, Lisa	120,098	12,964	Guldin, Sean	84,858	944
Glover, Roderick	80,059	-	Gulliver, Thomas	223,484	-
Gnucci, Susan	88,338	564	Gumley, Jane	75,430	487
Goddard, Lisa	172,661	10,875	Gunderson, Ken	83,497	-
Godfrey, Jane	109,099	552	Gunn, Jeanie	83,770	2,411
Goforth, Greg	114,716	-	Gupta, Aditi	111,438	5,571



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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Gupta, Rishi	166,346	3,651	Helbing, Caren	167,483	20,004
Gutberlet, Jutta	157,154	29,046	Helm, Denise	152,038	414
Hackett, V.C. Rhonda	113,826	1,417	Helston, Suzanne	108,129	1,281
Hadwin, Allyson	164,056	5,938	Hembroff, Degnan	83,228	3,946
Haigh, Emily	110,363	19,646 **	Henderson, Lee	122,590	1,292
Hall, Kevin	439,416	70,297	Henderson, Sara	77,098	132
Hall, Lisa	160,192	9,463	Herring, Rodney	166,787	2,132
Hallgrimsdottir, Helga	242,966	22,389	Herwig, Falk	153,067	14,370
Haman, Cliff	80,460	-	Hetherington, Bradley	105,063	-
Hamilton, R. Clinton	88,364	49	Hewson, Hayley	83,152	-
Hamme, Roberta	151,798	-	Hicks, Jason	78,929	-
Han, Jun	106,430	5,548	Hicks, Robin	227,544	2,030
Han, Lily	85,793	14,453	Hiebert, James	126,755	-
Hancock, Robert	123,903	13,647	Hier, Sean	152,463	1,801
Handlovsky, Ingrid	110,779	1,355	Higgins, Iain	184,417	-
Hanna, Alan	144,115	11,663	Higgs, Eric	178,013	10,305
Hansen, Kjalén	80,447	312	Highbaugh Aloni, Pamela	174,888	2,305
Hanson, Amber	105,159	25	Hilchey, Paul	110,586	68
Happynook, Tommy	95,239	-	Hindle, Alyssa	79,190	3,814
Harder, Lois	253,859	14,727	Hinds, Douglas	92,778	7,170
Harding, Catherine	187,493	3,582	Hirasawa, Haruki	78,830	15,826
Harper, Nevin	121,155	1,172	Hochstein, Eric	111,097	1,739
Harrington, David	173,675	1,572	Hoeberechts, Maia	77,620	712
Harris, Christina	104,431	392	Hoey, Shawn	86,584	-
Harris, Clare	81,631	462	Hof, Fraser	212,457	8,420
Harris, Dorothea	113,584	6,333	Hofer, Marlise	77,317	21,531
Harris, Kelci	97,458	2,618	Hofer, Scott	210,184	30,419
Harrison Brooke, Brita	99,868	4,544	Hoffman, Jodi-Ann	81,645	-
Harrison, Gina	144,061	820	Hogg, Daniel	75,676	-
Harrison, Justin	109,411	150	Hogg, Duncan	115,741	4,324
Harte, Kindra	90,874	-	Hoicka, Christina	140,853	14,283
Harvey, Lyndze	82,282	-	Holdaway, Anais	79,757	849
Harvey, Sara	105,994	15,194	Holder, Cindy	155,639	3,036
Hasanen, Troy	106,276	1,113	Hollefreund, Katherine	79,883	17,368
Haskett, Timothy	148,274	2,575	Holman, Sean	142,206	4,953
Hastings, Victoria	100,662	-	Holmberg, Ingrid	172,270	-
Hatakeyama, Mamoru	97,202	649	Holmes, Cindy	117,792	-
Hawkins, Amanda	94,570	-	Holmes, Martin	92,087	2,884
Hawkins, Barbara	183,281	-	Hood, Joanna	174,495	1,050
Haworth, Michael	108,734	10,356 **	Hood, Sarah	123,287	1,641
Hayes, Andrea	82,313	-	Hooper, Marianne	108,800	533
Hayward, Shannon	100,972	1,050	Hoorfar, Mina	302,761	11,978
He, Danying	91,495	2,048	Hopper, Timothy	155,828	3,825
Heesemann, Martin	103,478	-	Horak, Stephen	83,762	-
Heesterman, Anthony	102,134	767	Horbachewski, Christopher	282,892	15,716
Hehr, Rob	76,271	-	Hore, Dennis	148,597	30,394
Heikkila, Kalenne	80,191	418	Hosalli, Shubha	79,472	-
Heilgenberg, Kerstin	134,129	3,048	Houston, Simon	95,381	2,727

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Howard, Christine	80,801	420	Jiao, Ruohong	108,438	7,634
Howard, Perry	160,964	1,133	Jinnah, Zaheera	76,996	-
Howell, Robert	195,084	1,308	Johannessen, Duncan	81,080	-
Huang, Jing	135,885	9,725	John, Roger	77,549	-
Huang, Li-Shih	144,551	2,244	Johns, Robert	111,250	-
Huber, Sarah	95,837	17,969 **	Johnson, Darryl	124,655	-
Hubner, Iona	80,055	140	Johnson, Janice	171,440	183
Huculak, Darryl	88,563	1,123	Johnson, Orianne	104,001	1,312
Huculak, John	114,433	751	Johnson, Rebecca	180,369	4,997
Hume, Stephen	117,897	-	Johnstone, Lynne	103,943	-
Humphrey, Tamara	102,673	5,956	Jones, Cara	116,911	464
Humphreys, Sara	117,206	3,459	Jones, Kevin	87,857	-
Humphries, Joan	102,335	1,200	Jones, Samuel	92,310	-
Hundza, Sandra	148,355	2,717	Joyce, Melissa	121,903	7,184
Hunt, Sarah	159,147	13,179	Joyce, Wendy	96,392	1,464
Hunter, Lori	105,452	250	Joynt, Chase	106,271	817
Hunting, Carrie	139,626	3,316 **	Juanes, Francis	193,363	12,537
Hurren, Wanda	160,509	819	Juniper, Stanley	219,733	25,949
Husson, Jonathan	114,814	713	Kaiser, Alicia	82,215	789
Huston, Michael	84,216	-	Kakuru, Doris	133,463	3,375
Hutchinson, Emma	150,633	-	Kalan, Aman	95,779	1,588
Huynh, Emily	80,949	2,488	Kaltenberger, Brian	87,877	-
Iankilevitch, Maria	105,703	176	Kalynchuk, Lisa	292,248	47,693
Ibrahim, Slim	166,207	9,837	Kandil, Yassmin	112,816	4,314
Iles, Timothy	143,989	-	Kaneen, Tamsin	103,921	539
Iosub, Violeta	118,197	2,871	Kang, Simrat	103,717	-
Irvine, Valerie	122,309	2,251	Kappmeier, Ryan	75,250	726
Ishaq, Haris	77,430	334	Kapron, Bruce	151,650	7,223
Isted, Edward	88,361	8,367	Karlen, Dean	102,853	5,429
Ivanov, Mario	89,302	106	Karlson, Nicholas	80,055	-
Iyioha, Irehobhude	130,466	-	Karras, Sheryl	138,420	20,903
Jabbari, Hosna	121,569	8,533	Kataoka, Hajime	85,845	1,281
Jackson, Lillanne	176,460	-	Kathrada, Yasmin	103,694	29
Jackson, Sabrina	113,533	639	Katz, Rodney	96,392	-
Jacoby, James	122,794	-	Kay, Magdalena	141,186	472
James, Matt	144,181	3,434	Kearley, Patricia	83,770	-
James-Groom, Benjamin	75,141	-	Keenan, Julia	77,782	1,235
Jardin, Crystal	76,229	136	Keenan, Laurie	133,801	-
Jeans, Jennifer	87,931	3,342	Keenlyside, Stephanie	80,474	-
Jeckway, Mark	123,002	6,085	Kehoe, Inbarani	147,155	2,988
Jeffery, Donna	173,286	2,019	Keil, Melissa	102,091	3,982
Jelinski, Dennis	162,660	-	Keliher, Janice	76,343	-
Jenkins, Craig	76,706	-	Kellar, Scott	110,995	-
Jenkyns, Reyna	99,839	1,240	Kelly, Donna	141,228	4,972
Jensen, Kristan	121,005	5,739	Kelly, Erin	129,778	2,753
Jenstad, Janelle	150,331	312	Kennedy, Christopher	208,233	3,122
Jerke, Lauren	85,160	-	Kennedy, Peter	170,626	-
Jiang, Yongmin	90,479	4,037	Kent, Barry	117,003	4,534

