

UNIVERSITY OF VICTORIA
STATEMENT OF FINANCIAL INFORMATION
MARCH 31, 2024

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

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UNIVERSITY OF VICTORIA

FINANCIAL INFORMATION APPROVAL

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

Erinn Pinkerton
Acting Chair,
Board of Governors

Kristi Simpson
Vice-President,
Finance and Operations

June 25, 2024

Consolidated Financial Statements of

UNIVERSITY OF VICTORIA

And Independent Auditor's Report Thereon

Year ended March 31, 2024



University
of Victoria



STATEMENT OF ADMINISTRATIVE RESPONSIBILITY FOR FINANCIAL STATEMENTS

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

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

The consolidated financial statements have been examined by KPMG LLP, an independent firm of Chartered Professional Accountants. The Independent Auditor's Report outlines the nature of the examination and the opinion on the consolidated financial statements of the University for the year ended March 31, 2024.

On behalf of the University:

_____ Chair, Board of Governors

_____ Vice-President Finance and Operations



**University
of Victoria**





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INDEPENDENT AUDITOR'S REPORT

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

Opinion

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

- the consolidated statement of financial position as at March 31, 2024
- the consolidated statement of operations and accumulated surplus for the year then ended
- the consolidated statement of changes in net debt for the year then ended
- the consolidated statement of remeasurement gains and losses for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

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

In our opinion, the accompanying financial statements as at and for the year ended March 31, 2024 of the Entity are prepared, in all material respects, in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

Basis for Opinion

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

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

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

Emphasis of Matter - Financial Reporting Framework

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

Our opinion is not modified in respect of this matter.



Other Information

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

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

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

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

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

We have nothing to report in this regard.

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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



We also:

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

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

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

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, slightly slanted style. Below the signature is a horizontal line that starts under the 'K' and ends under the 'P', with a small upward tick at the end.

Chartered Professional Accountants

Victoria, Canada
May 29, 2024

UNIVERSITY OF VICTORIA
Consolidated Statement of Financial Position

As at March 31, 2024
(in thousands of dollars)

		2024	2023
Financial Assets			
Cash and cash equivalents	<i>(Note 3)</i>	\$ 175,040	\$ 146,757
Accounts receivable	<i>(Note 4)</i>	19,526	15,693
Due from governments	<i>(Note 5)</i>	20,040	32,272
Inventories for resale		1,415	1,275
Portfolio investments	<i>(Note 6)</i>	232,564	209,869
Derivatives	<i>(Note 6)</i>	88	4,893
Loans receivable	<i>(Note 7)</i>	33,321	33,594
Employee future benefits	<i>(Note 8)</i>	36,677	32,738
Investments in government business enterprises	<i>(Note 9)</i>	4,131	3,370
		522,802	480,461
Liabilities			
Accounts payable and accrued liabilities	<i>(Note 11)</i>	49,733	58,737
Due to governments		8,750	8,120
Deferred revenue		26,991	22,866
Deferred contributions	<i>(Note 12)</i>	306,553	239,460
Deferred capital contributions	<i>(Note 13)</i>	528,693	494,607
Debt	<i>(Note 14)</i>	127,481	132,914
Asset retirement obligations	<i>(Note 15)</i>	53,712	48,829
		1,101,913	1,005,533
Net debt		(579,111)	(525,072)
Non-financial Assets			
Tangible capital assets	<i>(Note 16)</i>	1,037,200	976,296
Restricted endowment investments	<i>(Note 6)</i>	455,457	436,144
Inventories held for use		3,461	3,151
Prepaid expenses		23,908	21,849
		1,520,026	1,437,440
Accumulated surplus	<i>(Note 18)</i>	\$ 940,915	\$ 912,368
Accumulated surplus is comprised of:			
Endowments	<i>(Note 19)</i>	\$ 455,457	\$ 436,144
Invested in tangible capital assets		347,941	318,977
Internally restricted		116,907	111,705
Unrestricted		13,309	39,346
Accumulated operating surplus		933,614	906,172
Accumulated remeasurement gains		7,301	6,196
Accumulated surplus		\$ 940,915	\$ 912,368

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

On behalf of the Board:

UNIVERSITY OF VICTORIA

Consolidated Statement of Operations and Accumulated Surplus

Year ended March 31, 2024

(in thousands of dollars)

	Budget	2024	2023
	<i>(Note 2(p))</i>		
Revenue:			
Province of British Columbia grants	\$ 277,839	\$ 275,974	\$ 215,756
Government of Canada grants	90,000	101,116	87,877
Other government grants	21,100	18,574	17,715
Student tuition - credit courses	164,672	160,362	164,224
Student tuition - non-credit courses	21,800	24,526	22,610
Donations, non-government grants and contracts	21,100	26,285	26,375
Sales of services and products	72,808	77,275	70,552
Investment income	36,800	40,190	59,969
Income/(loss) from government business enterprises	<i>(Note 9)</i> -	1,081	(48)
Other revenue	5,000	9,697	9,060
Revenue recognized from deferred capital contributions	<i>(Note 13)</i> 27,050	26,672	27,015
	738,169	761,752	701,105
Expenses: <i>(Note 23)</i>			
Instruction and non-sponsored research	302,259	301,274	283,714
Academic and student support	177,569	185,622	166,675
Administrative support and general expenses	30,684	31,171	28,801
Facility operations and maintenance	67,811	70,268	63,651
Sponsored research	137,486	146,209	129,051
External engagement	19,930	19,079	18,707
	735,739	753,623	690,599
Annual operating surplus	2,430	8,129	10,506
Restricted endowment contributions			
Endowment principal donations	<i>(Note 19)</i> 8,000	6,288	5,469
Donations capitalized	<i>(Note 19)</i> 8,000	13,025	12,438
	16,000	19,313	17,907
Annual surplus	18,430	27,442	28,413
Accumulated operating surplus, beginning of year	906,172	906,172	877,759
Accumulated operating surplus, end of year	\$ 924,602	\$ 933,614	\$ 906,172



UNIVERSITY OF VICTORIA
Consolidated Statement of Changes in Net Debt

Year ended March 31, 2024
(in thousands of dollars)

	Budget	2024	2023
	<i>(Note 2(p))</i>		
Annual surplus	\$ 18,430	\$ 27,442	\$ 28,413
Acquisition of tangible capital assets	(108,960)	(106,210)	(109,820)
Increase in tangible capital assets related to asset retirement obligations		(3,355)	-
Transfer of tangible capital assets to investment in government	-	-	3,948
Amortization of tangible capital assets	49,985	48,661	47,722
	(58,975)	(60,904)	(58,150)
Increase in restricted endowment investments	-	(19,313)	(17,907)
Acquisition of inventories held for use	-	(1,588)	(1,400)
Acquisition of prepaid expense	-	(22,580)	(21,028)
Consumption of inventories held for use	-	1,278	1,058
Use of prepaid expense	-	20,521	16,404
	-	(21,682)	(22,873)
Net remeasurement gains (losses)	-	1,105	(19,982)
Increase in net debt	(40,545)	(54,039)	(72,592)
Net debt, beginning of year	(525,072)	(525,072)	(452,480)
Net debt, end of year	\$ (565,617)	\$ (579,111)	\$ (525,072)



UNIVERSITY OF VICTORIA

Consolidated Statement of Remeasurement Gains and Losses

Year ended March 31, 2024

(in thousands of dollars)

	2024	2023
Accumulated remeasurement gains, beginning	\$ 6,196	\$ 26,178
Unrealized gains attributed to:		
Portfolio investments	5,418	205
Derivatives	988	13,747
Foreign currency translation	492	728
Realized gains reclassified to the Consolidated Statement of Operations, attributed to:		
Derivatives	(5,793)	(34,662)
Net remeasurement gains (losses) for the year	1,105	(19,982)
Accumulated remeasurement gains, end of year	\$ 7,301	\$ 6,196



UNIVERSITY OF VICTORIA
Consolidated Statement of Cash Flows

Year ended March 31, 2024

(in thousands of dollars)

	2024	2023
Cash provided by (used in):		
Operations:		
Annual surplus	\$ 27,442	\$ 28,413
Items not involving cash		
Amortization of tangible capital assets	48,661	47,722
Revenue recognized from deferred capital contributions	(26,672)	(27,015)
Change in employee future benefits	(3,939)	(8,435)
Change in investments in government business enterprises	(761)	5,166
Unrealized remeasurement gains on foreign exchange	492	728
Transfer of tangible capital assets to investment in government business enterprises	-	3,948
Accretion expense	1,528	1,482
Changes in non-cash operating working capital:		
Increase in accounts receivable	(3,833)	(1,775)
Decrease (increase) decrease in loans receivable	273	(9,099)
Increase in inventories	(450)	(253)
Increase in prepaid expenses	(2,059)	(4,624)
(Decrease) increase in accounts payable and accrued liabilities	(9,004)	3,993
Increase (decrease) in due to/from government organizations	12,862	(12,408)
Increase (decrease) in deferred revenue	4,125	(1,705)
Increase (decrease) in deferred contributions	67,093	(17,332)
Net change from operating activities	115,758	8,806
Capital activities:		
Acquisition of tangible capital assets	(106,210)	(109,820)
Net change from capital activities	(106,210)	(109,820)
Investing activities:		
Net sale of portfolio investments	(17,277)	48,887
Net acquisition of restricted endowment investments	(19,313)	(17,907)
Net change from investing activities	(36,590)	30,980
Financing activities:		
Proceeds of debt	23,876	75,326
Repayment of debt	(29,309)	(106,684)
Receipt of deferred capital contributions	60,758	85,249
Net change from financing activities	55,325	53,891
Net change in cash and cash equivalents	28,283	(16,143)
Cash and cash equivalents, beginning of year	146,757	162,900
Cash and cash equivalents, end of year	\$ 175,040	\$ 146,757

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



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

1. Authority and purpose

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

2. Summary of significant accounting policies

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

(a) Basis of accounting

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

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

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

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

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

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



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

2. Summary of significant accounting policies (continued)

(a) Basis of accounting (continued)

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

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

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

(b) Basis of consolidation

(i) Consolidated entities

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

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

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



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

2. Summary of significant accounting policies (continued)

(b) Basis of consolidation (continued)

(i) Consolidated entities (continued)

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

(ii) Investment in government business enterprises

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

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

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

(iii) Investment in government partnerships

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

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



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

2. Summary of significant accounting policies (continued)

(b) Basis of consolidation (continued)

(iii) Investment in government partnerships (continued)

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

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

(iv) Trusts under administration

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

(v) Funds held in trust

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

(c) Cash and cash equivalents

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

(d) Loans receivable

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

(e) Financial instruments

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

(i) Fair value category

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



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

2. Summary of significant accounting policies (continued)

(e) Financial instruments (continued)

(i) Fair value category (continued)

Unrealized gains and losses on financial assets are recognized in the consolidated statement of remeasurement gains and losses until such time that the financial asset is derecognized due to disposal or impairment. At the time of derecognition, the related realized gains and losses are recognized in the consolidated statement of operations and accumulated surplus and related balances reversed from the consolidated statement of remeasurement gains and losses. Unrealized gains and losses in endowment investments, where earnings are restricted as to use, are recorded as deferred contributions and recognized in revenue when disposed and when related expenses are incurred. Restricted unrealized gains spent to meet current year endowment expenses or capitalization transfers are recorded in the consolidated statement of remeasurement gains and losses. Canadian public sector accounting standards require an organization to classify fair value measurements using a fair value hierarchy, which includes three levels of information that may be used to measure fair value:

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

(ii) Cost category

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

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

(f) Short-term investments

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



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

2. Summary of significant accounting policies (continued)

(g) Inventories for resale

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

(h) Asset retirement obligations

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

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

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

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

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

(i) Non-financial assets

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

(i) Tangible capital assets

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



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

2. Summary of significant accounting policies (continued)

(i) Non-financial assets (continued)

(i) Tangible capital assets (continued)

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

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

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

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

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

(ii) Works of art and historic assets

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

(iii) Leased capital assets

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



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

2. Summary of significant accounting policies (continued)

(i) Non-financial assets (continued)

(iv) Inventories held for use

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

(j) Employee future benefits

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

(k) Revenue recognition

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

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

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

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

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



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

2. Summary of significant accounting policies (continued)

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

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

(m) Use of estimates

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

(n) Foreign currency translation

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

(o) Functional classification of expenses

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

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



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

2. Summary of significant accounting policies (continued)

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



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

2. Summary of significant accounting policies (continued)

(p) Budget figures

Budget figures have been provided for comparative purposes. The budget was approved by the Board of Governors of the University on September 27, 2023 and provided to the Province. The budget is reflected in the consolidated statement of operations and accumulated surplus and the consolidated statement of changes in net debt.

(q) Adoption of new accounting standards

(i) On April 1, 2023, the University adopted Canadian Public Sector Accounting Standard PS 3160, Public Private Partnerships (“PS 3160”). The new accounting standard addresses the recognition, measurement, presentation, and disclosure of infrastructure procured by public sector entities through certain types of public private partnership arrangements. Management has assessed the impact of adopting PS 3160 and found that at present no such items meet the criteria to be recognized as a public private partnership.

(ii) On April 1, 2023, the University adopted Canadian Public Sector Accounting Standard PS 3400, Revenue (“PS 3400”). Under the new accounting standard, there are two categories of revenue – exchange and non-exchange. If the transaction gives rise to one or more performance obligations, it is an exchange transaction. If no performance obligations are present, it is a non-exchange transaction. Management has assessed the impact of adopting PS 3400 on the consolidated financial statements of the University and has found that there is no resulting impact to the consolidated financial statements.

(iii) On April 1, 2023, the University adopted Public Sector Guideline PSG-8, Purchased Intangibles. PSG-8 defines purchased intangibles as identifiable nonmonetary economic resources without physical substance acquired through an arm’s length exchange transaction between knowledgeable, willing parties who are under no compulsion to act. Intangibles acquired through a transfer, contribution, or inter-entity transaction, are not purchased intangibles. Management has assessed the impact of adopting PSG-8 and found that at present no such items meet the criteria to be recognized as a purchased intangible.



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

3. Cash and cash equivalents

	2024	2023
Cash	\$ 40,665	\$ 10,144
Short-term investments	134,375	136,613
	\$ 175,040	\$ 146,757

4. Accounts receivable

	2024	2023
Revenues receivable	\$ 23,339	\$ 19,270
Accrued interest receivable	737	642
Less: provision for doubtful accounts	(4,550)	(4,219)
	\$ 19,526	\$ 15,693

5. Due from governments

	2024	2023
Federal government	\$ 14,076	\$ 17,817
Provincial government	5,492	14,266
Other	472	189
	\$ 20,040	\$ 32,272



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

6. Financial instruments

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

(a) Portfolio investments

	Fair Value Hierarchy	2024	2023
Portfolio investments carried at fair value:			
Various pooled bond and mortgage funds	Level 1	\$ 133,088	\$ 131,741
Canadian equities	Level 1	2,085	1,867
Global equities	Level 1	63,048	51,078
Infrastructure, real estate and private equity	Level 3	32,320	24,206
		230,541	208,892
Portfolio investments at cost which approximates fair value:			
Short-term investments		1,276	-
Cash		662	767
Other		85	210
Total portfolio investments		\$ 232,564	\$ 209,869

(b) Restricted endowment investments

	Fair Value Hierarchy	2024	2023
Restricted endowment investments carried at fair value:			
Various pooled bond and mortgage funds	Level 1	\$ 67,273	\$ 104,915
Global equities	Level 1	270,979	235,945
Infrastructure and real estate	Level 3	108,640	91,829
		446,892	432,689
Restricted endowment investments at cost which approximates fair value:			
Short-term investments		5,859	-
Cash		2,706	3,455
Total restricted endowment investments		\$ 455,457	\$ 436,144



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

6. Financial instruments (continued)

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

	Fair Value Hierarchy	2024	2023
Derivatives - interest rate swaps on debt quoted at fair value:			
Province of BC floating interest rate fixed at 1.90%, commencing 2024 through 2054, unsecured	Level 2	\$ -	\$ 4,960
Royal Bank of Canada floating interest rate fixed at 5.38%, through an interest rate swap due in 2025, unsecured	Level 2	-	(15)
BC Immigrant Investment Fund floating interest rate fixed at 3.56%, commencing 2024 through 2034, unsecured	Level 2	88	(52)
Total derivatives		\$ 88	\$ 4,893

7. Loans receivable

	2024	2023
Various employees		
Electric bike loans to employees, interest free for 1-2 years, no renewal option, unsecured	\$ 96	\$ 128
Various faculty and senior administrators		
Home relocation loans, interest free for 5 years with option for further renewal unless employment ceases, secured by second mortgages	6,511	5,745
Heritage Realty Properties Ltd.		
Promissory note receivable, interest at Royal Bank Prime + 2.0%, due March 31, 2026, secured by an unregistered equitable mortgage	10,634	10,634
Vancouver Island Technology Park Trust loans receivable		
Promissory note, secured by an unregistered equitable mortgage	8,648	8,648
Interest at 5.13%, due April 2030, unsecured	5,931	6,741
Interest at 6.13%, due April 2030, unsecured	1,501	1,698
	\$ 33,321	\$ 33,594



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

8. Employee future benefits

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

Summary of employee future benefit assets:

		2024	2023
Staff pension plan	(Note 8(a)(ii))	\$ (49,538)	\$ (44,751)
Supplemental pension obligations	(Note 8(a)(i))	9,751	8,547
Special accumulated sick leave	(Note 8(b))	2,541	2,565
Basic group life insurance plan		569	901
		\$ (36,677)	\$ (32,738)

(a) Pension benefits

(i) Combination plan

The pension fund for full-time continuing faculty and administrative and academic professional staff is referred to as the Combination Plan. The plan's benefits are derived primarily from defined contributions with a defined benefit minimum. The plan has been accounted for as a defined contribution plan. The employees make contributions equal to 4.00% of salary up to the year's maximum pensionable earnings ("YMPE") plus 6.00% of salary in excess of the YMPE. The University makes contributions equal to 6.37% of salary up to the YMPE plus 8.00% of salary in excess of the YMPE. The university also contributes 4.00% of salary to fund the defined benefit minimum. The latest actuarial valuation for funding purposes as at December 31, 2021 showed that the accrued formula pension benefit liabilities of the Combination Plan were fully funded. The next valuation will be as at December 31, 2024 and is expected to be completed in September 2025. A solely defined contribution plan is available for part-time faculty and administrative and academic professional staff who meet certain eligibility criteria. The University has made contributions to these two plans during the year of \$30,408,000 (2023 - \$26,769,000) and recorded them as a pension expense.

The University provides supplemental pensions in excess of those provided under registered plans. They are fully funded out of the general assets of the University. The accrued liabilities of these arrangements total \$9,751,000 as at March 31, 2024 (2023 - \$8,547,000). The University paid supplemental benefits of \$611,000 in the year (2023 - \$171,000) and recorded employee benefit expense of \$1,045,000 (2023 - \$406,000).



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

8. Employee future benefits (continued)

(a) Pension benefits (continued)

(ii) Staff plan

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

The University has made contributions to the Plan during the year of \$6,526,000 (2023 – \$6,110,000). The Plan paid benefits in the year of \$15,670,000 (2023 – \$15,776,000).

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

	2024	2023
Accrued benefit obligation	\$ 274,396	\$ 273,303
Pension fund assets	(340,147)	(315,459)
	(65,751)	(42,156)
Unamortized actuarial gains (losses)	16,213	(2,595)
Net asset	\$ (49,538)	\$ (44,751)

Actuarial valuations are performed triennially using the projected benefit prorated method. The latest triennial actuarial valuation completed as at December 31, 2022 reported a going concern surplus and a solvency deficiency (i.e. if the plan were to be wound up on that date) of \$57,243,000. The next required valuation will be as at December 31, 2025, which will be completed in the summer of 2026. As of March 31, 2024, The *Pension Benefits Standards Act* of British Columbia requires minimum annual contributions or the use of letters of credit to fund a portion of the solvency deficiency if the plan's solvency ratio is below 85%. The University no longer has a letter of credit at March 31, 2024 (2023 – \$30.0 million line of credit) as a result of this change.



