



Statement of Financial Information

Pursuant to the Financial Information Act

For the year ended March 31, 2021

Kwantlen Polytechnic University

Statement of Financial Information Pursuant to the Financial Information Act For the year ended March 31, 2021

Statement of Financial Information Approval

Management Report

Financial Statements (Audited)

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Financial Information Regulation (FIR), Schedule 1

Kwantlen Polytechnic University

Statement of Financial Information Approval

In accordance with the requirements of the Financial Information Act, all statements and schedules in this Statement of Financial Information have been reviewed and approved by the Kwantlen Polytechnic University Board of Governors.

A handwritten signature in black ink, appearing to read 'Michael McAdam', with a small asterisk-like mark at the end.

Michael McAdam
Chair, Board of Governors

Kwantlen Polytechnic University

Management Report

The Financial Statements contained in this Statement of Financial Information under the *Financial Information Act* have been prepared by management in accordance with Canadian generally accepted accounting principles or stated accounting principles, and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all the statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

The Board of Governors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control, and exercises this responsibility through regular meetings with management. The Board meets with management and the external auditors once a year.

The external auditors, KPMG, conduct an independent examination, in accordance with Canadian generally accepted auditing standards, and express an opinion on the financial statements. Their examination does not relate to the other schedules and statements required by the *Financial Information Act*. Their examination includes a review and evaluation of the University's system of internal control with appropriate tests and procedures to provide reasonable assurance that the Financial Statements are presented fairly. The external auditors have full and free access to the Board of Governors and meet with it once a year or as needed.

On behalf of Kwantlen Polytechnic University

Dr. Alan Davis
President and Vice-Chancellor

Dr. Steve Cardwell
Vice-President, Finance and
Administration (*pro term*)

Financial Statements of

KWANTLEN POLYTECHNIC UNIVERSITY

And Independent Auditors' Report thereon

Year ended March 31, 2021



KPMG LLP
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INDEPENDENT AUDITORS' REPORT

To the Board of Governors of Kwantlen Polytechnic University, and
To the Minister of the Ministry of Advanced Education, Skills & Training, Province of
British Columbia

Opinion

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

- the statement of financial position as at March 31, 2021
- the statement of operations and accumulated surplus for the year then ended
- the statement of changes in net debt for the year then ended
- the statement of cash flows for the year then ended
- the statement of rereasurement gains and losses for the year then ended
- and notes to the 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, 2021 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 "**Auditors' Responsibilities for the Audit of the Financial Statements**" section of our auditors' 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.

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.

Auditors' 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 auditors' 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 auditors' 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 auditors' 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.

KPMG LLP

Chartered Professional Accountants

Vancouver, Canada
May 26, 2021

KWANTLEN POLYTECHNIC UNIVERSITY

Statement of Financial Position

(in thousands of dollars)

As at March 31, 2021 with comparative information for 2020

		2021	2020
Financial assets			
Cash and cash equivalents	(Note 3)	\$ 88,891	\$ 72,217
Accounts receivable	(Note 4)	1,928	2,668
Inventories for resale		447	532
Investments	(Note 5)	31,614	27,946
		122,880	103,363
Liabilities			
Accounts payable and accrued liabilities	(Note 6)	43,114	44,229
Deferred revenue		40,860	30,957
Deferred contributions	(Note 8)	5,497	3,952
Deferred capital contributions	(Note 9)	152,503	155,789
Obligations under capital lease	(Note 10)	33	92
		242,007	235,019
Net debt		(119,127)	(131,656)
Non-financial assets			
Tangible capital assets	(Note 11)	243,096	249,005
Endowment investments	(Note 5)	2,817	2,817
Prepaid expenses and deposits		2,088	2,424
		248,001	254,246
Accumulated surplus		\$ 128,874	\$ 122,590
Accumulated surplus is comprised of:	(Note 12)		
Accumulated surplus		\$ 126,706	\$ 122,536
Accumulated remeasurement gains		2,168	54
		\$ 128,874	\$ 122,590

Contractual obligations (Note 14)

Commitments and contingent liabilities (Note 15)

See accompanying notes to financial statements.

Approved on behalf of the Board:



Sandra Case
Chair, Board of Governors



Tara Clowes
Vice President, Finance and Administration

KWANTLEN POLYTECHNIC UNIVERSITY

Statement of Operations and Accumulated Surplus

(in thousands of dollars)

Year Ended March 31, 2021 with comparative information for 2020

	Budget	2021	2020
	(Note 2(k))		
Revenue:			
Province of British Columbia grants	\$ 76,179	\$ 79,344	\$ 73,511
Revenue recognized from deferred contributions (Note 8)	5,973	6,228	8,374
Tuition and student fees	124,000	111,666	107,463
Ancillary services	6,036	1,926	5,199
Other revenue	4,258	6,123	7,110
Revenue recognized from deferred capital contributions (Note 9)	9,009	8,735	8,616
	225,455	214,022	210,273
Expenses:			
	(Note 18)		
Instruction, research and support	219,847	207,143	200,782
Ancillary operations	5,608	2,709	4,819
	225,455	209,852	205,601
Annual surplus	-	4,170	4,672
Accumulated surplus, beginning of year	122,536	122,536	117,864
Accumulated surplus, end of year	\$ 122,536	\$ 126,706	\$ 122,536

See accompanying notes to financial statements.

KWANTLEN POLYTECHNIC UNIVERSITY

Statement of Changes in Net Debt

(in thousands of dollars)

Year Ended March 31, 2021 with comparative information for 2020

	Budget	2021	2020
	(Note 2(k))		
Annual surplus	\$ -	\$ 4,170	\$ 4,672
Acquisition of tangible capital assets, net of write-offs	(10,109)	(13,237)	(12,098)
Amortization of tangible capital assets	19,700	19,146	18,474
	9,591	5,909	6,376
Net of use (acquisition) of prepaid expenses and deposits	-	336	(435)
Net remeasurement gains (losses)	-	2,114	(197)
Change in net debt	9,591	12,529	10,416
Net debt, beginning of year	(131,656)	(131,656)	(142,072)
Net debt, end of year	\$ (122,065)	\$ (119,127)	\$ (131,656)

See accompanying notes to financial statements.

KWANTLEN POLYTECHNIC UNIVERSITY

Statement of Cash Flows

(in thousands of dollars)

Year Ended March 31, 2021 with comparative information for 2020

	2021	2020
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 4,170	\$ 4,672
Items not involving cash:		
Amortization of tangible capital assets	19,146	18,474
Write-off of tangible capital assets	413	-
Revenue recognized from deferred capital contributions	(8,735)	(8,616)
Change in non-cash operating working capital:		
Accounts receivable	740	3,849
Prepaid expenses and deposits	336	(435)
Inventories for resale	85	68
Accounts payable and accrued liabilities	(1,115)	16,831
Deferred revenue	9,903	17,462
Deferred contributions	1,545	93
Net change from operating activities	26,488	52,398
Capital activities:		
Cash used to acquire tangible capital assets	(13,650)	(12,098)
Net change from capital activities	(13,650)	(12,098)
Financing activities:		
Contributions received for tangible capital assets	5,449	5,077
Principal payments on capital lease obligations	(59)	(155)
Net change from financing activities	5,390	4,922
Investing activities:		
(Increase) decrease in investments	(3,668)	934
Net remeasurement gains (losses)	2,114	(197)
Net change from investing activities	(1,554)	737
Net change in cash and cash equivalents	16,674	45,959
Cash and cash equivalents, beginning of year	72,217	26,258
Cash and cash equivalents, end of year	\$ 88,891	\$ 72,217

See accompanying notes to financial statements.

KWANTLEN POLYTECHNIC UNIVERSITY

Statement of Remeasurement Gains and Losses

(in thousands of dollars)

Year Ended March 31, 2021 with comparative information for 2020

	2021	2020
Accumulated remeasurement gains, beginning of year	\$ 54	\$ 251
Unrealized gains (losses) generated during the year from:		
Fixed income investments	1,246	(21)
Pooled investments, mortgage-backed securities and mutual funds	2,517	1
Foreign currency translation	(114)	(37)
Remeasurement (gains) losses realized and reclassified to the Statement of Operations and Accumulated Surplus from:		
Fixed income investments	(1,278)	(186)
Pooled investments, mortgage-backed securities and mutual funds	(460)	(5)
Foreign currency translation	203	51
Net remeasurement gains (losses) for the year	2,114	(197)
Accumulated remeasurement gains, end of year	\$ 2,168	\$ 54

See accompanying notes to financial statements.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements
(in thousands of dollars)

Year ended March 31, 2021

1. Authority and purpose

Kwantlen Polytechnic University (“the University”) operates under the authority of the *University Act* of British Columbia. The University is a not-for-profit entity governed by a Board of Governors, the majority of which are appointed by the Provincial Government of British Columbia. The University is exempt from income taxes under section 149 of the *Income Tax Act*.

The University offers career, vocational, developmental and academic programs from its Richmond, Langley and three Surrey campuses located in southwestern British Columbia. The academic governance of the University is vested in the Senate.

2. Summary of significant accounting policies

(a) Basis of accounting

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

Government Organization Accounting Standards Regulation 257/2010 requires all taxpayer supported organizations in the schools, universities, colleges and hospitals sectors to adopt the Canadian Public Sector Accounting Standards (“PSAS”) without any public sector (“PS”) 4200 elections, effective their first fiscal year commencing after January 1, 2012.

Government Organization Accounting Standards Regulation 198/2011 requires that restricted contributions received or receivable for 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.

Regulation 198/2011 also requires that the 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 when the stipulation or restriction on the contributions have been met.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (Continued)
(in thousands of dollars)

Year ended March 31, 2021

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 PSAS which requires 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 PS 3410. Externally restricted contributions are recognized in revenue in the period when the resources are used for the purpose specified in accordance with PS 3100.

As a result, revenue recognized in the Statement of Operations and Accumulated Surplus and certain related deferred capital contributions would be recorded differently under PSAS.

(b) Cash and cash equivalents

Cash and cash equivalents include highly liquid investments with a term to maturity of three months or less at the date of purchase.

(c) Financial instruments

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

(i) Fair value category: The University manages and reports performance for groups of financial assets on a fair-value basis. Cash and cash equivalents and investments are reflected at fair value as at the reporting date. Sales and purchases of investments are recorded on the trade date. Transaction costs related to the acquisition of investments are recorded as an expense. Unrealized gains and losses on financial assets except for those related to restricted endowments are recognized in the 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 Statement of Operations and Accumulated Surplus and related balances reversed from the Statement of Remeasurement Gains and Losses. Unrealized gains and losses on endowment investment assets, where earnings are restricted as to use, are recorded as deferred contributions and recognized in revenue when disposed and when the related expenses are incurred.

(ii) Cost category: Amounts receivable are measured at cost less any amount for valuation allowance. Valuation allowances are made when collection is in doubt.

(d) Inventories for resale

Inventories for resale, including new and used textbooks, course manuals, stationery, art supplies, clothing, and crested and non-crested giftware, 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 proceeds on sale less any costs to sell. Inventories are written down to net realizable value when the cost of inventories is estimated not to be recoverable.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (Continued)
(in thousands of dollars)

Year ended March 31, 2021

2. Summary of significant accounting policies (continued)

(d) Inventories for resale (continued)

When circumstances that previously caused inventories to be written down below cost no longer exist, the amount of write-down previously recorded is reversed.

(e) Contaminated sites

A liability for contaminated sites is recognized when the following criteria are met:

- (i) An environmental standard exists;
- (ii) Contamination exceeds the environmental standard;
- (iii) The University is directly responsible or accepts responsibility;
- (iv) It is expected that future economic benefits will be given up; and
- (v) A reasonable estimate of the amount can be made.

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

(f) 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 asset acquisitions are initially recorded at cost, which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land and air space parcels, are amortized on a straight-line basis over their estimated useful lives shown below. Land is not amortized as it is deemed to have a permanent value. Work in progress is not amortized until the asset is available for productive use.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (Continued)
(in thousands of dollars)

Year ended March 31, 2021

2. Summary of significant accounting policies (continued)

(f) Non-financial assets (continued)

(i) Tangible capital assets (continued)

	Term
Buildings	40 years
Major site improvements	10 years
Major equipment	10 - 20 years
Library holdings	10 years
Technology infrastructure	8 years
Furniture and equipment	5 years
Computing equipment	3 years
Leased capital assets	shorter of 5 years or lease term

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) Leased tangible capital assets

Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as obligations under capital lease and are reflected as part of tangible capital assets in the financial statements. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

(g) Employee future benefits

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

The University's sick leave benefits do not vest or accumulate and related costs are expensed as incurred.

(h) 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.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (Continued)
(in thousands of dollars)

Year ended March 31, 2021

2. Summary of significant accounting policies (continued)

(h) Revenue recognition (continued)

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

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

- (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 endowment donations and as deferred contributions for any unspent restricted investment income earned thereon.

Investment income is reported as part of Other Revenue on the Statement of Operations and Accumulated Surplus and includes interest recorded on an accrual basis, dividends recorded as declared, and realized gains and losses on the sale of investments.

(i) Use of estimates

In accordance with PSAS, the preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, related disclosures, and the disclosures of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Areas where management has made estimates and assumptions include those related to the determination of useful lives of tangible capital assets for amortization and the amortization of related deferred capital contributions, accrued liabilities, valuation of accounts receivable, and provisions for contingencies. Where actual results differ from these estimates and assumptions, the impact will be recorded in future periods when the difference becomes known.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (Continued)
(in thousands of dollars)

Year ended March 31, 2021

2. Summary of significant accounting policies (continued)

(j) Foreign currency translation

The University's functional currency is the Canadian dollar. 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 are 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 gains or losses resulting from a change in rates between the transaction date and the settlement date or Statement of Financial Position date is recognized in the Statement of Remeasurement Gains and Losses. In the period of settlement, the related cumulative remeasurement gain/loss is reversed in the Statement of Remeasurement Gains and Losses and the exchange gains or losses in relation to the exchange rate at the date of the item's initial recognition is recognized in the Statement of Operations and Accumulated Surplus.

