Board of Governors | University of Victoria
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May 28, 2026

John Davison
President and CEO of the PSEC Secretariat
Suite 210 - 880 Douglas Street
Victoria, BC V8W 2B7

Dear Mr. Davison,

Re: University of Victoria Executive Compensation Disclosure Report

Please find attached the University of Victoria's 2025/26 Executive Compensation Disclosure Report.

This memo will confirm that the Board of Governors of the University of Victoria is aware of the compensation paid to its executives in the prior fiscal year and that the compensation information being disclosed is accurate and includes all compensation paid by the employer, foundations, subsidiaries, or any other organization related to or associated with the University.

Further, this report includes the value of any pre or post-employment payments made during the 12 month period before or after the term of employment and that the compensation provided was within approved compensation plans and complies with the *B.C. Public Sector Executive Compensation Reporting Guidelines*.

Yours sincerely,

Erinn Pinkerton
Acting Chair, Board of Governors
University of Victoria

Copy: K. Kilbey, Associate Vice President Human Resources

May 2026

UNIVERSITY OF VICTORIA

EXECUTIVE COMPENSATION REPORT

COMPENSATION PHILOSOPHY

British Columbia's research universities are world-class institutions, with international reputations for excellence in advanced research, teaching and learning, offering innovative undergraduate, graduate and professional programs. British Columbia's research universities operate and compete on an international stage, vying with other top-ranked universities for the world's best and brightest academic and administrative leaders.

While salary is an integral part of the compensation package, all components of compensation are considered in developing a compensation plan for each member of the executive that is relevant to the individual. By maximizing the relevance of each element of the package to the individual we achieve overall cost-effectiveness of the total package.

COMPENSATION PRINCIPLES

The following compensation principles are designed to ensure that the Province's research universities can attract and retain the best possible candidates for executive positions while recognizing the fiscal values of the public we serve.

Performance: Compensation programs support and promote a performance-based (merit) organizational culture.

Sustainability: Compensation plans balance affordability with the ability to remain competitive in the relevant labour market (i.e., those organizations from which each university recruits and to which it loses people).

Differentiation: Differentiation of salary is supported where there are differences in the scope of the position within the organization and/or due to superior individual/team performance.

Accountability: Compensation decisions are objective and based upon a clear and well documented business rationale that demonstrates the appropriate expenditure of public funds. UVic is committed to a robust Board governance model for executive compensation and to work through UPSEA and PSEC during the development, costing, and renewal of executive contracts.

Transparency: Compensation Plans are designed, managed and communicated in a manner that ensures the program is clearly understood by employees and the public while protecting personal information. The *Public Sector Employers' Act* requires public sector employers to disclose publicly the terms and conditions of employment – including compensation – for public sector employees who have a base salary over $125K. The *Act* also requires that employers make contracts of employment for these employees available for inspection during regular office hours. Senior Executive compensation actually earned is publicly disclosed annually.

LEGISLATIVE AUTHORITY AND CURRENT PUBLIC POLICY AMENDMENTS

The Public Sector Employers' Act provides the Minister of Finance with the authority to direct public sector employers to prepare compensation plans consistent with the Minister's direction and requires that employee compensation plans be approved by the Minister prior to implementation[1].

SALARY

The President's base salary is established at the outset of the contract and takes into consideration salaries paid at other comparable Canadian universities and any legislated total compensation maximums for Presidents established by the provincial government. These universities are intended to represent the market in which we are competing for university presidents. For Vice-Presidents and Associate Vice-Presidents, our salary philosophy is to develop a pay band that is also reflective of the market in which we are competing, particularly salaries paid at other comparable Canadian universities. To establish these salary ranges, the University conducts a national survey of the comparable Canadian Universities. Depending on the position, other comparators or benchmarks may include B.C. Public Sector organizations and other Provincial jurisdictions.

Surveys are conducted on an "as required" basis, as determined by the Compensation and Review Committee of the Board for the President and as determined by the President for the Vice-Presidents and Associate Vice-Presidents. For cost-effectiveness these surveys are often done at the same time.

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[1] For example, a change to the in-range, performance-based salary increase maximum for Presidents and Vice-Presidents in the Research Universities was made for calendar year 2024 and 2025. In alignment with the performance review of these executives, employers and Boards were permitted to action in-range, performance-based increases of up to 3% for Presidents/CEOs and Vice Presidents in 2024 and up to 2% in 2025. In addition, the total compensation maximum for the President was increased by 3% in 2024 and 2% in 2025 to accommodate this.

For Vice-Presidents and Associate Vice-Presidents, salary ranges are periodically adjusted by the UVic Board of Governors by an amount set out in the annual B.C. Public Sector Guide to Accountable Compensation issued by the PSEC Secretariat. This policy guidance typically reflects the increases applied to other professional/academic employees at the University of Victoria. The current salary ranges are effective July 1, 2025.

