

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY

FINANCIAL INFORMATION ACT RETURN

FOR THE YEAR ENDED MARCH 31, 2020

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY
CONSOLIDATED FINANCIAL STATEMENTS AND OTHER FINANCIAL INFORMATION
AS AT MARCH 31, 2020

INDEX

FINANCIAL STATEMENTS

Management's Report
Independent Auditor's Report
Consolidated Statement of Financial Position
Consolidated Statement of Operations and Accumulated Surplus
Consolidated Statement of Remeasurement Gains
Consolidated Statement of Changes in Net Debt
Consolidated Statement of Cash Flows
Notes to Consolidated Financial Statements

OTHER FINANCIAL INFORMATION

Reconciliation of Totals of Employees' Remuneration and Expenses and Accounts Paid with Total of Expenditures Reported on the Statement of Operations	Exhibit A
Statement of Employees' Remuneration and Expenses	Exhibit B
Statement of Board of Governors Remuneration and Expenses	Exhibit C
Statement of Accounts Paid	Exhibit D
Schedule of Severance Agreements	Exhibit E
Schedule of Debts	Exhibit F
Schedule of Guarantee and Indemnity Agreements	Exhibit G
Statement of Financial Information Approval	Exhibit H

British Columbia Institute of Technology

Consolidated Financial Statements

March 31, 2020

(in thousands of dollars)



BRITISH COLUMBIA
INSTITUTE OF TECHNOLOGY

3700 Willingdon Avenue
Burnaby, British Columbia
Canada V5G 3H2

bcit.ca

Management's Report

Management's responsibility for the consolidated financial statements

The consolidated financial statements have been prepared by management of British Columbia Institute of Technology (the "Institute") in accordance with the accounting requirements of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia, and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all of the notes to the consolidated financial statements, and for ensuring that this information is consistent, where appropriate, with the information contained in the consolidated financial statements. A summary of the significant accounting policies are described in Note 2 to the consolidated financial statements. The preparation of consolidated financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced. The internal controls are designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the consolidated financial statements.

The Board of Governors is responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control and exercise this responsibility through the Audit and Finance Committee of the Board.

The external auditors, PricewaterhouseCoopers LLP, conduct an independent examination, in accordance with Canadian auditing standards, and express their opinion on the consolidated financial statements. The external auditors have full and free access to financial management of the Institute and meet when required. The accompanying Independent auditor's report outlines their responsibilities, the scope of their examination and their opinion on the consolidated financial statements.

On behalf of the Institute:

Ms. Kathy Kinloch
President

Mr. Lorcan O'Melinn
Vice President, Administration and CFO



Independent auditor's report

To the Board of Governors of British Columbia Institute of Technology and the Minister of Advanced Education of the Province of British Columbia

Our opinion

In our opinion, the accompanying consolidated financial statements of British Columbia Institute of Technology and its subsidiaries (together the Institute) as at March 31, 2020 and for the year then ended are prepared, in all material respects, in accordance with the accounting requirements of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

What we have audited

The Institute's consolidated financial statements comprise:

- the consolidated statement of financial position as at March 31, 2020;
- the consolidated statement of operations and accumulated surplus for the year then ended;
- the consolidated statement of remeasurement (losses) gains for the year then ended;
- the consolidated statement of changes in net debt for the year then ended;
- the consolidated statement of cash flows for the year then ended;
- and the notes to the consolidated financial statements, which include a summary of significant accounting policies.

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 consolidated financial statements* section of our report.

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

Independence

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

PricewaterhouseCoopers LLP
PricewaterhouseCoopers Place, 250 Howe Street, Suite 1400, Vancouver, British Columbia, Canada V6C 3S7
T: +1 604 806 7000, F: +1 604 806 7806

"PwC" refers to PricewaterhouseCoopers LLP, an Ontario limited liability partnership.



Comparative information

The consolidated financial statements of the Institute for the year ended March 31, 2019 were audited by another auditor who expressed an unmodified opinion on those statements on May 28, 2019.

Emphasis of matter - basis of accounting

We draw attention to note 2 to the consolidated financial statements, which describes the basis of accounting and the significant differences between such basis of accounting and Canadian public sector accounting standards. Note 2 to the consolidated financial statements provides a description of the nature of these differences. Our opinion is not modified in respect of this matter.

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for the preparation of the consolidated financial statements in accordance with the accounting requirements 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Institute'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 Institute or to cease operations, or has no realistic alternative but to do so.

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

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated 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 these consolidated 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 consolidated 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 Institute'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 Institute'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 consolidated 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 Institute to cease to continue as a going concern.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Institute to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We 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.

PricewaterhouseCoopers LLP

Chartered Professional Accountants

Vancouver, British Columbia
May 29, 2020

British Columbia Institute of Technology

Consolidated Statement of Financial Position

As at March 31, 2020

(in thousands of dollars)

	2020 \$	2019 \$
Assets		
Cash and cash equivalents	107,204	93,070
Accounts receivable (note 3)	7,534	5,822
Inventories for resale	1,472	1,425
Due from government and other government organizations (note 4)	13,277	14,177
Portfolio investments (note 5)	6,510	9,120
Debt sinking funds (note 6)	7,167	6,130
Investments in government business enterprises and partnerships (note 7)	13,647	12,957
	<u>156,811</u>	<u>142,701</u>
Liabilities		
Accounts payable and accrued liabilities (note 8)	34,412	30,169
Due to government and other government organizations (note 4)	6,414	5,385
Employee future benefits (note 9)	27,613	26,916
Deferred tuition fees	39,470	38,909
Deferred revenue – other	6,109	6,516
Deferred contributions (note 10)	30,172	29,646
Deferred capital contributions (note 11)	278,905	251,428
Asset retirement obligation (note 12)	21,007	18,778
Debt (note 13)	56,398	56,570
Obligations under capital lease (note 14)	20,479	21,087
	<u>520,979</u>	<u>485,404</u>
Net debt	<u>(364,168)</u>	<u>(342,703)</u>
Non-financial assets		
Tangible capital assets (note 15)	471,392	445,096
Endowment investments (notes 5 and 16)	27,966	27,378
Inventories held for use	270	309
Prepaid expenses	881	746
	<u>500,509</u>	<u>473,529</u>
Accumulated surplus	<u>136,341</u>	<u>130,826</u>
Accumulated surplus comprises:		
Accumulated operating surplus	138,122	129,205
Accumulated remeasurement (losses) gains	(1,781)	1,621
	<u>136,341</u>	<u>130,826</u>

Commitment and contingencies (note 17)

COVID-19 (note 22)

Approved by the Board of Directors



Director

Doug Eveneshen, Board Chair



Director

Cathy Young, Audit & Finance Committee Chair

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

British Columbia Institute of Technology

Consolidated Statement of Operations and Accumulated Surplus

For the year ended March 31, 2020

(in thousands of dollars)

	Budget \$	2020 \$	2019 \$
Revenue			
Province of British Columbia grants	144,770	146,638	139,740
Government of Canada grants	-	173	155
Tuition fees	128,007	148,303	131,463
Sales and ancillary revenue	12,688	13,090	12,762
Industry services	12,083	12,685	11,842
Facilities rental, cost recoveries and other income	7,731	7,684	6,953
Investment income	2,050	4,633	4,291
Gifts and donations	1,200	2,552	2,060
(Loss) income from government business enterprises and partnerships (note 7)	-	(557)	3,576
Amortization of deferred contributions (note 10)	12,132	17,335	15,562
Amortization of deferred capital contributions (note 11)	12,321	13,222	12,713
	332,982	365,758	341,117
Expenses (note 20)			
Academic and student support	49,463	50,896	47,343
Administrative support	59,653	61,551	57,726
Ancillary	11,340	11,710	12,145
Instruction	204,238	219,246	202,967
Externally funded and related entities	8,288	15,358	12,968
	332,982	358,761	333,149
Operating surplus before endowment contributions	-	6,997	7,968
Endowment contributions	-	588	2,710
Operating surplus for the year	-	7,585	10,678
Accumulated operating surplus – Beginning of year		129,205	118,681
Recognition adjustment – Government business enterprises (note 7)		1,332	-
Transitional adjustment to IFRS 9		-	(154)
Accumulated operating surplus – End of year		138,122	129,205

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

British Columbia Institute of Technology
Consolidated Statement of Remeasurement (Losses) Gains
For the year ended March 31, 2020

(in thousands of dollars)

	2020 \$	2019 \$
Government business enterprises and partnerships		
Transitional adjustment to IFRS 9 (note 7)	-	154
Unrealized losses	(3,094)	(161)
Realized losses on investment, reclassified to consolidated statement of operations and accumulated surplus	(308)	(417)
Net remeasurement losses	(3,402)	(424)
Accumulated remeasurement gains – Beginning of year	1,621	2,045
Accumulated remeasurement (losses) gains – End of year	(1,781)	1,621

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

British Columbia Institute of Technology

Consolidated Statement of Changes in Net Debt

For the year ended March 31, 2020

(in thousands of dollars)

	Budget \$	2020 \$	2019 \$
Operating surplus for the year	-	7,585	10,678
Additions of tangible capital assets	(51,350)	(52,007)	(55,336)
Amortization of tangible capital assets	27,567	25,834	27,224
(Gain) loss on disposition of tangible capital assets	250	(123)	1,066
	(23,533)	(26,296)	(27,046)
Additions of endowment investments	-	(588)	(2,710)
Change in inventories held for use	-	39	(67)
Change in prepaid expenses	-	(135)	93
	-	(684)	(2,684)
Recognition adjustment – Government business enterprises (note 7)	-	1,332	-
Net remeasurement losses	-	(3,402)	(578)
Increase in net debt	(23,533)	(21,465)	(19,630)
Net debt – Beginning of year		(342,703)	(323,073)
Net debt – End of year		(364,168)	(342,703)

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

British Columbia Institute of Technology

Consolidated Statement of Cash Flows

For the year ended March 31, 2020

(in thousands of dollars)

	2020 \$	2019 \$
Cash provided by (used in)		
Operating activities		
Operating surplus for the year	7,585	10,678
Items not involving cash		
Loss (income) from government business enterprises and partnerships	557	(3,576)
Amortization of tangible capital assets	25,834	27,224
Employee future benefits	699	1,097
Asset retirement obligation accretion expense	511	520
(Gain) loss on disposition of tangible capital assets	(123)	1,066
Amortization of deferred capital contributions (note 11)	(13,222)	(12,713)
	21,841	24,296
Change in non-cash working capital items (note 18)	4,997	13,343
	26,838	37,639
Capital		
Purchases of tangible capital assets	(47,186)	(49,294)
Asset retirement obligation liabilities settled	(379)	(273)
	(47,565)	(49,567)
Investing activities		
Changes in investments, net	(1,380)	(3,595)
Contribution from government business enterprises and partnerships	85	32
	(1,295)	(3,563)
Financing activities		
Capital contributions received	40,699	37,631
Repayment of debt sinking funds	(1,037)	(1,019)
Capital lease payments	(3,334)	(3,420)
Debt repayments	(172)	(252)
	36,156	32,940
Increase in cash and cash equivalents	14,134	17,449
Cash and cash equivalents – Beginning of year	93,070	75,621
Cash and cash equivalents – End of year	107,204	93,070
Supplemental cash flow information (note 18)		

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

British Columbia Institute of Technology

Notes to Consolidated Financial Statements

March 31, 2020

(in thousands of dollars)

1 General

British Columbia Institute of Technology (the Institute) is an agent of the Crown and operates under the College and Institute Act, R.S.B.C. 1996 (the Act). The Act is administered by the Minister of Advanced Education. As an agent of the government, the Institute is not liable for taxation except to the extent the government is liable.

The purpose of the Institute is to provide courses of instruction in advanced technological and vocational fields.

The Institute receives a significant portion of its revenue and capital funding from the Province of British Columbia (the Province).

The Institute is a registered charity under the Income Tax Act (Canada).

2 Summary of significant accounting policies

Basis of presentation

These 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, which requires accounting policies to be consistent with Canadian public sector accounting standards except in regard to the accounting for restricted capital contributions.

Under Section 23.1 of the Budget Transparency and Accountability Act and its related regulations, the Institute is required to recognize restricted capital contributions as a liability and recognize them into revenue on the same basis as the related amortization expense.

Under Canadian public sector accounting standards, those transfers with stipulations that have been met or that do not contain stipulations that create a liability, are fully recognized into revenue.

The impact of this difference on the consolidated financial statements of the Institute would be a decrease in deferred capital contributions, an increase in accumulated surplus and a change in revenues and annual surplus for each year.

Basis of consolidation

a) Consolidated entities

The consolidated financial statements reflect the assets, liabilities, revenue and expenses of organizations which are controlled by the Institute. Controlled organizations are consolidated except for government business enterprises and partnerships, which are accounted for by the modified equity method. All balances and transactions between the Institute and the consolidated entities have been eliminated on consolidation.

British Columbia Institute of Technology

Notes to Consolidated Financial Statements

March 31, 2020

(in thousands of dollars)

The following organization is controlled by the Institute and fully consolidated in these financial statements:

- BCIT Foundation, which is a controlled not-for-profit organization, is incorporated under the Societies Act (British Columbia). The purpose of BCIT Foundation is to raise funds in order to further the goals, objectives and strategic interests of the Institute; to stimulate and provide financial support for the development and expansion of educational programs, services, capital projects and other initiatives as recommended by the Institute; and to provide financial support to enable students to participate in learning at the Institute.

b) Investment in government business enterprises and partnerships

Government business enterprises and partnerships are accounted for by the modified equity method. Under this method, the Institute'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/partnership to those of the Institute.

The following organizations are controlled government business enterprises and partnerships and are accounted for using the modified equity method:

- Great Northern Way Campus Trust (the Trust) – the Trust is an equal share joint venture between the Institute, Simon Fraser University of British Columbia, and Emily Carr University of Art + Design. The purpose of the Trust is to develop an integrated, learning-centred campus with a high-technology focus, supported by new media and telecommunication technologies. The Trust's activities currently comprise two distinct business activities: property management and site development activities, and educational activities.
- TTA Technology Training Associates Ltd. (TTA) – TTA is a wholly owned corporation which was incorporated July 12, 1999 under the Business Corporations Act (British Columbia). The purpose of TTA is to provide international delivery and/or management of technical training and educational programs to public and private organizations, business development and marketing for the Institute in overseas markets.
- PanGlobal Training Systems Ltd. (PanGlobal) – PlanGlobal is an equal share joint venture between the Institute, Southern Alberta Institute of Technology and Northern Alberta Institute of Technology. The purpose of PanGlobal is to produce and market Power Engineering multimedia learning products.