(k) Budget figures

Budget figures have been provided for comparative purposes and have been derived from the 2020-2021 University Budget approved by the Board of Governors on February 5, 2020. The budget is reflected in the Statement of Operations and Accumulated Surplus and the Statement of Changes in Net Debt.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (Continued)
(in thousands of dollars)

Year ended March 31, 2021

3. Cash and cash equivalents

	2021	2020
Cash	\$ 85,861	\$ 70,085
Cash equivalents	3,030	2,132
	\$ 88,891	\$ 72,217

4. Accounts receivable

	2021	2020
Accounts receivable	\$ 3,669	\$ 5,467
Allowance for doubtful accounts	(1,741)	(2,799)
	\$ 1,928	\$ 2,668

5. Investments and endowment investments

Investments and endowment investments recorded at fair value are comprised of the following:

	2021	2020
Designated to the fair value category (Level 1)		
Fixed income investments	\$ 19,164	\$ 25,491
Canadian equities pooled investments	6,971	3,730
International equities pooled investments	7,914	-
Mortgage-backed securities	-	1,542
Total Level 1 Category Investments	34,049	30,763
Designated to the fair value category (Level 3)		
Infrastructure pooled investments	198	-
Real estate pooled investments	184	-
Total Level 3 Category Investments	382	-
Total Investments	34,431	30,763
Endowment investments	2,817	2,817
Investments	\$ 31,614	\$ 27,946

All fixed income investments held at March 31, 2021 mature at various dates to October 2083 (2020 – September 2077) and bear interest at rates varying from 0.18% to 11.75% (2020 – 1.30% to 6.63%).

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (Continued)
(in thousands of dollars)

Year ended March 31, 2021

5. Investments and endowment investments (continued)

PSAS defines the fair value of a financial instrument as the amount of the consideration that would be agreed upon in an arm's length transaction between knowledgeable, willing parties who are under no compulsion to act. The University uses the following methods and assumptions to estimate the fair value of each class of financial instruments for which the carrying amounts are included in the Statement of Financial Position under the following captions:

- Cash and cash equivalents, accounts receivable, and accounts payables and accrued liabilities – the carrying amounts approximate fair value because of the short maturity of these instruments.
- Investments – the carrying amounts are shown at fair value based on quoted prices (unadjusted) in active markets.

The financial instruments measured at fair value held within each investment are classified according to a hierarchy which includes three levels, reflecting the reliability of the inputs involved in the fair value determination. The different levels are defined as follows:

- Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)
- Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The following table reconciles the changes in the fair value of investments classified as Level 3 during the year.

	2021	2020
Balance, beginning of year	\$ -	\$ -
Purchases	687	-
Dispositions	(305)	-
Balance, end of year	\$ 382	\$ -

6. Accounts payable and accrued liabilities

	2021	2020
Accounts payable and accrued liabilities	\$ 21,544	\$ 26,291
Salaries and wages payable	9,496	7,043
Accrued vacation payable	12,074	10,895
	\$ 43,114	\$ 44,229

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (Continued)
(in thousands of dollars)

Year ended March 31, 2021

7. Employee future benefits

(a) Pension benefits

The University and its employees contribute to the College Pension Plan and Municipal Pension Plan (jointly trustee pension plans). The boards of trustees for these plans, representing plan members and employers, are responsible for administering the pension plans, including investing assets and administering benefits. The plans are multi-employer defined benefit pension plans. Basic pension benefits are based on a formula. As at August 31, 2019, the College Pension Plan has about 15,000 active members, and approximately 9,000 retired members. As at December 31, 2019, the Municipal Pension Plan has about 213,000 active members, including approximately 6,000 from colleges.

Every three years, an actuarial valuation is performed to assess the financial position of the plans and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plans. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plans. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent actuarial valuation for the College Pension Plan as at August 31, 2018, indicated a \$303,000 surplus for basic pension benefits on a going concern basis.

The most recent valuation for the Municipal Pension Plan as at December 31, 2018, indicated a \$2,866,000 funding surplus for basic pension benefits on a going concern basis. The University paid \$10,562 for employer contributions to the plans in the fiscal year 2021 (2020 - \$10,416).

The next valuation for the College Pension Plan will be as at August 31, 2021, with results available in 2022. The next valuation for the Municipal Pension Plan will be December 31, 2021, with results available in 2022.

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

(b) Maternity or parental leave

The University provides supplemental employee benefits for faculty, staff and administration on maternity or parental leave. For the duration of the leave, employees on maternity or parental leave receive a supplemental payment added to employment insurance benefits. Employer-paid benefits also continue to be paid on the employees' behalf. The University has expensed \$1,005 in the current year (2020 - \$691). As at March 31, 2021, the University has an obligation of \$393 (2020 - \$783) which has been included in salaries and wages payable.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (Continued)
(in thousands of dollars)

Year ended March 31, 2021

8. Deferred contributions

Deferred contributions represent the unspent externally restricted grants and contributions that will be used in future periods for academic programming and student awards, as specified by the contributor.

	2020	Amounts received	Recognized as revenue	2021
Provincial	\$ 2,650	\$ 5,098	\$ (4,454)	\$ 3,294
Federal	548	1,158	(771)	935
Other sources	754	1,517	(1,003)	1,268
	\$ 3,952	\$ 7,773	\$ (6,228)	\$ 5,497

9. Deferred capital contributions

Changes in deferred capital contributions balance are as follows:

	2020	Amounts received	Recognized as revenue	2021
Provincial	\$ 131,929	\$ 5,271	\$ (7,310)	\$ 129,890
Federal	9,592	42	(742)	8,892
Other sources	14,268	136	(683)	13,721
	\$ 155,789	\$ 5,449	\$ (8,735)	\$ 152,503

10. Obligations under capital lease

The University has entered into capital leases to finance computers and equipment at an estimated cost of borrowing of 3.95% (2020 – 3.38%) per annum. The principal and interest payments are as follows:

	2021	2020
2021	\$ -	\$ 61
2022	24	24
2023	10	10
Total minimum capital lease payments	34	95
Less amounts representing interest	(1)	(3)
Present value of net minimum capital lease payments	\$ 33	\$ 92

Total interest payment on capital leases for the year was \$2 (2020 – \$5).

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (Continued)

(in thousands of dollars)

Year ended March 31, 2021

11. Tangible capital assets

	Land	Buildings	Major site improvements	Major equipment	Library holdings	Technology infrastructure	Furniture & equipment	Computing equipment	Leased capital assets	Work in progress (WIP)	Total
2021 Cost											
Opening balance	\$ 21,485	\$ 266,610	\$ 44,664	\$ 7,637	\$ 9,196	\$ 3,866	\$ 72,597	\$ 9,448	\$ 370	\$ 4,539	\$ 440,412
Additions	-	102	444	624	204	-	4,267	1,994	-	6,015	13,650
Dispositions/write-offs	-	-	-	-	-	-	-	-	(279)	(413)	(692)
Transfer to/(from) WIP	-	-	1,514	3,801	-	-	761	-	-	(6,076)	-
Closing balance	<u>21,485</u>	<u>266,712</u>	<u>46,622</u>	<u>12,062</u>	<u>9,400</u>	<u>3,866</u>	<u>77,625</u>	<u>11,442</u>	<u>91</u>	<u>4,065</u>	<u>453,370</u>
2021 Accumulated amortization											
Opening balance	-	(95,823)	(17,291)	(1,379)	(7,133)	(1,649)	(60,426)	(7,427)	(279)	-	(191,407)
Amortization	-	(6,667)	(4,414)	(725)	(442)	(483)	(4,946)	(1,411)	(58)	-	(19,146)
Dispositions	-	-	-	-	-	-	-	-	279	-	279
Closing balance	<u>-</u>	<u>(102,490)</u>	<u>(21,705)</u>	<u>(2,104)</u>	<u>(7,575)</u>	<u>(2,132)</u>	<u>(65,372)</u>	<u>(8,838)</u>	<u>(58)</u>	<u>-</u>	<u>(210,274)</u>
2021 Net book value	<u>\$ 21,485</u>	<u>\$ 164,222</u>	<u>\$ 24,917</u>	<u>\$ 9,958</u>	<u>\$ 1,825</u>	<u>\$ 1,734</u>	<u>\$ 12,253</u>	<u>\$ 2,604</u>	<u>\$ 33</u>	<u>\$ 4,065</u>	<u>\$ 243,096</u>
2020 Net book value	<u>\$ 21,485</u>	<u>\$ 170,787</u>	<u>\$ 27,373</u>	<u>\$ 6,258</u>	<u>\$ 2,063</u>	<u>\$ 2,217</u>	<u>\$ 12,171</u>	<u>\$ 2,021</u>	<u>\$ 91</u>	<u>\$ 4,539</u>	<u>\$ 249,005</u>

As at March 31, 2021, work in progress with a value of \$4,065 (2020 - \$4,539) has not been amortized. Amortization of these assets will commence when the assets are put into productive use.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (Continued)
(in thousands of dollars)

Year ended March 31, 2021

12. Accumulated Surplus

The accumulated surplus is comprised of the following:

	2021	2020
Investment in tangible capital assets	\$ 90,593	\$ 93,216
Endowments (note 5)	2,817	2,817
Internally restricted	6,170	2,000
Unrestricted	27,126	24,503
Accumulated remeasurement gains	2,168	54
	<u>\$ 128,874</u>	<u>\$ 122,590</u>

13. Financial risk management

The University has exposure to certain risks from its financial instruments.

The Board of Governors ensures that the University has identified its major risks and ensures that 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 certain financial assets held by the University consisting of cash and cash equivalents, investments and accounts receivable.

The University manages credit risk with established investment guidelines for its investment management companies to follow in managing its investment portfolios. The guidelines limit investments to those with BBB- or greater credit rating. The University does not invest in any derivatives.

(b) Market risk

Market risk is the risk that changes in the market prices, such as interest rates, will affect the University's income. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing the return on risk.

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.

It is management's opinion that the University is not exposed to significant market or interest rate risk arising from its financial instruments.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (Continued)
(in thousands of dollars)

Year ended March 31, 2021

13. 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.

(d) Foreign exchange risk

Foreign exchange risk is the risk that the fair value of financial instruments or future cash flows associated with the instruments will fluctuate due to changes in foreign exchange rates. The University is exposed to foreign exchange risk on investments that are dominated in foreign currencies.

The functional currency of the University is the Canadian dollar. The University conducts some transactions in foreign currencies, particularly the U.S. dollar. The University maintains a U.S. dollar denominated bank account to minimize foreign exchange risk on these transactions.

(e) COVID-19 Pandemic

The COVID-19 outbreak has caused disruption in operations for institutions of higher education. The University temporarily closed campuses to employees and students with a transition to remote working and virtual courses, and has not reopened its campuses as of the date these financial statements were approved. The continued imposition of travel restrictions, for example, is anticipated to impact future international student enrolment trends. The ongoing effects of the pandemic, both in terms of impact and duration, are still uncertain at this time and these factors present uncertainty over future cash flows, may cause significant changes to the carrying values of assets or liabilities and may have a significant impact on future operations. An estimate of the financial effect is not practicable at this time.

In accordance with the Ministry of Advanced Education's announcement on March 8, 2021 regarding in person classes, the University is striving to have increased students and employees on the campuses in Fall 2021, barring the imposition of any further lockdown measures.

14. Contractual obligations

The nature of the University's activities can result in multi-year 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:

	2022	2023	2024	2025	2026
Contractual obligations	\$17,987	\$ 6,494	\$ 3,000	\$ 555	\$ -

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (Continued)
(in thousands of dollars)

Year ended March 31, 2021

15. Commitments and contingent liabilities

- (a) The University may, from time to time, be involved in legal proceedings, claims, and litigation that arise in the normal course of operations.

There are several lawsuits pending in which the University is involved. It is considered that the potential claims against the University resulting from such litigation would not materially affect the financial statements of the University.

- (b) The University committed to the building of the Chip and Shannon Wilson School of Design at the Richmond campus for the Faculty of Design. The project which has a total budget of \$36,000 was substantially complete by December 2017. As at March 31, 2021, the University has incurred costs of \$35,634 (2020 – \$35,285) for this project, with the anticipated remaining costs of \$366 to be incurred in fiscal 2022.

- (c) The University has the ability to draw on a line of credit with a commercial bank for \$7,500 (2020–\$7,500). As at March 31, 2021, the University has not utilized the available line of credit.

- (d) As at March 31, 2021, the University has issued letters of credits to the City of Surrey totalling \$294 (2020 – \$294) which expire on January 25, 2022. There is an automatic renewal that occurs each year thereafter and will terminate once the City of Surrey advises the University that the guarantee is no longer required.

16. Related party transactions

The University has entered into certain transactions and agreements in the normal course of business with certain of its related parties. These transactions are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

Significant related party transactions with the provincial government entities are as follows:

Revenue and expenses:

Included in revenue	2021	2020
Ministry of Advanced Education, Skills and Training grants	\$ 79,344	\$ 73,511
Other provincial government entity – grants and revenue recognized from deferred contributions	4,554	6,319
Other provincial government entity – grants and revenue recognized from deferred capital contributions	7,310	7,206
	\$ 91,208	\$ 87,036

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (Continued)
(in thousands of dollars)

Year ended March 31, 2021

16. Related party transactions (continued)

Included in expenses	2021	2020
Ministry of Advanced Education, Skills and Training	\$ 249	\$ 239
Other provincial government entities	1,395	1,238
Other provincial universities	376	351
	\$ 2,020	\$ 1,828

Receivables and payables:

Included in accounts receivable	2021	2020
Ministry of Advanced Education, Skills and Training	\$ 565	\$ 1,070

There are \$nil (2020 - \$nil) included in accounts payable for related party transactions with the provincial government entities.

