

# **Public Sector Executive Compensation Reporting Form**

**British Columbia Lottery Corporation  
Reporting for Fiscal Year 2011/2012**

*Statement of Executive Compensation*

**June 2012**

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July 23, 2012

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Re: Attestation letter for Executive Compensation  
British Columbia Lottery Corporation, Fiscal Reporting Period 2011/12

I have read the Public Sector Executive Compensation Reporting Guidelines as prepared by the Public Employer's Council Secretariat and understand it is my responsibility as Board Chair to be aware of executive compensation paid as reported by British Columbia Lottery Corporation (BCLC) management.

I hereby attest that, the executive compensation transactions, as reported by BCLC for the fiscal period 2011/12, in all material respects, were within approved compensation plans.

Yours truly,

John McLernon  
Chair, Board of Directors

Enclosure(s)

# Statement of Executive Compensation

## 1.1 PURPOSE

BCLC is required to disclose all compensation provided to the Chief Executive Officer and the next four highest paid executives for the services they have provided to the organization. This document outlines the design, provisions and total value of executive compensation for the fiscal year ending March 31, 2012 for the British Columbia Lottery Corporation (BCLC).

## 2.1 COMPENSATION DISCUSSION AND ANALYSIS

### 2.1.1 Compensation Philosophy

In order to become the Employer of Choice with a high performance workforce passionately driving the success of our business, British Columbia Lottery Corporation's Total Rewards value proposition to employees encompasses the following:

- Compensate for individual and team performance through pay for performance which contributes to the overall strategic transformation and growth of the organization.
- Ability to attract and retain the best possible people by ensuring salaries are competitively benchmarked against the average of the marketplace.
- Ensure internal and pay equity through a formalized job evaluation/classification system and "equal pay for work of equal value".
- Reward and recognize competencies and behaviours that support the Corporation's values and high performance values as those are integral to how we conduct business.
- Promote and support a healthy workplace through competitive and comprehensive benefits and work life balance programs.
- Value and appreciate staff through both informal and formal corporate recognition programs.
- Provide a workplace environment that fosters innovation, creativity, flexibility and adaptability.
- Provide a culture of continuous improvement, learning and growth – both personally and professionally.

Positions are compared against the marketplace on a regular basis to ensure they are competitive and meet the needs of the organization. Adjustments to salary levels are approved by the Board of Directors and the Public Sector Employers Compensation Secretariat (PSEC).

The compensation program includes both a base pay and re-earnable variable incentive program. It is designed to pay for performance. Employees progress through a salary range based on individual performance and mastery of the job. All employees are eligible for a re-earnable bonus based on both corporate and individual achievement of goals.

Equity is achieved through a formalized job evaluation system that evaluates jobs and level of compensation on the basis of complexity. Positions are also evaluated against "equal pay for work of equal value".

The Benefits and Work/Life balance component of the Total Rewards package is designed to provide competitive and comprehensive coverage for employees and their families and to

recognize the importance of work life balance in being a contributor to a high performance culture.

Any Total Rewards offered must be within the organization's ability to pay and be approved at the Senior Executive level, as well as be in compliance with any government regulations and guidelines in place.

## **2.1.2 Governance**

The Board of Directors and the Human Resources and Compensation Committee (HR&C) have oversight of BCLC's executive compensation. The terms of reference (as it pertains to total compensation) are outlined below:

### **Board of Directors**

- Monitor and, at least annually, review the CEO's performance against agreed upon annual objectives;
- Approve the CEO's compensation
- Review compensation plans for senior management including salary, incentive, benefit and pension plans;
- Approve certain matters relating to all employees, including:
  - The Corporation's broad compensation strategy and philosophy;
  - New benefit programs or material changes to existing programs; and
  - Material changes to the employee pension plans;

### **Human Resource and Compensation Committee**

- Develop and review a pay for performance Compensation philosophy consistent with the corporate strategy (includes the benefit plan and the annual salary planning plan).
- Review and recommend annual goals for the President and Chief Executive Officer and, when approved ensure the process is implemented.
- Review and recommend the CEO's compensation, including incentive, bonus, benefit and retirement plans, to the Board for approval.
- In consultation with the CEO review and recommend compensation for the Executive team.
- Review and make recommendations to the Board respecting the terms and conditions of the pension plans of which BCLC is an administrator.
- Review the performance incentive plan and make recommendations to the Board regarding approval.

