DOUGLASCOLLEGE
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New Westminster and Coquitlam
douglascollege.ca
604 527 5400

May 15, 2026

Mr. John Davison
CEO & President
Public Sector Employers' Council Secretariat
Suite 210 – 880 Douglas Street
Victoria, BC V8W 2B7

Dear Mr. Davison:

As Chair of the Douglas College Board, I confirm the following:

1) The Board is aware of all executive compensation paid in the prior fiscal year.

2) 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 employer. It also includes the value of any pre- or post-employment payments made during the 12-month period before or after the term of employment.

3) The compensation provided was within approved compensation plans and complies with PSEC guidelines.

4) All compensation information and contracts for disclosed executives are entered in the Senior Employee Compensation Database (SEC).

5) Copies of the contracts of employment for senior employees are available for public inspection during regular office hours.

Sincerely,

Bereket Kebede,
Chair, Douglas College Board

cc: Douglas College Board
Associate Vice President, Human Resources

DOUGLASCOLLEGE

Total Compensation Philosophy for Administrators

Last Revised: November 1, 2024
Reviewed: November 1, 2025

1. TOTAL COMPENSATION OBJECTIVES

Douglas College understands that its continued success in delivering reliable, high-quality education at a reasonable cost hinges on the quality and commitment of its employees. With that in mind, the College's Total Compensation program for Administrators has been built with a long-term view and is designed to:

- Attract and retain the best possible people by ensuring salaries are competitively benchmarked.
- Ensure internal pay equity through a formal job evaluation/classification system that ensures "equal pay for work of equal value."
- Reward and recognize competencies and behaviours that support the College's core values and leadership competencies.
- Promote and support a healthy workplace through competitive and comprehensive benefits and work life balance programs.
- Value and appreciate employees through both informal and formal recognition programs.
- Provide a workplace environment that fosters innovation, creativity, flexibility and adaptability.
- Promote socially responsible citizens committed to making a difference in our communities.
- Provide a culture of continuous improvement, learning and growth – both personally and professionally.

2. GUIDING PRINCIPLES

Douglas College takes a principled approach to all business-related matters, including compensation, and is committed to transparency and accountability to its stakeholders in its business practices and financial disclosure and reporting. The compensation philosophy is designed to support the College's core purpose, vision, values and goals, with flexibility to respond to changing and unique circumstances; it is a direct reflection of the nature of our business and human resource requirements.

The College considers:

- A long term and annual (academic year) business planning cycle which includes the mandate to service over 25,000 students preparing for ~~applied~~ careers in the Province of British Columbia;
- A need to meet stakeholder expectations of high reliability for quality educational delivery at a reasonable cost; and
- A desire to continue to be recognized as an Employer of Choice with a high-performance workforce inspiring our students and passionately driving the success of our College.

The College ensures:

- *Performance* - Compensation Programs support and promote a performance-based organizational culture that enables the College to attract, motivate and retain highly qualified and experienced employees.
- *Differentiation* - Differentiation of salary is supported where there are differences in the scope of the position within Douglas College, and/or due to differences in individual team contributions.
- *Accountability* - Compensation decisions are objective, affordable, sustainable, and based on clear and well documented business rationale that demonstrates the appropriate expenditure of public funds.
- *Transparency* – Compensation programs are designed, managed, and communicated in a manner that ensures the program is clearly understood by employees and the public while protecting personal information.

3. TOTAL COMPENSATION ELEMENTS

The College's total compensation program includes four main elements:

Compensation

Fair compensation for the scope and breadth of job responsibilities and the education, competencies and experience that employees bring to their roles.

- **Base Salary**: A salary range that outlines the range for base pay dependent on education, knowledge, skills, and experience of the individual, taking into account market comparators and pay positioning.
- **Other Compensation**: Eligible College employees may receive paid parking on Douglas College sites or opt for a Green Commute Allowance. This is a taxable benefit.

Benefits

Security and protection to employees and their families.

- **Defined Benefit Pension Plan**: Douglas College is a member of the Public Sector Pension Plans and provides to employees a defined benefit pension plan.
- **Benefits**: The benefit component of the total compensation package is designed to support the health and welfare of both employees and their families. Employees receive dental and

extended health, group life insurance, accidental death and dismemberment, paid sick leave, short and long-term disability coverage, employee and family assistance program (EFAP) coverage and a Health Care Spending Account (HCSA). The coverage includes various supports for a diverse workforce.