Related party transactions with key management personnel:

During the year ended March 31, 2021, the key management personnel, comprised of the Senate, the Board and the University's Executives, have \$nil (2020 - \$nil) related party transactions with the University with respect to the delivery of goods and services, and payment of fees that were transacted at non-arms' length. As at March 31, 2021, the University had a net receivable of \$nil (2020 - \$nil) and a net payable of \$nil (2020 - \$nil) with respect to these transactions.

17. Contractual rights

The University may, from time to time, enter into contracts or agreements in its normal course of operations that will result in the realization of assets and revenues in future fiscal years. The University is a recipient of research grants from various federal, provincial and municipal funding agencies.

The University enters into various multi-year research funding agreements whereby the University has the opportunity to earn revenue in future years by incurring qualified expenditures. These research funding agreements do not abnormally impact the University's financial position and do not guarantee the University the right to future funding.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (Continued)
(in thousands of dollars)

Year ended March 31, 2021

18. Expense by object

The following is a summary of expenses by object:

	Instruction, research, and support	Ancillary operations	2021
Salaries and benefits	\$ 146,302	\$ 924	\$ 147,226
Travel and professional development	1,458	2	1,460
Supplies	3,160	6	3,166
Student awards, bursaries and donations	11,393	-	11,393
Fees and services	14,594	246	14,840
Facilities	10,365	99	10,464
Cost of sales	-	1,408	1,408
Leases, property taxes, insurance	725	24	749
Amortization of tangible capital assets	19,146	-	19,146
	\$ 207,143	\$ 2,709	\$ 209,852

	Instruction, research, and support	Ancillary operations	2020
Salaries and benefits	\$ 143,700	\$ 1,168	\$ 144,868
Travel and professional development	3,426	6	3,432
Supplies	4,299	16	4,315
Student awards, bursaries and donations	4,459	-	4,459
Fees and services	15,888	440	16,328
Facilities	9,428	373	9,801
Cost of sales	-	2,784	2,784
Leases, property taxes, insurance	1,108	32	1,140
Amortization of tangible capital assets	18,474	-	18,474
	\$ 200,782	\$ 4,819	\$ 205,601

19. Kwantlen Polytechnic University Foundation

The Kwantlen Polytechnic University Foundation (the "Foundation") was established on July 14, 2000 and is registered under the *Societies Act* of British Columbia. The Foundation is a registered charity under the *Income Tax Act* of Canada. The purpose of the Foundation, is the solicitation and management of donations and endowments for the purpose of providing awards and grants to students of the University and to advance the University's engagement with and within communities it serves. The Foundation is governed by an independent board of directors, the voting members of which can include employees and officers of the University. The University does not exercise control over the Foundation.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (Continued)
(in thousands of dollars)

Year ended March 31, 2021

19. Kwantlen Polytechnic University Foundation (continued)

During the year, as part of its ordinary course of business, the University transferred certain funds to the Foundation.

	2021	2020
KPU Equity, Diversity, Inclusion and Indigenous Affairs Endowment	\$ 4,000	\$ 3,000
The Covid-19 Emergency Funds for Student Endowment	-	100
KPU Financial Aid Endowment	2,000	-
KPU Research Initiatives Endowment	4,000	-
	<hr/>	<hr/>
	\$ 10,000	\$ 3,100

The University also provides administrative, management and staff resources to the Foundation at no charge.

20. Comparative figures

Certain comparative figures have been reclassified to conform to the current year financial statement presentation.



Other Financial Information
(Unaudited)

Kwantlen Polytechnic University
Schedule of Board Members' Remuneration and Expenses
Fiscal Year Ending March 31, 2021

<u>Board Member Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Baird, Kim	Ex Officio/Chancellor	-	-	-
Bennett, Rhiannon	Appointed Member	-	-	-
Case, Sandra	Appointed Member/Chair/Chair Human Resources Committee	-	-	-
Chen, Ivy	Appointed Member	-	-	-
Dastur, Farhad	Elected Faculty Member	-	-	-
Davis, Alan	Ex Officio/President	-	-	-
Davis, Bob	Elected Faculty Member	-	-	-
Jack, Samantha	Elected Student	-	-	-
Kambere, Amos	Appointed Member	-	-	-
Kampschuur, Marc	Elected Faculty Member	-	-	-
Lanthier, Taylor	Elected Student	-	-	-
Madsen, Hanne	Appointed Member/Chair Governance Committee	-	-	-
Mahabub, Mohammed	Appointed Member	-	-	-
Mangat, Rajvir	Elected Student	-	-	-
McAdam, Michael	Appointed Member/Vice Chair/Chair, Finance and Audit Committees	-	-	-
McGill, Kim	Elected Staff Member	-	-	-
Melville, George	Ex Officio/Chancellor	-	-	-
Piraquive, David	Elected Student	-	-	-
Singh, Amandeep	Appointed Member	-	-	-
Wong, Jack	Appointed Member	-	59	59
(A) Total Board Members		\$ -	\$ 59	\$ 59

Kwantlen Polytechnic University
Schedule of Employee Remuneration and Expenses
Fiscal Year Ending March 31, 2021

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Abiew, Francis	Political Science Instructor	101,346	-	101,346
Abramson, Alana	Criminology Instructor	111,995	1,200	113,195
Adams, Jennifer	Acquisitions and Collection Assessment Librarian	101,346	-	101,346
Adams, Michael	Chemistry Instructor	101,346	100	101,446
Adams, Paul	Biology Instructor	101,347	-	101,347
Adebayo, Dada	Psychology Instructor	101,346	-	101,346
Aguilera, Laura	Learning Strategist	101,347	911	102,258
Ahluwalia, Seema	Sociology Instructor	82,050	-	82,050
Akbar, Mohammad	School of Business Instructor	100,480	198	100,678
Al-Ani, Mayyadah	Computer Science and Information Technology Instructor	91,382	-	91,382
Alger, Martha	Learning Strategist	100,977	-	100,977
Ali, Khairunnisa	Co-op Instructor	90,383	638	91,020
Ali, Laila	School of Business Instructor	86,105	1,202	87,307
Al-koubaisi, Zainab	Director, Global Engagement	106,524	356	106,880
Alsaid, Mohammed	School of Business Instructor	111,181	-	111,181
Alvarado Barraza, William	Divisional Business Manager, Trades and Technology	79,334	3,000	82,334
Amlani, Aym	School of Business Instructor	101,346	1,098	102,444
Anderson, Bradley	School of Business Instructor	101,346	-	101,346
Anderson, Jim	Senior Network Analyst	83,647	542	84,189
Andrejevic, Mateja	School of Business Instructor	108,598	1,182	109,780
Andrews, Wayne	Carpentry/Building Construction Instructor	102,748	-	102,748
Androsiuk, Mary	Fashion and Technology Degree Instructor	101,346	100	101,446
Angelina, Maria	Chair, Counsellor	101,347	6,945	108,292
Anvari, Daniel	Chair, Mathematics Instructor	96,526	200	96,726
Armerding, Lois	Divisional Business Manager, Faculty of Academic and Career Advancement	103,357	1,546	104,903
Armitage, Nancy	Manager, Alumni Affairs	93,401	699	94,101
Ash, Kristan	School of Business Instructor	88,501	-	88,501
Ashenhurst, Erin	Graphic Design for Marketing Instructor	76,355	710	77,065
Ashman, Melissa	School of Business Instructor	109,127	2,712	111,839
Assogba, Dossou	Faculty of Science and Horticulture Instructor	95,024	-	95,024
Au, Jennifer	Chemistry Instructor	101,346	100	101,446
Auton-Cuff, Faith	Educational Studies Instructor	99,657	-	99,657
Azaron, Amir	School of Business Instructor	101,263	3,514	104,777
Aziz, Rabia	School of Business Instructor	98,377	-	98,377
Baggott, Emma	Electrical Instructor	106,105	544	106,649
Bagshaw, Kimberly	Bachelor of Psychiatric Nursing Instructor	101,346	-	101,346
Bains, Anmol	Senior Network Specialist	75,620	200	75,820
Bains, Gurinder	Academic and Career Preparation Instructor	101,346	-	101,346
Ball, Robert	Director, Information Security	119,090	591	119,681
Ballarin, Richard	Project Leader	79,105	6,196	85,300
Barenscoott, Dorothy	Fine Arts Instructor	101,346	1,300	102,646
Barnes, Elizabeth	Fine Arts Instructor	97,907	599	98,506
Barnes, Sarah	Human Resources Information Systems Administrator	81,232	817	82,049
Bartlett, Andrew	English Instructor	101,346	200	101,546
Basil, Robert	School of Business Instructor	101,361	-	101,361
Basra, Armanvir	Interim Business Advisor	75,406	2,394	77,800
Bassani, Cherylynn	Chair, Sociology Instructor	82,130	100	82,230
Bassi, Arshpreet	Manager, Organizational Risk	89,936	1,120	91,055
Bayntun, Jessica	Fashion and Technology Degree Instructor	104,120	-	104,120
Bayrock, Mark	Manager, Security Systems	101,092	769	101,862
Begalka, Aimee	Dean, Academic and Career Advancement	145,998	5,696	151,693
Behme, Christina	Philosophy Instructor	93,837	-	93,837
Belisle, John	Graphic Design for Marketing Instructor	101,346	-	101,346
Belter, Wendy	Counsellor	81,087	1,099	82,186
Benevides, Judith	School of Business Instructor	101,520	5,187	106,706
Benn, Lynette	Director, Student Development and Success	127,150	2,382	129,531
Berg, Terrance	Chair, Faculty of Science and Horticulture	101,138	100	101,238
Bernard, Dominic	Brewing and Brewery Instructor	101,346	24	101,371
Bernstein, Daniel	Psychology Instructor	106,245	1,019	107,264
Bhagat, Meena	School of Business Instructor	101,330	-	101,330
Bhatt, Gira	Psychology Instructor	107,207	1,396	108,603

Kwantlen Polytechnic University
Schedule of Employee Remuneration and Expenses
Fiscal Year Ending March 31, 2021

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Bhullar, Harleen	Accountant	76,621	1,661	78,282
Bicep, Judith	Mathematics Instructor	101,346	100	101,446
Bickell, Mary	Chair, School of Business Instructor	121,332	-	121,332
Binuya-Barros, Norwinda	Manager, Institutional Analytics	90,336	289	90,625
Birner, Ulrieke	School of Business Instructor	101,346	83	101,430
Bishop, Barbara	Instructor, Faculty of Health	75,546	3,245	78,791
Blenkhorn, Deborah	English Instructor	101,364	-	101,364
Blizard, Lida	Nursing Instructor	75,841	1,153	76,994
Boboricken, Tanya	Faculty of Science and Horticulture Instructor	101,346	-	101,346
Bohinska, Elzbeta	School of Business Instructor	101,346	9,951	111,298
Bolton, Dustin	Interim Manager, Facilities Operations	81,514	2,610	84,125
Bomford, Michael	Chair, Sustainable Agriculture Instructor	105,709	-	105,709
Boulton, Adrienne	Department of Educational Studies Instructor	85,828	307	86,135
Bourgeois, Helen	English Language Studies Instructor	101,346	100	101,446
Boyce, Joan	Nursing Instructor	100,792	2,021	102,813
Boyd, Shelley	Associate Dean, Faculty of Arts	118,222	3,943	122,166
Boydell, Carroll	Criminology Instructor	101,346	-	101,346
Braaksma, Anita	School of Business Instructor	101,358	2,383	103,741
Bratch, Tejinder	Graduate Nurse Internationally Educated Re-Entry Instructor	125,813	828	126,642
Bratic, Zeljko	Senior Network Specialist, Information Technology	78,776	180	78,956
Bright, Gillian	English Instructor	107,907	100	108,007
Brinkerhoff, Celia	Chair, Librarian	101,284	553	101,838
Broderick, George	School of Business Instructor	101,346	583	101,929
Broser, Jenny	Bachelor of Science in Nursing Advanced Entry Instructor	102,275	720	102,995
Browne, Patricia	School of Business Instructor	101,571	-	101,571
Brucks, Kimiko	Japanese Language Instructor	90,409	-	90,409
Bruins, Henrietta	Academic and Career Preparation Instructor	91,949	-	91,949
Bryce, Laura	Horticulture Instructor	94,136	-	94,136
Bryja, Bogdan	Academic and Career Preparation Instructor	101,352	-	101,352
Bumann, Ernest	Anthropology Instructor	87,989	-	87,989
Burchha, Amarpreet	Health Instructor	100,877	1,218	102,096
Burke, Phaedra	School of Business Instructor	101,187	4,359	105,547
Burns, Christine	Librarian	101,346	100	101,446
Burns, David	Department of Educational Studies Instructor	101,346	538	101,884
Burnstein, Cheryl	Nursing Instructor	101,346	3,882	105,229
Byrne, Daniel	School of Business Instructor	102,613	1,995	104,608
Cabral, Raquel	Mathematics Instructor	101,346	-	101,346
Cahill, Shawn	Manager, Maintenance and Capital Renewal	90,172	960	91,132
Calao, Carlos	School of Business Instructor	122,502	839	123,341
Callaghan, Fergal	Physics Instructor	101,185	237	101,423
Cannon, Roger	Chair, Electrical Instructor	101,813	-	101,813
Cardwell, Steve	Vice President, Students	205,055	2,449	207,504
Carmichael, Deborah	Director, People Relations	137,660	1,030	138,690
Carpenter, Katherine	School of Business Instructor	88,969	2,472	91,441
Chadha, Jasson	Manager, Accounting Services	100,513	1,668	102,181
Champagne, Marc	Philosophy Instructor	101,055	-	101,055
Chan, Elian	School of Business Instructor	101,295	2,081	103,377
Chan, Gregory	English Instructor	101,346	100	101,446
Chan, Josephine	Special Assistant to Provost, Academic	107,338	1,824	109,162
Chan, Kin	Acupuncture Instructor	90,952	2,418	93,369
Chana, Devinder	Project Leader	77,736	842	78,578
Chandarana, Nandini	School of Business Instructor	78,486	4,885	83,371
Chandra, Ryan	Manager, Human Resources Information Systems	90,853	-	90,853
Chanyungco, Teresa	Director, University Space	122,000	1,062	123,063
Charania, Shiraz	School of Business Instructor	77,683	1,098	78,781
Charlton, Peter	School of Business Instructor	100,792	583	101,375
Charlton, Steven	Psychology Instructor	82,701	100	82,801
Cheah, Kooi Guan	School of Business Instructor	100,977	2,031	103,009
Cheema, Harleen	Nursing Instructor	85,242	498	85,739
Chia, Jacqueline	School of Business Instructor	101,397	100	101,497
Chin, Kenward	School of Business Instructor	101,571	-	101,571