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

8. Employee future benefits (continued)

(a) Pension benefits (continued)

(ii) Staff plan (continued)

This requirement for a letter of credit will be reassessed in conjunction with the next plan valuation and updated solvency funding level. The accrued benefit obligation shown for 2024 is based on an extrapolation of that 2022 valuation. There is an unamortized gain to be amortized on a straight-line basis over the expected average remaining service life of the related employee group (9 years).

The actuarial valuation was based on a number of assumptions about future events, such as inflation rates, interest rates, wage and salary increases and employee turnover and mortality. The assumptions used reflect the University's best estimates. The expected inflation rate is 2%. The discount rate used to determine the accrued benefit obligation is 6.6%. Pension fund assets are valued at market value as at March 31, 2024.

The expected rate of return on pension fund assets is 5.7%. The actual rate of return on Plan assets in 2024 was 10.0%. The total expenses related to pensions for the fiscal year ending, include the following components:

	2024	2023
Current period benefit cost	\$ 8,923	\$ 8,395
Amortization of actuarial gains	(1,295)	(3,572)
	7,628	4,823
Less: Employee contributions	(2,564)	(2,367)
Pension benefit expense	5,064	2,456
Interest cost on the average accrued benefit obligation	17,243	15,117
Expected return on average pension plan assets	(20,479)	(18,308)
Pension interest income	(3,236)	(3,191)
Total pension expense (income)	\$ 1,828	\$ (735)

The Supplementary Retirement Benefit Account is a separate fund available to provide pensioners over the age of 65 with supplemental indexing against inflation beyond that provided by the basic plan above. It is accounted for as a defined contribution plan, with University contributions during the year of \$142,000 (2023 – \$124,000).



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

8. Employee future benefits (continued)

(b) Special accumulated sick leave benefit liability

Certain unionized employees of the University are entitled to a special vested sick leave benefit in accordance with the terms and conditions of their collective agreements. Employees who accumulate and maintain a minimum balance of regular sick leave may opt to transfer sick days into this special accumulating and vested benefit. The University recognizes a liability and an expense as days are transferred into this benefit. At March 31, 2024 the balance of this special accumulated sick leave was \$2,541,000 (2023 – \$2,565,000).

(c) Other long-term disability plan

An insured long-term disability plan funded entirely by the University was commenced for other staff on July 1, 2000. The University's contribution for the year ending March 31, 2024 was \$1,407,000 (2023 – \$1,291,000).

9. Investments in government business enterprises

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

Change in equity in government business enterprises:

	2024	2023
Equity at beginning of year	\$ 643	\$ 1,087
Dividends/distributions paid	-	(396)
Surplus (deficit) for the year	1,081	(48)
Equity at end of year	1,724	643
Dividends/distributions payable	7,040	7,360
Eliminate gain on property transfer	(4,633)	(4,633)
Investment in government business enterprises	\$ 4,131	\$ 3,370

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

Consolidated Statement of Financial Position

	2024	2023
Assets	\$ 43,301	\$ 44,008
Liabilities	(41,577)	(43,365)
Equity	\$ 1,724	\$ 643



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

9. Investments in government business enterprises (continued)

Consolidated Statement of Operations

	2024	2023
Revenue	\$ 16,464	\$ 15,392
Expenses	(15,383)	(15,440)
Surplus (deficit) for the year	\$ 1,081	\$ (48)

10. Investments in government partnerships

The University is one of five university members of the Western Canadian Universities Marine Sciences Society (WCUMSS) for marine field research. The University provided a grant to the Society in 2024 of \$273,400 (2023 – \$273,400). WCUMSS financial results are proportionately consolidated with those of the University based upon the University's share of its total contributions of 20% (2023 – 20%).

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

Consolidated Statement of Financial Position

	2024	2023
Financial assets	\$ 309	\$ 268
Liabilities	(371)	(354)
Net debt	(62)	(86)
Non-financial assets	1,209	1,312
Accumulated surplus	\$ 1,147	\$ 1,226

Consolidated Statement of Operations

	2024	2023
Revenue	\$ 696	\$ 722
Expenses	(860)	(867)
Deficit for the year	\$ (164)	\$ (145)



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

11. Accounts payable and accrued liabilities

	2024	2023
Accounts payable and accrued liabilities	\$ 30,608	\$ 28,755
Salaries and benefits payable	5,337	17,088
Accrued vacation pay	13,788	12,894
	\$ 49,733	\$ 58,737



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

12. Deferred contributions

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

	2024	2023
Specific purpose (including endowment earnings)	\$ 165,486	\$ 127,868
Research	125,045	109,241
Capital	16,022	2,351
	\$ 306,553	\$ 239,460

	2024			Total	2023
	Specific Purpose	Research	Capital		
Balance, beginning of year	\$ 127,868	\$ 109,241	\$ 2,351	\$ 239,460	\$ 256,792
Contributions and endowment investment income	90,507	146,790	15,675	252,972	153,989
Revenue recognized from deferred contributions	(52,889)	(130,986)	(714)	(184,589)	(160,705)
Transfer to deferred capital	-	-	(1,290)	(1,290)	(10,616)
Balance, end of year	\$ 165,486	\$ 125,045	\$ 16,022	\$ 306,553	\$ 239,460

The balance shown under specific purpose includes accumulated unrealized gains of \$101,011,000 (2023 – \$58,633,000) from endowment investments.

13. Deferred capital contributions

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

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

	2024	2023
Balance, beginning of year	\$ 494,607	\$ 436,373
Contributions received during the year	59,468	74,633
Transfers from deferred contributions	1,290	10,616
Revenue from amortization of deferred capital contributions	(26,672)	(27,015)
Balance, end of year	\$ 528,693	\$ 494,607



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

14. Debt

Debt reported on the consolidated statement of financial position is comprised of the following (see note 6 (c) for related derivative information):

	2024	2023
Province of British Columbia Commercial paper financing for Student Housing and Dining project converted in 2023 and 2024 to term loans due in 2053 and 2054, unsecured (<i>Note 14(c)</i>)	\$ -	\$ 17,965
Province of British Columbia 4.43% bond due 2053, unsecured, with annual sinking fund payments of \$1,565,000 (<i>Note 14(c)</i>)	104,000	104,000
Province of British Columbia 4.17% bond due 2054, unsecured (<i>Note 14(c)</i>)	18,000	-
Royal Bank of Canada 5.38% term loan due 2025, unsecured	1,209	2,350
Province of British Columbia 2.28% bond due 2024, unsecured	-	3,785
British Columbia Immigrant Investment Fund 2.48% term loan due 2024, unsecured	-	5,741
Province of British Columbia 3.56% term loan due 2034, unsecured	5,259	-
Province of British Columbia 4.82% bond due 2028, unsecured, with annual sinking fund payments of \$327,000	10,800	10,800
Province of British Columbia 4.74% bond due 2039, unsecured, with annual sinking fund payments of \$302,000	10,000	10,000
Great West Life Insurance Company 5.13% term loan due 2030, unsecured	5,931	6,741
Total debt issued	\$ 155,199	\$ 161,382
Unamortized debt discounts (<i>Note 14(c)</i>)	(27,718)	(28,468)
Debt	\$ 127,481	\$ 132,914



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

14. Debt (continued)

(a) Principal repayments

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

	Sinking Fund	Other	Total
2025	\$ 2,194	\$ 2,550	\$ 4,744
2026	2,194	1,404	3,598
2027	2,194	1,470	3,664
2028	2,194	1,538	3,732
2029	2,194	1,610	3,804
Thereafter	37,862	21,827	59,689
	\$ 48,832	\$ 30,399	\$ 79,231

(b) Sinking Fund Investments

Sinking fund investments are held and invested by the Province of British Columbia. These funds totaling \$14,696,000 (2023 – \$12,290,000) will provide for the retirement at maturity of \$124,800,000 of debt issued to the Province. The amount forms part of the portfolio investments balance shown on the Consolidated Statement of Financial Position.

(c) Student Housing and Dining project financing

The University is authorized by the Province of British Columbia to borrow \$122,654,000 in order to finance a portion of the construction costs of the Student Housing and Dining (SHD) project. The debt related to the SHD project is \$122,000,000 as at March 31, 2024 (2023 – \$121,965,000). During the year, short term commercial paper loans were converted to a 30 year bond with a face value of \$18,000,000 (2023 – \$104,000,000 of short term commercial paper loans were converted with and an unamortized debt discount of \$28,468,000)



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

15. Asset Retirement Obligations

The University owns and operates buildings that are known to contain asbestos and other hazardous materials, which represents a health hazard when undergoing certain repairs and maintenance work and upon demolition of the building. As there is a legal obligation to remove hazardous materials, the University has recognized a liability relating to the removal and post-removal care of the asbestos and other hazardous materials in these buildings. Such estimated costs have been discounted to the present value using a discount rate of 3.49% per annum (2023 - 3.13%).

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

	2024	2023
Balance, beginning of year	\$ 48,829	\$ 47,347
Accretion expense	1,528	1,482
Changes in assumptions	3,355	-
Balance, end of year	\$ 53,712	\$ 48,829



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

16. Tangible capital assets

	Balance as at March 31, 2023	Additions	Disposals	Balance as at March 31, 2024
Cost				
Land	\$ 20,364	\$ -	\$ -	\$ 20,364
Site improvements	58,920	3,120	-	62,040
Buildings	1,148,191	82,687	-	1,230,878
Equipment and furnishings	204,193	20,524	(33,311)	191,406
Information systems	18,441	-	-	18,441
Computer equipment	13,542	1,812	(3,722)	11,632
Library holdings	31,017	1,422	(3,945)	28,494
Total	\$ 1,494,668	\$ 109,565	\$ (40,978)	\$ 1,563,255

	Balance as at March 31, 2023	Disposals	Amortization	Balance as at March 31, 2024
Accumulated amortization				
Site improvements	\$ 26,613	\$ -	\$ 1,697	\$ 28,310
Buildings	338,055	-	22,932	360,987
Equipment and furnishings	106,808	(33,311)	18,637	92,134
Information systems	18,441	-	-	18,441
Computer equipment	9,242	(3,722)	2,783	8,303
Library holdings	19,213	(3,945)	2,612	17,880
Total	\$ 518,372	\$ (40,978)	\$ 48,661	\$ 526,055

Net book value	March 31, 2024	March 31, 2023
Land	\$ 20,364	\$ 20,364
Site improvements	33,730	32,307
Buildings	869,891	810,136
Equipment and furnishings	99,272	97,385
Computer equipment	3,329	4,300
Library holdings	10,614	11,804
Total	\$ 1,037,200	\$ 976,296



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

16. Tangible capital assets (continued)

- (a) Contributed tangible capital assets:

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

	2024	2023
Equipment and furnishings	\$ 250	\$ 20

- (b) Assets under construction

Assets under construction comprised of buildings having a value of \$38,711,000 (2023 – \$99,147,000), leasehold improvement having a value of \$3,014,000 (2023 – \$nil) and equipment having a value of \$26,362,000 (2023 – \$19,738,000) have not been amortized. Amortization of these assets will commence when the asset is available for productive use.

- (c) De-recognition of tangible capital assets

The de-recognition of tangible capital assets during the year had an original cost of \$40,978,000 (2023 – \$26,414,000) and related to fully amortized assets with a net book value of \$nil (2023 – \$nil).

- (d) Interest capitalized during construction

The University capitalized interest during the year of \$190,000 (2023 - \$1,293,000) related to the construction of the Student Housing and Dining (SHD) project.

17. Financial risk management

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

- (a) Credit risk

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

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

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



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

17. Financial risk management (continued)

(a) Credit risk (continued)

The University limits the risk in the event of non-performance related to fixed income holdings by dealing principally with counter-parties that have a credit rating of A or higher as rated by the Dominion Bond Rating Service or equivalent. The credit risk of the University investments at March 31, 2024 is \$349,005,000 (2023 – \$359,106,000).

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

Credit Rating	%
AAA	9.5%
AA	6.6%
A	6.7%
BBB	9.0%
BB and below	2.0%
Mortgages	14.3%
Foreign exchange	0.2%
Cash and short-term	
R1 high	39.2%
R1 mid	1.0%
R1 low	11.5%
	100.0%

(b) Price risk

Price risk includes market risk and interest rate risk.

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



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

17. Financial risk management (continued)

(b) Price risk (continued)

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

Asset Class		Estimated Volatility (% change)
Bonds	+/-	5.8%
Canadian equities	+/-	20.0%
Global equities	+/-	18.0%
Real estate	+/-	12.5%
Infrastructure	+/-	12.5%
Private equity	+/-	21.0%
Benchmark for Investments		Net Impact on Market Value
FTSE Canada Universe Bond index	+/-	\$ 10,748
S&P/TSX Composite index	+/-	417
MSCI All Country World Index	+/-	60,837
MSCI/REALPAC Canada Quarterly Property Fund Index	+/-	7,237
Canadian Consumer Price Index (Infrastructure)	+/-	2,136
Canadian Consumer Price Index (Private Equity)	+/-	185

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

It is management's opinion that the University is exposed to market or interest rate risk arising from its financial instruments. Duration is an appropriate measure of interest rate risk for fixed income funds as a rise (fall) in interest rates will cause a decrease (increase) in bond prices; the longer the duration, the greater the effect. Duration is managed by the investment manager at the fund level. At March 31, 2024, the modified duration of all fixed income in aggregate was 2.5 years. Therefore, if interest rates were to increase by 1% across all maturities, the value of the bond portfolio would drop by 2.5%; contrarily, if interest rates were to decrease by 1% across all maturities, the value of the bond portfolio would increase by 2.5%.

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



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

17. Financial risk management (continued)

(c) Liquidity risk

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

18. Accumulated surplus

Accumulated surplus is comprised of the following:

	2024	2023
Endowments	\$ 455,457	\$ 436,144
Invested in tangible capital assets	347,941	318,977
Internally restricted	116,907	111,705
Unrestricted	13,309	39,346
Accumulated remeasurement gains	7,301	6,196
	\$ 940,915	\$ 912,368

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

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

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

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



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

19. Endowments

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

	2024	2023
Balance, beginning of year	\$ 436,144	\$ 418,237
Contributions received during the year	6,288	5,469
Invested income and donations capitalized	13,025	12,438
Balance, end of year	\$ 455,457	\$ 436,144

The balance shown does not include endowment principal with fair value of \$8,413,000 (2023 – \$7,953,000) and book value of \$4,820,000 (2023 – \$4,820,000) held by the Vancouver Foundation. The excluded principal is not owned or controlled by the University, but income from it is paid to the University to be used for specific purposes.

20. Contractual rights

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

21. Contractual obligations

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

	2025	2026	2027	2028	2029
Construction contracts	\$ 87,267	\$ 52,135	\$ 12,258	\$ -	\$ -
Operating leases	1,351	1,321	1,182	1,091	81
Total	\$ 88,618	\$ 53,456	\$ 13,440	\$ 1,091	\$ 81



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

22. Contingent liabilities

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

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

23. Expenses by object

The following is a summary of expenses by object:

	2024	2023
Salaries and wages	\$ 416,797	\$ 390,637
Employee benefits	75,688	64,440
Travel	17,306	13,276
Supplies and services	103,388	92,611
Equipment rental and maintenance	9,880	8,639
Utilities	9,050	8,358
Scholarships, fellowships and bursaries	56,688	51,070
Cost of goods sold	10,591	10,615
Interest on long-term debt	5,574	3,231
Amortization of tangible capital assets	48,661	47,722
	\$ 753,623	\$ 690,599

24. Trusts under administration

(a) University of Victoria Long-Term Disability Trust

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



UNIVERSITY OF VICTORIA
Notes to Consolidated Financial Statements

Year ended March 31, 2024

(tabular figures in thousands of dollars)

24. Trusts under administration (continued)

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

As of March 31, 2024, the balances of the long-term disability plan are as follows:

	2024	2023
Assets	\$ 23,260	\$ 21,216
Accrued benefit obligation	(33,467)	(27,835)
	\$ (10,207)	\$ (6,619)

- (b) Funds held in trust

Funds held in trust are funds held on behalf of autonomous organizations, agencies, and student societies having a close relationship with the University. These funds are not reported on the University's consolidated statement of financial position (2024 – \$2,236,000; 2023 – \$4,113,000).

25. Supplemental cash flow information

	2024	2023
Cash paid for interest	\$ 4,919	\$ 2,274

26. Related party transactions

The University is related through common control to all Province of British Columbia ministries, agencies, school districts, health authorities, colleges, universities, and crown corporations. Transactions with these entities, unless disclosed separately, are considered to be in the normal course of operations and are recorded at the exchange amount. The university accounts for its controlled entities, government business enterprises and government partnerships as outlined in Note 2(b). During the year ended March 31, 2024, there have been no material transactions between the University and its key management personnel or their close family members.



UNIVERSITY OF VICTORIA

**SCHEDULE OF DEBT
MARCH 31, 2024**

	PRINCIPAL	INTEREST RATE	DUE	NET LIABILITY
	(in dollars)			(in dollars)
Province of British Columbia bond - see note	104,000,000	4.426	2053	76,025,439
Province of British Columbia bond - see note	18,000,000	4.170	2054	18,257,027
Province of British Columbia bond	10,800,000	4.820	2028	10,800,000
Province of British Columbia bond	10,000,000	4.740	2039	10,000,000
Province of British Columbia bond	5,259,275	3.560	2034	5,259,275
Royal Bank of Canada Bankers Acceptances (converted to term loan through interest rate swap)	1,208,537	5.380	2025	1,208,537
Great West Life Assurance Company term loan	5,930,731	5.130	2030	5,930,731
Total long term debt secured by debt instruments				<u>\$ 127,481,009</u>

Note - The University is authorized by the Province of British Columbia to borrow \$122,654,000 in order to finance a portion of the construction costs of the Student Housing and Dining (SHD) project. The debt related to the SHD project is \$122,000,000 as at March 31, 2024 (2023 – \$121,965,000), comprised of two 30 year term loans with balances of \$104,000,000 and \$18,000,000, interest rates of 4.43% and 4.17%, and an unamortized debt discount of \$27,975,000 and an unamortized premium of \$257,000, respectively. During the year, the remaining short term commercial paper loan of \$17,965,000 was converted to a 30 year term loan and combined with new borrowing of \$35,000 for a total face value of \$18,000,000. As at March 31, 2024, the University holds no commercial paper loans (2023 - one commercial paper loan with a balance of \$17,965,000 and interest rate of 4.33%).

UNIVERSITY OF VICTORIA

SCHEDULE OF GUARANTEE OR INDEMNITY AGREEMENTS

This organization has not given any guarantees or indemnities, approved under the Guarantees and Indemnities Regulation during fiscal 2023-24.

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

UNIVERSITY OF VICTORIA

STATEMENT OF SEVERANCE AGREEMENTS

There were eleven severance agreements representing six to eighteen months of compensation made between the University of Victoria and non-unionized employees during fiscal 2023-2024.