MERIT PAY

Annual objectives are put in place for all members of the Executive. In the case of the President, the setting of objectives and how they will be measured is determined by the Board of Governors in discussions with the President. The Board may award performance-based upward adjustments to the President's salary, to be effective on July 1 of the year in which the salary review was conducted. Any such adjustments must align with the government's current executive compensation framework.

While the specific objectives and results are between the Board and the President, the type of goals the Board approves for the President are consistent with best practice in annual evaluation of university presidents as described in publications of the Association of Governing Boards. UVic's Board typically approves a set of substantive, high-level, timely goals for the President each spring. In a given year, the goals and associated measures might include, for example:

- Achieve a balanced year-end budget and prepare the next budget that embodies the principles and priorities identified in the strategic plan. In this regard, the Board would want to see a balanced budget that is effectively allocated towards priorities articulated in the strategic plan and associated institutional plans, and those brought forward annually in the integrated planning process.

- Meet or exceed student enrolment targets with a focus on domestic and international recruitment, as well as undergraduate and graduate students. In pursuit of this goal, the Board would assess the university's progress in achieving the enrolment targets approved by Senate and the Board of Governors, and success of recruitment activities in alignment with strategic enrolment management goals.

Some goals are specific to a particular time period. For example, in a year of transition, the Acting President has the goal of ensuring continued progress of the university's priorities and providing stable leadership for the university. Other goals, such as that with respect to a balanced budget, recur annually.

Vice-Presidents' objectives, and how they will be measured, are established by the President in discussions with each Vice-President. Measures may be qualitative or quantitative.

Subject to any government mandated policy with respect to public sector compensation, Vice-Presidents normally progress through the salary range based on merit. The amount of merit pay is determined through the annual performance review process referenced above. Merit Pay for the Vice-Presidents is based on four merit increments. A Vice President may earn up to four merit increments in a year depending on performance, as summarized in the table below.

Merit Increment	Description
4	Truly exceptional performance; combination of outstanding contribution throughout the year with one or more extraordinary accomplishments. For AVPs, requires President's approval.
3	Fully achieving expectations. Outstanding contribution during the year.
2	Satisfactory performance; achieving expectations and meeting objectives.
1/0	Less than satisfactory performance; achieving some expectations and objectives OR insufficient service to be evaluated (too recently appointed or absent for justifiable reason).

The value of each merit increment, expressed as a percentage of salary, will be established annually by the Compensation and Review Committee of the Board in consultation with the President and the AVP Human Resources. The University will be guided by the above compensation principles, the requirement to be consistent with current public sector executive compensation policies, and an objective to equitably manage salary compression with union-included and excluded faculty and staff who report to university executives. In no case will a merit award result in a salary that exceeds the salary range maximum.

MARKET ADJUSTMENTS

Market adjustments may be included in addition to base salary. Market adjustments are normally determined at the time of hire or on re-negotiation of contract. Adjustments are made based on all or some of the following factors:

- the candidates' existing salary
- salary survey data
- other issues which affect the financial viability of the offer such as housing prices, loss of spousal income, loss of consulting opportunities
- concrete evidence of competing offers.

Market adjustments must meet the requirements of the University's approved compensation plan and are administered consistent with the market adjustment policy approved for UVic's Management Excluded staff.

HEALTH AND WELFARE BENEFITS, PENSION
The Executive receive the same benefits as those received by other professional/academic employee groups at the University of Victoria. Supplementary Pension Plan contributions are made when Revenue Canada maximums are reached.

LEAVES
Vacation, special leave and other general leave entitlements are administered consistent with the terms and conditions of employment for Management Excluded staff at the University of Victoria.

The University acknowledges that research leaves for academic administrators are the competitive standard in Canada and are typically provided at the end of the contract to facilitate a return of the executive to academic rank. They are reasonably adjudicated and fully costed as they are earned as part of overall compensation.

The accumulation of research leaves is limited to eighteen (18) months irrespective of the number of contract renewals and limited to no more than (12) months for the first (5) year appointment.

PERQUISITES/REIMBURSEMENTS
A determination as to whether a particular perquisite is required is based on whether it is consistent with the overall compensation package, required to assist in the effective carrying out of the position's role, and whether the perquisite is offered by comparable and/or competing universities and/or to professional/academic employees at UVic, and consistent with the institution's role as a public institution. Perquisites must be cost effective for recruiting and retention purposes.

For the President, perquisites are negotiated by the Board and approved by the Minister responsible for the *Public Sector Employers Act*, as part of contract negotiations. For Vice-Presidents perquisites are negotiated with the President at the commencement of the Vice-President's contract. Prior to those negotiations, the President consults with, and receives a mandate to conclude an employment agreement based on the approved mandate, from the Compensation and Review Committee of the Board. The AVP Human Resources consults with the PSEC Secretariat to ensure that all elements of a proposed employment agreement adhere to B.C.'s legislation and policies.