Kwantlen Polytechnic University
Schedule of Employee Remuneration and Expenses
Fiscal Year Ending March 31, 2021

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Ching, Vivian	School of Business Instructor	122,359	-	122,359
Chiou, Ted	School of Business Instructor	102,423	-	102,423
Choi, Jin Woo	Coordinator, Fashion Marketing Instructor	101,346	98	101,444
Chong, Jane	School of Business Instructor	100,924	2,481	103,405
Chow, Bob	School of Business Instructor	116,828	2,195	119,023
Chow, Catherine	Chemistry Instructor	82,384	100	82,484
Chow, Kyle	School of Business Instructor	80,928	-	80,928
Chuang, Ying-Yueh	Fine Arts Instructor	101,346	100	101,446
Clancy, Laurie	Associate Vice President, Human Resources	185,279	339	185,617
Clarival, Olivier	French Instructor	101,346	338	101,684
Clark, Heather	Chair, Fashion and Technology Degree Instructor	93,134	1,190	94,324
Clayton, Lindsay	Chair, School of Business Instructor	101,469	10,912	112,381
Clowes, Tara	Vice President, Finance and Administration	126,889	8,031	134,920
Cobb, Gordon	Music Instructor	94,090	744	94,834
Cober, Michael	Graphic Design for Marketing Instructor	101,346	-	101,346
Coburn, Patricia	Psychology Instructor Cognitive	94,273	42	94,315
Cochand, Sharolyn	Health Instructor	90,400	668	91,067
Cochrane, Mark	English Instructor	89,096	-	89,096
Conversi, Grant	AMRA APPR Instructor	100,615	-	100,615
Conway, Sean	Academic and Career Preparation Instructor	101,348	1,125	102,474
Cook Bondy, Robin	School of Business Instructor	101,375	5,340	106,715
Coombes, Michael	Physics Instructor	101,346	320	101,666
Crisp, Dianne	Psychology Instructor	101,098	-	101,098
Crockett, Robert	School of Business Instructor	100,887	2,268	103,155
Crothers, Simon	School of Business Instructor	101,346	11,121	112,467
Cruthers, Arley	Applied Communications Instructor	101,933	718	102,651
Cserepes, Dana	Chair, Fine Arts Instructor	101,346	99	101,445
Culham, Eugenia	School of Business Instructor	100,792	100	100,892
Cunnin, Elizabeth	Chair, Horticulture Instructor	101,251	357	101,608
Cunningham, Kelly	School of Business Instructor	101,611	4,142	105,753
Curman, Andrea	Criminology Instructor	94,492	-	94,492
Currin, Jennifer	Academic and Career Preparation Instructor	101,352	100	101,452
Cyr, Heather	English Instructor	101,250	256	101,505
Dale, Denise	Librarian	101,346	119	101,466
Daley, Joanna	English Language Studies Instructor	101,346	-	101,346
Dallas, Laura	School of Business Instructor	105,471	1,098	106,569
Daniels, Caroline	Librarian	101,346	713	102,059
Danielson, Donna	Collaborative Nursing Instructor	100,977	1,663	102,641
Dastur, Farhad	Chair, Psychology Instructor	101,948	-	101,948
Davis, Alan	President & Vice Chancellor	252,948	-	252,633
Davis, Robert	Chair, Millwright Instructor	101,346	-	101,346
Davison, Karen	Biology Instructor	79,436	160	79,596
De Asis, Lily	Business Advisor	88,898	2,317	91,215
De Boer, Monica	Biology Instructor	101,529	-	101,529
De Silva, Santhiyago	Manager, Network Operations	84,467	320	84,787
Dearle, Gillian	English Instructor	91,877	100	91,977
Dearle, Robert	Chair, English Instructor	101,346	91	101,437
Deisman, Wade	Associate Dean, Faculty of Arts	133,474	2,071	135,545
Del Monte, Sabrina	School of Business Instructor	79,647	1,074	80,721
Dempsey, Liam	Chair, Philosophy Instructor	101,346	-	101,346
Denker, Julia	Director, Career Development Centre	102,808	1,162	103,970
Deol, Harleen	Chair, Bachelor of Science in Nursing	101,346	2,393	103,740
Detwiler, Laurie	Counsellor	101,346	1,484	102,831
Dhesi, Harjit	Associate Dean, Faculty of Health	123,084	6,268	129,352
Diaz, Alexander	Fashion and Technology Degree Instructor	94,110	100	94,210
Dickens, Charles	School of Business Instructor	100,370	-	100,370
Diotte, Mark	Time Release Kwantlen Faculty Association	101,493	-	101,493
Dixon, Beth	Manager, Total Compensation	95,561	3,059	98,620
Dixon, Frank	School of Business Instructor	100,978	-	100,978
Djokic, Mirela	Librarian	101,346	100	101,446
Dobrowolsky, Robert	Senior Network Analyst	84,267	544	84,811

Kwantlen Polytechnic University
Schedule of Employee Remuneration and Expenses
Fiscal Year Ending March 31, 2021

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Dobud, Pablo	Manager, Occupational Health and Safety	128,486	848	129,334
Dockery, Stephen	Electrical Instructor	102,346	-	102,346
Doolan, Jeffrey	Plumbing Instructor	101,346	-	101,346
Dowell, Damian	Senior Network Specialist, Information Technology	79,374	295	79,669
Doyle, Kegan	English Instructor	89,132	88	89,221
Doyle, Kelly	English Instructor	111,923	-	111,923
Dube, Catherine	Director, People Services	144,291	1,744	146,035
Duffy, Patrick	Chemistry Instructor	101,346	-	101,346
Dukewich, Kristie	Psychology Instructor	110,325	367	110,692
Duncan, Sarah	Applied Communications Instructor	101,346	5,984	107,330
Dunster, Katherine	Horticulture Urban Ecosystem Degree Instructor	101,949	100	102,049
Duprey, Jennifer	General Counsel	171,868	12,432	184,300
Ebrahimi, Shora	School of Business Instructor	101,346	-	101,346
Edwards, Timothy	Accounting Instructor	101,346	1,995	103,341
Edwards, Warren	School of Business Instructor	101,571	-	101,571
Egi, Aleksandar	Brewing and Brewery Instructor	101,346	545	101,891
Eigenfeldt, Catriona	School of Business Instructor	101,405	998	102,402
Elliott, Brent	Director, Planning, Development, and Sustainability	154,643	2,470	157,113
Enns, Ronald	Manager, Business Development	95,573	597	96,171
Erickson, Shawn	Co-op Instructor	96,198	1,076	97,274
Ewender, Sigrid	School of Business Instructor	101,352	100	101,452
Fairburn, Susan	Product Design Instructor	101,346	885	102,231
Falcus, John	School of Business Instructor	122,058	1,050	123,108
Fawcett, Daniel	School of Business Instructor	102,978	100	103,078
Fengstad, David	Chair, Appliance Servicing Instructor	110,708	-	110,708
Fenske, Wayne	Chair, Philosophy Instructor	101,346	-	101,346
Ferens, Ralph	School of Business Instructor	76,094	-	76,094
Ferrari, Semone	School of Business Instructor	79,328	583	79,910
Findler, Patrick	Philosophy Instructor	102,546	-	102,546
Finlay, Natalia	Divisional Business Manager, Campus Master Planning	102,236	1,666	103,902
Florkowski, David	Associate Vice President, Academic	165,137	2,219	167,356
Fong, Petti	School of Business Instructor	85,973	98	86,071
Ford, Richard Michael	School of Business Instructor	108,908	1,237	110,145
Formisano, Colleen	School of Business Instructor	90,103	100	90,203
Forslund, Coral	Labour Relations Advisor	79,466	1,771	81,237
Francis, Darren	Applied Communications Instructor	105,223	538	105,761
Frank, Andrew	School of Business Instructor	98,657	458	99,116
Frazer, John	School of Business Instructor	96,882	185	97,067
Froc, David	Psychology Instructor	82,452	100	82,552
Frymire, Angela	School of Business Instructor	90,977	-	90,977
Fuhr, Robert	History Instructor	101,346	100	101,446
Furlong, Mark	Automotive Service Technician Program Instructor	82,987	-	82,987
Gagne, Lucie	Chair, Interior Design Instructor	101,347	1,378	102,724
Gagnon, Nathalie	Criminology Instructor	111,959	100	112,059
Garcha, Jaisun	Chair, School of Business Instructor	102,064	1,103	103,167
Garrecht, Maryam	Conference Assistant, Associate Vice President Academic	75,560	2,365	77,925
Garrett, Brian	Philosophy Instructor	101,346	-	101,346
Gartry, Candice	Director, Financial Operations	128,267	2,491	130,758
Gatzeva, Mariana	Sociology Instructor	101,785	100	101,885
Gauvreau, Laurence	French Language Instructor	87,912	-	87,912
Gedak, Lisa	Teaching and Learning Technology Strategist	90,284	3,593	93,877
Geddert, Melody	English Language Studies Instructor	87,895	593	88,488
Gelineau, Robert	Fine Arts Instructor	101,346	200	101,546
Giles, Christopher	Criminology Instructor	99,060	-	99,060
Gill, Rajdeep	Chair, Interdisciplinary Expressive Arts Instructor	101,338	100	101,438
Gnyp, Jessica	Fine Arts Instructor	77,431	905	78,336
Gocer, Izgy	Counsellor	80,822	2,332	83,155
Goelman, Ari	School of Business Instructor	101,346	-	101,346
Gooding, Elizabeth	English Instructor	101,346	100	101,446
Goodman, Aaron	Journalism Instructor	100,541	100	100,641
Gorval, Debbie	School of Business Instructor	101,358	-	101,358

Kwantlen Polytechnic University
Schedule of Employee Remuneration and Expenses
Fiscal Year Ending March 31, 2021

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Goundrey, Andhra	Dean, Faculty of Design	156,228	2,603	158,831
Grant, John	Applied Communications Instructor	90,001	784	90,786
Graziano, Barbara	Vice President, External Affairs & CEO, KPU Foundation	169,498	859	170,357
Greenlaw, Duncan	English Instructor	101,346	-	101,346
Greeno, Sharon	Fashion and Technology Degree Instructor	88,981	-	88,981
Greig, Taryn	School of Business Instructor	98,271	2,368	100,639
Grewal, Alexy	Interim Assistant Registrar	83,838	-	82,632
Guild, Lorraine	Health Care Assistant Instructor	101,346	668	102,014
Guirguis, Mazen	Philosophy Instructor	101,346	100	101,446
Gupta, Deepak	Associate Vice President, Research	156,724	1,196	157,920
Gurm, Balbir	Nursing Instructor	92,280	1,046	93,325
Hadfield, Janine	Graduate Nurse Internationally Educated Re-Entry Instructor	101,346	1,000	102,347
Hakik, Sajidah	Nursing Instructor	101,346	550	101,897
Hall-Thomsen, Robert	Plumbing Instructor	101,468	-	101,468
Hamilton, Kevin	Psychology Instructor	101,923	100	102,023
Han, Terry	School of Business Instructor	75,873	96	75,969
Hannas, Paula	Manager, Client Services	106,455	767	107,222
Hans, Manmohan	Senior Network Analyst	91,680	591	92,271
Harbut, Rebecca	Chair, Sustainable Agriculture Instructor	92,133	1,283	93,416
Hardcastle, Christopher	School of Business Instructor	88,447	-	88,447
Hardwick, Jennifer	English Instructor	101,288	100	101,388
Harrington, Jennifer	Interim Senior Manager, Labour Relations	109,220	855	110,075
Harris, Daniel	School of Business Instructor	99,306	-	99,306
Harris, Gregory	Biology Instructor	101,586	-	101,586
Harrison, Heather	Associate Dean, School of Business	114,151	5,273	119,424
Harvey, David	School of Business Instructor	100,978	1,221	102,198
Harwood, Nicola	Creative Writing Instructor	80,855	181	81,035
Hassan, Shereen	Criminology Instructor	110,872	-	110,872
Hassanlou, Ali	School of Business Instructor	101,497	-	101,497
Hauta, Christopher	Instrumentation Specialist	81,025	144	81,169
Hayes, Jack	Chair, History Instructor	101,403	100	101,503
Hazel, Judith	Nursing Instructor	76,047	-	76,047
Heinrick, Christina	Chair, Computer Aided Design and Drafting Instructor	130,600	300	130,900
Hemsworth, Lesley	English Language Studies Instructor	98,808	99	98,907
Henderson, Deborah	Regional Innovation Chair	139,202	3,008	142,210
Henriksen, Rosemary	School of Business Instructor	101,247	998	102,244
Henwood, Nadia	Associate Registrar, Admissions, Graduation and Enrolment Services	115,759	138	115,898
Herrmann, Shari	School of Business Instructor	95,255	100	95,355
Hickinbottom, Sarah	Department of Educational Studies Instructor	74,585	2,083	76,668
Higgitt, Ryan	Sociology Instructor	110,854	3,173	114,028
Higo, Travis	Divisional Business Manager, School of Business	96,510	546	97,056
Hills, Gail	Graduate Nurse Internationally Educated Re-Entry Instructor	101,348	728	102,076
Ho, Candy	Department of Educational Studies Instructor	77,987	600	78,587
Ho, Ho Man	Manager, Capital Projects	82,827	538	83,364
Ho, Philip	School of Business Instructor	101,346	100	101,446
Hoang, Betty	Senior Business Advisor	93,540	3,667	97,207
Hobson, Jane	Biology Instructor	78,225	100	78,325
Hodgkinson, Carley	Graphic Design for Marketing Instructor	104,437	1,160	105,597
Hogan, Melinda	Chair, Philosophy Instructor	101,348	-	101,348
Hollaway, Rachelle	Academic and Career Preparation Instructor	98,377	314	98,691
Hosking, Jeremy	Psychology Instructor	89,936	-	89,936
Hosseinyazdi, Mahboobeh	Mathematics Instructor	101,346	-	101,346
Howes, Stephanie	Dean, School of Business	153,295	12,279	165,574
Hoyland, James	Physics Instructor	101,346	-	101,346
Hsiao, Wan-Ju	School of Business Instructor	101,218	-	101,218
Hubick, Lisa	Librarian	86,028	-	86,028
Huestis, Amy-Claire	Fine Arts Instructor	89,857	1,531	91,388
Hunter, Aislinn	Chair, Creative Writing Instructor	76,007	100	76,107
Hunter, Iain	Director, Maintenance and Operations	120,986	918	121,904
Hunter, Kimberly	Human Resources Business Partner	104,530	638	105,167
Indurugalla, Deepani	Chair, Chemistry Instructor	101,346	-	101,346

