

## BC HYDRO SUBMISSION: TOTAL REWARDS &amp; BENCHMARKING PHILOSOPHY

## EXECUTIVE SUMMARY

As per the Employer guidelines recently released by the Public Sector Employers Council (PSEC), BC Hydro is submitting an updated total rewards and benchmarking philosophy for PSEC approval.

## TOTAL REWARDS PHILOSOPHY

The following is the updated total rewards philosophy that BC Hydro is submitting for approval. The philosophy embodies the four core principles; performance, differentiation, accountability and transparency, set out in the PSEC guidelines.

Updated Total Rewards Philosophy

BC Hydro total rewards programs are designed to strengthen our proud and valued workforce and ensure alignment to our values. The following reflect the key total rewards design principles.

- **Performance:** Reward programs align employees with strategic priorities and support a performance-based culture, where employees seek to meet and surpass key goals.
- **Differentiation:** Differences in position scope and accountability, as well as the performance of individual employees, are the main drivers of the pay an employee receives.
- **Accountability:** Reward programs are affordable, linked to business requirements, and are an appropriate expenditure of public dollars.
- **Transparency:** Reward programs have clear rules and fair process to ensure consistent and equitable application. Programs are designed and communicated in a manner that ensures they are clearly understood by employees and the public while protecting individual personal information.
- **Flexibility:** Reward programs, where possible, allow employees choice to tailor solutions that best meet the needs of our diverse workforce and business.
- **Compliance:** Reward programs are compliant with employment and tax laws, collective agreements, and policies set by the Public Sector Employers Council (PSEC).

## BENCHMARKING METHODOLOGY

The following is the updated benchmarking methodology that BC Hydro is submitting for approval. Given our IBEW Trades (e.g. PLT's), Operations Managers (e.g. PLT Managers) and Engineer jobs are industry specific jobs that are not transferrable to other sectors those jobs will continue to be benchmarked to their peer jobs in other Canadian electric utilities which is a mix of public and private sector. General industry jobs will be benchmarked to the public sector, including all BC public sector data that is available in survey sources. While the list of participants varies from year to year, the data typically includes organizations such as ICBC, BC Lotteries, UBC, health sector employers and the BC Public Service Agency. Administrative jobs will continue to be benchmarked to the BC general industry as we hire for these jobs from the local market and using public sector data would result in higher market data as the public sector typically pays more for these jobs.

We will continue benchmarking to the 50<sup>th</sup> percentile (median) rate in the market.

Job Type	Proposed Methodology
Utility Specific Jobs <ul style="list-style-type: none"> <li>Examples: IBEW Trades (e.g. PLT's), Trades Managers and Engineers</li> </ul>	Canadian Electric Utilities, mix of public and privately owned
General Industry Jobs <ul style="list-style-type: none"> <li>Examples: Finance, IT, HR, Communications</li> </ul>	Canadian Public Sector, including all available BC data.
Administrative Jobs	BC Companies, all industries

## BC HYDRO SUBMISSION: TOTAL REWARDS &amp; BENCHMARKING PHILOSOPHY

## COMP PLAN

To ensure PSEC has the current versions on file, below are copies of our current pay rates, benefit summaries and pension plan booklet.

M&amp;P Salary Ranges

MP Salary  
Ranges.docx

NR

M&amp;P Benefit Plan



Summary.pdf

NR

## BC HYDRO SUBMISSION: TOTAL REWARDS &amp; BENCHMARKING PHILOSOPHY

**EXECUTIVE SUMMARY**

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DRAFT for discussion purposes only.

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Updated Total Rewards Philosophy

BC Hydro total rewards programs are designed to strengthen our proud and valued workforce and ensure alignment to our values. The following reflect the key attraction and retention design principles.

- **Performance:** Reward programs align employees with strategic priorities and support a performance-based culture, where employees seek to meet and surpass key goals.
- **Differentiation:** Differences in position scope and accountability, as well as the performance of individual employees, are the main drivers of the pay an employee receives.
- **Accountability:** Reward programs are affordable, linked to business requirements, and are an appropriate expenditure of public dollars.
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- **Flexibility:** Reward programs, where possible, allow employees choice to tailor solutions that best meet the needs of our diverse workforce and business.
- **Compliance:** Reward programs are compliant with employment and tax laws, collective agreements, and policies set by the Public Sector Employers Council (PSEC).

**BENCHMARKING METHODOLOGY**

The following is the updated benchmarking methodology that BC Hydro is submitting for approval. Given our IBEW Trades (e.g. PLT's), Operations Managers (e.g. PLT Managers) and Engineer jobs are specific to the electric utility industry those jobs will continue to be benchmarked to their peer jobs in other Canadian electric utilities which is a mix of public and private companies. General industry jobs will be benchmarked to the public sector. We will continue to compare to the 50<sup>th</sup> percentile market rate.

Job Type	Proposed Methodology
Utility Specific Jobs <ul style="list-style-type: none"> <li>Examples: IBEW Trades (e.g. PLT's), Trades Managers and Engineers</li> </ul>	Canadian Electric Utilities, mix of public and privately owned
General Industry Jobs <ul style="list-style-type: none"> <li>Examples: Finance, IT, HR</li> </ul>	Canadian Public Sector, including BC. See Appendix A for a list of BC public sector companies included

## BC Hydro M&P Salary Range Increase Request

- As per PSEC guidelines, BC Hydro is requesting approval to increase the exempt Management and Professional (M&P) salary ranges by **1.5% effective April 1, 2017**.
- PSEC guidelines allow for the salary ranges to be increased by as much as the Union wage increases as detailed below.

01-Jul-16	01-Jul-17	01-Jul-18	01-Jul-19
1.95%	1.85%	1.5%+ESD	1.0%+ESD

- BC Hydro is seeking less than the maximum possible salary range increase. As previously confirmed with PSEC, BC Hydro has the ability to apply the remaining room at a later date.
- Future salary range adjustments will be submitted to PSEC for approval before being implemented.
- This is an adjustment to the salary ranges only and no salary increases will be provided to employees as a result of this change. Any salary increases recommended for M&P employees will be submitted separately to PSEC for approval.

## Salary Ranges

### New Salary Ranges

Grade	Minimum	1/3 Point	Midpoint	2/3 Point	Maximum
40	39,300	45,800	49,100	52,400	58,900
41	46,900	54,700	58,600	62,500	70,300
42	58,000	67,700	72,500	77,300	87,000
43	70,200	81,900	87,700	93,500	105,200
44	85,800	100,100	107,200	114,300	128,600
45	102,400	119,500	128,000	136,500	153,600
46	124,200	144,900	155,200	165,500	186,200
47	151,500	176,800	189,400	202,000	227,300

### Previous Salary Ranges

Grade	Minimum	1/3 Point	Midpoint	2/3 Point	Maximum
40	38,700	45,200	48,400	51,600	58,100
41	46,200	53,900	57,700	61,500	69,200
42	57,100	66,600	71,400	76,200	85,700
43	69,100	80,600	86,400	92,200	103,700
44	84,500	98,600	105,600	112,600	126,700
45	100,900	117,700	126,100	134,500	153,300
46	122,300	142,700	152,900	163,100	183,500
47	149,300	174,200	186,600	199,000	223,900

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- As per PSEC guidelines, BC Hydro is requesting approval to increase the exempt Management and Professional (M&P) salary ranges by **1.5% effective April 1, 2017**.