Cash and cash equivalents

Cash and cash equivalents include cash and highly liquid securities which will mature within 90 days or less.

British Columbia Institute of Technology

Notes to Consolidated Financial Statements

March 31, 2020

(in thousands of dollars)

Inventories for resale and held for use

Inventories of merchandise held for resale are recorded at the lower of cost and net realizable value. Inventories held for use are recorded at the lower of cost and replacement cost. Cost is determined using the first-in, first-out method for all inventories.

Tangible capital assets

Tangible capital asset acquisitions are recorded at cost, which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. Donated assets are recorded at fair market value at the date of acquisition.

Tangible capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

Buildings	40 years
Leasehold improvements	30 years
Capital projects/renovations	10 to 25 years
Computer hardware	4 years
Computer software	5 years
Furniture and equipment	10 years
Library holdings	10 years

Computers and equipment under capital lease are amortized on a straight-line basis over the lesser of their estimated useful lives and the term of the lease.

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

Tangible capital assets are written down when conditions indicate they no longer contribute to the Institute'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.

Employee future benefits

The Institute and its employees make contributions to the College Pension Plan and the Municipal Pension Plan, which are multi-employer joint trusted plans. These plans are defined benefit plans, providing pension on retirement based on the member's age at retirement, length of service and highest earnings averaged over five years. As the assets and liabilities of the plans are not segregated by institution, the plans are accounted for as defined contribution plans and any Institute contributions to the plans are expensed as incurred.

The Institute also provides certain benefits, including accumulated sick and vacation pay, retirement allowance, group benefits and life insurance, for certain employees pursuant to certain contracts and union agreements. The costs of these benefits are actuarially determined based on service and management's best estimate of salary escalation, retirement ages of employees, and expected plan benefits costs. The obligation under these benefit plans is accrued based on projected benefits as the employees render services necessary to earn the future benefits. Actuarial gains and losses are amortized over the expected average remaining service lives of the employees.

British Columbia Institute of Technology

Notes to Consolidated Financial Statements

March 31, 2020

(in thousands of dollars)

Asset retirement obligation

The Institute recognizes the fair value of a future asset retirement obligation as a liability in the period in which it incurs a statutory, contractual or legal obligation associated with the retirement of tangible long-lived assets that results from the acquisition, construction, development, and/or normal use of the assets. The Institute concurrently recognizes a corresponding increase in the carrying amount of the related long-lived asset that is depreciated over the useful life of the asset. The fair value of the asset retirement obligation is estimated using the expected cash flow approach. Subsequent to the initial measurement, the asset retirement obligation is adjusted at the end of each period to reflect the passage of time and changes in the estimated future cash flows underlying the obligation or the discount rate. Changes in the obligation due to the passage of time are recognized in the consolidated statement of operations and accumulated surplus as accretion expense. Changes in the obligation due to changes in estimated cash flows or discount rates are recognized as an adjustment of the carrying amount of the related long-lived asset that is depreciated over the remaining life of the asset.

Liability for contaminated sites

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of contaminated sites is recognized when a site is not in productive use and all the following criteria are met:

- an environmental standard exists;
- contamination exceeds the environmental standard;
- the Institute
 - is directly responsible; or
 - accepts responsibility;
- it is expected that future economic benefits will be given up; and
- a reasonable estimate of the amount can be made.

The liability is recognized as management's estimate of the cost of post-remediation including operation, maintenance and monitoring, that is an integral part of the remediation strategy for a contaminated site.

Revenue recognition

Tuition fees and receipts from sales of services and products are recognized as revenue at the time the products are delivered or the services are substantially provided.

Rental revenue is recognized over the period earned.

Revenue related to fees or services received in advance of the fee being earned or the service performed is deferred and recognized when the fee is earned or service performed.

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.

British Columbia Institute of Technology

Notes to Consolidated Financial Statements

March 31, 2020

(in thousands of dollars)

Unrestricted donations and grants are recorded as revenue when receivable if the amounts can be estimated and collection is reasonably assured. Pledges from donors are recorded as revenue when payment is received by the Institute or the transfer of property is completed.

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:

- a) 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.
- b) 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 has been met.
- c) Contributions to be retained in perpetuity are classified as endowment donations and are recorded as revenue when received. Investment income earned on endowment principal is recorded as deferred revenue if it meets the definition of a liability and is recognized as revenue in the year related expenses are incurred. If the investment income earned does not meet the definition of a liability, it is recognized as revenue in the year it is earned.

Financial instruments

Financial instruments consist of cash and cash equivalents, accounts receivable, portfolio investments, debt sinking funds, accounts payable and accrued liabilities, debt and endowment investments.

Investments are measured at fair value. All other financial instruments are measured at cost or amortized cost.

Transaction costs are expensed for financial instruments measured at fair value. Transaction costs are added to the cost of the financial instruments for financial instruments measured at cost or amortized cost.

British Columbia Institute of Technology

Notes to Consolidated Financial Statements

March 31, 2020

(in thousands of dollars)

Unrealized gains and losses from changes in the fair value of financial instruments are recognized in the consolidated statement of remeasurement (losses) gains until such time that the financial instrument 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 (losses) gains.

For financial instruments measured using amortized cost, the effective interest rate method is used to determine interest revenue or expense.

Interest and dividends attributable to financial instruments are reported in the consolidated statement of operations and accumulated surplus.

All financial assets are tested annually for impairment. When financial assets are impaired, impairment losses are recorded in the consolidated statement of operations and accumulated surplus.

Functional classification of expenses

The Institute has identified the following segments and associated groups of activities based upon the functional areas of service as provided by various departments within the Institute:

Academic and student support

Academic and student support includes expenses related to the direct support of academic functions, as well as centralized functions that support students and groups of students. This includes Foundation & Alumni, VP ERI, Student Services, Research & Planning, International Education, Learner Services, Learning & Teaching Centre, Library, Marketing & Communication, Print Services, Registrar's Office and Technology Centre administration. Costs associated with this function include VPs, management, administration, support staff and related support costs.

Administrative support

Administrative support includes expenses related to activities that support the Institute as a whole. This includes Financial Services, Human Resources, Internal Auditing, President's Office, Board of Governors, Purchasing & Supply Management, Safety and Security, Facilities, Amortization and IT & Communications. Costs associated with the function include VPs management, administration, support staff and related support costs.

Ancillary

Ancillary includes expenses related to business activities outside of instruction and research that provide goods and services to students, staff and others external to the organization. This includes Bookstore, Room Rentals, Leases, Food Services, Parking and Residences. Costs associated with this function include management, administration, support staff and related support costs.

British Columbia Institute of Technology

Notes to Consolidated Financial Statements

March 31, 2020

(in thousands of dollars)

Instruction

Instruction includes expenses related to the direct business of delivering education. This would include full-time studies part-time studies and training supported by industry services. Costs associated with this function include instructors, contract expenses, deans, instructional administration, support staff and related support costs.

Externally funded and related entities

Externally funded and related entities include expenses related to research and non-research activities funded by external contracts and/or grants, trust activities and subsidiaries. This would include Restricted Funds, Applied Research Grants, Student Wards and BCIT Foundation. Costs associated with this function include deans, management, administration, support staff and related support costs.

Budget figures

Budget figures have been provided for comparative purposes and have been derived from the 2019/2020 Fiscal Plan approved by the Board of Governors of the Institute on March 19, 2019.

Use of estimates

The preparation of consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenue and expenses during the reporting period. Significant areas requiring the use of management estimates relate to the determination of the useful lives for amortization of tangible capital assets and deferred capital contributions, the valuation of employee future benefit obligations, future cash flows associated with asset retirement obligations, the provision for uncollectible accounts and the provision for contingencies. Actual amounts may ultimately differ from these estimates.

3 Accounts receivable

	2020 \$	2019 \$
Student	3,364	3,099
Trade and other	2,990	3,098
Allowance for doubtful accounts	(375)	(375)
Funds owed by external agencies	1,555	-
	<hr/> 7,534	<hr/> 5,822

British Columbia Institute of Technology

Notes to Consolidated Financial Statements

March 31, 2020

(in thousands of dollars)

4 Balances with government and other government organizations

Due from government and other government organizations

	2020 \$	2019 \$
Federal government	2,530	766
Provincial government	9,754	12,332
Other government organizations	993	1,079
	<u>13,277</u>	<u>14,177</u>

Due to government and other government organizations

	2020 \$	2019 \$
Federal government	1,430	1,111
Provincial government	3,998	3,291
Other government organizations	986	983
	<u>6,414</u>	<u>5,385</u>

5 Investments

Investments consist of:

	2020 \$	2019 \$
Portfolio investments	6,510	9,120
Endowment investments	27,966	27,378
	<u>34,476</u>	<u>36,498</u>

The underlying investments consist of:

	Fair value hierarchy level	2020 \$	2019 \$
Equities	Level 2	18,027	15,882
Cash and cash equivalents	Level 1	1,521	2,917
Fixed income	Level 2	14,928	17,699
		<u>34,476</u>	<u>36,498</u>
Historical cost		<u>36,616</u>	<u>35,082</u>

British Columbia Institute of Technology

Notes to Consolidated Financial Statements

March 31, 2020

(in thousands of dollars)

6 Debt sinking funds

Contributions to the sinking funds are made for certain long-term debt obligations with the Province. Investments held in the sinking funds, including interest earned, are used to repay the related debt at maturity. The Institute makes annual payments of principal and interest towards the sinking funds, which are held and invested by the Province to provide for the retirement of the debt.

Aggregate payments for the next five fiscal years and thereafter to meet sinking fund instalments on externally restricted sinking funds and retirement provisions on notes, bonds and debentures are:

	\$
2021	788
2022	788
2023	788
2024	788
2025	788
Thereafter	12,028
	<u>15,968</u>

7 Investments in government business enterprises and partnerships

	Balance – Beginning of year \$	Net contributions received \$	Recognition adjustment \$	Net (loss) income \$	Balance – End of year \$
Investment in Trust	12,607	(85)	-	(623)	11,899
Investment in PanGlobal	-	-	1,332	64	1,396
Investment in TTA	352	-	-	-	352
	<u>12,959</u>	<u>(85)</u>	<u>1,332</u>	<u>(559)</u>	<u>13,647</u>

The recognition adjustment relates to an uplift to recognize the investment in PanGlobal. The Institute identified that there was joint control over PanGlobal during the financial year and, therefore, has recognized the investment as the proportion of PanGlobal's net assets attributable to the Institute.

British Columbia Institute of Technology

Notes to Consolidated Financial Statements

March 31, 2020

(in thousands of dollars)

Condensed financial information of the Trust that is part of the Institute's reporting entity is as follows:

Great Northern Way Campus Trust

	25% share	
	2020 \$	2019 \$
Statement of financial position		
Total assets	14,563	15,452
Total liabilities	2,664	2,845
Equity	11,899	12,607
Statement of operations		
Revenue	1,721	6,504
Expenses	(1,564)	(2,910)
Unrealized loss on investment	(780)	(20)
Net (loss) earnings	(623)	3,574

Total liabilities include \$280 (2019 – \$195) payable to the Institute.

8 Accounts payable and accrued liabilities

	2020 \$	2019 \$
Trade payables	16,645	8,688
Salaries and benefits payable	11,879	10,413
Held for external agencies	-	6,363
Other	5,888	4,705
	34,412	30,169

9 Pension plans and employee future benefits

Pension plans

The Institute and its employees contribute to the College Pension Plan and the Municipal Pension Plan, which are jointly trustee pension plans. The boards of trustees for these plans, representing plan members and employers, are responsible for administering the pension plans, including investing assets and administering benefits. The plans are multi-employer defined benefit pension plans. Basic pension benefits provided are based on a formula. As at August 31, 2019, the College Pension Plan had about 15,000 active members, and approximately 8,000 retired members. As at December 31, 2018, the Municipal Pension Plan had about 205,000 active members, including approximately 6,000 from colleges.

Every three years, an actuarial valuation is performed to assess the financial position of the plans and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to

British Columbia Institute of Technology

Notes to Consolidated Financial Statements

March 31, 2020

(in thousands of dollars)

fund the plans. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plans. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent actuarial valuation from the College Pension Plan as at August 31, 2018, indicated a \$303 million surplus for basic pension benefits on a going concern basis. The next valuation for the College Pension Plan will be as at August 31, 2021, with results available in 2022. The most recent actuarial valuation for the Municipal Pension Plan as at December 31, 2018, indicated a \$2,866 million funding surplus for basic pension benefits on a going concern basis. The next valuation for the Municipal Pension Plan will be as at December 31, 2021, with results available in 2022.

Employers participating in the plans record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plans record accrued liabilities and accrued assets for the plans in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plans.

The Institute paid \$17,775 for employer contributions to the plan in fiscal 2020 (2019 –\$16,253), consisting of \$13,738 to the College Pension Plan and \$4,037 to the Municipal Pension Plan.

Employee future benefits

The Institute also provides certain benefits, including accumulated sick and vacation pay, retirement allowance, group benefits and life insurance, for certain employees pursuant to certain contracts and union agreements. The most recent actuarial valuation was completed as at March 31, 2019.

British Columbia Institute of Technology

Notes to Consolidated Financial Statements

March 31, 2020

(in thousands of dollars)

Information about these employee future benefits is as follows:

	2020 \$	2019 \$
Accrued benefit obligation	23,297	21,821
Fair value of plan assets	-	-
Funded status	(23,297)	(21,821)
Unamortized net actuarial gains	(2,407)	(3,361)
Accrued benefit liability	(25,704)	(25,182)
Employer's share of benefits (EI, CPP, pension)	(1,909)	(1,734)
Total liability	(27,613)	(26,916)

Components of net benefit expense

	2020 \$	2019 \$
Service cost	1,409	1,346
Interest cost	480	637
Long-term disability experience	(411)	(1)
Amortization of net actuarial gain	(396)	(41)
Net benefit expense	1,082	1,941

The significant assumptions used are as follows:

	2020 %	2019 %
Accrued benefit obligations as of March 31		
Discount rate	2.0	2.4
Benefit cost for year ended March 31		
Discount rate	2.4	2.8
Assumed health care cost trend rates at March 31	4.0 – 6.1	4.0 – 6.2

10 Deferred contributions

Deferred contributions related to expenses of future periods represent unspent externally restricted grants and donations. Deferred contributions are primarily restricted for research purposes.