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Kent, Leanne	86,780	3,028	Krawitz, Adam	112,681	-
Kerr, Kevin	134,953	1,420	Krebs, Harald	179,877	5,141
Kerr, Valerie	76,343	395	Kreimer, Nadia	77,984	-
Kerry, Heather	151,697	4,519	Krezoski, Gillian	83,977	2,086
Kerschtien, Shane	116,892	2,549	Krigolson, Olave	137,501	22,766
Ketsa, Kimball	130,328	3,810	Kron, Geoffrey	133,134	-
Key, Ryan	89,082	12,420	Krull, Catherine	248,468	59,799
Khair, Shahira	107,467	4,379	Krzywonos, Samantha	90,267	1,898
Khan, Zubaida	81,597	-	Kuchar, Gary	145,457	5,363
Khandelwal, Kunal Rajesh	77,159	32	Kuehne, Valerie	331,750	999
Khouider, Boualem	149,899	8,790	Kulin, Ian	190,841	33,973
Khungay, Ryan	100,057	-	Kulyk, Sharon	85,840	-
Khurana, Meeta	105,924	1,385	Kumar, Alok	174,044	851
Kietzmann, Jan	214,392	9,412	Kunkel, Thomas	85,973	3,999 **
Kilbey, Christopher	233,873	1,146	Kuo, Mu-Hsing	142,159	-
Kilpatrick, Erin	85,311	-	Kuran, Peter	249,924	2,587
Kim, John	119,861	13,508	Kurki, Helen	144,756	13,983
Kimura, Mika	129,618	-	Kurokawa, Yuka	83,829	945
Kines, Lalita	122,258	1,095	Kushniruk, Andre	202,354	-
King, Erin	91,142	219	Kwan, Jennifer	89,096	486
King, Michael	214,270	3,894	Kwok, Cindy	75,608	53
King, Valerie	181,795	11,718	Kwoh, Eva	111,205	5,446
Kiyani, Asad	125,858	474	Kwon, Jae-Yung	111,404	3,540
Klatt, Carrie	115,859	-	Kyffin, Jennifer	97,293	-
Klazeck, Merrie	111,229	3,751	La, Yifang	81,000	835
Klear, Lori	83,770	8,158	Labonte, Louise	106,112	-
Klein, Saul	368,448	37,660	Laca, Marcelo	169,244	17,708
Klimstra, Marc	117,711	3,434	Lachowsky, Nathan	174,854	10,597
Kluge, Eike-Henner	212,396	-	Lacourse, Terri	128,686	2,162
Klymak, Jody	142,746	6,197	Lagaditis, Paraskevi	95,382	1,945
Knodel, Rita	149,676	3,506	Lagan, Peter	84,648	-
Knudson, Samantha	120,182	1,150	Lahey, Stephen	104,342	919
Kobb, Anna	82,486	-	Lai, Claudia	94,827	-
Kodar, Freya	174,473	3,606	Laidlaw, Mark	129,566	198
Kolb, Eric	103,434	-	Lalonde, Christopher	118,693	13,768
Kon, Maciek	94,682	-	Lam, Alex	75,446	-
Konorov, Stanislav	92,763	-	Lam, Eugenie	100,942	-
Koop, Benjamin	215,698	3,561	Lam, Tom	92,565	1,267
Koroll, Michelle	89,404	1,912	Lam, Yin-Man	120,961	-
Korothe, Sajin	112,600	3,706	Lampreau, Jessie	90,862	835
Korpan, Cynthia	95,115	1,247	Land, Thomas	107,711	6,434
Kovacs, Alexandra	107,474	6,301	Landry, Pierre-Luc	101,256	3,252
Kovtun, Pavlo	129,806	13,277	Landy, Rachel	108,433	4,096
Kowalewski, Robert	178,633	14,120	Lane, Kirstin	111,832	3,502
Kozsan, Ronald	159,742	2,743	Lane, Tim	78,200	7,095
Kravec, Michael	122,952	998	Lantz, Trevor	131,923	27,421
Krawchenko, Tamara	131,778	380	Lanusse, Bastien	78,839	260
Krawczyk, Lukasz	110,985	10,403 **	Lapper, Robert	171,929	1,875

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Lapprand, Marc	196,147	4,396	Lindgren, Allana	217,456	2,707
Larabi, Samah	88,148	-	Lindquist, Evert	210,212	-
Larkins, Nella	126,647	1,613	Lindsay, Donald	206,995	5,073
LaRussa, Cora	81,237	2,714	Lines, Michael	113,747	60
Laskarin, Daniel	172,289	-	Litchfield, Michael	75,485	-
Last, Suzan	85,548	3,909	Little, Matthew	127,605	29,279
Lathouwers, Tine	125,405	-	Little, Richard	105,368	-
Lau, Francis	149,552	-	Littlewood, Cedric	186,519	2,014
Lauvaas, Kirsten	118,245	814	Liu, Kun	85,641	2,220
Lauzon, Lara	133,573	-	Liu, Sam	132,854	25,566
LaVallee, Amanda	86,471	1,969	Liu, Ying	114,237	727
Lavallee, Timothy	96,893	-	Livernoche, Renée	85,641	15,861
Lavoie, Tracey	115,931	349	Lo, Donald	92,350	790
Lawrence, Michelle	153,087	5,784	Locke, Leona	84,250	-
Lawson, James	120,628	-	Lomas, Heather	76,012	5,649
Lawson, Yvonne	87,857	-	Longphee, Asia	89,233	132
Laxdal, Erik	96,008	-	Look, Daniela	137,042	7,806
Leach, David	148,224	2,293	Look, Hans-Peter	251,005	9,759
Leacock, Brian	211,625	16,245	Loomer, Anne-Lise	99,899	4,562
Leahy, Paula	118,106	516	Loomer, Geoffrey	166,294	4,682
LeBlanc, Natalie	103,621	-	Loppie, Charlotte	109,904	-
Lee, Jung Won	112,699	12,497	Lou, Man Tou	106,767	750
Lee, Robert	83,884	24	Lowenberger, Tristan	89,608	-
Lee, Sujin	102,107	5,117	Lowey, Jolene	87,800	-
Lefebvre, Michel	191,402	6,261	Lu, Lawrence	106,130	-
Leger, Catherine	119,869	2,674	Lu, Tao	125,086	-
Leifso, Justin	97,485	846	Lu, Zhi	157,894	1,064
Leighton, Mary Elizabeth	146,955	2,636	Lucas, Annie	105,326	720
Leitch, David	120,287	2,999	Lueck, Vanessa	100,187	9,711
Leonard, Lucinda	119,520	-	Lukaniec, Megan	116,845	-
Leong, Richard	109,025	-	Luko, Alexis	151,581	1,629
Lepore, Walter	100,252	-	Lum, Wency	221,359	10,099
Lepp, Annalee	207,888	2,374	Lum, Wendy	105,859	-
Les, Curtis	97,699	1,269	Lumley, Rebecca	144,386	3,164
Leske, Andrew	114,634	1,933	Lusznjak, Diane	96,392	-
Lesperance, Mary	181,025	3,388	Lutz, John	181,411	9,968
Lewall, Kim	122,553	-	Luxruel, Melina	99,199	-
Lewallen, Ann-Elise	135,340	1,196	Lynch, Bernadette	91,218	2,334
Lewis, Colleen	92,048	-	Lynch, Sherry	78,208	110
Lewis, Mark	171,477	12,150 **	Lynn, Joel	191,268	3,211
Lewis, Susan	130,016	18,201	Ma, Junling	131,236	-
Li, Kin	194,370	-	Ma, Xiangyu	85,105	-
Li, Ling	83,770	-	MacArthur, Melissa	89,978	1,310
Lin, Cheng	133,284	4,273	Macdonald, Andrew	79,309	-
Lin, Tsung-Cheng	132,909	-	MacDonald, Jennifer	85,127	1,794
Lin, Yingyun	84,271	-	MacDonald, John	111,566	-
Lindberg, Darcy	130,828	2,655	MacDonald, Stuart	149,336	-
Lindberg, Tracey	212,735	7,472	MacDougall, Cindy	81,192	1,841

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
MacGillivray, Gary	191,494	-	Matthews, Mary Kathleen	141,283	-
Mack, Lorne	155,893	-	Mauro, Ian	90,479	17,664 **
MacKenzie, Patricia	140,209	1,614	Mavretic, Andy	149,590	-
Mackie, Quentin	133,546	-	Mawani, Farah	90,979	-
MacLaurin, Anne	80,080	-	Mayers, Janine	101,464	4,226
MacLeod, Brock	94,816	-	Mazumder, Asit	77,570	2,329
Macleod, Colin	197,186	2,652	Mazza, Marianna	80,055	756
MacLeod, Kathryn	153,986	344	McAllister, Benjamin	115,260	3,543
MacMillan, Jennifer	105,651	1,214	McBee, Gabriela	75,172	173
Macoun, Sarah	135,232	9,598	McBurney, W. Kurt	116,831	-
MacRae, Andrew	80,654	-	McCaffrey, Shanne	151,080	2,380
Madan, Athena	75,230	-	McClenachan, Loren Elizabeth	139,811	12,649 **
Maffey, Allison	76,343	-	McConkey, Conner	78,505	-
Maganhotto Coraiola, Diego	162,603	12,609	McCue, Richard	111,631	1,749
Magnuson, Douglas	136,064	4,198	McDonough, Graham	136,010	3,182
Mah, Wendy	83,770	656	McGee, Jessica	82,635	-
Mai, Dan	89,338	-	McGhie-Richmond, Donna	120,374	-
Mainprize, Brent	181,519	879	McGinnis, Martha	156,311	198
Majerbi, Basma	174,961	7,527	McGowan, Patrick	129,219	19,700
Makhakhe, Emma	76,130	-	McGregor, Catherine	155,632	3,475
Maki, Mia	189,552	3,403	McGuire, Erin-Lee	125,816	3,655
Malekmohammadi, Sardar	121,292	4,225	McGuire, Michael	158,656	987
Mallidou, Anastasia	131,015	1,295	McGuire, Peter	111,627	16,364
Manners, Ian	326,881	11,013	McIlldoon, Debra	83,770	-
Manning, Michelle	111,992	23,346 **	McIndoe, J. Scott	172,591	1,815
Manning, Scott	76,278	1,279	McIvor, Onowa	169,306	1,487
Manzer, Jennifer	81,671	-	Mckay, Donald	79,898	-
Mar, Melana	89,440	-	McKechnie, Iain	112,561	3,386
Marcellus, Lenora	157,626	6,062	McKenzie, Andrea	140,053	900
Marcy, Richard	126,912	442	McKenzie, Braeden	80,059	-
Marin, Mara	105,368	9,465	McKenzie, Debra	87,260	-
Marks, Lynne	177,507	198	McKenzie, Douglas	84,250	-
Marshall, Lucianne	78,075	17,657	McLarty, Lianne	155,997	-
Martin, Michele	185,032	4,435	McLean-Fiander, Kimberley	103,944	11
Martin, Steve	85,900	-	McLernon, Marshal	81,075	787
Martin, Travis	91,200	-	McMahon, Martha	111,226	2,492
Marton, Andrew	218,878	-	McMenamie, Kirsten	118,874	11,758
Marton, Wei	75,467	270	McNabb, Shawna	87,857	-
Marx, Roswitha	92,398	-	McNally, Kirk	115,466	11,786
Marziali, Laura	112,989	1,026	McPherson, Madeleine	119,220	20,948
Mascarenhas, Lisette	143,462	-	McPherson, Robert	171,679	1,939
Mason, Emma	105,924	258	McQuillan, Sarah	96,163	16,118
Mason, Maryann	131,598	-	McRae, Justin	100,022	66
Mason, Scott	144,017	2,865	McRonald, Ryan	92,993	4,206
Masoodi, Sepideh (Seppy)	80,814	15,073 **	Medler, David	112,657	1,311
Masuda, Jeffrey	165,416	14,840	Mehraliyev, Vugar	102,226	-
Mathews, Darcy	115,544	3,852	Mehta, Nishant	131,372	4,958
Matthews, Kody	80,236	-	Meldrum, John	121,193	1,671