### New Salary Ranges

Grade	Minimum	1/3 Point	Midpoint	2/3 Point	Maximum
40	39,300	45,800	49,100	52,400	58,900
41	46,900	54,700	58,600	62,500	70,300
42	58,000	67,700	72,500	77,300	87,000
43	70,200	81,900	87,700	93,500	105,200
44	85,800	100,100	107,200	114,300	128,600
45	102,400	119,500	128,000	136,500	153,600
46	124,200	144,900	155,200	165,500	186,200
47	151,500	176,800	189,400	202,000	227,300

## BC Hydro M&P Flexible Benefits Coverage

The following table summarizes your M&P benefit options for:

- Medical Services Plan (MSP)
- Extended Health Care, including:
  - Paramedical Services, eye exams, vision care
- Dental
- Long Term Disability
- Employee Life Insurance
- Spousal Life Insurance
- Employee Accidental Death & Dismemberment (AD&D) Insurance
- Spousal/Child AD&D Insurance
- Health Spending Account

Note: BC Hydro provides you with enough flex credits to pay 100% of the cost of the benefits highlighted in yellow. You can elect different levels of coverage for each benefit. If the benefits you select cost more than the credits provided, you will have a payroll deduction. If the benefits selected are less than the credits provided, you will have a payroll refund.

PLAN	BASIC	CHOICE 1	CHOICE 2	CHOICE 3	CHOICE 4
<b>Medical Service Plan</b>	You and your family are covered				
<b>Extended Health Care Sun Life Group # 150433</b>	<ul style="list-style-type: none"> <li>Annual family deductible = \$998</li> <li>then 100% reimbursement of eligible expenses</li> <li>Generic Drug Formulary*</li> </ul>	<ul style="list-style-type: none"> <li>Annual family deductible = \$100</li> <li>then 80% reimbursement of first \$1,000 paid expenses per person</li> <li>then 100%</li> <li>Generic Drug Formulary*</li> </ul>	<ul style="list-style-type: none"> <li>Annual family deductible = \$0</li> <li>100% reimbursement of eligible expenses</li> <li>Generic Drug Formulary*</li> </ul>	N/A	N/A
<b>Paramedical Services</b> (when provided by registered and licensed Acupuncturist, Massage Therapist, Physiotherapist, Chiropractor, Naturopath, Podiatrist, Clinical Psychologist, Registered Clinical Counsellor, Speech Therapist, Dietician, Osteopath)	<ul style="list-style-type: none"> <li>Combined annual maximum \$1,500 per person</li> </ul>	<ul style="list-style-type: none"> <li>Combined annual maximum \$1,500 per person</li> </ul>	<ul style="list-style-type: none"> <li>Combined annual maximum \$1,500 per person</li> </ul>		
<b>Eye Examinations</b> (completed by an ophthalmologist or optometrist)	<ul style="list-style-type: none"> <li>up to \$150 in a 24 month period per family</li> </ul>	<ul style="list-style-type: none"> <li>up to \$150 in a 24 month period per family</li> </ul>	<ul style="list-style-type: none"> <li>up to \$150 in a 24 month period per family</li> </ul>		
<b>Vision Care (Prescription Eye Wear and Laser Eye Surgery)</b>	<ul style="list-style-type: none"> <li>Child: \$100 per 12 month period</li> <li>Adult: no coverage</li> </ul>	<ul style="list-style-type: none"> <li>Child: \$100 per 12 month period</li> <li>Adult: up to \$350 per 24 month period</li> </ul>	<ul style="list-style-type: none"> <li>Child: \$100 per 12 month period</li> <li>Adult: up to \$350 per 24 month period</li> </ul>	N/A	N/A

## BC Hydro M&P Flexible Benefits Coverage

PLAN	BASIC	CHOICE 1	CHOICE 2	CHOICE 3	CHOICE 4
<b>Dental Sun Life Group #150433</b>	<ul style="list-style-type: none"> <li>No Coverage</li> </ul>	Reimbursement: <ul style="list-style-type: none"> <li>Routine = 50%</li> <li>Major = 50%</li> <li>Orthodontics = Nil</li> <li>Consumer's Choice Discount Available **</li> </ul>	Reimbursement: <ul style="list-style-type: none"> <li>Routine = 80%</li> <li>Major = 50%</li> <li>Orthodontics = 50% with a lifetime maximum of \$2,500</li> <li>Consumer's Choice Discount Available **</li> </ul>	Reimbursement: <ul style="list-style-type: none"> <li>Routine = 100%</li> <li>Major = 80%</li> <li>Orthodontics = Nil</li> <li>Consumer's Choice Discount Available **</li> </ul>	Reimbursement: <ul style="list-style-type: none"> <li>Routine = 100%</li> <li>Major = 80%</li> <li>Orthodontics = 50% with a lifetime maximum of \$3,500</li> </ul>
<b>Long Term Disability</b>	<ul style="list-style-type: none"> <li>50% regular monthly earnings (\$15,000 max/month)</li> </ul>	<ul style="list-style-type: none"> <li>66 2/3% regular monthly earnings (\$15,000 max/month) COLA option available***</li> </ul>	<ul style="list-style-type: none"> <li>75% regular monthly earnings (\$15,000 max/month) COLA option available***</li> </ul>	N/A	N/A
<b>Employee Life Insurance</b>	<ul style="list-style-type: none"> <li>1x Base Annual Salary</li> </ul>	<ul style="list-style-type: none"> <li>2x Base Annual Salary</li> </ul>	<ul style="list-style-type: none"> <li>Choice 1 plus add units of \$10,000 to a maximum of \$400,000</li> </ul>	N/A	N/A
<b>Spousal Life Insurance</b>	<ul style="list-style-type: none"> <li>No Coverage</li> </ul>	<ul style="list-style-type: none"> <li>Units of \$10,000 to a maximum of \$400,000</li> </ul>	N/A	N/A	N/A
<b>Employee Accidental Death &amp; Dismemberment (AD&amp;D) Insurance</b>	<ul style="list-style-type: none"> <li>\$200,000</li> </ul>	<ul style="list-style-type: none"> <li>Add units of \$10,000 to a maximum of \$250,000 (combined maximum of \$450,000)</li> </ul>	N/A	N/A	N/A
<b>Spousal/Child AD&amp;D Insurance</b>	<ul style="list-style-type: none"> <li>No Coverage</li> </ul>	<ul style="list-style-type: none"> <li>Units of \$10,000</li> <li>Spouse: Max 25 units</li> <li>Child: Max 5 units</li> </ul>	N/A	N/A	N/A

### Other Benefit Options:

- Health Spending Account: Minimum \$200 allocation reimbursement of eligible expenses ("carry forward" expense feature)

**\*Generic Drug Formulary** - When a prescription drug with a lower cost equivalent is purchased, only the cost of the lowest cost interchangeable equivalent is covered. The interchangeable equivalent may be either a brand name drug or generic drug containing the same active therapeutic ingredients as the prescribed drug. The Ingredient mark-up charged by the pharmacy is limited to the reasonable and customary price normally charged in the regional area where the prescription is filled. Charges above the reasonable and customary amount are not covered.