Kwantlen Polytechnic University
Schedule of Employee Remuneration and Expenses
Fiscal Year Ending March 31, 2021

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Inglis, Peter	Biology Instructor	101,395	100	101,495
Ip, Pamela	School of Business Instructor	101,355	240	101,595
Ironside, Bruce	School of Business Instructor	101,044	100	101,144
Iwanchuk, Andre	Librarian	86,915	100	87,015
Jackson, Kyle	History Instructor	87,592	233	87,826
Jahn, Christy	Divisional Business Manager, Faculty of Arts	83,461	5,494	88,955
Jankovic, Branka	English Language Studies Instructor	85,473	100	85,573
Janzen, Jeffrey	Electrical Instructor	101,346	-	101,346
Jarvis, Jeremy	School of Business Instructor	101,068	2,594	103,662
Jazzi, Sepand	School of Business Instructor	101,346	998	102,344
Jenion, Gregory	Criminology Instructor	101,346	-	101,346
Jeon, Hye Won	Biology Instructor	101,395	100	101,495
Jhangiani, Rajiv	Associate Vice Provost, Open Education	157,851	9,291	167,143
Johal, Gurpreet	Criminology Instructor	107,654	1,200	108,854
Johal, Ranbir	Punjabi Instructor	101,335	3,392	104,726
Johari Shirazi, Atefeh	Organizational Development Specialist	88,520	2,566	91,086
Johnston, Rhonda	Manager, People Services	78,329	1,645	79,974
Johnston-Hatch, Victoria	Education Assistant Instructor	100,669	2,997	103,666
Joller, Marlis	Interior Design Instructor	76,798	-	75,189
Jonas, Petra	Criminology Instructor	105,630	-	105,630
Jones, Gary	Horticulture Instructor	101,607	1,170	102,777
Jordan, Jennifer	Director, Student Rights and Responsibilities	96,824	5,178	102,002
Kalkat, Jaswant	Facilities Services Supervisor, Surrey	77,823	505	78,329
Kaminski, June	Nursing Instructor	101,098	768	101,866
Kampschuur, Marc	School of Business Instructor	104,963	4,079	109,042
Kang, Simran	Interim Director, Financial Operations	115,678	2,722	118,400
Karaush, Iryna	Product Design Instructor	101,445	548	101,993
Kargut, Sigrid	Librarian	101,346	-	101,346
Kaur, Harinder	Network Administrator	77,294	848	78,142
Kazymerchyk, Stanley	Horticulture Instructor	100,983	384	101,367
Kean, Shelly	Manager, Information Access and Privacy	88,000	2,223	90,223
Kennedy, Neil	English Instructor	101,346	-	101,346
Kerti, John	Senior Network Analyst	81,372	725	82,097
Kestler, Ulrike	Librarian	77,168	1,658	78,826
Khakbaznejad, Abdolreza	Chief Information Officer	179,257	2,343	181,600
Khalwati, Merwise	School of Business Instructor	113,846	293	114,140
Khoshaien, Azadeh	School of Business Instructor	77,448	-	77,448
Khun-Khun, Baljit	Nursing Instructor	95,633	943	96,576
Kietaibl, Anton	School of Business Instructor	101,346	341	101,688
King, Conrad	Political Science Instructor	91,275	100	91,375
King, Leonora	Geography Instructor	100,833	-	100,833
Kinik-Dicleli, Melike	Manager, Quality Assurance	90,441	289	90,730
Kinney, Tracey	History Instructor	101,185	2,171	103,356
Kiraly, Michael	Biology Instructor	101,346	-	101,346
Kitt, Lisa	Chair, Criminology Instructor	101,793	1,300	103,093
Kleis, Landon	Computer Business Systems Instructor	101,407	867	102,275
Klimek, Connie	Nursing Instructor	101,822	668	102,489
Ko, Steve	English Language Studies Instructor	101,346	-	101,346
Koch, Johannes	Geography Instructor	96,842	100	96,942
Kolano, Gillian	Graduate Nurse Internationally Educated Re-Entry Instructor	101,346	720	102,066
Korman, Laurette	School of Business Instructor	104,957	2,029	106,986
Koskinen, Paivi	Linguistics Instructor	75,734	100	75,834
Kozak, Romy	Director, Diversity	99,228	2,268	101,496
Krishnan, Parthiphan	Geography Instructor	101,346	-	101,346
Kroeker, Tess	Bachelor of Psychiatric Nursing Instructor	101,347	1,205	102,552
Kwadzovia, Thomas	Director, Procurement Services	127,216	-	126,883
Kwan, Benjamin	School of Business Instructor	103,096	-	103,096
Lafreniere, Robert	Plumbing Instructor	122,954	-	122,954
Lagasse, Glenda	Access Programs for People With Disabilities Instructor	104,643	1,690	106,333
Lagoutin, Raphael	Electrical Instructor	101,346	1,227	102,573
Laird, Ross	Creative Writing Instructor	101,346	-	101,346

Kwantlen Polytechnic University
Schedule of Employee Remuneration and Expenses
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<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Lait, Cameron	Plant Health Instructor	103,704	-	103,704
Lamont, James	Co-Chair, Horticulture Instructor	103,135	479	103,614
Lang, Jaret	Associate Vice President, Campus and Community Planning	170,934	2,132	173,067
Lantinova, Vera	School of Business Instructor	97,292	-	97,292
Laramie, Catherine	Manager, Payroll Operations	95,734	2,309	98,043
Larsen, Kim	English Instructor	101,200	-	101,200
Larsen, Michael	Chair, Criminology Instructor	110,861	-	110,861
Laverty, Gerard	Farrier Instructor	101,712	1,842	103,554
Law, Andy	School of Business Instructor	108,630	843	109,473
Law, Victor Hung Yan	School of Business Instructor	86,902	100	87,002
Le Grand, Richard	Psychology Instructor	105,630	87	105,717
Lee, Chi Chi Andrew	School of Business Instructor	101,351	-	101,351
Lee, Kyungjae	Computer Science and Information Technology Instructor	112,146	-	112,146
Lee, Sarah	School of Business Instructor	96,967	2,094	99,061
Lee, Sue Shu-Hsien	Academic and Career Preparation Instructor	101,346	5,396	106,742
Lehal, Gurpinder	Coordinator, Nursing Lab Faculty	101,346	3,205	104,551
Leigh, Charles	School of Business Instructor	101,068	1,409	102,477
Leitch, Sharon	Associate Dean, School of Business	117,602	5,403	123,006
Leonard, Michael	School of Business Instructor	101,358	-	101,358
Lett, Daniel	Chair, Criminology Instructor	101,346	-	101,346
Leung, Christopher	School of Business Instructor	100,978	100	101,078
Leung, Mou Kit	Fine Arts Instructor	100,986	100	101,086
Leung, Robin Ying Kit	Educational Media Strategist	75,006	2,481	77,487
Lewarne, Steve	Executive Director, Advancement & Chief Executive Officer, Foundation	146,689	665	147,354
Li, Pak Ki Jacky	School of Business Instructor	101,346	-	101,346
Li, Puqun	Philosophy Instructor	101,346	100	101,446
Li, Wei	School of Business Instructor	101,346	100	101,446
Lian, Minli	School of Business Instructor	101,530	582	102,112
Lichimo, Marie	School of Business Instructor	101,397	413	101,810
Ling, Laurence	School of Business Instructor	102,095	2,193	104,289
Liu, Alex	Mathematics Instructor	101,346	-	101,346
Liu, Xin	Chemistry Instructor	90,383	90	90,473
Liu, Xing	School of Business Instructor	122,197	100	122,297
Lloyd, Michael	Welding Instructor	123,185	-	123,185
Lo, Tak	Legal Counsel	125,738	1,856	127,594
Loodu, Sarbjit	Divisional Business Manager, Faculty of Design	111,371	1,972	113,343
Lopes, Evandro	Psychology Instructor	101,360	-	101,360
Lopez Castellanos, Cesar	School of Business Instructor	108,850	1,692	110,542
Low, Ho Yee	School of Business Instructor	101,358	1,098	102,455
Lucas, Michaela	Philosophy Instructor	101,446	-	101,446
Lymburner, Jocelyn	Coordinator, Psychology Instructor	101,346	1,075	102,421
Lyon, David	Criminology Instructor	100,218	441	100,659
Lyons, Tara	Chair, Criminology Instructor	102,414	131	102,545
Ma, Bojiang	School of Business Instructor	101,930	-	101,930
Ma, Hao	School of Business Instructor	101,346	3,506	104,853
Ma, Li	Horticulture Contract Instructor	78,462	-	78,462
Ma, Michael	Criminology Instructor	101,446	-	101,446
Ma, Praise	School of Business Instructor	75,919	1,098	77,017
MacDonald, Leanne	English Instructor	90,388	-	90,388
Macfarlane, Kim	Nursing Instructor	83,692	-	83,692
Machado, Marcelo	School of Business Instructor	120,423	-	120,423
MacKenzie, Joyce	Nursing Instructor	101,346	1,366	102,712
MacKenzie, Leanne	Co-op Instructor	115,146	638	115,784
MacLeod, Colin	Mathematics Instructor	101,346	100	101,446
MacTaggart, Alison	Fine Arts Instructor	101,346	78	101,424
Magee, Kaylee	Biology Instructor	89,206	-	89,206
Magson, Sherri	Director of Advancement	102,635	1,219	103,854
Mah, Jaime	Marketing Instructor	75,837	-	75,837
Mahapatra, Chinmaya	School of Business Instructor	101,346	100	101,446
Majano, Paulo	Fine Arts Instructor	106,378	100	106,478
Malyon, Donna	Collaborative Nursing Instructor	101,346	668	102,014