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

UNIVERSITY OF VICTORIA

**SCHEDULE OF BOARD OF GOVERNORS REMUNERATION AND EXPENSES
YEAR ENDED MARCH 31, 2024**

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

<u>Chancellor and Order-In-Council Members:</u>	<u>Expenses (\$)</u>
Buller, Marion	18,440
Ramsey, Paul	2,074
Alexander, Merle	5,049
Pinkerton, Erinn	567
Barbon, Keith	-
Blair, Josh	1,378
Cant, Brian	514
Clarke, Christina	567
Danesh, Roshan	867
Rohani, Laylee	623
Stephens, Jyoti	6,458
<u>Student Members:</u>	
Anyagbunam, Chekwube	543
Risby, Kyle	1,366
	<u>\$ 38,446</u>

President, Faculty and Staff Members:

Hall, Kevin	President and Vice Chancellor
Campbell, Erin	Faculty Member
Napoleon, Val	Faculty Member
Watson, Ivan	Staff Member

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

UNIVERSITY OF VICTORIA
SCHEDULE OF EMPLOYEES' REMUNERATION AND EXPENSES
YEAR ENDED MARCH 31, 2024

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

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

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Aarsen, Corinne	76,073	-	Allen, Nicole	86,902	1,126
Abeyirigunawardena, Dilumie	98,617	-	Allin, Michael	83,005	622
Abram, Lisa Robyn	82,323	-	Altawy, Riham	159,882	2,171
Acker, Lori	122,311	2,415	Alvarez, Manuel	84,250	-
Adachi, Takumi	83,043	-	Ambroso, Alison	86,162	1,108
Adam, Martin	150,372	2,405	Amer, Tarek	118,422	1,477
Adam, Ruth	112,960	394	Ames, Megan	132,859	8,708
Adams, David	107,888	683	Ami, Nan	89,781	-
Adams, Michael	168,506	-	Amouzgar, Reza	81,403	7,346
Adams, Sean	96,946	-	Andersen, Carrie	198,870	3,405
Adjin-Tettey, Elizabeth	248,115	3,019	Andersen, Leigh	139,266	-
Agathoklis, Panajotis	236,919	-	Andersen, Sejr	81,041	78
Aghaei, Omid	88,679	-	Anderson, Timothy	132,719	-
Agnello, Corrado	115,838	9,403	Andrews, Joy	91,211	2,944
Aguirre, Kelly	117,945	5,273	Angus, Miranda	128,085	129
Ahm, Anne-Sofie	134,616	5,299	Angus, Veryan	103,779	-
Ahmadi, Keivan	156,577	2,917	Antliff, Allan	190,087	15,717
Ahsani, Vahid	120,130	1,712	Aoki, Raymond	91,344	1,650
Aigner, Matthias	81,290	2,260	Aquino, Tricy	78,871	-
Aikau, Hokulani	205,852	19,794 **	Archibald, John	225,466	7,743
Ainsworth, Kimberley	126,384	112	Arient, Andrea	88,927	1,215
Ajiboye, Adekunbi	155,220	12,591 **	Arneil, Stewart	94,517	2,557
Akbari, Mohsen	171,876	11,371	Arnold, Devin	108,396	750
Alade, Adebisi	110,768	9,551	Aro, Cheryl	139,075	6,187
Alatorre, Carmen	117,393	1,163	Arredondo Sanchez Lira, Jaime	142,254	5,700
Albert, Jeff	147,056	11,425	Arrojado, Mark	116,879	-
Albert, Justin	156,650	6,045	Arta, Ryan	87,208	675
Albert, Katelin	115,446	-	Arthur, Amber	96,386	833
Alexandrowicz, Conrad	144,005	-	Arvay, Emily	77,312	-
Alfaro, Claudio	94,073	-	Asch, Jessica	125,106	11,644
Allan, Billie	157,582	-	Atavina, Vera	79,432	-
Allen, Amy	94,085	500	Atcheson, Dale	76,743	-

University of Victoria

Schedule of Employees' Remuneration and Expenses Year ended March 31, 2024

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Atchison, Trish	112,819	476	Bazett, Trefor	127,874	-
Atkinson, David	196,412	-	Beirsto, Wendy	89,222	1,320
Audebert, Audrey	97,878	3,163	Beaucamp, Craig	99,205	1,492
Auld, M.	190,633	-	Beaulieu, Gregory	127,626	2,701
Aull, Christopher	77,582	-	Beaumont, Cheryl	99,798	6,589
Ausio, Juan	217,195	10,658	Beaveridge, Chandra	125,141	2,495
Awatramani, Gautam	174,953	11,733	Bebbington, Tina	141,890	-
Babacimahani, Alireza	86,097	9,136	Bedi, Shailoo	219,845	4,964
Baboula, Evanthia	152,852	865	Bednar, Tomas	82,894	-
Babul, Arif	194,583	17,424	Bedward, Raemur	114,109	-
Bacon, Matthew	93,701	341	Behari, Rishi	82,575	1,060
Badali, Alison	84,062	2,991	Belcourt, Tina	97,175	271
Baggott, Alexandra	95,442	-	Bell, Dana	79,599	16
Baggs, Jen	220,252	-	Bell, Keith	111,840	-
Bailey, Chris	91,204	-	Belli, Melia	86,165	1,328
Bailey, Kelly	106,135	-	Belton, Richard	80,706	23,460
Baillie, Gregory	93,646	-	Benedik, Stephanie	92,991	-
Bailly, Nicolai	121,299	870	Beneras Penaherrera, Paola	118,446	534
Bain, Jody	101,721	-	Bengtson, Jonathan	275,743	18,569
Baker, Thomas	137,313	8,992	Benner, Judith	103,524	6,117
Bakken, David	98,576	-	Benner, Leah	93,847	-
Bal Sammy, Margaret	93,746	250	Bennis, Othman	89,415	-
Baldwin, Courtney	75,132	351	Benoit, Stephanie	75,791	4,114
Balfour, Annemarie	82,006	-	Benson, Karla	110,230	875
Ball, Jessica	86,282	2,799	Benstead, Matthew	127,998	2,757
Ban, Natalie	161,814	32,676	Berg, Celina	158,256	1,968
Bancroft, Corinne	111,558	-	Berg, David	174,006	1,399
Banerjee, Sikata	170,497	10,149	Bergeron, Crystal	85,732	-
Baniasadi, Amirali	179,556	26,322	Bergmeier, Olaf	77,148	271
Banzet, Russell	81,734	606	Berry, David	107,979	1,003
Barkaskas, Patricia	195,709	8,053	Berry, Raymond Dane	120,542	1,803
Barlow, Rosemary	82,174	-	Bertoni, Katherine	168,120	4,638
Baron, Andrew	126,320	14,430	Best, Tricia	136,418	36,286
Barr, Christopher	103,201	-	Bettaglio, Maria	124,791	11,577
Bartel, Katie	77,511	715	Beya Marshall, Ignacio	81,108	470
Bartlett, Kevin	113,010	7,047	Bhappu, Anita	296,166	114,164 **
Basi-Primeau, Karen	83,441	1,657	Bhiladvala, Rustom	152,530	734
Bastien, Francois	202,265	5,779	Biddiscombe, A	172,894	-
Batchelor, Karen	96,722	11,935	Biffard, Benjamin	112,067	-
Bates, Amanda	174,947	8,596	Binges, Bradley	85,732	187
Bates-Eamer, Nicole	105,159	2,490	Bingley, Rebecca	114,185	-
Battersby, Tanya	76,404	717	Bird, Lana	80,706	-
Batur, Levent	108,099	1,551	Bird, Sonya	154,733	8,980
Bauer, Kohen	99,120	14,026	Bird, William	139,265	1,503
Baum, Julia	200,691	7,567	Bitschy, Ami	78,930	957
Bavin, Marc	135,121	5,861	Bittencourt, Roberto	94,745	17,485 **
Bazalova, Magdalena	193,919	4,300	Black, Jeff	81,938	1,005

University of Victoria

Schedule of Employees' Remuneration and Expenses Year ended March 31, 2024

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Black, Marianne	145,778	15,149	Brendle-Moczuk, Daniel	144,263	-
Black, Timothy	121,053	-	Brewer, Aaron	81,654	1,648
Blackburn, Arthur	134,698	20,866	Brewer, Bonny	98,251	160
Blair, William	152,355	-	Briant, Douglas	159,577	909
Blais, Simone	83,004	-	Bridge, Mark	169,315	-
Blake, Christina	83,311	-	Bridgens, Gary	161,258	763
Blake, Katherine	137,851	1,852	Brien, Katherine	83,398	2,995
Blank, G.	189,636	225	Bristow, David	147,301	10,442
Bligh, Sandra	178,181	4,098	Brolo, Alexandre	216,624	9,192
Blondeau, Nathaniel	85,048	-	Brooks, Christopher	101,092	-
Blyth, Kristi	97,852	-	Broome, David	98,576	-
Bobyn, Christine	83,777	2,786	Brophey, Alison	88,566	4,812
Bohne, Cornelia	235,740	12,938	Brousselle, Astrid	193,150	4,062
Bomford, Lionel	141,770	-	Brown, Craig	181,951	25,122
Bon, Ray	96,743	1,884	Brown, Graham	253,588	19,263
Bond, Jason	89,886	225	Brown, Lucinda	117,266	-
Bone, Christopher	165,704	13,415	Brown, Rachel	84,801	1,818
Bonner, Michelle	180,823	8,765	Bruce, Charlotte	117,589	273
Book, Shane	109,015	-	Brunet-Jailly, Emmanuel	197,868	40,064
Boraston, Alisdair	195,795	1,692	Brunton, Claire	75,737	-
Boraston, Catherine	127,006	-	Brussow, Dirk	143,177	5,816
Bornemann, Jens	185,293	1,859	Bryan, Bradley	165,660	2,036
Borycki, Elizabeth	186,566	2,565	Bryan, Selena	89,246	2,517
Bose, Christopher	202,134	-	Bryden, Penny	190,930	10,022
Bose, Neilesh	164,184	18,911	Brydon, Marni	128,816	3,879
Bosma, Cassandra	93,724	6,519	Bub, Daniel	209,485	2,419
Boudinot, David	118,998	-	Buckham, Bradley	213,647	10,077
Boudreault-Fournier, Alexandrine	164,350	53,666	Buckler, Elizabeth	119,136	5,893
Boulanger, Martin	170,188	7,166	Buckley, Heather	87,185	5,419
Boulanger-Lapointe, Noemie	131,108	2,776	Budney, Ryan	143,055	4,866
Boulet, Nicole	99,806	1,092	Bui, Alice	94,773	910
Bourguiba, Imen	114,107	71	Bunton, Martin	169,780	8,218
Bourque Bearskin, Lisa	196,216	13,823	Burdick, Richard	109,336	-
Bowman, Laurel	154,882	2,651	Burford, Neil	109,920	1,187
Boyarin, Shamma	122,452	6,495	Burke, John	177,557	7,153
Boyce, Allan	86,715	-	Burnett, Diana	97,781	37,438 **
Boyle, Patrick	142,239	-	Burrage, Catherine	79,415	338
Braam, Nicolas	95,359	24	Burridge de Moscoso, Ashley	120,424	74
Bradley, Colin	229,953	2,888	Busch, David	82,342	8,501
Bradley, Maureen	174,808	1,027	Butler, Stephan	80,566	-
Bradley, Nicholas	163,400	2,012	Butler-Palmer, Carolyn	156,465	6,379
Bramadat, Paul	204,072	16,614	Butterfield, Benjamin	194,652	2,775
Brandes, Oliver	158,542	13,518	Butterfield, Jane	151,853	329
Brandl, Kristin	195,833	50,492	Button, MacArthur	82,218	-
Branzan Albu, Alexandra	180,607	1,535	Buyens, Mark	82,221	271
Braun, Samuel	77,652	881	Buzzeo, Krista	84,928	-
Breau, Susan	106,197	-	Cacchioni, Thea	144,452	2,711

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Cacovic, Mark	78,485	1,820	Chan, Tiffany	86,127	-
Cade, Kia	86,334	764	Chang, Patrick	103,201	-
Cai, Lin	198,776	25,553	Chapman, Alison	196,701	9,466
Caine, Vera	193,971	3,100	Charlton, Tricia	85,732	-
Cairns, Stephanie	150,000	6,110	Chau, Angie	135,907	4,245
Calder, Gillian	219,833	2,846	Cheema, Kanwaljit	140,623	7,182
Callon, Meghan	85,040	6,906	Cheema, Manjinder	87,042	-
Cameron, Caroline	305,649	8,712	Chen, Guoli	78,360	-
Campbell, Deborah	140,368	1,505	Chen, Hsin-yi	77,690	2,758
Campbell, Erin	186,982	10,105	Chen, Jacky	89,704	-
Campbell, Scott	124,137	3,147	Chen, Yan	103,702	-
Canham, Bradley	78,300	-	Chen, Yu-Ting	139,513	5,101
Canil, Dante	205,592	4,061	Chen, Zhongping	167,381	938
Canjura, Francisco	80,870	375	Cheney, Kristen	145,704	-
Capaldo, Steven	161,507	3,607	Cheng, Jonathan	84,828	-
Capson, David	272,194	8,132	Chester, Sean	145,969	9,330
Carere, Sandrina	187,234	33,876	Chestnutt, Heather	83,122	-
Carlson, Davis	85,501	7,492	Chetyrin, Igor	113,619	689
Carodenuto, Sophia	129,116	24,649	Chia, Ai-Lan	123,840	2,098
Carriere, Jeannine	205,702	-	Chiddle, Dave	99,692	674
Carroll, Melissa	82,694	765	Chim, Louise	88,106	9,585
Carroll, Simon	108,227	-	Chithrani, Devika	163,205	2,119
Carroll, William	150,514	9,104	Chittoor, Raveendra	111,378	299
Carson, Luke	188,619	2,412	Choi, Byoung-Chul	183,992	3,560
Carter, Alexandria	87,108	766	Choo, Kelly	89,704	-
Carter, Randy	94,075	458	Choo, Raymond	108,914	357
Cartwright, Jennifer	77,969	1,289	Chou, Fred	123,813	3,330
Cartwright, Vanessa	169,414	91	Chouinard, Jill Anne	161,429	1,603
Caruncho, Hector	218,364	8,958	Chow, Lily	81,762	1,034
Case, Ian	147,011	2,598	Chow, Robert	175,876	5,466
Cassar, Marthese	90,811	51	Chrimes, Dillon	144,917	2,791
Cassar, Peter	90,515	2,842	Christensen, Kristen	76,560	381
Castaneda Bueno, Andrea	76,819	-	Christensen, Marc	103,279	-
Castillo, Melissa	81,909	-	Christie, Brian	209,751	21,478
Castle, David	240,981	74,119	Churchill, Gregory	109,900	-
Castleden, Heather	183,500	44,502	Clanton, Wendell	122,527	-
Castonguay, Annye	79,791	-	Clark, Dylan	100,833	5,338
Castor, Jes	103,883	-	Clark, Nancy	158,858	9,502
Caws, Catherine	152,124	4,283	Clarke, Jo-Anne	250,987	21,392
Cawsey, Jennifer	78,220	180	Clarke, Marlea	135,685	17,869
Ceroni, Paula	98,991	232	Clarke, Melissa	92,965	-
Chadda, Neel	83,520	546	Clarke, Nick	129,802	8,286
Chakanyuka, Christina	123,493	788	Clausen, Christopher	114,982	993
Challies, Madeleine	129,491	8,681	Clavette, Dana	81,222	-
Chalykoff, Lisa	76,501	-	Claxton, Nicholas	137,109	-
Chan, Kathryn	178,563	-	Cleves, Rachel	179,207	16,277
Chan, Laura	99,123	-	Clewley, Nicholas	107,176	-

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Clews, Justin	77,724	2,016	Crocker, Michael	96,381	-
Cloutier, Denise	190,181	5,629	Croft, Elizabeth	359,447	22,178 **
Clover, Darlene	185,647	13,732	Croft, Heather	93,235	2,350
Coady, Yvonne	138,000	17,778	Crossley, Byron	85,732	-
Coates, Paul	76,740	-	Crozier, Nicole	76,133	-
Cobb, Jennifer	195,856	19,527	Cseke, Kali	115,089	6,912
Cochran, Patricia	172,205	5,238	Culham, Cameron	84,540	-
Colas Cardona, Silvia	185,254	3,844	Cullen, Jay	188,426	19,294
Colby, Jason	195,230	35,313	Cunningham, John Barton	106,266	2,541
Colby, Kelly	85,732	1,508	Cure, Shawn	76,369	715
Colgate, Mark	240,665	8,536	Curran, Deborah	193,576	9,828
Collins, Jason	106,008	6,446	Currie, Gerald	89,170	-
Collins, Lenard	94,810	111	Currie, Laurel	83,153	-
Collins, Sorcha	82,260	-	Curry, Charles	133,473	3,461
Colpron, Kristy	97,002	2,504	Curry, Kimberley	86,993	-
Comish-Trimble, Brooklynn	92,013	168	Curtis, Tyrone	76,280	4,233
Commandeur, Drew	101,989	-	Custan, Ruchie	91,064	-
Con, Adam	143,530	971	Cutler, A. Claire	189,308	1,853
Conley, Patrick	88,181	-	Czaykowska-Higgins, Ewa	187,717	878
Constabel, C. Peter	212,940	5,899	Dallimore, Brent	84,809	-
Constantinescu, Daniela	173,804	-	Dalrymple, Chad	123,822	-
Contandriopoulos, Damien	169,294	3,742	Daly, Leslie	145,604	1,334
Coogan, Laurence	182,221	8,984	Damian, Daniela	198,643	60,500
Cook, Peter	132,355	-	Daniels, Belinda	133,269	7,351
Cookson, Christopher	90,265	4,463	Danielson, Cedar	80,778	-
Corner, Susan	147,584	6,231	Danis, Wade	220,655	424
Corntassel, Jeff	205,184	580	Danut, Ana	110,788	-
Cornwall, Gillian	82,635	-	Darby, Christopher	88,994	-
Corrington, Samantha	132,419	2,258	Darcie, Thomas	262,153	-
Corwin, Vivien	240,454	8,967	D'Arcy, Alexandra	187,655	13,231
Cosentino, Leitha	161,594	1,238	Darimont, Christopher	195,463	16,746
Cossaro, Marilyn	78,486	-	Davey, Lauren	116,339	2,679
Costa, Maycira	196,803	11,022	David, Tracy	98,576	762
Costigan, Catherine	200,337	6,167	Davidson, Jaclyn	140,346	340
Cotton, Richard	220,331	3,965	Davies, Chris	85,935	-
Coulter, Tara	86,271	2,258	Davis, Corey	140,633	1,390
Courtney, Karen	159,152	4,430	Dawson, Teresa	203,520	947
Courty, Pascal	220,232	4,722	de Alba-Koch, Beatriz	200,606	2,303
Coward, Andrew	244,103	7,038	de Jong, Belinda	81,762	-
Cowen, Laura	192,704	5,091	de Jong, Samuel	81,756	62
Cowern, Oliver	143,339	1,829	De Leo Cabrera, Fabio	117,808	14,957
Cox, Benjamin	98,490	-	de Oliveira Andreotti, Vanessa	232,622	28,427 **
Cox, Philip	78,728	-	de Sousa, Rogerio	159,950	9,004
Cozzi, Marco	167,532	1,350	Dean, Heather	138,556	1,289
Crawford, Curran	226,466	9,449	Dean, Misao	204,122	-
Cretney, Patricia	78,174	-	Deas, Tom	78,499	-
Crocker, Gary	85,732	1,321	DeBortoli, Anselmo	81,185	-