Professional and Career Development

Douglas College provides access to work experience and learning opportunities, as well as paid professional development and education leave to enable employees to pursue learning opportunities or activities that are beneficial to the College and themselves, support skill or competency development and enhance career development opportunities.

Wellness

Competitive and comprehensive coverage for employees and their families to recognize the importance of health, wellness and work-life balance to being a strong contributor to a high-performance culture.

- **Vacation:** Employees' annual rate of vacation accrual increases at established years of service until the maximum accrued vacation rate is met. The maximum accrued vacation provided to employees and executives is thirty (30) days. If approved by the Responsible Administrator, unused vacation leave of up to ten (10) days may be carried over to the year following when it was accumulated.

- **Leaves:** In addition to leaves that support life-long learning, the College offers leaves which help support health, wellness and work life balance. These include thirteen (13) statutory holidays and paid time of during the December closure, subject to operational need. Additional paid time off may be available for sick leave, bereavement or maternity/parental/adoption leave, at the discretion of the College.

- **Physical and Mental Health:** Employees are provided access to the College's fitness classes and workout facilities as well as mental health supports at no charge to the employee.

- **Flexible Work Arrangement**: Employees have the option to work from home on a part time basis where operationally feasible. Work from Home arrangements can provide many benefits to both employees and the College, including opportunities for improved work-life balance, increased productivity and convenience for employees.

4. COMPARATOR GROUPS

The College's comparator group includes organizations from which we may attract qualified employees and to which we are at risk of losing qualified employees. Our core comparator group includes post-secondary and other public sector organizations in BC. Where circumstances warrant, a broader comparator group is considered.

5. TARGET PAY POSITIONING

The College reviews market compensation data provided by external compensation consultants, the Post-Secondary Employers' Association, and considers direction from the Government with respect to Executive Compensation guidelines.

Targeting compensation at the 50^{th} percentile is the standard approach within the BC Public Sector; therefore, the College's total compensation programs are targeted at approximately the 50^{th} percentile of our core comparator group.

6. INTERNAL EQUITY

The College considers the relative scope, responsibilities, and complexities of jobs to ensure that compensation levels are fair and equitable. Market competitiveness is balanced with internal equity to ensure that the relative internal value of work is fairly recognized.

7. AFFORDABILITY AND SUSTAINABILITY

The College's total compensation program is designed and administered in a fiscally responsible manner that ensures costs are affordable and sustainable over time.

8. GOVERNANCE AND ADMINISTRATION

The College Board is responsible for approving the College's overall compensation philosophy. The executive team is responsible for the day-to-day oversight and administration of the programs. Total compensation programs may be amended from time to time, as determined by the College, and as approved by the Minister.

Positions are reviewed on a regular basis to ensure they are competitive and meet the needs of the College. Any compensation offered must be within the College's ability to pay, be approved at the Senior Executive level, and comply with government regulations and guidelines. Adjustments to salary levels are approved by the College Board and the Public Sector Employers' Council Secretariat (PSEC).

Executive compensation is reviewed by both the Board and the Human Resources Committee of the Board (HRC). The terms of reference (as related to total compensation) for the Board and HRC are outlined below:

Board

- Approves the College CEO's employment agreement and compensation package.
- Approves the compensation philosophy and compensation design package for the Named Executive Officers (NEOs), acting upon the advice of the CEO and upon recommendation of the HRC.

- Conducts regular performance evaluations of the CEO.

HRC

- Reviews the employment agreement and compensation structure for the CEO.
- Reviews the CEO's recommendations with respect to the compensation structure for the next four highest ranking/paid executives with an annualized base salary of $125,000 or greater during the fiscal year (NEOs).
- Reviews the CEO's recommendations with regard to the compensation philosophy for the College, in particular for the NEOs.
- Makes recommendations to the Board with respect to whether to approve or decline proposed changes to compensation philosophy or structure. When the HRC considers it necessary or advisable, it may retain, at the College's expense, outside consultants or advisors to assist or advise the Committee or the Board on any manner within its mandate.
- Coordinates the CEO performance evaluation process that is undertaken by the Board.
- Reviews and recommends to the Board the CEO's recommendations for salary increases pertaining to this disclosure.
- Reviews CEO and the top four (4) executive compensation disclosure before the College publicly discloses that information to ensure it reflects the decisions of the Board and the rationale for those decisions.

