



Statement of Financial Information

YEAR ENDED MARCH 31, 2021

PUBLISHED IN ACCORDANCE WITH THE FINANCIAL INFORMATION ACT



THE UNIVERSITY OF BRITISH COLUMBIA

STATEMENT OF FINANCIAL INFORMATION
YEAR ENDED MARCH 31, 2021
Published in Accordance with the Financial Information Act

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**CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2021**

Statement of Management Responsibility

The consolidated financial statements of the University of British Columbia (the University) have been prepared by management in conformity 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 outlined in note 2(a). The consolidated financial statements present the financial position of the University as at March 31, 2021, and the results of its operations, remeasurement gains and losses, and the changes in net debt and changes in its cash flow for the year ended March 31, 2021.

In fulfilling its responsibilities and recognizing the limits inherent in all systems, management has developed and maintains a system of internal control designed to provide reasonable assurance that the University assets are safeguarded from loss and that the accounting records are a reliable basis for the preparation of financial statements.

The Board of Governors is responsible for reviewing and approving the consolidated financial statements, and overseeing management's performance of its financial reporting responsibilities.

The Board of Governors carries out its responsibility for review of the consolidated financial statements principally through its Audit Committee. The Audit Committee meets with management, the external auditors and the internal auditors to discuss the results of audit examinations and financial reporting matters. The external and internal auditors have full access to the Audit Committee, with and without the presence of management.

The consolidated financial statements for the year ended March 31, 2021 have been reported on by the Office of the Auditor General of British Columbia. The Independent Auditors' Report outlines the scope of the audit and provides the audit opinion on the consolidated financial statements.

[signed]

Santa Ono
President and Vice-Chancellor

June 24, 2021

[signed]

Peter Smailes
Vice-President Finance & Operations





INDEPENDENT AUDITOR'S REPORT

*To the Board of Governors of the University of British Columbia, and
To the Minister of Advanced Education and Skills Training, Province of British Columbia*

Qualified Opinion

I have audited the accompanying consolidated financial statements of the University of British Columbia (“the group”), which comprise the consolidated statement of financial position as at March 31, 2021, and the consolidated statements of operations and accumulated surplus, changes in net debt, cash flows, and remeasurement gains and losses for the year then ended, and a summary of significant accounting policies and other explanatory information.

In my opinion, except for the effects of the matter described in the Basis for Qualified Opinion section of my report, the consolidated financial statements present fairly, in all material respects, the financial position of the group as at March 31, 2021, and the results of its operations and accumulated surplus, changes in net debt, cash flows, and remeasurement gains and losses for the year then ended in accordance with Canadian Public Sector Accounting Standards (PSAS).

Basis for Qualified Opinion

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified opinion.

As described in Note 2(a) to the consolidated financial statements, the group’s accounting treatment for contributions received from governments and for externally restricted contributions received from non-government sources is to initially record them as deferred revenue (a liability) and then recognize revenue in the statement of operations either on the same basis as the related expenditures occur or, in the case of funds for the purchase or construction of capital assets, to recognize revenue on the same basis as the related assets are amortized. The group was required to adopt this accounting policy as prescribed by Province of British Columbia Treasury Board Regulation 198/2011.

Under Canadian Public Sector Accounting Standards, the group’s method of accounting for contributions is only appropriate in circumstances where the funding meets the definition of a liability. Otherwise, the appropriate accounting treatment is to record contributions as revenue when they are received or receivable. In my opinion, certain contributions of the entity do not meet the definition of a liability, and as such the group’s method of accounting for those contributions represents a departure from Canadian Public Sector Accounting Standards.

This departure has existed since the inception of the standard, which applies to periods beginning on or after April 1, 2012. Had the group made an adjustment for this departure in the current year, the liability for deferred capital contributions as at March 31, 2021 would have been lower by \$1,594 million, revenue, annual surplus and accumulated surplus would have been higher by \$1,594 million and net debt would have been lower by \$1,594 million.

I conducted my audit in accordance with Canadian generally accepted auditing standards. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the group in accordance with the ethical requirements that are relevant to my audit of the group's financial statements in Canada, and I have fulfilled my other ethical responsibilities in accordance with these requirements.

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

Those charged with governance are responsible for the oversight of the financial reporting process. Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Canadian Public Sector Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting when the group will continue its operations for the foreseeable future.

Auditor's Responsibilities for the Audit of Financial Statements

My objectives are to obtain reasonable assurance about whether the group's financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my 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 aggregate, they could reasonably be expected to influence the economic decision of users taken on the basis of these consolidated financial statements.

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

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than 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 group'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 group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit and I remain solely responsible for my audit opinion.

I 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 I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence and communicated with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

[signed]

Stuart Newton, CPA, CA
Assistant Auditor General

Victoria, British Columbia, Canada
June 25, 2021

**CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31**

(in thousands of dollars)

	<u>Note</u>	<u>2021</u>	<u>2020</u>
Financial Assets			
Cash and cash equivalents	3	\$ 207,102	\$ 197,121
Promissory notes receivable	4	-	77,502
Accounts receivable	5	230,506	187,178
Housing and other loans receivable	6	54,503	45,630
Inventories for resale		4,870	6,556
Portfolio investments	7	912,464	608,657
Endowment investments (expendable balance)	7	969,288	788,914
Investments in government business enterprises	8	43,347	64,280
Supplemental pension assets	12(a)	119,103	97,346
		<u>2,541,183</u>	<u>2,073,184</u>
Liabilities			
Accounts payable and accrued liabilities	10	337,822	314,267
Deferred revenue	11	132,313	145,524
Employee future benefits	12(c)	14,648	9,818
Supplemental pension liabilities	12(a)	119,103	97,346
Deferred contributions	13	1,381,093	1,115,580
Deferred capital contributions	14	1,594,980	1,588,326
Deferred land lease revenue	15	1,035,555	977,369
Debt	16	362,055	345,496
		<u>4,977,569</u>	<u>4,593,726</u>
Net debt		(2,436,386)	(2,520,542)
Non-Financial Assets			
Tangible capital assets	17	3,851,800	3,708,304
Endowment investments (non-expendable balance)	7	1,039,175	1,010,395
Inventories held for use		3,690	2,302
Prepaid expenses		24,317	22,230
		<u>4,918,982</u>	<u>4,743,231</u>
Accumulated surplus		\$ <u>2,482,596</u>	\$ <u>2,222,689</u>
Accumulated surplus is comprised of:			
Accumulated surplus		\$ 2,302,887	\$ 2,186,137
Accumulated remeasurement gains		179,709	36,552
		<u>\$ 2,482,596</u>	<u>\$ 2,222,689</u>
Contractual obligations	21		

Approved on behalf of the Board of Governors:

[signed]

Nancy McKenzie
Chair, Board of Governors

[signed]

Jessie Dusangh
Chair, Audit Committee

(See accompanying notes to the consolidated financial statements)



CONSOLIDATED STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS

YEAR ENDED MARCH 31

(in thousands of dollars)

	<u>Note</u>	<u>Budget</u> (Note 27)	<u>2021</u>	<u>2020</u>
Revenues				
Government grants and contracts	19	\$ 1,247,731	\$ 1,338,977	\$ 1,236,653
Tuition and student fees		804,581	921,683	891,104
Sales and services		265,498	246,070	419,563
Non-government grants, contracts and donations		167,465	148,026	192,694
Investment income		100,769	129,157	94,766
Income from government business enterprises	8	4,051	22,541	(4,804)
Amortization of deferred capital contributions	14	93,369	88,573	86,019
Gain on sale of government business enterprise	8(c)	-	27,467	-
		<u>2,683,464</u>	<u>2,922,494</u>	<u>2,915,995</u>
Expenses				
Learning	24	1,432,000	1,493,100	1,427,404
Research		506,000	539,818	537,028
Facilities		422,000	326,670	322,138
Students		365,000	297,174	371,005
Community engagement		79,000	75,409	73,479
Administration		105,000	108,607	95,289
		<u>2,909,000</u>	<u>2,840,778</u>	<u>2,826,343</u>
Annual (deficit) surplus from operations		(225,536)	81,716	89,652
Restricted endowment donations		<u>25,000</u>	<u>35,034</u>	<u>30,993</u>
Annual (deficit) surplus		(200,536)	116,750	120,645
Accumulated surplus, beginning of year		2,186,137	2,186,137	2,065,492
Accumulated surplus, end of year		<u>\$ 1,985,601</u>	<u>\$ 2,302,887</u>	<u>\$ 2,186,137</u>

(See accompanying notes to the consolidated financial statements)



**CONSOLIDATED STATEMENT OF CHANGES IN NET DEBT
YEAR ENDED MARCH 31**

(in thousands of dollars)

	<u>Budget</u> (Note 27)	<u>2021</u>	<u>2020</u>
Annual (deficit) surplus	\$ (200,536)	\$ 116,750	\$ 120,645
Exclude items not affecting net debt:			
Endowment donations and transfers received	<u>(25,000)</u>	<u>(28,780)</u>	<u>(39,859)</u>
	<u>(225,536)</u>	<u>87,970</u>	<u>80,786</u>
Acquisition of tangible capital assets, net of dispositions	(401,000)	(374,366)	(397,527)
Amortization of tangible capital assets	<u>234,000</u>	<u>230,870</u>	<u>218,623</u>
	<u>(167,000)</u>	<u>(143,496)</u>	<u>(178,904)</u>
Acquisition of inventories held for use	-	(6,067)	(6,088)
Acquisition of prepaid expenses	-	(24,030)	(21,805)
Consumption of inventories held for use	-	4,679	5,905
Use of prepaid expenses	<u>-</u>	<u>21,943</u>	<u>24,676</u>
	<u>-</u>	<u>(3,475)</u>	<u>2,688</u>
	(392,536)	(59,001)	(95,430)
Net remeasurement gains (losses)	<u>9,000</u>	<u>143,157</u>	<u>(15,704)</u>
Increase in net debt	(383,536)	84,156	(111,134)
Net debt, beginning of year	(2,520,542)	(2,520,542)	(2,409,408)
Net debt, end of year	<u>\$ (2,904,078)</u>	<u>\$ (2,436,386)</u>	<u>\$ (2,520,542)</u>

(See accompanying notes to the consolidated financial statements)



CONSOLIDATED STATEMENT OF CASH FLOWS
YEAR ENDED MARCH 31

(in thousands of dollars)

	<u>2021</u>	<u>2020</u>
Cash provided by operating activities		
Annual surplus	\$ 116,750	\$ 120,645
Items not affecting cash:		
Amortization of tangible capital assets	230,870	218,623
Amortization of deferred capital contributions	(88,573)	(86,019)
Amortization of deferred land lease revenue	(10,776)	(10,405)
(Income) loss from government business enterprises	(22,541)	4,804
Gain on sale of investments	(32,605)	(613)
Gain on sale of government business enterprise	(3,152)	-
Other	855	2,732
	<u>190,828</u>	<u>249,767</u>
Change in non-cash operating working capital:		
Accounts receivable	(27,435)	(6,119)
Promissory notes receivable	77,502	(49,830)
Inventories and prepaid expenses	(1,789)	2,159
Accounts payable and accrued liabilities	23,555	38,225
Deferred revenue	(13,211)	13,145
Deferred contributions	149,840	28,460
	<u>399,290</u>	<u>275,807</u>
Cash used in capital activities		
Acquisition of tangible capital assets	(380,239)	(403,380)
Proceeds from disposition of tangible capital assets	6,670	-
Deferred capital contributions received	95,227	120,113
	<u>(278,342)</u>	<u>(283,267)</u>
Cash provided by (used in) investing activities		
Purchase of portfolio investments	(608,789)	(41,553)
Proceeds from sale of portfolio investments	419,614	60,000
Distributions received from government business enterprises	90,925	75,000
Investment in government business enterprises	-	(5,345)
Receipt of restricted endowment funds	(28,780)	(39,859)
	<u>(127,030)</u>	<u>48,243</u>
Cash provided by financing activities		
Proceeds from issuance of long-term debt	18,731	-
Payment of long-term debt and sinking fund	(2,565)	(2,587)
Payments received from infrastructure development charges	7,554	12,061
Issuance of housing loans	(11,760)	(6,177)
Payment of housing and other loans	4,103	3,445
	<u>16,063</u>	<u>6,742</u>
Increase in cash and cash equivalents	9,981	47,525
Cash and cash equivalents, beginning of year	197,121	149,596
Cash and cash equivalents, end of year	<u>\$ 207,102</u>	<u>\$ 197,121</u>
Supplemental cash flow information		
Cash paid for interest	<u>\$ 20,546</u>	<u>\$ 20,363</u>

(See accompanying notes to the consolidated financial statements)



CONSOLIDATED STATEMENT OF REMEASUREMENT GAINS AND LOSSES
YEAR ENDED MARCH 31

(in thousands of dollars)

	<u>2021</u>	<u>2020</u>
Accumulated remeasurement gains, beginning of year	\$ <u>36,552</u>	\$ <u>52,256</u>
(Gains) losses reclassified to the Consolidated Statement of Operations from:		
Equity investments quoted in active market	(18,880)	(3,273)
Other investments designated at fair value	(13,724)	2,660
Unrealized gains (losses) from:		
Equity investments quoted in active market	152,346	(18,499)
Other investments designated at fair value	<u>23,415</u>	<u>3,408</u>
Net remeasurement gains (losses) for the year	143,157	(15,704)
Accumulated remeasurement gains, end of year	\$ <u><u>179,709</u></u>	\$ <u><u>36,552</u></u>

(See accompanying notes to the consolidated financial statements)



CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2021

(all tabular amounts are in thousands of dollars)

Notes to the Consolidated Financial Statements

1 Authority and Purpose

The University of British Columbia (UBC or the University) operates under the authority of the *University Act* of British Columbia. UBC is a comprehensive research university offering a full range of undergraduate, graduate and continuing studies programs. The academic governance of the University is vested in the Senate. As a not-for-profit entity, UBC is governed by a Board of Governors, the majority of whom are appointed by the provincial government of British Columbia. UBC is also a registered charity and is therefore exempt from income taxes under section 149 of the *Income Tax Act*.

2 Significant Accounting Policies

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

(a) Basis of Accounting

The consolidated financial statements have been prepared in accordance with Section 23.1 of the *Budget Transparency and Accountability Act* of the Province of British Columbia supplemented by Regulations 257/2010 and 198/2011 issued by the Province of British Columbia Treasury Board, referred to as the Financial Reporting Framework ("FRF").

The *Budget Transparency and Accountability Act* requires that the consolidated financial statements be prepared in accordance with Canadian Public Sector Accounting Standards ("PSAS") except as modified by regulation 198/2011. This regulation requires that restricted contributions for acquiring or developing a depreciable tangible capital asset or contributions in the form of a depreciable tangible capital asset are to be accounted for as deferred capital contributions as described in note 2(d)(ii).

Revenue recognized in the Consolidated Statement of Operations and Accumulated Surplus and certain related deferred capital contributions are recorded differently under FRF than under PSAS. Note 26 summarizes the impact of FRF versus PSAS on the consolidated financial statements.

(b) Basis of Consolidation

(i) Consolidated Entities

The consolidated financial statements reflect the assets, liabilities, revenues, and expenses of organizations which are controlled by UBC and its proportional interest in government partnerships. Government business enterprises are accounted for by the modified equity method.

The following organizations are 100% controlled by the University and are consolidated in these financial statements. Inter-organizational transactions, balances, and activities have been eliminated on consolidation.

- UBC Investment Management Trust Inc. manages the investment assets of the University, including the endowment funds, staff pension plan, working capital and other investment portfolios.
- UBC Foundation, a not-for-profit foundation that develops public awareness and encourages financial support of the University.
- American Foundation for UBC, an American charitable foundation that encourages financial support of the University.



2 Significant Accounting Policies (continued)

(b) Basis of Consolidation (continued)

(i) Consolidated Entities (continued)

- Hong Kong Foundation for UBC, a not-for-profit organization incorporated in Hong Kong that promotes and advances all matters concerning education.
- UK Foundation for the University of British Columbia, an official charitable organization in the United Kingdom that promotes and advances all matters concerning education.
- UBC Asia Pacific Regional Office Limited, a Hong-Kong based association that promotes and advances the academic and research interests of the University and its partners in the Asia Pacific region.
- entrepreneurship@UBC Management Inc. manages UBC's investments in start-up ventures.

(ii) Investment in Government Business Enterprises

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

The following organizations are government business enterprises and are accounted for by the modified equity method

- UBC Properties Investments Ltd. ("UBCPIL") (100% interest)
- Great Northern Way Campus Trust ("GNWCT") (25% interest)
- Paragon Testing Enterprises Inc. ("Paragon") (79% interest)

(iii) Investment in Government Partnerships

Government partnerships are accounted for under the proportionate consolidation method. The University accounts for its interest in the partnership on a line by line basis in the consolidated financial statements and eliminates any inter-organizational transactions and balances. Accounting policies of the partnerships are conformed to those of UBC before it is proportionately consolidated.

The consolidated financial statements include the accounts of the following government partnerships:

- Tri-Universities Meson Facility ("TRIUMF")

The University has a 7.14% interest in TRIUMF which operates a facility supporting fundamental and applied research in particle and nuclear physics, as well as the materials and life sciences. TRIUMF operates on the UBC campus and elsewhere.

- Western Canadian Universities Marine Sciences Society ("WCUMSS")

The University has a 20% interest in WCUMSS, operating as Bamfield Marine Sciences Centre which provides a base for marine research in Bamfield, B.C.

2 Significant Accounting Policies (continued)

(b) Basis of Consolidation (continued)

(iii) Investment in Government Partnerships (continued)

- CDRD Ventures Inc. ("CVI", formerly DDI Drug Development Inc.)

The University has a 33.33% interest in CVI which is the commercialization partner of the Centre for Drug Research and Development (CDRD) and provides financial, managerial and development support for start-up ventures.

(c) 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.

(d) Revenue Recognition

(i) Unrestricted Revenue

Government grants that are not restricted to their use and unrestricted contributions and donations are recognized as revenue when received or receivable. Other unrestricted receipts, including tuition fees and sales of services and products, are reported as revenue at the time the services are provided or the products are delivered. Amounts received in advance of services provided or products delivered are recorded as deferred revenue.

(ii) Restricted Revenue

Externally restricted grants or donations are recorded as deferred contributions and are recognized as revenue when the restrictions imposed by the contributors on the use of the monies are satisfied as follows:

- Contributions for specific purposes are recorded as deferred contributions and recognized as revenue in the year in which the stipulation or restriction on the contribution has been met.
- Restricted capital contributions are initially recorded as deferred contributions and transferred to and recorded as deferred capital contributions when the amounts have been spent on tangible capital assets.
- Restricted contributions spent on acquiring or developing a depreciable tangible capital asset or received in the form of a depreciable tangible capital asset, are recorded to deferred capital contributions and recognized in revenue at the same rate that the amortization of the tangible capital asset is recorded.
- Restricted contributions where the tangible capital asset has an unlimited life, is recorded in revenue and an increase to tangible capital assets.
- Restricted endowment contributions to be retained in perpetuity are recorded as restricted endowment donations in the Consolidated Statement of Operations and Accumulated Surplus and are recognized in the period in which they are received or receivable.

2 **Significant Accounting Policies (continued)**

(d) Revenue Recognition (continued)

(iii) Investment Income

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

The investment income earned on restricted endowments is deferred and recognized when the related expenditure is made or stipulations are met.

(iv) Deferred Land Lease Revenue

The University leases certain properties to third parties for a period of 99 years. Land lease revenue is initially recognized when the contract has been entered into and all performance obligations have been met. Subsequently, the land lease revenue is deferred and amortized over the 99 year term of the lease.

(e) Financial Instruments

Financial instruments are classified into two categories: (i) fair value and (ii) cost.

- (i) Fair value category: Cash equivalents, portfolio investments that are quoted in an active market, derivatives, private equity investments managed on a fair value basis, and sinking fund investments are all 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 unrestricted financial assets carried at fair value are recognized in the Consolidated Statement of Remeasurement Gains and Losses until such time that the financial instrument is derecognized due to disposal or impairment. At the time of derecognition, the related realized gains and losses are reclassified to the Consolidated Statement of Operations and Accumulated Surplus and related balances reversed from the Consolidated Statement of Remeasurement Gains and Losses. Unrealized gains and losses on financial assets related to restricted endowments are included in deferred contributions on the Consolidated Statement of Financial Position.

The carrying value of University's cash equivalents, accounts receivable and accounts payable and accrued liabilities approximate fair value due to the short-term maturity of these financial instruments.

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)

CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2021

(all tabular amounts are in thousands of dollars)

2 Significant Accounting Policies (continued)

(e) Financial Instruments (continued)

- (ii) Cost / amortized cost category: Cash is recorded at cost. Other financial instruments including account receivable, housing and other loans receivable, and accounts payables are recorded at amortized cost. Debt is measured at amortized costs adjusted for discounts, premiums and issue costs using the effective interest rate method. Gains and losses are recognized in the Consolidated Statement of Operations and Accumulated Surplus upon derecognition or impairment.

(f) Inventories for Resale

Inventories held for resale, including books, food services, and gift shop items, are recorded at the lower of cost or net realizable value. Cost is determined using the weighted average basis. Cost includes invoice cost and other costs incurred in bringing the inventories to their present location and condition. Net realizable value is the estimated selling price less the estimated costs necessary to make the sale. Inventories are written down to net realizable value when the cost of inventories is estimated not to be recoverable. When circumstances that previously caused inventories to be written down below cost no longer exist, the amount of write-down previously recorded is reversed.

(g) Non-financial Assets

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

(i) Tangible Capital Assets

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

Tangible capital assets are amortized on a straight-line basis over their estimated useful life as shown below. Land is not amortized as it is deemed to have a permanent value.