The Board has final approval on the above matters and the HR&C Committee then ensures decisions are implemented.

### 2.1.3 Forms of Compensation

Total compensation for the Executive includes base and incentive pay, benefits, pension, supplementary pension, vacation, and perquisite allowance. Following is a description of each total compensation element.

#### Base Pay

Base pay is established at the median based on external benchmarking data and is designed to neither lead nor lag the market. Based on the external data, as well as an internal job evaluation system outlining role accountabilities, jobs are valued and slotted within the appropriate salary range. Annual salary increases for the Executive is determined based on individual performance and placement in the salary range.

#### Incentive Pay

BCLC's Variable Incentive Pay Program is aimed at directly linking employee performance to pay, ensuring that accountability cascades down through the organization from the CEO to front line employees. Success is measured on the performance of both corporate goals and individual goals, formalizing how each employee directly contributes to the successful delivery of the goals of the organization.

BCLC's Variable Incentive is granted based on the achievement of a financial trigger, corporate goals (50%) and individual goal (50%) and is re-earnable each year. The incentive plan is not remunerated (corporate or individual) if the financial trigger is not achieved.

The process is as follows:

- The HR&C Committee of the Board reviews and recommends to the Board, the appropriate corporate goals and targets.
- The Service Plan, which is approved by the Ministry, and the business plan, which is approved by the Board of Directors drives the overall corporate and individual goals set for the Executive.
- The CEO's goals are determined by the Board of Directors.
- The CEO's goals are cascaded down to the Executive team and all goals established directly link to the approved business plan.
- The HR&C Committee reviews the attainment of corporate goals, and the individual goals for the CEO, and recommends to the Board the level of achievement against the target set at the end of the fiscal year.

Fiscal Year 2011/12 Targets

Corporate Goals	Weighting	Threshold	Target	Stretch
Net Income before taxes (millions)	50.00%	\$1,135.0	\$1,200.0	\$1,235.0
Net Win (millions)	50.00%	\$1,985.0	\$2,098.0	\$2,160.0

#### Benefit Plan

The flexible benefit program offered at BCLC provides all employees with an opportunity to purchase benefits based on their lifestyle needs. Employees are provided with preference credits, which are used to purchase medical, extended health, dental, AD&D, life insurance, etc. Long Term Disability premiums are paid for by the employee. *The Executive do not have any additional perquisites in this regard.*

**Vacation**

20 days of vacation is provided for management staff, including the Vice Presidents, upon joining BCLC. Employees' annual rate of vacation accrual increases at established years of service until the maximum accrued vacation rate is met. The maximum accrued vacation provided to management and Executive is 35 days. 30 days' vacation is provided to the CEO.

**Registered Pension Plan (RPP)**

BCLC has its own defined benefit pension plan which is a shared cost between the employee and the Corporation. Employees contribute 4.4% of their monthly earnings that are less than or equal to Year's Maximum Pensionable Earnings (YMPE) and 6.0% of their annual earnings that are in excess of the YMPE. The Corporation contributes additional amounts necessary to pay for the promised pension. An actuary who is certified in the determination of pension funding requirements calculates the amount of the Corporation's contribution.

**Supplemental Registered Pension Plan (SRP)**

BCLC has a Supplemental Registered Plan for its Vice-Presidents. The SRP provides a pension payable at retirement on or after age 55. The pension is calculated using the formula from the RPP, without *Income Tax Act* maximum pension limits imposed on the RPP. The excess over the RPP pension is payable from the SRP. In other words, the SRP provides the pension that the *Income Tax Act* will not allow to be paid from the RPP. The SRP is simply a mirror of the RPP, with two exceptions: The Vice President does not have to contribute to the SRP. And, if a Vice President terminates employment before age 55, no benefit is payable from the SRP.