	2020 \$	2019 \$
Balance – Beginning of year	29,646	26,988
Add: Contributions received during the year	28,898	26,307
Less: Amounts recognized as amortization of deferred contributions revenue	(17,335)	(15,562)
Less: Amounts recognized as Province of British Columbia grants revenue	(9,037)	(8,087)
Less: Amounts transferred to deferred capital contributions	(2,000)	-
Balance – End of year	30,172	29,646

British Columbia Institute of Technology

Notes to Consolidated Financial Statements

March 31, 2020

(in thousands of dollars)

11 Deferred capital contributions

Capital contributions for the purpose of acquiring or developing a depreciable tangible capital asset are referred to as deferred capital contributions. Amounts are recognized into revenue at the same rate that amortization of the tangible capital asset is recorded. Treasury Board provided direction on accounting treatment as disclosed in note 2.

Changes in the deferred capital contributions balance are as follows:

	2020 \$	2019 \$
Balance – Beginning of year	251,428	226,510
Add: Contributions received during the year	40,699	37,631
Less: Amounts amortized to revenue	(13,222)	(12,713)
Balance – End of year	278,905	251,428

The balance of unamortized capital contributions related to capital assets consists of the following:

	2020 \$	2019 \$
Unamortized capital contributions used to purchase assets	273,668	250,512
Unspent capital funding	5,237	916
	278,905	251,428

12 Asset retirement obligation

The Institute has recorded an asset retirement obligation for the estimated costs of asbestos removal from certain facilities. The following is a reconciliation of the changes in the asset retirement obligation during the year:

	2020 \$	2019 \$
Balance – Beginning of year	18,778	17,309
Add: Accretion expense	511	520
Add: Adjustment for change in discount rate	2,097	1,222
Less: Liabilities settled	(379)	(273)
Balance – End of year	21,007	18,778

The accretion expense is included in interest expense. The undiscounted estimated cash flows required to settle the obligation are approximately \$21,515 to be paid during the fiscal years 2020 to 2070. The estimated cash flows were discounted using the credit-adjusted risk-free rate of 2.58% (2019 – 2.70%).

British Columbia Institute of Technology

Notes to Consolidated Financial Statements

March 31, 2020

(in thousands of dollars)

13 Debt

	2020 \$	2019 \$
Province of British Columbia, 8% bond, due September 2023 (i)	12,888	12,888
Province of British Columbia, 4.3% bond, due June 2042 (i)	32,189	32,189
Province of British Columbia, 1.95% promissory note, due August 2019	-	5,055
Province of British Columbia, 3.25% bond, due December 2021 (i)	5,000	-
	50,077	50,132
Province of British Columbia, 4.3% bond, premium payable (ii)	6,165	6,438
Province of British Columbia, 3.25%, premium payable (ii)	156	-
	56,398	56,570

(i) Interest payments are made to the Province of British Columbia semi-annually. The Institute makes contributions to the sinking fund each year to repay the bonds at maturity (note 6). The bonds are unsecured.

(ii) The bond premium is being amortized based upon the effective interest method.

Principal payments for the next five years and thereafter are as follows:

	Province of British Columbia, 3.25% bond \$	Province of British Columbia, 4.3% bond \$	Province of British Columbia, 8% bond \$	Total \$
2021	-	-	-	-
2022	5,000	-	-	5,000
2023	-	-	-	-
2024	-	-	12,888	12,888
2025	-	-	-	-
Thereafter	-	32,189	-	32,189
	5,000	32,189	12,888	50,077

Interest expense on debt is \$2,741 (2019 – \$2,187).

British Columbia Institute of Technology

Notes to Consolidated Financial Statements

March 31, 2020

(in thousands of dollars)

14 Obligations under leases

Capital leases

Capital lease payments, including principal and interest, are as follows:

	\$
2021	3,391
2022	2,916
2023	1,766
2024	1,214
2025	877
Thereafter	<u>20,137</u>
	30,301
Less: Interest at rates from 2.0% to 5.5%	<u>9,822</u>
Present value of minimum lease payments	<u>20,479</u>

Interest expense on capital leases is \$913 (2019 – \$933).

Operating leases

The Institute has entered into operating leases for land.

Operating lease payments for the next five years and thereafter are as follows:

	\$
2021	255
2022	255
2023	255
2024	255
2025	255
Thereafter	<u>6,343</u>
	<u>7,618</u>

British Columbia Institute of Technology

Notes to Consolidated Financial Statements

March 31, 2020

(in thousands of dollars)

15 Tangible capital assets

	2019 \$	Additions \$	Disposals \$	2020 \$
Cost				
Land	44,808	-	-	44,808
Buildings, leasehold improvements and capital projects/renovations	501,543	26,650	-	528,193
Buildings under capital lease	15,295	-	-	15,295
Furniture and equipment	138,440	6,191	(4,008)	140,623
Computer hardware and software	37,147	2,859	(8,158)	31,848
Equipment under capital lease	14,392	2,735	(3,475)	13,652
Library holdings	3,120	176	-	3,296
Construction-in-process	43,202	13,397	-	56,599
	797,947	52,008	(15,641)	834,314

	2019 \$	Amortization \$	Accumulated amortization on disposals \$	2020 \$
Accumulated amortization				
Land	-	-	-	-
Buildings, leasehold improvements and capital projects/renovations	205,352	14,486	-	219,838
Buildings under capital lease	2,368	505	-	2,873
Furniture and equipment	107,126	4,242	(3,969)	107,399
Computer hardware and software	27,331	3,598	(8,208)	22,721
Equipment under capital lease	8,853	2,743	(3,591)	8,005
Library holdings	1,824	262	-	2,086
	352,854	25,836	(15,768)	362,922

	2020 \$	2019 \$
Net book value		
Land	44,808	44,808
Buildings, leasehold improvements and capital projects/renovations	308,355	296,191
Buildings under capital lease	12,422	12,927
Furniture and equipment	33,224	31,317
Computer hardware and software	9,127	9,816
Equipment under capital lease	5,647	5,539
Library holdings	1,210	1,296
Construction-in-process	56,599	43,202
	471,392	445,096

British Columbia Institute of Technology

Notes to Consolidated Financial Statements

March 31, 2020

(in thousands of dollars)

16 Endowments

Endowment contributions form part of accumulated surplus. Changes to the endowment balances are as follows:

	2020 \$	2019 \$
Balance – Beginning of year	27,378	24,668
Contributions received during the year	588	2,710
Balance – End of year	27,966	27,378

17 Commitments and contingencies

Total commitments under construction contracts for capital projects as at March 31, 2020 was \$74,795, which is fully funded by the Province.

There are lawsuits pending arising in the ordinary course of business, in which the Institute is involved. It is considered that the potential claims against the Institute resulting from such litigation would not materially affect the consolidated financial statements of the Institute. Any difference between the liability accrued by the Institute related to the lawsuits and the amounts ultimately settled will be recorded in the period in which the claim is resolved.

18 Supplemental cash flow information

	2020 \$	2019 \$
Change in non-cash working capital items		
Accounts receivable	(157)	922
Inventories	(8)	89
Prepaid expenses	(135)	93
Due from government and other government organizations	900	(5,927)
Funds owed by external agencies	(1,555)	-
Accounts payable and accrued liabilities	4,243	6,738
Due to government and other government organizations	1,029	168
Deferred tuition fees	561	8,462
Deferred revenue – other	(407)	140
Deferred contributions	526	2,658
	4,997	13,343
	2020 \$	2019 \$
Non-cash transactions		
Receipt of donated capital assets	359	382
Buildings and equipment under capital lease	2,724	4,820
Increase in asset retirement obligation and capital assets	2,097	1,222

British Columbia Institute of Technology

Notes to Consolidated Financial Statements

March 31, 2020

(in thousands of dollars)

19 Financial instruments

Fair value

The following classification system is used to describe the basis of the inputs used to measure the fair value of investments:

- Level 1 Quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2 Market-based inputs other than quoted prices that are observable for the asset or liability either directly or indirectly
- Level 3 Inputs for the asset or liability that are not based on observable market data; assumptions are based on the best internal and external information available and are most suitable and appropriate based on the type of financial instrument being valued in order to establish what the transaction price would have been on the measurement date in an arm's length transaction

The classification of portfolio and endowment investments is disclosed in note 5.

Risk management

The Institute has exposure to the following risks from its use of financial instruments:

Credit risk

The Institute is exposed to the risk that the counterparty defaults or becomes insolvent. The Institute's investments in pooled funds that hold debt securities are exposed to such risk. Credit risk also arises from the possibility that student, trade and other receivables may not be collected.

This risk is mitigated by proactive credit management and investment policies that include regular monitoring of each debtor's payment history and performance.

As at March 31, 2020, accounts receivable comprises:

	Under 90 days \$	Over 90 days \$	Total \$
Student	3,241	123	3,364
Trade and other	2,753	237	2,990
Allowance for doubtful accounts	(285)	(90)	(375)
Funds owed by external	1,555	-	1,555
	<u>7,264</u>	<u>270</u>	<u>7,534</u>

British Columbia Institute of Technology

Notes to Consolidated Financial Statements

March 31, 2020

(in thousands of dollars)

Market risk

There is a risk that fluctuations in market prices will affect the Institute's net assets and the value of holdings in investments. Market risk comprises the following:

Interest rate risk

Interest rate risk refers to the effect on the market value of the Institute's assets due to the fluctuations in interest rates. The market value of the Institute's investments in fixed income pooled funds is also affected by fluctuations in interest rates.

Foreign currency risk

Foreign currency exposure arises from the Institute's foreign currency denominated investments. Fluctuations in the relative value of foreign currencies against the Canadian dollar can result in a positive or negative effect on the fair value of investments.

The Institute manages its credit risk and market risks on its investments by investing in funds that have a well-diversified portfolio of securities.

Liquidity risk

Liquidity risk is the risk that the Institute will not be able to meet its financial obligations as they become due.

The Institute 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.

Other than the Institute's debt, which matures according to the timeline provided in note 13, the Institute's financial liabilities mature within 12 months from the consolidated statement of financial position date.

British Columbia Institute of Technology

Notes to Consolidated Financial Statements

March 31, 2020

(in thousands of dollars)

20 Expenses by object

	2020 \$	2019 \$
Salaries and wages	194,350	181,956
Employee benefits	41,092	37,289
Amortization of tangible capital assets	25,834	27,224
Supplies and general	22,869	18,095
Fees for service	20,929	18,000
Repairs and maintenance	19,806	17,835
Utilities and taxes	6,137	6,155
Student awards	4,691	4,357
Training and travel	4,347	4,114
Cost of sales	4,275	4,893
Interest	3,763	3,727
Printing and advertising	3,162	2,608
Promotional and catering	2,551	2,239
Contractual professional development	1,933	1,890
Equipment and facilities leases	1,207	1,220
Telecommunications	1,151	1,008
Banking and insurance	601	465
Official functions	63	74
	<u>358,761</u>	<u>333,149</u>

21 Related party transactions

The Institute is related through common ownership 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 Institute administers funds on behalf of British Columbia Council of Admissions and Transfer (BCCAT) and other external agencies. Included in accounts receivable is \$1,555 (2019 – \$6,363 included in accounts payable).

22 COVID-19

In March 2020, the World Health Organization declared a global pandemic related to the coronavirus known as COVID-19. The impacts to the economy are expected to be far-reaching. The Canadian public post-secondary sector is expected to be impacted due to the economic environment and related uncertainty including physical distancing measures and international travel bans, which may cause a potential decrease in revenues. The potential impacts are being reviewed, but the nature and amount is still to be determined.

23 Comparative information

Certain comparative information has been reclassified to conform with the consolidated financial statement presentation adopted for the current year.

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY
RECONCILIATION OF TOTALS OF EMPLOYEES' REMUNERATION AND
EXPENSES AND ACCOUNTS PAID WITH TOTAL OF EXPENDITURES
REPORTED ON THE STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2020
EXHIBIT A

EXHIBIT A

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY
RECONCILIATION OF TOTALS OF EMPLOYEES' REMUNERATION AND
EXPENSES AND ACCOUNTS PAID WITH TOTAL OF EXPENDITURES
REPORTED ON THE STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2020

PAYMENTS

Employees' Remuneration	Exhibit B	\$	194,279,208
Employees' Expenses	Exhibit B		3,622,775
Board of Governors, Remuneration	Exhibit C		17,660
Board of Governors, Expenses	Exhibit C		12,439
Accounts Paid	Exhibit D		180,853,953
<hr/>			
			378,786,035

ITEMS NOT INCLUDED IN PAYMENT AMOUNTS

Changes in Accrued Liabilities	\$	819,132	
Changes in Inventories		(8,079)	
Student Awards		4,691,168	
Subsidiary Expenditure		341,567	
Capital Expenditure		(52,008,000)	(26,174,052)
Amortization		25,833,948	
Donated Equipment Expensed		305,124	
<hr/>			(20,025,140)

**TOTAL OF EXPENDITURE PER STATEMENT
OF OPERATIONS**

\$	358,760,895
<hr/>	
\$	(0)

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY
STATEMENT OF EMPLOYEES' REMUNERATION AND EXPENSES
FOR THE YEAR ENDED MARCH 31, 2020
EXHIBIT B

NAME	SALARY*	EXPENSES
Abdel-Hai, Mahmoud	148,320	-
Abdelhamid, Yousry S	77,575	2,231
Abdulla, Aman I	167,665	-
Abulaban, Hiam	87,549	704
Achtemichuk, Jonathan L	95,731	8,717
Aguilar, Imelda A	100,662	917
Ahmed, Muhammad J	107,002	3,705
Aibin, Michal	87,976	10,628
Akers, John	92,541	-
Albino, Patricia L	98,383	-
Alderman, Daniel C	99,876	-
Aldulea, Cristina L	97,076	1,968
Alemi, Mohammad	98,143	1,240
Allardyce, Mark	97,095	-
Allen, Lisa	117,605	3,179
Alphonso, Myles	103,880	-
Ambrose, Catherine A	85,516	-
Amintabar, Amirhasan	117,650	3,518
Amiraslany, Mina	97,076	4,211
Amlani, Meena M	100,192	5,260
Amos, Bill	96,459	3,561
Anand, Kishore	106,574	-
Anderson, Earl	98,595	9,817
Anderson, Eric M	103,026	9,962
Andrei, Liviu	105,739	172
Andrews, Myra	131,108	4,576
Andrichuk, Gjoa	80,177	1,490
Anselmo, Francine	99,321	1,689
Anthony, Bruce	114,883	2,275
Arcega, Victor	116,159	7,010
Argo, Brent J	84,494	1,029
Armstrong, James R	106,824	2,600
Arntsen, Erik P	94,404	6,741
Arreola, Marte A	115,920	10,705
Arsenault, Justine E	79,903	13,929
Ashley, Ken I	112,615	5,229
Askari, Vahid	116,608	3,311
Atha, Joanne	116,082	-
Au, Elsie S	101,945	-
Auchter, Celia M	82,996	1,293
Avila, Victor H	82,764	7,633
Azmitia, Juan J	149,464	5,375
Bachrich, Simon L	108,760	-
Bahia, Rubinder K	82,499	2,063
Bains, Gurpreet	97,076	4,822
Baldry, Janice	158,906	415