Site improvements	15-80 years
Buildings and renovations	5-50 years
Furnishings, equipment and systems	3-10 years
Library books	10 years

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

Tangible capital assets are written down when conditions indicate that they no longer contribute to UBC'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 leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.



2 Significant Accounting Policies (continued)

(g) Non-financial Assets (continued)

(iii) Unrecognized Assets

Major categories of unrecognized assets include works of art and historical collections, mineral resources, and licenses.

(iv) Inventories Held for Use

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

(h) Employee Benefits

The pension plan for faculty members is a defined contributions plan and the pension plan for staff is a target benefit plan. The assets and liabilities of these plans are not recognised in the University's financial statements. The University's contributions to these plans are recorded as an expense in the period in which they are due.

The supplemental pension arrangement is a defined contribution plan. The liabilities under this arrangement are the general liabilities of the University. The University is the sole legal and beneficial owner of the assets under this arrangement. These assets and liabilities are recognized in the University's financial statements. The University's contributions to this arrangement are recorded as an expense in the period in which they are due.

Certain employee benefits that vest or accumulate are recognized as expenses and liabilities in the period in which the employee provides the services.

(i) Liability for Contaminated Sites

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. Liabilities are recorded net of any expected recoveries. A liability for remediation of contaminated sites is recognized when all 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) a reasonable estimate of the amount can be made.

(j) Use of Estimates

The preparation of these consolidated financial statements in accordance with PSAS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosures of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenues and expenses during the reporting period. Significant areas requiring the use of management estimates and assumptions relate to the determination of useful lives of tangible capital assets for amortization and the amortization of related deferred capital contributions, valuation of financial instruments, the present value of employee future benefits and commitments, 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.

CONSOLIDATED FINANCIAL STATEMENTS

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2 **Significant Accounting Policies (continued)**

(k) Functional Classification of Expenses

Expenses in the Consolidated Statement of Operations and Accumulated Surplus have been classified based upon functional lines of service provided by the University. The outline of services provided by each function is as follows:

- (i) Learning - This function includes expenses related to all direct educational delivery within the institution and activities that directly support the academic functions of the institution. This includes credit and non-credit courses, diploma, certificate and degree programs; continuing education; curriculum and program development; libraries and galleries; on-line delivery; information technology; specific purpose funding; and endowment non-award funding. Costs associated with this function include contract expenses; Deans/Directors and/or Chairs; and instructional administration (general and financial), support staff and support costs directly related to these activities.
 - (ii) Research - This function includes research activities specifically funded by contracts and/or grants from external organizations and undertaken within the institution to produce research outcomes. Costs associated with this function include such things as research administration, research accounting, support costs established to conduct all research projects, and research related amortization.
 - (iii) Facilities - This function includes all capital asset related expenditures for the operation of the University. These include the operation and maintenance of physical plant and equipment for all institutional activities; utilities; facilities administration; custodial services; landscaping and grounds keeping; major repairs and renovations; security services; administration of infrastructure development; amortization expense (other than research related) and debt servicing costs related to the entire University.
 - (iv) Students - This function includes activities that directly support the individual students or groups of students. These include student service administration; counseling; career services; social development and recreation; financial aid administration; scholarships and bursaries; and any other centralized general and financial administration and support costs related to these activities. It also includes ancillary operations that provide goods and services to the students, endowment award related funding and award funds that support students. Costs associated with this function include general and financial administration and support costs directly related to these activities.
 - (v) Community engagement - This function includes activities that support the relationship between the University and the community. It includes campus planning; advancement and development office; alumni; public / government relations; community affairs, and any other centralized institution wide external affairs. Costs associated with this function include general, financial administration and support costs directly related to these activities.
 - (vi) Administration - This function includes activities that support the institution as a whole, such as executive management; governance committees; the Board and Senate; corporate finance; human resources; purchasing; and any other centralized institution-wide general administrative activities.
- (l) New accounting standards

Effective April 1, 2022 the University will be required to adopt the PS 3280 Asset Retirement Obligations. This standard establishes when to recognize and how to measure an asset retirement obligation. This standard may be applied retroactively, prospectively or following a modified retroactive approach and early adoption is permitted. The impact on adopting this standard on the University's financial results has not been determined at this time.



CONSOLIDATED FINANCIAL STATEMENTS
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(all tabular amounts are in thousands of dollars)

2 Significant Accounting Policies (continued)

(l) New accounting standards (continued)

Effective April 1, 2023 the University will be required to adopt PS3400 Revenue. This standard establishes standards on how to account for and report on revenue. Under this standard, transactions are differentiated between revenue that arises from performance obligations and those that do not. Revenues from transactions with performance obligations are recognized when they are satisfied. Revenues from transactions without performance obligations are recognized when they are received or receivable. This standard may be applied retroactively or prospectively and early adoption is permitted. The impact on adopting this standard on the University's financial results has not been determined at this time.

3 Cash and Cash Equivalents

	<u>March 31</u> <u>2021</u>	<u>March 31</u> <u>2020</u>
Cash	\$ 64,692	\$ 32,368
Cash equivalents	142,410	164,753
	<u>\$ 207,102</u>	<u>\$ 197,121</u>

4 Promissory notes receivable

The University issued unsecured promissory notes to UBC Properties Trust bearing an annual interest greater of 2.5% or prime less 1%. The notes were repaid at maturity at December 31, 2020.

5 Accounts receivable

	<u>March 31</u> <u>2021</u>	<u>March 31</u> <u>2020</u>
Research receivables	\$ 68,705	\$ 73,990
Distribution receivable from UBCPIL	70,863	53,924
Receivables from the Province of British Columbia	19,450	6,391
Other receivables	80,661	59,331
Total accounts receivable	<u>239,679</u>	<u>193,636</u>
Allowance for doubtful accounts	<u>(9,173)</u>	<u>(6,458)</u>
Net accounts receivable	<u>\$ 230,506</u>	<u>\$ 187,178</u>

6 Housing and other loans receivable

	<u>March 31</u> <u>2021</u>	<u>March 31</u> <u>2020</u>
Loans receivable	\$ 18,908	\$ 19,777
Housing and other loans receivable	35,595	25,853
	<u>\$ 54,503</u>	<u>\$ 45,630</u>



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6 Housing and other loans receivable (continued)

- (a) Loans receivable are issued for building construction and improvements in accordance with loan agreements between the University and student society or student union and are paid by student fees. The loans have terms from 25 to 35 years at an interest of 5.75% per annum, repayable at any time, and are unsecured.
- (b) Housing loans are issued in accordance with University's Housing Action Plan. These loans include 20 year mortgages and term loans payable at maturities of 15 or 30 years. Interest is accrued at the Canada Revenue Agency's prescribed interest rate and these loans are secured by first or second mortgages.

7 Investments

- (a) The investments are presented in the consolidated financial statements as:

	March 31 2021	March 31 2020
Portfolio investments	\$ 912,464	\$ 608,657
Endowment (expendable balance)	969,288	788,914
Endowment (non-expendable balance)	1,039,175	1,010,395
	<u>\$ 2,920,927</u>	<u>\$ 2,407,966</u>

- (b) The composition of investments recorded at fair value is as follows:

March 31, 2021	<u>Total</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
Endowment investments:				
Cash and short-term notes	\$ 37,855	\$ 37,855	\$ -	\$ -
Fixed income mutual funds	163,530	163,530	-	-
Canadian equities	228,846	128,446	100,400	-
Canadian equities mutual funds	108,852	108,852	-	-
United States equities mutual funds	138,049	138,049	-	-
International equities mutual funds	594,492	594,492	-	-
Real estate	193,866	18,059	-	175,807
Private equity	125,868	-	-	125,868
Hedge fund	120,579	-	-	120,579
Infrastructure equity	183,394	-	-	183,394
Private debt	74,141	-	-	74,141
Other	38,991	-	28,915	10,076
Total endowment investments recorded at fair value	<u>2,008,463</u>	<u>1,189,283</u>	<u>129,315</u>	<u>689,865</u>
Portfolio investments:				
Fixed income	794,328	793,328	-	1,000
Canadian equities	1,235	1,235	-	-
United States equities	101,980	101,980	-	-
Private equity	14,921	-	-	14,921
Total portfolio investments recorded at fair value	<u>912,464</u>	<u>896,543</u>	<u>-</u>	<u>15,921</u>
Total	<u>\$ 2,920,927</u>	<u>\$ 2,085,826</u>	<u>\$ 129,315</u>	<u>705,786</u>



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7 Investments (continued)

(b) The composition of investments recorded at fair value is as follows (continued):

March 31, 2020	<u>Total</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
Endowment investments:				
Cash and short-term notes	\$ 2,487	\$ 2,487	\$ -	\$ -
Fixed income mutual funds	169,715	169,715	-	-
Canadian equities	243,240	108,733	134,507	-
Canadian equities mutual funds	69,469	69,469	-	-
United States equities mutual funds	112,270	112,270	-	-
International equities mutual funds	415,030	415,030	-	-
Real estate	179,494	-	-	179,494
Private equity	138,595	-	-	138,595
Hedge fund	114,900	-	-	114,900
Infrastructure equity	196,114	-	-	196,114
Private debt	56,079	-	-	56,079
Other	101,916	-	30,339	71,577
Total endowment investments recorded at fair value	<u>1,799,309</u>	<u>877,704</u>	<u>164,846</u>	<u>756,759</u>
Portfolio investments:				
Fixed income	594,583	593,583	-	1,000
Canadian equities	771	771	-	-
Private equity	13,303	-	-	13,303
Total portfolio investments recorded at fair value	<u>608,657</u>	<u>594,354</u>	<u>-</u>	<u>14,303</u>
Total	<u>\$ 2,407,966</u>	<u>\$ 1,472,058</u>	<u>\$ 164,846</u>	<u>771,062</u>

(c) The following table reconciles the changes in fair value of financial instruments classified as level 3 during the year.

	<u>March 31</u> <u>2021</u>	<u>March 31</u> <u>2020</u>
Balance, beginning of year	\$ 771,062	\$ 693,555
Unrealized (losses) gains	(14,857)	32,885
Purchases	98,930	73,541
Dispositions	(149,349)	(28,919)
Balance, end of year	<u>\$ 705,786</u>	<u>\$ 771,062</u>

CONSOLIDATED FINANCIAL STATEMENTS

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7 Investments (continued)

(d) Endowment Investments

- (i) Endowments investments are recorded as financial assets (expendable) and non-financial assets (non-expendable). The non-expendable component represents the original donation that is held in perpetuity and its use is restricted by the donors. The expendable portion is the total amount of the endowment assets less the non-expendable component and represents the accumulated net investment earnings less the accumulated spend.

The University's policy sets out an objective to maintain the purchasing power of the original contributions. Accordingly, on an annual basis, an amount based on inflation is internally allocated within the expendable portion of the endowment assets. However, in the event that net investment income is insufficient to fund the spending amount, this amount is available to fund the spending amount.

	March 31, 2021			March 31, 2020		
	Non-expendable	Expendable	Total	Non-expendable	Expendable	Total
Balance, beginning of year	\$ 1,010,395	\$ 788,914	\$ 1,799,309	\$ 970,536	\$ 877,469	\$ 1,848,005
Donations received	23,034	-	23,034	30,993	-	30,993
Internal transfers	5,746	-	5,746	8,866	-	8,866
Transfers to/from cash	-	-	-	-	15,000	15,000
Investment income (loss)	-	267,711	267,711	-	(18,113)	(18,113)
Expenses	-	(87,337)	(87,337)	-	(85,442)	(85,442)
Balance, end of year	<u>\$ 1,039,175</u>	<u>\$ 969,288</u>	<u>\$ 2,008,463</u>	<u>\$ 1,010,395</u>	<u>\$ 788,914</u>	<u>\$ 1,799,309</u>

(ii) Endowments Held by Vancouver Foundation

Endowments with a fair value of \$27.3 million (March 31, 2020 - \$28.7 million) are held and managed by Vancouver Foundation and are included in the University's consolidated financial statements. The University has the discretion to direct Vancouver Foundation to transfer the whole or any part of the capital of these endowment funds to the University. During the current year, \$2.7 million (March 31, 2020 - \$nil) was transferred to the University's endowment.

Endowments with a fair value of \$26.6 million (March 31, 2020 - \$25.5 million) are held by the Vancouver Foundation in perpetuity for the benefit of the University and are not included in the University's consolidated financial statements. The capital of these endowment funds are held permanently by Vancouver Foundation and invested in accordance with the provisions of the Vancouver Foundations Act.



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7 Investments (continued)

(e) Derivative Instruments

The notional and fair values of the University's derivative financial instruments are as follows:

	2021		2020	
	Notional Amount	Fair Value Asset (Liabilities)	Notional Amount	Fair Value Asset (Liabilities)
Foreign currency forwards:				
Portfolio investments	\$ 3,640	\$ (50)	\$ -	\$ -
Endowment	331,772	(11)	339,099	(57)
Total	\$ 335,412	\$ (61)	\$ 339,099	\$ (57)

Unrealized gains and losses on forward currency contracts held within endowment investments are included in endowment cash and short-term notes as per the fair value hierarchy table and matured on April 30, 2021. Unrealized gains and losses on forward currency contracts held within portfolio investments are included in the Consolidated Statement of Operations and Accumulated Surplus and mature on September 30, 2021 and January 18, 2022.

During the current year, the University recognized \$33.9 million (2020 - \$20.9 million loss) of net realized gains on forward currency contracts of which \$8.3 million (2020 - \$5.2 million) was recorded in investment income on the Consolidated Statement of Operations and Accumulated Surplus and \$25.6 million (2020 - \$15.7 million) was recorded to deferred contributions on the Consolidated Statement of Financial Position.

8 Investments in Government Business Enterprises

The University's investment in government business enterprises is as follows:

	Note	2021	2020
UBC Properties Investments Ltd.	8(a)	\$ 30,253	\$ 47,166
Great Northern Way Campus Trust	8(b)	13,094	12,169
Paragon Inc.	8(c)	-	4,945
Total		\$ 43,347	\$ 64,280

The University's income (loss) from government business enterprises is as follows:

	Note	2021	2020
UBC Properties Investments Ltd.	8(a)	\$ 17,119	\$ (5,431)
Great Northern Way Campus Trust	8(b)	1,095	(182)
Paragon Inc.	8(c)	4,327	809
Total		\$ 22,541	\$ (4,804)



CONSOLIDATED FINANCIAL STATEMENTS

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8 Investments in Government Business Enterprises (continued)

(a) UBC Properties Investments Ltd.

UBCPIL was created on January 20, 1999 under the Business Corporations Act of British Columbia and is a wholly-owned subsidiary of the University. UBCPIL is the sole trustee of UBC Properties Trust which develops, owns and operates a portfolio of residential, mixed use and commercial properties on behalf of the University.

The University's 100% interest in UBCPIL is classified as a government business enterprise, accounted for on the modified equity basis utilizing the annual audited financial statements of UBCPIL prepared as at March 31.

The continuity of the University's investment in UBCPIL is as follows:

	<u>2021</u>	<u>2020</u>
Investment, beginning of the year	\$ 47,166	\$ 111,318
Net income	77,051	10,826
Distributions declared	(93,964)	(74,978)
Investment, end of year	<u>\$ 30,253</u>	<u>\$ 47,166</u>

Condensed financial information of UBCPIL is as follows:

Consolidated Statement of Financial Position	<u>March 31 2021</u>	<u>March 31 2020</u>
Financial assets	\$ 83,338	\$ 105,967
Liabilities	628,756	594,653
Net assets (liabilities)	(545,418)	(488,686)
Non-financial assets	575,671	535,852
Accumulated surplus	<u>\$ 30,253</u>	<u>\$ 47,166</u>

Consolidated Statement of Operations

	<u>2021</u>	<u>2020</u>
Revenue	\$ 131,708	\$ 68,991
Expenses	54,657	58,165
Surplus for the year	77,051	10,826
Adjustment to defer land sales	(59,932)	(16,257)
Surplus (deficit)	<u>\$ 17,119</u>	<u>\$ (5,431)</u>

UBCPIL recognizes revenue from sales of 99-year leases when the contract has been entered into and all performance obligations have been met including the transfer of control of the prepaid lease. The University defers these revenues in its Consolidated Statement of Financial Position and amortizes the balance to its Consolidated Statement of Operations and Accumulated Surplus over the duration of the leases (Note 15).

During the current year, the University received \$94 million in distributions from UBCPIL (2020 - \$75 million).

During the current year, UBCPIL invoiced the University \$5.4 million (2020 - \$3.8 million) for project management fees. During the current year, the University collected \$7.7 million in infrastructure development charges from UBCPIL (2020 - \$12.1 million).



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8 Investments in Government Business Enterprises (continued)

(b) Great Northern Way Campus Trust

GNWCT was formed on September 15, 2002 for the equal benefit of the University, Simon Fraser University, British Columbia Institute of Technology and the Emily Carr University of Art + Design. GNWCT manages and operates real estate and property management, financial and endowment management and supports the academic programs at the Centre for Digital Media, including the Master of Digital Media graduate degree program. The University has a 25% interest in GNWCT.

The University's 25% interest in GNWCT is classified as a government business enterprise, accounted for on the modified equity basis utilizing the annual audited financial statements of GNWCT prepared as at December 31. As the fiscal periods of GNWCT and the University differ, any significant financial transactions that occur during the intervening period are recorded in these consolidated financial statements based on the fiscal year of the University.

The continuity of the University's investment in GNWCT is as follows:

	<u>2021</u>	<u>2020</u>
Investment, beginning of the year	\$ 12,169	\$ 12,351
Share of net income (loss)	1,095	(182)
Distributions declared	(170)	-
Investment, end of year	<u>\$ 13,094</u>	<u>\$ 12,169</u>

Condensed financial information of GNWCT is as follows:

Consolidated Statement of Financial Position

	<u>March 31 2021</u>	<u>March 31 2020</u>
Financial assets	\$ 44,781	\$ 40,092
Liabilities	9,636	9,778
Net assets	35,145	30,314
Non-financial assets	17,233	18,364
Accumulated surplus	52,378	48,678
UBC's proportionate share of accumulated surplus (25%)	<u>\$ 13,094</u>	<u>\$ 12,169</u>

Consolidated Statement of Operations

	<u>2021</u>	<u>2020</u>
Revenue	\$ 9,007	\$ 8,402
Expenses	4,627	9,129
Net income (loss)	4,380	(727)
UBC's proportionate share of net income (loss) (25%)	<u>\$ 1,095</u>	<u>\$ (182)</u>

During the current year, the University received \$0.2 million in distributions from GNWCT (2020 - \$nil).



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8 Investments in Government Business Enterprises (continued)

(c) Paragon Testing Enterprises Inc.

Paragon was formed on August 6, 2009 to develop, deliver, and licence English proficiency tests, as well as test preparation programs and testing software.

The University's 79.44% interest in Paragon is accounted for on the modified equity basis utilizing the annual audited financial statements of Paragon prepared as at September 30. As the fiscal year of Paragon and the University differ, any significant financial transactions that occur during the intervening period are recorded in these consolidated financial statements based on the fiscal year of the University.

On March 31, 2021 the shareholders of Paragon sold their shares for a total purchase price up to \$47.0 million which included \$35.0 million of cash consideration and up to \$12.0 million of contingent consideration based on future revenues.

For the year ended March 31, 2021 the University recognized a gain of \$27.5 million on the disposition of its 79.44% interest in Paragon. \$24.3 million of the gain derived from the cash consideration adjusted for transaction costs, unearned revenue and working capital amounts. \$3.2 million of the non-cash gain resulted from derecognition of the residual carrying value of the investment.

The calculation of the contingent consideration is based on the revenues earned by Paragon for the twelve-month period ending September 20, 2021. The Share Purchase Agreement sets out a minimum and maximum revenue range against which this earned revenue is compared. Once the earned revenue meets the minimum amount, the contingent consideration will be calculated on a proportionate basis up to the maximum amount. The amount of the contingent consideration can range from \$nil to \$12.0 million of which the University would recognize 79.44%.

For the year ended March 31, 2021 the University did not recognize any of the contingent consideration.

The University's investment in Paragon is recorded as follows:

	March 31, 2021	March 31, 2020
Investment, beginning of the year	\$ 4,945	\$ 4,136
Share of net income	4,327	850
Dividends received	(12,424)	-
Loss on 0.79% decrease in investment	-	(41)
Gain on sale of Paragon	3,152	-
Investment, end of year	<u>\$ -</u>	<u>\$ 4,945</u>

Condensed financial information of Paragon is as follows:

Consolidated Statement of Financial Position	March 31, 2021	March 31, 2020
Assets	\$ 3,512	\$ 10,591
Liabilities	5,471	2,336
Net assets	(1,959)	8,225
Non-controlling interest	2,009	2,030
Accumulated surplus	(3,968)	6,225
UBC's proportionate share of accumulated surplus before sale (79.44%)	(3,152)	4,945
Gain on sale	3,152	-
UBC's proportionate share of accumulated surplus (79.44%)	<u>\$ -</u>	<u>\$ 4,945</u>



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8 Investments in Government Business Enterprises (continued)

(c) Paragon Testing Enterprises Inc. (continued)

Consolidated Statement of Operations

	<u>2021</u>	<u>2020</u>
Revenue	\$ 29,055	\$ 22,274
Expenses	<u>23,608</u>	<u>21,204</u>
Net income	5,447	1,070
UBC's proportionate share of net income (79.44%)	<u>4,327</u>	<u>850</u>
Loss on 0.79% decrease in investment	-	(41)
UBC's adjusted proportionate share of net income (79.44%)	<u>\$ 4,327</u>	<u>\$ 809</u>

9 Investments in Government Partnerships

The financial results of TRIUMF, WCUMSS, and CDRD Ventures Inc. are proportionately consolidated with those of the University based upon University's share of total contributions.