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Dechev, Nikolai	182,622	7,004	Doyle, Melissa	88,394	981
Deckha, Maneesha	202,421	12,512	Drähne, Ulrike	81,322	-
Deen, Eugene	116,671	-	Draper, Ricardo	78,236	-
Degai, Tatiana	121,681	2,405	Drew, Christine	78,266	-
del Sol, Karen	77,891	-	Driessen, Peter	195,136	10,046
Delaney, Kerry	209,859	4,856	Du Wors, Patrick	126,891	3,069
Delaronde, Lindsay	120,204	3,185	Du, QianQian	200,519	847
Delsey, Michael	86,071	-	Dubrawski, Kristian	159,481	200
Dema, Sonam	76,527	4,007	Duffus, David	131,676	-
Denham, Cameron	83,316	-	Duke, Amanda	97,107	820
Denisenkov, Pavel	83,057	-	Dukes, Peter	193,756	1,721
Dennison, Christopher	179,692	7,752	Dulc, Silvia	94,075	1,189
Denniston, Tristan	111,295	4,712	Dumaisnil, Kevin	77,305	-
Devereaux, Simon	159,496	3,091	Duna, Carmencita	105,880	4,447
Devor, Aaron	236,899	10,967	Duncan, Gary	104,338	-
Dewey, Richard	134,745	3,867	Duncan, Nancy	78,346	23
Dewis, Cassbreea	187,050	3,296	Duncan, Susan	171,766	4,115
Dexter, Jeb	99,179	-	Dungey, Leanne	81,567	450
DeYoung, Bradley	103,032	4,093	Dunne, David	101,153	-
Dhamoon, Rita	137,328	8,710	Dunsdon, James	251,149	33,518
Di, Simon	100,219	-	Durno, John	170,775	4,743
Dias, Dinuk	83,945	-	Dyck, Tim	89,371	-
Diaz-Diaz, Claudia	111,388	2,961	Dyer, Blake	140,389	-
Dickie, Megan	146,986	2,314	Dyson, William	128,548	6,049
Diether, Kelly	80,706	792	Eagle, Christopher	130,688	8,392
Dietsch, Peter	203,090	3,526	Ebert, Catherine	87,477	3,461
Dimopoulos, Nikitas	240,877	9,925	Ebert, Marcus	87,765	6,092
Dionne, Valerie	83,020	3,138	Eby, Elizabeth	93,505	7,896
Divis, Peter	77,053	116	Eccles, Barbara	243,050	4,698
Donaldson, Melissa	183,048	1,514	Eddy, Allison	88,107	1,253
Dong, Ruobing	140,212	35,186	Eder, Karl	242,827	754
Dong, Zuomin	233,679	5,094	Edwards, Allison	78,108	78
Donovan, Kathryn	124,537	12,511	Edwards, Rebecca	76,552	1,113
Dopp, James	148,073	4,052	Edwards, Roderick	148,640	1,701
Dorcé, Mylène	83,122	18,800 **	Ehltling, Barbara	110,067	1,158
Dordunoo, Esther	169,038	5,803	Ehltling, Juergen	174,350	-
Dorea, Caetano	182,549	18,218	Eisenberg, Avigail	226,337	9,552
Dorocicz, John	157,974	-	Ekeltchik, Serguei	206,148	50
Dorris, Sabrena	108,759	-	Elamiri, Hicham	96,864	-
Dosso, Stanley	215,148	23,451	Elangovan, A	286,719	24,730
Doublet, Laura	119,250	3,565	Ellerbeck, Erin	141,237	3,378
Douglas, Christopher	184,611	11,004	Elliott, Michael	124,561	584
Dower, John	210,532	10,420	Elliott, Monica	79,643	-
Down, Heather	78,062	-	Elliott-Goldschmid, Ann	192,539	-
Downie, Lleona	85,082	70	Ellis, Peter	93,912	-
Downie, Thomas	118,542	-	Ellison, Sara	207,805	9,487
Downs, Kirsten	109,112	1,592	Ellsmere, Barry	75,785	-

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
El-Sabaawi, Rana	154,817	6,719	Fila, Robyn	125,178	22,214
Elvira, Katherine	166,686	18,314	Filmer, Helena	89,084	1,630
Emerson, Heath	152,257	11,135	Finlay, Andrew	122,912	305
Endo, Takahiro	192,245	1,754	Finlay, Leann	80,272	1,224
Enge, Ryan	140,037	5,121	Firmani, Flavio	165,826	-
Erb, Tara	104,000	31,426	Fisher, Jason	156,000	17,781
Erdman, Ryan	79,385	-	Fisher, Lynne	115,192	2,611
Eriksson, Bryan	86,610	-	Fitterer, Ashley	84,986	103
Ernst, Neil	167,635	10,147	Fitzsimmons, Debra	83,586	29
Errington, Elizabeth	84,681	1,015	Fitzsimmons, Stacey	208,580	9,106
Ersan, Erkan	119,837	-	Flagg, Ryan	95,457	1,026
Esmail, Waheeda	125,866	5,851	Flaherty, Mark	173,422	886
Estey, Anthony	116,729	68	Fleming, Robert	119,108	-
Etwaroo, Jerome	111,760	7,520	Floer, Trevor	144,539	1,079
Evans, Chelsey	127,572	3,745	Flores Pinto, Jorge Fernando	82,342	-
Evans, Jacqueline	78,750	-	Flores, Christopher	110,866	2,682
Evans, Jessica	96,232	3,970	Flores, Ricardo	183,235	13,369
Evans, Mark	92,807	-	Foloni Neto, Herminio	85,512	6,005
Evans, Stephen	250,944	-	Fontes, Belinda	92,547	640
Evans, Teresa	83,550	-	Forbes, Jim	181,143	13,146
Evers-Fahey, Karen	157,424	3,861	Forst, Terry	107,755	-
Evins, Ralph	155,282	30,707	Fowler, John	89,704	149
Eyolfson, Eric	79,575	1,952	Fowler, Rena	75,760	24,022
Fair, Lindsey	227,112	16,375	Fox, Richard	211,794	16,988
Fall, Moustapha	127,580	6,016	Foxgord, John	125,220	232
Fan, Xiaozhi	81,620	1,042	Fraass, Andrew	126,504	-
Fardindoost, Somayeh	78,399	1,216	Francis Pelton, Leslee	220,655	7,464
Fargey, Shannon	130,108	8,468	Francis, Grant	80,754	133
Farish, Maureen	86,791	-	Frandsen, Natalie	136,974	8,316
Farkas, Kristy	81,333	658	Frechette, Kimberly	95,366	-
Farnham, Martin	178,413	-	Frederiksen, Arthur	85,455	-
Farrow, Simon	77,595	-	Freeman, Melissa	129,183	1,273
Fawkes, Kelli	83,949	-	Frehlick, Lindsay	107,347	287
Fawthorpe, Kim	118,735	3,603	Frisby, Patrick	103,358	572
Fedrigo, Paolo	88,994	353	Froese, Thomas	261,584	6,462
Feir, Donna	169,160	12,129	Fromet de Rosnay, Emile	143,970	3,469
Feldman, Evelyn	80,404	890	Frost, Michael	106,154	428
Felix de la Rosa, Andrea	82,099	8,318	Fry, Jessica	107,035	5,810
Felix, James	128,816	7,306	Gabriel, Vasco	231,996	22,727 **
Fennema, Norman	101,747	-	Gagan, Rebecca	136,451	5,200
Ferguson, Eli	87,745	-	Gagel, Lindsay	133,610	193
Ferguson, Laura	75,706	-	Gagnon, Marilou	173,503	3,806
Ferster, Colin	77,376	-	Gair, Jane	154,232	-
Fichtner, Robert	88,994	-	Galang, Maria Carmen	194,172	-
Ficke, Kristen	96,446	516	Gallant, Theresa	102,968	815
Fiddler, Susan	103,432	225	Ganley, Dale	157,537	-
Figursky, Mike	94,075	29	Ganti, Sudhakar	189,277	68

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Gao, Huachao	225,659	7,176	Goluskin, David	138,955	10,627
Garcia-Barrera, Mauricio	177,650	6,368	Golz, Peter	197,103	84
Gardner, Jesse	84,445	-	Goncheva, Mariya	130,914	1,720
Gardynik, Ursula	78,638	-	Goodlett, David	343,976	40,269
Gardziejewska, Anna	85,670	-	Gordon, John Alexander	103,201	-
Garland, Kathleen	88,882	6,404	Gordon, Reuven	220,782	22,724
Garlick, Stephen	156,282	4,881	Gorham, Kevan	133,847	2,931
Garrett, Arielle	91,148	-	Gormezano, Aki	82,926	4,957
Garrett, Jamie	93,456	3,383	Gosek, Gwendolyn	134,982	-
Gaudes, Adam	111,088	5,297	Gossal, Amrit	81,244	-
Gaudet, Loren	117,723	526	Goto-Jones, Christopher	254,741	-
Gaudet, Susan	117,532	1,861	Goudar, Natasha	124,464	327
Gauthier, Melissa	134,135	7,856	Gough, Janice	94,006	-
Gawryluk, Jodie	145,986	1,794	Goundareva, Lioubov	84,211	605
Gawryluk, Ryan	143,331	-	Gounko, Tatiana	131,641	6,752
Gebali, Fayez	239,848	4,440	Graham, Christopher	201,772	11,431
Gebhard, Fran	109,246	7,410	Granot, Ori	103,201	1,845
Geditz, Birgit Margaret	125,188	-	Grant, Aaron	100,195	1,826
Geller, Danielle	141,664	1,632	Grant, Lance	138,677	-
Gelling, Randy	87,880	1,213	Grant, M. L. Mariel	151,944	-
Gemmrich, Johannes	125,242	18,988	Graver, Sherry	83,389	-
George, Rachel	88,767	29,588 **	Gray, Garry	150,818	-
Gerber, Paul Adam	127,302	-	Grbavec, Stefan	139,761	-
Gerlach, Alison	141,852	479	Greaves, Wilfrid	120,907	7,783
German, Daniel	196,964	16,629	Green, Jacquie	200,797	505
Gharehkhani, Samira	126,874	9,993 **	Green, Paul	110,022	-
Gibbings, Corey	131,774	-	Greengoe, Nicole	200,035	4,968
Gibbons, Sandra	227,658	1,689	Greenshields, Marcus	138,794	1,888
Gidney, Holland	87,110	260	Greenwood, Ann	76,293	34
Giebel, Jennifer	96,833	2,206	Grenier, Monique	111,313	3,776
Giesbrecht, Karina	86,029	-	Grewall, Mundeep	114,077	3,232
Gifford, Robert	213,491	1,320	Griff, Dylan	122,960	2,654
Giles, Andrea	167,780	4,763	Gropp, Dorothy	87,800	-
Giles, Joshua	150,136	17,527	Grossi, Joseph	115,183	8,123
Gillen, Mark	216,207	-	Grossman, Rachel	76,637	-
Gillespie, Melanie	114,249	906	Grouzet, Frederick	152,363	232
Girgrah, Reem	86,561	1,250	Gruno, Jennifer	109,669	313
Gleeson, Tom	192,504	7,079	Guerreiro, Sandra	89,704	-
Glezos, Simon	136,283	-	Gugl, Elisabeth	192,926	3,299
Glithero, Lisa	132,731	16,936	Guitouni, Adel	205,245	20,305
Goddard, Lisa	194,825	10,307	Gulamhusein, Shemine	115,428	14,590
Godfrey, Jane	117,415	101	Guldin, Sean	91,992	50
Goforth, Greg	140,509	335	Gulliver, Thomas	240,880	5,644
Goldblatt, Colin	149,895	6,748	Gumley, Jane	83,308	531
Goldsworthy, Rachel	83,733	485	Gunderson, Ken	104,728	-
Golinsky, LeAnne	85,732	-	Gunn, Jeanie	90,617	29
Golob, Stephanie	82,523	6,195	Gupta, Aditi	133,125	5,229

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Gupta, Rishi	191,285	20,094	Hayes, Andrea	89,479	3,781
Gutberlet, Jutta	186,773	45,592	Hayward, Shannon	108,099	5,581
Gutteridge, James	92,697	-	He, Danying	124,872	1,087
Hackett, V.C. Rhonda	146,689	-	He, Zhenchen	78,005	38
Haddow, Natalie	89,813	4,917	Heesemann, Martin	135,317	-
Hadland, Shawn	76,662	-	Heesterman, Anthony	109,508	2,512
Hadwin, Allyson	211,518	9,068	Hehr, Rob	78,839	-
Haigh, Emily	157,147	2,806	Heikkila, Kalenne	87,240	2,891
Hall, Kevin	466,052	111,784	Heiligenberg, Kerstin	162,456	6,080
Hall, Lisa	197,916	28,113	Helbing, Caren	207,555	14,856
Hallgrimsdottir, Helga	293,592	8,130	Helm, Denise	192,152	3,664
Halliday, Rebecca	107,078	11,220 **	Helston, Suzanne	117,545	68
Haman, Cliff	86,271	2,960	Hemsworth, Dana	82,931	-
Hamill, Andria	82,613	113	Henderson, Lee	144,782	2,306
Hamme, Roberta	180,031	-	Henderson, Sara	76,057	-
Han, Jun	130,744	5,764	Heppell, Lauren	88,033	-
Hancock, Robert	148,443	24,353	Hernandez, Christina	76,877	2,713
Handlovsky, Ingrid	129,215	4,361	Herring, Rodney	185,754	4,433
Hanna, Alan	169,399	17,257	Hersche, Viviana	86,981	200
Hansen, Kjalen	91,886	1,227	Hervig, Falk	190,518	3,331
Hanson, Amber	124,552	8,015 **	Heslinga, Christopher	105,316	18,987 **
Happynook, Tommy	111,644	1,795	Hetherington, Bradley	112,097	-
Harder, Lois	294,452	11,401	Hewitt, Charlene	82,505	-
Hardie, Darryl	77,846	-	Hewson, Hayley	92,115	2,360
Harding, Catherine	210,637	71	Hicks, Jason	113,178	-
Harms, Kelly	94,425	-	Hicks, Robin	266,492	4,068
Harper, Nevin	136,911	3,051	Hiebert, James	136,779	9,484
Harper, Nicolaus	76,667	2,043	Hier, Sean	166,484	4,673
Harrington, David	183,696	1,333	Higgins, Iain	210,493	-
Harrington, Stephanie	80,437	-	Higgs, Eric	213,197	16,111
Harris, Christina	135,856	1,121	Highbaugh Aloni, Pamela	192,048	590
Harris, Clare	88,500	451	Hilchey, Paul	117,608	2,959
Harris, Dorothea	122,369	3,969	Hill, Gavin	84,957	3,050
Harris, Kelci	123,141	4,028	Hilperts, Ryan	89,192	-
Harrison, Gina	164,827	2,201	Hindle, Alyssa	100,578	1,917
Harrison, Justin	138,653	1,227	Hinds, Douglas	100,073	14,831
Hart, Stephanie	84,667	3,563	Hirasawa, Haruki	75,010	8,677
Harvey, Lyndze	99,147	-	Hiscock, Allana	76,496	-
Harvey, Sara	136,163	3,107	Hissa, Kylie	82,788	3,291
Harwood, Dallas	78,194	-	Ho, Gabriel	88,497	1,112
Hasanen, Troy	115,533	3,234	Hoang, Quynh-Huong	81,949	439
Haskett, Timothy	165,292	190	Hochstein, Eric	133,054	4,300
Hastings, Victoria	108,099	-	Hodge, Edwin	81,571	-
Hatakeyama, Mamoru	118,730	-	Hoey, Shawn	93,859	-
Hawkins, Amanda	102,508	-	Hof, Fraser	243,669	10,813
Hawkins, Barbara	213,445	1,575	Hogg, Daniel	78,250	1,715
Haworth, Michael	130,181	470	Hogg, Duncan	119,004	1,159

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Hoicka, Christina	170,187	16,476	Igloliorte, Heather	129,375	74,248 **
Holdaway, Anais	80,840	71	Iles, Timothy	160,570	5,750
Holder, Cindy	184,748	2,052	Iosub, Violeta	140,706	6,049
Hollefreund, Katherine	86,637	6,323	Irvine, Valerie	137,688	150
Holman, Kiyomi	86,877	7,853	Ishaq, Haris	79,975	756
Holman, Sean	161,097	1,668	Isted, Edward	99,543	3,179
Holmberg, Ingrid	200,277	-	Iuvale, Robert	89,477	-
Holmes, Cindy	134,481	9,210	Ivanov, Mario	95,416	389
Holmes, Martin	99,820	-	Iyioha, Irehobhude	166,003	55,897
Hood, Joanna	191,614	-	Jackson, David	77,436	16,807
Hood, Sarah	119,626	1,661	Jackson, Lillanne	211,579	2,462
Hooper, Marianne	131,314	154	Jackson, Sabrina	106,327	-
Hoorfar, Mina	349,460	24,673	Jacoby, James	152,442	2,855
Hopper, Timothy	185,033	21,744	Jamal, Natasha	91,771	1,833
Horak, Stephen	96,474	-	James, Matt	160,814	2,839
Horbachewski, Christopher	299,397	8,227	James-Groom, Benjamin	81,861	526
Hore, Dennis	180,650	33,659	Jamkajornkeiat, Thiti	103,142	16,017 **
Hosalli, Shubha	88,980	52	Jantzen, Roni	80,167	-
Houston, Simon	95,408	2,715	Janzer, Brendan	81,926	-
Howard, Christine	88,954	315	Jardin, Crystal	84,849	11,882
Howard, Perry	190,304	9,445	Jeffery, Donna	207,360	2,370
Howe, Sarah	77,245	2,364	Jenkins, Craig	87,415	-
Howell, Robert	217,332	2,210	Jenks, Casey	76,566	-
Huang, Jing	166,443	3,833	Jenkyns, Reyna	139,511	17,947
Huang, Li-Shih	174,409	3,162	Jensen, Kristan	145,147	17,962
Huber, Sarah	103,591	2,311	Jenstad, Janelle	180,065	5,873
Hubner, Iona	85,732	-	Jeon, Hyeyoung	81,557	309
Huculak, Darryl	96,004	1,565	Jerke, Lauren	107,447	1,809
Huculak, John	143,022	4,539	Jeworrek, Julia	75,351	9,445
Hulburd, Gary	84,268	-	Jiang, Yongmin	90,415	5,862
Hume, Stephen	139,512	-	Jiao, Ruohong	129,800	14,911
Humphrey, Nicholas	79,404	60	Johannessen, Duncan	87,903	2,729
Humphrey, Tamara	123,464	1,845	John, Roger	84,056	800
Humphreys, Sara	131,328	402	Johns, Marc	82,325	244
Humphries, Joan	103,050	2,708	Johns, Robert	117,572	190
Hundza, Sandra	176,329	2,222	Johnson, Betty	76,232	-
Hunt, Sarah	196,620	9,741	Johnson, Darryl	133,770	794
Hunter, Lori	113,395	479	Johnson, Janice	181,065	1,436
Hunting, Carrie	128,568	32	Johnson, Orianne	122,642	-
Hurren, Wanda	190,542	4,030	Johnson, Rebecca	208,052	9,912
Husson, Jonathan	140,607	9,879	Johnstone, Lynne	110,227	5,299
Huston, Michael	90,202	-	Jones, Cara	135,861	1,952
Hutchinson, Emma	167,937	-	Jones, Kevin	94,075	-
Hutchinson, Jesse	76,640	3,657	Jones, Samuel	100,396	479
Huynh, Emily	88,625	212	Josephson, Ken	76,232	-
Iankilevitch, Maria	123,918	1,808	Joyce, Melissa	137,856	6,792
Ibrahim, Slim	196,424	7,272	Joyce, Wendy	103,201	-