*Salary may include overtime, allowances, part-time and termination settlement

NAME	SALARY*	EXPENSES
Baldwin, Daemon	77,524	2,515
Baldwin, Kevin J	98,531	-
Bao, Steven	153,042	-
Barclay-Estrup, Kirsty	91,692	-
Barnes, Elspeth M	84,655	1,777
Barrett, Nadine E	122,162	-
Barroetavena, Laura	127,694	2,490
Bartz, James T	102,995	299
Bassan, Jonathan	85,721	1,351
Baumert, Michael E	86,290	4,921
Baxter, Matt W	79,122	-
Bayliss, Richard	114,519	637
Baylon, Cecilia	77,661	5,676
Bazargani, Poureya	77,293	2,052
Beatson, Rodger P	98,840	1,863
Beatty, Cheryl L	97,076	5,000
Beauchamp, Michelle A	102,408	122
Beaupre, Denise	97,076	1,914
Becker, Lori	124,730	4,196
Bednarz, Mike	94,403	6,595
Beketa, Richard	97,044	7,945
Bell, Brandon S	90,998	-
Bell, Laurence	119,296	-
Berenbaum, David B	95,022	-
Beresford, Peter	86,417	-
Berg, Denise	102,700	546
Berinde, Vasile D	78,465	-
Berladyn, Jim	98,531	-
Berry, Helene A	85,681	-
Beveridge, Lynda M	100,802	4,727
Beyenir, Serhat	98,714	3,725
Bhagat, Percy G	94,803	51
Bielenberg, Jan	99,533	422
Billing, Laura	101,612	-
Binns, Dawn-Marie	100,512	1,566
Bird, Geoffrey C	100,059	4,995
Blaison, Yves	98,531	-
Bloemink, Jeffrey M	91,530	4,580
Boehm, Jochen	97,076	-
Bomba, Julie C	91,671	3,380
Bonci, Gheorghe D	97,076	6,883
Booth, James	97,076	4,199
Borisoff, Jaimie	128,512	578
Borman, Pamela J	98,689	954
Bortignon, Roger	103,866	206
Bosch, Brittany	89,161	1,532

*Salary may include overtime, allowances, part-time and termination settlement

NAME	SALARY*	EXPENSES
Boskovic, Sanja	119,121	19,483
Boucher, Taurra R	113,179	2,297
Bourke, Eamonn	105,011	-
Bourke, Heather L	86,212	3,117
Bourke, William M	100,512	-
Bowman, Donald J	100,732	-
Boyd, Dave	110,047	-
Boyd, Joseph	97,076	1,271
Boyd, Lori A	80,024	2,975
Brander, Lin	97,076	4,740
Braun, Robert D	116,698	2,930
Bravo, Maria T	86,379	425
Bremner, Tamara	98,050	5,224
Brennan, Noel	105,318	1,848
Brenner, Daniel G	98,531	-
Brett, Jason A	99,076	283
Brewer, James P	124,701	2,279
Bridge, Michele	98,661	1,856
Bringeland, Dawne C	101,924	11,507
Brocklehurst, Deidre A	85,361	1,910
Brown, Geoff A	104,859	-
Brown, Paula N	157,270	84,724
Brown, Roderick A	96,662	210
Bruce, Esmeralda	84,356	83
Bryant, Michael J	98,268	443
Bubersky, Daryl Y	80,856	-
Buckley, Brian	143,121	37,973
Buerk, Greg	101,465	3,891
Burgess, Susan M	148,728	2,556
Burleigh, Peter	98,531	-
Burlock, Clarence	133,230	9,316
Bushnell, Judy	97,076	1,293
But, Ivan Tak Chung	88,556	3,651
Butorac, Dennis F	76,715	1,417
Butterfield, Linda	92,723	1,802
Cahill, Cheryl M	126,691	2,993
Cai, James J	127,231	2,872
Cairns, Kim P	85,206	221
Callagan, George M	77,066	1,876
Calvert, Denise L	124,520	3,441
Cantu, Eduardo	79,163	2,827
Carde, Terri	89,684	-
Cardiff, Treena C	117,077	11,516
Carmichael, Kelly I	80,236	4,633
Caron, Andre J	100,206	5,960
Carrese, Gino	113,529	739

*Salary may include overtime, allowances, part-time and termination settlement

NAME	SALARY*	EXPENSES
Carson, Timothy	129,797	-
Casas, Eduardo F	108,982	1,898
Castillo, Jordan	75,690	2,386
Catt, Daniel J	101,464	7,001
Celli, Domenico	98,685	-
Chacon, Erick A	98,685	2,322
Chan, Angeline	99,894	1,256
Chan, Anthony Y	113,496	593
Chan, Colin H	95,185	2,534
Chan, Colleen C	97,076	1,419
Chan, David K	109,229	-
Chan, Michael	80,645	13,269
Chander, Harmesh L	99,890	4,467
Chandler, David	98,531	4,962
Chang, Liou Chun	87,959	1,284
Changizi, Neda	77,941	-
Chapin, Nathaniel V	130,374	10,252
Charbula, Michael	91,036	125
Chavoshi Jolfaee, Simin Sadat	129,008	1,769
Chen, Dale Z	90,183	1,168
Chen, David J	115,562	-
Chen, Xiaofeng	90,614	1,400
Chester, Richard A	97,076	-
Chiang, Te Hsin	78,520	3,742
Chiarello, Mark S	121,161	10,942
Chilana, Jasmit S	79,511	2,204
Chilibeck, Colin N	78,465	-
Chiu, Jonathan	103,273	-
Chong, Kenneth	98,531	225
Chong, Phyllis L	86,233	-
Choo, Yap Yin	94,528	4,432
Chou, Hobert	87,872	2,455
Chu, Joseph J	107,449	239
Chu, Lisa W	170,292	22,794
Churchill, Sheila J	102,636	25
Cichon, Frank H	116,107	6,810
Cioata, Stefan	144,485	2,260
Ciobanu, Olivian	85,355	-
Clark, Connie E	83,789	3,704
Clark, Heather J	97,076	-
Clarke Roe, Lorraine	113,711	6,665
Clement, Daniel J	133,493	4,605
Cliff, Andrew	82,191	419
Cobban, Katherine A	120,724	-
Coburn, Grant	98,531	2,585
Cohen-Fernandez, Anayansi C	90,725	2,841

*Salary may include overtime, allowances, part-time and termination settlement

NAME	SALARY*	EXPENSES
Collins, Giselle	101,923	3,752
Collins, Lisa	216,809	5,412
Collins, Robert W	99,894	3,908
Connelly, Maureen R	100,512	8,056
Conroy, Donna L	104,128	6,631
Cook, Jeremy A	75,588	376
Cooper, Cherie L	76,747	15,928
Cordua-von Specht, Winona	131,180	810
Correll, Ronald J	106,967	-
Cortese, Joseph M	101,819	5,898
Cosh, Joseph W	91,359	5,421
Cottini, Carmen G	84,656	612
Courchesne, Leslie M	142,798	13,552
Crawford, Deborah E	117,907	3,927
Crema, Erika	76,983	935
Crozier, Vincent	97,076	-
Cudihee, Kevin	110,460	305
Culham, Shaun	107,762	7,688
Culver, Charlotte	80,001	8,633
Currie, Michael J	114,875	116
Dabell, Joanne L	100,512	3,780
Daeizadeh, Ali	85,734	-
Dale, Mark	191,305	8,842
Damian, Daniel C	94,919	8
Dargahi, Farnaz	88,714	-
Darnell, Jesse C	97,078	91
Davis, Charles E	98,531	1,198
Davis, Petra A	94,658	840
Dawson, Leelah	185,910	25,484
Day, Robin	108,285	3,977
De Azevedo, Jonas A	98,531	-
de Souza, Alaric R	106,444	228
De Stefano, Diane Santos	76,935	-
De Zen, Raimonda	153,136	6,718
DeAngelis, Wayne	83,722	9,247
Dehaan, Jean	88,590	245
Dehghani Estarki, Maryam	95,086	-
Delibalta, Fabienne D	113,969	1,737
Delorme, Robert	97,076	-
Denike, Jaime	80,333	-
Deol, Rajen S	83,696	-
Depatie, Caroline	84,552	1,684
Deroche, Mark	108,790	4,783
Desabraais, Steven A	80,181	88
Devic, Adisa	89,118	1,581
Devlin, Deacon J	124,931	-

*Salary may include overtime, allowances, part-time and termination settlement

NAME	SALARY*	EXPENSES
Devlin, Michael P	76,908	-
Devos, Nathan J	91,821	506
Dewhurst, Jeffrey S	109,481	-
Dezvareh, Siavash	90,016	-
Dhaliwal, Aneet	81,700	700
Dhaliwal, Sonia Sanjeev	94,676	9,432
Dhiman, Kamal	102,022	483
Dhungana, Alok	89,323	3,863
Di Marco, Carmine	100,399	8,414
Di Spirito, Frank	76,019	3,990
Dian, Farzin John	116,202	6,175
Dickinson, Adam	76,122	1,400
D'Ilio, Adrianna	97,076	1,676
Diopita, Ritchie A	100,735	441
Dixon, Scott	79,816	-
Doad, Harbans	98,531	44
Dorn, Wilhelm P	89,792	-
Dorocicz, Irene	94,352	3,580
Dotto, Jonathan	76,835	942
Dotto, Kim	189,712	16,240
Downey, Ryan P	113,610	-
Doyle, James	98,531	-
Draper, Danny S	91,866	-
Dube, Darryl D	76,388	1,204
Ducharme, Lea	79,132	5,833
Dudnyk, Iryna	112,180	-
Dueck, Sarah E	83,160	91
Duffey, Patrick	112,073	-
Duffy, Simon P	89,558	-
Dunbar, Rodney	98,531	5,519
Dunn, Brent R	142,798	7,466
Dunn, David	124,646	7,905
Dunn, Sarah A	120,520	1,639
Dunphy, Kevin	99,664	-
Dyck, Jeff	124,789	6,251
Dymond, John	123,102	15,735
Edmunds, Timothy T	77,080	-
Edwards, Bernadette T	138,562	-
Edwards, Carol	97,076	-
Egert, Amanda G	94,993	5,357
Einarsson, Susan M	96,569	-
Elder, Stephen	100,928	6,595
Elgert, William V	99,982	-
Eliades, Carly B	81,896	124
Eliassen, Noah	96,112	-
Elliott, Shannon	90,415	2,109

*Salary may include overtime, allowances, part-time and termination settlement

NAME	SALARY*	EXPENSES
Ellis, Guy B	182,214	22,445
Elmasry, Medhat	118,322	815
Emes, Allan	99,393	-
Emmett, Cheryl	80,630	7,089
Eng, Eugene J	98,531	-
Eng, Kenneth	117,379	-
Epp, Heather C	84,371	2,256
Erho, Gregory A	98,531	10,495
Erickson, Lynn C	100,512	3
Etkin, Alan	88,180	5,715
Evans, Connie J	100,512	8,027
Ewald, Thorsten	97,076	-
Fairey, Kathleen	93,539	1,264
Fajardo, Edward R	123,826	9,771
Farhangi, Hassan	153,042	1,742
Farquhar, Vincent P	97,076	11,255
Faruki, Mubasher	127,231	11,052
Felardeau, Barry F	95,602	-
Feldstein, Jaimee	98,916	23,145
Fell, Amy R	97,706	7,399
Feng, Fengtian	91,406	11,288
Fenrich, Peter J	114,650	6,473
Ferguson, Arron	118,169	10,466
Ferrier, Malcolm	112,609	1,712
Ferrinho, Ana M	98,763	4,721
Ferros, Scott	87,563	760
Figner, Jennifer L	153,025	2,570
Findlay, Judy	103,424	2,620
Fine, Brenda	97,076	2,410
Fingler, Ian D	97,076	4,314
Finn, Steve	105,263	2,202
Flinn, Chad H	148,333	2,776
Flynn, Mark	119,124	4,512
Foley, Vincent	125,108	-
Fong, June	103,157	-
Fong, Rosamaria	75,588	868
Foote, Ian D	75,920	-
Foran, Patricia R	82,622	-
Forcier, Andre M	81,539	35
Ford, Andrea C	97,076	3,371
Forrest, Christopher Sean	87,335	8,273
Forsyth, Robert B	97,076	755
Fourie, Johan G	114,690	2,912
Fowler, Paul R	111,588	-
Fox, Nicholas G	132,674	-
Foy, Julia D	97,485	464

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NAME	SALARY*	EXPENSES
Francois, Patrick G	85,557	-
Freeburn, Joe	111,074	10,055
Friday, Kelly	102,650	781
Friedrich Fong, Carol	100,513	4,209
Fromm, Zuzana	133,487	4,165
Fry, Eric	120,014	393
Fung, Eddy	137,210	-
Gacek, Caroline L	87,483	810
Gajdics, Sylvia A	86,922	(750)
Gale, Roger	114,431	4,242
Gall, Dave R	98,958	-
Galli, Michael	118,982	45,872
Galway, Robert S	95,867	11,648
Gardiner, Christopher	87,185	-
Garic-Komnenic, Sanja	97,076	2,525
Gatchalian, Gerald F	91,064	11,471
German, Martin	105,135	-
Gessaroli, Jerome	112,313	2,907
Ghaffari, Farzan	97,076	-
Ghomari, Tamara	119,402	-
Gibson, Robin	104,212	-
Gill, Balbir	114,989	6,252
Gill, Kam	89,128	2,198
Gill, Manpreet	81,896	10,275
Gill, Sireka	78,187	1,407
Gilles, Stephen William	95,602	-
Gillman, Christopher B	76,084	3,152
Giltrow, Mark	112,678	-
Gnoato, Teresa L	104,001	1,687
Golder, Katherine J	102,369	79
Goldlist, Amy R	118,518	2,587
Gonzalez, Ringo	85,325	-
Gordon, Joseph T	148,345	-
Gorgosilich, Denise G	96,766	3,157
Gowans, Lisa A	79,916	11,649
Grace, Deirdre A	86,631	4,274
Gracias, Marian	97,076	738
Graham, Glenn W	156,936	3,739
Grant, Jason M	76,904	6,170
Grant, Laurie	96,090	-
Green, Karla M	88,298	481
Green, Thomas M	111,334	2,902
Greig, Matthew R	78,800	1,532
Gresat, Chris	130,726	-
Gribov, Shulamit	80,646	-
Griffin, Catherine M	99,772	2,826