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

Consolidated Statement of Financial Position

	<u>March 31 2021</u>	<u>March 31 2020</u>
Financial Assets	\$ 11,951	\$ 13,013
Liabilities	<u>7,555</u>	<u>8,884</u>
Net assets	4,396	4,129
Non-financial assets	3,381	3,320
Accumulated surplus	<u>\$ 7,777</u>	<u>\$ 7,449</u>

Consolidated Statement of Operations

	<u>March 31 2021</u>	<u>March 31 2020</u>
Revenue	\$ 7,985	\$ 9,346
Expenses	<u>8,497</u>	<u>8,686</u>
Surplus for the year	<u>\$ (512)</u>	<u>\$ 660</u>

10 Accounts Payable and Accrued Liabilities

	<u>March 31 2021</u>	<u>March 31 2020</u>
Accounts payable and accrued liabilities	\$ 193,009	\$ 199,732
Salaries and benefits payable	59,098	49,643
Accrued vacation pay	53,702	36,516
Amounts payable to UBCPIL	<u>32,013</u>	<u>28,376</u>
	<u>\$ 337,822</u>	<u>\$ 314,267</u>



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11 Deferred Revenue

	<u>March 31 2021</u>	<u>March 31 2020</u>
Tuition and fees	\$ 69,965	\$ 54,116
Student housing	17,960	30,213
Infrastructure funding	15,911	15,606
Other	28,477	45,589
	<u>\$ 132,313</u>	<u>\$ 145,524</u>

12 Employee Future Benefits

(a) Description of the Pension Plans

The University has two pension plans and a supplemental arrangement providing pension and other benefits to its employees.

Faculty Pension Plan

The Faculty Pension Plan is a defined contribution plan providing benefits on a money purchase basis. The cost of pension benefits includes the current service cost based on 10.0% of salary (2020 – 10.00%), less a fixed offsetting amount relating to Canada Pension Plan contributory earnings. The University expenses contributions to this plan in the year the contributions are related to.

Staff Pension Plan

The Staff Pension Plan is a target benefit plan and provides benefits based on 1.80% (2020 - 1.80%) of the average best three years' basic salary multiplied by the number of years of contributory service. The University's contribution for the Staff Pension Plan is 9.40% of salary (2020 - 9.40%). In the event of funding deficiencies, the University's contributions remain fixed and benefits for members may be reduced. Accordingly, the University accounts for this as a defined contribution plan and expenses contributions to this plan in the year of the related contributions. Benefits security for employees is improved by the plan maintaining a contingency reserve. The contingency reserve ceiling recommended by the plan's actuary and approved by the pension board and Canada Revenue Agency is 40% of liabilities.

Supplemental Arrangement

The Supplemental Arrangement has been established for employees whose aggregate annual pension contributions exceed the contribution limit allowed under the Income Tax Act for registered plans. The University contributes the excess amounts to each member's supplemental account. These supplemental accounts under this arrangement are the general liability of the University. The University invests these funds and remains the sole legal and beneficial owner of the assets.

The Supplemental Arrangement is a money purchase plan and the amount in the member's supplemental account will be adjusted for investment experience. No payments are made out of the Supplemental Arrangement account before the earliest of the member's termination, retirement or death.



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12 Employee Future Benefits (continued)

(b) Contributions to Pension Plans

University contributions made to each of the pension plans were:

	March 31 2021	March 31 2020
Faculty Pension Plan	\$ 47,950	\$ 45,208
Staff Pension Plan	62,766	53,543
Supplemental Arrangement	5,652	4,938
	<u>\$ 116,368</u>	<u>\$ 103,689</u>

(c) Income Replacement Plan (IRP)/Disability Benefit Plan (DBP) and Accumulated Sick Leave Benefit

(i) Income Replacement Plan / Disability Benefit Plan

The income replacement plan for faculty and disability benefit plan for all other employees provide income for disabled employees. The plans commence after a qualifying period of four months for CUPE 2950 employees and six months for all other employees. When an employee is in receipt of income replacement or disability benefits, the University continues to pay the costs of certain member benefits. The costs of the plans are employee funded. The University is not required to contribute to the plans nor is it responsible for any deficit that the plans may incur.

(ii) Sick Leave Benefits

The University's employees are entitled to sick leave in accordance with the terms and conditions of their employment contracts. The costs of those benefits which vest or accumulate are actuarially determined based on service and estimates of retirement ages and expected future salary or wage increases. The obligation is accrued based on projected benefits as the employees render services necessary to earn the future benefits. Actuarial gains and losses from event-driven benefits that do not vest or accumulate are recognized immediately in the Consolidated Statement of Operations and Accumulated Surplus.

(iii) The accrued benefit obligations of these benefits are as follows:

	Sick Leave	IRP and DBP	March 31 2021	March 31 2020
Balance, beginning of year	\$ 3,092	6,726	\$ 9,818	\$ 9,865
Current service and interest cost	1,165	1,128	2,293	2,235
Benefits paid	(1,222)	(1,054)	(2,276)	(2,282)
Actuarial loss		4,813	4,813	-
Balance, end of year	<u>\$ 3,035</u>	<u>11,613</u>	<u>\$ 14,648</u>	<u>\$ 9,818</u>
Components of net benefit expense:			2021	2020
Service cost			\$ 1,929	\$ 1,871
Interest cost			364	364
Net benefit expense			<u>\$ 2,293</u>	<u>\$ 2,235</u>



CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2021

(all tabular amounts are in thousands of dollars)

12 Employee Future Benefits (continued)

(c) Income Replacement Plan (IRP)/Disability Benefit Plan (DBP) and Accumulated Sick Leave Benefit (continued)

(iv) The actuarial assumptions are as follows:

	Sick Leave		IRP and DBP	
	March 31 2021	March 31 2020	March 31 2021	March 31 2020
Discount rate	3.30%	3.30%	2.60%	3.50%
Expected wage and salary increases	2.50%	2.50%	2.00%	2.00%

13 Deferred Contributions

Deferred contributions represent unspent externally restricted grants, donations, contributions and endowment investment income. The deferred contributions for endowments represent the accumulated investment income less the accumulated expenditure on restricted endowments including an amount for the preservation of the capital purchasing power.

	March 31 2021	March 31 2020
Research	\$ 488,507	\$ 377,251
Capital	5,506	11,690
Trust	176,714	151,451
Endowment	710,366	575,188
Balance, end of year	<u>\$ 1,381,093</u>	<u>\$ 1,115,580</u>

Changes in deferred contributions are as follows:

	March 31, 2021				
	Research	Capital	Trust	Endowment	Total
Balance, beginning of year	\$ 377,251	\$ 11,690	\$ 151,451	\$ 575,188	\$ 1,115,580
Grants, contributions, donations and endowment income	605,498	47,480	292,204	195,992	1,141,174
Transferred to deferred capital contributions (Note 14)	(46,473)	(48,754)	-	-	(95,227)
Recognized to revenue	(447,769)	(4,910)	(266,941)	(60,814)	(780,434)
Balance, end of year	<u>\$ 488,507</u>	<u>\$ 5,506</u>	<u>\$ 176,714</u>	<u>\$ 710,366</u>	<u>\$ 1,381,093</u>



CONSOLIDATED FINANCIAL STATEMENTS
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(all tabular amounts are in thousands of dollars)

13 Deferred Contributions (continued)

	March 31, 2020				
	Research	Capital	Trust	Endowment	Total
Balance, beginning of year	\$ 368,005	\$ 17,802	\$ 145,275	\$ 639,715	\$ 1,170,797
Grants, contributions, donations and endowment income	508,547	58,849	225,870	4,448	797,714
Transferred to deferred capital contributions (Note 14)	(52,475)	(67,638)	-	-	(120,113)
Recognized to revenue	(446,826)	2,677	(219,694)	(68,975)	(732,818)
Balance, end of year	<u>\$ 377,251</u>	<u>\$ 11,690</u>	<u>\$ 151,451</u>	<u>\$ 575,188</u>	<u>\$ 1,115,580</u>

14 Deferred Capital Contributions

Contributions that are restricted for capital and have been spent on capital are recorded as deferred capital contributions. Contributions that are restricted for capital but have not yet been spent are recorded as deferred contributions until such time that the amounts are spent on tangible capital assets. Amounts are recognized into revenue as the liability is extinguished over the useful life of the related tangible capital asset.

Changes in the deferred capital contributions balance are as follows:

	March 31 2021	March 31 2020
Balance, beginning of year	\$ 1,588,326	\$ 1,555,969
Grants, contributions and donations spent (Note 13)	95,227	120,113
Current year amortization	(88,573)	(86,019)
Disposals	-	(1,737)
Balance, end of year	<u>\$ 1,594,980</u>	<u>\$ 1,588,326</u>

15 Deferred Land Lease Revenue

Deferred land lease revenue represents the unamortized amount of the revenue from the 99-year land leases:

	March 31 2021	March 31 2020
Balance, beginning of year	\$ 977,369	\$ 957,180
Additions	68,963	30,594
Current year amortization	(10,777)	(10,405)
Balance, end of year	<u>\$ 1,035,555</u>	<u>\$ 977,369</u>



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(all tabular amounts are in thousands of dollars)

16 Debt

Debt is measured at amortized cost as follows:

	Maturity Date	Interest Rate	March 31 2021	March 31 2020
Debentures, Series A, unsecured	2031	6.65%	\$ 126,873	\$ 126,815
Debentures, Series B, unsecured	2035	4.82%	125,590	125,566
Mortgages	2022-2023	7.25%-7.88%	1,049	1,612
Debentures, Province of BC, unsecured	2037	4.70%	126,632	126,630
Debentures, Province of BC, unsecured	2050	2.95%	18,698	-
Demand loan	Demand	2.45%	259	196
			<u>399,101</u>	<u>380,819</u>
Less sinking fund investments			<u>(37,046)</u>	<u>(35,323)</u>
Total			<u>\$ 362,055</u>	<u>\$ 345,496</u>

During the current year, the University entered into a debenture agreement with the Province of BC for \$15.3 million and premiums of \$3.3 million, which is amortized until maturity based upon the effective interest method.

The principal portion of debt repayments over the next five years and thereafter are as follows:

	2022	2023	2024	2025	2026	Thereafter
Debentures, Series A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,000
Debentures, Series B	-	-	-	-	-	125,000
Mortgages	595	434	-	-	-	-
Debentures Province of BC	-	-	-	-	-	140,282
Demand loan	259	-	-	-	-	-
Total	<u>\$ 854</u>	<u>\$ 434</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 390,282</u>

Interest expense for the year on outstanding debt was \$20.8 million (2020 - \$20.6 million), which was recorded in the Consolidated Statement of Operations and Accumulated Surplus.

In addition to principal repayments, sinking fund payments were made into government invested funds, to be applied against repayment of provincial debentures on maturity. The market value of sinking fund investments as at March 31, 2021 was \$37.0 million (March 31, 2020 - \$35.3 million) and was invested in government and corporate bonds. The University will make sinking fund payments over the next five years and thereafter as follows:

	2022	2023	2024	2025	2026	Thereafter
Sinking fund investments	\$ 2,006	\$ 2,006	\$ 2,006	\$ 2,006	\$ 2,006	\$ 24,070

The University has a seasonal revolving line of credit. During September 1 to May 31, the line of credit is CAD \$40 million, and during June 1 to August 31, the line of credit is increased to CAD \$60 million. This operating facility includes, as a sub-limit, a US dollar current account overdraft facility up to US \$5 million. As at March 31, 2021 and 2020, there were no amounts outstanding on the line of credit.

The University has a letter of credit facility of \$26.3 million available as of March 31, 2021 (March 31, 2020 - \$27.6 million). This letter of credit is provided as security to BC Hydro for electrical transmission upgrade work completed in November 2020. The University does not expect any draws on the letter of credit as BC Hydro is expected to recover its costs via increased electrical billings.



**CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2021**

(all tabular amounts are in thousands of dollars)

17 Tangible Capital Assets

Cost	Balance at March 31 2020	Additions and Transfers	Change in Assets Under Construction	Disposals	Balance at March 31 2021
Land	\$ 21,508	\$ 2,459	\$ -	\$ 5,873	\$ 18,094
Site improvements	276,209	11,885		561	287,533
Buildings and renovations	4,280,201	70,727	27,122	36,510	4,341,540
Furnishings, equipment and systems	684,109	94,546	(5,932)	79,466	693,257
Library books	149,080	15,922	-	12,604	152,398
Assets under construction	88,016	184,700	(21,190)	-	251,526
Total	\$ 5,499,123	\$ 380,239	\$ -	\$ 135,014	\$ 5,744,348

Accumulated Amortization	Balance at March 31 2020	Amortization	Disposals	Balance at March 31 2021
Site improvements	\$ 54,429	\$ 6,973	\$ 561	\$ 60,841
Buildings and renovations	1,380,121	117,034	36,510	1,460,645
Furnishings, equipment and systems	285,789	91,783	79,466	298,106
Library books	70,480	15,080	12,604	72,956
Total	\$ 1,790,819	\$ 230,870	\$ 129,141	\$1,892,548



CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2021

(all tabular amounts are in thousands of dollars)

17 Tangible Capital Assets (continued)

Cost	Balance at March 31 2019	Additions	Change in Assets Under Construction	Disposals	Balance at March 31 2020
Land	\$ 21,456	\$ 52	\$ -	\$ -	\$ 21,508
Site improvements	255,126	24,610		3,527	276,209
Buildings and renovations	4,118,306	137,015	102,746	77,866	4,280,201
Furnishings, equipment and systems	625,891	158,941	-	100,723	684,109
Library books	145,996	15,730	-	12,646	149,080
Assets under construction	124,532	66,230	(102,746)	-	88,016
Total	\$ 5,291,307	\$ 402,578	\$ -	\$ 194,762	\$ 5,499,123

Accumulated Amortization	Balance at March 31 2019	Amortization	Disposals	Balance at March 31 2020
Site improvements	\$ 50,546	\$ 6,495	\$ 2,612	\$ 54,429
Buildings and renovations	1,342,906	110,945	73,730	1,380,121
Furnishings, equipment and systems	300,081	86,431	100,723	285,789
Library books	68,374	14,752	12,646	70,480
Total	\$ 1,761,907	\$ 218,623	\$ 189,711	\$ 1,790,819

Net Book Value	March 31 2021	March 31 2020
Land	\$ 18,094	\$ 21,508
Site improvements	226,692	221,780
Buildings and renovations	2,880,895	2,900,080
Furnishings, equipment and systems	395,151	398,320
Library books	79,442	78,600
Assets under construction	251,526	88,016
Total	\$ 3,851,800	\$ 3,708,304



CONSOLIDATED FINANCIAL STATEMENTS

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(all tabular amounts are in thousands of dollars)

18 Financial Risk Management

The University has a Fiscal Strategy that provides the framework of financial management that ensures the University is operating in a financially sustainable manner and that its financial affairs are conducted in a sound and prudent manner. In addition, the University has a Statement of Investment Policies and Procedures (SIPP) for each of the funds including: liquidity fund, working capital fund and the endowment fund. The Board of Governors reviews and monitors UBC's financial performance against these frameworks and policies.

The University has exposure to the following risks from its use of financial instruments: credit risk, liquidity risk, and market risk (which is further broken down in Note 18 (c)).

(a) Credit Risk

Credit risk is the risk that a counterparty to a financial instrument fails to meet its contractual obligations. Credit risk primarily arises from the University's cash and cash equivalents, accounts receivable and portfolio and endowment investments.

Credit risk associated with cash and cash equivalents is minimized by ensuring that the assets are invested with high credit quality financial institutions.

Accounts receivable primarily consist of receivables from the Province of British Columbia and the federal government of Canada and respective government agencies, student accounts receivables, and distribution receivable from UBCPIL. The remaining receivables from other sources is limited.

The University manages its exposure to credit risk from student receivables by limiting further enrollment in courses and withholding transcripts until payment is made. Additionally, the University actively manages the collection of receivables from students.

The University manages its credit risk on its portfolio and endowment investments with provisions in its investment policies which set out parameters and monitoring of the credit quality of the securities in which it invests.

(b) 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 maintains a level of highly liquid funds in order to meet its financial commitments. These include cash, assets that can readily be converted into cash, and access to a revolving line of credit. In addition, the University has a \$100 million liquidity fund to meet its short to medium term operating requirements. The University maintains a short-term liquidity target of 45 days of operating expense or greater, and an intermediate liquidity target of 90 days of operating expenses or greater.

The University prepares an annual operating budget to ensure the University does not allocate any funding beyond what it is expected to earn. The operating budget, which includes capital expenditures, is monitored and updated as required. Significant capital projects must be approved by the Board prior to commencement.



18 Financial Risk Management (continued)

(c) Market risk

Market risk is the risk that the value of financial instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual financial instrument or factors affecting financial instruments traded in the market. The significant market risks to which the University is exposed to are interest rate risk, foreign exchange risk and price risk.

(i) Interest rate risk

Interest rate 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 market interest rates.

The University is exposed to interest rate risk on its fixed income investments held in its portfolio and endowment investments. The University invests in a diversified portfolio of fixed income securities to provide stability of capital within a suitable risk reward framework.

The University is not at risk for changes in its cash flow due to changes in interest rates on its long-term debt as these borrowings are at fixed rates of interest.

(ii) 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.

The University's endowment fund invests in foreign denominated financial instruments. It has a currency hedging program in place to mitigate its exposure to foreign exchange risk. The counterparty to any derivative transaction must have a high-quality credit rating.

(iii) Price risk

Price risk refers to the risk that the fair value of financial instruments or future cash flows associated with the instruments will fluctuate because of changes in market prices. The University is exposed to market price risk on its portfolio investments.

The University follows principles of asset mix, portfolio diversification and investment selection to mitigate its exposure to market price risk. Equities are diversified by stock, capitalization and industry, and by region and country in the case of foreign equities. Private equities are diversified by company, capitalization, industry and global region.

Fixed income assets are invested in governments or corporations with high credit ratings, while mortgage investments are restricted to pooled mortgage funds consisting of geographically diversified mortgages for different types of properties.

CONSOLIDATED FINANCIAL STATEMENTS
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19 Government Grants and Contracts

	March 31 2021	March 31 2020
Province of British Columbia		
Core academic funding	\$ 750,166	\$ 700,064
Postgraduate medical education program	154,180	143,607
Other funding	47,482	58,052
Total Province of British Columbia	951,828	901,723
Government of Canada	367,154	312,009
Other governments	19,995	22,921
	<u>\$ 1,338,977</u>	<u>\$ 1,236,653</u>

During the year, the University received restricted and unrestricted funding from the Province of British Columbia in the amount of \$994.9 million (2020 - \$936.9 million). \$951.8 million has been recognized as revenue from funding received in the current year and prior years (2020 - \$901.7 million). Unspent funding represents restricted contributions and is deferred in the Consolidated Statement of Financial Position.

20 Contractual Rights

The University has entered into multi-year research funding agreements whereby it has the opportunity to earn revenue of \$13.0 million to March 31, 2030. The timing of revenue is dependent on the University incurring eligible expenditures as defined within the funding agreements.

21 Contractual Obligations

The University has entered into multi-year contracts for property leases, delivery of services and purchase of private equity investments. These contractual obligations will become liabilities in the future when the terms of the contracts are met. Amounts related to the unperformed portion of the contracts are shown in tables below.

a) Commitments related to property leases and delivery of services:

	2022	2023	2024	2025	2026	Thereafter
Construction contracts	\$ 111,216	\$ 18,817	\$ 9,953	\$ 3,649	\$ 162	\$ -
Property leases	6,217	5,093	3,872	2,965	2,719	39,939
Student awards	5,505	-	-	-	-	-
Subscription agreement	2,869	-	-	-	-	-
Total	<u>\$ 125,807</u>	<u>\$ 23,910</u>	<u>\$ 13,825</u>	<u>\$ 6,614</u>	<u>\$ 2,881</u>	<u>\$ 39,939</u>

Construction contracts include \$32.7 million in construction commitments of UBCPIL.

b) Commitments related to the purchase of private equity investments:

	2022	2023	2024	2025	2026	Thereafter
Private equity investments	\$ 111,877	\$ 43,275	\$ 15,426	\$ 10,923	\$ -	\$ -



CONSOLIDATED FINANCIAL STATEMENTS

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22 Contingent Liabilities

The University is involved from time to time in litigation, which arises in the normal course of operations. Liabilities on any litigation are recognized in the consolidated financial statements when the outcome becomes reasonably determinable. In management's judgement, there is no material negative exposure at this time from existing litigation.

The University is a member of the University, College and Institute Protection Program (UCIPP), which is an actuarially valuated program of self-insurance for the Province of British Columbia that has been in place since 1987. It is one of several self-insurance programs operated within the Insurance and Risk Management Account (IRMA), which is a special account established under the *Financial Administration Act*, controlled by the Risk Management Branch of the Ministry of Finance. Annually, an independent actuarial firm reviews the claims history, funding levels and balances in the various programs making up IRMA to ensure that it is maintained at a level sufficient to pay both known claims and incurred, but not reported, losses.

23 Related Party Transactions

The University is related through common control to all Province of British Columbia ministries, agencies, school districts, health authorities, colleges, universities, and crown corporations. Transactions with these related parties, unless disclosed otherwise, are considered to be in the normal course of operations and are recorded at their exchange amounts, which is the amount of consideration established and agreed to between the University and the related parties.

During the year, the University recorded expenses in the Statement of Operations of \$196.7 million (2020 - \$191.3 million) mostly related to medical education programs and research activities with health authorities and other post-secondary institutions.