**\*\*Dental Care Consumer's Choice Discount** provides a discount if you select Choices 1 to 3. You will be limited to one annual dental check-up and cleaning per 12 month period, instead of twice every 12 months and will be covered for "bite-wing" x-rays every 24 months. The Consumer's Choice Discount restrictions apply only to adult dental care.

**\*\*\*COLA** - After being in receipt of disability benefits for 36 months or more, a cost of living adjustment will be applied on January 1st of each subsequent year and is based on the percentage change in the average Consumer Price Index (CPI for the 12 month period ending October 31st of the preceding calendar year.



Date: November 30, 2015

Attachment A

## ICBC'S TOTAL COMPENSATION PHILOSOPHY & STRUCTURE

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## A) PHILOSOPHY

In accordance with British Columbia's Taxpayer Accountability Principles, ICBC's commitment is to be a low cost, efficient, transparent and accountable organization focused on keeping its financial position strong, rates stable, and delivering value to customers. Qualified, performance-focused employees are essential for ICBC to realize this commitment and achieve its strategic and operational priorities.

### 1. Program Objective

The objective of ICBC's Total Compensation Strategy is to:

- Competitively attract, develop and retain high quality talent with the depth of skills, knowledge and competencies required to achieve ICBC's strategic and operational priorities;
- Inspire and support high performance, accountability and fiscal responsibility;
- Link rewards with company and individual performance;
- Create a solid relationship with employees that is built on trust, fair treatment, and mutual respect;
- Complement the intrinsic value of the workplace environment;
- Support the direction and long term goals of ICBC and government.

### 2. Core Principles

ICBC's Total Compensation Strategy is underpinned by four core principles:

- **Performance** – compensation programs support and promote a performance-based organizational culture.
  - The provision of salary increases and salary holdback awards are not guaranteed. They are based on individual merit and dependent on ICBC achieving its performance objectives.
- **Differentiation** – differentiation of salary is supported where there are differences in position scope or due to superior individual team contributions.
  - ICBC's job evaluation process and performance management program ensure salary differentiation is managed in an objective, consistent manner.
- **Accountability** – compensation decisions are objective and based upon a clear and well documented business rationale that demonstrates the appropriate expenditure of public funds.
  - ICBC's compensation policies and guidelines set out clear procedures and authorizations for the administration of all compensation decisions.
- **Transparency** – compensation programs are designed, managed and communicated in a manner that ensures the program is clearly understood by employees and the public while protecting individual personal information.

### 3. Competitive Positioning

ICBC has adopted a hybrid approach to ensuring total compensation is competitive within the guidelines set out by the Public Secretariat Employers' Council ("PSEC"). This approach recognizes three distinct comparator groups, or market benchmarks, reflecting the specific competitive labour markets that compete for ICBC's labour. Depending on the job, different comparator groups apply when establishing competitive compensation targets. Job categories have been established resulting in the appropriate alignment of ICBC's pay practices with the practices of the different comparator groups, depending on the job. (See **Appendix 1** for the detailed list of jobs that have been assigned to each job category).

ICBC's competitive positioning ensures that each job's total cash target reflects the 50<sup>th</sup> percentile total cash target provided by its relative comparator group.

#### *a) Market Comparator Groups*

ICBC considers market data from the following comparator groups when establishing appropriate competitive compensation.

- **B.C. Public Sector Organizations** – Crown corporations, BC Public Service, health sector, K-12 education, community social services, regional government, municipalities and various public bodies
- **Other Provincial Jurisdictions** where relevant and available, excluding territories
- **Private Sector Organizations** – including general industry and the property and casual insurance industry – for talent with specialized expertise and/or in high demand with significant recruitment pressure from the private sector

#### *b) Job Categories*

Jobs at ICBC fall into one of four categories for the purpose of competitive market analysis.

- **General business roles** – the majority of jobs supporting the day-to-day business operations
- **Roles in high demand by general industry** – specialized/technical jobs filled by talent in high demand with significant recruitment pressure from the private sector
- **Key industry specific roles** – hard to hire and/or critical jobs requiring specialized expertise in the property and casual insurance industry
- **Executive roles** – those positions deemed to be at the executive level in accordance with PSEC guidelines. These roles are governed by PSEC's executive compensation philosophy and therefore not addressed in this document.

### c) Establishing Competitive Total Cash

To ensure appropriate competitive compensation, data is collected from a blend of market comparator groups when determining the maximum achievable cash compensation for each job. Public Sector data comprises at least 50% of the competitive market place for all jobs at ICBC, with private sector data comprising up to 50% depending on the job category. (See Table 1) This mix of market comparators most accurately reflects ICBC's role as a Crown Corporation that competes with the private sector in the provision of insurance products and services.

**Table 1: Competitive Compensation Philosophy**

		Job Categories and Market Weights		
		CATEGORY A: General Business Roles	CATEGORY B: Roles in High Demand by General Industry	Category C: Key Industry Specific Roles
Market Comparator Groups	BC Public Sector	50%	25%	25%
	Other Provincial Jurisdictions	50%	25%	25%
	Private Sector - General Industry (\$1 to \$4 Billion in Revenue)		50%	
	Private Sector - Property & Casual Insurance Industry			50%
Range Height		80% to 120%	80% to 120%	80% to 120%
Market Target		50th Percentile		

### d) Establishing and Applying Career Ladders

In order to effectively manage internal equity while providing career progression opportunities to employees, career ladders have been established for each of the three Market Categories. The resulting structure was designed to mirror today's existing structure for the majority of jobs which fall into Category A. The structure for jobs in Category B and C is slightly higher, reflecting the higher salaries provided in the general and insurance industries for those jobs identified as hard to attract and retain. Table 2 shows ICBC's updated structure reflecting today's competitive marketplace. Table 3 shows how the new structure differs from the current one.

This new structure is extremely conservative. It was created by conducting a competitive market analysis using 2013 market data and based on the identification of benchmark jobs for which the market data was most closely aligned with ICBC's current practices. Appendix 2 shows the benchmark positions used to validate this new structure.