Kwantlen Polytechnic University
Schedule of Employee Remuneration and Expenses
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<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Manhas, Indra	Divisional Business Manager, International Education	85,259	155	85,414
Mann, Michael	Electrical Instructor	103,215	-	103,215
Manton, Lynette	Chair, English Language Studies Instructor	101,347	558	101,904
Marcotte, Megan	Biology Instructor	101,346	-	101,346
Marinescu, Daniela	Mathematics Instructor	75,946	-	75,946
Marom, Lilach	Department of Educational Studies Instructor	98,373	475	98,847
Martin, Eryk	History Instructor	87,963	100	88,063
Martin, John	Geography Instructor	101,346	-	101,346
Martinez, Victor	Product Design Instructor	101,346	-	101,346
Mason, Frederick	School of Business Instructor	108,118	1,198	109,315
Massey, Daryl	Computer Aided Design and Drafting Instructor	101,346	2,778	104,125
Massey, Joanne	Computer Aided Design and Drafting Instructor	101,346	-	101,346
Mathewson, Donald	Physics Instructor	101,346	427	101,774
Matic, Milana	English Language Studies Instructor	101,346	-	101,346
Matskiw, Christopher	Welding Instructor	123,520	-	123,520
Matson, Janis	Horticulture Instructor	94,009	-	94,009
Matsuba, Kyle	Psychology Instructor	105,643	1,506	107,149
Maultsaid, Deirdre	School of Business Instructor	102,102	1,578	103,681
May, Evelyn	Technical Apparel Design Instructor	101,346	-	101,346
Maydan, Catherine	School of Business Instructor	104,631	634	105,265
McAuley-Bax, Shauna	School of Business Instructor	75,921	100	76,021
McBride, Scott	Fine Arts Instructor	101,346	-	101,346
McBurnie, Ann	Manager, Library Resources	77,722	88	77,809
McCann, Timothy	Divisional Business Manager, Continuing and Professional Studies	85,578	608	86,186
McCannell, Lesley	School of Business Instructor	102,370	8,762	111,132
McCartney, James	Senior Manager, Research and Innovation	109,534	552	110,086
McClinton, Brian	Millwright Instructor	101,346	-	101,346
McConill, Casey	Mathematics Instructor	101,346	-	101,346
McConnell, Keiron	Criminology Instructor	111,832	5,697	117,528
McDonald, Laura	Associate Dean, Trades and Technology	103,370	11,344	114,714
McDonald, Robert	Psychology Instructor	100,204	-	100,204
McEachern, Joan	School of Business Instructor	101,346	570	101,916
McElroy, Lori	Associate Vice President, Planning and Accountability	157,788	847	158,635
McGill, Kimberley	Manager, Community Engagement and Major Events	77,890	412	78,301
McGonigal, Donald	Project Leader	74,960	165	75,125
McLellan, Ann-Marie	Chair, Educational Studies Instructor	101,346	3,000	104,346
McMullen, Marla	School of Business Instructor	109,363	2,220	111,583
McNeil, Harry	Interim Director, Risk and Security	135,071	3,771	138,842
McPherson, Kathy	English Language Studies Instructor	101,346	-	101,346
Meijer-Kline, Karen	Librarian	83,210	-	83,210
Menzies, Robert	History Instructor	101,567	2,773	104,340
Messer, Ron	School of Business Instructor	101,346	61	101,407
Mihell, Lana	Divisional Business Manager, Science and Horticulture	106,227	10,584	116,811
Miks, Edward	Carpentry/Building Construction Instructor	101,219	-	101,219
Millard, Gregory	Associate Dean, Faculty of Arts	117,395	2,096	119,491
Minhas, Gurjeet	Nursing Instructor	101,377	2,868	104,246
Mirfakhraie, Amir	Sociology Instructor	101,581	1,369	102,950
Mitchell, Joshua	Senior Director, Student Affairs	135,751	3,060	138,811
Mitchell, Kyle	Sociology Instructor	101,405	-	101,405
Mitchell, Zena	University Registrar	149,245	534	149,780
Moffatt, Debra	Accountant	74,667	2,118	76,785
Mohammed, Mustafa	Learning Technology Support Analyst	193,993	-	193,601
Monchalin, Lisa	Criminology Instructor	101,314	7,691	109,005
Moniz, Ann	Director, Health and Community	114,191	1,362	115,553
Morkunas, Vida	School of Business Instructor	101,346	100	101,446
Morris, Janice	Academic and Career Preparation Instructor	101,346	1,788	103,135
Moukperian, Brian	Dean, Faculty of Trades and Technology	148,272	1,370	149,643
Mroczek, Jolanta	English Language Studies Instructor	101,346	-	101,346
Muhammad, Kabeer	School of Business Instructor	101,369	100	101,469
Mullinix, M. Kent	Director, Sustainable Horticulture and Food	143,329	685	144,014
Mundle, Todd	University Librarian	146,689	1,061	147,750

Kwantlen Polytechnic University
Schedule of Employee Remuneration and Expenses
Fiscal Year Ending March 31, 2021

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Murphy, Joshua	Criminology Instructor	103,564	-	103,564
Murphy, Julia	Anthropology Instructor	101,346	657	102,003
Murray, Joel	Associate Dean, Faculty of Science and Horticulture	130,561	3,368	133,929
Murray, Ronald	Electrical Instructor	101,346	195	101,541
Musil, Debbie	School of Business Instructor	101,930	1,098	103,027
Myette, Brian	Chair, Millwright Instructor	100,977	-	100,977
Myhre, Johnathan	Biology Instructor	93,587	-	93,587
Nasir, Shoaib	School of Business Instructor	98,682	-	98,682
Nasitwitwi, Mungandi	Geography Instructor	100,545	2,200	102,745
Nayar, Kamala	South Asian Studies Instructor	101,346	-	101,346
Neuhold, Bernie	School of Business Instructor	100,792	-	100,792
Newton, Samuel	School of Business Instructor	86,644	1,773	88,417
Nichols, Corrie	Chair, Nursing Instructor	106,946	1,330	108,276
Nickerson, William	Chair, Creative Writing Instructor	77,960	100	78,060
Nielissen, Macey	Senior Manager, Labour Relations	82,723	739	83,462
Nijjar, Jatinder	Nursing Instructor	100,795	879	101,674
Nijjar, Navjeet	Graduate Nurse Internationally Educated Re-entry Instructor	112,536	723	113,259
Nilsson, Joakim	English Instructor	89,813	498	90,311
Niosi, Andrea	School of Business Instructor	101,946	102	102,049
Nishihara, Alison	Mathematics Instructor	101,346	-	101,346
Norman, Nancy	Education Assistant Instructor	100,670	100	100,770
Norris, Lindsay	Chair, Fashion and Technology, Degree Instructor	100,657	-	100,657
Novocelskii, Serguei	Mathematics Instructor	101,577	-	101,577
Nyenhuis, Michael	Chair, Mathematics Instructor	102,546	-	102,546
Ohler, Paul	English Instructor	101,528	97	101,625
Olson, Harmmeet	Graduate Nurse Internationally Educated Re-Entry Instructor	101,346	-	101,346
O'Meara, Mark	School of Business Instructor	101,349	100	101,449
Openshaw, Katie	Divisional Business Manager, Finance and Administration	83,776	727	84,503
Orban, Levente	Psychology Instructor	83,573	100	83,673
Ostrowski, Paul	English Instructor	100,977	-	100,977
Pagliericci, Gino	Manager, Emergency Planning	102,009	3,826	105,835
Pankratz, Debra	School of Business Instructor	101,215	675	101,890
Pannu, Mandeep	School of Business Instructor	88,526	3,895	92,421
Parhar, Harjot	Nursing Faculty, Faculty of Health	100,755	799	101,554
Parolin, Maria	Fine Arts Instructor	101,346	100	101,446
Paschen, Jeannette	School of Business Instructor	102,591	2,710	105,300
Paschen, Ulrich	School of Business Instructor	101,220	4,710	105,930
Pasha, Hasan	Senior Network Specialist, Information Technology	79,072	538	79,610
Pasquini, Robert (Confidential)	English Instructor	86,075	-	86,075
Passmore, Lyndsay	Chair, School of Business Instructor	79,326	24,557	103,883
Paul, Joseph	English Instructor	101,325	-	101,325
Pearce, Suzanne	Chemistry Instructor	95,522	-	95,522
Pedersen, Cory	Chair, Psychology Instructor	115,158	797	115,954
Pegg, Brian	Anthropology Instructor	101,358	-	101,358
Penner, Kurt	Psychology Instructor	101,346	794	102,140
Perera, Nishan	School of Business Instructor	122,037	1,284	123,321
Petersen, Karl	English Language Studies Instructor	101,346	-	101,346
Petrillo, Larissa	Anthropology Instructor	101,612	-	101,612
Phillips, Nicholas	Director, Counselling Services	115,474	819	116,292
Phillips, Stephanie	Product Design Instructor	90,004	1,392	91,395
Phillips, Susana	Psychology Instructor	101,346	100	101,446
Phipps, Laurie	School of Business Instructor	79,608	-	79,608
Piluk, Tanis	Divisional Business Manager	100,272	2,239	102,511
Pink, Ross	Chair, Political Science Instructor	103,146	-	103,146
Podrouzek, Wayne	Psychology Instructor	100,977	-	100,977
Pollard, Lesley	Fashion and Technology Degree Instructor	101,346	80	101,426
Pond, Ellen	Chair, Policy Studies Instructor	78,809	184	78,993
Poon, Michael	Chair, Physics Instructor	101,346	942	102,288
Pope, Michael	Fashion and Technology Degree Instructor	97,916	-	97,916
Popoff, Richard	Chemistry Instructor	86,788	100	86,888
Popovich, Alex	History Instructor	101,346	100	101,446

Kwantlen Polytechnic University
Schedule of Employee Remuneration and Expenses
Fiscal Year Ending March 31, 2021

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Pradhan, Dolagobinda	Chair, Geography Instructor	101,946	62	102,008
Purbs, Karsten	Director, Ancillary Services	122,000	1,200	123,200
Purewal, Shinder	Political Science Instructor	89,577	-	89,577
Purvey, Diane	Dean, Faculty of Arts	159,422	1,602	161,025
Qin, Shaomin	Project Leader	76,247	-	75,465
Qu, Yan	Acupuncture Instructor	97,369	860	98,229
Qu, Yanfeng	Chair, Mandarin Language Instructor	101,346	973	102,319
Radcliffe, Duane	School of Business Instructor	122,284	-	122,284
Ramadan, Hisham	Criminology Instructor	101,346	-	101,346
Ramnarine, Sasha	School of Business Instructor	94,873	-	94,873
Ramsey, Jason	Anthropology Instructor	98,976	433	99,410
Rana, Sonayna	Nursing Instructor	79,600	680	80,280
Rapa, Alina	Academic and Career Preparation Instructor	91,101	66	91,167
Raza, Imran	School of Business Instructor	101,346	-	101,346
Reddick, Donald	Associate Dean, School of Business	116,841	1,369	118,209
Reddington, Jennifer	Divisional Business Manager, Student Services	87,889	3,203	91,092
Reichl, Arleigh	Psychology Instructor	106,388	-	106,388
Reimer, Steven	Plumbing Instructor	101,072	-	101,072
Reyimjan, Raheem	Faculty of Science and Horticulture Instructor	101,346	2,356	103,702
Rhodenizer, Lawrence	Automotive Service Technician Program Instructor	101,346	-	101,346
Ribkoff, Fred	English Instructor	91,869	-	91,869
Richard, Paul	Chair, Environmental Technology Instructor	75,613	525	76,138
Richardson, Allison	Librarian	101,346	-	101,346
Richmond, Alexandra	School of Business Instructor	87,248	100	87,348
Richter, Kimberly	School of Business Instructor	101,346	200	101,546
Riel, David	Electrical Instructor	98,152	341	98,493
Roberts, Neil	School of Business Instructor	101,346	157	101,503
Roberts, Seiko	Japanese Language Instructor	81,904	124	82,028
Rohde, Sven	Chair, Plumbing Instructor	101,346	-	101,346
Rojas-Primus, Reya	Spanish Language Instructor	101,346	-	101,346
Rose, John	Geography Instructor	101,346	-	101,346
Roth, Aaron	Lab Supervisor Horticulture and Equine	85,555	67	85,622
Rozell, Allyson	Chair, Mathematics Instructor	101,347	315	101,661
Ruiz Oliveras, Flavio	Product Design Instructor	101,239	290	101,528
Ruloff, Colin	Philosophy Instructor	101,346	-	101,346
Rumpeltes, Michael	Welding Instructor	124,424	368	124,791
Rupert, John	English Instructor	76,278	100	76,378
Rusticus, Shayna	Psychology Instructor	115,158	95	115,253
Ryan, Angela	Librarian	101,346	-	101,346
Sacho, Brad	School of Business Instructor	101,243	1,098	102,340
Sadhra, Avtar	Mathematics Instructor	101,346	200	101,546
Sadoway, David	Geography Instructor	108,011	1,589	109,600
Sahota, Ranveer	Nursing Instructor	101,596	2,380	103,976
Saint, Susan	Chair, English Language Studies Instructor	101,347	319	101,666
Salih, Qussay	School of Business Instructor	111,825	-	111,825
Salumbre, Daniel	Database Administrator	90,159	538	90,697
Salumbre, Winnie	Manager, Information Technology Enterprise Software	95,639	107	95,746
Sanaei, Asiyeh	Mathematics Instructor	101,946	100	102,046
Sandhu, Harjinder	Nursing Instructor	101,554	2,668	104,222
Sandhu, Herraj	Chair, Graduate Nurse Internationally Educated Re-Entry Instructor	122,894	1,116	124,009
Sandhu, Simren	Nursing Instructor	86,700	668	87,367
Sangha, Anita	Co-op Instructor	110,281	945	111,226
Sato, Takashi	Physics Instructor	101,346	1,891	103,237
Saumier Demers, Louis Phillippe	Mathematics Instructor	85,782	-	85,782
Saunders, Joanne	Executive Director, Marketing and Communications	168,559	4,470	173,029
Sayed, Asma	English Instructor	111,815	4,986	116,801
Schlamp, Kristine	Horticulture Instructor	78,787	-	78,787
Schulz, Briar	Department of Educational Studies Instructor	100,566	100	100,666
Schwartz, Andreas	School of Business Instructor	101,345	91	101,435
Schwichtenberg, Catherine	Graduate Nurse Internationally Educated Re-Entry Instructor	101,346	806	102,152
Sears, Christopher	Academic and Career Preparation Instructor	100,924	443	101,367

Kwantlen Polytechnic University
Schedule of Employee Remuneration and Expenses
Fiscal Year Ending March 31, 2021