The University has entered into the following operating leases and licensing agreements with entities under common control and non-business government partnerships in which the University charges nominal rates. Due to the nature and exchange of benefits between the University and the related party, the fair values of these lease and licensing transactions are currently not determinable. All properties are located at either the Vancouver or Okanagan campus. The related party is responsible for its operational and other applicable costs as defined in the agreements.

	Type	Term	Expiry
Vancouver Coastal Health Authority	Building lease	Monthly	-
Vancouver Coastal Health Authority	Building lease	25 years	2038
TRIUMF	Land lease	99 years	2107
South Coast British Columbia Transportation Authority	Land lease and license	40 years	2055
BC Transit	License	15 years	2032

Transactions and balances between the University and UBCPIL have been recorded separately in Notes 5, 8 and 10. Grants received from the Province of British Columbia are discussed in Note 19.



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24 Expenses by Object

The following is a summary of expenses by object:

	March 31 2021	March 31 2020
Salaries	\$ 1,550,102	\$ 1,464,740
Employee benefits	272,744	254,080
Supplies and sundries	249,431	298,205
Amortization of tangible capital assets	230,870	218,623
Scholarships, fellowships and bursaries	163,793	153,060
Grants and reimbursements to other agencies	155,004	144,068
Professional and consulting fees	143,092	133,885
Utilities	31,916	36,096
Interest on long-term debt	20,843	20,596
Cost of goods sold	17,485	41,467
Travel and field trips	5,498	61,523
	<u>\$ 2,840,778</u>	<u>\$ 2,826,343</u>

25 Grants and Reimbursements to Other Agencies

During the year, the University distributed research and other funds to agencies totalling \$155.0 million (2020 - \$144.1 million). These funds were distributed under agreements with granting agencies, whereby the University is the administrative head and a portion of the research is undertaken at other agencies.

26 Difference between FRF and PSAS

	March 31, 2021		
	<u>FRF</u>	<u>PSAS</u>	<u>Difference</u>
Liabilities			
Deferred capital contributions	\$ 1,594,980	\$ -	\$ 1,594,980
Accumulated surplus	2,482,596	4,077,576	(1,594,980)
Revenues			
Government grants and contracts	1,338,977	1,424,541	(85,564)
Non-government grants, contracts	148,026	157,689	(9,663)
Amortization of deferred capital contributions	88,573	-	88,573
Annual surplus	\$ 116,750	\$ 123,404	\$ (6,654)



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YEAR ENDED MARCH 31, 2021
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26 Difference between FRF and PSAS (continued)

	March 31, 2020		
	<u>FRF</u>	<u>PSAS</u>	<u>Difference</u>
Liabilities			
Deferred capital contributions	\$ 1,588,326	\$ -	\$ 1,588,326
Accumulated surplus	2,222,689	3,811,015	(1,588,326)
Revenues			
Government grants and contracts	1,236,653	1,349,527	(112,874)
Sales and services	419,563	417,826	1,737
Non-government grants, contracts	192,694	199,933	(7,239)
Amortization of deferred capital contributions	86,019	-	86,019
Annual surplus	\$ 120,645	\$ 153,002	\$ (32,357)

27 Budget figures

The budget was approved by the Board of Governors on July 27, 2020. These figures have been provided for comparative purposes.

28 Impact of COVID-19

The current fiscal year was unprecedented and challenging for the global economy. While the University faced increased cost pressures and decreased revenues due to COVID-19, there was not a significant impact from a financial perspective due to strong student enrolments and an increase in investment revenues. Revenues from ancillary operations declined due to a shift from in-person to online teaching and the cancellation of summer programs. The decline in revenues was offset by a reduction in discretionary spending and hiring delays. The University is committed to investing in its students, furthering the academic mandate, and promoting a more inclusive, diverse, and vibrant community. The University continues to follow the public health orders and is working closely with the public health for a safe return to campus.

For the next fiscal year, the University plans for \$3.1 billion in total spending and projecting a balanced financial position. While there continues to be uncertainty related to the financial impact of COVID-19, the University has sufficient reserves and liquidity to manage financial uncertainty.

29 Comparative Information

Certain comparative figures have been reclassified in order to provide presentational consistency with the current year.



SCHEDULE OF DEBTS

Unaudited Schedule

The Schedule of Debts is included within the Notes to the Consolidated Financial Statements (audited).

SCHEDULE OF INDEMNITY AND GUARANTEE AGREEMENTS

Unaudited Schedule

The University of British Columbia has not given any indemnities or guarantees which require prior government approval under the Indemnities and Guarantees Regulation.



**SCHEDULE OF REMUNERATION AND EXPENSES
IN RESPECT OF THE MEMBERS OF THE BOARD OF GOVERNORS
YEAR ENDED MARCH 31, 2021**

Unaudited Schedule

No remuneration has been paid to any member of the Board of Governors for Board activity. The remuneration and expenses of the President, Faculty, Staff or Students who are also members of the Board, are listed in the Schedule of Remuneration and Expenses Paid to Employees.

		Expenses
Point, Hon. Steven L.	Board Governor and Chancellor	1,574
Gordon, Lindsay	Board Governor and Chancellor (Term ended July 1 2020)	309
Ono, Santa J.	Board Governor, President and Vice-Chancellor	-
Appointed by the Province		
McKenzie, Nancy L.	Board Governor and Chair	717
Korenberg, Michael J.	Board Governor and Chair (Term ended June 20 2020)	-
Cawley, Sandra L. M.	Board Governor and Vice-Chair	-
Brewin, Alison P.	Board Governor	-
Dusangh, Jessie S.	Board Governor	-
Gillanders, Chaslynn S.	Board Governor	-
Gopal, Raghwa	Board Governor	-
Lalani, Azim N.	Board Governor	311
Reimer, Andrea M.	Board Governor	-
Solomon, Joel W.	Board Governor	39
Sundhu, Balwinder (Bill) W.	Board Governor	-
Elected by Faculty		
Kindler, Anna	Board Governor	-
Klironomos, John	Board Governor	-
Mac Lean, Mark	Board Governor	-
Elected by Staff		
Toor, Kavie	Board Governor	-
Udzenija, Nicole	Board Governor	-
Elected by Students		
Holmes, John (Max) M.	Board Governor	-
Malone, Jeanie	Board Governor	-
Naqvi, Jassim S.	Board Governor	-



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
YEAR ENDED MARCH 31, 2021**
Unaudited Schedule

The amounts reported in accordance with the Financial Information Act are cash payments in the fiscal year; whereas, the Consolidated Statement of Operations is prepared on an accrual basis. In addition, the Consolidated Statement of Operations includes subsidiaries, government partnerships and government business enterprises which are included on different bases. Accordingly, there will be differences between the amounts reported in the Schedule of Remuneration and Expenses Paid to Employees or on Behalf of Employees and the Consolidated Statement of Operations.

* Expenses paid to employees or on behalf of employees are reported on a gross basis and are not adjusted for external cost recoveries.

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Aamodt, Tor	213,861	473	Adams, Keith	195,015	4,689
Abanto Salguero, Arleni Karina	88,964	550	Adams, Lance	83,900	550
Abbassi, Arash	104,162	666	Adams, Nancy	103,846	1,446
Abdalkhani, Arman	75,388	-	Addison, Chris	139,677	1,141
Abdelaziz, Morad	111,360	2,515	Adebar, Perry Erwin	248,055	473
Abdellatif, Waleed	77,082	-	Adem, Maria Luisa Melania	85,604	208
Abdi, Ali	234,350	1,132	Adibi, Amin	101,696	2,510
Abdul-Mageed, Muhammad	156,351	3,914	Adl, Ramine	132,199	-
Abe, Masumi	85,040	1,021	Adler, Douglas	131,547	-
Abedinifard, Mostafa	92,484	1,270	Adriasola Munoz, Ignacio Alberto	130,044	-
Abel-Co, Karen	132,324	25	Adshade, Marina	137,614	-
Abelló, Juan	148,101	1,360	Adu, Prince	92,760	-
Abji, Tamiza	98,606	2,717	Aery, Naval	107,947	-
Ablona, Aidan	80,820	454	Afendoulis, Afendakis	91,346	-
Abolmaesumi, Purang	275,615	1,669	Afendoulis, Anthony	79,899	316
Abraham, Ninan	210,244	350	Affleck, Frances	104,549	1,771
Abrutyn, Seth	146,820	-	Affleck, Ian Keith	268,455	-
Abshire, Levonne	115,963	2,067	Affleck, Karen	132,752	-
Abtahie, Shirin	75,757	842	Affolder, Natasha	266,797	670
Abu-Laban, Riyadh	113,309	-	Afshar, Kourosh	120,132	-
Accili, Eric	161,041	-	Agahi, Jamshid	85,719	-
Accurso, Kathryn	120,483	1,308	Agarwal, Isha	305,175	2,153
Achugbue, Elsie	106,450	-	Agatep, Joel	108,133	25
Acton, Donald	174,912	-	Agawa, Philip	80,636	-
Ada, Kawa	83,065	-	Agerskov, Henrik	148,392	550
Adam, Sheryl	110,303	-	Agharebparast, Farshid	147,527	871
Adams, Esteban	76,193	-			



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Aguiar, Luis	134,650	-	Alger, Justin	99,737	150
Aguilar Hidalgo, Daniel	78,968	234	Ali, Carolyn	84,271	-670
Agyapong-Poku, Derek	111,100	447	Ali, Naureen	134,275	1,376
Ahamed, Tazim	77,245	161	Ali, Reshaad	79,320	87
Ahenakew, Cash	158,373	1,188	Ali, Rizwan	162,024	261
Ahmad, Piotr	80,750	-	Ali, Zulfiqar	94,775	-
Ahmed, Omer	166,704	2,999	Alikhani, Fay	85,186	-1,007
Ahmed, Rumees	165,008	7,495	Alila, Younes	143,019	2,989
Ahmed, Saher	93,743	1,310	Alimohammadi, Majid	148,059	1,844
Ahmed, Suborna	93,187	233	Al-Kassim, Dina	168,907	5,235
Ahn, Soyon	92,473	-	Alkenbrack, Catherine	172,012	-
Aiello, Jonathan	80,457	-	Allaire, Catherine	129,118	-
Ainslie, Philip	256,026	4,097	Allaire, Justin	122,009	5,151
Aitken, Sally	239,066	3,116	Allan, Andrew	83,497	-
Ajayi, Olu	109,201	17	Allan, Douglas	186,037	2,743
Akif, Mohammad	127,228	-122	Allan, Susan	124,449	-381
Alam, Shahria	198,174	5,691	Allard, Michael	430,844	1,175
Alam, Yusuf	124,281	-	Allen, Aleta	91,446	-
Alava Saltos, Juan Jose	85,156	532	Allen, Corey	92,360	723
Alb, Steve	161,070	669	Allen, Haley	80,584	66
Albarrán Caselles, Olga	77,961	-	Allen, Meghan	185,447	2,635
Albert, Arianne	114,175	-	Allen, Phoebe	86,940	1,028
Albertini, Roberto	76,880	20	Allen, Stefanie	77,314	102
Albon, Simon	151,000	260	Allen, Susan	199,128	613
Album, Tor	185,536	-	Allison, Ian	98,755	-
Alcantara, Andrew	104,269	-	Allison, Kelly	107,947	916
Aldana, Catherine	86,832	-	Alliston, Janeen	148,340	-
Alden, Lynn	187,290	1,200	Almas, Andrew	106,784	20,506
Aldridge, Rae Ann	220,082	-399	Almeida, Fernanda	231,599	-
Aleksejuniene, Jolanta	203,154	-	Aloni, Erez	176,978	-
Alexander, Bryan	85,375	2,344	Altan, Lisa	103,101	-
Alexander, Jeremy	75,462	-	Altas, Melanie	95,506	-
Algar, Russ	182,912	-	Altintas, Orcun	115,027	300
			Altintas, Yusuf	270,205	1,437
			Altshuler, Doug	222,195	2,245
			Altwasser, Brian	150,483	238



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Aludino, Allan	87,689	-	Andreutti, Lawrence	101,675	322
Alvarez Moreno, Raul	156,621	110	Andrew, Christian	132,321	-
Al-Wakeel, Firas	107,103	-	Andrew, James	80,692	616
Amari, Erica	97,574	700	Andrews, Heather	98,730	-
Ameli, Ali	122,574	1,019	Andrews, Jeffrey	129,742	-
Ameyaw, Stephanie	82,150	-	Andrews, Michael	93,498	-
Amijee, Fatema	89,997	4,884	Andrews, Ross	122,518	-
Amini, Marghaleray	114,328	731	Andrews, Sue	141,012	-
Amiri, Mandana	104,133	649	Andreychuk, Rachel	81,776	-
Amirthalingam, Thushyanthan	77,533	550	Anekwe, David	97,525	8,667
Amisano, Rita	86,739	583	Ang, Betty	97,531	1,548
Amlani, Alym	104,287	325	Angel, Omer	202,883	95
Amritsar Gobind, Jeetender Singh	95,215	550	Angel, Patricia	87,463	139
Anand, Meera	89,539	-	Angeles, Leonora	174,656	-
Anand, Richa	106,584	-	Anger, Suzy	142,796	-
Ananthanarayana, Girish	83,632	79	Angers, Mario	172,781	466
Ananthanarayana, Girish	130,532	416	Angert, Amy	182,203	3,110
Anantharaju, Madhu	75,778	-	Anglesio, Michael	123,891	-
Andersen, Aaron	125,066	5,108	Angwenyi, Anne Trufosa	101,153	126
Andersen, Raymond	211,540	-	Anis, Aslam	280,343	-
Anderson, Ann	181,046	-	Anseeuw, Nadine	124,968	-
Anderson, David	194,812	396	Ansermino, John Mark	203,618	3,937
Anderson, Kristin Siwan	272,538	1,065	Anstee, Richard	90,351	-
Anderson, L. Mark	137,680	-	Antcliffe, Blair	117,776	-
Anderson, Marcy	101,463	-492	Antenor, Bryan	98,889	-
Anderson, Sarah	94,997	-	Anthony, Joseph	96,475	673
Anderson, Scott Allen	152,451	-	Antifaeff, Aaron	143,138	1,901
Anderson, T Bruce	163,020	-	Antonenko, Karina	86,365	-
Andrade, Janice	86,094	-	Antweiler, Werner	306,322	-283
Andraza, Gary	82,012	25	Antwi, Phaniel	142,595	-
Andreas, Wolfgang Holger	117,900	1,663	Ao, Ziliang	146,283	-
Andres, Lesley	193,028	-	Aoki, Tomohiro	77,197	-
			Aparicio, Samuel	433,526	-
			Appelt, Kirstin	79,339	316
			Aquino, Karl	371,355	1,540



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Aragay Salinas, Gabriela	101,583	290	Arthur, Peter	150,539	-
Araujo, Anderson	146,685	1,182	Arthurs, Jane	127,214	468
Arbel, Efrat	186,145	1,439	Asghari, Parisa	76,945	2,000
Arbour, Laura	208,895	11,359	Ashby, Jacqueline	75,017	550
Arcese, Peter	126,207	4,645	Ashe, Maureen	161,086	-
Archibald, Bryan	104,407	491	Ashford, Jason	80,436	-
Archibald, Denise Lynn	86,916	175	Ashton, Clayton	81,592	1,397
Arciniegas, Diego	109,959	2,821	Ashton, Naomi	85,546	673
Ardestani-Jaafari, Amir	129,191	43	Ashwell, Sheila Anne	99,026	1,011
Arefin, Mohammed	78,502	1,405	Asia, Clarissa	94,410	998
Arentsen, Stephen Matthew	87,321	574	Asimakis, Vangeli	83,032	-
Arguello, Arturo	107,940	550	Askin, Daniel	92,728	341
Arias Hernandez, Richard	107,316	974	Asrat, Abraham	101,373	457
Arjmand, Mohammad	115,559	1,134	Assanand, Sunaina	138,488	4,230
Armer, Jamie	95,971	-	Asselin, Edouard	212,352	1,369
Armer, Zoe	155,592	2,094	Asselin, Marlene	150,261	-
Armitage, Neil	81,454	-	Astorino, Tania	96,799	-
Armstrong, Carl	94,484	-	Atabaki, Nima	159,815	473
Armstrong, Geoff	139,515	378	Athans, George	134,392	32
Armstrong, Jeannette	152,139	-	Athmaramvasi, Chidambaravasi	80,906	107
Armstrong, Linlea	267,932	49,258	Atkey, Susan	125,693	-
Armstrong, Sheldon	159,233	-	Atkinson, Claire	91,690	-
Arndt, Kevin Douglas	160,669	5,370	Atkinson, Rene	88,238	20
Arndt, Wyatt	78,054	-	Atkinson, Wendy Lee	114,474	2,892
Arneil, Barbara	225,492	-	Attanayake, Vindya	76,502	-
Arnott, Reid	107,347	-	Atwal, Gurinder	83,441	-
Arnovick, Leslie Katherine	127,881	6,097	Atwal, Perry	218,646	42
Arockiasamy, Vincent	75,163	3,727	Au, Ka Po	88,584	570
Aron, Andrei	92,964	-	Aubrey, Jay	98,594	-
Aronson, Meigan	360,829	-	Auffray, Joey Cho Yi	106,570	20
Arora, Sumeet	91,999	-	Auffray, Robert	85,426	317
Arrotta, Joe	102,447	25	Auger-Methe, Marie	142,301	-
Arsovska, Olga	77,267	-	Auld, Vanessa	213,763	-
			Austin, Jehannine	196,482	-
			Austin, Philip	155,256	3,658
			Austin, Steve	88,566	25



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Auston, Victoria	210,229	-	Bai, Cynthia	82,110	103
Auyeung, Norris	85,713	239	Bai, Fan	97,831	25
Avalos Rivera, Alys	89,835	726	Baier, Gerald	163,359	2,645
Avdich, Justin	81,683	250	Bailey, Anthony	316,346	-
Avdich, Leanne	95,975	1,092	Bailey, C. D. Alison	112,338	254
Averill, Gage	354,550	555	Bailey, Elisabeth	107,885	968
Av-Gay, Yossef	172,730	3,450	Bailey, Maureen	76,281	-
Aviles, Leticia	188,318	486	Baines, Donna	237,681	490
Avina Zubieta, Juan Antonio	145,561	4,718	Baines, Erin	174,957	7,836
Avitan, Renee	110,865	581	Baird, Jill	110,149	7,146
Avraham, Chavah Sarah	112,505	540	Bakan, Joel Conrad	250,142	1,020
Avramidis, Stavros	201,604	1,818	Baker, Donald Leslie	191,919	3,244
Awad, Amira	78,904	93	Baker, Scott	118,796	339
Awan, Kashif Masud	87,001	13,437	Baker, Thomas	75,803	-
Axerio-Cilies, Peter	77,050	-	Baker, Victoria	85,130	555
Ayas, Najib	158,553	-	Baker-Wilson, Melissa	90,017	1,676
Aydede, Murat	223,081	-	Bakker, Karen Jessica	217,004	1,770
Azami, Lee-Aye	121,717	419	Baldauf, Markus	339,537	68
Azarpajouh, Yasaman	83,721	79	Baldwin, Susan	175,371	473
Aziz, Arslan	248,042	511	Baldwin, Tamara	131,559	900
Babel, Molly	172,600	773	Bale, Christopher	76,935	554
Babey, Beverley	118,388	-	Balfour, Sandra Christine	113,498	1,274
Bablitz, Leanne	189,110	3,237	Balke, Thomas	109,351	20
Babul, Shelina	152,609	3,931	Ball, Shelley	174,856	3,788
Baca, Paola	130,795	1,035	Ballarin, Roberta	170,089	245
Bacca, Mattia	125,518	2,521	Balma, Chris	116,485	175
Bach, Kenny	78,566	-	Balmforth, Neil	174,227	-
Bachmann, Sven	146,262	-	Baluk, Melissa	94,359	237
Backman, Catherine	179,022	-	Bamji, Shernaz	224,446	551
Badesha, Jaswinder	89,515	-	Banack, Hartley	102,652	535
Badir, Patricia	201,218	569	Bandeira, Lilian	83,952	1,625
Bagherzadeh Hosseini, Seyyed Alireza	118,467	290	Banfield, Carla	127,172	641
Bahi, Addie	82,821	-	Baniassad, Elisa	187,558	7,039
			Banks, Kathy	80,393	1,234
			Bansback, Nick	171,579	-
			Banthia, Nemkumar	252,091	2,880