**Supplemental Registered Pension Plan (CEO)**

The CEO Supplemental Registered Pension is similar to the SRP for Vice Presidents with one exception; the CEO receives 1.5 years of pension credit for each year worked.

**Perquisite Allowance**

A perquisite allowance is provided to the Vice Presidents and the Chief Executive Officer in the amount of \$12,000 per annum.

**2.2 New Policies, Actions or Decisions**

There have been no new policies, actions or decisions made since the end of the fiscal year that affect a fair understanding of the Executive compensation for 2011/2012.

### ITEM 3 - SUMMARY COMPENSATION TABLE

Name and Principal Position	Base Salary	Incentive Plan Compensation Earned	Benefits	Pension	All Other Compensation	Total	Previous Two Years Totals
A	B	C	D	E	F	G	H
Michael Graydon President & Chief Executive Officer	\$ 299,077	\$ 40,000	\$ 11,183	\$ 87,620	Vacation: \$ 11,539 Perquisites: \$ 12,000 Total: \$ 23,539	\$ 461,419	2010/11: \$ 421,084 2009/10: \$ 382,881
Scott Norman Chief Information Officer <i>Terminated: April 1, 2011</i>	\$ 4,075	\$ 0	\$ 208	\$ 0	Severance: \$ 435,826 Vacation: \$ 0 Perquisites: \$ 231 Total: \$ 436,057	\$ 440,340	2010/11: \$ 292,554 2009/10: \$ 288,907
Jim Lightbody Vice President, Casino & Community Gaming	\$ 221,079	\$ 41,850	\$ 10,657	\$ 33,420	Vacation: \$ 1,253 Perquisites: \$ 12,000 Total: \$ 13,253	\$ 320,259	2010/11: \$ 296,134 2009/10: \$ 286,009
Kevin Gass Vice President, Lottery Gaming	\$ 208,797	\$ 44,745	\$ 10,585	\$ 31,120	Vacation: \$ 0 Perquisites: \$ 12,000 Total: \$ 12,000	\$ 307,247	2010/11: \$ 280,904 2009/10: \$ 270,286
Tom Williamson Vice President, Finance & Corporate Services & CFO	\$ 205,520	\$ 34,795	\$ 9,559	\$ 29,720	Vacation: \$ 14,924 Perquisites: \$ 12,000 Total: \$ 26,924	\$ 306,518	2010/11: \$ 283,588 2009/10: n/a