*Salary may include overtime, allowances, part-time and termination settlement

NAME	SALARY*	EXPENSES
Griffiths, David S	99,894	114
Grikis, Guntis	83,083	-
Grof, Edward J	104,930	9,282
Grone, Ruthanne	94,926	6
Gu, Lawrence L	189,629	44,551
Guest, Robert W	119,725	945
Guichon, Patrick J	91,873	-
Gunn, Edward R	106,820	261
Gutica, Mirela	112,198	8,649
Gyenes, Judit	76,434	-
Habiballah, Kacem	114,875	3,103
Hadikin, Peter	129,423	8,737
Hagan, Scott	97,076	3,593
Hagberg, Christina L	79,098	2,595
Haire, Richard J	82,302	139
Hajikolaie, Kambiz H	102,947	-
Haldorson, Kelby P	105,467	3,580
Hall, Ike	114,636	7,197
Halsted, Nigel B	99,985	5,885
Halvorsen, Erica J	94,542	-
Hamilton, Kim	96,640	-
Hancock, Todd N	82,155	-
Hand, Wayne L	187,553	8,020
Haratikia, Alireza	93,674	-
Hardie, Tammy A	94,041	-
Harmsen, Kimberly E	95,185	3,048
Harper, David	76,133	2,939
Harrison, Jason W	196,394	1,208
Hart, Roy	194,762	14,520
Hartlaub, Russell	127,372	1,026
Hartsen, Steen	85,000	6,311
Harvey, Andrea M	85,762	5,800
Hausmann, Matthew P	99,664	2,899
Hawthorne, Eric	88,180	17
Hayden, Eamon N	102,624	2,816
He, Ming Yan	107,915	-
Heacock, Helen J	85,211	-
Heaver, Carmen L	128,157	-
Hebert, Alexandre	113,540	5,170
Heir, Gurthial K	92,190	-
Helm, Uwe	108,742	1,499
Helman, David	93,901	-
Henderson, Gary E	99,325	5,734
Hennessey, Craig A	81,496	5,738
Herle, Keith A	96,459	4,390
Hewer, Nancy G	97,076	2,528

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NAME	SALARY*	EXPENSES
Hewlett, Robert G	134,530	4,122
Hildebrand, Dean	170,951	17,183
Hildebrandt, Karl H	90,570	313
Hill, Michael J	125,527	-
Hiller, Lorena R	97,076	253
Ho, Sarah P	91,075	5,267
Ho, Stephen	89,153	7,398
Hodgkinson, Douglas G	120,085	235
Hodgson, Tara T	100,616	1,150
Hofler, Connor	84,358	5,696
Hofmann, Andy	108,704	123
Hogan, Barry	143,653	1,251
Hogg, David J	110,829	228
Holding, Steve J	108,427	2,651
Holloway, David M	100,512	5,663
Hooge, Charles M	108,074	4,202
Horvath, Wayne M	110,377	1,731
Hosier, Brian	152,186	3,040
House-Kokan, Michelle A	81,497	1,594
Howatt, Trudi	90,274	3,825
Howells, Mike J	98,531	-
Howey, Clay A	97,476	4,840
Hoy, Kevin	102,190	3,493
Hreich Panagiotopoulos, Helene	83,147	10,398
Hsu, Jeffrey	87,601	1,477
Huang, Chi En	134,031	-
Hudson, Christopher A	163,443	225
Hughes, Graham	89,626	3,015
Hunter, Aaron	145,607	17,382
Hunter, James A	122,138	3,103
Hunter, Rachael A	108,370	-
Hunter, Russ	98,531	1,107
Hur, Roger W	96,789	6,905
Icoz, Kirksal	105,134	6,919
Ilsever, Yalcin Joe	105,437	-
Isaak, Cheryl	162,224	24,870
Islam, Nouroul	102,596	4,411
Ismail-Kanani, Yasmin	80,785	816
Izgorean, Laurie J	119,516	-
Jackson, Andrew W	87,754	2,249
Jackson, Breena L	78,007	80
Jacob, Jacqueline M	187,553	6,207
Jacobs, Ryan J	91,359	722
Jaggernath, Carl P	81,539	10,753
Jalili, Masoud	135,009	-
Jamal, Naifin	77,661	2,919

*Salary may include overtime, allowances, part-time and termination settlement

NAME	SALARY*	EXPENSES
Jamensky, Derek A	101,127	1,883
James, Jeanine	96,126	7,031
James, Nathan G	78,917	370
Jang, Won-Seok	98,575	3,585
Janzen, Ernst C	98,531	3,486
Jappy, Ian D	97,178	-
Jassal, Sukhjeet S	133,564	3,148
Jefford, Kevin M	79,112	7,309
Jeffreys, Yvonne	122,333	449
Jelic, Anna	97,076	3,182
Jetha, Farah	101,679	691
Jin, Zhenji	89,927	1,093
Jit, Naleen	98,531	-
Jit, Naveen C	107,597	5,426
Jivraj, Ashif	98,794	5,718
Joe, Christopher G	90,762	1,363
Johal, Chandan	107,782	12,767
Johnson, Jeremy M	76,387	-
Johnson, Kent N	83,322	3,153
Johnson, Lara L	226,235	2,256
Johnson, Lynn O	97,076	7,848
Johnston, Bonnie	97,284	1,098
Johnston, Robert N	98,531	2,228
Johnstone, Richard H	99,471	176
Johrden, Stefan	98,531	-
Jones, Antonella	97,076	-
Jones, Colin A	99,821	-
Jones, Vince N	75,396	14,535
Jones, Yvette	97,076	581
Jopling, Tom	111,758	-
Jordan, Tessa	119,318	5,508
Joseph, Stefan W	100,789	10,713
Joseph, Zaa Derik G	87,549	3,709
Juan, Samantha	97,076	42,934
Jubb, Stephen	81,539	1,144
Jung, Sung Moon S	115,036	-
Just, Darwin	98,531	-
Kader, Barbara	78,106	281
Kan, Susanna S	90,252	2,635
Kaneko, Ken	80,940	4,159
Karela, Josef	81,690	3,157
Karimi Sharif, Hamed	86,894	-
Karimi, Kian	116,958	723
Karlstedt, Kyle	85,561	-
Karppinen, David L	80,022	251
Kary, Amy C	94,041	3,441

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NAME	SALARY*	EXPENSES
Kassteen, Inge	97,246	1,642
Kato, Ron	102,567	1,029
Kearns, Michelle M	97,076	21,469
Kellington, Ronald J	98,750	-
Kelly, Shannon	119,738	425
Kennedy, Kathryn J	131,431	11,514
Kent, Cynthia V	118,982	5,678
Kerr, Ian A	119,720	1,581
Kerr, Jennifer	123,026	-
Kerrie, Shayna	86,980	-
Kerrigan, Jill	97,076	-
Kerr-Wilson, Selma J	97,076	4,014
Keshavarz, Rouzbeh	121,649	3,710
Kessler, Ronald	103,160	-
Khelifi, Djamel	97,839	1,016
Kim, James	100,897	1,059
Kim, Siwon	79,043	4,822
King, Greg A	93,510	2,261
Kinloch, Kathy	286,135	5,976
Kipp, Keanan	79,334	3,037
Kirschenmann, Allison M	97,076	1,265
Klassen, Derek	101,345	-
Kliparchuk, Karl	111,029	3,488
Klug, William	97,513	7,775
Klundt, Allison	97,076	816
Klym, Brian	98,531	-
Knaggs, Nancy M	87,086	1,444
Koenig, Ray	96,720	5,300
Kojwang, David O	100,512	2,500
Koke, Thomas E	96,204	6,496
Kominko, Svitlana	104,205	1,081
Kong, Jennifer Y	87,320	-
Kooner - Basanti, Harjot K	97,076	1,987
Kornienko, Anna	80,772	126
Kosarewicz, Olga	94,658	3,893
Kosub, Alexander T	97,076	-
Kovacic, Diana K	116,513	5,591
Kreut, Bob J	86,439	338
Kroetsch, Rick	99,894	1,882
Kruger, Alayna S	90,984	64
Kruger, Robert E	97,077	5,344
Kuan, Steven Y	125,028	10,031
Kulic, Mato	80,668	1,418
Kurji, Zahra	81,896	5,525
Lachocki, Michael J	97,635	-
Ladha, El-Nur	97,044	886

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NAME	SALARY*	EXPENSES
Ladubec, Marcie	92,541	2,552
Laguio, Joselito E	114,578	-
Lam, Angela	77,753	6,811
Lam, Bernie	93,542	12,546
Lam, Wai-Chung	100,411	-
Lamarre, Mary Elise J	96,459	4,212
Lane, Thomas F	99,809	1,031
Langdeau, Susan L	97,170	1,417
Lange, Kathryn	99,423	2,747
Langford, Cory	98,531	-
Larsen, Forrest C	126,469	3,290
Lary, Anna	100,392	7,023
Laxton, Vince	174,296	401
Lazar, Izabela	151,091	-
Lazarus, Benjamin L	80,566	-
Lazenby, David J	80,295	-
Leaney, Cindy A	80,434	-
Leblanc, Louise E	88,097	2,473
Lee, Aaron M	100,962	-
Lee, Kimberly A	94,041	6,741
Lee, Marcus	85,076	-
Lee, Stephen J	93,527	2,394
Legault, Rene A	82,939	3,137
Lei, Leo	98,923	3,144
Lenko, Peter A	101,821	5,158
LeNoble, Maurice	114,936	1,882
Leposavic, Natalia	95,852	3,533
Lesmeister, Trevor	83,221	441
L'Esperance, Bruno	89,702	871
Leung, Boris Yiu Chung	97,349	748
Leung, Henry	78,198	-
Leung, Lai Man	83,283	2,069
Leversage, David J	98,154	2,970
Lewis, Ann S	78,266	4,188
Lewis, Glenn A	80,636	-
Li, Bo	100,662	1,784
Li, Jie	132,101	1,382
Li, Yan J	197,188	-
Licastro, Sandro V	98,669	1,255
Lien, Craig	95,602	-
Lindberg, Richard C	98,212	-
Link, Bruce D	97,076	20,061
Liotta, Christine	97,076	-
Liu, Chao-Chung	87,405	3,241
Liu, Eddie	85,498	7,777
Lo, Quin W	87,549	-

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NAME	SALARY*	EXPENSES
Lo, Sze Man	95,443	4,757
Lobo, Stephen A	93,974	-
Logan, Andrew G	108,918	837
Lopes Lemos, Leonardo	82,326	1,972
Lopez, Ana M	231,420	12,112
Lord, Trevor D	87,095	-
Lovatt, John	97,076	2,235
Low, Vivienne B	83,761	3,127
Lowe, Jimmy K	102,616	1,028
Lowe, Michael A	77,502	2,706
Luk, Marita	120,240	4,814
Lukits, Stefan	91,075	3,033
Lungu, Oleg	99,183	2,705
Luong, Ngoc Lan	80,566	-
Luster, Larry N	99,304	13,037
Lutsch, Karl G	157,268	-
Ly, Nguyet V	76,367	12,575
Lynch, Chris	103,707	2,520
Lyth, Leah M	78,548	503
Ma, Gilbert K	84,301	2,970
Ma, Hillgan	99,596	1,603
Macadam, James	102,015	1,793
MacDonald, Janet	103,832	4,133
MacFarlane, Elizabeth	93,300	-
Mackay, Dawna	101,042	2,679
Mackay, Dawna	88,586	-
MacKinnon, Merilee R	97,076	3,663
Maclaren, Susan L	79,630	(42)
Maclean, Cynthia	97,884	4,840
Macleod, Martin	97,076	-
MacPhee, Michael V	87,563	-
Madden-Johns, Heather	93,647	-
Madigan, Jennifer	93,731	4,770
Mafi, Elmira	92,747	-
Magel, Glen R	156,040	3,208
Major, Leslie J	138,323	1,785
Man, Michelle	88,470	16
Mandrusiak, Michael	107,977	596
Mansell, Greg H	96,382	-
Manson, Katherine A	119,346	-
Manson, Tiia	101,667	3,585
Marcoux, Helene M	79,132	1,494
Marin, Bogdan N	80,783	1,687
Mark, Kenneth C	97,076	-
Marken, Kenneth G	99,570	2,878
Marquardt, Carl K	88,352	-

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NAME	SALARY*	EXPENSES
Martin, Kathy	115,341	1,377
Martin, Vanessa N	81,896	490
Matsuba, Linda	97,076	7,338
Matthee, Pierre	150,094	1,404
Matthews, Andrea J	97,923	5,763
Matthews, Richard	105,812	-
Mattie, Johanne	90,282	915
Mattu, Kuldeep	78,308	3,862
Maxwell, Alexander C	98,531	-
Maxwell, Charles N	105,194	890
McCarter, Philip	151,656	11,563
McClain, Steven A	76,988	948
McConnell, Andrew W	125,953	-
McConnell, William J	91,557	-
McCrae, Rod	98,531	-
McCullough, Paul H	246,252	27,614
McCutcheon, Jodie A	97,076	2,600
McDonald, Tom	107,912	4,647
McElroy, Alex	101,969	1,441
McGee, Patrick H	124,973	254
McGuinness, Michael Walter	76,613	-
McInally, Phil J	99,597	335
McIntosh, Kristi	100,512	10,388
McIntosh, Robin V	97,225	3,478
McKoryk, James J	102,799	629
McLaughlin, Sandra	106,424	5,180
McLeod, Sarah J	97,076	4,652
McMillan, Ronald	101,477	1,456
McMillan, Stephen R	105,538	1,632
McMullen, Heather	97,076	1,278
McNulty, Robert W	95,522	9,000
Meagher, Carrie L	84,745	8,999
Medina, Erick	101,710	4,000
Meegan, Linda M	97,076	-
Meers, David	97,076	-
Menon, Preseedha	91,692	-
Mercer, Matthieu S	79,539	2,258
Merchant, Sandra M	88,057	798
Messer, Bryan J	114,576	2,858
Mikhailov, Vadim	98,531	2,965
Miles, Richard P	146,667	-
Miller, Robert	123,440	2,023
Mills, John	98,048	2,852
Mitchell, Clayton	82,267	-
Moeller, Erich	109,593	3,570
Mohieddin Ghomshei, Morteza	99,139	3,289