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Baranowski, Roman	148,715	276	Barry, Shauna	87,259	-
Barazandeh, Marjan	89,082	-	Barsky, Eugene	142,189	818
Barbashov, Yury	76,878	-	Bartel, Diana	77,810	295
Barbazanges, Basile	75,428	-	Barth, Brian	101,487	-
Barber, Lindsay	75,549	840	Bartha, Paul	205,495	-
Barber, Stacy	99,822	173	Bartlett, Erin	135,776	108
Barbic, Skye	139,726	-	Bartlett, Karen Hastings	207,231	-
Barbour, Chandra	111,892	72	Bartley, Gary	84,161	2,141
Barclay, Sarah	124,726	-	Bartolic, Silvia	134,974	1,039
Bardwell, Geoffrey	75,038	-	Barton, Jason	330,812	230
Barer, Ariana	100,267	9,089	Bartussek, Dylan	77,043	-
Barforoush, Saranaz	79,752	-	Bascou Vallarino, Sylvia	81,781	2,610
Barichello, Richard	198,792	1,136	Basha, Genc	91,259	-
Barigela, Naren	112,663	356	Bashashati Saghezchi, Ali	145,955	1,729
Barkaskas, Patricia	180,410	6,507	Basra, Sabrina	78,672	-
Barker, Anthony	87,465	4	Bass, John	162,847	409
Barker, Philip	262,344	4,630	Bassett, Ken	234,059	-
Barker, Shaun	85,030	22,891	Bastien, Chris	120,019	998
Barker, Stephen	89,897	-	Batchelar, Geoffrey	93,251	-
Barkley, Danielle	86,190	612	Bateman, Chris	112,394	-
Barnes, Marion	90,838	-	Bateman, Timothy	98,857	-
Barnes, Steven	148,044	76	Bates, Cherie Dawn	102,896	424
Barnes, Trevor	207,170	606	Bates, Simon	264,990	-
Barnett, Adam	82,294	799	Bateson, Zaahid	109,060	-
Barnsley, Connor	108,844	4,813	Battula, Evi	119,241	28
Baron, Andrew	207,231	-	Bauer, Bernard	226,651	-
Baron, Marietta	95,183	1,206	Baum, Bruce	148,512	241
Barr, Alasdair	199,704	-	Baumbusch, Jennifer	176,578	1,026
Barr, Tim	131,310	-	Bauschke, Heinz	217,086	30
Barral, Oswald	75,082	195	Bavli, Chen	83,134	1,774
Barreira, Manuel	76,110	210	Baxter, Breeonne	105,914	314
Barrett, Carly	79,258	582	Baylis, Patrick	163,772	-
Barrett, Nicole	153,241	606	Bayne, Alexandra	194,483	142
Barron, Matthew Charles	99,158	298			
Barrow, Jennifer Lynn	124,923	2,073			
Barrows, Jennie	110,283	261			



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Bayrampour Basmenj, Hamideh	136,171	617	Bell, Margot	114,739	513
Baysan, Michelle	79,394	-	Bellavance, James	126,159	-
Beall, Katie	89,928	-	Belleville, Patrice	197,003	836
Beamish, Laura	96,444	-	Belliveau, George	206,762	432
Beardsworth, Allison	85,364	73	Belluomini, Jill	80,006	322
Beasley, Clare Louise	141,129	-	Belsito, Mark	140,075	-
Beasley-Murray, Jon	146,745	1,943	Belton, Robert	147,136	-
Beattie, Karen	102,635	25	Ben Zekry, Sagit	94,267	-
Beatty, John	90,288	877	Bena, Jan	363,722	807
Beatty, John Henry	227,164	-	Benard, Francois	536,739	5,216
Beaty, Fiona	96,907	457	Benavente, Oscar	111,929	-
Beauchamp, Mark	210,252	298	Ben-David, Shelly	115,281	6,667
Beauchesne, Kim	168,458	-	Bendickson, Aven	91,052	522
Beaudoin, Mario	94,981	4,495	Bendl, Jennifer Mary Carey	189,430	110
Beaulac, Laura	83,124	-	Benedet, Janine	329,952	-
Becir, Michael	127,989	98	Benedetti, Quinten	88,645	388
Beck, Charlotte	139,548	313	Benitez, Bonita-Grace	82,005	20
Beck, Kirk	133,803	5,958	Benitez, Michele	80,930	25
Beck, Phillip	83,653	661	Bennett, Kirsten	90,638	-
Becker, Bethany	79,882	-	Bennett, Michael	218,072	1,620
Becker, Vivian	75,838	3,069	Benoit, Carleigh	110,134	3,643
Beckie, Roger	205,405	609	Benson, Darren	83,204	-
Bedaiwy, Mohamed	193,300	1,071	Benz, Chrissy	78,472	87
Bedi, Robinder	143,797	3,571	Benzel, Andrea	209,452	677
Bedke, Matthew	193,912	5,268	Berard, Marie-France	93,086	1,081
Begg, Iain	165,876	-	Berard, Maureen	76,292	-
Begley, Joy	252,430	2,953	Berbee, Mary	202,100	-
Behrend, Kai	233,457	1,505	Berciu, Mona	207,606	1,339
Belanger, Leisa	180,820	1,995	Berdahl, Jennifer	279,758	-
Belcourt, Billy-Ray	116,116	1,157	Berdan, Michael	120,870	-
Belfer, Alex	76,264	-	Bereas, Pavlo	83,220	-
Belic, Ines	78,507	-	Berenbeim, Eli	111,153	1,273
Bell Lewis, Kathryn	130,234	1,021	Beresford, James	148,266	7,108
Bell, Allan	187,185	709	Beretta, Jocelyn	97,853	1,675
Bell, Brannen	93,433	262	Berezny, Allan	194,717	34
Bell, Jeremy	79,825	-	Berezowsky, Craig MS	129,393	-



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Berg, Lawrence	185,366	-	Biala, Agnieszka	78,054	103
Berg, Maureen	88,182	-	Bian, Bo	305,476	7,959
Berg, Stephen	143,403	4,880	Bibbs, Susan	80,700	-
Berge, Cheryl	143,891	1,015	Bichler, Lukas	197,320	487
Berger, Iris	113,058	5	Biesanz, Jeremy	151,103	1,224
Bergmann, Luke	175,940	5,984	Bigazzi, Alex	147,204	2,453
Bergstrom, Kirk	96,884	468	Bigelow, Ken	102,483	624
Bergstrom, Krista	84,901	355	Bilodeau, Leanne	128,287	1,237
Beristain, Alexander Guillermo	141,455	2,294	Bin, Anna	124,422	683
Berkow, Shelley	93,449	4,623	Binfet, John	152,209	1,240
Berkowitz, Jonathan	196,745	-	Bingle, Wade	140,284	-
Berlinguette, Curtis	289,731	9,543	Binsted, Gordon James	265,591	28,897
Berman, Peter	421,273	3,724	Birch, Patricia	126,981	550
Bernaerdt, Leanne	115,724	-	Birch, Susan	130,054	314
Bernatchez, Pascal	195,239	4,020	Birdsall, Alison	89,605	3,088
Berner, Michelle	193,398	-	Biring, Ricky	78,907	191
Bernier, Louis-Philippe	75,564	1,825	Birol, Gulnur	135,608	-
Berringer, Heather	149,790	32	Bittner, Thomas Jacob	82,882	-
Berrisford, Russell	77,203	-	Biukovic, Ljiljana	255,119	700
Berryman, Sylvia	182,812	203	Bixby, Miriam	95,182	-
Bertanjoli, Dubravka	89,583	-	Bizzotto, Dan	187,664	85
Bertram, Allan	223,506	-	Bizzotto, Roger	153,055	435
Bertrand, Melanie	81,009	-	Bjorn, Hakan	140,471	335
Berube, Pierre	214,342	3,425	Blachford, Alistair	128,949	-
Beschastnikh, Ivan	176,500	1,310	Blachford, Leith	149,233	20
Best, Kelly	119,783	63	Black, Alexis	103,566	-
Beswick, Samuel Peter	103,762	8,196	Black, Charlyn	245,086	-
Bettinger, Julie	192,774	150	Black, Donald	167,573	-
Beuzen, Tomas	91,748	2,000	Black, Fraser	75,163	-
Beznosov, Konstantin	201,759	2,821	Black, Jennifer	181,115	2,531
Bhagavatula, Sastry	191,889	-	Black, Nancy	113,614	-
Bhanwadia, Farrah	96,042	761	Black, Peter	174,988	-
Bhardwaj, Arjun	160,395	1,138	Black, Thomas Andrew	138,335	-
Bhargava, Vijay	259,249	-	Blackadar, Kerry	95,136	-
Bi, Xiaotao	234,559	473	Blackburn, Carole	134,312	2,001



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Blackett, Stephen	94,472	2,111	Bonakdarpour, Arman	85,309	992
Blackmore, Sandra	119,407	-	Bond, Phillip	123,881	23
Blackwell, Michelle	103,896	-	Bond, Wendy	77,637	333
Blaeser, Patrick	77,669	80	Bonderoff, Jennifer	78,127	-
Blake, Susan	81,502	-	Bone, Jeffrey	87,044	1,358
Blanis, Litsa	84,087	-	Bonetti, Matthew	78,335	689
Blank, Jayne	88,741	-	Bonetti, Walter	95,877	107
Bleackley, Deborah	113,417	594	Bonn, Douglas Andrew	251,413	3,243
Bleck, Alexander	308,078	1,063	Booker, Courtney	153,518	512
Blednov, Andrei	91,309	315	Boon, Lisanne	83,065	-
Bloch, Alexia	181,490	2,661	Boparai, Shina	91,455	87
Bloem-Reddy, Benjamin	149,188	-	Bora, Biraj Kumar	92,094	-
Bloor, Ashley	91,835	-	Borgen, Roberta	91,748	481
Blouin, Jean- Sebastien	217,599	750	Borgen, William	206,574	-
Blue, Graydon	83,262	-	Boroomand, Seti	88,794	-
Bluesky, Kinwa	99,663	-	Boscarino, Antonio	132,972	-
Blum, Martin	139,509	-	Bosch, Gordon	126,900	513
Blum, Yael	148,796	2,247	Boschee, Jacob	86,518	3,843
Bluman, Robert Alan	83,497	1,369	Boschma, Geertje	197,666	734
Blydt-Hansen, Tom	114,503	974	Bose, Deborah	77,329	-
Bob, Tanya	93,105	3,132	Bose, Sarika	76,756	-
Bobowski, Jake	134,019	3,084	Bosetti, Beverley	189,869	653
Bobyn, Chantal	123,839	1,719	Boskic, Natasha	127,054	-
Boccassini, Daniela	122,528	505	Boskovic, Anja	78,745	-
Bochnak, Ryan	78,994	17,267	Bosma, Laine	93,913	-
Boedhihartono, Agni	175,281	1,262	Bostock, Michael	226,632	1,117
Boersma, Lucia	87,286	268	Bottorff, Joan	274,275	1,255
Boesche, Frank	135,744	3	Bouajram, Rohene	129,520	-52
Boettcher, Carly	84,525	-	Bouchard-Cote, Alexandre	176,389	-
Bohlmann, Joerg	244,291	217	Boudreau, Robert	124,627	426
Bohyn, Cedric	79,079	-	Bourbonnais, Mathieu	114,437	1,981
Boicey, Brian	117,444	-	Bourdon, Eric	170,173	224
Boileau, Sean	99,721	1,545	Bourges, Antoine	96,397	495
Bole, Greg	137,441	-	Bourne, Cindy	81,858	-
Boley, Aaron	165,615	190			



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
YEAR ENDED MARCH 31, 2021**

Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Bournot-Trites, Monique	104,183	33	Braun, John	219,782	30
Boushel, Robert	246,836	291	Braund, Susan	235,302	1,219
Bouthillier, Larry	181,551	540	Brauner, Colin	199,651	1,286
Bouvette, Shiloh	89,137	-	Breakfast, Lana	106,744	-
Bouzari, Farhad	119,411	579	Brealey, Chad	156,763	-
Bow, Stephen	170,332	2,038	Brears, Sarah	203,497	2,125
Bowers, Katherine	141,612	1,793	Bredin, Shannon	147,771	-
Bowie, William	75,773	-	Breen, Amandeep	136,069	86
Bowker, Elizabeth	153,492	1,313	Brennan, Angela	78,004	-
Bowman, William	147,062	630	Brennan, Margaret	76,983	1,750
Boyan, Lisrianti	84,915	1,995	Brereton, John Alan	95,166	-
Boyce, Anthony	87,894	-	Brett, Wendy	87,633	49
Boyce, Hayley	83,772	2,576	Bridal, John	156,918	617
Boychuk, Shannon	114,332	287	Bridgewater, Blake	117,523	-
Boyd, David	161,124	-	Briggs, Marlene	86,942	-
Boyd, John	150,126	-	Brigham, Doug	134,932	-
Boyd, Lara	262,905	3,593	Brimner, Tammy	152,182	-
Boydston, Matthew	187,066	2,648	Brind'Amour, Julie	78,848	362
Boyle, Julia	80,411	-	Brinkerhoff, Joshua	129,148	882
Boyles, Marianne	106,672	-	Brinkman, Jacqui	104,136	423
Bozorgi, Narges	81,092	-	Brinton, Laurel	180,175	154
Braam, Lydia	82,197	-	Briseno-Garzon, Adriana	112,515	281
Brackenbury, Robert	103,818	2,023	Brobbel, Amanda	98,776	590
Bradfield, Megan	94,933	215	Brock, Warren	92,565	6
Bradley, Amanda	159,424	1,657	Brodrick, Stephen	83,912	8,109
Brady, Colleen	180,528	1,809	Broekhuysen, Henry	112,056	-
Brain, Robert	150,453	1,084	Bromme, Dieter	276,216	-
Brain, Ursula	104,136	-	Brondani, Mario	210,965	2,844
Brand, Alex	94,549	-	Brongers, Carina	102,154	-
Brand, Megan	79,115	240	Brook, Timothy	212,109	1,915
Brander, James	332,052	-	Brooke, Julian	121,794	-
Brar, Gurcharn	108,691	6,392	Brooks, Barry	128,636	1,329
Brasher, Penelope	163,570	-	Brooks, Donald	204,506	344
Bratlotis, Christiana	136,586	34	Broom, Catherine	133,859	466
Bratlien, John	99,274	-	Broome, Skooker	103,426	-
Brauer, Michael	173,774	291	Brotten, Courtney	80,163	965



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
YEAR ENDED MARCH 31, 2021**

Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Brotto, Lori	291,763	3,749	Bryant, Colin	96,150	-
Broughton, Wayne	127,035	-	Bryant, John	83,273	568
Browes, Alison	93,771	1,111	Bryant, S	171,620	-
Brown Erendson, Chloe	85,496	167	Bryce, Benjamin	87,809	2,544
Brown, Amanda	90,110	101	Bryman, Douglas	239,340	1,164
Brown, Carolyn Janet	230,572	415	Bryson, Mary	255,879	3,787
Brown, Deirdre	115,543	444	Bucevska, Marija	85,971	573
Brown, Doug	80,161	-	Buchanan, Marla	181,986	7,087
Brown, Dylan E T	99,154	4,917	Buchanan, Sean	103,612	-
Brown, Helen	84,021	-	Buchanan, Stewart	84,375	85
Brown, Helen Jean	172,719	6,411	Buchanan-Parker, Lucy	96,978	-1,094
Brown, Ingeborg	86,400	-	Buchholz, Marcia	284,343	10,609
Brown, Ingeborg	75,085	187	Buck, Sarah	80,025	634
Brown, Kelly	121,104	848	Buckley, Heather	105,163	-
Brown, Loch	129,959	737	Buendia, Selene	89,768	-
Brown, Lorna	113,872	2,075	Buffam, H V Bonar	123,981	1,081
Brown, Mick	110,909	-	Bugeaud, Danielle	130,340	-
Brown, Rod	149,997	848	Buhler, Jeremy	125,403	92
Brown, Sandra	123,382	1,881	Buijs, Larissa	87,046	90
Brown, Sean	78,155	-	Buium, Kate	75,788	-
Brown, Suann	92,590	-	Bulkan, Janette	159,595	-
Brown, Tristan	79,250	-	Bull, Gary	213,952	747
Browne, Annette	216,412	1,377	Bull, Justin	230,804	-
Brown-Evans, Taylor	92,681	-	Bullard, Julia	103,811	3,203
Brownlee, Kimberley	158,542	13,430	Buller-Taylor, Terri	84,957	-
Brown-Lum, Meisan	87,480	-	Bumbulovic, Mladen	123,472	473
Brubacher, Jeffrey	144,952	3,321	Bundon, Andrea	135,679	-
Bruegeman, Nancy	94,548	-	Bungay, Victoria	183,485	2,599
Brumer, Harry	202,966	459	Bunnell, Keith	120,574	-
Brunet, Chris	104,919	1,310	Bunting, Katie	111,694	435
Brunham, Liam	197,316	4,264	Burchill, Michelle	96,527	105
Brussé, Philip	170,586	1,094	Burgess, Michael	268,073	32
Brussoni, Mariana	185,997	709	Burgess, Miranda	149,943	1,263
Bryan, Jim	211,351	-	Burk, Stefania	176,871	72
Bryan, Stirling	294,124	-	Burke, Sarah	167,582	-
Bryans, Jean	81,790	552	Burkholder, Leslie	135,204	1,388



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
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Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Burns, Jennifer	259,129	-	Cai, Baiping	87,364	937
Burrows, Evan	78,054	-	Cai, Rebecca	82,413	1,023
Burrows, Marlene	133,671	1,123	Cai, Yi Mei	115,568	-
Burt, Helen Mary	260,082	5,905	Cai, Zheng	79,509	-
Burton, Cole	143,491	2,093	Cairns, Brian	214,934	168
Burton, Jeff	88,747	135	Calam, Betty	144,563	-
Burton, Strang	103,730	675	Calas Oliveira	77,930	136
Busch, Weronika	78,986	75	Carvalho Aguiar, Magda		
Buschert, Kimberly	95,148	1,150	Calero, Rodolfo	96,776	731
Buse, Sara	126,934	2,396	Calhoun, Andrew	75,962	352
Bush, Kathryn	109,218	-	Callan, Lindsay	107,083	-
Bushe, William Kendal	183,471	-1,001	Callison, Candis	168,395	-
Bussard, Natalia	83,265	25	Calnan, Colin	104,042	25
Busse, Andrea	93,231	-	Calvino-Fraga, Jesus	163,726	473
Bussiere, Guillaume	130,928	-	Cam, Michael	126,510	550
Bustin, Amanda	102,522	1,597	Came, Katherine	91,969	7
Bustin, Robert Marc	194,932	7,495	Cameron, Kirsten	99,078	-
Buszard, Deborah	305,083	2,715	Cameron, Maxwell	219,851	589
Butenschon, Sven	94,779	3,702	Cameron, Michelle	150,479	349
Butler, Deborah	242,623	480	Cameron, Sarah	93,284	66
Butler, Georgina	103,298	-	Camp, Patricia	159,818	4,803
Butler, Margot	117,404	647	Campbell, Allison	117,550	542
Butska, Luba	104,042	-	Campbell, Harlan	84,582	1,713
Butterfield, Mary Stewart	108,901	-	Campbell, Heather	238,352	7,319
Button, Karen	111,901	-	Campbell, Kate	94,693	425
Butz, Edward	120,103	146	Campbell, Kim	142,597	2,986
Buxton, Jane	314,675	-	Campbell, Kristin	186,235	215
Buxton, Sean	80,803	919	Campbell, Lynda	76,029	-
Byers, Michael	249,163	-	Campbell, Myron	100,380	141
Byrne, Fionn	115,464	2,061	Campbell, Nancy	125,179	2,022
Byrne, Jeffrey	146,118	-	Campbell, Robert	155,390	-
Cabral, David	262,707	1,425	Campbell, Sarah	101,945	574
Cacchioni, Kristin	124,570	14,874	Campbell, Shane	77,470	-
Caddy, Laura	79,671	353	Campbell, Suzanne	232,167	4,754
Cadger, Neil	137,337	1,072	Campbell, Trevor	144,770	46
Caedo, Donna	87,901	173	Campbell, Troy	108,841	2,499



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
YEAR ENDED MARCH 31, 2021**

Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Campbell, Zoe	132,856	-	Carr, Wendy	170,146	1,725
Campol, Robin	100,151	300	Carrabre, T. Patrick	264,719	550
Canete, Mikhail	85,450	-	Carreras, Karla Christina	101,598	612
Cannon, Joanna	150,804	312	Carrier, Brenda	82,824	491
Cantu, Carlos	93,247	-	Carriere, Rhonda	77,039	4,767
Canuto, Luisa	100,050	907	Carrillo, Juli	122,022	750
Cao, Yang	150,299	1,059	Carrion, Prescilla	88,215	1,075
Cao, Yankai	124,814	3,383	Carroll, Allan	207,292	321
Caouette, Marcy	90,911	-	Carroll, Michael	93,099	2,390
Capper, Matthew	102,988	157	Carroll, Michael	93,816	-
Capps, Deb	108,401	1,287	Carruthers Den Hoed, Rebecca Suzanne	93,506	-
Carbonetti, Maria	108,030	-	Carry, Ainsley	327,935	2,276
Card, James	87,664	-	Carson, Larry	178,681	311
Cardwell, Stephanie	78,835	199	Carswell, Denise	103,104	-
Carenini, Giuseppe	209,533	1,077	Carter, Diana	116,442	-
Carew, Patrick	75,018	-	Carter, June	146,915	6,246
Carey, Steve	90,931	-	Carter, Kristi	113,881	550
Carlaw, Kenneth	172,284	-	Carter, Natasha	85,390	1,786
Carleton, Bruce	285,167	930	Carter, Paul	218,378	32
Carlos, Nicole	86,299	284	Carty, Leslie	109,302	-
Carlsen, Diana	114,148	742	Carvalho Porto, Rodrigo	112,124	1,905
Carlsen, Len	142,517	-	Carvalho, Rick	254,628	-
Carlson, Bill	80,411	24	Carveth, Aaron	88,242	427
Carlson, Mark	83,326	-	Casas Aguilar, Anna	83,744	1,168
Carlson, Murray	416,332	-	Casey, Lauren	86,248	107
Carlsten, Christopher	313,995	2,264	Casey, Linda	130,944	-
Carney, Gregory	117,858	2,252	Cashin, Lindsay	79,849	550
Caron, Nadine	248,979	9,883	Cashman, Neil	282,926	-
Caron, Nicholas	106,523	210	Cassels, Alan	92,732	230
Carotenuto, Karen	77,116	24	Cassie, Joanna	75,555	550
Carpenter, Mark	197,495	315	Casson, Rosemary	96,188	2,722
Carpenter, Mike	78,010	-	Castaneda, Liliana	79,600	3,271
Carpenter, Trevor	88,932	25	Castellarin, Simone	192,405	-
Carr, Andrew	83,119	-	Castelo, Kate	94,821	-20
Carr, Kate	77,553	-			
Carr, Melissa	91,611	455			