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Mellings, Donald	83,705	1,169	Morrison, Jane	113,691	739
Mellon, Stefanie	75,079	5,481	Morrison, Jillian	83,052	-
Mellor, Andrea	79,402	303	Morrison, Marlowe	81,796	1,041
Mendoza, Raul	79,853	-	Morrison, Natasha	105,666	6,170
Menu, Kinga	79,766	-	Motzigkeit, Tanja	77,159	756
Meyer, Robyn	96,008	6,931	Moyer, Elizabeth Jean	118,320	-
Meyers, Lynn	137,429	500	Mucina, Devi	153,263	1,520
Mihaly, Steven	122,393	4,559	Mucina, Mandeep	113,178	5,767
Milam, Sasha	83,331	823	Mueller, Ulrich	171,419	3,657
Miley, Jen	118,520	-	Muench, Amanda	106,670	263
Milford, Todd	140,619	6,216	Mugon, Jhotisha	106,407	964
Miller, Eric	134,265	2,666	Muir, Susana	82,201	-
Miller, Jo	91,677	-	Muir, Tania	101,648	3,608
Miller, Mariel	107,270	-	Mukahanana, Edward	80,055	-
Milligan, Laura	128,276	2,789	Mukasa, Moses	91,134	1,066
Millin, Jamie	96,257	1,653	Mukhopadhyaya, Phalguni	169,496	318
Mills, Michelle	76,524	-	Muller, Hans	224,763	1,284
Milton, Cynthia	241,940	14,477	Mulligan, Greg	109,797	-
Milward, David	168,043	4,108	Munro, Karen	142,720	6,011
Milwright, Marcus	146,924	2,911	Murdock, Trevor	138,246	-
Minch, Melinda	81,164	6,504	Murphy, Brian	164,389	8,316
Minet, Laura	110,277	1,423	Murray, Alison	106,872	3,167
Minshall, Simon	114,870	2,650	Murray, Andrew	108,418	780
Miranda, Jodi	80,570	-	Mussell, Jessica	116,062	743
Miranda, Michelle	110,357	1,103	Muzi, Lanfranco	93,336	1,299
Mirtle, Thomas	75,815	-	Myers, Richard	77,707	542
Miskelly, Kenna	84,039	105	Mynhardt, Christina	191,252	85
Misovic, Jan	87,955	2,363	Nacenta, Miguel	132,022	2,001
Mitchell, Cheryl	195,831	6,840	Nadler, Ben	132,673	10,473
Mitchell, John Allan	141,475	14,321	Nagel, Rhianna	79,697	2,261
Moa, Belaid	108,284	-	Nahachewsky, James	125,925	-
Mochan, Morag	101,776	3,965	Nahirney, Patrick	154,429	-
Mockler, Kathryn	115,704	-	Naimi, Timothy	380,188	7,361
Moen, Terry	87,857	208	Nair, Radhika	78,457	27
Moffitt, Matthew	146,605	1,031	Nair, Sudhir	182,554	3,852
Mojumdar, Aditya	89,380	108	Naismith, Emma	88,393	5,083
Monahan, Adam	172,325	914	Najjaran, Homayoun	260,655	4,850
Monchalin, Renee	117,121	742	Nam, Sanghoon	144,392	-
Monkman, Helen	130,291	3,406	Napoleon, Valerie	275,543	10,852
Monkman, Kim	81,744	-	Nashmi, Raad	147,387	637
Monroe, Jacob	92,599	8,375	Nassaji, Hossein	161,479	6,388
Moosa-Mitha, Mehmoona	164,492	3,074	Nathoo, Farouk	144,882	4,702
Morales, Sarah	196,095	1,727	Navarrete Ayala, Samuel Eduardo	91,874	-
Moran, Kathryn	246,456	11,573	Navarro, Julio	205,510	30,060
Moran, Ry	162,547	5,560	Neal, Benjamin	91,615	500
Morgan, David	118,369	-	Neal, Jessica	84,546	280
Morgan, Jenny	100,262	57	Nelson, Christopher	128,232	1,953
Morrison, Heidi	85,111	88	Neville, Stephen	153,561	6,624

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Newcombe, Andrew	203,520	1,173	Pan, Jianping	160,920	4,352
Newenham-Kahindi, Aloysius	206,821	7,920	Pan, Nicole	87,233	2,226
Newman, Carey	145,866	190	Pang, Patricia	76,589	1,045
Newton, Greg	87,857	-	Pang-McNeill, Kyle	87,287	264
Newton, Lorelei	114,055	1,434	Pantaleo, Sylvia	183,949	1,757
Ney, Tara	118,950	-	Papadopoulos, Christo	135,583	2,672
Ng, Ignace	219,456	37,963	Papera Valente, Karolina	89,080	-
Niang, Sada	176,135	15,218	Parisi, Laura	142,404	1,235
Nichol, Jill	81,371	759	Park, Andrew	144,363	6,984
Nichols, Douglas	119,636	-	Parker, Alison	100,757	748
Nickerson, Emily	99,655	293	Parker, Jacqueline	80,707	441
Nightingale, Catherine	121,903	1,191	Parker, Stephanie	77,681	17,255
Nissen, Edwin	147,151	9,186	Parkhurst, Austin	80,762	-
Noel, Jonathan	105,666	4,636	Parkin, Michele	238,123	4,375
Nordquist, Ward	77,364	151	Parmar, Pooja	148,895	16,573
Norris, Sophie	80,455	21,600 **	Parr, William	106,683	-
Northcote, Logan	98,396	-	Paskevicius, Michael	97,896	2,366
Nowell, April	162,563	29,011	Paterson, Theone	119,172	9,056
Nowlin, Michael	171,884	10,358	Pattison, Holly	80,097	2,509
Nugent, Mark	110,114	1,522	Paulson, Meghan	156,826	28,521
Numanagic, Ibrahim	138,955	2,661	Pauly, Bernie	165,547	12,946
Nutter, Sarah	100,553	9,413	Payne, Karen	131,799	16,568
Nutton, Jennifer	110,728	-	Pearce, Amanda	90,860	-
O'Bonsawin, Christine	130,279	4,474	Pearce, Jeremy	80,440	1,099
O'Brien, David	84,700	1,573	Pearce, Trevar	80,055	336
O'Connell, Ian	149,099	143	Pearson, Cara	85,101	-
Odobas, Lauren	78,730	-	Pek, Simon	187,018	10,795
Ogasawara, Midori	99,216	-	Pelton, Timothy	137,996	1,664
Ogilvie, Ruth	86,548	-	Pepler, Jamie	82,807	90
O'Gorman, Timothy	93,458	485	Pepper, Larissa	84,968	2,734
Ohora, Sara	85,749	-	Perdigao, Shannon	80,052	-
Oka, Tania	77,132	-	Perez Pinan, Astrid	110,147	8,656
O'Keefe, Colleen	180,124	5,120	Perin, Charles	125,682	1,774
Olson, Lori	83,770	-	Perks, Stephen	124,371	4,336
O'Neill, Fergus	119,698	-	Perlman, Steven	151,345	3,328
Ormiston, Ted	95,059	-	Perriccioli, Ethan	79,452	-
Ormond, Patricia	76,918	-	Peterson, Michelle	127,660	-
Oshaneck, Jesse	76,207	22,643	Petrachenko, Lisa	166,790	2,058
Oshkai, Peter	156,922	8,180	Petrovskaya, Olga	122,528	4,800
Oshkai, Svetlana	126,362	-	Pfleger, Michael	79,361	-
Ott, Burkhard	114,299	1,633	Phillips, Carly	93,795	8,182
Ou, Christine	105,265	1,705	Phuong, Tri	95,389	2,927 **
Owens, Cameron	132,683	9,257	Pickard, Richard	134,448	974
Owens, Dwight	100,131	10,834	Pierce, Caitlin	81,796	261
Owens, Gregory	108,253	-	Pirani, Sarah	125,815	3,584
Paci, Irina	132,288	7,799	Pirenne, Benoit	181,341	8,357
Palmer, Lynn	84,102	-	Pitton, Viviana	85,119	-
Palmer-Stone, David	105,859	436	Plewes, Perry	84,270	-