## ITEM 3.1 – SUMMARY COMPENSATION TABLE DISCUSSION

A	<b>Name and Principal Position</b>	<ul style="list-style-type: none"> <li>Mr. Norman was terminated on April 1, 2011.</li> </ul>																				
B	<b>Base Salary</b>	<ul style="list-style-type: none"> <li>Payroll system limitations restrict salary reporting to whole pay periods. The salary reported is for the pay periods of March 27, 2011 – March 23, 2012.</li> </ul>																				
C	<b>Incentive Plan Compensation Earned</b>	<ul style="list-style-type: none"> <li>Incentive compensation reported above is for the achievement of fiscal 2011/12 goals and paid in fiscal 2012/13.</li> </ul>																				
D	<b>Benefits</b>	<ul style="list-style-type: none"> <li>Total includes employer contributions for MSP, Benefit Credits, Dental, Extended Medical, Basic and Optional AD&amp;D, Basic Life Insurance, and Statutory Benefits (WCB, EI and CPP).</li> </ul>																				
E	<b>Pension</b>	<ul style="list-style-type: none"> <li>The total includes both Registered Pension and Supplemental Registered Pension amounts.</li> <li>The calculated pension amounts are established using the actuarial assumptions for plan funding purposes.</li> <li>All of the assumptions are shown below:</li> </ul> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"><b>Discount rate</b></td> <td style="width: 25%;">5.50% per year</td> <td style="width: 50%;"><b>Consumer Price Index</b></td> <td style="width: 25%;">2.50% per year</td> </tr> <tr> <td><b>Pensionable earnings definition</b></td> <td>Basic salary rate plus target incentive at 20% of earnings</td> <td><b>Mortality</b></td> <td>UP94 with general projection</td> </tr> <tr> <td><b>Increases in pensionable earnings</b></td> <td>4.00% per year</td> <td><b>Withdrawal</b></td> <td>None</td> </tr> <tr> <td><b>YMPE increases</b></td> <td>3.50% per year</td> <td><b>Retirement age</b></td> <td>Age 62 or April 1, 2012 if later</td> </tr> <tr> <td><b>Increases in maximum pension permitted under the Income Tax Act</b></td> <td>3.50% per year after 2012</td> <td></td> <td></td> </tr> </table>	<b>Discount rate</b>	5.50% per year	<b>Consumer Price Index</b>	2.50% per year	<b>Pensionable earnings definition</b>	Basic salary rate plus target incentive at 20% of earnings	<b>Mortality</b>	UP94 with general projection	<b>Increases in pensionable earnings</b>	4.00% per year	<b>Withdrawal</b>	None	<b>YMPE increases</b>	3.50% per year	<b>Retirement age</b>	Age 62 or April 1, 2012 if later	<b>Increases in maximum pension permitted under the Income Tax Act</b>	3.50% per year after 2012		
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F	<b>All Other Compensation</b>	<p><b>Severance</b> – Mr. Norman’s severance package is within the termination guidelines set out by Public Sector Employers Act. The amount remitted to Mr. Norman is based on an 18 month notice period and is inclusive of base salary, variable incentive, perquisite and benefit costs for the period.</p> <p><b>Perquisite Allowance</b> – The CEO and NEOs receive a \$12,000 per annum perquisite allowance which is remitted on a biweekly basis.</p> <p><b>Vacation Paid</b> – Unused vacation time accrued in calendar year 2009 for use in calendar year 2010.</p>																				



G	<b>Total</b>	Michael Graydon	<p>Notable changes in total compensation from previous reporting year:</p> <ul style="list-style-type: none"> <li>• Base Salary – a base salary adjustment provided to Mr. Graydon by the Board of Directors effective April 1, 2011.</li> <li>• Incentive Plan – For fiscal year 2011/12, a reduction of the maximum potential annual incentive for the CEO from 20% of base salary to 13.33% of base salary was implemented and the deferred incentive program eliminated.</li> <li>• Pension – increase as a result of calculation based on funding assumptions.</li> </ul>
		Jim Lightbody	<p>Notable changes in total compensation from previous reporting year:</p> <ul style="list-style-type: none"> <li>• Base Salary – due to a performance based merit increase.</li> <li>• Incentive Plan – achievement based on corporate and individual performance.</li> <li>• Pension – increase as a result of calculation based on funding assumptions.</li> <li>• Vacation payout – unused vacation time accrued in calendar year 2009 for use in calendar year 2010.</li> </ul>
		Kevin Gass	<p>Notable changes in total compensation from previous reporting year:</p> <ul style="list-style-type: none"> <li>• Base Salary – due to a performance based merit increase.</li> <li>• Incentive Plan – achievement based on corporate and individual performance.</li> <li>• Pension – increase as a result of calculation based on funding assumptions.</li> </ul>
		Tom Williamson	<p>Notable changes in total compensation from previous reporting year:</p> <ul style="list-style-type: none"> <li>• Base Salary – due to a performance based merit increase.</li> <li>• Incentive Plan – achievement based on corporate and individual performance.</li> <li>• Pension – increase as a result of calculation based on funding assumptions.</li> <li>• Vacation payout – unused vacation time accrued in calendar year 2009 for use in calendar year 2010.</li> </ul>