Summary Compensation Table
April 1, 2025 to March 31, 2026

Name and Position	Salary	Holdback/Bonus/ Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2025/2026 Total Compensation	Previous Two Years Total Compensation	
							2024/2025	2023/2024
Kathy Denton, President and Chief Executive Officer	$ 247,420	$ -	$ 24,030	$ 25,583	$ 22,570	$ 319,603	$ 316,700	$ 285,692
Thor Borgford, Vice President, Academic and Provost	$ 220,068	$ -	$ 8,991	$ 22,755	$ 13,925	$ 265,739	$ 267,137	$ 242,940
Manuela Costantino, Vice President, Academic and Provost	$ 188,338	$ -	$ 21,709	$ 19,474	$ 102	$ 229,623	$ 217,780	$ 203,804
Sarah Dench, Vice President Student Affairs	$ 240,180	$ -	$ 24,343	$ 24,835	$ 102	$ 289,460	$ 278,860	$ 252,302
Kayoko Takeuchi, Vice President, Administrative Services and Chief Financial Officer	$ 240,180	$ -	$ 23,736	$ 24,835	$ 102	$ 288,853	$ 278,860	$ 252,302
David Taylor, Vice President, External Relations and Advancement	$ 240,180	$ -	$ 24,343	$ 24,835	$ 102	$ 289,460	$ 278,860	$ 252,302

Summary Other Compensation Table
April 1, 2025 to March 31, 2026

Name and Position	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle / Transportation Allowance	Perquisites / Other Allowances	Other
Kathy Denton, President and Chief Executive Officer	$ 22,570	$ -	$ 10,468	$ -	$ 12,000	$ -	$ 102
Thor Borgford, Vice President, Academic and Provost	$ 13,925	$ -	$ 13,925	$ -	$ -	$ -	$ -
Manuela Costantino, Vice President, Academic and Provost	$ 102	$ -				$ -	$ 102
Sarah Dench, Vice President Student Affairs	$ 102	$ -	$ -	$ -	$ -	$ -	$ 102
Kayoko Takeuchi, Vice President, Administrative Services and Chief Financial Officer	$ 102	$ -	$ -	$ -	$ -	$ -	$ 102
David Taylor, Vice President, External Relations and Advancement	$ 102	$ -	$ -	$ -	$ -	$ -	$ 102

Notes
April 1, 2025 to March 31, 2026

Name and Position	Notes
Kathy Denton, President and Chief Executive Officer	**General Note:** A performance-based salary increase for the 2024/2025 performance year was approved and applied retroactively to September 1, 2025. As the retroactive payment was processed after March 31, 2026, it is not reflected in the Salary column, which represents the actual base salary earned by the NEO during the reporting year. **Other Note:** Douglas College qualifies for a reduced EI rate under Service Canada's EI Premium Reduction Program and returns the rebate to administrators.
Thor Borgford, Vice President, Academic and Provost	**General Note:** A performance based salary increase for the 2024/2025 performance year was approved and applied retroactively to July 1, 2025. Thor retired effective February 28, 2026. All unused vacation hours were paid out upon retirement.
Manuela Costantino, Vice President, Academic and Provost	**General Note:** A performance-based salary increase for the 2024/2025 performance year was granted for Manuela's prior role as Dean and applied retroactively to July 1, 2025. Manuela began her role as Vice President on March 1, 2026. **Other Note:** Douglas College qualifies for a reduced EI rate under Service Canada's EI Premium Reduction Program and returns the rebate to administrators.
Sarah Dench, Vice President Student Affairs	**General Note:** A performance based salary increase for the 2024/2025 performance year was approved and applied retroactively to July 1, 2025. **Other Note:** Douglas College qualifies for a reduced EI rate under Service Canada's EI Premium Reduction Program and returns the rebate to administrators.
Kayoko Takeuchi, Vice President, Administrative Services and Chief Financial Officer	**General Note:** A performance based salary increase for the 2024/2025 performance year was approved and applied retroactively to July 1, 2025. **Other Note:** Douglas College qualifies for a reduced EI rate under Service Canada's EI Premium Reduction Program and returns the rebate to administrators.
David Taylor, Vice President, External Relations and Advancement	**General Note:** A performance based salary increase for the 2024/2025 performance year was approved and applied retroactively to July 1, 2025. **Other Note:** Douglas College qualifies for a reduced EI rate under Service Canada's EI Premium Reduction Program and returns the rebate to administrators.