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Sehgal-Bhalla, Tanya	Business Advisor	78,240	551	78,791
Sen, Abhijit	School of Business Instructor	100,792	597	101,389
Seru, Renuka	Counsellor	101,346	729	102,076
Severinski, Alana-Marie	Health and Benefits Specialist	76,758	848	77,606
Shay, Ron	School of Business Instructor	101,346	100	101,446
Shepherd, John	School of Business Instructor	114,969	100	115,069
Sherlock, Tracy	Journalism Instructor	81,734	668	82,402
Shivji, Salim	Senior Network Analyst	80,147	840	80,987
Shortridge, Lori	Nursing Instructor	158,774	754	159,528
Sidhu, Navneet	Human Resources Business Partner	97,943	664	98,607
Siermacheski, Catherine	Manager, Assessment and Testing Services	74,207	1,142	75,349
Siermacheski, Peter	Director, Business Services	118,480	1,359	119,839
Simmons, Dianne	Department of Educational Studies Instructor	101,145	-	101,145
Simmons, Gregory	Criminology Instructor	105,434	95	105,529
Simon, Richard	School of Business Instructor	100,977	100	101,077
Singer, Stefanie	Manager, Budgeting and Planning	98,210	2,697	100,908
Singh, Neetu	Senior Business Advisor	102,211	2,140	104,350
Singh, Rajinder	School of Business Instructor	102,162	200	102,362
Singh, Vinshu	Mathematics Instructor	101,346	130	101,476
Skelton, Chad	Chair, Journalism Instructor	101,612	100	101,712
Skoumal, Zdenek	Music Instructor	100,481	100	100,581
Small, William	Welding Instructor	101,346	-	101,346
Smith, Don	Manager, Facilities Operations	80,895	538	81,433
Smith, Teresa	Senior Manager, Organizational Development and Employment Experience	111,620	2,667	114,286
Smith, Wendy	English Instructor	101,346	100	101,446
Smolkin, Doran	Philosophy Instructor	101,946	-	101,946
Snaith, Brenda	Interior Design Instructor	95,620	1,034	96,654
Soe, Naing	Manager, Enterprise Systems Architecture	99,409	1,465	100,875
Soles, Nicola	Access Programs for People With Disabilities Instructor	101,346	530	101,877
Spalding, Elizabeth	English Language Studies Instructor	101,346	100	101,446
St. Laurent, Carole	Associate Vice President, International	153,042	9,059	162,101
St. Loe, Stephanie	Interior Design Instructor	81,078	5,674	86,752
Stanwood, Ian	Academic and Career Preparation Instructor	101,346	-	101,346
Stark, Kenneth	Anthropology Instructor	102,396	-	102,396
Stein, Justin	Asian Studies Instructor	80,808	-	80,808
Strand, Elisebeth	Nursing Instructor	101,185	668	101,853
Stratton, Sabine	Anthropology Instructor	101,346	410	101,756
Stuart-Chiu, Naomi	Manager, Student Awards and Financial Assistant	80,671	1,443	82,114
Sud, David	Chemistry Instructor	101,346	-	101,346
Suderman, Gail	Music Instructor	101,041	-	101,041
Sudlow, Gillian	Academic and Career Preparation Instructor	109,799	-	109,799
Sumal, Al	Chair, Welding/Metal Fabrication Instructor	97,024	1,571	98,595
Sundquist, Glenda	Interim Manager, Payroll Operations	86,510	579	87,090
Sussmann, Andrea	Biology Instructor	100,944	-	100,944
Swail, Brian	English Instructor	101,346	-	101,346
Swan, Teresa	Access Programs for People With Disabilities Instructor	78,561	938	79,499
Swanink, Melissa	English Language Studies Instructor	104,320	317	104,638
Sweeney, Sherilyn	Graduate Nurse Internationally Educated Instructor	106,339	757	107,096
Symonds, Dianne	Nursing Instructor	87,395	668	88,063
Tahani, Kianoosh	Physics Instructor	98,377	354	98,731
Tahriri Adabi, Sepideh	Researcher, Horticulture Contract Instructor and Coordinator	81,045	225	81,270
Takacs, Seanna	Learning Specialist	101,347	725	102,072
Tauber, Mark	Project Leader	79,893	567	80,461
Taylor, Terri	Associate Registrar, Registration, Records, and Systems	112,276	1,059	113,335
Teigen, Michael	Manager, Web and Digital Marketing	98,144	672	98,816
Tekatch, Terry	Accounting Instructor	101,970	1,098	103,068
Terblanche, Karen	Manager, Procurement Services	93,103	973	94,076
Thangapandy, Angeline Abrahah	Manager, Capital Projects	85,646	3,065	88,711
Thibodeau, Tjitske	Nursing Instructor	101,346	882	102,228
Thiessen, Randal	English Language Studies Instructor	85,473	-	85,473
Thind, Ravinder	Director, Business Performance and Advisory Services	152,980	6,952	159,932

Kwantlen Polytechnic University
Schedule of Employee Remuneration and Expenses
Fiscal Year Ending March 31, 2021

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Thompson, Shirley	Fashion and Technology Degree Instructor	101,346	240	101,586
Thompson, Susan	Psychology Instructor	101,346	100	101,446
Tien, Laurel	Nursing Instructor	80,526	375	80,901
Tiessen, Esther	School of Business Instructor	101,346	-	101,346
Tomiak, Kim	Learning Strategist	101,346	149	101,495
Tones, Daniel	Chair, Music Instructor	87,686	210	87,897
Tong, Chun Kuen Rick	School of Business Instructor	139,088	-	139,088
Toohy-Wiese, Elizabeth	Fine Arts Instructor	85,105	540	85,645
Torres, Cesar	Research Greenhouse Coordinator	81,199	999	82,198
Tracey, Donald	Chair, School of Business Instructor	101,503	-	101,503
Traynor, Christopher	Academic and Career Preparation Instructor	101,294	-	101,294
Tritchew, Panteli	School of Business Instructor	121,658	100	121,758
Tsui, Tyron	Physics Instructor	101,346	-	101,346
Tunbridge, Nicole	Biology Instructor	88,460	100	88,560
Tutlewski, Wiktor	School of Business Instructor	100,977	2,133	103,110
Tyndall, Paul	English Instructor	88,883	100	88,983
Uppal, Bill (Balbir)	Facilities Services Supervisor, Remediator	81,413	1,173	82,586
Vail, Laura	Director, Student Success	101,496	1,738	103,234
Valana, Maria	Chair, Horticulture Instructor	97,048	202	97,249
van Gerven, Keri	University Secretary and Executive Assistant	85,108	551	85,659
Van Sickle, Kerry	School of Business Instructor	102,273	-	102,273
Van Steinburg, Terri	Faculty Secondment	79,016	-	79,016
Vanan, Shalini	Manager, Sport, Recreation and Health Promotion	86,135	3,066	89,201
Vance, Karen	School of Business Instructor	101,346	604	101,951
Vanderburgh, Sandy	Provost & Vice President, Academic	205,055	8,333	213,387
Varaich, Sundeep	Bachelor of Psychiatric Nursing Instructor	89,830	-	89,830
Velazquez, Cayley	Health Science Instructor	112,816	100	112,916
Vezina, Valerie	Political Science Instructor	101,072	1,324	102,396
Vidal, Claudio	Sociology Instructor	100,792	-	100,792
Vincent, Susan	Counsellor	81,006	1,010	82,016
Vosburgh, Joseph	School of Business Instructor	96,210	-	96,210
Vujovic, Sinisa	Chair, School of Business Instructor	101,346	-	101,346
Waddington, Leeann	Manager, Learning Technology	114,814	5,641	120,455
Wadkar, Prashant	Manager, Procurement Services	98,575	740	99,315
Wakulchik, Robert	Electrical Instructor	101,355	250	101,605
Wall, Karissa	Manager, Institutional Research	85,620	289	85,909
Wall, Orlando	Electrical Instructor	101,346	-	101,346
Walsh, Diane	Time Release Kwantlen Faculty Association	101,346	-	101,346
Walters, Philip	School of Business Instructor	116,087	-	116,087
Wang, Xiao Dong	Project Leader	77,918	-	77,918
Wang, Zehua	School of Business Instructor	105,112	100	105,212
Wang, Zhongyi	School of Business Instructor	78,467	-	78,467
Wanniarachchi, Kavinda	School of Business Instructor	104,761	200	104,961
Warren, Valerie	School of Business Instructor	103,601	2,095	105,696
Webster, Janet	Academic and Career Preparation Instructor	96,795	2,100	98,895
Wegener, Lisa	Lab and Research Coordinator	78,318	943	79,261
Weir, Bruce	School of Business Instructor	101,998	-	101,998
Westgate, Thomas	Appliance Servicing Instructor	110,152	-	110,152
Whittemore, Joel	School of Business Instructor	101,930	2,095	104,025
Whittington-Walsh, Fiona	Chair, Sociology Instructor	101,312	2,450	103,762
Wijnsma, Kristina	Criminology Instructor	101,359	100	101,459
Wilding, Daniel	Nursing Instructor	101,346	1,367	102,713
Williams, Allan	Education Assistant Instructor	76,090	100	76,190
Williams, Jennifer	English Instructor	98,658	165	98,823
Williams, Mark	Learning Specialist	100,844	139	100,983
Wilson, Sherry	Biology Instructor	101,346	100	101,446
Wilton, Mary	Parts Instructor	101,346	-	101,346
Wong, Katherine	English Language Studies Instructor	101,346	1,807	103,153
Wong, Richard	School of Business Instructor	110,352	1,568	111,920
Wood, Kathryn	Operations Manager, Bookstore	87,904	650	88,554
Wood, Lindsay	Co-op Instructor	101,372	273	101,646

Kwantlen Polytechnic University
Schedule of Employee Remuneration and Expenses
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<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Woodcock, Linda	Librarian	101,346	477	101,823
Wood-Wiens, Natalie	Manager, Indigenous Services	74,473	1,071	75,543
Woodyard, Sylvia	Education Assistant Instructor	100,272	263	100,535
Worobec, Elizabeth	Dean, Faculty of Science and Horticulture	168,155	1,261	169,416
Wrench, Danny	Academic and Career Preparation Instructor	101,346	-	101,346
Wright, David	Electrical Instructor	101,346	-	101,346
Wu, Aihua	Chair, School of Business Instructor	101,498	-	101,498
Yang, John	Chair, Traditional Chinese Medicine Instructor	101,347	6,071	107,418
Yezerinac, Stephen	Associate Registrar, Senate and Curriculum	105,006	-	102,568
Yip, Shu Kam	Director, Technology Services	120,988	206	121,194
Yoshida, Sara	Anthropology Instructor	101,346	-	101,346
Young, David	Graphic Design for Marketing Instructor	75,716	97	75,813
Young, Kelsi	Human Resources Business Partner	81,064	152	81,216
Yuan, Wenting	Director, International Recruitment Admissions and Articulation	105,850	6,757	112,607
Yuill, Garry	School of Business Instructor	111,815	2,389	114,204
Yusuf, Ali	Criminology Instructor	101,346	-	101,346
Zamfirescu, Vasile	School of Business Instructor	129,211	548	129,759
Zhang, Bo	School of Business Instructor	101,950	1,098	103,047
Zhang, Guoren	School of Business Instructor	101,346	100	101,446
Zhou, Feixue	Project Leader	76,992	552	77,544
Zmudzka-Bajerski, Malgorzata	Faculty of Science and Horticulture Instructor	101,091	361	101,452
Remuneration and expenses greater than \$75,000		76,245,948	757,355	76,995,934
Consolidated total of other employees with remuneration and expenses of \$75,000 or less		42,111,756	327,744	42,439,500
(B) Total Employees		118,357,704	1,085,099	119,435,434

Kwantlen Polytechnic University
Schedule of Payments to Suppliers of Goods and Services
Fiscal Year Ending March 31, 2021

<u>Vendor Name</u>	<u>Payment \$</u>
3CP Energy Utility Ltd	\$197,501
4th Utility Inc	\$159,065
9627316 Canada Ltd. dba EI Advantage	\$102,158
A. Craig & Son Ltd	\$241,912
Above & Beyond Insulation Ltd	\$74,579
Acme Visa Solutions Ltd.	\$61,500
Action Electric Ltd	\$26,040
Ad Astra Information Systems, L.L.C	\$42,069
Agilent Technologies Canada Inc	\$34,022
Air Liquide Canada Inc	\$76,213
Alarmtron (BC) Ltd	\$35,148
ALLIANCE PRINTING LTD	\$50,693
Alliance Scientific Inc	\$142,364
Alvis Tsui (FSS) Inc.	\$36,322
Amazon	\$94,329
Ankenman Marchand Architects	\$32,931
Anthology Inc. of Missouri	\$59,603
ApplyBoard Inc	\$47,094
Aptum Technologies (Canada) Inc.	\$30,522
Arctic Institute of Community - Bas	\$25,062
Arora Immigration & Education Consu	\$80,855
AscenTech Solutions Inc	\$90,543
Associated Health Systems Inc.	\$54,215
Assured Environmental Solutions Inc	\$45,380
AVI-SPL Canada Ltd.	\$181,028
Bajaj Narang Immigration Ltd.	\$47,177
Barry-Hamel Equipment Ltd	\$61,066
BC Communications Inc	\$30,110
BC Event Management	\$45,999
BC Hydro	\$1,001,979
BC Pension Corporation	\$11,081,173
BCNET	\$1,393,885
Bell	\$50,972
BitTRACK Consultants Pvt.Ltd.	\$94,538
BLACK PRESS GROUP LTD	\$25,024
Blackbaud Inc.	\$36,173
Blindside Networks Inc.	\$114,512
Bonfire Interactive Ltd.	\$27,104
Bright International Student Service Inc.	\$105,215
C&W Facility Services Canada Inc.	\$1,249,735
C3M Construction Contractor Group	\$286,002
CAE Healthcare Inc.	\$61,962
Canada Post Corporation	\$96,872
Canadian Edge International Corp.	\$31,040
Canadian Premier Consulting	\$43,522
Canadian Research Knowledge Network	\$391,701
Canam Consultants Limited	\$387,955
CanAsia Immigration Consultant Canada	\$26,486
Canbridge Business Group Ltd.	\$118,034
Canstar Restorations	\$41,320

Kwantlen Polytechnic University
Schedule of Payments to Suppliers of Goods and Services
Fiscal Year Ending March 31, 2021