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Ployer, Gayle	137,556	-	Rempel, David Robinson	79,523	-
Pnevmonidou, Elena	123,343	608	Rempel, Evan	112,607	-
Poirier-Leroy, Andree-Anne	83,802	1,644	Restoule, Jean-Paul	196,310	87
Politano, Kimberley	88,227	605	Restrepo Gautier, Pablo	165,472	-
Pollard, Matthew	143,499	3,713	Reynolds, Lisa	123,678	3,868
Pomian, Mikko	75,467	500	Rhodes, Ekaterina	117,359	8,538
Popli, Navneet	101,420	1,140	Rhodes, Graham	106,276	-
Potentier, Jane	225,037	9,370	Rhodes, Ryan	167,601	3,966
Premji, Zahra	106,208	2,641	Richards, Pamela	161,803	2,579
Prendergast, Monica	135,518	13,688	Richards, Tim	120,436	-
Prendergast, Susan	125,315	-	Richardson, Joan	85,275	1,784
Prest, Anita	108,427	14,496	Richardson, Kelly	134,488	-
Pretis, Felix	131,997	8,256	Richardson, Riley	80,167	3,533
Price, Diane	76,183	640	Richmond, Brian	167,548	1,752
Price, Emily	79,544	696	Rico Agreda, Sergio	83,161	1,049
Price, Jason	115,483	50	Riddell, David	78,376	-
Price, Shelley	150,492	4,815 **	Ridsdale, Chantel	76,653	1,586
Prince, Michael	221,439	-	Riecken, Sarah	76,509	1,653
Proctor, Francine	96,392	-	Riecken, Ted	192,659	1,509
Promislow, Janna	145,704	145	Riedel, Caroline	95,530	3,419
Protheroe, David	78,593	-	Ripplington, Alicia	84,073	84
Prowse, Jacqueline	157,785	-	Ritz, Adam	166,389	1,372
Punzalan, David	111,208	1,175	Riviere, Alexandre	75,388	34,426
Putnam, Ian	211,281	1,615	Rizeanu, Sorin	167,011	-
Qiu, Chuantao	90,860	439	Roberts, Clifford	97,869	-
Quas, Anthony	173,728	284	Roberts, Donja	83,403	200
Rabillard, Sheila	151,270	1,323	Roberts, Jillian	124,249	1,915
Rabourn, Corwin	99,899	525	Robertson, Jason	92,290	38
Rahimpour, Mostafa	81,744	950	Robertson, Kerry	83,425	707
Raisinghani, Monty	94,530	750	Robertson, Peter	97,100	84
Rajagopal, Sheeja	102,313	864	Robinson, Erin	75,466	1,000
Rakhmatov, Daler	125,129	-	Robison, Zane	128,738	639
Ramji, Karima	106,083	18,246	Roche, Patricia	97,269	250
Ramraj, Victor	215,738	9,678	Rochtchina, Ioulia	123,209	-
Ramshaw, Sara	164,000	4,926	Rodriguez de France, Maria	141,175	1,774
Rankin, Sarah	79,346	-	Rohraff, Damian	80,603	-
Ranson, Heather	155,264	715	Roland, Kaitlyn	109,465	403
Ravelli, Bruce	156,222	3,174	Rondeau, Daniel	187,578	8,253
Raven, Michael	131,449	18,198	Rondeau, Yvonne	102,265	200
Ray, Gourab	112,178	1,799	Roney, J. Michael	192,171	13,305
Razzell, Paul	75,520	-	Rosenberg, Lisa	160,280	-
Redivo, Andre	91,564	-	Rose-Redwood, Reuben	166,154	694
Redpath, Stephen	85,275	395	Ross, Emily	77,171	-
Rees, Gordon	155,732	6,803	Ross, Stephen	155,844	4,455
Reid, Natasha	100,752	1,469	Rourke, Jessica	111,958	-
Reimer, Monica	83,615	-	Rowe, Andrew	168,074	1,260
Reiss, Robin	84,108	115	Rowe, Arthur	174,316	2,559
Reitsma, Maxine	76,343	268	Rowe, Gregory	152,329	-



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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Rowe, James	119,065	2,071	Schnorbus, Markus	138,508	120
Rowsell, Amos	91,651	-	Schoeneberg, Arelia	85,384	-
Roy, Nilanjana	124,117	-	Schoenrank, C.	83,444	-
Roy, Real	133,936	-	Scholz, Scott	87,940	-
Rudnyckyj, Daromir	147,371	4,540	Schouten, Mami	76,347	210
Ruffolo, Tammy	99,453	-	Schuetze, Herbert	151,462	2,327
Runtz, Marsha	161,119	2,050	Schuetze, Ulf	139,462	1,433
Rush, Jason	85,895	-	Schure, Paul	158,621	3,677
Rush, Jonathan	96,147	-	Scofield, Gregory	136,292	-
Ruskey, Albert	99,311	2,886	Scoones, W David	180,564	3,172
Russek, Dan	129,608	6,285	Scott, David	136,511	556
Russell, Heather	116,843	15,671 **	Scott, Graham	86,201	-
Russell, Pia	119,084	4,600	Scully, Stephen	113,433	-
Ryan, Maureen	172,750	3,917	Seager, Wendy	107,209	-
Rysiew, Patrick	155,133	1,779	Secord, Christopher	84,081	855
Rysstad, Dean	97,170	888	Sedun, Graham	81,564	-
Saab, Ada	124,029	1,947	Seeman, Dean	137,877	2,717
Sadeghi-Yekta, Kirsten	116,924	15,997	Segger, Cara	88,108	-
Sagert, Garry	162,311	880	Seibold, Crystal	87,022	-
Sahu, Saurav	75,354	-	Seitzinger, Sybil	222,688	8,718
Saidaminov, Makhsud	128,538	4,112	Semmens, Kristin	91,869	1,733
Saidaminova, Noza	86,379	1,017	Senini, Ashley	96,910	1,150
Said-Wilson, Tonya	124,802	766	Serpa, Jason	94,357	1,835
Salem, Joseph	111,440	7,485	Serrano, Xavier	150,279	1,303
Salemi, Colette	86,471	18,150 **	Seuster, Rolf	95,641	-
Sanchez, Gaben	82,711	-	Seward, Patrick	115,592	2,599
Sandborn, Calvin	143,099	6,742	Seyedalikhani, Mehraveh	80,934	2,581
Sanderson, Dave	115,875	-	Shackelford, Nancy	103,446	15,877
Sanderson, Trevor	144,724	7,833	Sharma, Kavita	75,913	-
Sandmaier, Jennifer	104,479	2,728	Sharpe, Tara	87,857	341
Sanford, Katherine	176,950	13,092	Shaw, Karena	155,573	3,339
Saracuse, June	105,924	597	Shaw, Lori	76,513	2,066
Sargent, Carol	84,462	454	Shaw, Rowan	95,907	7,431
Sasaki, Keita	85,012	932	Shea, Tusa	76,321	-
Saunders, Thomas	155,582	452	Sheaff, Benjamin	96,475	-
Savage, Robert	120,428	5,131	Sheets, Debra	158,583	3,340
Sayers, Jentery	129,694	2,394	Sheilds, Laurene	193,584	40
Schallie, Charlotte	148,945	16,787	Shelton, Christine	91,608	-
Scharien, Craig	93,823	-	Shen, Yan	175,078	193
Scharien, Michael	78,289	-	Shi, Linda	195,153	-
Scharien, Randall	128,797	9,396	Shi, Yang	177,506	5,959
Schell, Dawn	96,883	237	Shields, Alison	100,639	1,835
Scherwath, Martin	105,856	5,627	Shirley, W. Gordon	96,392	-
Schibli, David	117,266	1,465	Shlensky, Lincoln	113,463	2,679
Schick, Kalen	90,466	112	Shuja, Sana	90,083	963
Schloss, W. Andrew	158,230	-	Shumka, Leah	148,210	4,823
Schmidtke, Oliver	183,614	24,480	Siemens, Lynne	131,795	195
Schneider, Teseo	116,393	4,534	Siemens, Raymond	186,876	5,042

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Silverman, Bryan	80,153	-	Spence, Joseph	82,859	609
Sim, Grant	85,569	-	Spurgeon, Matthew	76,830	458
Sima, Mihai	134,498	2,761	Srinivasan, Venkatesh	162,652	5,097
Simington, Tyler	82,965	844	St Michael, Gavin	99,743	189
Simmons, Jill	147,255	-	St. Clair, William	232,022	20,329
Simms, Heather	99,805	-	Stack, Charmaine	105,924	-
Simpson, Kelly	106,187	-	Stahl, Ann	212,362	17,877
Simpson, Kristi	291,860	4,550	Stajduhar, Kelli	178,000	26,115
Singh, Gerald	83,785	32,499 **	Stanger-Ross, Jordan	152,314	7,529
Singh, Hansi	116,431	8,292	Stanis, Sharon	174,495	-
Sinner, Alejandro	109,438	11,985	Starblanket, Gina	140,953	7,442
Sirna, Brent	78,838	-	Stark, Heidi	171,325	1,552
Sitara, Georgia	101,046	1,044	Starkweather, Orvis	77,999	660
Sivertson, Cheryl	96,392	24	Starzomski, Brian	145,329	8,581
Slater, Michael	105,032	5,515	Starzomski, Rosalie	117,005	5,145
Slavkin, Morgan	76,814	2,448	Steeves, Geoffrey	134,978	3,181
Slawinski, Natalie	205,517	28,097 **	Steeves, Thomas	111,566	-
Slemon, Alice	81,002	1,121	Stefanek, Larry	78,342	239
Sloan, Julie	76,933	-	Stege, Ulrike	182,305	2,190
Smart, Colette	103,084	2,030	Stegman, Kelly	87,138	-
Smiles, Deondre	98,817	3,257 **	Stellingwerff, Hilary	80,603	1,278
Smith, Andre	126,963	-	Stephen, Roger	86,846	1,427
Smith, Christopher	92,066	-	Stephenson, Mark	90,190	1,479
Smith, Claudia	154,428	250	Sternig, Brent	164,970	9,569
Smith, Dawn	110,277	4,957	Stewart, Kenneth	161,423	2,487
Smith, Derek	123,630	924	Stewart, Kristina	78,366	979
Smith, J. Brock	211,929	365	Stewart, Rosa	179,610	2,143
Smith, Kurt	110,315	4,059	Stigant, Jessica	108,285	12,400
Smith, Monika	82,091	-	Stillwell, Jennifer	114,680	2,711
Smith, Robert	118,298	-	Stinson, Danu	128,746	98
Smith, Stephanie	83,310	3,683	Stockdale, Katie	93,579	3,943
Smith, Timothy	82,336	-	Stockwell, Timothy	105,311	9,065
Snaith, Stuart	171,282	-	Storey, Margaret-Anne	224,028	24,757
Snauffer, Andrew	87,793	4,845	Strandquist, Rachel	82,762	400
Snizek, Suzanne	122,307	2,444	Streelasky, Jodi	119,772	5,353
So, Poman	153,843	896	Street, David	131,946	1,040
Soares Traquina Alves Elias, Sara	153,892	514	Stroink, Sophie	78,580	184
Sobie, Kathleen	137,160	-	Struchtrup, Henning	167,164	4,219
Sobie, Randall	180,502	38,123	Stuart, Douglas	135,114	3,685
Sobie, Stephen	77,801	60	Stuart, Elisabeth	102,749	1,770
Sodhi, Asmita	84,054	3,359	Stuart, Emma	92,377	64
Sokalski, Dave	92,066	50	Stuart-Hill, Lynneth	120,471	9,931
Solunac, Alex	102,102	-	Su, Lingzhi	77,394	1,017
Somanath, Sowmya	113,850	914	Suddaby, Roy	274,571	43,804
Sousa, Aneesa	99,026	-	Suen, Mandy	85,246	679
Sovdi, Karissa	94,793	6,187	Sukhawathanakul, Paweena	106,517	538
Speers, Kimberly	115,383	1,588	Suleman, Afzal	221,776	30,209
Spence, Dillon	105,607	20,336	Sun, Min	127,317	3,584