Table 2: ICBC Compensation Structure

JOB BAND	HIP	TARGET EXCL. HIP				MARKET A			MARKET B & C	
		CURRENT	A	B	C	ADMIN	PROF	MGMT	PROF	MGMT
1	5%	\$56,500	\$57,143			A1		M1-1		
2	5%	\$64,500	\$64,571			A2	P1			
3	5%	\$72,100	\$72,966			A3	P2			
4	5%		\$82,451				P3			
5	10%	\$87,700	\$88,935	\$89,773	\$89,545		P4-1	M1-2	P4-1	M1-2
6	10%	\$96,600	\$100,496	\$102,341	\$101,634		P4-2	M2-1	P4-2	M2-1
7	10%	\$107,800	\$113,561	\$116,669	\$115,355			M2-2	P5-1	M2-2
8	15%	\$121,900	\$122,745	\$127,220	\$125,235			M3-1	P5-2	M3-1
9	15%	\$137,600	\$138,701	\$145,030	\$142,768			M3-2		M3-2
10	17%	\$155,100	\$155,417	\$163,934	\$159,973			M4-1		M4-1
11	17%	\$175,300	\$177,175	\$188,524	\$182,370			M4-2		M4-2
12	20%	\$198,200	\$198,658	\$211,382	\$202,704					
13	20%			\$243,090	\$231,082					
CA/HOI	20%	\$236,700		\$279,553	\$263,434					

Table 3: Current Structure Compared to New Structure

DIFFERENCE BTWN OLD AND NEW JOB BANDS (%)					
HIP	Current Job Band	New Band	Market A Target	Market B Target	Market C Target
5.0%	1	1	101.1%		
5.0%	2	2	100.1%		
5.0%	3	3	101.2%		
5.0%		4			
10.0%	4	5	101.4%	102.4%	102.1%
10.0%	5	6	104.0%	105.9%	105.2%
10.0%	6	7	105.3%	108.2%	107.0%
15.0%	7	8	100.7%	104.4%	102.7%
15.0%	8	9	100.8%	105.4%	103.8%
17.0%	9	10	100.2%	105.7%	103.1%
17.0%	10	11	101.1%	107.5%	104.0%
20.0%	11	12	100.2%	106.7%	102.3%
		13			
20.0%	CA/HOI	14		118.1%	111.3%
Average Difference between Current and New			101.5%	107.1%	104.6%

It is important to note that while the new structure is slightly higher than the current structure it will result in no salary increases. Employees will transition to the new structure and maintain their current salary. While abiding by PSEC's future policy on salary increases, over time high performers may receive progression adjustments that reflect the pressures of their competitive marketplace.

## **B) ADMINISTRATION**

### **1. Monetary Compensation**

#### ***a) Base Salary***

- The mid-points of base salary ranges are established to ensure that they, together with the target hold-back salary, represent the 50<sup>th</sup> percentile of the target total cash compensation provided by the relevant market comparators. Minimum and maximum points are also established in accordance with general practice at the 50<sup>th</sup> percentile for the market comparator group. This design ensures that minimum salary points (i.e. 80%) reflect the 50<sup>th</sup> percentile for individuals who are developing, while maximum salary points (i.e. 120%) reflect the 50<sup>th</sup> percentile for individuals who are exceptionally high achievers with proven track records over many years of superior performance.
- ICBC's salary structure represents jobs that are compared to different markets. Jobs are calibrated into a market category structure and assigned to pay ranges taking into consideration the competitive control points for the market category in which they belong. Control points are set to ensure prudent financial management, rigorous control, and competitive maximum achievable cash compensation.
- Salary ranges are reviewed on an annual basis, based on competitive external market data while ensuring internal equity and in compliance with PSEC's wage policies.
- Employee placement onto the salary range allows for differentiation of employees based on their experience, skills, qualifications and performance.
- Normally employees can progress through their salary ranges based on performance and proven competency development
  - Developing – below 90% of control point
  - Experienced and competent – up to control point
  - Established experts or exceptionally high achievers with a proven track record of superior performance – may progress above the control point over time
- Salary adjustments are considered on an annual basis, based on performance, taking into consideration competitive market data, and always dependent on affordability and the annual salary budget as determined by corporate performance.
- Compensation Administration Guidelines consistent with competitive market practices are in place for managing the placement of new hires, promotions, demotions, reclassifications and temporary assignments.

#### ***b) Hold-Back Program***

- A percentage of salary is held back annually and paid based on individual and/or corporate performance. Maximum payment is capped at 100% of target regardless of performance.

- For Sr. Directors, 20% of salary is held back with 50% dependent on corporate performance and 50% dependent on individual performance.
- For Directors, 17% of salary is held back with 50% dependent on corporate performance and 50% dependent on individual performance.
- For individuals in pay bands 8 and 9, 15% of salary is held back with 40% dependent on corporate performance and 60% dependent on individual performance.
- For individuals in pay bands 5 through 7, 10% of salary is held back with 40% dependent on corporate performance and 60% dependent on individual performance.
- For individuals in pay bands 1 through 4, 5% of salary is held back with 0% dependent on corporate performance and 100% dependent on individual performance.
- 50% of the Net Income corporate measures (i.e. threshold) must be achieved in order to make the Hold Back Program go live.

**c) Temporary Assignment Pay**

- Temporary assignment pay may be triggered as a result of an employee acting in a higher level role, taking on additional duties, or accepting an alternative assignment or 'expression of interest (EOI) assignment. The value of temporary assignment pay will depend on the level of the role, the experience, knowledge and competency of the employee going into the role, and the salary levels of others already in the role as well as those reporting to the position. Temporary assignment pay is not provided to any assignments that are under 3 months in duration.

**d) Health & Wellness Benefits**

- Employee Group Programs include a variety of benefits. The composition and value of programs offered are competitive compared to our comparator markets and in alignment with the most common benefits provided across the BC Public Service.
- These programs are designed to promote healthy lifestyles, provide a variety of Health and Wellness programs to prevent and/or treat illness/disability of an employee and/or eligible family members, and provide income protection (e.g. Employment Insurance, Worker's Compensation and other statutory benefits) when absence due to illness/disability is required.
- Details regarding the composition and funding of benefits is shown in **Appendix 3**.

#### ***e) Pension***

Current Situation:

- ICBC offers the Public Service Pension Plan to employees on a one-third/two-thirds employee/employer current service cost-shared basis with full indexing.

#### ***f) Supplemental Benefits***

- Very few supplemental benefits are provided and are minimal. Depending on the role, and in order to attract and retain key positions, professional membership fees may be reimbursed and parking may be provided as a taxable benefit. All benefits are subject to taxable status in accordance with Canada Revenue Agency guidelines.

#### ***g) Time Off***

- Time off programs include: annual vacation, personal days, and statutory leave. They are administered in a manner that ensures competitive value, consistent application, and legal compliance as outlined in **Appendix 4**.

### **2. Non-Monetary Compensation**

- In support of employee engagement, non-monetary employment rewards include training and career development, mentorship programs, employee involvement opportunities, service awards and feedback programs including regular employee surveys.