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
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Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Castonguay-Belanger, Joel	174,496	1,858	Chan, Arlene	95,532	80
Castres, Benedict	76,051	-	Chan, Benson	116,751	-
Castricano, Jodey	159,662	2,400	Chan, Elic	78,315	2,056
Casumpang, Deidra	78,030	550	Chan, Elmira	80,798	-
Catapang, Marisa	77,173	-	Chan, Fong	148,016	1,166
Catindig, Sherryll	124,999	-	Chan, Gary	100,185	1,472
Catungal, John Paul	117,392	-	Chan, Geneva	138,464	550
Cautis, Sabin	174,976	1,239	Chan, Gordon	138,356	-
Cavanaugh, Lisa	311,948	383	Chan, Herbert	94,440	-
Cavell, Richard Anthony	196,685	-	Chan, Jennifer	150,196	1,170
Cavers, Ian	263,984	720	Chan, Jessica	75,682	258
Cavusoglu, Hasan	290,053	-	Chan, Judy Chuk Kwan	118,567	651
Cavusoglu, Hatice	96,471	-	Chan, Kai	204,504	937
Cawkell, Kenneth	106,607	-	Chan, Kim	97,296	389
Celenk, Cheryl	84,860	-	Chan, Michael	76,663	998
Cembrowski, Mark Steven	156,524	1,892	Chan, Pak-Ching	75,551	-
Cen, Shao Dan	75,930	447	Chan, Paul	83,448	-
Cenfetelli, Ronald Timothy	303,906	255	Chan, Rose	131,669	-
Cerny, Roger	110,603	104	Chan, Ruth Yuk-Fu-Hui	87,499	1,023
Ceron, Kelly	116,422	104	Chan, Vania	94,441	578
Cerri, Ronaldo	206,804	1,236	Chan, Wylie	100,735	1,023
Cervantes, Alejandro	124,090	-	Chan, Yvonne	104,060	25
Cervatiuc, Andreea	130,216	-	Chand, Saroj	95,897	35
Chaaban, Anas	111,323	2,835	Chandler, Danielle	94,994	2,186
Chabot, Cathy	103,133	40	Chandrashekar, Murali	337,099	-
Chahal, Baljit	159,906	200	Chang, Charlene	83,513	3,570
Chakrabarty, Trisha	277,242	-	Chang, Diana	75,163	25
Chamberlain, Sandra	289,981	-	Chang, Dorothy	185,043	895
Chambers, Jacqueline	83,797	48	Chang, Hsiu-Ju	87,944	232
Chambers, Natalie	94,090	843	Chang, Jean	145,676	2,545
Chan, Adeline	83,006	570	Chang, Jonathan	110,544	550
Chan, Amy	103,130	404	Chang, Liana	84,546	583
Chan, Andy	84,066	403	Chang, Max	102,426	1,613
			Chang, Rex	90,631	1,769



**SCHEDULE OF REMUNERATION AND EXPENSES
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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Chang, Ruby	76,545	2,411	Chen, Asmin	77,518	-
Chang, Shannon Hsin-Yu	117,422	998	Chen, David	193,857	-
Chang, Stephanie	223,695	189	Chen, Deborah	80,845	934
Chang, Thomas	261,189	2,386	Chen, Frances	175,168	7,757
Chanoine, Jean-Pierre	272,296	1,867	Chen, Hailan	96,300	748
Chanway, Christopher	159,860	-	Chen, James Z	160,665	-
Chao, Chun	78,218	-	Chen, Jiahua	239,727	2,652
Chao, Hubert	122,328	3,881	Chen, Jingyi	211,051	3,396
Chapalamadugu, Anusha	108,458	-	Chen, Jinhua	194,999	-
Chapman, Cindy	93,247	519	Chen, Jocelyn	125,462	-
Chapman, Mary Ann	176,991	4,107	Chen, Liane	128,635	-
Chapple, Clive	146,882	-	Chen, Lily	85,083	499
Charbonneau, Arthur	121,613	2,082	Chen, Michael	108,079	-
Charles, Grant	174,885	3,778	Chen, Sheni	83,091	-
Charles, Samuel	88,216	944	Chen, Simon	102,071	4,166
Charney, Shannon	142,983	-	Chen, Wenjia	84,348	-
Charter-Smith, Lesley	185,820	2,424	Chen, Yu Christine	147,129	2,554
Chartrand, Emma	89,425	-	Chen, Yuan	127,441	-
Chatman, Stephen	185,266	1,500	Chen, Yue	101,015	-
Chattell, Darcy	95,868	550	Cheng, Grace	76,845	-
Chatterton, Jennifer	114,288	-	Cheng, Jie	201,474	192
Chau, Albert	154,180	-	Cheng, John	93,410	885
Chau, Kenneth	157,670	2,009	Cheng, Julian	205,703	473
Chau, Lisa	93,136	-	Cheng, Karen	88,386	298
Chau, Shirley	153,928	636	Cheng, Kathleen	142,032	-
Chaudhry, Ayesha	161,486	22,790	Cheng, Kevin	87,949	781
Chaudhuri, Anita	83,559	394	Cheng, Kin Shing	99,441	-
Che, Xizhe	82,850	388	Cheng, Leon Qi Liang	102,134	-
Cheah, Stefanie	86,001	206	Cheng, Maorong	75,501	-
Cheavins, Jacqueline Grace	91,677	403	Cheng, March	94,798	20
Chee, Dennis	85,353	-	Cheng, Rosemarie	76,317	-
Cheek, Timothy	243,573	375	Cheng, Tessa	89,952	1,743
Cheifetz, Rona	115,881	-	Cheng, Yan	99,214	-
Chen, Alexandra	101,809	-	Cheok, Donia	142,559	-
			Cheong, Amanda	107,666	938
			Cheong, Jeff	102,814	473



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
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Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Cherkasov, Artem	160,203	621	Chiu, Derek	77,526	-
Cherkowski, Sabre Lynn	158,947	14,123	Chiu, Hanson	106,910	-
Cherry, Alissa	79,969	-32	Chiu, Jason	108,171	835
Chesick, Leslie	110,275	1,652	Chiu, Rosanna	133,811	3,575
Cheu, Elizabeth	99,425	-	Chiu-Duke, Josephine	166,485	-
Cheung, Angel	106,303	550	Cho, Allan	113,715	2,134
Cheung, Benjamin	89,381	2,094	Cho, Betty	95,501	165
Cheung, Calvin	128,402	290	Cho, Elaine	80,297	-
Cheung, Chung Yan	80,233	-	Cho, Michael	80,470	1,037
Cheung, Doug	146,121	4,114	Cho, Sunah	131,268	476
Cheung, Grace	118,569	-	Choe, Roy	111,041	1,634
Cheung, Jackie	98,021	1,538	Choi, Chin Fai	80,994	-
Cheung, Jonathan	80,411	15	Choi, Heman	112,506	25
Cheung, Junnie	88,824	1,211	Choi, Hyun Beom	91,477	275
Cheung, Karen	216,139	2,059	Choi, Julia	92,101	336
Cheung, Lucia	112,668	-	Choi, Karen	102,251	2,560
Cheung, Michael	87,866	550	Choi, Marcia	120,327	999
Cheung, Sarah	77,259	998	Choi, Peter Tsz Lung	170,909	-
Cheung, Wai Lung	190,608	47	Choi, Pong	77,887	12,454
Cheung, Yau Man	125,535	3,046	Choi, Rico	76,058	-
Chevalier, Magali	79,125	756	Choi, Tim	89,125	744
Chew, Ben	144,343	-	Chong, Debby	90,240	1,804
Chhina, Jatinder	78,168	-	Chong, John	112,505	-
Chia, Charlene	80,438	1,962	Chong, Kevin Kim Wang	103,271	5,209
Chia, Justin	111,386	-	Chong, Mary	180,392	998
Chia, Lynn	89,845	1,011	Chong, Yau Bing	97,494	211
Chia, Zhi Jie	79,555	1,037	Chong-Kit, Marian	85,613	417
Chiao, Mu	198,895	1,861	Choo, Andy	79,704	812
Chiasson, Mike	239,188	842	Choo, Oliver	131,996	-
Chin, Donna	93,647	983	Chooniedass, Rishma	87,755	604
Chin, Jennifer	134,635	4,012	Choptuik, Matthew	192,847	-
Chipman Koty, Jasmine	84,680	773	Chotem, Rebekah	77,950	-976
Chipperfield, Andy	101,077	177	Chou, Keng Chang	188,389	2,017
Chitnev, Veta	112,129	837	Chou, Stephanie	84,056	78
Chittori, Sagar	80,431	-	Chow, Elisa	86,370	550
			Chow, Etta	99,033	20



**SCHEDULE OF REMUNERATION AND EXPENSES
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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Chow, Gordie	86,952	1,107	Chung, Vivian	77,543	-
Chow, Henry W	79,519	-	Churg, Andrew	340,217	-
Chow, Jaclyn	107,820	359	Cibere, Jolanda	159,401	-
Chow, Kimmis	147,318	550	Ciceri, Robin	306,082	3,461
Chow, Leanna	81,826	40	Ciernia, Annie	124,619	-573
Chow, Marlene	120,471	772	Cigagna, Taryn	147,809	406
Chow, Philip	111,065	787	Cinkant, Tyler	78,956	-
Chow, Sing	78,183	-	Ciocca, Valter	250,229	-
Chow, Waii	92,191	-	Cioe, Jan	152,085	-
Chow, Yee	93,551	899	Cisneros Montemayor, Andres	100,087	-
Chow, Yuet	116,434	-	Citea, Dragos	78,054	-
Chowdhury, Arjun	148,579	215	Ciufolini, Marco	217,332	-
Chowdhury, Nandita	92,805	-	Clancy, Paul	80,799	-
Chowrira, Sunita G	172,607	-	Clare, Emily	83,705	2,550
Christensen, Villy	255,387	377	Clark, Jasmine	95,526	4,208
Christenson, James	283,119	-	Clark, Jenni	112,637	2,331
Christian, Beverly	107,500	680	Clark, Katja	137,681	538
Christie, Gordon	260,100	1,069	Clark, Kevin	80,269	1,079
Christoff, Kalina	212,151	2,717	Clark, Leigh	99,706	609
Christopher, Ada	107,531	150	Clark, Luke	169,484	2,435
Christopoulos, John	112,827	2,431	Clark, Penney	192,822	3,488
Chrostowski, Lukas	211,110	20	Clark, Sean	89,713	-
Chu, Brady	112,516	550	Clark, Thomas	122,316	-
Chu, Me Ling	92,590	-	Clarke, Anthony	173,826	5,020
Chua, Justin	76,530	25	Clarke, Lorne	367,037	-
Chua, Romeo	185,160	-	Clarke, Michael	75,956	160
Chuhon, Somi	77,401	24	Clarke, Nancy	88,616	511
Chung, Annie	88,956	112	Clarkston, Bridgette	98,581	130
Chung, Brian	78,493	-	Claxton, Dana	194,264	651
Chung, Janet	92,841	-	Clifford, Robert	97,565	-
Chung, Kevin	79,554	590	Clough, David	244,631	1,155
Chung, Peter	82,467	-	Clune, Jeff	100,000	22,366
Chung, Sarah	93,295	-	Coates, Laraine	110,082	-
Chung, Stephen	168,831	-	Coburn, Rebekkah	120,821	656
Chung, Tran Khue	83,364	-	Cockcroft, Steven	279,066	858
Chung, Travis	95,561	156	Cockerline, Joanna	81,629	-



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Code, Jillianne	129,683	-	Connolly, Andrew	77,940	-
Code, Warren	115,871	210	Connolly, James John Timothy	94,435	21,833
Cohen Freue, Gabriela	158,279	2,216	Connolly, Shane	78,665	-
Cohen, Bill	77,803	-	Connor, Cynthia	103,592	-
Cohen, Tamara	124,614	3,783	Conroy, Patrick	86,098	440
Cohen, Viola	90,188	-	Conte, Tania	89,794	550
Coia, Vincenzo	116,937	43	Contreras, Napoleon	78,054	-
Coil, Jeffrey Martin	142,276	-	Conway, Alison	171,056	879
Cole, Peter	160,568	2,254	Conway, Barb	99,209	368
Coleman Valensky, Cindi	153,889	207	Conway, Edward	360,404	672
Coleman, Katharina Pichler	166,316	-	Conzatti, David	88,580	-
Coleridge, Lindsay	107,118	-	Cook Zywicki, Natalie	105,339	150
Coles, Matthew	80,836	-	Cook, Nancy	76,324	-
Coletsis, Amadon	92,382	426	Cook, Shelley	88,167	579
Colliander, James	260,383	-471	Cook, Siobhan	101,947	370
Collier, Abby	230,112	414	Coombs, Daniel	233,306	15
Collins, Anna	111,119	60	Cooper, Elisabeth	132,978	8,744
Collins, Colin	249,270	-	Coops, Nicholas Charles	277,733	9,216
Collins, Marguerite	113,474	1,514	Copeland, Brian	268,609	2,167
Collins, Raquel	140,826	3,565	Corbacioglu, Defne	77,307	426
Colozzo, Paola	147,556	2,332	Corbett, Jon	183,980	8,569
Colville, Evan	94,166	-	Cordeiro, Jennifer	94,267	23
Colwell, Richard	93,476	-	Corella Morales, Meghan	119,016	-
Combs, Donna	75,429	-	Coric, Mateo	75,316	-
Comeau, Joe	122,633	25	Cormack, Lesley	225,163	9,841
Como, Derek	90,856	649	Cornelia, James	132,333	994
Conachey, Evan	82,144	-	Cornelissen, Evelyn	77,164	-
Conati, Cristina	247,644	640	Corner, Patricia	212,925	314
Condon, Anne	238,649	148	Cornil, Yann	261,624	871
Condon, Kristy	91,299	74	Corpuz-Bosshart, Lou	91,393	-
Condon, Patrick Michael	214,388	891	Corrigal, Pam	76,120	2,746
Conibear, Elizabeth	198,189	2,916	Corrigall-Brown, Catherine	162,698	1,193
Conklin, Annalijn	167,739	354	Cosco, Lia	103,761	3,240



**SCHEDULE OF REMUNERATION AND EXPENSES
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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Costa, Ligia	89,714	80	Creese, Gillian	219,991	72
Costerton-Grant, Allyssa	87,190	1,550	Cregg-Guinan, Conor	83,557	414
Cote, Helene	174,309	-	Creighton, Millie	149,760	-
Couch, Brett	144,353	-	Crema, Leonora	148,710	1,862
Coughlin, Leanne	89,832	649	Cresswell, Silke	142,629	1,176
Coughlin, Liz	75,613	-	Cretu, Edmond	188,250	753
Coughtrie, Michael	334,335	33,872	Cripton, Peter	223,642	4,323
Coulombe, Antoine	101,377	20	Crocker, Peter	149,637	665
Coulthard, Glen	166,627	1,579	Cronin, Cameron	104,097	-
Coulthard, Lisa	150,840	4,186	Cronk, Quentin Charles	205,729	-
Courneya, Carol-Ann	169,017	700	Crosbie, Mark	202,664	1,123
Court, Eve	88,780	-	Cross, Yumi	83,395	825
Courtney, Ian	79,623	348	Crossfield, Chris	116,910	-
Cousineau, Courtney	91,277	221	Crowe, Erin	97,950	828
Cousland, Robert	96,197	-	Crowe, Sean	152,637	-
Couture, Victor	168,915	-	Crowley, Chris	120,262	231
Covey, Scott	129,311	-	Crudo, Orlando	134,188	-
Cowan, Catherine	78,809	230	Cruz, Cesi	130,643	-
Cowan, Erinne	97,261	180	Cua, Debbie	83,267	989
Cowan, Mary	87,484	-	Cubbon, Paul	236,412	4,988
Cowen, Jo-Anna	106,762	1,570	Cubranic, Davor	102,663	367
Cowley, Trevor	115,690	-	Cuddy, Lynda	78,054	146
Cox, Barbara	174,883	180	Cudmore, John	84,684	1,359
Cox, Daniel	150,297	-	Cuff, Lindsay	77,527	1,810
Cox, Michael	166,333	-	Cui, Jing	133,621	-
Cox, Susan	184,899	1,445	Cui, Wei	229,696	1,366
Craddock, Sharon	85,424	-	Culbert, Patrick	115,746	502
Cragg, Jacquelyn	165,931	617	Cull, Ian	170,040	430
Craig, Ann Marie	259,964	318	Cullen, Clare	84,240	467
Craig, W	170,999	-	Cullen, Darcy Belle	104,009	33
Crang, Paul	80,409	-	Cullis, Pieter	195,724	-
Cranston, Emily	188,788	772	Culver, Keith	256,858	125
Craven, William	111,371	19	Cundiff, Geoffrey	202,049	-
Crawford, Robert	114,274	-	Cundy, Steven	186,022	6,550
Creagh, Aimee Louise	156,963	1,029	Cunliffe, Emma	241,094	20
Creelman, Charles	90,997	-	Cunningham, Aaron	107,230	2,047



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Cunningham, Michael	128,434	546	Dante, Gideon	107,448	-
Cupples, Douglas	81,429	-	Dante, Paul	84,209	-
Curcin, Ana	92,466	300	Danyluk, Zachary	123,475	550
Cureton, Kathryn	86,348	410	Dao Duc, Khanh	139,575	-
Currie, Leanne	165,057	734	d'Arcy, Mitch	135,866	9,362
Currie, Meghan	76,813	740	Dashkewytch, Kerstin	86,321	-
Curtis, Susan	76,855	-	Dastouri, Serenna	105,891	2,485
Cutler, Frederick	156,403	-	D'Auria, Geoffrey	76,245	-
Cutts, Jamie	76,852	3,111	Dauvergne, Catherine	242,536	7,692
Cynader, Max	199,447	1,083	Dauvergne, Peter	268,856	1,259
Cyr, Paul	118,164	3,092	David, Maureen	94,551	-
Cytrynbaum, Eric	163,478	2,626	Davidoff, Thomas	300,302	1,686
Czech, Edith	95,949	-	Davidson, Bruce	128,290	714
D Adduzio, Jenna	255,019	5,084	Davies, Hugh William	176,121	5,157
D'Abreo, Robin	133,397	2,975	Davies, Jonathan	157,600	1,395
Dahinten, Susan	153,972	668	Davies, Paul	220,687	-
Dahl, Darren	563,249	6,891	Davies, Paul	100,432	473
Dahlgren, Leanne	188,375	-	Davis, Chad	91,218	1,009
Dahmen, Joseph	117,888	156	Davis, Egan	90,024	17
Dai, Chunping	156,108	68	Davis, Ernest	82,119	-
Dai, Liying	82,447	-	Davis, Henry Thomas	190,038	156
Dake, Gregory	173,453	-	Davis, Jessica Fay	77,560	-
Dale, Laura	85,597	857	Davis, Michelle	122,010	86
Daley, Denise	187,603	-	Davis, Noelle	107,443	-
Daley, Joel	78,896	1,131	Davis, Thomas	89,655	-
Dalpethado, Philip	85,498	-	Davis, Wade	172,046	-
Dalton, Brian	117,856	2,282	Dawe, Leah	91,278	1,348
D'Altroy, Lea	91,023	985	Dawes, Martin	173,239	5,851
Dalziel, Pamela	150,308	-	Dawson, Marliese Y	96,581	-
Damascelli, Andrea	326,583	18,651	Dawson, Samantha	78,860	2,363
Damji, Fatima	83,382	103	Dawson, Terence	119,020	-
Dancygier, Barbara	189,824	115	Dawydiak, Yvonne	104,430	550
Dang, Thomas	141,393	25	Day, James	91,454	1,044
Dang, Thu Thuy	100,905	70	Day, Susan	177,817	3,485
Daniels, Lori	198,464	1,924	De Angelis, Franco	172,081	-
Daniels, Michael	258,714	527	de Araujo, Carmen	101,319	4,561



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
de Boer, Carl	137,588	3,553	Degraaf, Darren	162,641	-
de Bosch Kemper, Nicole	117,356	773	Degraaf, Matthew	75,821	1,548
De Burgos, Hugo	138,290	269	del Bel, Kate	84,261	236
de Castell, Suzanne	199,082	-	del Rosario, Marie Fe	78,834	805
de Guzman, Erneida	89,872	1,257	Dela Cruz, Katya Margarita	79,080	1,377
de Hoog, Carmen	101,781	-	Delaidelli, Alberto	79,614	77
de Jager, Adriaan	206,252	2,936	Delaurier-Lyle, Karleen	75,337	100
de Jong, Allan	169,271	5,041	D'Elia, Matthew-Jim	128,905	2,232
de Leon, Maricres	90,992	5,395	Delisle, Stephane	101,592	510
de Leon, Paul	123,502	-	Dell, Sharon	122,844	-
de Long, Deborah	134,900	2,764	DeLongis, Anita	203,438	121
de Oliveira Andreotti, Vanessa	173,699	3,266	Delraj, Jeeva	137,986	580
de Oliveira, Marco Aurelio	145,043	-	DeMello, Adam	132,298	-
de Silva, Clarence Wilfred	217,253	1,498	Demirbas, Seckin	113,374	1,241
de Souza, Juliana	82,767	79	Dempsey, Jessica	156,021	345
de Souza, Raquel	91,969	445	Deng, Tom	89,889	377
De Vera, Mary	178,626	-	Deng, Wanyin	88,087	-
De Vies, Mike	96,196	19	Denis, Leanne	186,755	-1,850
de Villiers, Jessica	151,613	-	Denison, Jacqueline	124,001	80
De Vita, Sarah	89,965	-683	Dennis, Jessica	117,683	342
Deacon, Paras	81,065	18	Denroche, Heather	77,118	-
Dean, Jared	83,658	508	d'Entremont, Agnes	157,484	2,478
Dean, Joanne	103,794	-	Der, Garry	132,274	-
Deans, Tara	88,031	-	Der, Morie	87,506	530
Debnam, Travis	99,839	-	Deretic, Momcilo	125,655	-
Deboo, Farhad	140,382	-	Derman, Liyan	76,657	-
Dechaine, Rose-Marie	159,955	-	Descalzo, Rolando	90,020	477
Decolongon, Joel	77,436	-	Deschambault, Ryan	118,481	677
Decolongon, Joji	94,453	6,240	Desjardins, Sylvie	157,504	30
Dedi, Teija	80,703	1,266	Desmarais, Claude	123,416	-
Dee, Derek	148,515	810	Desmarais, Francois	128,433	-
Deer, Glenn	119,942	-	DeSouza, Norysca	83,400	183
Deering, Kathleen	134,194	1,136	Desroches, Jason	84,291	25
			Dettling, Bruno	83,141	25
			Deutsch, Meir	112,688	-