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Surridge, Lisa	202,737	268	Thompson, Scott	130,646	217
Sutcliffe, Tracey	79,481	900	Thompson, Sheryl	84,358	2,305
Sutherland, Thomas	96,392	-	Thompson, Vanessa	80,004	-
Svec, Barbara	96,434	250	Thomson, Douglas	76,409	-
Swayne, Leigh Anne	143,550	4,724	Thorne, Michael	95,266	-
Swift, Megan	128,346	3,639	Thornicroft, Kenneth	90,369	888
Sy, Christine	114,219	2,601	Thorpe, Scott	79,665	-
Syme, Robin	147,719	1,519	Thorson, Helga	83,409	2,821
Szakacs, Ajtony Csaba	100,965	-	Threlfall, John	75,215	25
Szpak, Patrick	79,280	-	Tian, Jun	99,289	90
Tagharobi, Kaveh	76,244	-	Tiba, Regina	93,024	4,238
Tan, Anthony	93,782	993	Tierney, John	115,874	-
Tanaka, James	193,644	2,055	Tippett, Sean	82,324	9,449
Tang, Si Heng	95,979	-	Tobin, Ruth Ann	133,266	2,422
Tannas, Maria	78,793	1,834	Todd, Devin	102,563	571
Tapley, Heather	121,780	-	Todd, Patricia	121,115	603
Tarnopolsky, Sarah	83,968	1,156	Tollefson, Christopher	192,438	-
Tasnim, Nishat	81,457	1,577	Tong, Big Wah	160,150	2,168
Taylor, Adam	77,255	54	Toogood, Richard	96,392	-
Taylor, Amanda	96,174	1,138	Torabidavan, Bahareh	75,033	229
Taylor, Christa	144,193	520	Tradewell, Matt	109,342	-
Taylor, Jill	94,736	170	Trajković, Siniša	79,214	767
Taylor, John	133,385	2,295	Traore, Issa	159,085	1,650
Taylor, Robert	106,280	-	Trapero, Joaquin	153,456	25
Taylor, Ryan	97,677	5,107	Trejos Salas, Geovany	80,040	-
Taylor, Wendy	161,886	994	Tremblay, Crystal	111,029	29,791
Temple, Brad	101,318	-	Tremblay, Marie-Eve	151,293	39,755
Temple, Vivienne	177,075	-	Tripp, Calvin	96,610	26
Templeman, Nicole	117,903	3,372	Tripp, Shawn	89,541	719
Teo, Mary-Anne	107,833	-	Troy, Tara	140,083	3,843
Thambirajah, Anita	84,000	428	Truelove, William	76,000	-
Thanjavur, Karunananth	80,220	-	Tsao, Min	156,403	5,211
Thiessen, Susanne	119,121	5,999	Tucker, Brian	79,003	15,489
Thirumarai Chelvan, Ilamparithi	97,140	1,101	Tura, Armando	95,846	290
Thom, Brian	137,227	2,261	Turcotte, Kimberley	120,383	6,911
Thom, Jennifer	124,525	4,313	Turner, Brianna	122,207	4,524
Thom, Kathryn	83,770	-	Tyler, Kari	108,616	1,795
Thom, Norman	96,392	-	Tzanetakis, George	174,801	-
Thoma, Marc	93,918	386	Uganecz, Matthew	102,281	-
Thomas, Alloysius	94,074	2,614	Ulmer, Heather	80,294	295
Thomas, David	232,592	-	Ulysses, Alicia	81,697	-
Thomas, Robina	268,648	11,975	Umeki, Atsuko	88,045	115
Thomas, Sarah	76,005	-	Underwood, Tracy	77,149	68
Thomas, Victoria	90,913	4,150	Unger, Tanya	82,747	309
Thomo, Imir	165,823	8,426	Upright, Christine	126,752	461
Thompson, Ivan	167,000	9,355	Urbanczyk, Suzanne	140,657	-
Thompson, John	138,305	9,152	Urbanoski, Karen	136,711	6,374
Thompson, Margaret	86,147	333	Vahabpour Roudsari, Abdollah	180,280	4,394

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Vahabzadeh, Peyman	132,483	2,992	Wang, Pin-Yun	95,641	-
Valeo, Caterina	163,656	494	Wang, Xiaodi	79,800	3,955
Vallance, Katherine	75,834	1,687	Warrington, Alexander	77,891	-
Van Buskirk, Christian	127,873	9,433	Waterman, Emily	103,087	2,069
Van Damme, Trevor	86,382	10,804	Waterman, Penny	97,535	606
van Hoek, Mark	103,341	-	Waters, Brittany	82,657	169
van Kooten, Gerrit	248,785	1,651	Watson, Ivan	79,031	-
van Netten, Alexander	101,218	-	Watson, Scott	147,002	8,067
van Oort, Richard	129,072	322	Watts, Carrie	88,353	3,175
van Roodde, Thea	82,135	53	Weaver, Andrew	193,804	1,556
Van Schothorst, Aalbert	86,039	1,826	Webber, Jeremy	210,949	14,361
van Veggel, Franciscus	97,121	-	Weber, Jens-Holger	190,879	6,568
van Wiltenburg, Eric	131,042	6,958	Webster, Christine	101,684	161
Vander Byl, Traci	96,392	3,302	Weiler, Anelyse	95,441	-
Varela, Diana	172,420	-	Welling, Linda	153,020	-
Veldhoen, Kathleen	113,390	-	Welta, Carmen	86,843	-
Venn, Kimberley	165,225	20,517	Wender, Andrew	119,126	1,646
Verdun, Amy	206,338	26,405	Wheatcroft, Gina	131,721	1,169
Versluis, Donald	125,315	1,256	Whitby, Benjamin	75,000	5,256
Vibert, Elizabeth	133,287	18,615	White, Adrienne	86,429	395
Vickery, Anthony	147,385	3,235	White, Jennifer	182,391	2,830
Victorino, Liana	179,302	231	Whitinui, Paul	159,550	4,384
Vizina, Laura	101,583	215	Whittington, Lucas	87,114	-
Vogt, Bruce	168,772	2,121	Wickins, Deborah	96,181	-
Volpe, John	154,465	774	Wiebe, Edward	82,509	105
von Aderkas, Patrick	199,791	2,083	Wiebe, Michelle	146,751	805
Vornbrock, Jennifer	170,593	23,214	Wiebe, Sarah	121,505	5,649
Voss, Graham	186,935	1,284	Wieler, Heiko	118,336	4,228
Vukovic, Rose	168,805	10,354	Wierenga, Shari	80,273	2,100
Wadlow, Tracy	82,413	715	Wigginton, James	85,012	130
Wagner, Seann	116,743	-	Wild, Peter	210,210	4,738
Wakeman, Alissa	89,086	1,500	Wilkinson, Audrey	79,678	48
Walde, Christine	112,278	-	Willerth, Stephanie	181,414	11,649
Walde, Paul	139,751	40	Williams Boyarin, Adrienne	114,327	-
Wall, Erika	76,343	395	Williams, Barney	78,321	-
Wallace, Bruce	153,015	9,947	Williams, David	75,943	-
Wallace, Nadine	77,040	951	Williamson, Tara	103,789	6,598
Wallace, Nicole	88,342	5,590	Willis, Jon	128,569	14,867
Walsh, Andrea	147,500	3,248	Willmore, Christopher	123,943	372
Walsh, Jodie	79,447	-	Wilson, Lara	148,815	4,500
Walsh, John	151,530	-	Wilson, Leah	79,221	1,206
Walshaw, Jillian	128,279	12,029	Wilson, Michael	146,425	3,740
Wan, Peter	176,098	4,905	Wilson, Steven	86,518	-
Wang, Peng	79,623	-	Winchester, Neville	92,009	-

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Wirtanen, Kathleen	76,353	750	Young, Ruth	102,375	8,576
Witcher, Aniko	88,396	4,399	Zastre, Michael	158,682	2,978
Wolf, Mitchell	78,362	-	Zeman, Lee	76,386	-
Wolowicz, David	128,210	-	Zhang, Haiying	96,392	1,050
Wong, Russell	78,238	-	Zhang, Hao	150,487	465
Wood, Jan	93,346	2,677	Zhang, Jie	186,506	3,849
Woodcock, Scott	130,672	1,927	Zhang, Lijun	118,639	1,191
Woodend, Jonathan	99,250	25,862	Zhang, Xuekui	145,350	24,011
Woodin, Erica	138,074	4,237	Zhao, Jinhui	90,525	4,503
Worsley, Jessica	78,497	-	Zheng, Xin	154,919	20,218
Worthington, Catherine	188,016	1,658	Zheng, Yingsong	96,392	-
Wright Cardinal, Sarah	118,715	16,028	Zhou, Julie	155,408	4,094
Wright, Astri	123,852	3,503	Zhou, Lina	122,485	3,076
Wright, Bruce	292,562	19,930	Zhou, Min	136,837	16,446
Wright, Jason	80,442	875	Zimmerman, David	174,651	3,357
Wright, Katharine	127,330	3,097	Zobolotny, Karina	81,768	844
Wright, Nancy	212,079	-	Zwiers, Francis	212,832	1,436
Wu, Kui	165,827	4,353			
Wulff, Jeremy	130,555	6,971	Total, employees with remuneration > \$75,000	224,808,345	<u>\$ 7,086,086</u>
Wynn, Jordana	79,703	18,800			
Xu, Feng	127,755	3,322	Total, employees with remuneration < \$75,000	<u>155,587,503</u>	
Xu, Ke	117,044	9,283			
Yan, Elsa	76,383	18,909	Total	<u>\$ 380,395,848</u>	
Yang, Hong-Chuan	166,815	5,908			
Yap, Audrey	132,149	-			
Ye, Jane	166,183	10,096			
Yi, Jahee	111,284	24,467			
Yodzis, Hans	111,635	-			
Youds, Erica	85,641	-	Total remuneration on the Schedule of Employees' Remuneration and Expenses differs from total salaries and wages on Note 24, of the Notes to Consolidated Financial Statements, due to the inclusion of taxable benefits, deferred income and exclusion of severance payments.		
Young, David	120,869	-			
Young, Heather	93,452	-			
Young, James	215,143	5,045			