*Salary may include overtime, allowances, part-time and termination settlement

NAME	SALARY*	EXPENSES
Mojarrab, Abbas	86,988	142
Mokrzycki, Andrzej	76,735	255
Molinari, Joao	113,680	-
Monk, Connie	104,003	6,680
Monsma, Shari	79,238	-
Moore, Jason N	86,634	4,572
Moore, Jennie L	158,297	36,731
Mora, Rodrigo A	100,512	3,423
Morency, Richard	86,278	1,987
Morgan, Orrett	97,365	2,811
Morgan, Peter A	98,109	-
Morgana, Pietro	99,050	473
Morrison, Michele L	148,728	5,927
Moses, Palvinder K	100,889	464
Moshrefzadeh, Joubin	120,552	1,532
Mullis, Steven P	101,667	107
Munro, Neil	99,047	-
Murie, Randall	97,849	709
Murphy, Andrey	80,817	-
Murray, David G	135,493	145
Murray, Valerie	77,732	3,112
Musial, Kathleen M	77,661	6,222
Mustafa, Aiman	79,132	-
Mutis, Catherine J	89,946	4,274
Mutter, Mark E	94,488	-
Naidesh, Don W	101,821	7,545
Naidu, Keshwan	81,539	-
Nakamura, Mark S	80,072	6,890
Nakamura, Takashi	120,554	5,218
Nanwani, Pinky	89,871	3,982
Nash, William T	78,710	1,569
Nason, Robert H	97,076	-
Nath, Rohitendra	83,589	-
Nath, Vnit V	126,661	1,957
Neal, Patrick	112,666	2,595
Nevard, Jon D	80,335	-
Newall, Michael N	88,066	1,037
Ney, David	99,079	-
Ng, George E	96,112	780
Ng, Kal Kar Lun	90,131	-
Ng, Steven	136,740	-
Nikfetrat, Koorosh	98,175	-
Niland, James L	76,309	-
Nishimura, Kim	99,396	-
Nolin, Julie D	92,010	2,247
Noureddin, Borna	119,780	6,825

*Salary may include overtime, allowances, part-time and termination settlement

NAME	SALARY*	EXPENSES
Novakovic, Julie	97,076	-
Nussbaumer, Alison	161,361	18,140
Nyaeme, Bassam A	132,914	12,302
Nymark, Dennis L	76,790	615
O Reilly, Pauline	76,242	3,368
O'Brien, Brenda L	96,437	-
Oching, William E	95,867	6,023
Odgers, Todd D	152,792	10,550
O'Donovan, Kimberley A	88,714	349
Ogden, Stephen A	87,293	-
Ogundare, John	114,827	1,992
O'Kelly, Anthony J	97,076	3,097
Olarte, Sally A	95,185	401
Olszewski, Adrienne G	97,076	6,655
O'Melinn, Lorcan J	235,589	1,841
O'Neill, Dennis	100,427	-
O'Neill, Donna	98,685	2,724
Ontkanin, Juraj	127,611	-
Orr, Carly Y	98,806	3,572
Osborne, Russell	101,238	-
Osmak, Michael J	100,304	-
Ostermann, Henry K	101,813	-
Otto, Jeffrey	98,322	2,143
Ovanesova, Anna V	97,076	696
Overgaard, Mark	96,112	3,916
Owen, Sean W	79,039	1,890
Oye, Russell H	100,855	6,992
Padilla, Elizabeth C	85,762	33,357
Paleologou, Pavlos	101,426	8,227
Palizban, Heydarali	145,777	7,499
Pandey, Anurag	92,223	1,418
Pandey, Bishnu H	94,658	1,928
Papps, Kristine	93,917	3,687
Paris, Nancy J	151,702	3,902
Parker, Bryan	97,076	-
Parker, Jeffrey M	76,964	-
Parker, Lara	118,711	3,575
Parkins, Sandra	118,729	-
Parks, Kenneth	75,368	2,196
Parliament, Deb	80,552	1,332
Parmar, Jaspal K	142,575	-
Parry, Sandra J	85,762	9,132
Passos, Maria R	96,336	12,308
Paterson, John	96,181	1,225
Paterson, Scott J	92,541	88
Patterson, Blair	124,253	1,581

*Salary may include overtime, allowances, part-time and termination settlement

NAME	SALARY*	EXPENSES
Patterson, Jody	85,709	-
Pellegrin, Glenn R	100,727	3,633
Penny, Michelle	77,661	11,237
Pereira, Agnelo Lucio	107,554	5,122
Pereira, David D	80,818	6,136
Perry, Steven J	150,041	18,804
Peterson, James	102,400	2,963
Petrie, Cynthia D	197,064	12,759
Petrov, Olga	104,399	11,277
Pettenon, Stefano G	80,770	-
Pfaff, Dale	112,181	-
Phelan, Richard C	78,624	2,962
Phillips, William B	97,661	-
Picher, Melissa	77,579	51
Pichugin, Ivan	99,356	2,926
Pierce, Tami	78,741	6,209
Pillay, Alysha	78,045	125
Piper, Deloris	93,285	12,237
Pirvu, Ciprian	99,754	5,372
Piva, Vincent	101,098	29
Plesner, Karen	83,214	5,814
Podut, Alexandru	104,994	42
Poehlke, Josh A	82,282	-
Poelzer, Denise D	99,894	920
Pogrebinsky, Igor	84,384	2,539
Pointon, Barry W	99,051	6,480
Pongracz, Tamara	113,187	1,964
Pontes, Janice	77,505	8,793
Poon, Joseph	110,902	3,907
Potyondi, Lawrence J	106,017	5,893
Pouria, Arezou	98,932	1,114
Powszedny, John E	103,327	-
Prakash, Anthony R	75,397	3,545
Presta, Jessica M	84,219	5,116
Przestacki, Sebastian	88,671	10,242
Qi, Yu	89,328	6,463
Quiring, Gretchen	97,076	-
Rai, Parmjit	109,085	-
Rajabi, Mohammad A	100,496	2,915
Ramazzini, Soraida	89,110	1,108
Ramer, Phillip E	114,875	18,383
Randhawa, Kalwinder K	88,714	9,765
Randhawa, Tejinder	123,064	6,763
Ranftl, Richard	99,877	410
Ransome, Douglas B	112,939	14,543
Raoufi, Cyrus	118,585	8,622

*Salary may include overtime, allowances, part-time and termination settlement

NAME	SALARY*	EXPENSES
Raschke, Silvia U	97,076	173
Rawji, Hala F	88,683	-
Read, David B	120,240	3,400
Reaugh, James J	127,006	-
Reda, Monica	95,185	2,579
Redmond, David	98,531	1,234
Redston, Christopher B	75,173	93
Rees, Glynda J	96,885	3,342
Regan, Kendal L	98,899	2,307
Regan, Marion F	92,770	4,707
Reichenback, Karl P	104,125	-
Reid, Lyle H	100,921	-
Reinert, Richard R	134,033	7,132
Rempel, Allan	97,076	-
Renwick, Elizabeth C	100,512	6,386
Renzullo, Tracey C	137,920	5,013
Reynaud, Stacy M	110,319	1,599
Ribble, Kevin G	96,459	4,151
Richards, Dennis	96,459	10,453
Richter, Charlene	129,259	3,028
Riedel, Jane A	91,692	1,847
Riley, Tami R	100,670	3,971
Rimanic, Louise	98,807	5,376
Rishi, Neilu	88,709	-
Roberts, Kathy	191,305	1,533
Robertson, Fraser I	133,910	5,759
Robertson, Rebecca L	103,317	5,220
Robertson, Stacy L	84,458	-
Robinsmith, Michael J	104,891	1,464
Rockall, Matthew	108,334	4,953
Rockel, Danielle	75,304	-
Rodham, Paul J	99,894	4,142
Roemer, Tom	238,849	29,905
Rogerson, Christopher T	149,866	3,563
Romalo, David	107,423	533
Rosenau, Marvin L	97,076	12,727
Rout, James W	170,376	7,343
Rowe-Sleeman, Susan	90,637	3,245
Roy, Vicky	148,374	6,072
Rozman, Paul	97,467	4,572
Rudnicki, Gail A	77,097	-
Rudrakumar, Manik	107,487	3,805
Rugge, Allison L	125,915	3,280
Runnings, Brett	78,592	-
Russell, Rosamund	99,894	1,175
Rutherford, David	103,143	4,723

*Salary may include overtime, allowances, part-time and termination settlement

NAME	SALARY*	EXPENSES
Ruzic, Goran	146,526	-
Ryan, Catherine J	97,076	-
Ryan, Lisa J	170,206	13,604
Saare, Tom A	87,142	1,876
Saberi, Hassan	117,402	3,304
Sackville, Patricia	151,702	5,675
Saczuk, Eric	136,464	2,798
Safoniuk, Mike	109,712	2,499
Samra, Rajpinder S	75,592	-
Sandhu, Ranjit S	104,022	29
Sanjuan, Antonio	97,076	1,397
Sarwal, Sanjeev K	98,531	5,906
Satoglu, Shan	112,226	-
Sawyer, Paul	143,084	-
Schmid, Paul	101,955	2,314
Schmutter, Colin A	77,279	4,756
Schnurr, Frank	107,364	1,499
Schofield, Joseph L	96,112	10
Schubert, Loren B	122,333	1,552
Schutte, Lauren B	98,150	5,475
Schuurman, Kenneth W	96,459	14,284
Scott, Robert	94,246	1,068
Scribner, Jean A	100,512	970
Scudamore, William J	101,759	-
Scutt, Greg	84,803	-
Seixas Castela Viegas, Joao Vasco	86,386	-
Serbanescu, Monica	98,907	2,877
Shadmehr, Ramin	143,746	12,436
Shahabi, Bahareh	77,440	-
Shandler, Judy	88,180	-
Shannon, Christopher A	102,823	-
Sharda, Harroop K	95,867	10,930
Shariat-Zadeh, Minoo	91,671	3,170
Shaw, Colin G	96,459	2,923
Shaw, Debbie	90,646	3,098
Sheehan, Karen M	91,899	3,711
Shelest, John G	91,853	-
Shellard, Joan	97,076	1,339
Shelton, Curt	97,076	231
Shen, Wei-Jen	81,561	-
Shibata, Carolyn	79,049	-
Shore, Gary	110,636	-
Shore, Mike	89,786	2,067
Shukla, Monisha	128,096	20,729
Siddiqui, Mujeeb	101,836	-
Sidhu, Anita	77,142	229

*Salary may include overtime, allowances, part-time and termination settlement

NAME	SALARY*	EXPENSES
Sidhu, Carmine	77,661	-
Sidhu, Jatinderpal S	104,829	2,530
Sidjak, Craig T	133,493	2,186
Siedlaczek, Kathy	133,549	7,664
Silveira, Annie	89,197	430
Simmons, Charles E	119,698	8,089
Sinclair, Shaun	114,703	2,960
Singh, Preetpal	75,349	-
Siu, Christopher	97,624	240
Skipper, Philip	83,807	-
Smit, Corlea	87,717	7,972
Smith, D'Arcy D	116,917	-
Smith, Don	84,455	-
Smith, Douglas E	107,884	11,918
Smith, Martin F	98,531	2,865
Smith, Pamela L	80,908	-
Smith, Wayne M	87,597	-
Smolnicki, Mike J	85,917	5,821
Smyth, Jonathan	87,481	1,463
Snider, Timothy A	81,379	-
So, Janet	77,358	-
Sokol, Cheryl	100,512	41
Sokolov, Nikolai V	101,873	7,746
Somogyi, Eva M	94,510	10,494
Song, Huimin	89,510	2,490
Soo Lum, Deborah	101,683	3,340
Soulsbury, Kevin	101,541	-
Srivastava, Virendra	93,257	-
Stadel, Joe	103,769	4,596
Stanisavljevic, Dusan	109,316	-
Stanley, Holly	101,988	-
Steiner, Robert	103,189	-
Stepan, Valerie M	79,919	4,812
Stewart, Kathryn	99,927	1,133
Stewart, Michelle	89,183	-
Stewart, Ronald	76,928	436
Stone-Campbell, Joanne	131,939	3,176
Storm, John K	97,076	524
Stott, Laurie J	83,221	2,500
Stringer, Ralph	76,363	648
Stropky, David M	97,076	-
Sull, Sarbjit	77,757	606
Susanthan, Subramaniam	109,066	2,535
Sweet, Brian	98,531	-
Sweet, Lorne	94,081	-
Szafran, Thomas	95,951	9,968

*Salary may include overtime, allowances, part-time and termination settlement

NAME	SALARY*	EXPENSES
Tabatabaian, Mehrzad	106,340	5,063
Tablan, Jocelyn	83,403	1,602
Tafti, Reza	117,547	3,872
Talebi, Hamidreza	80,372	1,598
Talman, Jennifer	118,048	4,489
Talukdar, Sudip	102,882	2,929
Tam, Jasper C	78,489	3,679
Tam, Nancy W	96,459	564
Tanchak, David	164,513	106
Tang, Huafeng	87,824	9,093
Tang, Keith H	97,076	-
Tanoh, Germain	121,010	-
Tariku, Fitsum	170,041	7,440
Tautz, Karen J	87,981	-
Taylor, Bryan	98,622	4,710
Tessier, Raymond A	100,799	-
Therrien, Laurie J	120,033	7,681
Thiessen, Gordon D	96,459	2,647
Thomas, Heather	91,772	70
Thomas, Peter C	100,203	-
Thomas, Ryan R	106,234	268
Thompson, Bruce	104,706	17,995
Thompson, Christopher G	77,718	3,346
Thompson, Debbie	76,309	583
Thompson-Jendrysek, Blair	104,032	201
Thornton, Christopher	101,470	1,734
Thurston, Mary Kay	143,907	7,730
Thurston, Paul	93,790	3,062
Tikkanen, David	99,894	-
Tirado, Maria	105,726	3,351
Tiscornia, Lacey A	97,076	10,633
Tittle, Forrest	185,910	3,096
Tong, Karen K	88,807	3,529
Toor, Paviter S	106,751	19,754
Tooyserkani, Zahra	76,309	-
Torillo, Maria	85,511	16
Trajkovic, Snezana	102,475	-
Trost, Robert	97,624	799
Tsao, Haruna	76,320	-
Turner, Donna E	81,128	-
Turner, Travis W	85,042	65
Tustin, Linda E	97,076	5,041
Tytler, Suzanne R	92,613	2,086
Tzou, Tsung-Han	79,381	-
Underwood, Derrick	132,509	-
Upton, Anthony R	88,067	20,899