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
DeVeaux, Gina	109,664	73	Do Livramento, Henrique	141,101	169
Devereux, Michael	276,160	1,160	Doan, Jonathan	130,687	1,656
Devine, Dana Virginia	208,549	-	Doan, Quynh	250,173	2,427
Devisscher, Tahia	115,670	-	Doberstein, Carey	132,859	854
Devlin, Angela	184,706	3,495	Dobie, Richard	80,302	25
Dewald, Alisa	84,701	130	Dobrer, Sabina	91,623	-
Dexter Chaichian, Lorena	97,009	-668	Dobson, Teresa	190,906	-
Deyholos, Michael	216,646	743	Dodd, Garrett	90,586	133
Dhaliwal, Neelam	115,897	-	Dodds, Anthony	96,563	-902
Dhamrait, Ginger	81,559	-	Dodds, Colin	133,276	522
Dhari, Ranjit Kaur	134,246	3,818	Dodge, Matthew	82,780	378
Dhesi, Rupinder	82,138	-	Doebeli, Michael Walter	219,800	-
Dhillon, Sonia	75,498	1,002	Doiron, Gerry	141,511	1,491
Dhugga, Gurm	165,012	1,338	Dolamulla, Rajitha	104,470	-
Diamond, Adele	291,063	6,191	Dolf, Matt	117,598	600
Dias, Allan	109,748	161	Dollinger, Stefan	159,960	3,815
Dias, Manuel	100,673	-	Domagas, Anna	82,118	-
Diaz, Yasmin	112,191	7	Domanski, Nicole	113,816	981
Dick, Alexander	158,799	-	Domenco, Edward	78,258	-
Dick, Ernest	86,977	-	Domingue, Edith	129,532	714
Dickson, Jenny	98,320	-	Donald, William Stuart	145,369	-
Didur, Anita Louise	101,688	-	Donald-Jones, Mark Ian	113,619	-
Dierker, Steve	290,580	-	Donaldson, R Glen	348,797	-
Dierkes, Julian	196,138	450	Donepudi, Geetha	92,258	-
Diewert, W Erwin	112,000	360	Dong, Jeremy	112,690	2,147
Dilabio, Gino	239,109	-	Dong, Xuesen	130,926	1,964
Din, Tariq	124,096	435	Dong, Yanning	91,304	-
Dinn, Nelson	134,782	1,005	Donnelly, Caitlin	84,071	-
Dipple, Gregory	235,843	12,203	Donnelly, Leeann	182,265	1,305
Ditchburn, Brian	87,443	-	Donner, Simon	178,497	766
Ditchfield, Moyra	178,951	-	Donner, Tyler	80,211	160
Dixon, Anne	78,677	20	D'Onofrio, Christine	130,823	980
Dixon, David	195,621	2,704	Donoghue, Michael	94,297	546
Dixon, Joy	142,652	987	Doran-Coelho, Sarah	96,299	641
Dixon, Sarah	99,590	-			
Djuricanin, Pavle	80,174	-			



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Dore, Patrick	79,577	13,607	d'Souza, Sheila	88,901	-
Dormuth, Colin	236,280	966	Du, Caigan	115,768	1,601
Doroudi, Majid	164,794	340	Duan, Leo	83,521	511
Dorscheid, Delbert Richard	166,525	-	Dube, Olga	99,457	2,020
Dosanjh, Pinder	114,974	5,601	Dube, Olivier	91,178	-
Doucet, Lindsay	78,981	243	Dubec, Joseph	92,189	-
Doucet, Sharon	84,397	228	Ducharme, Michel	157,206	320
Doudet, Doris	207,183	-	Duckworth, Dillon	78,385	236
Doughty, Gregg	83,532	321	Dueck, Kevin	86,829	-
Douglas, Catherine	101,696	400	Duff, David	301,888	1,840
Douglas, Graham	91,901	550	Duff, Patricia	250,049	-
Douglas, Jennifer	123,096	1,399	Duffek, Karen	102,263	387
Douglas, Jennifer	89,457	1,380	Duffell, Kim	108,942	87
Douglas, Scott	151,946	2,250	Duffy, Damian	128,775	-
Douglas, Tracey	104,136	-	Duffy, Kay	98,441	3,864
Doust, Simone	80,019	-	Duggan, Jennifer	120,836	-
Dowdeswell, Jen	109,223	446	Duggan, Shane	102,767	-
Dow-Fleisner, Sarah	115,281	4,387	Dujon, Jon	99,170	-
Dowlatabadi, Hadi	174,311	-	Dulic, Aleksandra	158,742	1,712
Dowling, Laura	76,884	614	Dulku, Parminder	80,959	-
Doyle, Alan	125,291	1,345	Dullum, Leah	95,928	349
Doyle, Doug	166,337	-	Dullum, Ryan	111,371	-
Drage, Tara	85,566	-703	Dumanoir, Colleen	89,949	662
Dragojlovic, Nicolas	95,204	920	Dumanoir, Gregory	127,957	2,918
Dragon, Stephane	86,947	-	Dumaresq, Cheryl	204,482	3,609
Drapala, Robert	85,945	2,979	Dummer, Trevor	195,550	-
Dreger, Steven	78,608	79	Dumont, Guy A	275,579	473
Dreisinger, David	245,922	8,519	Dunat, Tatijana	91,201	1,107
Drelichman, Mauricio	227,614	1,945	Dunbar, W Scott	225,773	3,857
Drenska, Eleonora	100,051	-	Duncan, Bradley James	79,229	-
Driscoll, Robert	89,639	79	Duncan, Clive	174,492	2,996
Drljaca, Igor	125,043	3,538	Duncan, Lyndon	80,364	-
Drozdik, Marcus	129,731	-	Dunford, William	96,036	473
Drynan, Donna	180,474	605	Dunham, Bruce	109,408	-
d'Silva, Reginald	129,123	1,617	Dunington, Brent	151,923	-
D'Souza, Brendan	79,491	-	Dunn, Elizabeth	210,513	3,833



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Dunn, Heather	96,802	-	Ede, John	98,522	575
Dunn, Shannon	148,651	1,456	Edelstein-Keshet, Leah	100,023	-
Dunsmuir, Dustin	84,250	-	Edgley, Mark	128,499	-
Duong, Franck	180,735	-	Edinger, Elizabeth	172,766	-
Dupont, Sarah	128,813	7,815	Edwards, Christopher	83,330	-
Durall, Daniel	78,695	272	Edwards, David	77,713	-
Duranti, Luciana	186,204	879	Edwards, James	87,692	-
Duronio, Vincent	212,670	-	Edwards, Louisa	88,398	-
Durynek, Jonathan	84,693	-	Edwards, Mark	168,362	-
Dutra de Carvalho, Luana	107,582	-	Edwards, Meredith	89,488	-
Dutz, Jan Peter	336,791	2,789	Egami, Renay	144,563	-
Dvorak, David	75,743	216	Eggleston, Robert	143,006	-287
Dvorak, Marcel F S	88,468	-	Egli, Colleen	97,009	2,714
Dyanatkar, Saeed	132,966	818	Eich, Eric	260,000	13,931
Dyck, Carissa Catherine	77,194	56	Eichelberger, Miguel Christopher	86,845	-
Dyck, Lisa	120,885	977	Eidsvik, Jean-Paul	153,991	489
Dyer, Earl	121,613	2,804	Eikenaar, Jannik	103,398	1,851
Dyer, Roger Alan	84,020	506	Einaronson, Rob	192,966	1,748
Dysserinck, Holly	89,634	886	Eisenbarth, Adam	84,273	-
Earle, Bo	124,144	7,038	Eisma, Nur	114,531	-
Early, Margaret	168,908	-	Eisner, Michelle	77,005	230
Eastwood, Michael	128,286	-	El Khatib, Lara	96,073	-
Eaton, Brett	192,448	72	El-Adwar, Lamia	123,183	-
Eaton, Christopher	164,374	4,380	Elango, Rajavel	146,925	326
Eaton, Matthew	135,057	-	El-Bezre, Nazih	92,381	3,303
Ebadian, Mahmood	76,621	1,414	Elchuk, Ashley	79,445	1,263
Eberhardt, Erik	218,011	4,252	Elder, Brendan	75,580	-
Eberle, Jennifer	93,940	155	Eldstrom, Jodene	91,342	-
Eberle, Wilson	166,025	1,427	Elfimov, Ilya	109,219	-
Ebl, Tamara	104,955	1,414	Elfring, Gwynn	169,627	1,517
Ebrahimi, Seyyedmilad	88,908	-	Elfstrom, Manfred	93,809	1,167
Eccott, Lynda	145,690	-	Elias, Michael	75,799	-
Echard, Sian	227,023	360	El-Kassaby, Yousry	247,980	1,257
Eddy, Allison	256,943	4,219	Ellermann, Antje	176,140	5,751
			Elliott, Alison	112,575	-



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Elliott, Sinikka	154,897	1,674	Eskicioglu, Cigdem	200,659	2,358
Elliott, Stacy	100,533	-	Esteves, Andrea	181,832	6,979
Ellis, Cathryn	152,254	1,745	Etesami, Alex	153,031	-
Ellis, Ingrid	95,501	-	Etmannski, Tamara	167,779	8,007
Ellis, Jason	132,540	686	Etminan, Mahyar	147,696	1,467
Ellis, Matthew	102,954	25	Etxabe, Julen	171,483	2,179
Ellis, Naoko	185,399	2,257	Eunike, Heli	75,954	473
Ellis, Sara	75,337	1,345	Eva, Kevin	261,945	831
Ellis, Shona Margaret	198,767	-	Evangelista, Ellen	81,273	79
Ellis, Simon	167,591	634	Evangelista, Hannah	84,944	-
Ellis, Ursula	125,339	251	Evans, Althea	76,312	606
Ellison, Jolie	113,830	442	Evans, Christine	90,897	-
Ellison, Malcolm	91,018	966	Evans, Garth	87,540	-
Ellsworth, Katy	100,558	932	Evans, Jonathan Blair	166,639	7,976
Elmo, Davide	173,135	798	Evans, Laurel	195,173	-726
Elnaggar, Ayman	132,612	1,638	Evans, Michael	202,188	1,706
Elouazizi, Nouredine	106,143	-	Evans, Paul	210,517	-
Eltis, Lindsay	234,467	1,733	Evans, Philip David	230,932	2,301
Elviss, Tlell	91,417	268	Evans, William	206,765	154
Emanuels, Ingrid	94,659	-	Evenden, Matthew	230,164	419
Eng, Janice	320,452	1,803	Eves, Neil	188,478	3,045
Eng, Steven	77,668	25	Ewald, Graham	85,427	109
Engle, William	102,457	-	Eyles, Barbara	94,763	221
Englezos, Peter	252,471	2,633	Faber, Shawna	139,992	120
English, Carolyn	76,071	3,832	Fabian, Robert	76,384	679
English, Christina	152,665	-	Fabiano, Antonio	78,115	-
English, Conor	91,426	134	Faddegon, Jennifer Colleen	145,630	409
Englund, Letitia	86,019	-	Falkner, Krista	132,170	473
Enns, James	245,612	706	Faller, Florian	91,405	-
Epp, Sheila	179,800	486	Fallis, Natalie	98,692	626
Erb, Tanya Lynn	86,737	-	Fallon, Gerald	143,176	-
Erdelyi, Shannon	84,079	-	Fama, Kimberly Lace	86,628	953
Erewa, Toritseju	79,422	-	Fan, Grace	139,098	6,142
Escuer Riera, Iris	78,650	-	Fang, Limin	248,335	156
Esdaille, John	226,144	-	Fang, Michael	78,456	25
Eskelson, Bianca	146,493	5,369	Fang, Ting	95,515	30



**SCHEDULE OF REMUNERATION AND EXPENSES
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Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Fannin, R Jonathan	211,826	6,262	Fenton, Meredith	108,810	462
Farah, Katra	87,686	181	Ferguson, Joseph	99,014	-
Farhang Mehr, Farzaneh	113,199	1,162	Ferguson, Vicki	88,117	8
Farinha Luz, Vitor	150,294	930	Fernandez Orjuela, Julian Alberto	83,399	1,428
Farmer, Susan	92,473	21	Fernandez Utrera, Maria Soledad	144,655	575
Farr, Jen	146,783	25	Fernandez, Leslie	121,895	40
Farrar, Paula	128,915	378	Fernandez, Rachel	186,231	718
Farrell, Anthony	210,417	318	Ferrari, Guillermo	77,055	-
Farrell, Laura	78,913	-	Ferrari, Peter	92,245	-
Farrell, Todd	133,814	-	Ferraro, Janet	106,135	-
Fast, Naomi	114,071	-	Ferraz, Claudio	274,741	-
Fast, Selina	88,832	-	Ferrazzi, Michael	95,917	380
Fatmi, Mahmudur	100,905	6,382	Ferreira da Silva, Denise	222,084	14,692
Faulkner, Guy	216,738	3,961	Ferreira, Alfredo	115,510	-
Faulkner, Teresa	104,047	151	Ferreira, Laila	96,094	-
Favilukis, Jack	383,359	1,822	Ferreira, Letizia	80,386	1,383
Fay, Christopher	136,724	858	Ferris, Andrew	84,468	-
Fayant, Daniel	80,600	16	Festa-Bianchet, Giovanni	112,831	57
Fedida, David	236,100	3,687	Feuchuk, Maria Teresa	79,362	150
Fedorchuk, Sarah	80,035	-	Field, Thalia	146,763	4,452
Fedorova, Alexandra	201,507	676	Fielden, Ian	85,097	728
Feeley, Michael	203,085	1,453	Fields, Erin	134,377	-
Fehr, Andy	110,048	176	Filipozzi, Luca	176,413	-
Fehr, Erin	88,952	-	Filwok, Shaun	158,739	-
Feichtinger, Leanne	95,786	-	Finch, Hilary	86,597	-33
Feighan, Denise	110,301	-	Finestone, Scott	88,438	-60
Feist, Brad	77,990	-	Fink, Jonathan	88,941	-
Feixo Irazabal, David	78,834	1,552	Finlay, B Brett	336,273	2,502
Feldman, Rebecca	116,617	540	Finlay, Sara-Jane	209,249	2,369
Fels, S Sidney	240,637	1,480	Finniss, Mark	78,183	-
Feng, Annie	95,761	-	Firican, George	157,289	2,849
Feng, Chen	102,701	5,045	Firkins, Jacqueline	135,156	2,359
Feng, James	213,385	732	Fischer, Erik	101,316	-
Feng, Steve	232,568	1,858			
Fengler, Markus	132,231	1,122			
Fennelly, Michael	137,506	788			



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
YEAR ENDED MARCH 31, 2021**

Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Fischer, Linda	171,213	-	Folk, Silvia	82,158	-
Fischer, Michelle	128,742	2,570	Fong, Andrew	76,040	-
Fisher, Adlai	455,600	31,242	Fong, Christy	78,649	40
Fisher, Alexander John	190,119	287	Fong, Jennifer	77,056	-
Fisher, Anat	94,828	-	Fong, Trevor	138,324	25
Fisher, Brendan	83,392	330	Foo, Kuan	124,159	212
Fisher, Charles	81,034	-	Foran, Julie	88,239	197
Fisher, Cynthia	77,971	749	Ford, Adam	135,389	595
Fisher, Gar	78,179	-	Ford, Cristie	272,807	516
Fisher, Kevin	130,909	8,362	Ford, Laurie	166,604	-
Fisher, Richard	172,574	-	Ford, Nancy	205,500	1,215
Fisher, Teri Vered	163,049	5,396	Fordyce, Christopher	100,982	657
Fisk, Janna	93,511	583	Forer, Barry Allan	113,493	-
Fitzgerald, Colleen	109,426	-	Forneris, Tanya	160,748	248
Fitzgerald, Mark	187,925	-	Fornes Crespo, Oriol	76,207	-
Fiuza, Alex	103,161	-	Fornwald, Emily	75,337	326
Flannigan, Ryan	96,099	-	Forsberg, Pamela	101,133	-
Fleetham, John	167,876	1,407	Forster, Bruce	245,633	-
Fleming, Anne	160,506	-	Forsyth, Lindsay John	75,010	-
Fleming, John	136,150	410	Fortier, Dan	83,394	-
Fleming, Kele	132,985	600	Fortin, Marie-Claude	210,976	-
Fletcher, Jennifer	89,066	45	Fortin, Nicole	258,777	805
Fletcher, Sarah	88,065	480	Forwell, Susan	235,695	-
Fletcher, Thandi	105,065	554	Fosbery, Kelly	91,587	-
Flibotte, Stephane	95,713	-	Foster, Denise	104,423	113
Flinn, Bernie	114,732	15	Foster, Glen	151,232	1,179
Flood, Karen	115,725	1,734	Foster, Jodie	86,225	370
Floresco, Stanley Bogdan	216,746	1,373	Foster, Johan	215,560	5,188
Flutet, Roland	126,131	550	Foster, Leonard	255,300	2,980
Flynn, Alexandra	141,865	54	Foster, Linda	81,207	729
Fogelman, Dafna	98,423	1,930	Foster, Sarah	93,709	25
Fogelman, Menachem	115,044	-	Foster, Sue	75,469	1,025
Fograscher, Judith	86,475	100	Foulds, Ian	133,123	546
Folk, Carri	79,180	44	Foung, Kin Wai Dennis	79,389	-
Folk, Joshua	184,779	84	Fowler, Kim	76,317	-
			Fox, Joanne Alison	246,013	142



**SCHEDULE OF REMUNERATION AND EXPENSES
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Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Foxall, Eric	106,375	627	French, William Earl	130,618	-
Foyevtsov, Oleksandr	76,381	-	Frenklach, Miriam	137,167	568
Frackman, Kyle	150,832	3,113	Freudenreich, Andreas	112,883	-122
Fradet, Guy	79,554	-	Frick, Jeremy	81,733	1,563
Fragante, Gerardo	129,719	-	Friday Nsumbu, Del	85,525	617
Franch Ballester, Jose	125,929	-	Fridman-Garner, Juliana	142,968	3,830
Franchuk, Jeff	78,597	-	Friedersdorf, Stephan	128,459	-
Franchuk, Vyacheslav	132,312	25	Friedlander, Michael	237,436	4,840
Franciosi, Sonia	76,176	-	Friedman, Jan Marshall	255,000	4,745
Francis, Gordon	178,327	475	Friedman, Joel	189,249	2,144
Francois, Nelly	138,863	399	Friedman, Richard	133,424	349
Francois, Patrick	295,340	-	Frigaard, Ian	221,443	2,153
Francois, Roger	111,879	-	Froese, Richard Gerd	82,645	-
Frangou, Sophia	256,813	-	Frohard-Dourlent, Hélène	107,495	186
Frank, Adam	177,085	227	Frohlick, Susan	182,408	1,983
Frank, Blye	366,278	2,956	Frost, Cecily	196,914	483
Frank, Erica	206,646	-	Frost, Heather	149,015	289
Frank, Lawrence	164,072	5,664	Frost, Lindi	203,832	2,769
Franke, Thea	89,010	38	Frost, Lisa	102,216	546
Frankel, Adam	194,277	445	Frost, Ruth	135,525	1,540
Franz, Marcel	192,172	1,256	Frostad, John	127,326	2,047
Fraser, Ailana	218,390	3,001	Fryzuk, Michael	110,295	2,906
Fraser, Bud	121,710	630	Fu, Hu	123,374	3,846
Fraser, David	243,782	-	Fu, Laura	81,262	-
Fraser, Marni	106,243	-	Fu, Qiang	141,259	775
Fraser, Scott	79,509	-	Fuentes, Jennifer	129,628	2,015
Fratpietro, Lisa	110,294	1,323	Fuerst, Robert	146,024	2,287
Fray, Scott	82,525	99	Fujita, Mari	170,116	1,805
Frechette, Rebecca	84,921	519	Fujita, Miki	98,315	314
Freedman, Ruth	174,488	174	Fuller, Sylvia	154,969	-
Freek, Chris	125,532	578	Fullerton, Jennifer	162,092	-
Freeman, Hugh James	170,773	-	Fullerton, Margarita	149,907	148
Freeman, Tamara	105,956	-	Fulton, Bruce	165,147	-
Frei Njootli, Jeneen	99,959	-			
Frelick, Nancy	114,211	1,502			
French, Stephanie	85,741	-			