### **3. Job Descriptions**

- Each position is outlined in a job description. The job description's purpose is to:
  - Identify the duties of the role
  - Differentiate responsibilities across the organization
  - Indicate required qualifications, skills, knowledge and experience
  - Reflect position progression to assign a salary range band
  - Assist with job evaluation, recruiting, career planning, training and performance management processes

### **4. Performance Management**

- Employees are entitled to know what is expected of them and receive feedback on their performance
- A formal performance management process is in place and is completed on an annual basis

- Job performance, proven competency development, and motivation for results are factors in determining base salary and payment of the individual component of the hold-back salary

## 5. Employee Communication

- Accessible and updated information on ICBC's overall compensation strategy, including its philosophy, structure, administration and annual reviews, is made available to employees
- ICBC's compensation strategy is posted on the organization's intranet (HUB)
- Job descriptions are made available to employees and leaders upon request
- Information concerning corporate and individual performance achievement is communicated on a regular basis including Check Point webcasts and quarterly CEO updates on the Hub

## 6. Governance

- The Human Resource Compensation Committee of the ICBC Board is responsible for overseeing and approving ICBC's compensation philosophy, structure and strategy, and any compensation decisions that have a significant impact across the organization
- Annual corporate performance measures and the issuance of the corporate component of the salary holdback program are approved by the Human Resource Compensation Committee of the ICBC Board
- The annual salary budget is approved by the Human Resource Compensation Committee of the ICBC Board as part of the annual business planning process
- A two-up approval model for approving compensation decisions is used requiring all compensation decisions to be approved by the manager's manager of the individual affected

## C) POLICIES & GUIDELINES

In order to ensure the consistent application of compensation policies and practices, Compensation Administration Guidelines have been established to govern the administration of all compensation transactions. They are updated regularly as required. Guidelines include detailed instruction concerning the following compensation transactions:

- Base Salary increases
  - Annual salary increases
  - Alternative salary increases (lump sum)
  - Special adjustment increases
- Temporary Assignments
  - Acting pay
  - Additional duties



- Expressions of interest assignments
- Salary Recommendations
  - Placement of external candidates
  - Placement of internal candidates
  - Temporary candidates
- Hold Back Salary Program guidelines
  - Eligibility
  - Targets
  - Annual Reviews
- Management Group Job evaluation
  - Job Titling Guidelines
- Overtime eligibility

## Appendix 1: Market Comparator Groups

<b>CATEGORY A: General Business Roles</b> <b>Market Comparator: Public Sector</b> 1/2 BC Public Sector 1/2 Other Public Jurisdictions Representing 65% of jobs and 67% of employees	
Administration Assistant	Employee Service Centre Representative
Assistant Corporate Secretary	Employee Wellness & Business Continuity Assistant
Audit Services Advisor	Executive Assistant to the President
Broker Business Advisor	Facial Recognition & EDL Analyst
Broker Provincial Program Advisor	Government Relations & Policy Advisor
Budget Planning Advisor	HR Administration Lead
Business Acceptance Test Advisor	HR Advisor
Business Continuity Lead	HR Consultant
Business Initiative Advisor	HR Consulting Lead
Business Process Advisor	HR Metrics Analyst
Cash Manager	HR System & Measurement Lead
Change Enablement Lead	HRIS Analyst
Change Enablement Specialist	Issues Management Advisor
Claims Regional Planning Advisor	Learning & Development Lead
Claims Reporting & Analysis Advisor	Learning Shared Services Lead
Communication Advisor	Manager (HR) Injury Services
Communications Consultant	Manager (R) Injury Services
Communications Coordinator	Manager (UR) Injury Services
Communications Delivery Lead	Manager Accounting
Communications Planning Lead	Manager Accredited Government & Support Admin.
Compensation Analyst	Manager Administration Services
Compensation Lead	Manager Administration Unit II
Coordinator Financial Reporting	Manager Broker Accounts
Corporate Controller	Manager Broker Governance
Corporate Financial Advisor	Manager Broker Provincial Services
Corporate Forecasting Advisor	Manager Broker Remittance & Payments
Corporate Planning Advisor	Manager Business Consulting
Corporate Secretary	Manager Claims Business Support
Corporate Security Investigator	Manager Claims Governance & Corporate Support
Customer Programs Advisor	Manager Claims Operation (HR) Injury Services
Digital Channel Advisor	Manager Claims Operations (R) Injury Services
Digital Content Advisor	Manager Claims Operations (UR) Injury Services
Director (UR) Injury & Recovery	Manager Claims Operations Admin. Services
Director Claims (HRR) Injury Services	Manager Claims Operations Commercial Services
Director Claims Services	Manager Claims Operations Contact Centre
Director Communication, Stakeholder Engagmnt & RS	Manager Claims Operations Customer Services
Director Corporate Planning	Manager Claims Operations Estimating Services
Director Driver & Vehicle Licensing	Manager Claims Operations Rehabilitation Serv.

<b>CATEGORY A: General Business Roles (Cont'd)</b> <b>Market Comparator: Public Sector</b> 1/2 BC Public Sector 1/2 Other Public Jurisdictions Representing 65% of jobs and 67% of employees	
Director Finance Services	Manager Claims Operations Total Loss Salvage
Director Financial Accounting & Governance	Manager Claims Policy & Strategic Programs
Director HR Client Services	Manager Claims Technology Services
Director Insurance & DL Customer Services	Manager Claims Work Force Services
Director Insurance Sales & Distribution	Manager Collision Repair Learning Centre
Director Regulatory Affairs & Distribution Prog.	Manager Commercial Adjuster Services
Director Strategy HR & Governance	Manager Commercial Estimating Services
Director Support Mgmt & Workplace Operations	Manager Commercial Examining Services
Disability Management & RTW Lead	Manager Communications
Disability Management Specialist	Manager Contact Centre
Divisional Planning Advisor	Manager Contract Services & Legal Support
DL Program Advisor	Manager Corporate Audit Services
Employee Claims Specialist	Manager Corporate Disbursement
Employee Relations Advisor	Manager Corporate Financial Planning & Rptg
employee Service Centre Lead	Manager Corporate Planning
Manager Corporate Security	Manager Regulatory Affairs
Manager Customer Accounting & Revenue Admin.	Manager Revenue Stock & Warehouse Operations
Manager Customer Relations	Manager Risk Management Programs
Manager Customer Relations & Revenue Services	Manager Road Safety Program Delivery
Manager Customer Services	Manager Road Safety Programs
Manager Distribution Services	Manager Road Safety Strategic Policy & Programs
Manager Divisional Planning	Manager Sales Operations
Manager DL Integrity & Oversight	Manager Salvage Services
Manager DL Investigation & Compliance	Manager Special Investigation Section
Manager DL Operations	Manager Special Investigation Unit
Manager DL Operations Customer Services	Manager Specialty Vehicle Regional Services
Manager DL Policy & Standards	Manager Stakeholder & Community Relations
Manager DL Support Services	Manager Total Rewards HRIS & Measurement
Manager Document Distribution Services	Manager Vehicle Registration Policy & Programs
Manager Driver & Vehicle Licensing	Market Research Advisor
Manager Driver Licensing	Marketing Advisor
Manager Driver Licensing Office	MD Program Compliance Advisor
Manager Driver Licensing Programs	Operational Excellence Advisor
Manager Driver School Admin & DL Imaging	Organizational Design Program Manager
Manager E-Forms	Organizational Development Consultant I
Manager Employee Service Centre & Support	Organizational Development Consultant II
Manager Employee Wellness & Busns Continuity	Payroll Services Lead
Manager Energy Programs	Pension & Benefit Governance Lead
Manager Environment Sustainment & Safety	Pension & Benefits Governance Advisor
Manager Estimating Services	Portfolio Manager Corporate Services
Manager Facial Recognition	Privacy & FOI Advisor
Manager Facilities & Security	Recruitment Coordinator