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Joynt, Chase	101,647	-	Kietzmann, Jan	255,670	2,749
Juanes, Francis	226,600	15,424	Kilbey, Christopher	250,972	566
Kagan, Stephen	78,194	-	Kilpatrick, Erin	90,440	2,851
Kaiser, Alicia	90,402	28	Kim, John	129,725	3,879
Kakuru, Doris	168,102	8,224	Kimura, Mika	147,585	2,660
Kalan, Aman	119,909	1,310	Kines, Lalita	138,019	4,849
Kaltenberger, Brian	95,485	-	King, Erin	105,610	2,632
Kaltenberger, Jessica	89,205	-	King, Michael	246,394	4,325
Kalynchuk, Lisa	287,794	50,163	King, Valerie	212,710	15,198
Kandil, Yassmin	146,276	3,920	Kingsley, Reese	77,011	-
Kaneen, Tamsin	115,056	1,261	Kirke, Teresa	76,547	-
Kaneva, Paul	78,055	-	Kirkham, Sandra	75,182	-
Kang, Simrat	121,198	5,169	Kite, Elke	79,547	215
Kappmeier, Ryan	86,286	-	Kiyani, Asad	171,081	4,048
Kapron, Bruce	178,470	9,802	Klatt, Carrie	137,467	-
Karlen, Dean	117,087	5,736	Klazek, Merrie	133,061	5,638
Karras, Sheryl	133,261	17,436	Klear, Lori	91,063	6,021
Kataoka, Hajime	107,038	2,238	Klein, Saul	606,843	43,630
Kathrada, Yasmin	116,753	-	Klimstra, Marc	143,517	-
Katz, Rodney	103,201	364	Kluge, Eike-Henner	236,440	-
Kaur, Arshdeep	81,110	798	Klymak, Jody	170,392	2,944
Kay, Magdalena	164,618	504	Knodel, Rita	155,718	1,389
Kearley, Patricia	89,704	-	Knowles, Jack Rodman	76,662	-
Keenan, Julia	90,269	1,466	Knudson, Samantha	135,076	-
Keenan, Laurie	143,631	3,679	Kobb, Anna	95,928	1,103
Keenlyside, Stephanie	75,720	-	Kodar, Freya	248,276	19,844
Kehoe, Inbarani	174,730	432	Konorov, Stanislav	99,469	-
Keil, Melissa	131,122	4,905	Koop, Benjamin	244,040	4,205
Keliher, Janice	81,762	-	Koroth, Sajin	134,447	5,987
Kelly, Donna	156,586	3,706	Kosichek, Hannah	77,409	13,411
Kelly, Erin	161,079	2,751	Kouhi Anbaran, Soroush	86,024	6,030
Kelly, Monica	82,394	-	Kovacs, Alexandra	131,490	4,883
Kennedy, Christopher	239,937	11,963	Kovtun, Pavlo	159,178	13,089
Kennedy, David	121,741	790	Kowalewski, Robert	204,569	13,342
Kennedy, Peter	201,036	939	Kozsan, Ronald	171,433	3,285
Kent, Barry	127,034	750	Kravec, Michael	138,718	1,080
Kent, Leanne	94,073	-	Krawchenko, Tamara	155,959	2,648
Kerr, Kevin	161,472	2,355	Krawczyk, Lukasz	129,088	2,011
Kerr, Valerie	81,762	-	Krawitz, Adam	137,310	1,590
Kerschtien, Shane	124,967	1,811	Krezoski, Gillian	106,336	896
Ketsa, Kimball	156,368	6,630	Krigolson, Olave	180,701	12,008
Key, Ryan	135,069	6,317	Kron, Geoffrey	156,364	-
Khair, Shahira	132,494	5,370	Krull, Catherine	185,876	16,276
Khan, Zubaida	86,273	-	Krzywonos, Samantha	97,849	832
Khouider, Boualem	175,024	11,070	Kuchar, Gary	169,354	2,586
Khouri, Katherine	81,373	-	Kuehne, Valerie	313,361	-
Khurana, Meeta	113,395	626	Kulin, Ian	259,217	2,415

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Kulyk, Sharon	84,044	79	Lathouwers, Tine	136,205	1,334
Kumar, Alok	186,226	2,022	Lauvaas, Kirsten	126,276	54
Kunkel, Thomas	93,423	-	Lauzon, Lara	154,944	-
Kuo, Mu-Hsing	160,465	8,306	LaVallee, Amanda	123,714	4,435
Kuran, Peter	292,965	245	Lavallee, Timothy	103,702	-
Kurki, Helen	169,634	8,054	Lavery, Adam	77,919	-
Kurokawa, Yuka	97,291	826	Lavoie, Tracey	141,694	381
Kushniruk, Andre	235,112	1,098	Lawrence, Breanna	100,803	-
Kwan, Jennifer	96,712	5,762	Lawrence, Cheryl	76,638	-
Kwoll, Eva	106,498	4,501	Lawrence, Michelle	174,112	11,172
Kwon, Jae-Yung	132,949	12,513	Lawson, James	134,676	2,278
Kyffin, Jennifer	104,329	-	Lawson, Yvonne	108,237	-
La, Yifang	82,000	-	Leach, David	165,721	1,417
Labonte, Louise	113,827	300	Leacock, Brian	214,183	36,082
Laca, Marcelo	200,293	10,195	Leahy, Paula	120,590	-
Lachowsky, Nathan	216,510	19,773	LeBlanc, Natalie	124,514	6,498
Lacourse, Terri	171,443	631	Lecours, Emma	77,623	-
Lagaditis, Paraskevi	104,090	-	Lee, Jeongwon	83,772	-
Lagan, Peter	91,680	432	Lee, Robert	89,701	936
Lahey, Stephen	112,305	-	Lee, Sujin	129,938	6,294
Lai, Claudia	139,517	-	Lee-Bonar, Monica	79,469	-
Laidlaw, Mark	152,505	70	Lefebvre, Michel	218,236	9,570
Lakas, Ashleigh	75,380	132	Leger, Catherine	141,382	10,373
Lake, Raquel	75,927	-	Leifso, Justin	119,322	3,739
Lam, Alex	88,415	544	Leighton, Mary Elizabeth	171,757	6,516
Lam, Eugenie	108,182	-	Leitch, David	147,469	5,846
Lam, Tom	100,270	596	Lemos de Souza, Michele	76,238	-
Lam, Yin-Man	135,134	-	Leonard, Lucinda	122,853	1,189
Lamb, Masen	95,094	-	Leong, Don	76,516	-
Lampreau, Jessie	110,815	6,952	Leong, Richard	132,342	-
Lancaster, Michael	111,313	91	Lepore, Walter	114,650	3,285
Land, Thomas	133,834	9,159	Lepp, Annalee	243,956	7,382
Landry, Paul	89,574	-	Les, Curtis	105,426	1,459
Landry, Pierre-Luc	125,306	105	Leske, Andrew	123,479	2,589
Landy, Rachel	124,998	15,481	Lesperance, Mary	163,643	987
Lane, Kirstin	137,824	1,248	Letondre, Sheahan	87,107	-
Lane, Tim	84,903	10,615	Lewall, Kim	131,739	-
Langdon, Kelsi	78,800	1,882	Lewallen, Ann-Elise	158,908	3,717
Lanning, Greg	76,574	-	Lewis, Mark	239,650	6,858
Lantz, Trevor	160,039	9,445	Li, Kin	225,570	-
Lanusse, Bastien	90,466	180	Li, Yue	75,889	-
Lapper, Robert	198,658	2,223	Liau, Po-Shun	75,068	-
Larabi, Samah	95,786	4,470	Lin, Cheng	146,117	20,810
Larkins, Nella	130,282	562	Lin, Hua	125,739	-
LaRussa, Cora	90,451	3,082	Lin, Tsung-Cheng	148,555	2,751
Laskarin, Daniel	208,643	1,566	Lin, Yingyun	90,156	-
Last, Suzan	115,571	-	Lindberg, Darcy	159,868	-

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Lindberg, Tracey	243,872	3,026	Ma, Xiangyu	77,866	690
Lindgren, Allana	259,429	15,368	MacArthur, Melissa	97,206	-
Lindquist, Evert	227,212	6,980	Macdonald, Andrew	85,398	-
Lindsay, Donald	237,483	-	MacDonald, Jennifer	93,374	223
Lines, Michael	135,877	240	MacDonald, John	119,108	295
Litchfield, Michael	105,770	1,767	MacDonald, Katherine	75,896	3,756
Little, Matthew	156,178	28,915	Macdonald, Mark	80,706	18,199
Little, Richard	130,881	1,327	MacDonald, Stuart	175,156	-
Littleton, Jason	78,252	-	MacDougall, Cindy	99,655	1,434
Littlewood, Cedric	221,032	-	MacGillivray, Gary	225,603	-
Liu, Kun	92,841	2,944	Mack, Lorne	121,567	-
Liu, Sam	155,200	38,136	Mackie, Quentin	152,687	5,237
Liu, Tao	80,706	-	MacLaurin, Anne	85,732	1,450
Liu, Ying	139,826	4,745	Maclean, Caylee	79,883	667
Livernoche, Renée	92,841	6,594	Maclean, Jessica	99,378	13,147 **
Lo, Donald	94,954	978	MacLennan, Heather	80,346	-
Locke, Leona	91,765	-	MacLeod, Brock	93,495	-
Lomas, Heather	83,954	4,221	Macleod, Colin	220,074	11,570
Longphee, Asia	88,486	-	MacLeod, Kathryn	165,340	-
Loock, Daniela	141,085	22,488	MacMillan, Jennifer	122,875	59
Loock, Hans-Peter	291,068	7,004	MacNair, Emily	120,000	4,722
Loomer, Anne-Lise	106,709	1,593	Macoun, Sarah	160,291	7,686
Loomer, Geoffrey	200,545	4,923	MacRae, Andrew	87,442	3,667
Lopez, Mark Louie	79,127	5,800	Madan, Athena	87,562	-
Lou, Man Tou	129,803	9,013	Maffey, Allison	81,762	-
Lowenberger, Tristan	117,954	799	Maganhotto Coraiola, Diego	191,091	25,898
Lowey, Jolene	103,202	210	Magnuson, Douglas	170,728	-
Lu, Lawrence	113,075	2,440	Mah, Wendy	89,704	2,441
Lu, Tao	159,349	-	Mai, Dan	94,656	-
Lu, Yun	115,825	1,387	Mainprize, Brent	228,210	374
Lu, Zhi	84,668	406	Majerbi, Basma	212,574	11,189
Lucas, Annie	113,840	3,012	Makhakhe, Emma	102,609	997
Lueck, Vanessa	103,984	6,093	Maki, Mia	229,851	11,109
Lukaniec, Megan	146,987	-	Malekmohammadi, Sardar	145,554	20,229
Luke, Caleb	78,831	180	Mallidou, Anastasia	157,647	3,075
Lukenchuk, Benjamin	91,844	-	Mandryk, Regan	220,107	3,042
Luko, Alexis	182,488	1,038	Manners, Ian	303,321	99
Lum, Wendy	236,991	23,020	Manness, Rachel	76,374	-
Lum, Wendy	113,313	-	Manning, Michelle	86,912	1,349
Lumley, Rebecca	126,553	-	Manning, Scott	90,118	6,338
Lundrigan, Courtney	84,035	18,800 **	Manzer, Jennifer	88,543	27
Luton, Gerald	82,299	1,598	Manzer, Joshua	88,485	-
Lutz, John	207,889	8,686	Mar, Melana	97,236	133
Luxrue, Melina	100,940	-	Marcellus, Lenora	180,776	4,618
Lynch, Sherry	82,118	-	Marcy, Richard	153,161	-
Lynn, Joel	207,137	8,449	Marin, Mara	127,700	2,789
Ma, Junling	153,591	12,704	Marinakakis, Norah	90,299	757

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Marks, Lynne	197,843	4,239	McKechnie, Iain	138,846	16,793
Marshall, Lucianne	100,716	31,159	McKenzie, Andrea	167,665	3,381
Martin, Alexandra	77,739	1,158	McKenzie, Braeden	79,513	1,608
Martin, Michele	216,691	10,106	McKenzie, Douglas	90,285	-
Martin, Travis	118,239	970	McLarty, Lianne	173,686	-
Martine, Linda	75,248	2,061	McLean-Fiander, Kimberley	124,906	3,085
Marton, Andrew	262,926	7,822	McLeod, Lewis	81,291	1,045
Marton, Wei	81,825	-	McMenamie, Chelsea	81,542	450
Marx, Roswitha	99,074	-	McNabb, Shawna	101,756	2,209
Marziali, Laura	130,384	134	McNally, Kirk	142,135	18,777
Mascarenhas, Lisette	103,031	-	McNeil, Bethany	80,519	-
Mashon, Hannah	80,089	2,322	McPetrie, Kevin	77,879	-
Mason, Edward	77,020	289	McPherson, Madeleine	217,827	26,512
Mason, Scott	163,595	625	McPherson, Robert	171,573	554
Masoodi, Sepideh (Seppy)	139,233	22,808	McQuillan, Sarah	103,201	10,739
Masuda, Jeffrey	189,473	16,862	McRae, Justin	114,791	67
Mathews, Darcy	139,607	10,650	McRonald, Ryan	100,942	1,213
Matthews, Kody	90,465	-	Meadow, Sandra	75,107	-
Matthews, Mary Kathleen	162,622	-	Medler, David	147,210	1,224
Mauro, Ian	230,164	34,140 **	Mehrabian, Mahsa	76,852	2,450
Mavretic, Andy	160,656	36	Mehraliyev, Vugar	107,807	-
Mawani, Farah	129,981	-	Mehta, Nishant	155,679	13,221
Mayers, Janine	111,384	609	Meier, Paul	82,564	-
Mazza, Marianna	85,732	3,003	Meldrum, John	135,428	4,152
McAllister, Benjamin	128,440	2,636	Mellings, Donald	100,596	112
McBeath, Kelly	82,895	-	Mellon, Stefanie	82,208	3,326
McBee, Gabriela	101,424	-	Mendoza, Raul	90,325	84
McBurney, W. Kurt	138,723	744	Menu, Kinga	85,732	-
McCaffrey, Shanne	159,781	-	Meyer, Robyn	103,201	6,091
McCarthy, Kathy	78,568	-	Meyers, Lynn	134,853	2,038
McClenachan, Loren Elizabeth	161,655	13,760	Mihaly, Steven	122,100	15,540
McConkey, Conner	93,300	305	Milam, Sasha	90,092	3,909
McCormick, John	77,516	1,120	Miley, Jen	127,063	-
McCue, Richard	103,613	1,497	Milford, Todd	161,102	14,485
McCutcheon, Rosemary	115,069	3,825	Miller, Eric	142,619	4,716
McDonough, Graham	147,997	5,842	Miller, Gregory	76,234	312
McEwan, Nicole	77,126	1,703	Miller, Jo	99,352	-
McGhie-Richmond, Donna	115,777	2,938	Miller, Mariel	128,559	32
McGinnis, Martha	180,848	233	Milligan, Laura	139,195	1,283
McGowan, Patrick	151,294	16,834	Millin, Jamie	106,260	8,485
McGregor, Catherine	186,441	1,761	Millott, Ember	79,061	-
McGuire, Erin-Lee	152,932	4,278	Mills, Michelle	82,668	-
McGuire, Michael	184,932	30	Milton, Cynthia	255,763	5,016
McGuire, Peter	139,554	5,006	Milward, David	202,899	621
McIldoon, Debra	89,704	375	Minard, Jason	119,590	-
McIndoe, J. Scott	207,246	11,437	Minet, Laura	124,073	4,750
McIvor, Onowa	210,722	8,122	Minshall, Simon	136,982	199

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Miranda, Jodi	87,388	3,419	Mukahanana, Edward	85,732	-
Miranda, Michelle	137,988	12,019	Mukhopadhyaya, Phalguni	197,825	12,547
Mirshahi, Babak	77,075	-	Muller, Hans	256,370	-
Mirtle, Thomas	79,586	-	Mulligan, Greg	119,043	-
Mishak, Brenda	111,141	12,150 **	Munro, Karen	164,024	2,439
Miskelly, Kenna	90,160	-	Murai, Joseph	85,280	-
Misovic, Jan	95,348	305	Murdock, Trevor	91,156	-
Mitchell, Cheryl	192,970	27,990	Murphy, Brian	208,273	8,222
Mitchell, John Allan	166,832	763	Murphy, Catherine	79,901	-
Moa, Belaid	116,884	4,132	Murphy, Nikolas	77,188	881
Mochan, Morag	110,647	1,195	Murray, Alison	110,902	1,409
Mockler, Kathryn	134,285	-	Murray, Andrew	129,713	456
Moen, Terry	98,685	-	Murray, Jenelle	77,139	-
Moffitt, Matthew	170,625	3,848	Mussell, Jessica	140,264	995
Mojumdar, Aditya	88,745	3,861	Muzi, Lanfranco	101,172	15,899
Monahan, Adam	207,060	2,623	Myers, Richard	84,252	1,718
Monchalin, Renee	138,432	3,136	Mynhardt, Christina	212,923	5,091
Monkman, Helen	158,219	4,701	Nacenta, Miguel	159,356	6,093
Monkman, Kim	92,990	-	Nadler, Ben	161,615	6,505
Monroe, Jacob	108,660	10,187	Nagel, Rhianna	86,608	664
Montenegro, Alejandra	77,933	-	Nahirney, Patrick	180,473	730
Moore, Tamara	78,681	1,556	Naimi, Timothy	406,106	6,955
Moosa-Mitha, Meemoona	193,605	5,694	Nair, Daniel	78,851	6,566
Moosavi, Ash	87,736	1,500	Nair, Radhika	85,262	3,075
Morales, Sarah	213,101	4,734	Nair, Sudhir	215,450	4,225
Moran, Kathryn	274,267	21,391	Naismith, Emma	109,019	3,480
Moran, Ry	189,486	7,385	Najjaran, Homayoun	298,550	10,099
Morgan, David	128,665	-	Nam, Sanghoon	160,838	5,704
Morgan, John	75,127	-	Napoleon, Valerie	304,032	25,061
Morris, Julia-Anne	94,076	3,982	Nashmi, Raad	180,017	419
Morris, Tanya	75,360	476	Nassaji, Hossein	181,904	2,603
Morrison, Heidi	90,457	1,640	Nathoo, Farouk	167,662	4,654
Morrison, Jane	125,890	-	Navarro, Julio	243,734	36,494
Morrison, Jillian	89,841	-	Neal, Benjamin	112,650	7,375
Morrison, Marlowe	88,679	984	Neal, Jessica	103,570	-
Morrison, Natasha	132,031	10,493	Neander, Wendy	80,094	1,900
Motzigkeit, Tanja	84,383	-	Nelson, Christopher	154,664	757
Mount, Robert	78,386	-	Nelson, Kal	82,375	1,819
Moyer, Elizabeth Jean	129,931	-	Neville, Matthew	84,203	-
Mucina, Devi	164,947	7,115	Neville, Stephen	179,299	432
Mucina, Mandeep	171,671	5,041	Newcombe, Andrew	241,673	462
Mueller, Bennit	87,678	2,827	Newenham-Kahindi, Aloysius	233,804	4,068
Mueller, Ulrich	202,340	2,937	Newman, Carey	173,405	2,332
Mueller-Browne, Bettina	80,888	-	Newton, Greg	94,075	1,704
Muench, Amanda	116,169	360	Newton, Lorelei	142,227	6,495
Mugon, Jhotisha	125,735	1,199	Ng, Ignace	223,956	60,633
Muir, Tania	128,079	7,091	Nguyen, Lynda	97,433	4,013