*Salary may include overtime, allowances, part-time and termination settlement

NAME	SALARY*	EXPENSES
Vahidnia, Reza	82,241	1,176
van Ginkel, Cynthia E	100,738	394
Van Jaarsveld, Izelde	79,675	-
van Jaarsveld, Marlize I	131,263	-
Van Lagen, Reina E	100,512	5,218
Varaich, Pawandeep S	89,110	1,309
Verner, David H	97,337	938
Vigar, Jodie	87,275	-
Vizjak, Brian J	98,531	111
Vohra, Neera	97,947	20,913
von Aulock, Maryna	77,661	2,199
Vurdela, Richard	131,721	-
Wa, Kenneth	78,986	-
Wadge, Soizic	81,896	1,887
Waese, Victor L	97,076	-
Wai, Alex	105,185	757
Wainwright, Kevin J	142,310	9,156
Walker, Rick G	98,343	-
Walsh, Sean A	151,702	351
Walters, Rod G	108,629	1,566
Wang, Guojian	88,016	6,210
Wang, Hao	87,561	157
Wang, Tracy Y	120,240	6,434
Warne, Gerald L	98,531	243
Waterman, Alan D	79,053	3,970
Waterman, Jim	85,011	-
Webb, Darlene	97,076	259
Weckworth, Peter	76,433	270
Wei, Albert H	126,361	5,535
Wei, Caleb Shun Tao	98,531	-
Weier, Phillip	89,144	-
Weisner, Jesse W	82,331	1,282
Wells, Tom M	97,076	-
Wenzel, Carol L	94,658	125
Westcott, Morgan S	101,407	8,296
Weston, Alan C	108,220	6,401
Whitney, Benjamin C	85,546	-
Whittle, Erin E	96,863	1,154
Whyte, Michael J	118,999	6,209
Wiebe, Brian M	91,264	12
Wiebe, Christopher R	95,373	-
Wiebe, Douglas S	100,512	-
Wilkinson, Amy L	109,180	2,163
Willcock, Tracy	93,340	1,082
Wilson, Danielle E	100,530	2,279
Wilson, Kory	178,498	38,323

*Salary may include overtime, allowances, part-time and termination settlement

NAME	SALARY*	EXPENSES
Witvoet, Maynard A	99,639	-
Wlock, Ronald	103,385	3,381
Wolf, Deborah A	102,555	1,210
Wolf, Jennifer R	87,411	636
Wolfe, Patrick	102,574	-
Wolfe, Robin D	99,894	4,055
Wong, Angie S	76,349	-
Wong, Chi W	131,702	271
Wong, David K	96,459	2,019
Wong, Philip G	95,812	-
Wong, Stanley	104,859	512
Wong, Thomas R	80,566	3,206
Woo, Elaine N	133,268	7,390
Woo, Robyn L	81,800	6,489
Woo, Susan S	96,459	-
Wood, Christopher M	76,277	1,045
Wood, David G	93,362	1,075
Wood, Renata	105,162	1,698
Wood, Timothy	98,531	-
Woodbridge, Kenzie A	75,692	6,523
Woodley, Douglas	114,816	1,159
Woodley, Jordan N	92,971	1,063
Worley, William L	115,877	-
Yallouz, Steve	103,911	6,850
Yasir, Areeb S	81,807	-
Yates, Deborah	124,430	-
Yatlo, Sergiy	98,531	3,951
Yau, Terry Y	99,894	4,712
Yee, Robert	98,526	-
Yim, Jeffrey W	77,693	-
Yip, Stephanie	75,818	1,049
Yong, Hui Ling	83,221	6,778
Yoo, Richard C	108,736	1,132
Younan, Bacer	104,104	6,687
Young, Daryl	88,679	911
Young, Jason I	142,211	-
Young, Mei S	81,623	3,793
Yousefi, Amirhossein	117,077	3,737
Yu, Benjamin	143,388	4,604
Yue, Susan	83,443	330
Yushchenko, Yuliya V	96,789	3,029
Zecchel, Michael	97,497	-
Zeitner, Erwin	98,531	273
Zeleschuk, Ken D	119,404	2,021
Zhang, Dai	96,362	564
Zhang, Lei	84,494	2,248

*Salary may include overtime, allowances, part-time and termination settlement

NAME	SALARY*	EXPENSES
Zhu, Jian Gang	105,375	-
Zikakis, Lindsey	79,321	163
Zlotnik, Janet E	97,076	2,055
ZZ --- Salaries under \$75000	80,699,279	-
	<u>194,279,208</u>	<u>3,622,775</u>

*Salary may include overtime, allowances, part-time and termination settlement

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY
STATEMENT OF BOARD OF GOVERNORS, REMUNERATION AND EXPENSES
FOR THE YEAR ENDED MARCH 31, 2020
EXHIBIT C

EXHIBIT C

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY
STATEMENT OF BOARD OF GOVERNORS, REMUNERATION AND EXPENSES
FOR THE YEAR ENDED MARCH 31, 2020

Name	Remuneration	Expenses ^(a)
Braundy, Marcia	1,330	8,854
Corrigan, Kathy	2,125	77
David, Timothy	330	-
Enns, Robert	500	-
Eveneshen, Douglas	2,375	1,239
Harvey, Anne	2,000	1,167
Hunt, Karin	500	-
Reader, Daniel	2,000	-
Sanghera, Balwant	2,000	-
Sargent, Meredith	500	1,103
Tones, Ryan	2,000	-
Young, Cathy	2,000	-
Total:	<u>17,660</u>	<u>12,439</u>

^(a) These approved expenses include reimbursement mainly for out of town governors, for travel to and from board meetings, professional development and BCIT events.

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY

STATEMENT OF ACCOUNTS PAID

FOR THE YEAR ENDED MARCH 31, 2020

EXHIBIT D

SUPPLIER'S NAME	EXPENSES
1148893 BC Ltd	88,832
3DS/Three Dimensional Services Inc	88,965
3RA Entertainment	104,114
4IMPRINT	29,999
A C T Equipment Sales Ltd	46,540
A Craig & Son Painting	535,061
A J Forsyth, division of Russel Met	122,245
A P I C S Educational Society (Vanc	241,032
Academica Group Inc	127,024
Access Copyright	100,515
Access Gas Services Inc	306,402
Accreditation Canada	89,589
Acklands-Grainger	213,654
ACML Management Western Limited	1,365,555
Adcentives Enterprises Ltd	58,910
Advantage Consulting Inc	32,288
AES Engineering Ltd	146,928
Affinity Systems Ltd	236,425
Agilent Technologies Canada Inc	71,338
Air Liquide Canada Inc	227,836
Aircraft Spruce Canada	38,759
Aird & Berlis LLP	37,204
All-Parts Trailer Sales	49,062
Altow Realty Group Ltd	73,197
Alvis Tsui (FSS) Inc	32,318
Amazon	322,788
AME Consulting Group Ltd, The	119,891
Animism Studios Inc	32,003
Anisoft Group Inc	192,386
Anixter Canada Inc	99,903
AON Hewitt Inc.	48,116
Apple Canada Inc	171,076
Applyboard Inc	66,779
Arkive Information Management Ltd	25,057
Arpac Storage Systems Corporation	85,599
Associated Health Systems Inc	56,882
Atlas Copco Compressors Canada	28,351
Atlassian Pty Ltd	56,699
Austin Metal Fabricators LP	35,784
Avante Solutions Inc	90,123
Avenue Machinery	65,230
Aviall (Canada) Ltd	40,583
AVI-SPL Canada Ltd	186,073
Avotek	33,246
B & B Excavation & Shoring Ltd	1,429,803

SUPPLIER'S NAME	EXPENSES
B&B Excavation & Shoring Ltd.	153,798
B&H Photo-Video	35,473
Baker Bros Construction	68,460
BARCLAY HOTEL	31,734
Bare Advertising & Communications	46,559
Barry Hamel Equipment Ltd	235,253
Bartlett Tree Experts	57,452
BC Fasteners & Tools Ltd	33,175
BC Hydro	3,751,716
BC Women's Hospital and Health Cent	28,682
BCIT	73,228
BCIT STUDENT ASSOCIATION	33,791
BCITSA JDC West	29,104
BCNET	1,362,183
BearCom Canada Corp	37,812
Beaver Electrical Machinery	65,994
Bell Canada	163,299
Best Buy Canada Ltd	109,248
Best Service Pros	4,257,532
BHD Instrumentation Ltd	110,624
Bibliotheca Canada Inc	90,287
Bio Rad Laboratories Canada Ltd	58,875
Biodex Medical Systems Inc	43,963
Bird Construction Group	3,195,674
BIV Media Limited Partnership	58,023
Black & McDonald Limited	457,059
Blackbaud	74,136
Blue Pine Enterprises Ltd	53,235
Bonfire Interactive Ltd	39,579
Boyden Vancouver	185,990
Bright Can-Achieve Ltd	29,613
Bungee Holdings Ltd	53,293
Burnaby Board of Trade	32,344
Bush, Bohlman & Partners	40,050
Butler Workplace Solutions	66,666
CAE Healthcare Inc	467,039
Cajo Accessories Inc	37,048
Camosun College	195,122
Campbell Scientific Canada Corp	40,082
Can-Achieve International Education	32,961
Canadian Institute of Traffic and T	31,225
Canadian Internet Registration Auth	26,250
Canadian Turner Construction Compan	2,238,935
Cansel Survey Equipment Inc	120,350
Canstar Restorations	166,267

SUPPLIER'S NAME	EXPENSES
Capilano University	39,541
Capture the Moment Media	71,510
Cardinal Path	236,062
Carl Zeiss Canada Ltd	105,523
Carter Chevrolet Cadillac Buick GMC	31,840
Cascade Raider Holdings Ltd	89,468
Cask Brewing System	30,835
CATERTRAX-BCIT	43,754
CBVL Robotics Inc	29,589
CDW Canada	228,604
Chairlines	60,612
Charter Telecom Inc	1,310,582
Chartwells	602,909
Chernoff Thompson Architects	103,930
Cherwell Software Inc	74,929
Chinook Helicopters (1982) Ltd	171,200
Chung, Timothy Arthur.	30,390
Cisco Systems Capital Canada Co	143,587
Citrix Systems Inc	130,569
Citron Hygiene	48,014
City Of Burnaby	1,570,046
City of Richmond	27,125
City Of Vancouver	52,606
City Service Agency	281,710
City Wide Environmental Cleaning	54,978
CitySpaces Consulting Ltd	25,425
CityStudio Vancouver	95,833
Colborne Architectural Group The	290,574
Colleges and Institutes Canada	69,649
Colliers	43,695
Colliers Project Leaders Inc	247,091
Compugen Inc	813,901
Conexao Vancouver Inc	33,126
Conference Board Of Canada	29,490
Consulab Educatech Inc	146,885
Control Temp Ltd	55,686
Cook Public Relations Inc	123,946
Coriolis Consulting Corp	85,235
Cority Software Inc	76,994
Corporate Express Canada Inc	407,483
Corus Radio Sales Inc	37,039
Council of Prairie and Pacific Univ	113,802
Creative Door Services	26,897
Creative Energy Vancouver Platforms	154,219
CSA Group	329,195

SUPPLIER'S NAME	EXPENSES
CT Control Temp Ltd	704,688
CWB Group - Industry Services	26,996
D G MacLachlan Ltd	30,057
DA Architects & Planners	317,861
Dalimar Instruments Inc	25,364
Daniel Fox	31,500
Davidson & Sons Customs Brokers Ltd	30,665
DDB Canada	267,287
Decision Point Cyber Security Advis	43,969
Dekor Glass Ltd	47,664
Delta Burnaby Hotel & Conference Centre	36,644
Deltec Electric Ltd	419,009
Dennis Murphy Trucking Inc	403,568
DHL Express (Canada) Ltd	67,338
Dicks Lumber	176,934
DIGICERT INC	25,653
Digi-Key Corporation	60,844
Diversitech Equipment and Sales (19	39,390
DubLabs, LLC	60,257
Dynamic Rescue Training Ltd	145,392
E B Horsman & Son Ltd	171,950
E R P I	28,590
E S R I Canada Limited	32,288
E=MC2 Event Management	153,176
EBSCO Canada Ltd	53,910
Ecocity Builders	87,983
Eco-Sol Reinstatement Solutions Inc	96,446
Electro Sonic Group Inc	35,250
Electro-Meters	57,944
Ellucian Technologies Canada ULC	158,446
ELSEVIER	86,303
EMCO Corporation	185,664
EMD Consulting Co	82,766
Enterprise Paper Company Ltd	32,799
Envirosafety Confined Space Safety Equipment Inc.	26,098
ESC Automation Inc	1,055,092
eXplorance Inc	87,207
Facebook Inc	40,127
FASKEN MARTINEAU DUMOULIN	29,820
Fasteel Industries Ltd	60,491
Fernando Lessa Photography and Stor	33,819
Festo Didactic Ltd	143,642
Fink Machine Inc	194,844
Finlink Construction Ltd	2,048,592
Fisher Scientific	198,080

SUPPLIER'S NAME	EXPENSES
Fitness Town Commercial	29,988
Flo	47,712
FOLIOT Furniture	503,256
FortisBC	874,570
Frank Mung ESL Institute	39,394
Fraser Health Authority	652,577
Fraser Shading Systems	28,542
Fusion Cine Sales and Rentals Inc	145,498
G E Healthcare	77,215
G Trasolini Contractors Ltd	224,408
Galaxie Signs	52,054
Garaventa (Canada) Ltd	32,101
Gartner Canada Co.	306,860
GeoPacific Consultants Ltd	38,587
GeoScan Subsurface Surveys Inc	52,093
Gescan Ltd	99,661
Givex Canada Corp	28,264
GLOBAL	422,599
Global Medical Products Inc	29,077
Global Pathways Limited	326,623
Google Inc	48,886
Grant Thornton LLP	80,865
Granta Design Limited	38,336
Great Big Solutions Ltd	46,200
Greater Vancouver Board of Trade	110,200
Gregg Distributors BC Ltd	109,627
Guard.me International Insurance	203,143
Guillevin International Inc	226,144
GUNN Consultants Inc	35,803
Haakon Industries	260,960
Harbour West Consulting Inc	29,400
Hardwoods Specialty Products LP	29,855
Harris & Company	466,853
HCMA Architecture + Design	152,112
Health Insurance BC & Health Tax	4,911,713
Hemlock Printers Limited	128,013
Heritage Office Furnishings	1,075,367
Hexcel Construction Ltd	66,268
Hitachi Capital Canada Corp	483,336
HL Hansen Counselling	25,463
Holaco Construction (1997) Ltd	4,106,563
Holmes & Brakel BC Inc	35,769
Homewood Health Inc	123,707
Honda Centre	28,924
Horizant, Inc	266,989