**UNIVERSITY OF VICTORIA**  
**SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES**  
**YEAR ENDED MARCH 31, 2023**

	Amount (\$)		Amount (\$)
0858512 BC Ltd	128,014	Associated Victoria Pest Control	50,630
1192176 BC Ltd	28,612	Association of Canadian Francophonie Colleges and Universi	87,000
3Devo Inc	41,134	AstroTurf West Distributors Ltd	1,076,718
506535 NWT Inc	37,352	Atlas Copco Compressors Canada	56,807
AB Sciex LP	694,164	Atlassian	71,269
Aboriginal Coalition to End Homelessness	375,703	Autoscan Systems Pty Ltd	64,702
Academic Journalism Society	30,000	AVI-SPL Canada Ltd	119,028
Academica Group Canada	59,809	Axoloti Biosciences Inc	40,500
Accent Inns	30,925	AXYS Technologies	1,008,296
Accruent Inc	87,451	Ayva Educational Solutions Limited	33,968
Acklands - Grainger Inc	31,087	B E Beck and Associates	198,576
Acoustic Pianocraft	59,363	B&C Food Distributors Ltd	945,752
ActiGraph	29,008	Baillie Gifford & Co Limited	298,865
Advanced HPC	56,462	Ball State University	78,067
AGI North America Inc	168,295	Bamfield Marine Sciences Centre	34,248
Agilent Technologies	394,738	Bartle & Gibson Co Ltd	242,454
Agility PR Solutions Canada Ltd	50,400	Bartlett Tree Experts	69,594
AIG Insurance Company of Canada	27,925	BC Auction	29,551
Air Canada	381,256	BC Cancer Agency	753,543
Air Tindi	28,000	BC Ferries	36,055
Airbnb	25,301	BC Hydro	3,983,868
Alaska Air	61,221	BC Life & Casualty Co	1,713,360
Alcatel-Lucent Submarine Networks Inc	139,205	BC Moving & Storage Ltd	185,015
Alexandra Gilroy	31,689	BC Transit	589,988
Alpha Lodge	41,703	BCNET	1,539,110
AM Molnar Holdings Ltd	44,100	Beckman Coulter Canada Inc	656,237
Amazon	420,336	Bell Canada	271,170
American Geophysical Union	37,426	Beltgens Law	25,746
AML Oceanographic	88,018	BentallGreenOak	367,878
Angstrom Engineering Inc	321,473	Bert's Enterprises	26,771
Angus Naylor	55,268	Best Buy	81,922
Anixter Canada Inc	302,895	Best Western	28,968
Anna White	27,888	BioMed Central	25,294
Anthology Inc. of NY	32,108	Bio-Rad Laboratories Canada Ltd	157,102
Aon Reed Stenhouse Inc	338,831	Black Press Group Ltd	66,269
Apex Steel and Gas Ltd	340,594	Black Tie Property Services Inc	100,386
AppArmor	28,358	Blackbaud Canada	143,013
Apple Canada	685,107	Blackman Support Services Ltd	74,033
Applyboard Inc	43,875	BlackRock	160,887
APRS World LLC	133,876	Blake Cassels & Graydon LLP	111,105
Aral Construction Ltd	5,811,184	Bola Construction	36,498
Architecture49 Inc	31,175	Bonfire Interactive Ltd	26,118
Arista Networks Inc	236,883	Brad McKell	31,425
Asana Inc	37,787	Brand.Live Management Group	131,250
ASL Environmental Sciences Inc	112,246	Brantner & Associates Inc	62,513
Aspiria Corp	138,600	Brenric Construction	454,180

**University of Victoria**

Schedule of Payment for Goods and Services Year ended March 31, 2023

	Amount (\$)		Amount (\$)
British Columbia Electronic Library Network	156,619	Cloverdale Paint Inc	28,121
Brookfield Global Transition Fund GP, L.P.	390,711	CMJ Equipment Ltd	34,243
Bruker Canada Ltd	945,517	Coast Wholesale Appliances Inc	432,203
Bunzl Cleaning and Hygiene Canada	97,348	Coastal Environmental Observation Technology & Research	70,091
Bureau van Dijk Electronic Publishing Inc	45,955	Coca-Cola Canada Bottling Limited	772,570
Business In Vancouver	31,454	CODAR Ocean Sensors	357,361
Business Marketing International Limited	29,006	Coherent Canada Inc	143,360
Calista Morrison	27,349	College of the Rockies	261,131
Canada Post Corporation	310,046	Colliers Project Leaders Inc	328,217
Canada West Universities Athletic Association	90,500	Collision Analysis Forensic Consulting	30,800
Canadian Association of Research Libraries	35,233	Columbia Fuels	238,533
Canadian Association of University Business Officers	47,288	Columbia University	39,192
Canadian Linen Supply Co	29,489	Commercial Lighting Products Ltd	104,995
Canadian Research Knowledge Network	1,344,741	Communities Uncomplicated	42,667
Canadian Sport Centre Pacific	76,490	Community-Based Research Centre Society	55,473
Canadian Standards Association	112,808	Compugen Systems Ltd	1,820,397
Canadian Tire	49,926	Concordia University	30,000
Canadian Universities Reciprocal Insurance Exchange	1,428,047	ConnectSeven Group	83,702
Canreal Management Corporation	67,907	Con-Test	26,532
Canterbury Food Service Ltd	333,031	Copyright Clearance Centre	41,996
Capital City Power Vacuum	68,444	Core-Mark Distributors	51,871
Capital Region Emergency Services Telecommunications	30,555	Corporation of the District of Saanich	1,832,969
Capital Regional District	41,946	Council of Prairie and Pacific University Libraries	1,036,112
Captain KJ Brown Marine Services Ltd	120,562	Crowdmark Inc	94,044
Carbon Offset Management Group	25,088	CRS Commercial Carpet Maintenance	74,843
Carl Zeiss Canada	119,766	Currawong Engineering	71,228
Carleton Technologies	41,366	Dafco Filtration Group	43,942
Carleton University	38,576	Dalimar Instruments Inc	67,666
Cascadia Architects Inc	284,120	Dana Baker	30,254
Cascadia West Contracting Ltd	274,728	Dana Wright	46,620
CDW Canada Inc	379,256	Dasco Equipment Inc	26,338
Cedarlane Laboratories	92,205	Day & Ross Inc	48,880
Cengage Canada	199,047	DBM International Education and Immigration	102,057
Centre for Addiction and Mental Health	77,154	De Lage Landen Financial Services Canada Inc	99,779
Centre National de la Recherche Scientifique	147,890	Decision Point Advisors Inc	62,241
Century Group Inc	246,601	Del Mar Oceanographic LLC	237,436
Chandos Construction Ltd	5,507,948	Dell Computer Corporation	487,074
Charles River Canada Corporation	83,158	Deloitte LLP	51,812
Charter Telecom Inc	481,113	Delta Foam Board Insulations Ltd	63,000
Chase Office Interiors Inc	730,305	Delta Hotels	54,572
Chateau Victoria Hotel & Suites	27,925	Delta Photonics	64,809
Christie Lites Ltd	142,146	Devon Properties Ltd	107,209
Chromacity Ltd	54,225	Devon Transport Ltd	33,451
Cine Design Group LLC	76,135	Dialog	1,046,775
Citizenship and Immigration Canada	62,885	Digi-Key	100,019
City of Victoria	28,060	Digital Direct Printing Ltd	54,290
CitySpaces Consulting Ltd	29,963	Digital Science Research & Solutions Inc	27,278
ClearChoice HR Consulting	41,027	Dimitri's Appliance Rescue	39,103