<b>CATEGORY A: General Business Roles (Cont'd)</b> <b>Market Comparator: Public Sector</b> 1/2 BC Public Sector 1/2 Other Public Jurisdictions Representing 65% of jobs and 67% of employees	
Manager Facilities Operations & Planning	Recruitment Services Lead
Manager Financial Account Services	Recruitment Specialist
Manager Finance Reporting	Regulatory Advisor
Manager Financial Accounting Serv. Operations	Regulatory Analyst
Manager Financial Analysis & Support	Research Analytics Advisor
Manager Financial Governance	Road Safety Engineer
Manager Financial Operations Services	Road Safety Program Manager
Manager Financial System Services	Security Operations Advisor
Manager Forms & Publishing	Security Operations Coordinator
Manager Freedom of Information	Senior Admin Assistant to Executive
Manager Glass Claims Administration	Senior Audit Services Advisor
Manager Government Liaison	Senior Business Advisor
Manager HR Consulting & Service Delivery	Senior Communications Specialist
Manager Insurance Customer Services	Senior Compensation Analyst
Manager Insurance Operations Support	Senior Corporate Planning Advisor
Manager IS Contract Services	Senior Director Customer Services
Manager ISAS Learning & Technology	Senior Director Injury Services
Manager Labour & Employment Law	Senior Director Material Damage
Manager Licensing & Adjudication	Senior Employee Relations Advisor
Manager Litigation Administration	Senior Financial Consultant
Manager Material Damage Program Compliance	Senior Financial Information Advisor
Manager Material Damage Programs Services	Senior Fraud Intelligence Advisor
Manager Operational Excellence	Senior Government Relations & Policy Advisor
Manager Organizational Development	Senior Media Relations Advisor
Manager Policy & Procedures	Senior Policy Advisor
Manager Privacy & FOI	Senior Regulatory Affairs Advisor
Manager Proj. Financial Governance & Accounting	Senior Risk Management Advisor
Manager Prorate Licensing	SIU Investigator
Manager Provincial Broker Services	SIU Officer
Manager Recovery Services	SIU Officer - Licensing

**CATEGORY B: Roles in High Demand by General Industry**  
**Market Comparators: Public Sector & General Industry**  
1/4 BC Public Sector  
1/4 Other Public Jurisdictions  
1/2 General Industry  
Representing 28% of jobs and 27% of employees

Assistant Portfolio Manager	Manager Enterprise Computing Techn. Support
BT Portfolio Manager	Manager Enterprise Content Mgmt
Business Insights Advisor	Manager Enterprise Data Mgmt Platforms
Counsel Employee Relations	Manager Enterprise Info Architecture
Counsel I	Manager Identity & Access Mgmt
Counsel II	Manager Info Delivery
Counsel III	Manager Information Development & Integration
Counsel Liaison	Manager Information Risk Mgmt
Data Modeler	Manager Infrastructure Platforms
Director Claims Legal Services	Manager Investments
Director Claims, Insurance, Core & DL Applications	Manager IS Business Mgmt Services
Director Customer Strategic Alignment & Marketing	Manager IS Corporate Program Support
Director Insurance Transformation	Manager IS Development Control
Director Investment Governance, Strategy & Ops	Manager IS Enterprise Solutions
Director IS Business Services	Manager IS Integration Services
Director IS Techn. Infrastructure & Operations	Manager IS Planning & Account Mgmt
Enterprise Architect	Manager IS QA & Testing Services
Enterprise Information Architect	Manager IS Services Mgmt Programs
Enterprise Release Manager	Manager IS Solutions Services
General Counsel	Manager IS Transition Planning & Support
Head of Investments & Treasury	Manager IT Performance
Information Protection Advisor	Manager IT Security
Investment Analyst II	Manager IT Service Operations & Asset Mgmt
Investment Analyst III	Manager Litigation Services Unit
Investment Operations Lead	Manager Mainframe Platforms
IS Capacity & Performance Mgmt Engineer	Manager Marketing
IS Planning Advisor	Manager Master Data & Metadata
IS Solutions Leader	Manager Network Platforms
Legal Counsel	Manager Onsite & Mobile Technology Support
Manager Application Lifecycle Mgmt	Manager Personal Computing Platforms
Manager Architecture Services	Manager Portal Services
Manager BT Best Practices	Manager Project Services
Manager BT Business Services	Manager Service Desk
Manager Business Analysis Services	Manager Strategic Sourcing
Manager Business Info. & Digital Solutions	Manager Techn. Operations & Product Control
Manager Business Insights & Planning	Manager Technology Services & Operations
Manager Business Insights Services	Manager Treasury Operations
Manager Claims Plead & Counsel Assignment	Manager Unified Comm & Call Centre Solutions
Manager Corporate Law	Project Manager I
Manager Credit Economic Analysis & Strategy	Project Manager II
Manager Cust Alignment & Programs	Project Manager III

**CATEGORY B: Roles in High Demand by General Industry****Market Comparators: Public Sector & General Industry**

1/4 BC Public Sector

1/4 Other Public Jurisdictions

1/2 General Industry

Representing 28% of jobs and 27% of employees

Manager Customer Research, Insights & Experience	Project Manager IV
Manager Data Ctr, Disaster Recov. & Test Envi.	Senior Business Advisor
Manager Data Warehouse Integration & Mgmt	Senior Business Insights Advisor
Manager Data Warehouse Solutions	Senior Director Info. Mgmt & Enterprise Solutions
Manager Digital Centre	Senior Director Strategic Supply Management
Manager ECM & Portal Platforms	Senior Legal Counsel
Manager Enterprise Architecture	TP Portfolio Manager

**CATEGORY C: Key Industry Specific Roles****Market Comparators: Public Sector & Property and Casual Insurance Industry**

1/4 BC Public Sector

1/4 Other Public Jurisdictions

1/2 Property and Casual Insurance Industry

Representing 8% of jobs and 6% of employees

Actuarial Analyst	Injury Technology & Program Support Advisor
Actuarial Strategy Assistant	Insurance Advisor
Actuarial Strategy Analyst	Insurance Product Specialist
Actuarial Strategy Associate	Junior Actuarial Analyst
Actuary	Manager Business Reporting & Analysis
Assistant Actuary	Manager Commercial Underwriting
Associate Actuary	Manager Evaluative Analytics
Associate Actuary - Manager	Manager Insurance Portfolio & Product
Business Analytics Advisor	Manager Insurance Portfolio Perf & Pricing Serv.
Chief Actuary	Manager Insurance Underwriting
Consulting Psychologist	Manager Risk Underwriting
Director Advanced Analytics	Senior Actuarial Analyst
Director Commercial Insurance	Senior Actuary
Director Personal Insurance	Support Strategy & Performance Manager