SUPPLIER'S NAME	EXPENSES
Hoskin Scientific Limited	35,747
Houle Electric Ltd	34,541
Howard Carter Lease Ltd	45,176
Hunt Personnel Temporarily Yours	40,899
Hunter Engineering Company	27,169
Hunter Kirkwood Ltd	223,632
Hytorc Sales & Service	36,832
I B M Canada Ltd	445,137
I E E E	40,084
I P T Publishing & Training Ltd	36,379
I T M Instruments	94,235
IBI / HB Architects	49,600
ICBC	113,284
iDesign Solutions Inc	31,220
IEC Online GmbH	33,661
IG Image Group Inc	262,586
Impark	563,786
Incratel, LLC	49,095
INdustrial Revolution Holdings BC L	30,247
Info-Tech Research Group Inc	133,563
Innovative Interfaces Global Limite	100,500
Insight Canada Inc	81,527
Instron Corp	74,606
Insulation Industry Apprenticeship	48,229
Insurance Institute of Canada	48,347
Interior Health Authority	52,392
International SOS Canada Assistance	122,787
Ipsos Limited Partnership	40,425
Iridia Medical Inc	25,053
Jacob Bros Construction Inc	1,564,383
Japan Advertising Ltd	35,385
Javelin Technologies Inc	27,122
Jaxon Digital, LLC	27,014
Jeri L Lynch Consulting Inc	28,508
Jive Software	260,853
JJ Inotech Sales	26,803
John Wiley & Sons(Canada) Ltd	398,566
Johnson Controls Canada LP	107,848
Johnston, Nancy	35,500
Jonathan Bassan	52,064
Jones & Bartlett Publishers Inc	43,351
Justice Institute of BC	416,976
Kane Systems Inc	100,749
Kaplan International	51,923
Kasian Architecture Interior Design	76,649

SUPPLIER'S NAME	EXPENSES
Kim Lawrence	40,674
Kim Okran I S C Inc	310,780
Kincaid Holdings Ltd	1,961,111
Kirsten Reite Architect Inc	204,327
Kitamaat Valley Education Society	70,043
KMS Tools & Equipment Ltd	133,337
Knight Signs	33,900
Kone Inc	503,916
Kongsberg Digital Simulation Ltd	284,169
KPMG LLP	80,705
Kreative Solutions Consulting Inc	194,165
Kuda Equipment Ltd	213,722
Kwantlen Polytechnic University	43,333
Kwela Leadership & Talent Managemen	74,333
Laerdal Medical Canada Ltd	266,915
Leavitt Machinery	109,866
LEC Quantity Surveying & Project Ma	214,377
Ledcor Construction Ltd	38,956
Lee Hecht Harrison Knightsbridge Co	39,375
Lee's Electronic Components Ltd	44,745
Lexonis	28,480
Liane's Vancouver Homestay	38,115
Life Technologies Inc	72,760
Lightlab Integration Inc	41,048
Lin Haw International Co Ltd	66,559
LinkedIn Ireland Unlimited Company	33,299
Liquid Solids Control Inc	44,296
Lisa Southern	25,368
Login Brothers Canada	280,203
Long & McQuade Ltd	25,839
Long View Systems Corporation	1,544,250
Louie Tech Consulting Ltd	26,250
Luma Tech Solutions Canada Ltd	231,914
Lumineer Light Installations	44,238
Mack Kirk Roofing and Sheet Metal L	203,021
MacKay CEO Forums	52,500
Macquarie Equipment Finance Ltd	3,120,862
Maglin Site Furniture	56,456
Majid Khoury Holdings Inc	49,245
MAKE Projects Ltd	295,421
Manulife Financial Company	7,994,518
Mark's Work Wearhouse Ltd	48,035
Marsh Canada Ltd	58,187
Masonlift Ltd	43,053
Matcon Civil Constructors Inc	83,974

SUPPLIER'S NAME	EXPENSES
Mathworks Inc	31,095
Matthieu, Pat	30,319
Maxwell Floors Ltd	33,101
Mc Squared System Design Group Inc	178,626
MC3 Solutions Inc	164,327
McElhanney Consulting Services Ltd	50,946
McGraw-Hill Ryerson Limited	271,217
MCMaster-CARR	34,059
MDE Electrical Mechanical Contracto	33,328
Mental Health Commission of Canada	27,930
Mercedes Benz Canada Inc	55,027
Meridian One Cap Credit Corp	42,593
Metro Can Industries Inc	40,049
Metro Motors Ltd	167,737
Michitsch Systems	53,506
Microserve Business Computer Servic	2,306,216
Microsoft Canada Inc	228,227
Minister of Finance	3,780,559
Modern Tribe	233,685
Morneau Shepell Ltd	31,118
Morrison Consulting	185,383
Morrison Hershfield Ltd	181,849
Morrison, Paul	38,273
Motion Industries Canada	31,672
MRDufort Sales/Service Inc	94,080
Multivista Construction Documentati	112,139
NAPA Auto Parts	122,389
National Project Management Inc	122,375
Nelson Education Ltd	716,430
Neutral Zone Coaching & Consulting	46,079
New City Solutions Inc	93,638
New Value Solutions Group Inc	191,870
Newark Element 14	31,985
Newcomp Analytics Inc.	142,908
NHI Consulting	51,170
Nikon Canada Inc	196,875
Northern Health Authority	43,260
O C Tanner	37,473
Okanagan College	68,900
Olympic Controls Inc	30,730
Olympus Canada Inc	37,451
OMD Canada	1,941,581
OMICRON Electronics Canada Corp	32,712
OnSolve LLC	67,015
Oracle Canada ULC	263,697

SUPPLIER'S NAME	EXPENSES
Orkin Canada Corporation	78,714
Oxford University Press	31,494
Pace Chemicals Ltd	32,545
Pacific Flying Club	1,365,719
Pacific Maintenance Services	38,903
Pacific Professional Flight Centre Ltd	28,004
Pacific Western Paints Ltd	48,374
Paladin Security Group Ltd	3,062,234
Paladin Technologies Inc	694,232
Panglobal Training System	373,765
Payless Repairs Ltd	44,352
PAYPAL	139,382
PCL Constructors WestCoast Inc	13,453,965
Pearson Education Canada	696,243
Pension Corporation	17,777,394
Percona LLC	28,624
Perkins Will Architects	210,630
PFS Studio	64,512
Philips Electronics	999,040
Physical Science Innovations Corpor	78,750
Pinchin Ltd.	850,557
PJS Systems Inc	205,344
Polytechnics Canada	100,255
Power Pros Electrical Ltd	191,690
Powerschool Canada ULC	47,655
Praxair Products Inc	87,357
Predom Construction	132,485
Premier Landscaping Inc	434,370
Price Waterhouse Coopers LLP	113,252
Primary Response	34,799
Prime Engineering Ltd	245,480
Print Your Mind 3D Inc	27,777
Prism Engineering Ltd	78,843
PrismRBS LLC	38,685
Proctorio	44,873
Progressive Educational Systems	95,445
ProQuest LLC	206,555
Providence Health Authority	127,011
Provincial Health Services Authorit	53,087
Pufferfish Ltd	50,568
QUEENS PRINTER BOOK STORE	122,987
Quietly Media Inc	32,117
QUINCAILLERIE RICHELIEU L	34,514
QUIVERSINC	36,826
R F Binnie & Associates Ltd	876,225

SUPPLIER'S NAME	EXPENSES
R P Electronic Components Ltd	61,156
Rapid Truck and Trailer Repairs Ltd	33,600
RDH Building Science Inc.	42,698
Receiver General For Canada	9,443,500
Red Hat Canada Ltd	39,893
Redpath Relocations Inc	59,339
Refocus Communications & Fundraisin	38,685
Refrigerative Supply Limited	100,700
RESA Canada Inc.	83,060
Reshape Infrastructure Strategies L	28,945
Resource Planning Group Inc	33,261
ReVision Educational Consulting Ltd	91,193
RICOH Canada Inc	816,416
Right Management	30,818
Robert Half Canada Inc	83,420
Rocky Point Engineering Ltd	50,613
Ron Hart Architect Ltd	34,020
Ron Paley Broadcast	88,617
Royal Roads University	25,008
Russell Hendrix Foodservice Equipme	100,980
RWDI AIR Inc.	35,956
S&P Global Market Intelligence	31,276
Sapphire Sound Inc	690,240
Sarah Abbott	35,494
Sasco Contractors Ltd	267,804
Scalar Decisions	468,307
School District No 35 Langley	51,715
Science World	25,071
SES Consulting Inc	45,971
Shanahans Ltd	40,018
Shaw Cablesystems G P	25,920
Shop3D.ca	41,977
Showtime Event & Display	52,042
Siemens Canada Ltd	281,098
Siemens Healthcare Limited	57,356
Signals Design Group	78,627
Simon Fraser University	281,155
Smart, Savvy, and Associates	41,148
SmartDesign Group (Canada) Ltd	39,690
Smith Bros & Wilson	52,955
Smith Cameron Process Solutions	72,645
Snap-On Tools Of Canada Ltd	207,366
SolidCAD	120,701
Somagen Diagnostics Inc	50,756
Sound & Vibration Solutions Canada	36,632

SUPPLIER'S NAME	EXPENSES
Southern Butler Price LLP	68,480
Spartan Controls	213,060
Spears Sales & Service Ltd	44,345
Specialty Bulb Products Inc	59,613
Spicers Canada ULC	145,773
Staedtler-Mars Ltd	27,827
Standard Building Supplies Ltd	39,815
Stanley Canada Corporation	171,835
Stanley Security Solutions	146,711
Stantec	3,648,311
Staples Business Advantage	244,007
Steelguard Fence Ltd	48,137
Steris Inc	46,293
Still Creek Press	100,714
Stryker Canada ULC	193,049
Stuart Rennie	59,973
Student Association of the BCIT	187,979
Sudden Technologies	233,171
Sumitomo Fudosan Villa Fontaine Co Ltd	34,539
SW Audio Visual	47,934
Sybertech Waste Reduction Ltd	30,151
Symlicity Corporation	31,491
T T A Technology Training Associate	116,027
T2 Systems Ontario	36,269
Tableau Software, Inc	47,291
Taylor & Francis Group LLC	32,349
TC Visuals	52,958
Technical Safety BC	38,468
Technidyne Inc	37,097
Technique Office Furniture Ltd	163,824
Tekara Organizational Effectiveness	26,119
Tekscan Inc	27,990
Telus Inc	26,300
Telus Mobility (BC)	353,504
Testforce Systems Inc	92,946
The Capital Hill Group Ottawa Inc	69,794
THE HOME DEPOT	117,336
The Institute for Advanced Clinical	37,775
The Peake of Catering Ltd.	369,517
Think Space	123,415
Thomas Skinner & Son Ltd	171,007
Thomson Reuters Canada	56,375
Total Energy Systems Ltd	851,175
Total Interiors	28,495
Trades Training Consortium of Briti	40,683

SUPPLIER'S NAME	EXPENSES
Trane British Columbia	146,030
Trinity Power Rentals	47,944
Tyco Integrated Fire & Security	87,927
Uline	103,865
Ultimate Tools	108,616
United Power Ltd	57,356
University of British Columbia	171,978
University of the Fraser Valley	83,657
UPS CANADA	129,890
Van City Courier Logistic Services	38,064
Vancouver Coastal Health Authority	317,256
Vancouver Convention Centre	111,571
Vancouver International Airport Aut	111,274
Vancouver Island Health Authority	244,542
Vancouver Neolite Ltd	27,144
Varsteel Ltd	50,238
Veritiv Canada Inc	309,124
Verogen Inc	240,660
VIDCOM	25,060
Vidcom Ltd	255,188
Viking Fire Protection Inc	397,291
Virtual Marine Technology Inc	130,110
Vision Solutions	49,873
VUE PEARSON VUE STORE	45,343
VWR International Co	124,369
W3 Design Group	59,955
Wallis Mayer Designs	34,256
Waste Connections of Canada Inc	247,327
Weldcor Supplies Inc	31,309
Wesco Distribution-Canada Inc	222,052
West Pacific Consulting Group Manag	284,829
Westburne West	326,148
Western Pacific Enterprises Ltd	115,520
Willingdon Church	60,761
Worksafe BC	394,654
Xibita	176,480
ZZ --- Accounts under \$25,000	10,402,835
Grand total	180,853,953

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY
SCHEDULE OF SEVERANCE AGREEMENTS
FOR THE YEAR ENDED MARCH 31, 2020
EXHIBIT E

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY
SCHEDULE OF SEVERANCE AGREEMENTS
FOR THE YEAR ENDED MARCH 31, 2020

The number of agreements made during the 2019/20 fiscal year with employees excluded from coverage under collective agreements was 5.

The range of equivalent months' gross salaries represented by the severance agreements was 1 to 9 months.

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY

SCHEDULE OF DEBTS

FOR THE YEAR ENDED MARCH 31, 2020

EXHIBIT F

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY

SCHEDULE OF DEBTS

FOR THE YEAR ENDED MARCH 31, 2020
(thousands of dollars)

Debentures:

Additional Debt

Certificate Number	Maturity Date	Rate	Balance 31-Mar-20	Accumulated Sinking Fund	Balance 31-Mar-19	Annual Payment
BCITCDP	September 8, 2023	8.00%	12,888	5,773	12,888	1,031
BCCD-25	June 18, 2042	4.30%	38,355	1,394	38,627	1,153
CAD-P-NOTE	August 1, 2019	1.95%	5,156	-	5,055	43
Capital Lease Obligations			20,479	2,724	21,087	3,138
			<u>76,878</u>	<u>9,891</u>	<u>77,657</u>	<u>5,365</u>

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY
SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS
FOR THE YEAR ENDED MARCH 31, 2020
EXHIBIT G

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY
SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS
FOR THE YEAR ENDED MARCH 31, 2020

The number of financial guarantee and indemnity agreements in force which required government approval prior to being given under the Financial Administration Act Guarantees and Indemnities Regulation (B.C. 258/87) during the 2019/20 fiscal year was nil.

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY
STATEMENT OF FINANCIAL INFORMATION APPROVAL
FOR THE YEAR ENDED MARCH 31, 2020
EXHIBIT H

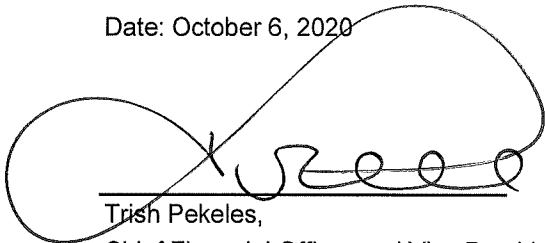
BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY
STATEMENT OF FINANCIAL INFORMATION APPROVAL
FOR THE YEAR ENDED MARCH 31, 2020

The undersigned represents the Board of Directors of BCIT and approves all the statements and schedules included in this Statement of Financial Information, produced under the Financial Information Act.



Doug Eveneshen,
Chair, Board of Governors

Date: October 6, 2020



Trish Pেকেles,
Chief Financial Officer and Vice President, Finance and Corporate Services

Date: October 6, 2020