**University of Victoria**

Schedule of Payment for Goods and Services Year ended March 31, 2023

	Amount (\$)		Amount (\$)
Direct Travel	31,615	Fondazione ISMU	39,544
District of North Saanich	34,644	Foreman CNC Machining Ltd	27,381
District of Oak Bay	310,502	Formulatrix Inc	192,576
DM Cakes Etc Inc	559,725	FortisBC	1,110,185
Douglas Donaldson	63,768	FPP Media Inc	28,120
Downs Construction Ltd	357,693	Francisco Vargas Peralta	43,225
Dr Harold G Hunt Inc	78,750	FroggaBio	82,667
Dr. A. Henri-Bhargava Inc	39,396	Frontiers Media SA	63,441
Dr. Andrew Delaney Inc	30,000	FS Inc	25,369
Dr. Andrew Schissler & Dr. Natasha Rafo Inc	30,000	Gale	120,360
Dr. Paul Terlien Inc	26,353	Galiano Conservancy Association	25,408
Driftpile Cree Nation	55,471	GenScript Corporation	42,410
Drillwell Enterprises	44,259	GEOMAR Helmholtz Centre for Ocean Research Kiel	37,879
Drs Brian D & Laura M Farrell Inc	38,273	Getinge Canada Limited	28,539
DTES SRO Collaborative	63,334	GFL Environmental Inc	260,097
DuBois Chemicals Canada Inc	58,998	GFS British Columbia Inc	2,183,769
Dynamic Ocean Consulting Ltd	28,113	Gilligan-Hackett & Company	50,897
eBay	27,101	Glenn's Upholstery and Blinds	34,883
EBSCO Canada Ltd	33,916	Global Marine Systems Limited	366,189
Echo360 Inc	74,533	Globe & Mail	56,205
Ecolab Ltd	75,865	GoForth Institute	47,382
EcoVadis Inc	28,000	Goldstream Publishing Inc	52,061
Edward Elgar Publishing Inc	59,470	Google	156,001
Eecol Electric	48,336	Graphic Office Interiors Ltd	170,404
Electro Rent LLC	51,101	Grauman Packaging Ltd	28,250
Electronic Health Library of British Columbia	431,992	Great West Life Assurance	335,250
Ellice Recycle Ltd	25,109	Greater Victoria Chamber of Commerce	42,156
EllisDon Kinetic - A Joint Venture	68,136,498	Greaves Moving & Storage	34,614
Ellucian	554,452	Green Horwood & Co LLP	50,400
Elsevier	340,532	Green Teams of Canada	35,325
Encore Global	77,717	Grenzebach Glier & Associates Inc	171,248
Enterprise Rent A Car	48,307	Grimco Canada Inc	49,649
Entremission Inc	179,865	GSB Executive Education Inc	3,020,035
EnviroCentre	28,976	Guralp Systems Ltd	175,011
Esbe Scientific Div of Esbe Scientific Industries Inc	55,646	Hagerman & Company	25,828
ESRI Canada Ltd	28,786	Halton Recycling Ltd. dba Emterra Environmental	75,429
European Foundation for Mgmnt Development	25,855	Harbour West Consulting Inc	155,459
EvolutionAV	30,758	Harris & Company	48,756
Ex Libris	496,532	Harwood Custom Composites	69,063
Facebook	130,795	Hawk Ridge Systems	155,694
Fairmont Hotels	97,707	HeightSafe Fall Protection Systems Ltd	34,094
Falmat Inc	31,965	Heiltsuk Tribal Council	36,000
Farmer Construction Ltd	816,786	Hemlock Printers Ltd	81,653
Federal Express	248,509	HHBG (Surrey) Law Corporation	52,690
First Nations Health Authority	178,745	Hilton Hotels	59,657
Fisher Scientific Co Ltd	1,086,545	Hitachi High-Tech Canada Inc	50,116
Flynn Canada Ltd	127,590	HK SmartMV Ltd	70,132
Foliot Furniture	140,581	HL Demolition & Waste Management Ltd	45,378



University of Victoria

Schedule of Payment for Goods and Services Year ended March 31, 2023

	Amount (\$)		Amount (\$)
Holiday Inn	82,943	Jamieson's Pet Food Distributo	64,285
Home Depot	43,671	Jensen Chernoff Thompson Architects	246,403
Hootsuite	93,582	Joanna Buczkowska-McCumber	26,217
Hoskin Scientific Ltd	26,881	Joel Baum	63,374
Hot House Pizza	165,625	John Wiley & Sons	61,172
Hotel Grand Pacific	78,388	JSA Sport Architecture Inc	50,334
Hotel Halifax	31,274	JSTOR	69,256
Houle Electric Ltd	31,090	Kang-Jae Ryu	26,950
HTX Technologies LLC	108,045	Kanopy LLC	37,373
Hudson Boat Works Inc	65,116	Kan's Gourmet Foods	64,512
Huff N Puff Party Stuff	25,282	Kasian Architecture Interior Design & Planning Ltd	32,125
Hughes Condon Marler Architects	35,429	K'awat'si Construction	26,016
Hyland Software Canada ULC	45,784	K-Bro Linen	81,168
Imaginative Solutions	100,425	KC Overseas Education Private Ltd	37,000
Impact Plus Consulting Canada Corp	67,180	Keeling Associates	63,976
Imperial Dade Canada Inc	73,963	Kesho Trust (Canada)	40,635
InBC Investment Corp	635,705	Key 2 Auto Parts	25,255
Indaba Communications & Training Inc	35,543	Kinetic Construction Ltd	81,196
Indspire	85,000	Kingsview Construction Ltd	238,154
Informa UK Ltd	27,696	Klarquist Sparkman LLP	272,885
Ingenieurburo CAT M Zipperer GmbH	50,810	KLM Royal Dutch Airlines	32,726
Inn at Laurel Point	128,251	KMS Tools & Equipment Ltd	64,711
InnoSoft Canada Inc	31,768	Kongsberg Maritime	86,023
Insite Event Design	37,154	KPMG LLP	390,514
Insurance Corporation of British Columbia	74,888	K'Prime Technologies	54,048
Integra Strategic Solutions Inc	33,574	Kuali	84,559
Integrated DNA Technologies	74,673	Kwench	122,225
Intergalactic Agency Inc	34,855	Kyocera Mita Canada Ltd	66,494
International Education Centre	35,848	Lawson Lundell LLP	55,026
International SOS	46,700	Lawson Products Inc	42,338
Introba Canada LLP	162,992	Learning Metrix Inc	39,251
IR Broadcast Captioning	29,727	Leica Microsystems Canada Inc	731,215
Irene's Bakery	114,070	Lenovo	84,039
is Five Communications	28,131	Les Enluminures Ltd	26,824
Isaac Davies	66,436	LexisNexis	210,118
ISL Engineering and Land Services Ltd	66,568	Liberty Clothing Company Inc	34,190
Island Batteries Inc	32,544	Librairie Droz S.A. Geneve	34,779
Island Business Print Group Ltd	39,785	Li-Cor Inc	99,811
Island Deaf & Hard of Hearing	29,792	Life Technologies Inc	278,534
Island Enviromental Health & Safety Ltd	67,041	LifeWorks (Canada) Ltd	209,496
Island Floor Centre Ltd	173,036	Linde Canada	145,148
Island Key Supplies	37,788	LinkedIn	65,234
Island Temperature Controls Ltd	65,787	Living Lakes Canada	96,320
Island Window Coverings Ltd	59,874	Logistic Support Unit	65,341
Islands West	459,489	Long & McQuade Ltd	25,588
J Watson Roofing Consulting Inc	38,462	Long View Systems	492,376
Jackson Labs	106,236	Lott Physiotherapy Consulting	25,038
JAMF Software LLC	28,420	Lovett & Westmacott	104,054

**University of Victoria**

Schedule of Payment for Goods and Services Year ended March 31, 2023

	Amount (\$)		Amount (\$)
Low Hammond Rowe Architects Inc	784,929	Native Youth Sexual Health Network	322,453
Lumberworld Operations Ltd	57,047	New England Biolabs Ltd	34,681
Lyrasis	26,787	Newegg	45,386
Macquarie Infrastructure Partners III and Affiliated AIVs	300,075	NewsBank Inc	26,487
Magnolia Hotel and Suite	28,256	Nikon Canada Inc	136,191
Maher Design Studio	40,734	NKE Instrumentation	1,250,342
Malvern Panalytical	35,315	Norman Giesbrecht	30,000
Mandel Scientific Company Inc	67,024	NortekUSA	63,926
Marci Janecek	25,110	North Glass and Aluminum	64,093
Marriott Hotels	38,786	North West Environmental Group Ltd	147,479
Marsh Canada Ltd	81,748	Northwest Hydraulic Consultants Ltd	107,731
Mathews Dinsdale & Clark LLP	72,219	Number TEN Architectural Group	236,094
Matrix Video Communications	44,979	Oak Hall Industries Canada Inc	53,281
Matthew Sorensen	27,708	Ocean Dynamic Inc	82,933
Matthews Store Fixtures & Shelving	105,581	Ocean Sonics Ltd	26,949
Mawson Gage Associates Ltd	60,852	OCLC Inc	87,523
MBF Bioscience	79,513	Olympic International Sales Ltd	614,397
McConnan Bion O'Connor & Peterson Law Corporation	25,805	One Hour Cleaners	25,204
McElhanney Ltd	173,302	One Island Media Inc	63,222
McGill University	317,107	Opti-Tech Scientific Inc	36,310
Mcgraw-Hill Ryerson Ltd	94,240	Opus 59 Films Inc	32,550
McGregor Hardware Distribution	77,727	Oracle Canada ULC	142,249
McMaster-Carr Supply Co	109,886	Orbis Communications	77,070
MDPI	44,620	Osborne Electro Mechanics Ltd	41,019
Memorial University	211,240	Ottawa Inner City Health Inc	257,857
Memory Express	47,474	Otto Harrassowitz	848,363
Mercer (Canada) Ltd	50,891	Our Community Health Initiative Cooperative	28,500
Merigran Marketing Ltd	96,753	Overstory Media Inc	31,448
Microserve	2,054,411	Oxford University Press	43,117
Microsoft Corporation	36,873	Pacheedaht First Nation	42,275
Millennium Computer Systems Ltd	38,122	Pacific Audio Works	39,471
Ministry of Finance	530,756	Pacific Blue Cross	7,149,700
MITACS Inc	372,485	Pacific Coast Fire Equipment	56,310
Mitchell Press Ltd	131,263	Page One Publishing Inc	31,133
Moby Ventures Ltd	74,609	Paladin Security Systems Ltd	33,449
Modester Michael	76,284	Parkside Hotel & Spa Ltd	118,285
MODUS Planning Design & Engagement Inc	53,979	PBI Actuarial Consultants Ltd	65,942
Momentive Europe Unlimited Company	35,263	Peak Networks	38,848
Monk Office	914,002	Pearlman Lindholm	60,059
Monster Worldwide Canada	30,327	Pearson Education Ltd	372,158
Moore Canada	121,538	Pedersen's Event Rentals	27,434
Morgan Martin	63,070	Pelagic Research Services LLC	1,416,988
MPS Canada	50,883	Pelagic Technologies Inc	30,805
MRV Systems LLC	70,164	Perkins+Will Canada Architects Co	2,596,868
Multivista Construction Documentation ULC	33,207	Perrett Laver Inc	205,332
Mumbian Enterprises Inc	84,133	PH&N Investment Services	487,947
MVCC Video Communications Corp	75,534	Philbrooks Boatyard Ltd	77,718
Nascent Research and Development Organisation	64,911	Phoenix Heli-Flight Inc	28,096