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Niang, Sada	141,515	7,259	Papera Valente, Karolina	108,346	-
Nightingale, Catherine	137,856	3,911	Parisi, Laura	159,821	7,213
Nissen, Edwin	180,428	9,277	Park, Andrew	169,675	-
Noel, Jonathan	132,031	4,278	Park, Sung Jin	78,958	49,310
Nordquist, Ward	87,519	-	Parker, Alison	146,946	3,555
Norman, Trudy	91,171	475	Parker, Jacqueline	88,473	2,277
Norris, Sophie	115,286	2,650	Parkin, Michele	247,971	22,824
Northcote, Logan	106,330	-	Parmar, Pooja	186,202	15,525
Nowell, April	192,984	47,321	Parr, William	113,812	-
Nowlin, Michael	199,468	6,257	Paskevicius, Michael	118,078	4,033
Nugent, Mark	139,877	920	Paterson, Theone	148,799	11,145
Numanagic, Ibrahim	158,822	1,092	Patterson, Dwayne	76,660	160
Nutter, Sarah	128,930	13,020	Pattison, Holly	85,732	4,190
Nutton, Jennifer	129,520	6,897	Paulson, Meghan	183,887	14,707
Oakes, Jennifer	76,516	1,119	Pauly, Bernie	173,655	19,258
Oberholtzer, Sean	81,446	941	Pearce, Jeremy	89,666	940
O'Bonsawin, Christine	164,826	1,885	Pearce, Trevar	85,815	1,030
O'Connell, Ian	162,973	359	Pearson, Cara	93,719	365
Ogasawara, Midori	120,032	1,869	Pek, Simon	228,334	14,348
O'Gorman, Timothy	95,557	-	Pelton, Timothy	151,929	1,835
O'Grady, Kelley	79,999	199	Pelz, Monika	76,585	23,076
Ohora, Sara	96,824	2,376	Pender, Lisa	78,194	1,123
Oka, Tania	77,910	-	Pepler, Jamie	98,203	189
O'Leary, Gerard	82,747	-	Pepper, Larissa	92,739	606
Olobatuyi, Kehinde	79,064	1,999	Perdigao, Shannon	85,732	-
Olson, Lori	89,704	-	Perez Pinan, Astrid	137,778	2,134
O'Neill, Fergus	128,350	1,588	Perin, Charles	156,657	6,632
Ormiston, Ted	109,047	-	Perkins, Garrett	77,006	114
Ormond, Patricia	85,052	-	Perlman, Steven	174,769	8,091
Oshanek, Jesse	82,628	20,905	Perriccioli, Ethan	84,491	-
Oshkai, Peter	168,393	23,457	Peterson, Michelle	137,229	74
Oshkai, Svetlana	140,443	-	Petrachenko, Lisa	193,173	921
Osmond, Alexis	78,577	-	Petri, Diana	76,233	-
Ott, Burkhard	126,318	-	Petrosova, Helena	76,936	9,705
Ou, Christine	126,337	2,585	Petrovskaya, Olga	141,674	13,673
Oussoren, Lisa	78,643	112	Phillips, Jessica	80,512	5,271
Owens, Cameron	140,178	31,964	Phuong, Tri	112,653	18,000 **
Owens, Dwight	111,336	10,002	Piccinin, Andrea	95,526	-
Owens, Gregory	133,759	4,580	Pickard, Richard	147,263	-
Paci, Irina	158,506	6,400	Pierce, Caitlin	93,169	1,311
Palmer, Lynn	95,187	-	Pirani, Sarah	154,368	2,549
Palmer, Madeline	79,972	175	Pirenne, Benoit	185,929	33,354
Palmer-Stone, David	113,269	436	Pitton, Viviana	98,218	-
Pan, Jianping	186,492	4,404	Plewes, Perry	99,468	-
Pan, Nicole	94,335	1,087	Ployer, Gayle	167,961	-
Pantaleo, Sylvia	201,074	1,790	Pnevmonidou, Elena	127,867	37
Papadopoulos, Christo	159,511	1,714	Point, Karla	81,951	-

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Poirier-Leroy, Andree-Anne	80,295	4,182	Raven, Michael	157,958	13,288
Polgar, Csaba Peter	82,787	-	Ray, Gourab	137,310	11,035
Politano, Kimberley	94,152	-	Razzell, Paul	82,132	1,318
Pollak, Ryan	81,130	50	Rederburg, Perry	76,660	504
Pollard, Matthew	169,281	716	Redpath, Stephen	92,586	-
Polomark, Sandy	91,407	-	Reed, Jennifer	121,133	-
Pomeroy, Mark	82,160	760	Rees, Gordon	153,945	675
Ponti, Paloma	80,213	50	Reeves, Gregory	76,660	-
Popli, Navneet	123,118	1,155	Reid, Natasha	121,281	3,100
Potentier, Jane	240,044	18,575	Reimchen, Thomas	86,478	-
Potter, Julia	111,931	581	Reiss, Robin	91,181	-
Potton, Josh	76,531	-	Rempel, David Robinson	86,277	-
Premji, Zahra	128,640	4,866	Rempel, Evan	116,538	-
Prendergast, Monica	170,063	7,099	Restoule, Jean-Paul	235,150	907
Prest, Anita	142,870	5,918	Restrepo Gautier, Pablo	188,591	2,024
Pretis, Felix	165,539	11,364	Rettich, Clemens	119,499	-
Price, Diane	83,415	-	Reynolds, Lisa	153,447	7,160
Price, Emily	86,759	10,952	Rhodes, Ekaterina	145,832	6,078
Price, Shelley	149,230	7,628	Rhodes, Graham	115,533	-
Prince, Michael	261,148	49	Rhodes, Ryan	201,714	9,037
Proctor, Francine	103,201	3,231	Richards, Pamela	172,933	4,749
Promislow, Janna	167,902	28	Richards, Timothy	139,003	-
Protheroe, David	92,841	-	Richardson, Joan	92,617	2,570
Provan, Karsten	80,881	-	Richardson, Kelly	170,396	-
Provencher, Philippe	88,088	2,996	Richardson, Riley	84,063	4,221
Prowse, Jacqueline	83,776	3,500	Richmond, Brian	160,357	6,793
Punzalan, David	132,973	341	Rico Agreda, Sergio	90,393	464
Puszkas, Michael	76,810	-	Riddell, David	79,605	-
Putnam, Ian	180,672	8,931	Ridsdale, Chantel	76,459	3,331
Qaqish, Tatiana	78,456	2,013	Riecken, Sarah	81,762	-
Qiu, Chuantao	98,490	791	Riecken, Ted	197,872	1,206
Quan, Michael	78,716	328	Riedel, Caroline	105,264	3,411
Quas, Anthony	204,899	8,752	Riell, Zoe	77,166	-
Rabillard, Sheila	168,727	5,720	Riishede, Jeremy	77,425	1,075
Rabourn, Corwin	106,972	83	Rios de Rodriguez, Tatiana Margarita	84,200	-
Rahimpour, Mostafa	89,397	765	Ripington, Alicia	91,245	1,916
Rainey, Cindy	79,761	-	Ritz, Adam	193,653	9,226
Raisinghani, Monty	105,265	3,284	Riviere, Alexandre	81,741	27,676
Rajagopal, Sheeja	109,412	3,001	Rizeanu, Sorin	186,089	-
Rakhmatov, Daler	150,636	9,124	Roberts, Clifford	118,091	-
Ramji, Karima	113,934	7,000	Roberts, Donja	90,657	1,949
Ramraj, Victor	262,121	19,080	Roberts, Hollis	80,112	-
Ramshaw, Sara	193,290	6,598	Roberts, Jillian	150,177	2,333
Rankin, Sarah	85,934	-	Robertson, Jason	101,470	-
Ranson, Heather	175,201	11,284	Robertson, Kerry	90,442	1,992
Ratcliff, Dave	78,514	-	Robertson, Peter	105,096	-
Ravelli, Bruce	193,920	4,061	Robinson, Erin	82,660	-

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Robinson, Jill	121,010	2,261	Sam, Diane	75,901	1,275
Robison, Zane	138,300	1,138	Samson, Jeff	85,777	3,847
Roche, Patricia	97,212	-	Sanchez, Gaben	120,738	3,881
Rochtchina, Ioulia	147,540	-	Sanderson, Dave	119,181	-
Rodriguez de France, Maria	144,914	1,692	Sanderson, Trevor	155,533	4,783
Rohraff, Damian	87,592	-	Sandford, Oscar	77,180	1,124
Roland, Kaitlyn	115,515	85	Sandmaier, Jennifer	111,606	2,342
Rolls-DeWolfe, Rhye-Fawn	81,542	4,443	Sanford, Katherine	209,178	4,215
Romer, Pieter	81,579	12,795	Saracuse, June	111,843	-
Rondeau, Daniel	209,451	-	Sargent, Carol	91,563	477
Rondeau, Yvonne	111,683	38	Sasaki, Keita	93,730	-
Roney, J. Michael	219,817	23,529	Saunders, Thomas	182,567	3,805
Roper, Mark	87,651	820	Savage, Robert	143,005	2,655
Rose, Hannah	79,216	1,465	Sayers, Jentery	165,241	-
Rosenberg, Lisa	172,059	25	Schaecher, Kelly	76,741	721
Rose-Redwood, CindyAnn	96,643	748	Schallie, Charlotte	179,898	17,045
Rose-Redwood, Reuben	199,853	685	Scharien, Craig	104,368	1,044
Ross, Catherine	75,097	-	Scharien, Michael	86,844	-
Ross, Stephen	188,683	4,054	Scharien, Randall	153,075	14,954
Rourke, Jessica	132,799	-	Schell, Dawn	105,013	793
Rowe, Andrew	206,777	546	Scherwath, Martin	113,395	8,168
Rowe, Arthur	199,586	4,219	Schibli, David	126,066	752
Rowe, Gregory	169,903	-	Schick, Kalen	85,613	850
Rowe, James	140,866	3,198	Schlesinger, Angela	75,231	2,764
Rowsell, Amos	105,511	107	Schloss, W. Andrew	176,262	2,764
Roy, Real	149,427	-	Schmidtke, Oliver	221,443	31,085
Rudnyckyj, Daromir	162,926	10,419	Schneider, Tesco	140,120	11,687
Ruffolo, Tammy	107,323	3,315	Schnorbus, Markus	146,166	-
Rush, Jason	91,670	-	Schoeneberg, Arelia	90,094	1,438
Rush, Jonathan	119,272	3,401	Schoenrank, C.	89,653	-
Ruskey, Albert	102,810	11,600	Scholz, Scott	96,503	-
Russek, Dan	160,112	1,371	Schouten, Mami	90,003	1,852
Russell, Heather	140,269	17,597	Schuetze, Herbert	177,396	3,053
Russell, Pia	139,236	6,590	Schuetze, Ulf	140,871	2,458
Ryan, Maureen	204,520	3,915	Schultz, Lindsey	85,680	32
Rysiew, Patrick	188,504	-	Schure, Paul	189,255	2,571
Rysstad, Dean	106,264	2,479	Scofield, Gregory	159,509	-
Saab, Ada	143,356	4,370	Scoones, W David	212,252	1,400
Sadeghi-Yekta, Kirsten	141,878	21,807	Scott, David	156,151	1,957
Sagert, Garry	175,101	868	Scott, Graham	106,132	116
Sahu, Saurav	93,803	-	Scully, Stephen	135,307	411
Saidaminov, Makhjud	154,743	7,359	Seager, Wendy	115,270	-
Saidaminova, Noza	95,703	-	Sebastian, Erin	94,075	667
Said-Wilson, Tonya	134,649	1,359	Secord, Christopher	98,777	195
Sakamoto, Mariko	126,596	693	Sedun, Graham	95,348	2,043
Salem, Joseph	139,782	12,300	Seeman, Dean	183,239	7,049
Salemi, Colette	123,714	-	Segger, Cara	95,348	637

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Seibold, Crystal	96,548	-	Slater, Michael	107,568	6,378
Seitzinger, Sybil	119,410	11,438	Slavkin, Morgan	86,873	56
Sellars, Yvette	79,324	-	Slawinski, Natalie	238,094	9,972
Semmens, Kristin	145,420	2,446	Slemon, Alice	121,183	2,076
Senini, Ashley	102,207	3,797	Sloan, Julie	86,562	-
Serpa, Jason	102,708	-	Slonimer, Alexander	85,458	-
Serrano, Xavier	161,361	2,046	Sly, Walter	77,937	-
Seuster, Rolf	93,716	-	Small, Lucas	78,194	-
Seward, Patrick	124,132	3,044	Smallwood, Sean	75,376	1,360
Seyedalikhani, Mehraveh	87,911	205	Smart, Colette	129,162	4,071
Shackelford, Nancy	125,825	4,388	Smiles, Deondre	119,922	16,975
Sharma, Kavita	83,150	-	Smirl, Nicole	83,626	-
Sharma, Sarah	107,410	5,135	Smith, Andre	149,620	-
Shaw, Karena	187,441	3,262	Smith, Claudia	180,831	2,542
Shaw, Lori	83,032	3,633	Smith, Dawn	132,016	6,688
Shaw, Rowan	104,426	3,890	Smith, Derek	128,214	-
Shea, Tusa	84,464	1,319	Smith, Gregory	77,475	246
Sheaff, Benjamin	103,367	-	Smith, J. Brock	234,508	744
Sheilds, Laurene	227,380	32	Smith, Kurt	134,955	7,146
Shen, Yan	212,598	4,938	Smith, Monika	80,362	-
Shepherd, Deborah	78,692	-	Smith, Robert	140,783	9,499
Shi, Linda	225,204	2,777	Smith, Stephanie	90,675	3,886
Shi, Yang	208,846	3,592	Smith, Timothy	87,678	-
Shields, Alison	128,271	4,228	Snaith, Stuart	213,547	-
Shirdel Pour, Maryam	88,945	-	Snauffer, Andrew	95,140	5,831
Shirley, W. Gordon	103,201	-	Snizek, Suzanne	140,927	727
Shlensky, Lincoln	137,874	614	So, Poman	176,620	830
Shoemaker, Katherine	80,355	6,847	Soares Traquina Alves Elias, Sara	193,502	6,665
Shuja, Sana	110,579	1,132	Sobie, Kathleen	158,615	3,310
Shukin, Nicole	82,487	2,663	Sobie, Randall	185,374	16,571
Shumka, Leah	145,640	3,495	Sobie, Stephen	84,542	4,431
Shumlich, Michael	75,376	-	Sodhi, Asmita	109,451	3,664
Siemens, Lynne	158,714	-	Soheilsayar, Sadaf	80,465	-
Siemens, Raymond	219,177	22,501	Solunac, Alex	108,914	965
Silverman, Bryan	128,981	-	Somanath, Sowmya	132,374	9,369
Sim, Grant	91,529	546	Sovdi, Karissa	103,563	5,443
Sima, Mihai	150,057	3,770	Spalding, Pamela	76,893	2,905
Simington, Tyler	90,220	-	Spalteholz, Leonhard	79,154	846
Simmons, Jill	166,489	-	Speers, Angelina	85,232	911
Simpson, Kelly	111,500	300	Speers, Kimberly	145,347	4,765
Simpson, Kristi	289,552	7,599	Spence, Joseph	91,230	3,719
Singh, Gerald	120,026	8,275	Spiers, Byron	76,885	-
Singh, Hansi	115,771	7,594	Spurgeon, Matthew	87,072	443
Sinner, Alejandro	131,363	10,243	Srinivasan, Venkatesh	83,661	4,681
Sirna, Brent	88,994	-	St Michael, Gavin	119,546	-
Sitara, Georgia	121,714	1,312	St. Clair, William	263,153	13,452
Sivertson, Cheryl	103,201	-	St. Pierre, Michelle	76,666	89

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Stack, Charmaine	126,244	7,427	Sukhawathanakul, Paweena	127,548	1,038
Stahl, Ann	241,427	3,764	Suleman, Afzal	255,819	34,295
Stajduhar, Kelli	219,387	12,299	Sun, Min	150,180	16,124
Stanger-Ross, Jordan	184,686	11,638	Sun, Wen	77,526	6,397
Stanis, Sharon	80,715	-	Surridge, Lisa	237,584	7,268
Stanley, Kevin	202,261	12,754 **	Susa, Rene	89,015	-
Starblanket, Gina	165,195	16,824	Sutcliffe, Tracey	87,204	2,697
Stark, Heidi	187,307	35	Sutherland, Thomas	103,201	-
Starkweather, Orvis	81,002	-	Svec, Barbara	103,201	675
Starzomski, Brian	176,697	6,880	Swayne, Leigh Anne	168,208	1,815
Statham, Irene	81,131	-	Swift, Megan	151,709	5,037
Steeves, Geoffrey	145,620	702	Sy, Christine	147,596	4,726
Steeves, Thomas	121,705	23	Syme, Robin	156,149	561
Stefanek, Larry	94,229	678	Szakacs, Ajtony Csaba	126,436	3,658
Stege, Ulrike	202,500	2,037	Szpak, Patrick	85,955	-
Stegman, Kelly	94,461	2,320	Tagharobi, Kaveh	82,680	-
Stellingwerff, Hilary	88,077	2,370	Tahvanainen, Katri	78,353	338
Stelting, Joshua	76,374	-	Tan, Anthony	121,729	1,040
Stephen, Roger	80,000	-	Tanaka, James	227,305	11,088
Stephenson, Mark	94,380	1,092	Tang, Si Heng	107,854	30
Sternig, Brent	180,737	8,379	Tannas, Maria	91,199	7,996
Stewart, Kenneth	184,570	2,216	Tapley, Heather	107,671	-
Stewart, Kristina	86,672	6,952	Tarnopolsky, Sarah	91,031	2,422
Stewart, Rosa	214,541	5,270	Tasker, Jada	80,550	996
Stewart, Sharon	76,005	333	Taylor, Adam	85,978	-
Stewart, Vanessa	81,910	2,727	Taylor, Amanda	103,956	7,300
Stickel, David	77,858	-	Taylor, Jill	102,688	495
Stigant, Jessica	116,813	21,399	Taylor, John	160,508	-
Stillwell, Jennifer	142,312	6,959	Taylor, Robert	130,939	-
Stinson, Danu	153,020	241	Taylor, Ryan	115,827	5,986
Stockdale, Katie	125,144	-	Taylor, Wendy	189,850	1,193
Stockwell, Timothy	92,727	2,933	Tekumalla, Venkata rama lakshmi srav	120,411	25,955 **
Storey, Margaret-Anne	251,272	11,371	Temple, Brad	82,262	-
Straathof, Laura	80,560	-	Temple, Vivienne	212,217	-
Strandquist, Rachel	89,934	-	Templeman, Nicole	141,244	5,621
Streeclasky, Jodi	149,259	16,598	Teo, Mary-Anne	115,784	75
Street, David	145,201	2,504	Thaler, Christine	101,829	4,608
Stroink, Sophie	81,690	746	Thambirajah, Anita	84,457	1,502
Struchtrup, Henning	207,943	2,989	Theobald, Shane	90,435	1,771
Stuart, Douglas	160,307	1,835	Thiessen, Susanne	134,027	1,350
Stuart, Elisabeth	118,766	-	Thirumarai Chelvan, Ilamparithi	132,055	6,646
Stuart, Emma	107,602	2,672	Thom, Brian	158,817	9,464
Stuart-Hill, Lynneth	137,913	3,186	Thom, Jennifer	151,127	13,962
Su, Lingzhi	83,954	52	Thom, Kathryn	92,766	-
Suddaby, Roy	334,694	42,901	Thom, Norman	103,201	-
Suen, Mandy	92,720	812	Thoma, Marc	102,283	270
Sui, Pang-Chieh	75,000	2,553	Thomas, Alloysius	93,302	802