Reimbursement for out-of-pocket expenses will be consistent with university policy for other professional/academic employee groups.

University of Victoria

Summary Compensation Table at 2026

Name and Position	Salary	Holdback/Bonus/ Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2025/2026 Total Compensation	Previous Two Years Totals Total Compensation 2024/2025	2023/2024
Kevin Hall, President and Vice Chancellor	$ 163,838	-	$ 1,495	$ 40,579	$ 201,405	$ 407,317	$ 546,655	$ 526,989
Qwul'sih'yah'maht, Robina Thomas, Acting President and Vice-Chancellor	$ 382,679	-	$ 10,702	$ 41,881	-	$ 435,262		
Elizabeth Croft, Vice-President Academic and Provost	$ 373,839	-	$ 11,682	$ 40,990	-	$ 426,511	$ 424,178	$ 409,621
Christopher Horbachewski, Vice President External Relations	$ 300,885	-	$ 11,642	$ 32,762	$ 8,529	$ 353,818	$ 354,276	$ 341,327
Lisa Kalynchuk, Vice-President, Research and Innovation	$ 314,150	-	$ 11,349	$ 34,258	-	$ 359,757	$ 381,910	$ 329,512
Kristi Simpson, Vice President, Finance & Operations	$ 302,370	-	$ 11,003	$ 32,929	-	$ 346,302	$ 343,954	$ 331,126

Summary Other Compensation Table at 2026

Name and Position	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle / Transportation Allowance	Perquisites / Other Allowances	Other
Kevin Hall, President and Vice Chancellor	$ 201,405	-	-	$ 200,655	-	$ 750	-
Qwul'sih'yah'maht, Robina Thomas, Acting President and Vice-Chancellor	-	-	-	-	-	-	-
Elizabeth Croft, Vice-President Academic and Provost	-	-	-	-	-	-	-
Christopher Horbachewski, Vice President External Relations	$ 8,529	-	-	-	-	$ 8,529	-
Lisa Kalynchuk, Vice-President, Research and Innovation	-	-	-	-	-	-	-
Kristi Simpson, Vice President, Finance & Operations	-	-	-	-	-	-	-

Notes

Kevin Hall, President and Vice Chancellor	**General Note:** Employment as President and Vice Chancellor started November 1, 2020. Stepped down as President on August 1, 2025. Paid Academic Leave between August 2, 2025 and December 31, 2025. Salary was unadjusted in 2025/26 reporting year; Dr. Hall did not receive a performance-based increase. Opted to have accrued supplemental pension benefit paid out upon resignation ($196,557). **Perquisite/Other Allowance Note:** Other allowance represents: taxable benefit on interest free home loan.
Qwul'sih'yah'maht, Robina Thomas, Acting President and Vice-Chancellor	**General Note:** Appointed Acting President and Vice-Chancellor August 2, 2025 to June 30, 2026. 2025 performance-based increases for eligible NEOs were effective for July 1, 2025, but not implemented in FY2025/26. A performance-based increase of 2% for 2025 will be implemented in FY2026/27.
Elizabeth Croft, Vice-President Academic and Provost	**General Note:** Term as Vice President Academic and Provost started July 1, 2022. 2025 performance-based increases for eligible NEOs were effective for July 1, 2025, but not implemented in FY2025/26. A performance-based increase of 2% for 2025 will be implemented in FY2026/27.
Christopher Horbachewski, Vice President External Relations	**General Note:** Employment as Vice President External Relations started February 1, 2020. 2025 performance-based increases for eligible NEOs were effective for July 1, 2025, but not implemented in FY2025/26. A performance-based increase of 2% for 2025 will be implemented in FY2026/27. **Perquisite/Other Allowance Note:** Other allowance represents taxable benefit on interest free home loan and final installment of the forgivable home loan.
Lisa Kalynchuk, Vice-President, Research and Innovation	**General Note:** Appointed to second term as VP Research and Innovation effective July 1, 2024. 2025 performance-based increases for eligible NEOs were effective for July 1, 2025, but not implemented in FY2025/26. A performance-based increase of 2% for 2025 will be implemented in FY2026/27.
Kristi Simpson, Vice President, Finance & Operations	**General Note:** Appointed as Vice President Finance and Operations effective June 1, 2022. 2025 performance-based increases for eligible NEOs were effective for July 1, 2025, but not implemented in FY2025/26. A performance-based increase of 2% for 2025 will be implemented in FY2026/27. Serves as a director on the board of Infrastructure BC. Remuneration is provided to directors of which Ms. Simpson received $10,494 and the University of Victoria received $1,962 for the reporting year.