## Appendix 2: Hybrid Salary Structure with Benchmark Positions

	Current Job Band w/o HIP			Market Category A w/o HIP				
HIP	#	Min	Max	#	Min	Max	Career Levels	Primary Job Title
5%	1	\$45,200	\$67,700	1	\$45,714	\$68,571	A1	Administrative Assistant
								Recruitment Coordinator
5%	2	\$51,500	\$77,300	2	\$51,657	\$77,486	A2	Sr. Administrative Assistant to an Executive
5%	3	\$57,700	\$86,500	3	\$58,373	\$87,559	A3	Executive Assistant to the President
								Communications Consultant
								Audit Services Advisor
							M1-1	Employee Service Centre Lead
5%				4	\$65,961	\$98,942	P3	
							M1-1	
10%	4	\$70,300	\$105,300	5	\$71,148	\$106,721	P4-1	Sr. Risk Management Advisor
							M1-2	Mgr Driver Licensing
10%	5	\$77,300	\$116,000	6	\$80,397	\$120,596	P4-2	Corporate Financial Advisor
								Business Process Advisor
							M1-2	Manager Corporate Security
								Manager Facilities Operations & Planning
10%	6	\$86,200	\$129,300	7	\$90,849	\$136,273	P4-2	
							M2-1	Manager Project Finance Gov. & Accounting
								Manager Risk Management Programs
								Manager Finance Governance
15%	7	\$97,400	\$146,200	8	\$101,775	\$147,293	M2-2	Manager Communications
15%	8	\$110,100	\$165,100	9	\$116,024	\$166,442	M3-1	Manager Organization Development
17%	9	\$124,100	\$186,300	10	\$145,470	\$186,501	M3-2	Director Corporate Planning Director Finance Services
17%	10	\$140,100	\$210,300	11	\$141,740	\$212,610	M4-1	Director Comm. Stakehldr Eng. Road Safety
20%	11	\$141,600	\$254,700	12	\$158,926	\$238,389	M4-2	Corporate Controller
20%								
20%	CA/ HOI	\$169,000	\$304,400					

Current Job Band w/o HIP				Market Category B w/o HIP				
HIP	#	Min	Max	#	Min	Max	Career Levels	Primary Job Title
5%	1	\$45,200	\$67,700					
5%	2	\$51,500	\$77,300					
5%	3	\$57,700	\$86,500					
5%								
10%	4	\$70,300	\$105,300	5	\$71,818	\$107,727	P4-1	Information Protection Advisor
							M1-2	
10%	5	\$77,300	\$116,000	6	\$81,873	\$122,809	P4-2	Enterprise Architect
							M1-2	Manager Service Desk
10%	6	\$86,200	\$129,300	7	\$93,335	\$140,003	P4-2	Enterprise Information Architect
							M2-1	Mgr Mainframe Platforms
15%	7	\$97,400	\$146,200	8	\$101,775	\$152,663	P5-1	Senior Legal Counsel
							M2-2	Manager Infrastructure Platforms
15%	8	\$110,100	\$165,100	9	\$116,024	\$174,037	P5-2	
							M3-1	Manager Digital Centre
17%	9	\$124,100	\$186,300	10	\$131,147	\$196,721	M3-2	Director Info. Syst. Tech. Infrastructure & Ops
17%	10	\$140,100	\$210,300	11	\$150,819	\$226,229	M4-1	Director Claims, Ins, Core & DL Applications
20%	11	\$141,600	\$254,700	12	\$169,106	\$253,659	M4-2	Sr Director Info Mgmt & Enterp. Solutions
20%				13	\$194,472	\$291,708		
20%	CA/ HOI	\$169,000	\$304,400	14	\$223,643	\$335,464		



	Current Job Band w/o HIP			Market Category C w/o HIP				
HIP	#	Min	Max	#	Min	Max	Career Levels	Primary Job Title
5%	1	\$45,200	\$67,700					
5%	2	\$51,500	\$77,300					
5%	3	\$57,700	\$86,500					
5%								
10%	4	\$70,300	\$105,300	5	\$71,636	\$107,455	P4-1	Actuarial Strategy Analyst
							M1-2	Actuarial Analyst
10%	5	\$77,300	\$116,000	6	\$81,307	\$121,961	P4-2	Sr Actuarial Analyst
							M1-2	Manager Risk Underwriting
10%	6	\$86,200	\$129,300	7	\$92,284	\$138,426	P4-2	Assistant Actuary
							M2-1	Manager Commercial Underwriting
15%	7	\$97,400	\$146,200	8	\$100,188	\$150,282	P5-1	Associate Actuary
							M2-2	Manager Insurance Underwriting
15%	8	\$110,100	\$165,100	9	\$114,214	\$171,322	P5-2	Actuary
							M3-1	
17%	9	\$124,100	\$186,300	10	\$127,979	\$191,968	M3-2	Senior Actuary
17%	10	\$140,100	\$210,300	11	\$145,896	\$218,844	M4-1	
20%	11	\$141,600	\$254,700	12	\$162,163	\$243,245	M4-2	
20%				13	\$184,866	\$277,299		
20%	CA/ HOI	\$169,000	\$304,400	14	\$210,747	\$316,121		Chief Actuary

### Appendix 3: Employment Benefits

Active Employee Plans	Coverage	Funding
Medical Services Plan	<ul style="list-style-type: none"> <li>Province determines benefit design</li> </ul>	ICBC pays in full
Extended Health	<ul style="list-style-type: none"> <li>80% reimbursement up to \$1,000 per calendar year; 100% reimbursement thereafter in the same year</li> <li>Drugs, paramedical, vision, medical supplies</li> <li>\$1M out of country</li> </ul>	ICBC pays in full
Dental	<ul style="list-style-type: none"> <li>100% payment of basic services</li> <li>70% payment of crowns, bridges, prosthetic appliances</li> <li>50% payment orthodontic services to a maximum of \$5,000/person lifetime</li> </ul>	ICBC pays in full
Basic Group Life	<ul style="list-style-type: none"> <li>Employee Life coverage is annual salary rounded to the next higher multiple of \$1,000 then multiplied by 2</li> <li>Spousal Life coverage is 50% of Employee Life insurance</li> </ul>	ICBC pays in full
Voluntary Group Life	<ul style="list-style-type: none"> <li>Employee coverage in multiples of \$25,000 to maximum of \$900,000</li> </ul>	Employee pays in full
Accidental Death	<ul style="list-style-type: none"> <li>Available for employees and dependents in multiples of \$40,000 up to a maximum of \$480,000</li> </ul>	Employee pays in full
Short Term Disability / Sick Leave	<ul style="list-style-type: none"> <li>Full pay entitlements up to 15 weeks per calendar year following 3 months of employment (2 weeks in first 3 months)</li> </ul>	ICBC pays in full
Long Term Disability	<ul style="list-style-type: none"> <li>Benefit paid 66 2/3 of regular monthly salary</li> <li>Maximum benefit of \$15,000 per month</li> </ul>	ICBC pays in full
Travel Accident	<ul style="list-style-type: none"> <li>\$150,000 lump sum benefit when traveling on company business</li> </ul>	ICBC pays in full
Pension	<ul style="list-style-type: none"> <li>Single employer defined benefit pension plan</li> <li>Best 5 years lifetime average, integrated with CPP</li> <li>For pre-Sept 2013 hires includes HIP capped at 15%, 100% for Executive</li> <li>Unreduced at earlier of age 60 or rule of 85</li> </ul>	<p><b>Current</b></p> <ul style="list-style-type: none"> <li>One third / two thirds cost share plan, fully indexed</li> </ul> <p><b>Proposed</b></p> <ul style="list-style-type: none"> <li>50/50 cost share plan, indexing dependent on assets in indexing fund</li> </ul>
Supplemental Employee Retirement Plan	<ul style="list-style-type: none"> <li>Provides a benefit above the limits for registered plans as set out in the Income Tax Act</li> <li>All management group eligible</li> </ul>	No funding required