<u>Vendor Name</u>	<u>Payment \$</u>
Canwell Immigration & Education Ltd	\$46,946
CAUBO	\$28,079
CBV Collection Services	\$178,133
CCDI Consulting Inc.	\$61,864
CDW Canada Corp	\$65,406
Chairlines	\$31,635
Charms Global Education & Immigration Services	\$192,007
Charter Telecom Inc	\$595,469
Cherwell Software Inc	\$69,370
Cineplex Media	\$26,565
Citrix Systems Inc.	\$131,846
City of Langley	\$32,550
City of Richmond	\$30,188
City of Surrey	\$68,819
Clark Wilson LLP	\$127,697
Colleges and Institutes Canada	\$48,546
Comar Electrical Services Ltd	\$652,985
Community Fire Prevention Ltd.	\$52,750
Compugen Inc	\$1,375,957
Concord Parking Ltd	\$33,800
Connor, Clark & Lunn Financial Group	\$81,742
Consulab Educatech Inc	\$29,264
Controlled Environments Ltd.	\$35,146
Corus Sales Inc.	\$39,054
COSMED USA Inc.	\$27,809
Council of Prairie & Pacific University Libraries	\$105,647
Crown Corrugated Company	\$53,757
CSA Group	\$31,860
Cullen Diesel Power Ltd	\$28,851
CWB Group - Industry Services	\$42,257
D.G.S. Construction Company Ltd	\$628,709
DA Architects + Planners	\$52,148
Dell Canada	\$432,376
DIALOG BC Inc.	\$463,872
Digital Postage on Call	\$42,000
DIVERSEcity Community Resources Society	\$32,768
Driving Force Inc.	\$37,736
EAB	\$40,744
EB Horsman & Son Ltd	\$29,430
Ebsco Canada Ltd	\$113,248
Education Consultants Canada (ECC)	\$52,144
Ellucian Technologies Canada ULC	\$129,018
Elworthy Electrical Services Ltd	\$71,568
Emerald Green Mechanical Ltd	\$38,099
Employee Health Tax	\$2,371,894
Encompass Support Services Society	\$32,775
ESC Automation Inc	\$1,047,322
Exell Power Services Ltd	\$59,892
eXplorance Inc.	\$30,522
Facebook	\$330,025

Kwantlen Polytechnic University
Schedule of Payments to Suppliers of Goods and Services
Fiscal Year Ending March 31, 2021

<u>Vendor Name</u>	<u>Payment \$</u>
Fairmont	\$29,215
Fastsigns	\$47,207
Festo Didactic Ltd.	\$98,542
Field LLP	\$26,250
Fisher Scientific Ltd	\$73,733
Flynn Canada Ltd	\$46,412
FortisBC Energy Inc	\$165,347
Fraser Valley Steel & Wire	\$32,619
Frequency Foundry Inc.	\$211,959
Future Link Consultants Inc	\$61,938
Gaspard & Sons	\$61,186
GB Paving Ltd	\$72,018
GBS Construction Managers Inc.	\$187,866
GEEBEE Education Pvt. Ltd.	\$204,003
Genumark Promotional Merchandise In	\$28,014
GINQO Consulting Ltd	\$32,399
Global Industrial Canada	\$55,724
Globus Consulting Group Pvt. Ltd.	\$62,998
GoCo Technology LP	\$246,610
Gocool International	\$80,156
Google Inc.	\$225,117
Guangson Consulting	\$79,483
guard.me International Insurance	\$1,622,637
Hampden Engineering Corporation	\$37,070
Hanover Research	\$45,000
Harris & Company	\$135,847
HEITBC	\$171,221
Heritage Office Furnishings Ltd.	\$1,203,606
Hill-Rom Canada Ltd.	\$37,181
Holmes & Brakel (BC) Inc	\$393,163
HOME DEPOT	\$38,814
Homewood Health Inc.	\$71,553
Horizon Landscape Contractors	\$315,494
Hoskin Scientific Ltd	\$55,159
Houle Electric Ltd.	\$94,717
Hudson, Kyra Lin.	\$62,587
IDP Connect Inc	\$35,000
IDP Education Ltd	\$558,768
Imperial Parking Ltd	\$262,262
Integral Group	\$67,173
Interpave Precast Systems Ltd	\$32,272
ITC Systems	\$33,990
Jain Overseas Services Inc.	\$597,587
JC Andelle Inc	\$41,371
Jelly Marketing Inc	\$51,896
Jiacheng Overseas Immigration & Edu	\$60,256
Jim Pattison	\$50,659
John Wiley & Sons Canada Ltd	\$25,543
Johnson Controls Ltd	\$758,550
Jordao Duarte Costa Me, Marina	\$45,973

Kwantlen Polytechnic University
Schedule of Payments to Suppliers of Goods and Services
Fiscal Year Ending March 31, 2021

<u>Vendor Name</u>	<u>Payment \$</u>
JQ Mechanical Corp	\$58,616
KC Overseas Education Pvt. Ltd.	\$158,431
Key Innovations Inc.	\$99,316
Keystone Environmental Ltd.	\$26,312
KI Canada Corporation	\$51,225
King Services Construction Group & Development Inc.	\$38,068
KnowBe4 Inc	\$51,833
Knowledge Ware Communications Corp	\$30,303
Kone Inc	\$867,320
KPMG LLP	\$59,770
Kwela Leadership and Talent Management	\$34,104
Laerdal Medical Canada Ltd	\$30,182
Lamar Companies	\$139,094
Landmark Immigration Consultants Pvt.	\$35,552
Leepfrog Technologies Inc	\$25,029
Linde Canada Inc	\$217,118
LinkedIn Ireland Unlimited Co	\$71,780
London Drugs	\$42,486
Lordco Parts Ltd	\$36,969
Luo, Yajie	\$77,360
Luxury Transport Inc.	\$153,238
M & H Admission Overseas Pvt. Ltd.	\$107,043
Macquarie Equipment Finance Ltd	\$111,189
MAGIL Construction Pacific Inc	\$344,874
MAKE Projects Ltd.	\$159,504
Manulife Financial	\$6,185,365
Maple Leaf Disposal	\$41,554
Marsh Canada Limited	\$32,500
Mason Lift Ltd	\$46,861
Matrix Video Communications Corp.	\$324,086
McGraw Hill Ryerson Limited	\$70,112
Mega Maintenance Ltd.	\$89,473
Megamind Consultants Pvt. Ltd.	\$130,685
Mercedes-Benz Financial Services Canada	\$84,951
Microserve	\$1,755,099
Microsoft Canada Inc.	\$89,756
Miley Law	\$36,522
Minister of Finance	\$177,903
Mitacs Inc	\$40,125
Moneris	\$122,115
Morrison Hershfield Limited	\$31,646
MPS	\$43,819
NetApp Canada Ltd	\$431,974
Nguyen, Hong Nhung	\$28,300
North Stream Contracting Ltd	\$226,172
Novacom Building Partners Ltd.	\$1,508,011
OCLC, Inc	\$39,237
Omicron Canada Inc.	\$83,235
Opti-Tech Scientific Inc.	\$27,705
Oracle Canada ULC	\$335,457

Kwantlen Polytechnic University
Schedule of Payments to Suppliers of Goods and Services
Fiscal Year Ending March 31, 2021

<u>Vendor Name</u>	<u>Payment \$</u>
Pacific Coast Fire Equipment	\$40,437
Pacific Door Closer Service Ltd	\$55,850
Paid to Employee to Reimburse Vendor Payment	\$611,673
Paladin Security Group Ltd.	\$1,626,046
Pattison Outdoor Advertising	\$146,150
Paypal	\$36,217
Pearson Education Canada	\$175,036
PebblePad LLC	\$59,780
Pioneer Immigration & Education Consultancy Pvt. Ltd.	\$109,040
PJS Systems	\$150,592
Plan Group	\$34,080
Polytechnics Canada	\$100,255
Prism Engineering Ltd	\$47,324
PrismRBS, LLC	\$49,394
Process Pathways Inc	\$29,569
Promark Advertising Ltd.	\$26,970
Promote Me	\$50,086
ProQuest LLC (Coutts Information Services Div)	\$218,085
Protect International Risk & Safety	\$25,200
Psychometrics Canada Ltd.	\$32,532
Pyramid-e Services Pvt. Ltd.	\$186,894
READ Surrey/White Rock Society	\$32,898
Receiver General of Canada	\$5,468,390
RecruitingDash LLC	\$28,106
RFS Canada	\$154,137
Ricoh Canada Inc.	\$79,324
Riipen Networks Inc	\$39,375
Robert Half Canada	\$150,518
Rogers	\$148,781
Ron Sons Torch Repairs & Sales Ltd	\$49,468
rSmart Group Inc	\$46,891
Safelight Communications Ltd.	\$37,289
Samuel, Son & Co., Limited	\$55,860
Santa Monica Study Abroad Pvt. Ltd.	\$39,710
Scarff Fencing & Welding	\$25,466
Sehdev Travel & Educational Service	\$691,566
Shell Energy North America (Canada) Inc.	\$292,470
Sheng Yuan Int'l Education & Immigration	\$38,772
Sia Immigration Solutions	\$44,306
Siemens Canada Limited	\$59,920
Simon Fraser University	\$375,596
SirsiDynix	\$62,352
Small Robot Corp.	\$28,350
Software2 Americas Inc	\$127,325
Sophiya Consultants	\$30,992
Stantec Architecture	\$73,447
Stantec Consulting Ltd	\$56,175
Staples	\$159,614
Status Electrical Corporation	\$1,555,354
Sunrise Immigration Consultants Pvt	\$95,491

Kwantlen Polytechnic University
Schedule of Payments to Suppliers of Goods and Services
Fiscal Year Ending March 31, 2021

<u>Vendor Name</u>	<u>Payment \$</u>
Super Save	\$44,733
Surrey Centre Hotel Ltd Partnership	\$118,481
Symplicity Corporation	\$26,867
TELUS Communications Inc.	\$226,732
Thermo Fisher Scientific	\$32,755
Tikal Construction Ltd.	\$39,947
Tintsource Window Films Ltd	\$38,139
Turning Point Resolutions Inc	\$28,189
UCIPP	\$248,565
Uline Canada Corporation	\$37,728
UniFirst Canada Ltd	\$28,847
Universal Consultancy Services	\$31,199
Universal Supply Company Inc.	\$31,488
Universities Canada	\$77,086
University of the Fraser Valley	\$72,502
V.V.S.S. Consulting Ltd	\$170,626
Vancouver Public Alliance Corp.	\$30,708
Westcoast T-Bar Ltd	\$29,521
Western Institute for the Deaf and Hard of Hearing	\$31,520
Western Overseas Study Abroad Pvt.	\$40,744
Westland Insurance Group Ltd	\$36,936
Worksafe BC	\$322,555
Yellowridge Design Build Ltd.	\$315,000
Zoom Video Communications Inc	\$64,719
(A) Total amount paid to suppliers who received aggregate payments of more than \$25,000	69,261,255
(B) Consolidated total of payments to suppliers who received aggregate payments of \$25,000 or less	5,367,058
(C) Consolidated total of contributions exceeding \$25,000	-
Total Vendors	74,628,313

**Kwantlen Polytechnic University
Statement of Severance Agreements
Fiscal Year Ending March 31, 2021**

There were four (4) severance agreements under which payment commenced between Kwantlen Polytechnic University and its non-unionized employees during fiscal year 2020/21

These agreements represent 37 months of compensation*

* Compensation means the agreements were determined based on salary.

Prepared under the Financial Information Regulation, Schedule 1, subsection 6(7)

**Kwantlen Polytechnic University
Schedule of Long Term Debt
Fiscal Year Ending March 31, 2021**

None to report.

Prepared under the Financial Information Regulation, Schedule 1, subsection 4.

Kwantlen Polytechnic University
Schedule of Guarantee and Indemnity Agreements
Fiscal Year Ending March 31, 2021

The following is a list of vendors for which KPU has approved indemnities as at March 31, 2021:

- 1 thinktv Inc.
- 2 C&W Facility Services Inc.
- 3 Deloitte LLP
- 4 Pearson Education, Inc.
- 5 License Agreement
- 6 Software2 Portal
- 7 Google Ireland Limited
- 8 Corus Sales Inc.
- 9 Altus Assessment Inc.
- 10 Shaw Advertising Services
- 11 Western Canada Turfgrass Association
- 12 Shaw Business
- 13 Autodesk Inc.
- 14 Vancouver Pride Society
- 15 UK Biobank Limited
- 16 Canadian Broadcasting Corporation
- 17 Canada Wide Media Limited
- 18 Naylor (Canada) Inc.
- 19 Sustainable Apparel Coalition
- 20 York University
- 21 Blindside Networks Inc.
- 22 Zoom Video Communications Ltd.
- 23 Trimble Inc.
- 24 Flywire Canada Inc.
- 25 British Columbia Hydro and Power Authority
- 26 Ford Motor Company of Canada Ltd.
- 27 United Way Lower Mainland
- 28 Aptum Technologies (Canada) Inc.
- 29 Canadian Mental Health Association
- 30 Equifax Canada Co.
- 31 Squamish Nation Training and Trades Centre
- 32 Cineplex Entertainment Limited Partnership

**Kwantlen Polytechnic University
Reconciliation to Financial Statements
Fiscal Year Ending March 31, 2021**

Expenses per Financial Statements

Statement of Operations

\$ 209,852,000**Statement of Financial Information****Schedule of Remuneration and Expenses**

(A) Total Board Members	\$	59
(B) Total Employees		119,435,434

Schedule of Payments to Suppliers for Goods and Services

(A) Total amount paid to suppliers who received aggregate payments of more than \$25,000		69,261,255
(B) Consolidated total of payments to suppliers who received aggregate payments of \$25,000 or less		5,367,058
(C) Consolidated total of contributions exceeding \$25,000		-
	\$	<u>194,063,806</u>

Reconciling Items

Increase in Capital Assets		(13,650,000)
Amortization of Capital Assets		19,146,145
Accruals		9,975,627
Prepays		(70,993)
Student Awards Paid		1,391,992
Other adjustments excluded as per SOFI guidance		(1,004,577)
	\$	<u>15,788,194</u>

\$ 209,852,000