**University of Victoria**

Schedule of Payment for Goods and Services Year ended March 31, 2023

	Amount (\$)		Amount (\$)
Pier 21 Asset Management Inc	179,213	Rotunda Scientific Technologies LLC	134,905
Pitney-Bowes	39,057	Royal Bank of Canada	227,280
Polar Outfitting	43,926	Royal Military College	25,000
Postage by Phone	157,500	Ruffalo Noel Levitz	26,911
PrairieCoast Equipment	46,566	Saanich Plaza (Hansbraun Investments Ltd)	46,193
Prices Lock & Safe Ltd	34,955	Sage Publications Inc	39,496
Pro-oceanus Systems Inc	54,062	Salesforce.com Canada Corporation	54,782
Proquest Information Access Ltd (CDN)	221,871	Salish Sea Industrial Services	31,500
Province of British Columbia	3,547,130	San Diego Instruments Inc	30,761
Province of British Columbia (EHT)	7,328,175	Sandman Hotels	25,140
Psc Natural Foods	35,391	Saputo Dairy Products Canada GP	287,598
Pulver Crawford Munroe LLP	51,892	SAS Institute Inc	44,029
Purolator Courier Ltd	54,603	Sauve Safety Services Ltd	26,881
QHR Technologies Inc	89,727	Schedule Source	30,934
Qiagen Inc	373,009	Schindler Elevator Corporation	172,229
Queen's University	208,481	Schos Line Painting Ltd.	52,661
R W Gray Consulting Ltd	112,000	Sciencetech Inc	50,900
Radian Machine & Metalworks	38,620	Sea Bird Electronics Inc	111,874
RadioWorks Communications	48,076	Selkirk College	334,561
Rainbow Health Cooperative	28,750	Service First Ltd	47,600
Ratio Architecture Interior Design Planning Inc	36,782	Shareholder Association for Research & Education	71,089
Raven Baran	30,559	Shaw Communications	112,171
Reaction Distributing Inc	57,221	Shell Energy North America (Canada)	1,347,509
Read Jones Christoffersen Consulting Engineers	43,285	Sheraton Wall Centre	25,405
Receiver General for Canada	384,748	Sherwood Marine Centre	107,916
Receiver General for Canada (CPP)	14,445,209	Shining Mountains Living community Services	45,619
Receiver General for Canada (EI)	5,249,777	Shuswap Nation Tribal Council	39,686
Reconyx Inc	89,470	Sigma-Aldrich Canada Ltd	386,583
RedBlue Heating & Refrigeration	63,062	Sii Tech Inc	76,020
Refinitiv Canada Holdings Limited	36,325	Simon Fraser University	820,179
Refrigerative Supply	235,160	SISCAPA Assay Technologies Inc	570,513
reFUSE Resource Recovery	72,155	Slingshot Communications Inc	35,439
Renouf Publishing Company Ltd	45,409	Smart & Biggar	425,741
Restwell Mattress	114,296	Snow Cap Enterprises Ltd	108,165
Rhonda Farnham	40,534	SnowHouse Solutions Inc	60,878
Richard Grounds	137,004	Softchoice Corporation	70,337
Richmond Elevator Maintenance Ltd	156,652	SOLID	120,250
Ricoh Canada	265,183	Songhees Seafood and Steam Ltd	136,079
Robin Ciceri	33,688	Sourinkan Enterprise Inc	26,023
Rocketday Arts	70,420	Sparker Construction Ltd	3,550,278
Rockland Scientific International	30,688	Special Interest Films Ltd	43,488
Rocky Mountain Refrigeration	30,068	Spectra Research Corporation	217,924
Rocky Point Engineering Ltd	214,567	Spectroglyph LLC	83,733
Rodney Hayley Barrister & Solicitor Law Corporation	50,680	Spectroswiss Sarl	192,125
Rogers Communication Inc	636,795	Spicers Canada ULC	154,423
Roll.Focus. Productions	38,782	Springer Nature	53,722
Romor Atlantic Ltd	41,575	Spratt Shaw Language College (BC) Corp	57,121
Roper Greyell LLP	125,646	SRD Controls Inc	358,251

**University of Victoria**

Schedule of Payment for Goods and Services Year ended March 31, 2023

	Amount (\$)		Amount (\$)
Stantec	127,864	Tower Fence Products	27,521
Staples	287,990	Trane Canada ULC	36,027
Staples Professional Inc	549,289	Transact Campus Inc	268,409
Starbucks Coffee Canada	578,813	Transworld Imports Inc	45,472
Starlink Internet	28,991	Trapeze Communications Inc	51,849
StarRez Inc	57,787	Travel Healthcare Insurance Solutions Inc	254,686
Stemcell Technologies Inc	35,184	Triex Contracting Ltd	1,046,000
Stericycle Canada	35,687	TRIUMF	2,280,972
Stevens Company Ltd	31,316	Trotac Marine Ltd	38,568
Stoney Health Services	47,435	Troy Electric	45,075
Strathcona Park Lodge	30,673	Truffles Catering	36,589
Subzero Engineering	63,019	Tsi Tyonnheht	46,712
Summa Strategies Canada Inc	86,625	Tula Foundation	281,618
Sun Shade Film Systems Ltd	41,440	Tutasoma Consulting	35,095
Super Save Group	74,877	Two Row Architect	485,548
Swish Maintenance Limited	25,424	U Sports	45,774
Sysco	94,899	UCA Camps & Competition	26,377
T2 Systems Canada Inc	109,510	Uline Canada Corporation	138,203
Tartanbond Communications Ltd	47,775	United Nations Institute for Training and Research	39,075
Team Sales Vancouver Island Ltd	443,361	United Rentals of Canada	106,659
Technical Safety BC	52,356	Universite de Montreal	25,567
Techtronics Machine Works Ltd	26,759	Universite Laval	103,751
Teledyne ODI	80,209	Universities Canada	155,089
Teledyne Oil & Gas	170,161	University nuhelot'jne thaiyots'j nistameyimakanak BQ	53,217
Teledyne Webb Research	798,298	University of Alberta	155,538
Telus	102,207	University of British Columbia	4,991,052
Testforce Systems Inc	32,811	University of Guelph	38,455
The AME Consulting Group Ltd	158,881	University of Manitoba	51,569
The Discovery Group Advisory Services Inc	156,798	University of Northern British Columbia	211,066
The Feldman Agency Inc	48,230	University of Oregon	40,110
The Hospital for Sick Children	103,484	University of Ottawa	27,055
The MathWorks Inc	60,408	University of Saskatchewan	291,586
The Northern Trust Company, Canada Branch	132,720	University of Toronto	419,367
The Roy Group	71,370	University of Washington	43,422
The Sherwin Williams Co	53,645	University of Waterloo	32,500
The TYF Group Ltd	226,668	University of Winnipeg	120,358
The University Club of Victoria	505,875	UVic Faculty Pension Plan	26,372,601
The University of Western Ontario	45,000	UVic Staff Pension Plan	6,036,943
The World Universities Insights Ltd	27,529	UVic Students' Society	344,498
Thermo Fisher Scientific Inc	353,456	V.F.C. Corporate Wings Ltd	63,013
Thiti Jankajornkeiat	34,875	Van Isle Ford	84,253
Thompson Ahern & Co Ltd	331,931	Van Isle Water Services Ltd	28,289
Thomson Reuters Canada	267,530	Vancouver Area Network of Drug Users	36,425
Thorlabs Domestic Inc	53,451	Vancouver Island Health Authority	872,741
Thrifty Foods	47,137	Veeco Process Equipment Inc	114,817
Thurber Engineering Ltd	183,093	Versatech Systems	42,081
Times Colonist	70,360	Victoria Box & Paper	398,671
Titanium Tents & Event	40,480	Victoria Conference Centre	201,029

**University of Victoria**

Schedule of Payment for Goods and Services Year ended March 31, 2023

	Amount (\$)		Amount (\$)
Victoria Hand Project	43,262	Zachary Gould	43,942
Victoria Marine Fuels Ltd	27,080	Zeidler Architecture	148,547
Victoria Native Friendship Centre	30,333	Zero Gravity Marketing Inc	184,892
Victoria Rowing Society	38,523	Zoom Video Communications Inc	120,860
Village of Foremost	37,380		<u>281,392,626</u>
VMock Inc	62,222		
VWR International	332,472	Grants and Contributions	
Wal-Mart	38,581	Bamfield Marine Sciences Centre	280,293
Walter Scott & Partners Limited	552,071	Canadian Museum of Nature	70,000
Waters Corporation	110,463	Canadian Network for Ocean Education	72,250
Wesco Distribution - Canada Inc	105,752	Ducks Unlimited Canada	91,250
Westcoast Helicopters	103,867	En'owkin Centre	37,000
Western Edison Manufacturing Corp	32,970	Ingenium	178,850
Western Equipment Ltd	50,442	Institute of Particle Physics	184,000
Western Interior Design Group Ltd	43,273	National Film Board of Canada	145,950
WestJet	509,046	PISCES Research Project Management	26,250
WesTower Communications Ltd	29,649	Royal Canadian Geographical Society	328,235
Wheaton Motors Ltd	134,573	Royal Roads University	440,474
Wiley	28,940	University of British Columbia	325,112
William S Hein & Co Inc	86,360	UVic Students' Society	244,621
Wilson's Transportation Ltd	110,745	Water Rangers	48,500
Wilton Littlechild	25,000		<u>2,472,785</u>
Winsham Fabrik	35,142		
Wolters Kluwer	25,541	Total < \$25,000	<u>21,117,738</u>
Woodway USA	50,761		
WorkSafeBC	946,348	Grand Total	<u>\$ 304,983,149</u>
Worldwide EduConnect Inc	107,980		
WSANEC School Board	41,683	Note: The total of expenses reported on Note 24, 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.	
WSP Canada Inc	53,165		
xByte Technologies	80,465		
Xerox Canada	201,006		
YBP Library Services	657,937		
York University	44,671		
Yorkland Controls Limited	30,897		
YWCA Vancouver	65,512		