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	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Thomas, David	108,922	1,491	Tucker, Tristin	84,781	-
Thomas, Robina	284,785	32,771	Tuffs, Stephen	117,725	5,085
Thomas, Sarah	105,635	488	Tura, Armando	103,109	27
Thomas, Victoria	143,549	1,610	Turner, Brianna	138,696	14,995
Thomo, Imir	199,188	15,470	Turner, Craig	80,980	33
Thompson, Genevieve	82,111	4,322	Tyler, Kari	88,142	5,147
Thompson, Ivan	167,000	9,828	Tzanetakis, George	203,735	4,157
Thompson, John	148,089	8,869	Tzatcheva, Boriana	80,202	3,837
Thompson, Krista	91,597	2,714	Uganecz, Matthew	117,561	2,274
Thompson, Margaret	93,389	615	Ugochukwu, Albert	78,000	2,170
Thompson, Meghan	77,788	60,700	Ulmer, Heather	87,052	-
Thompson, Scott	140,559	779	Umeki, Atsuko	93,991	-
Thompson, Sheryl	96,539	3,984	Underwood, Tracy	88,668	59
Thompson, Vanessa	80,004	-	Unger, Tanya	117,888	-
Thorne, Michael	103,033	806	Urbanczyk, Suzanne	164,791	35
Thornicroft, Kenneth	95,551	5,774	Urbanoski, Karen	169,529	2,395
Thorpe, Scott	88,454	-	Urquia Mandujano, Abbie	81,621	941
Thorson, Helga	168,013	6,896	Vahabpour Roudsari, Abdollah	216,824	-
Threlfall, John	81,730	-	Vahabzadeh, Peyman	166,588	809
Thunder, Grace-Anne	80,624	-	Valeo, Caterina	198,183	1,071
Tiba, Regina	102,207	1,682	Van Buskirk, Christian	155,576	8,834
Tierney, John	119,350	-	Van Damme, Trevor	104,445	11,698
Tikk, Bradley	75,492	-	van Hoek, Mark	108,958	-
Tippett, Sean	93,928	5,991	van Kooten, Gerrit	206,889	10,091
Tobin, Ruth Ann	152,292	1,581	van Netten, Alexander	108,348	65
Todd, Devin	107,804	546	van Oort, Richard	151,193	451
Todd, Patricia	130,994	188	van Roode, Thea	83,782	529
Toews, Leah	88,859	-	Van Schothorst, Aalbert	93,272	2,868
Tollefson, Christopher	219,385	-	van Wiltenburg, Eric	143,609	5,309
Toogood, Richard	103,201	-	Vandeloo, Kristin	81,913	730
Topola, Kelsey	79,714	1,226	Vandenberghe, Jessica	150,314	5,858 **
Topp, Randi	150,486	2,493	Vander Byl, Traci	103,201	675
Torabidavan, Bahareh	82,344	-	Varela, Diana	205,775	11,812
Tradewell, Matt	109,739	64	Veldhoen, Kathleen	121,641	62
Trajković, Siniša	82,177	745	Venn, Kimberley	202,917	12,124
Tran, Adam	85,861	-	Verdun, Amy	238,846	21,424
Tran, Lan	78,404	-	Versluis, Donald	152,363	1,352
Traore, Issa	176,587	4,575	Vibert, Elizabeth	162,179	2,557
Trapero, Joaquin	159,354	521	Vickery, Anthony	172,609	7,215
Tremblay, Crystal	134,004	14,878	Victorino, Liana	223,520	4,380
Tremblay, Marie-Eve	186,625	36,319	Vieille, Stephanie	80,991	6
Tripp, Calvin	103,741	-	Vizina, Laura	128,079	1,291
Tripp, Shawn	97,415	2,423	Vogt, Bruce	178,806	1,186
Troy, Tara	157,227	5,556	Volpe, John	180,439	7,519
Truelove, William	101,017	1,794	von Aderkas, Patrick	227,249	9,199
Tsao, Min	190,153	9,238	Vornbrock, Jennifer	191,206	30,424
Tucker, Brian	88,140	10,286	Voss, Graham	219,539	2,936

University of Victoria

Schedule of Employees' Remuneration and Expenses Year ended March 31, 2024

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Vukovic, Rose	198,570	1,126	Wiebe, Michelle	169,753	-
Wadlow, Tracy	93,107	-	Wiebe, Sarah	152,355	12,891
Wagner, Seann	120,007	-	Wieler, Heiko	127,167	7,275
Walde, Christine	131,728	3,422	Wierenga, Shari	87,030	7,998
Walde, Paul	166,634	2,641	Wigginton, James	92,160	26
Wall, Erika	81,762	-	Wikkramatileke, Rhordon	77,232	173
Wallace, Bruce	191,299	19,885	Wild, Peter	221,406	2,030
Wallace, Nadine	83,705	-	Wilkinson, Audrey	121,229	93
Walsh, Andrea	163,272	20,650	Willerth, Stephanie	192,747	5,572
Walsh, Jodie	84,292	25	Williams Boyarin, Adrienne	171,393	6,188
Walshaw, Jillian	144,538	10,768	Williams, David	87,376	-
Wan, Peter	196,072	620	Williams, Janice	77,490	7,671
Wang, Manman	80,706	8,774	Williams, Kim	85,734	662
Wang, Peng	80,484	-	Williams, Letay	77,145	-
Wang, Pin-Yun	120,525	-	Williamson, Tara	118,126	5,631
Wang, Tao	123,714	21,681	Willis, Jon	154,277	4,955
Wasser, Jacob	78,184	-	Willmore, Christopher	151,583	758
Waterman, Emily	132,910	7,127	Wilson, Janna	76,552	2,489
Waters, Brittany	89,611	1,411	Wilson, Lara	173,826	4,511
Watson, Ivan	89,968	990	Wilson, Leah	93,428	3,178
Watson, Lori	83,740	-	Wilson, Michael	155,309	3,917
Watson, Scott	182,899	10,812	Wilson, Steven	102,461	116
Watts, Carrie	96,156	3,575	Wiltshire, Justin	90,271	14,522 **
Wawrykow, Natasha	140,963	2,277	Winchester, Neville	99,004	-
Wax, Ruth	86,777	17,927	Wirtanen, Kathleen	81,762	933
Weaver, Andrew	222,943	743	Wolf, Mitchell	89,192	-
Webb, Steve	76,718	-	Wolowicz, David	140,076	79
Weber, Jens-Holger	222,706	9,470	Wong, Leanna	81,012	140
Weedmark, Jason	78,526	-	Wong, Russell	84,717	-
Wei, Tianming	76,760	-	Wood, Jeff	79,194	-
Weiler, AneLyse	116,951	896	Woodcock, Scott	145,930	1,234
Welbourn, Elizabeth	80,646	-	Woodend, Jonathan	119,670	-
Welling, Linda	170,370	-	Woodin, Erica	175,274	2,468
Wender, Andrew	149,888	42	Woods, Peter	75,796	180
West, Adam	76,662	-	Woodward, David	85,457	1,458
West, Christina	100,050	12,150 **	Work, Candice	80,287	402
Westersund, Alex	80,757	663	Worsley, Jessica	83,273	768
Westinghouse, Pamela	82,360	1,820	Worthington, Catherine	211,993	7,054
Wetherell, Charmaine	75,563	-	Wright Cardinal, Sarah	155,852	33,784
Wheatcroft, Gina	141,465	7,708	Wright, Astri	164,231	-
Whitby, Benjamin	105,000	420	Wright, Bruce	333,680	14,166
White, Adrienne	93,692	-	Wright, Jason	86,193	484
White, Jennifer	213,251	279	Wright, Katharine	136,718	7,199
White, Karae	78,597	2,162	Wright, Nancy	227,816	-
Whitinui, Paul	178,532	5,124	Wu, Kui	188,674	16,643
Whittington, Lucas	102,947	939	Wulff, Jeremy	160,217	14,119
Wiebe, Edward	87,733	2,666	Wynn, Jordana	109,030	5,131

University of Victoria

Schedule of Employees' Remuneration and Expenses Year ended March 31, 2024

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Xu, Feng	142,578	2,618	Zhao, Jinhui	95,049	2,216
Xu, Ke	137,369	7,926	Zheng, Xin	198,313	13,315
Yan, Elsa	85,524	13,859	Zheng, Yingsong	103,201	-
Yang, Hong-Chuan	197,236	12,301	Zheng, Zhiyin	78,543	158
Yap, Audrey	163,114	35	Zhou, Julie	175,955	1,085
Yasue, Sheri	83,888	1,707	Zhou, Lina	148,904	20,377
Ye, Jane	190,193	11,858	Zhou, Min	168,311	33,451
Yi, Jaehee	167,871	8,942	Zimmerman, David	189,839	11,076
Yodzis, Hans	121,705	1,084	Zwiers, Francis	188,593	12,067
Young, David	141,917	338			
Young, Heather	101,298	1,970	Total, employees with remuneration > \$75,000	271,654,817	<u>\$ 9,443,940</u>
Young, James	243,419	2,288			
Young, Ruth	109,728	11,051			
Yu, Hiu Ming	130,706	1,050			
Zabarka, Dmitri	77,503	-	Total, employees with remuneration < \$75,000	<u>153,731,327</u>	
Zainulabedeem, Sajjad	78,194	-			
Zastre, Michael	182,773	1,668			
Zeman, Lee	83,005	-			
Zhang, Haiying	113,074	1,155	Total	<u>\$ 425,386,143</u>	
Zhang, Hao	157,887	347			
Zhang, Jie	216,505	3,429			
Zhang, Lijun	140,305	2,021			
Zhang, Xianjing	78,040	3,433			
Zhang, Xuebin	106,775	45,213 **			
Zhang, Xuekui	177,641	57,455			

Total remuneration on the Schedule of Employees' Remuneration and Expenses differs from total salaries and wages on Note 23, of the Notes to Consolidated Financial Statements, due to the inclusion of taxable benefits, deferred income and exclusion of severance payments.

UNIVERSITY OF VICTORIA
SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES
YEAR ENDED MARCH 31, 2024

	Amount (\$)		Amount (\$)
0858512 BC Ltd	105,947	Applyboard Inc	42,615
4imprint	28,922	APRS World LLC	174,831
AB Sciex LP	111,670	Aral Construction Ltd	8,164,854
Abcam Inc	32,710	Arista Networks Inc	129,594
ABK Ventures Inc	34,722	Asana Inc	36,986
Aboriginal Coalition to End Homelessness	344,892	ASL Environmental Sciences Inc	44,688
Academic Journalism Society	40,000	Aspiria Corp	58,275
Academica Group Canada	53,412	Associated Victoria Pest Control	38,337
Accent Inns	38,020	Association of Canadian Francophonie Colleges and Universi	84,000
Accruent Inc	104,914	Atlassian	117,357
Acklands - Grainger Inc	64,122	Avalon Mechanical Consultants Ltd	45,817
Acoustic Pianocraft	59,812	AVI-SPL Canada Ltd	119,393
ActiGraph	93,052	Axiom Data Science LLC	121,142
Ad Astra International	29,549	AXYS Technologies	88,835
Adams Lake Indian Band	59,890	B E Beck and Associates	357,808
Adriaan Bogaard	65,433	B&C Food Distributors Ltd	990,210
Advanced HPC	50,675	Baillie Gifford & Co Limited	274,746
Advancing Earth and Space Sciences	26,862	Ball State University	32,498
AES Engineering Ltd	65,227	Bamfield Marine Sciences Centre	152,359
Agilent Technologies	451,958	Barkley Project Group	208,188
Agility PR Solutions Canada Ltd	25,200	Bartle & Gibson Co Ltd	202,428
AIG Insurance Company of Canada	27,925	Bartlett Tree Experts	25,337
Air Canada	422,063	BC Auction	29,476
Airbnb	30,275	BC Cancer Agency	356,354
Alaska Air	38,690	BC Chamber of Commerce	29,264
Alcatel-Lucent Submarine Networks Inc	155,771	BC Ferries	113,292
Alco Building Management Services Inc	35,039	BC Hydro	4,466,935
Alderhill Planning Inc.	36,000	BC Life & Casualty Co	1,956,351
Allsystems Installations	42,555	BC Moving & Storage Ltd	186,494
Alpha Lodge	71,174	BC Transit	261,682
Alpha Roofing & Cladding Inc	225,275	BCNET	1,642,048
Altium Holdings Canada Inc	63,717	Bell Canada	225,666
AM Molnar Holdings Ltd	44,100	Bellbird Enterprises PTY Ltd	30,000
Amazon	510,735	Belltech Systems Ltd	51,888
Amber McMillan	29,165	BentallGreenOak	367,368
AML Oceanographic	423,503	Best Buy	88,641
Andrea Barnett	53,823	Best Western	55,832
Angstrom Engineering Inc	98,089	Bio-Rad Laboratories Canada Ltd	135,404
Angus Naylor	25,000	Bird Construction Group	2,572,017
Anima Leadership	62,475	Bittele Electronics Inc	27,114
Anixter Canada Inc	281,189	Black Press Group Ltd	53,843
Aon Reed Stenhouse Inc	3,371,781	Black Tie Property Services Inc	101,058
AP Immobiliere	70,565	Blackbaud Canada	71,369
Apex Steel and Gas Ltd	104,907	BlackRock	191,947
AppArmor	31,194	Bonfire Interactive Ltd	26,118
Apple Canada	722,835	Boyden Vancouver Inc	57,000

University of Victoria

Schedule of Payment for Goods and Services Year ended March 31, 2024

	Amount (\$)		Amount (\$)
Brad McKell	55,535	Charles Elliott	27,850
Brantner & Associates Inc	155,766	Charles River Canada Corporation	54,141
British Columbia Electronic Library Network	231,520	Charter Telecom Inc	291,311
British Columbia Investment Management Corp	25,000	Chase Office Interiors Inc	451,242
Brookfield Global Transition Fund GP, L.P.	759,147	Chateau Victoria Hotel & Suites	37,606
Brookfield Infrastructure Fund V GP LLC	1,728,657	China Air	29,391
BTNX Inc	26,341	Christie InnoMed Inc	47,932
Bunzl Cleaning and Hygiene Canada	90,412	Chronicle of Higher Education	29,281
Bureau van Dijk Electronic Publishing Inc	39,540	Cited Media Productions Ltd	30,450
Butler Concrete & Aggregate Ltd	27,157	Clark Wilson LLP	28,568
C&D Logistics	39,118	Cloverdale Paint Inc	28,386
CalWave Power Technologies	27,000	CMJ Equipment Ltd	31,101
Campus Nissan	55,217	Coast Hotels	71,479
Canada Post Corporation	231,675	Coast Wholesale Appliances Inc	127,186
Canada West Universities Athletic Association	103,003	Coastal Environmental Observation Technology & Research	49,882
Canada Wide Media Ltd	40,730	Coca-Cola Canada Bottling Limited	870,448
Canadian Association for Social Work Education	28,039	College of the Rockies	129,848
Canadian Association of Research Libraries	40,132	Colliers Project Leaders Inc	178,985
Canadian Association of University Business Officers	51,011	Columbia Fuels	341,029
Canadian Centre For Policy Alternatives	29,603	Commercial Lighting Products Ltd	75,318
Canadian Linen Supply Co	28,318	Communities Alliances and Networks	184,159
Canadian Research Knowledge Network	1,505,070	Community Based Research Centre	95,355
Canadian Sport Centre Pacific	39,359	Community Fire Prevention Ltd	32,532
Canadian Tire	73,249	Community-Based Research Centre Society	157,797
Canadian Universities Reciprocal Insurance Exchange	1,567,835	Compugen Systems Ltd	1,465,819
Canam Consultants Ltd	32,500	Concept2 Inc	30,109
Cancam CNC Machines Ltd	25,074	Copyright Clearance Centre	43,203
CANNEPP Boiler Room Technologies Ltd	68,725	Core-Mark Distributors	52,171
Canpac Marine Services Inc.	26,800	Corporation of the District of Saanich	2,204,504
Canreal Management Corporation	68,072	Council of Prairie and Pacific University Libraries	1,382,381
Canterbury Coffee	342,715	CR Metal Fabricators Ltd	31,928
Capital City Paving Ltd	142,949	Crichton Consulting	33,388
Capital City Power Vacuum	108,360	Cristina Heredia Campmany	27,014
Capital Regional District	63,468	Crowdmark Inc	94,044
Captain KJ Brown Marine Services Ltd	93,951	CRS Commercial Carpet Maintenance	73,708
Carbon Offset Management Group - DBA Carbonzero	30,145	CubeSpace Satellite Systems Pty Ltd	67,567
Carl Zeiss Canada	155,959	Dafco Filtration Group	57,334
Carleton Technologies	50,589	Dalhousie University	187,872
Cascades Recovery Inc	29,529	Dana Wright	40,270
Cascadia Architects Inc	174,989	Dan-D Foods	31,934
Cascadia West Contracting Ltd	202,851	Dante Hotels	27,229
CDW Canada Inc	600,736	Daughter Creative Inc	146,327
Cedar Hill Esso Service	31,809	Day & Ross Inc	40,106
Cedarlane Laboratories	86,141	DBM International Education and Immigration	35,537
Cengage Canada	152,252	De Lage Landen Financial Services Canada Inc	99,779
Centre for Int'l Sustainable Development Law	44,302	Deborah Harford	25,500
Centre National de la Recherche Scientifique	319,160	Deh Gah Gotie First Nation	80,750
Century Group Inc	29,804	Dell Computer Corporation	190,535
Chandos Construction Ltd	19,230,921	Delta Foam Board Insulations Ltd	63,000

University of Victoria

Schedule of Payment for Goods and Services Year ended March 31, 2024

	Amount (\$)		Amount (\$)
Delta Hotels	58,988	Evident Canada Inc	29,395
Delta Photonics	201,519	Evisions	29,171
Devon Transport Ltd	39,334	Ex Libris	497,092
Diagenode Inc	44,983	Expedia	31,934
Dialog	1,160,562	Expression Systems LLC	33,346
Diamond & Schmitt Architects Inc	231,368	Facebook	245,617
DigiBC-The Creative Technology Association of BC	47,334	Fairmont Hotels	73,231
Digi-Key	89,169	Farmer Construction Ltd	2,540,361
Digital Direct Printing Ltd	59,035	Fastenal Canada	28,570
Dimitri's Appliance Rescue	48,642	Federal Express	203,614
Direct Travel	36,991	First Nations Health Authority	654,158
Dispomd Ltd	28,826	Fisher Scientific Co Ltd	723,075
District of North Saanich	27,454	Fitness Experience	52,707
District of Oak Bay	439,940	Flynn Canada Ltd	173,629
DM Cakes Etc Inc	513,105	Foreman CNC Machining Ltd	93,124
Double Tree	73,263	Forssea Robotics SAS	26,114
Doug Horne	29,500	FortisBC	782,279
Douglas Donaldson	94,943	Foundation for Educational Exchange	34,722
Downs Construction Ltd	611,124	Foundry Commercial Kitchens Inc	32,772
Dr. A. Henri-Bhargava Inc	47,250	Four Points by Sheraton	25,716
Dr. Andrew Delaney Inc	30,000	Fraser Valley Refrigeration Ltd	185,195
Dr. Andrew Schissler & Dr. Natasha Rafo Inc	30,000	FroggaBio	56,684
Dr. C.H. Lee Medical Corp	180,000	Frontiers Media SA	69,696
Driving Force Vehicle Rentals	248,772	Gale	184,256
Drs Brian D & Laura M Farrell Inc	38,771	Genome Quebec	81,215
DuBois Chemicals Canada Inc	39,395	GenScript Corporation	42,031
Dynamic Ocean Consulting Ltd	56,696	GFL Environmental Inc	374,654
E.C. Rare Books	30,450	GFS British Columbia Inc	1,750,243
EBSCO Canada Ltd	37,639	Gilligan-Hackett & Company	72,430
Ecolab Ltd	126,473	Global Marine Systems Limited	284,611
EcoVadis Inc	28,000	GLOBALINDUSTRIALCANADA	26,013
EdgeTech	109,890	Globe & Mail	42,398
Edward Elgar Publishing Inc	58,333	Go Big Franchise Holdings Ltd	41,180
Eecol Electric	75,088	GoForth Institute	58,727
EH Emery Electric	129,151	Goldstream Publishing Inc	35,585
Elco Systems	84,912	Google	398,313
Electronic Health Library of British Columbia	182,579	GR Hudson Sales Ltd	30,558
Elementa SRL Ltd	56,135	Graphic Office Interiors Ltd	144,843
EllisDon Kinetic - A Joint Venture	34,066,481	Great West Life Assurance	298,115
Elsevier	315,935	Green Horwood & Co LLP	94,500
Encore Global	44,338	Grenzebach Glier & Associates Inc	154,295
Engaged HR Inc	40,084	Grimco Canada Inc	56,227
Engaging Networks	29,232	GSB Executive Education Inc	2,721,440
Enterprise Rent A Car	77,132	H2X Contracting Ltd	49,634
Entremission Inc	135,939	H3 Dynamics LLC	56,519
Enviro-Tech Mechanical Services Ltd	30,569	Hagerman & Company	28,671
Esbe Scientific Div of Esbe Scientific Industries Inc	43,277	Halton Indoor Climate Systems Ltd	25,675
ESPEC North America Inc	47,397	Halton Recycling Ltd. dba Emterra Environmental	131,145
ESRI Canada Ltd	29,201	Hampton Inns	25,022