Active Employee Plans	Coverage	Funding
Employee and Family Assistance Program	<ul style="list-style-type: none"> <li>On-going wellness support as well as short-term assistance</li> <li>Online, telephone and in-person counselling support for employee and family members</li> </ul>	ICBC pays in full
Supplemental Employee Benefit Plan	<ul style="list-style-type: none"> <li>Maternity – top up 100% first 2 weeks, then 85% for additional 15 weeks</li> <li>Parental/Adoption – top up 85% for up to 10 weeks</li> </ul>	ICBC pays in full Employee reimburses if they do not return to work
Retired Employee Plans	Design	
Medical Services Plan	<ul style="list-style-type: none"> <li>Province plan determines benefit design</li> </ul>	ICBC pays in full – closed plan
Extended Health	<ul style="list-style-type: none"> <li>80% reimbursement up to \$1,000 per calendar year; 100% reimbursement thereafter in the same year</li> <li>Drugs, paramedical, vision, medical supplies</li> <li>\$100,000 lifetime maximum</li> </ul>	ICBC pays in full – closed plan
Dental	<ul style="list-style-type: none"> <li>70% payment of basic services</li> <li>50% payment of crowns, bridges, prosthetic appliances</li> <li>\$2,000 annual maximum</li> </ul>	ICBC pays in full – closed plan

## Appendix 4: Time Off

Type of Time Off	Entitlement Details
Vacation	<p>For Management and Confidential employees:</p> <ul style="list-style-type: none"> <li>• 1 to 7 years: 4 weeks (20 days)</li> <li>• 8 to 16 years: 5 weeks (25 days)</li> <li>• 17 years and up: 6 weeks (30 days)</li> </ul> <p>For Director employees:</p> <ul style="list-style-type: none"> <li>• 4 weeks (20 days) (after 1 year of service)</li> <li>• Every 5 calendar years, and for that year only, Director level employees are entitled to an additional 2 weeks (10 days) of vacation as of the beginning of the 5th calendar year.</li> </ul>
Purchased Time Off	<ul style="list-style-type: none"> <li>• All Management and Confidential employees eligible</li> <li>• Employees may purchase additional days off with the Holdback Incentive Pay (HIP) each year to a maximum of 10 days to supplement current year's vacation.</li> <li>• All vacation carry-over and current year's vacation must be taken before purchased days can be accessed.</li> </ul>
Statutory Holidays	12 days off with pay, to recognize New Year's Day, Family Day, Good Friday, Easter Monday, Victoria Day, Canada Day, B.C. Day, Labour Day, Thanksgiving Day, Remembrance Day, Christmas Day and Boxing Day.
Maternity Leave	<ul style="list-style-type: none"> <li>• Unpaid leave</li> <li>• Maximum maternity leave is 26 weeks</li> <li>• Birth mothers may take 26 weeks of parental leave immediately after 26 weeks of maternity leave, plus an optional additional 9 weeks of unpaid leave for a maximum total leave of 61 weeks.</li> </ul>
Parental Leave	<ul style="list-style-type: none"> <li>• Unpaid leave</li> <li>• Maximum parental leave for mothers is 35 weeks</li> <li>• Maximum parental leave for fathers is 37 weeks, with additional 2 weeks over mothers' parental leave to provide for the two-week waiting period required for EI, which birth mothers have already served during their maternity leave.</li> </ul>
Adoption Leave	Unpaid leave. Maximum adoption leave is 37 weeks.
Compassionate Care Leave	Up to 8 weeks of unpaid time off. A medical practitioner must issue a certificate stating that the family member has a serious medical condition with a significant risk of dying within 26 weeks.
Long-Service Leave	Unpaid leave. Employees with minimum of 8 years of service may take between 6 and 12 months off for personal long-service leave.
Educational Leave	Unpaid Leave. Employees with minimum of 5 years of service may take up to one year off to pursue studies.
Deferred Salary Leave	Employees may defer up to one-third of their gross salary for a future leave of absence without pay.

# Board of Directors

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## Compensation Philosophy

### Introduction

The Board of Directors (BOD), under its Terms of Reference, are responsible for the compensation structures for the executive level positions within WorkSafeBC (WSBC). The BOD also is responsible for the review and approval of changes proposed to the compensation plans for the management group within the organization. To guide these decisions the BOD has established this Compensation Philosophy to provide transparency and accountability to the process.

### Objectives

Within the BOD's guiding principles of managing the resources of WSBC, the objectives set for the compensation philosophy are:

- To meet its mandates, WSBC must develop and retain staff with the skills, experience and knowledge required to achieve the goals and objectives established by the BOD;
- WSBC must be able to attract highly qualified individuals to join the organization to allow for current and future needs to be met; and
- The compensation plan must be designed in a way which is fully aligned with the goals and objectives of WSBC to create the high performance culture required to meet these objectives.

### Guiding Principles

These principles are meant to set the parameters for the creation and maintenance of compensation plans for executive and management staff at WSBC:

- Base salaries will be competitive with salaries offered to comparable positions in other relevant organizations;
- Salary scales will reflect each job's value to the organization and ensure that salary levels are internally equitable and consistent within and across functions;
- Where appropriate, salary policy will reward individual employees for performance, skills and behaviours that are important to the organization's success;
- The salaries should neither lead nor lag the appropriate comparison groups. The target for comparison should be the 50<sup>th</sup> percentile of the comparator group.

## Administration

### Comparison Groups

To fulfill the guiding principles, the BOD has established the comparison groups for WSBC as the following:

- Other Workers' Compensation Boards, as selected by the Board of Directors;
- Other B.C. Crown Corporations, as selected by the Board of Directors; and
- Any other relevant comparison group(s), as selected by the Board of Directors.

The BOD recognized that the most appropriate comparisons come from the looking at the sectors where WSBC loses employees to and where WSBC recruits employees from. Given the diverse nature of positions at WSBC these pools may differ across the organization. Given these facts, in general, other relevant comparison groups will include the National Public Sector, the National Insurance Sector and the Provincial Private Sector. For corporate service type roles, the BC Public Service is used as a comparator. The Private sector comparisons are used where there are cases of high demand talent.

### Ongoing Review

To facilitate the administration of this philosophy, when directed, WSBC will retain a third party with specific expertise in the area of compensation surveys and plan development to conduct reviews of the relevant comparators to make sure that the principles of this philosophy are met.

The BOD will review existing compensation plans as a standing item on its annual agenda.

### Progression

Once it is established, any movement through an approved salary range will occur only where justified by performance. A current performance evaluation showing the required levels of performance to justify such movement must be provided and reviewed before any movements are approved, in accordance with the Salary Administration Guidelines.