University of Victoria

Schedule of Payment for Goods and Services Year ended March 31, 2024

	Amount (\$)		Amount (\$)
Hannon Hill	40,304	Island Asphalt Ltd	902,250
Harbour Air Seaplanes	52,709	Island Batteries Inc	40,415
Harbour West Consulting Inc	35,977	Island Business Print Group Ltd	66,078
Harris & Company	157,878	Island Deaf & Hard of Hearing	42,760
Harris Victoria Chrysler	35,920	Island Enviromental Health & Safety Ltd	33,989
Hawk Ridge Systems	85,066	Island Floor Centre Ltd	68,577
HealthTech Connex	60,032	Island Key Supplies	42,515
Helijet	30,400	Island Temperature Controls Ltd	216,401
Helios Design Labs	39,324	Island Tractor & Supply Ltd	41,429
Hemlock Printers Ltd	145,508	Island Window Coverings Ltd	26,436
High Hopes Research Society	209,000	Islands West	452,071
Hilton Hotels	33,648	Isle Golf Cars	27,504
Hitachi High-Tech Canada Inc	77,397	Ithaka	96,818
Holiday Inn	91,411	Jackson Labs	140,675
Home Depot	41,661	JAMF Software LLC	36,502
Hootsuite	75,845	Jamieson's Pet Food Distributo	52,741
Horti-Tech Controls Ltd	62,495	Japan America Academic Centre	30,818
Horton Ventures Inc	27,000	Javelin Technologies Inc	49,490
Hoskin Scientific Ltd	37,534	Jensen Chernoff Thompson Architects	149,590
Hot House Pizza	140,508	Joel Baum	84,000
Hotel Grand Pacific	129,933	John Wiley & Sons	89,415
How to Change the World Canada Incorporated	49,840	Joshua Ighalo	27,000
Hudson Boat Works Inc	81,905	Kang-Jae Ryu	45,040
Huff N Puff Party Stuff	30,911	Kanopy LLC	50,071
Hul'q'umi'num' Language & Culture Society	31,474	Kan's Gourmet Foods	52,644
HVAC Systems & Solutions Ltd	86,658	Kaplan International Pathways Canada Limited	87,776
Hyland Software Canada ULC	49,218	Kasian Architecture Interior Design & Planning Ltd	47,312
IBISWorld Inc	25,929	Kathleen Carroll	27,083
Imaginative Futures LLC	86,265	Kayle Ashton Ventures Inc	30,769
Imaginative Solutions	84,105	K-Bro Linen	108,914
Immigration Canada	35,695	KC Overseas Education Private Ltd	35,000
Imperial Dade Canada Inc	711,564	Kenneth Paul	27,355
InBC Investment Corp	47,051	Kerr Controls Inc	33,714
Indaba Communications & Training Inc	33,469	Kevin Kriese	65,858
Indspire	130,000	Key 2 Auto Parts	27,967
Informa UK Ltd	28,954	Key Food Equipment Services	25,118
Inn at Laurel Point	101,618	KI Canada Corporation	86,157
InnoSoft Canada Inc	52,682	Kingsview Construction Ltd	858,308
Insite Event Design	39,298	Kingtide Films	56,473
Insurance Corporation of British Columbia	93,975	Kinova Inc	30,371
Integrated DNA Technologies	64,530	Klarquist Sparkman LLP	269,236
Intergalactic Agency Inc	34,321	KMS Tools & Equipment Ltd	75,269
International SOS	53,705	Kongsberg Maritime Mexico	45,285
Introba Canada LLP	44,431	KPMG LLP	494,374
Inuit Art Foundation	56,367	K'Prime Technologies	116,476
IR Broadcast Captioning	35,271	Kuali	87,940
Irene's Bakery	119,542	Kurt J. Lesker Canada Ltd	26,177
is Five Communications	40,828	Kwench	120,947
Isaac Davies	82,276	Kyocera Mita Canada Ltd	28,993

University of Victoria

Schedule of Payment for Goods and Services Year ended March 31, 2024

	Amount (\$)		Amount (\$)
Laerdal Medical Canada Ltd	26,883	Momentive Europe Unlimited Company	35,263
Larlee Rosenberg Barristers & Solicitors	36,273	Monash University	47,799
Lawson Products Inc	48,354	Monk Office	343,852
LB Crane Rentals	28,401	Mouser Electronics	49,122
Learning Metrix Inc	86,102	MPS Canada	113,923
Leica Microsystems Canada Inc	86,141	Multivista Construction Documentation ULC	39,097
Lenovo (Canada) Inc	99,014	MVCC Video Communications Corp	338,724
LexisNexis	217,983	Nascent Research and Development Organisation	42,530
Life Technologies Inc	337,770	National Car & Truck Rental	29,223
Linde Canada	140,298	Nemesis Coffee Holdings Inc	48,077
LinkedIn	154,987	New England Biolabs Ltd	37,074
Lisa Hirschbeck	39,855	NewsBank Inc	28,316
Login Brothers Canada	38,001	Nikkei National Museum & Cultural Centre	39,371
Long View Systems	424,092	Nikon Canada Inc	133,282
Lovett & Westmacott	151,785	NKE Instrumentation	519,647
Low Hammond Rowe Architects Inc	264,564	NortekUSA	54,096
LSU Inc	30,096	North Glass and Aluminum	43,721
Lumberworld Operations Ltd	39,304	North West Environmental Group Ltd	87,396
M1 Agency Inc	82,309	Northeastern University	29,180
MacArtney Inc	26,557	Northern Trust Company	138,630
Macquarie Infrastructure Partners III and Affiliated AIVs	309,860	Northwest Hydraulic Consultants Ltd	67,515
Marine Institute of Memorial University of Newfoundland	100,000	Norton Rose Fulbright Canada LLP	43,900
Marriott Hotels	37,464	Nu Instruments Ltd	672,637
Marsh Canada Ltd	90,090	Number TEN Architectural Group	184,908
Mathews Dinsdale & Clark LLP	25,327	Ocean Dynamic Inc	45,802
Matthews Store Fixtures & Shelving	52,030	Ocean Exploration Trust	1,384,852
Mavi Innovations Ltd	60,521	Ocean Worx Consulting Services Ltd	116,928
McCullough Coach Lines Ltd	33,453	OCLC Inc	85,399
McElhanney Ltd	65,771	One Island Media Inc	58,921
McGill University	262,307	OnSiteLED	56,160
Mcgraw-Hill Ryerson Ltd	83,893	Ontario First Nations Technical Services Corp	60,000
McGregor Hardware Distribution	66,610	Opti-Tech Scientific Inc	53,317
McMaster University	26,147	OPUS Inspection	65,417
McMaster-Carr Supply Co	108,089	Oracle	338,612
MDPI	34,356	Orbis Communications	85,105
Media One	48,036	Osborne Electro Mechanics Ltd	31,846
Meltwater News Canada Inc.	53,200	Ottawa Inner City Health Inc	156,750
Memory Express	128,380	Otto Harrassowitz	855,447
Mercer (Canada) Ltd	75,316	Our Community Health Initiative Cooperative	26,500
Merigran Marketing Ltd	84,488	Oxford Instruments Asylum Research Inc	173,397
MicroPilot	29,039	Oxford University Press	152,928
Microserve	2,386,024	Pacheedaht First Nation	85,577
Microsoft Corporation	39,023	Pacific Blue Cross	7,590,489
Miles Richardson Associates	98,125	Pacific Coast Swimming	26,125
MilliporeSigma (Canada) Ltd	327,009	Pacific Coastal Computing Assn	177,853
Ministry of Finance	458,511	Pacific Island Marine	37,907
MITACS Inc	347,337	Pacific Pilotage Authority	27,592
Mitchell Press Ltd	89,468	Paladin Security Systems Ltd	30,209
Modester Michael	92,320	Parkside Hotel & Spa Ltd	92,323

University of Victoria

Schedule of Payment for Goods and Services Year ended March 31, 2024

	Amount (\$)		Amount (\$)
Pathverse Inc	26,880	Ricoh Canada	352,953
PBI Actuarial Consultants Ltd	27,138	Riptide Studios Inc	62,615
Peak Networks	38,798	Robbins Parking Service Ltd	25,669
Pearson Education Ltd	296,358	RobotLAB Inc	148,341
Pehdzeh Ki Contractors Ltd.	29,043	Rockland Scientific International	66,382
Pelagic Research Services LLC	696,930	Rocky Point Engineering Ltd	145,439
Pelagic Technologies Inc	41,963	Rogers Communication Inc	688,800
Pepaken Hautw	33,513	Romeo's Place Victoria LTD	26,857
Perkins+Will Canada Architects Co	1,211,531	Roper Greyll LLP	145,781
Perrett Laver Inc	49,717	Royal Bank of Canada	163,557
Peter Jong	35,045	Royal British Columbia Museum	28,787
PH&N Investment Services	146,596	Russell Hendrix Foodservice Equipment	109,990
Pier 21 Asset Management Inc	192,353	Saanich Plaza (Hansbraun Investments Ltd)	49,289
Pitney-Bowes	79,198	Sage Publications Inc	204,417
Postage by Phone	52,500	Salesforce.com Canada Corporation	39,700
PrairieCoast Equipment	28,438	Sandman Hotels	81,434
PRIA	27,926	Sandown Centre for Regenerative Agriculture	26,754
Prism Marine Ltd	28,193	Saputo Dairy Products Canada GP	308,001
ProfitEdge Consulting	31,896	SAS Institute Inc	46,923
Pro-oceanus Systems Inc	29,469	Sauve Safety Services Ltd	29,292
Propero Learning Systems Inc	98,700	Scentroid	93,800
Proquest Information Access Ltd (CDN)	533,433	Schaefer Inc	121,417
Province of British Columbia	12,778,897	Schedule Source	35,472
Psc Natural Foods	30,770	Schindler Elevator Corporation	236,986
Pulver Crawford Munroe LLP	129,707	Schlesinger Group Ltd	55,522
Purolator Courier Ltd	32,203	Schos Line Painting Ltd.	27,712
QHR Technologies Inc	86,837	Sea Bird Electronics Inc	245,979
Qiagen Inc	191,162	Securitas Technology Canada Corporation	96,172
QS Unisolution GmbH	27,209	SeeQuest Development Company	50,000
Qualtrics LLC	76,178	Selkirk College	334,876
Queen's University	227,463	Service First Ltd	73,153
R W Gray Consulting Ltd	35,000	Shaw Communications	111,543
RadioWorks Communications	173,008	Sheila Watt-Cloutier	60,000
Raincoast Conservation Foundation	30,150	Shell Energy North America (Canada)	922,266
Raven Baran	28,667	Shenanigans Promogear Inc	25,054
Rayola Creative	25,600	SHIFT Collaborative	26,525
RBC Global Asset Management Inc. PH&N Institutional	258,646	Shining Mountains Living community Services	88,808
RBR Ltd	171,912	Shot in the Dark Productions	31,500
Read Jones Christoffersen Consulting Engineers	155,793	Sigma-Aldrich Canada Ltd	26,280
Receiver General for Canada	897,434	Sii Tech Inc	76,379
Receiver General for Canada (CPP)	15,966,962	Simon Fraser University	1,405,918
Receiver General for Canada (EI)	5,760,741	SISCAPA Assay Technologies Inc	669,361
Reconyx Inc	176,230	Skymark Projects Ltd	121,945
Refinitiv Canada Holdings Limited	38,179	Smart & Biggar	364,056
Refrigerative Supply	101,542	Smart Dolphins IT Solutions Inc	51,392
Retro Specialty Contractors Inc	290,633	SNAP INC SNAP SNAP ADS	25,350
Richard Grounds	167,505	Snow Cap Enterprises Ltd	119,905
Richelieu Hardware Ltd	26,726	SOLID	144,900
Richmond Elevator Maintenance Ltd	156,182	Sonardyne Inc	249,766

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Schedule of Payment for Goods and Services Year ended March 31, 2024

	Amount (\$)		Amount (\$)
Songhees First Nation	31,770	Teratech Corporation dba Terason	41,780
Songhees Seafood and Steam Ltd	97,232	Testforce Systems Inc	219,233
Sound Waves Entertainment Network Ltd	26,341	The AME Consulting Group Ltd	202,032
Sourinkan Enterprise Inc	39,292	The Butchart Gardens	28,605
Southern Butler Price LLP	116,933	The MathWorks Inc	71,396
Sparker Construction Ltd	37,800	The Oceanography Society	27,876
Special Interest Films Ltd	43,475	The Sherwin Williams Co	58,304
Specialty Coating Systems	102,365	The Trojman Corporation	30,267
Spectrograph LLC	58,053	The University Club of Victoria	681,827
Spencer Rose	25,000	The World Universities Insights Ltd	56,827
Spicers Canada ULC	131,803	Thermo Fisher Scientific Inc	367,712
Springer Nature	77,137	Thompson Ahern & Co Ltd	298,685
Springshare Inc	26,167	Thomson Reuters Canada	254,076
Sprott Shaw Language College (BC) Corp	26,746	Thorlabs Domestic Inc	67,994
SR Research	45,200	Thrifty Foods	59,727
SRD Controls Inc	385,900	Thurber Engineering Ltd	190,883
Stackadapt Inc	197,847	Tidewater Subsea Ltd	252,735
Stantec	175,376	Times Colonist	34,257
Staples Professional Inc	314,188	Titanium Tents & Event	29,685
Starbucks Coffee Canada	739,880	Tom LaFortune	50,750
Starlink Internet	52,283	Topline Roofing Ltd	89,523
StarRez Inc	180,576	TouchNet Information Systems Inc	46,114
Stemcell Technologies Inc	38,122	Tower Fence Products	26,744
Stericycle Canada	34,058	Trajan Scientific Americas Inc	114,951
Stevens Company Ltd	95,047	Transact Campus Inc	148,994
Stoney Health Services	52,705	TransFocus Consulting Inc	29,925
Strathcona Park Lodge	26,357	Transworld Imports Inc	27,278
Studica Limited	42,732	Travel Healthcare Insurance Solutions Inc	405,260
Studio Roslyn Design Ltd	30,000	Triex Contracting Ltd	119,115
SubC Control Ltd	48,356	Trinity Western University	26,870
Subsea Data Systems Inc	38,993	TRIUMF	5,329,312
Sudden Service Technologies Corp	1,740,334	Trotec Laser Canada	100,550
Sumitomo (SHI) Cryogenics of America Inc	87,074	Tula Foundation	189,800
Summa Strategies Canada Inc	86,418	Turning Technologies LLC	78,438
Super Save Group	125,142	Two Row Architect	1,062,894
Superus Inc	26,771	TYF Adventure Inc	354,106
Sysco	432,355	U Sports	30,439
T2 Systems Canada Inc	99,522	UCA Camps & Competition	28,670
Tabata Productions Ltd	47,727	ULINE Canada Corporation	143,129
Tamil Kendall	25,313	United Nations Institute for Training and Research	41,835
Tartanbond Communications Ltd	40,425	Universal Coach Line	62,008
Team Sales Vancouver Island Ltd	445,808	Universal Sheet Metal Ltd	557,540
Technical Safety BC	41,414	Universite de Fribourg	28,025
Techtronics Machine Works Ltd	25,961	Universite Laval	44,689
Tecniplast USA Inc	395,722	Universite Saint-Louis	35,230
Ted Pella Inc	27,048	Universities Canada	162,798
Teledyne ODI	143,408	University nuhelot'jne thaiyots'j nistameyimakanak BQ	56,966
Teledyne Webb Research	915,350	University of Aberdeen	33,929
Telus	314,502	University of Alberta	315,561

University of Victoria

Schedule of Payment for Goods and Services Year ended March 31, 2024

	Amount (\$)		Amount (\$)
University of British Columbia	5,516,608	World Federation of Associations of Teacher Education	26,630
University of Calgary	33,554	Worldwide EduConnect Inc	46,193
University of Cambridge	60,158	WSANEC Leadership Council Society	94,400
University of Guelph	114,264	WSANEC School Board	29,029
University of Helsinki	95,000	Xerox Canada	48,226
University of Northern British Columbia	285,436	YBP Library Services	656,206
University of Ottawa	61,940	Yeeboo Digital Inc	53,012
University of Saskatchewan	347,261	York University	41,952
University of Toronto	432,837	Yorkland Controls Limited	42,809
University of Washington	26,606	Yvonne Brown	28,000
University of Winnipeg	229,881	YWCA Vancouver	110,184
University Tickets	27,602	Zachary Gould	54,167
Urban Systems Ltd	96,246	Zeidler Architecture	100,396
UVic Faculty Pension Plan	29,334,465	Zero Gravity Marketing Inc	101,113
UVic Staff Pension Plan	6,443,397	Zoom Video Communications Inc	103,252
UVic Students' Society	280,540		<u>282,955,866</u>
UWorld LLC	53,044	Grants and Contributions	
Uya'am Gaak Cultural Society	48,123	Bamfield Marine Sciences Centre	278,141
V.F.C. Corporate Wings Ltd	63,013	Canadian Museum of Nature	86,000
Van Isle Water Services Ltd	31,964	Canadian Network for Ocean Education	50,500
Vancouver Island Health Authority	298,503	Centre for Northern Conservation	56,250
Vancouver Island Technology Park	3,112,140	Institute of Particle Physics	204,000
Vancouver Island University	92,661	National Film Board Of Canada	99,400
Veeco Process Equipment Inc	31,009	Organisation Bleue	72,450
Verizon Business Network Services Inc	28,988	PISCES Research Project Management	49,956
Victoria Alarm Service Ltd	77,797	Royal Canadian Geographical Society	316,715
Victoria Box & Paper	407,842	Royal Roads University	838,975
Victoria Conference Centre	204,425	Tula Foundation	66,240
Victoria Rowing Society	42,953	Universite du Quebec a Trois-Rivier	319,012
Victoria Window Cleaning	25,331	University of British Columbia	707,304
VMock Inc	31,111	UVic Students' Society	345,337
VoxCell Bioinnovation	145,000	Water Rangers	86,000
VWR International	290,297	Yukon University	<u>131,649</u>
Wal-Mart	64,797		3,707,929
Walter Scott & Partners Limited	294,555	Total < \$25,000	<u>23,502,418</u>
Waters Corporation	173,771		
Wesco Distribution - Canada Inc	124,657	Grand Total	<u>\$ 310,166,213</u>
Westcoast Helicopters	40,524		
Western Equipment Ltd	34,349		
Western Interior Design Group Ltd	74,074		
WestJet	565,738		
Wildlife Conservation Society Canada	28,620		
Wiley	31,330		
William S Hein & Co Inc	55,023		
Wilson's Transportation Ltd	101,058		
Wolters Kluwer	30,248		
WorkSafeBC	733,463		

Note: The total of expenses reported on Note 23, of the Notes to Consolidated Financial Statements differs from the totals on the Schedule of Payments for Goods and Services. Reconciling items which cause this difference include the net effect of changes to balance sheet accounts between fiscal year-ends (such as prepaid expenses, inventories, accounts payable and accrued liabilities), GST rebates, non-cash expenses such as depreciation, amortization of deferred charges, the acquisition of capital assets and exclusion of certain non-goods and services such as investment transactions.