**SCHEDULE OF REMUNERATION AND EXPENSES
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Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Fund-Reznicek, Ella	75,989	25	Garcia Perez, Grisel	142,616	-
Fung, Celene	101,878	-	Garcia, Ronald	211,728	956
Fung, Emily	103,224	998	Gardener, Andrew	102,498	-
Fung, Grace	90,640	-	Gardiner, Robert	198,842	4,678
Fung, Jeffrey	75,137	-	Gardner, Gregg	171,956	1,865
Furgal, Matthew	86,971	840	Gardner, Jeffrey	93,665	1,640
Gabana, Cori	75,163	-	Gardner, Sarah	110,810	137
Gabias, Paul	121,251	-	Garlappi, Lorenzo	388,196	1,147
Gabor, Helen	93,079	471	Garner, Jon	97,466	-
Gabora, Liane	182,309	392	Garnis, Catherine	170,896	-
Gadermann, Anne	139,840	2,106	Garrard, Greg	166,008	2,496
Gadhia, Atul	105,842	30	Garrett, Bernard Mark	183,241	668
Gaertner, David	141,873	22	Gassner, Florian	116,289	259
Gagnier, Derek	91,504	1,610	Gaston, Christopher	137,824	664
Gagnon, Jennifer	103,774	-	Gaston, Lise	99,666	1,370
Gagnon, Susan	138,970	1,171	Gateman, Robert	144,127	-
Gailling, Kyle	77,009	-	Gates, Derek	203,052	-
Gainforth, Heather	122,634	-119	Gaulton, Nikki	81,185	-
Galea, Liisa Ann Margaret	223,893	7,432	Gautam, Harish	76,676	399
Galiano Zurbriggen, Ignacio	95,851	-	Gay, Colin	276,661	1,257
Galla, Candace	141,336	-	Gaynor, Erin	177,021	-
Gallagher, Joseph	77,990	3,314	Geary, David	139,915	212
Gallipoli, Giovanni	246,439	288	Geary, Michael	82,926	-
Gallo, Maria	157,064	-	Gee, Peter	87,664	-
Galpin, Daniel	101,942	-	Gee, Richard	89,591	1,065
Galvao, Jimi	110,734	-3,629	Gelbart, Michael	168,909	672
Gamble, Brad	190,976	5,784	Gelinas-Lemaire, Vincent	116,359	-
Ganguly, Riya	108,598	2,235	Gelmon, Michael	103,864	395
Gannon, Janet	78,062	516	Genschorek, Roland	78,169	-
Ganz, Pia	119,620	-879	Geoffrion, Roxana	144,841	-
Gao, Yong	156,823	-	George, Ellen	117,408	-
Garbi, Rafeef	204,166	473	George, Vicki	101,613	600
Garbuz, Donald	165,850	2,674	Gerardo, Carlos	90,017	16
Garcia Fulle de Owen, Maria Isabel	120,466	-	Gerber, Patricia	166,712	776
			Gergel, Sarah	193,819	519
			Gerhard, Gillian	118,673	-



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Germain, Rachel	129,641	-	Gick, Bryan	212,985	4,605
Gerofsky, Susan	137,502	1,026	Gilbert, Allison	88,763	18
Gerrits, Heather	89,330	2,320	Gilbert, David	91,725	197
Gerum, Natalie	88,755	-	Gilbert, Marit	81,839	-
Gervais, Robyn	145,682	2,899	Gill, Harjit	118,964	3,170
Gervin, Mark	92,486	3,159	Gill, Hartej	108,517	-
Gesi, Michael	99,254	294	Gill, Jagbir	126,624	-
Ghahary, Aziz	242,960	3,013	Gill, Jas	117,413	-
Ghanbarian, Shahzad	96,653	-	Gill, John	164,128	-
Ghaziani, Amin	202,999	13,218	Gill, Paramjit	81,516	-
Ghebremusse, Sara	146,092	1,997	Gill, Paul	118,232	550
Gheorghita, Ligia	99,215	404	Gill, Tony	110,813	-
Ghioca, Dragos	188,253	615	Gillard, Kevin	76,326	-
Ghosh, Aditi	84,783	314	Gillen, David	288,474	2,875
Ghosh, Sanjoy	138,835	-	Gillespie, Judy	162,311	1,218
Ghoussoub, Nassif	289,398	878	Gillespie, Robert	75,242	-
Ghtaura, Bhavraj	105,669	25	Gilley, Brett	155,157	-
Ghuman, Param	76,811	420	Gillham, David	137,245	-
Ghuman, Sukhi	97,946	-	Gillis, Stephen T	85,506	135
Giaever, Guri	200,937	-	Gilpin, Cassie	88,888	715
Giammarino, Ronald	445,508	646	Gilray, Ann	97,125	25
Giang, Amanda	127,332	7,309	Gin, Edmund	92,250	826
Giannopoulos, Nicoletta	87,259	-	Girard, Jonathan	161,642	-
Giardino, Robert	82,105	327	Girling, Cynthia	218,189	-
Giaschi, Deborah	203,061	-	Gisslow, Mary	113,482	1,329
Gibb, Andrew	76,380	1,199	Gitimoghaddam, Mojgan	78,957	182
Gibb, Martin	122,009	626	Giustini, Dean	120,056	-
Gibbons, Kishani	148,477	-	Gladman, Brett	200,655	1,753
Gibbs, Ebrima	82,711	-	Gladwin, Derek	158,724	648
Gibbs, Kara	100,205	-	Glassheim, Eagle	172,554	744
Gibney, Brian	77,082	11	Glassman, James Francis	181,376	-
Gibon, Julien	90,241	-	Glavas, Maria	77,785	-
Gibson, Amy	77,745	1,323	Glave, Nicki	112,241	-155
Gibson, Deanna	157,449	4,203	Gleason, Mona	215,442	3,339
Gibson, Lindsay	123,308	619	Gleave, Martin	212,956	1,347
Gibson, William	183,219	-			



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Glenning, Mark	83,294	-	Gooding, Richard	118,741	-
Glenning, Niki	91,777	87	Goodison, Kim	80,712	509
Glidden-Tracey, Cynthia	121,678	1,018	Goodison, Susanne	157,182	-
Glymin, Mawuena	130,242	1,867	Goodreault, Margaret	106,283	779
Glynn, Andrew	193,720	706	Goodwin, Alan	96,228	550
Go, Genevieve	109,756	348	Goodwin, Mark	85,540	231
Go, Jessalynn	148,756	550	Goold, Benjamin	283,588	703
Gobis, Barbara	196,662	1,385	Goold, Sarah Jayne	81,283	2,402
Goble, Scott	155,363	527	Gopal, Soumya	113,965	2,504
Godard, Robyn	79,911	-	Gopalakrishnan, Sathish	194,311	3,156
Godbout, William	82,925	107	Gopaluni, Bhushan	235,784	1,190
Godel, Sean	122,275	-	Gorczynski, Chris	76,206	-
Godfrey, Sima	133,660	395	Gordillo, Gaston	163,417	1,263
Godin, Robert	94,240	81	Gordon, Barbara	166,172	1,049
Goedhart, Christine	83,610	550	Gordon, Christopher	115,766	-
Goetz, Evan	86,777	-147	Gordon, Jeremy	155,418	-
Goh, Ernest	110,849	1,294	Gordon, Julia Yulia	120,962	-
Goh, YK	119,296	100	Gordon, Michael	177,772	1,445
Gok, Yeliz	78,187	-	Gordon, Peter	88,254	12
Gold, Michael	235,882	884	Gorecki, Simon	78,277	-
Goldbach, Toby	147,273	7,986	Gorman, Emmet	84,001	-
Goldenberg, Randy	83,986	25	Gormley, Pia	83,112	20
Goldenberg, S Larry	201,506	-	Gornall, Will	333,681	2,303
Goldhawk, Brett	80,222	377	Gorrie, Charmaine	90,502	39
Goldman, Ran	151,800	-	Gosselin, Hillary	247,276	-
Goldner, Roslyn	140,536	-	Gott, Suzanne	123,310	-
Goldowitz, Daniel	240,573	851	Gottenbos, Mike	92,278	522
Golinski, Jennifer Lyn	167,088	-	Gottlieb, Riki	256,404	23,332
Golland, Barish	79,199	550	Gou, Steven	82,983	2,820
Golovin, Kevin	109,949	4,217	Goundrey, Cindy	106,557	680
Gomes, Andy	92,261	1,000	Gourlay, John	75,242	-
Gomes, Samuel	78,167	-	Gouthro, Karla	119,593	480
Gonzales, Yolanda	134,958	998	Gouzouasis, Peter	188,287	149
Gonzalez, Sebastian	166,127	25	Grace, Robert	77,872	2,109
Gonzalez-Montaner, Julio Sergio	308,137	-	Grad, Leslie	120,286	-
			Graefe, Sara	106,689	-



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Graf, Peter	91,801	-	Greer, Kerry	100,638	-
Graham, Christine	75,467	-	Gregoire, Matthew	81,021	25
Graham, Jay	134,793	-	Gregory, Dean	110,294	1,631
Graham, John	238,746	6,586	Gregory, Derek John	332,383	-
Graham, Sean	217,227	-	Gregory-Evans, Cheryl	176,514	749
Grandi, Giovanni	147,064	-	Gregory-Evans, Kevin	272,644	-
Granot, Daniel	326,628	507	Greidanus, Nelson	78,897	-
Granot, Frieda	427,798	243	Greif, Chen	276,077	1,896
Grant, Carolyn	89,215	1,014	Greig, Alison	171,356	673
Grant, Edward	245,910	851	Grekul, Lisa	146,280	-
Grant, Edythe	95,003	-	Grenier, Amanda	82,014	420
Grant, Elaine	122,008	-	Gretsinger, Kathryn	176,604	9,467
Grant, Isabel	279,100	249	Grewal, Anna	102,322	25
Grant, Lindsay	76,562	79	Grguric, Ekatarina	83,066	-
Grant, Nicholas	91,048	1,334	Griep, Louise	97,566	319
Granville, David	219,965	354	Griesdale, Donald E	135,124	-
Gratz, Derek	142,653	1,510	Griess, Verena	112,500	77
Gravelle, Andre	245,413	1,523	Grieve, Elizabeth J	78,873	-
Graves, Jonathan	141,847	-	Griffin, Dale	425,905	1,218
Graves, Marcia	117,723	1,840	Griffin, Michael	176,303	35
Gray, Andrew	113,461	210	Griffith, Aaron	167,621	1,019
Gray, Gordon	124,063	-	Grigoryan, Armenak	145,641	-
Grayston, Susan	216,152	500	Grimaldi, Jesse	79,161	423
Greaves, Kathleen	107,409	323	Grinnell, George	159,230	1,174
Grecov, Dana	179,452	1,353	Groat, Lee	201,867	83,966
Grecu, Cristian Sorin	99,565	473	Groeneweg, Gabriella	97,589	123
Green, Carolyn	99,287	-	Gronberg, Marc	80,957	594
Green, David	269,532	-	Groom, Melanie	80,174	-
Green, Erin	112,002	1,107	Grosjean, Garnet	118,988	-
Green, Sheldon	247,951	1,057	Grosshuesch, Jonathan	105,771	-
Green, Sherry Colleen	104,100	-	Grossman, Susan	162,750	210
Greenhough, Paul	91,704	-	Grskovich, Dina	146,980	-
Greenman, Janet	159,985	-	Gruber, Cecilia	77,209	119
Greenough, John	189,791	-	Grunau, Brian	147,319	-
Greenstreet, Mark	219,539	390	Grunau, Ruth V	217,257	9,498
Greenwood, Aleteia	158,301	-			



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Gruter-Andrew, Jacqueline	108,451	2,988	Guy, Robert	223,915	-
Grygorczuk, Irek	98,753	40	Guy-Bray, Stephen	205,191	-
Grzybowski, Stefan	142,760	300	Gvora, Randy	97,121	-
Gsponer, Joerg	165,163	-	Gyenge, Elod Lajos	187,804	473
Gu, Diwen	139,099	487	Ha, Anna	82,417	-534
Gu, Xiong	171,985	981	Ha, Michael	97,986	43
Gudaitis, Lia	118,240	2,208	Ha, The Thinh	119,117	-
Guenard, Chris	92,590	-	Haapasalo, Markus	224,706	1,298
Guenette, Jordan	171,153	1,017	Haas, Kurt	214,469	2,732
Guest, Maire	109,355	-	Haase, Kristen	94,361	9,218
Guest, William	76,089	-	Haber, Eldad	191,408	3,043
Guhn, Martin	156,662	2,316	Hackett, Tillie-Louise	193,252	-
Guimond, Cicy	122,319	1,620	Hadden, Julie	102,623	28
Guimond, Michael	120,220	1,528	Hafeli, Urs	188,208	53
Gulati, Sumeet	200,809	5,621	Hagbjork, Mats	80,394	-
Gully, Linda	85,756	261	Hagerman, Shannon Marie	155,541	523
Gumpinger, Sarah	76,471	-	Haggart, Renee	139,161	460
Gunderson, Lee Paul	202,486	2,172	Hakami, Rana	86,086	600
Gunn, Dylan	181,427	102	Hakkarainen, Karen	180,082	4,772
Gunn, Jennifer	83,858	-	Hakkinen, Lari	210,947	74
Guo, Yipu	80,564	1,193	Hale, Andrew	79,166	297
Guppy, Neil	104,929	158	Hall, David Geoffrey	243,433	559
Gupta, Neha	91,759	283	Hall, Jamie	122,819	-
Guram, Harjot	179,725	29	Hall, Kathleen	141,744	-
Gurstein, Penelope	233,159	1,228	Hall, Nick	103,766	1,749
Gurton, Tracey	182,857	1,048	Hall, Shirlett	86,545	-
Gustafson, Paul	259,157	1,419	Hallam, Linda	100,437	-
Gustafson, Stephen James	190,090	-	Hallam, Steven	194,723	-272
Gustafsson, Rolf Emil	99,366	969	Hallas, Alannah	115,334	2,619
Gustar, Jennifer	132,142	-	Hallate, Cindy	100,547	-
Gusterson, Hugh Phillimore	175,988	3,072	Hallensleben, Markus	149,924	1,579
Guthrie, Curtis	81,804	368	Hallet, Jacqueline	90,465	-
Guttman, Guy	92,620	241	Hallisey, Kathryn	77,452	274
Guy, Pierre	163,094	-	Halpern, Mark	204,526	72
			Hamada, Davey	87,854	2,563
			Hameed, Morad	140,196	-



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
YEAR ENDED MARCH 31, 2021**

Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Hamel, Keith	160,563	856	Harakh, Vinesh	91,423	-
Hamelin, Richard	135,541	7,551	Harbottle, Tyler	132,143	2,284
Hamer, Mark Stephen	77,539	-	Harcus, James	80,411	-
Hamid, Saira	77,082	-	Hardaker, Andrea	96,997	29
Hamilton, Christine	76,878	175	Harder, Alicia	109,532	4,043
Hamilton-Eddy, Clare	123,855	268	Harder, Brent	89,448	-
Hamlin, Kiley	196,563	1,239	Harder, Kenneth	155,400	1,776
Hamm, Corey	173,206	-	Harding, Jillian	135,428	2,974
Hammond, Gail	126,173	-	Hardisty, David	283,537	831
Hammond, Kenny	80,209	42	Hare, Donovan	124,526	-
Hamze, Huda	82,842	3,978	Hare, Jan	246,861	299
Han, Andrea	132,985	498	Hare, Warren	168,381	1,366
Han, Christina	79,874	550	Hargott, Natalie	81,414	-
Han, David	85,761	313	Hari, Hatinder	75,209	-
Han, Lengyi	97,794	-	Hariri, Amir	77,460	-
Han, Sandrine	119,480	1,353	Harker, Michael	75,242	-
Han, Xi Bin	91,984	473	Harley, Christina Gray	112,727	392
Hanberg, Debra	89,874	1,270	Harley, Christopher	194,471	8,924
Hancock, Dayl	75,789	-	Harley, Robert	105,533	-
Hancock, Paul	166,897	1,098	Harper, Brian	75,889	-
Hancock, Robert E	271,625	1,444	Harper, Leonie E	95,822	282
Handy, Todd	189,584	-	Harper, Tim	79,257	-
Haney, Cara	153,507	362	Harrigan, Paul	249,654	-
Hankins, Janet	100,610	1,802	Harriman, David	89,370	2,091
Hanley, Gillian	136,764	15	Harris, Brent	136,191	1,391
Hanna, Kevin	156,947	1,668	Harris, Brett	84,404	2,002
Hanna, Sharon	84,661	3,387	Harris, Douglas	257,690	155
Hannabuss, Fran	88,241	-	Harris, Gillian	114,215	1,026
Hansen, Jorgen	78,183	-	Harris, Heather	149,900	606
Hansen, Kathy	100,074	-	Harris, Kevin	136,430	754
Hanser, Amy	160,865	-	Harris, Leila	182,072	810
Hanser, Jessica	123,138	13,524	Harris, Mark	162,269	3,130
Hanson, Amber	98,871	-	Harris, Nikos	200,402	500
Hanson, Drew	78,418	879	Harris, Paul	100,768	-
Hanson, Kevin	153,765	2,638	Harris, Robert	100,290	-
Hansson, Gunnar	161,067	2,281	Harris, Sara	208,581	-



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
YEAR ENDED MARCH 31, 2021**

Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Harrison, David	94,535	637	Havaei, Farinaz	112,877	1,407
Harrison, Fran	89,488	-	Haverkamp, Beth	163,549	1,200
Harrison, Kathryn	219,094	11,064	Hawkins, Julian	81,101	-
Harrison, Mark	206,223	486	Hawkins, Michael	81,862	908
Hart, Craig	247,982	6,572	Hawkins, Nathaniel	113,360	1,843
Hart, Debbie	116,487	53	Hay, Lauchlan	94,492	-
Hart, Miranda	158,316	1,647	Hay, Tristyn	80,585	-
Hart, Richard	213,361	215	Hayat, Asif	89,433	-
Hartung, Gary	120,239	263	Hayden, Michael	414,593	-
Harun, Hazita	119,456	-	Hayes, Jonathan	121,665	430
Harvard, Stephanie	81,620	724	Haynes, Charles	255,856	450
Harvey, Laura	165,549	80	Hays, Paul	139,989	-
Harvey, Manon	154,527	998	Haywood, Bradley	81,597	-
Harvey, Nicholas	203,226	280	Head, C Keith	347,449	281
Hasan, Emrul	111,337	468	Heale, John-Paul	200,375	-
Hasan, Mohammad Khalad	107,263	495	Hearty, Christopher	154,769	1,403
Hasani, Sylvia	90,994	280	Heathcote, Brian	198,456	998
Hasanzadeh, Hassib	87,728	420	Heatherington, Reyhana	76,508	149
Hashemi, Azadeh	100,985	574	Heatherington, Tracey	122,360	22,767
Hasinoff, Michael	162,073	-	Heatley, Stephen	197,550	-
Hassan, Marwan	229,348	66	Heck, Aaron	159,978	11,103
Hassan, Mohammed	79,416	25	Heckman, Nancy	109,313	1,712
Hassan, Syed	115,867	-	Hedtrich, Sarah	181,740	1,395
Hassani, Badre	92,853	-201	Heer, Karamjeet	210,006	1,351
Hastie, Bethany	149,639	385	Heeren, Cinda	210,175	-
Haston, Christina	155,522	1,087	Heichert, Brian	93,058	-
Haswell, Sharon	84,032	2,746	Heilke, Thomas	190,098	-
Hatala, Rose	169,185	-	Hein, Jason	153,819	15,888
Hatzikiriakos, Savvas	231,767	12,007	Heine, Steven	211,758	5,013
Hatzimanolakis, Penny	87,984	29	Heinkel, Robert Lee	320,912	57
Hau, Kam Wing	75,229	2,511	Heinrich, Kurt	176,697	585
Hauert, Christoph	197,688	-	Helm, Frederic	111,397	340
Haughian, Kimberly	85,505	-	Helm, Jeffrey Roy	84,733	-
Haughn, George	188,615	4,288	Helm, Kelsey	75,703	537
Haukaas, Terje	199,840	473	Helsley, Robert	565,159	5,563
			Hempen, Daniela	94,834	724



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
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Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Henderson, Gillian	181,952	943	Hibbert, Alicia	98,840	533
Henderson, Tracy	104,574	-	Hickey, Kenneth	149,533	2,417
Hendijani Fard, Fatemeh	109,118	1,434	Hickey, Ross	110,500	10,820
Hendra, Graham	91,759	369	Hickson, Paul	191,418	481
Hendricks, Christina	187,080	3,988	Hiebert, Daniel Joseph	183,614	300
Henkelman, Steven	83,886	-	Hiemstra, Kristina	131,682	-
Henry, Alisa	110,462	379	Hieter, Philip	300,557	2,007
Henry, Annette	189,596	645	Higgs, Catherine	187,134	781
Henry, Gregory H	162,170	-	Higo, Heather Anne	78,319	-
Henry, Mike	76,640	-	Hill, Alex	106,375	3,612
Hensel, Irene	146,800	1,500	Hill, Andy	83,392	230
Herbert, Linda	82,226	-	Hill, Derrick	89,544	201
Herdin, Wolfram	125,259	172	Hill, Erica	81,508	-
Herdman, Anthony	160,317	-	Hill, Ian	130,892	324
Hermida, Alfred	217,825	1,783	Hill, Jane	170,651	1,070
Hermiston, Nancy Jane	229,550	475	Hill, Joy	90,024	-
Hermon, Jonathan	121,750	2,239	Hilliard, Liz	89,654	137
Hernandez, Jordi	116,135	-	Hillman, Kyoko	85,588	-
Hernandez, Marcela	200,701	1,857	Hills, Brent	129,743	-
Heroux-Legault, Maxime	91,000	70	Hilsmann, Norma	109,307	2,658
Herrera, Omar	138,944	1,676	Hilton, Kelsey	76,121	590
Herrington, Darren	98,150	209	Hilton, Sandy	226,314	1,203
Herrington, Susan	142,799	336	Hinch, Scott	234,414	485
Herzer, Stacey	94,836	-	Hingston, Adrian	108,971	1,380
Heseltine, Lorraine	105,041	158	Hingston, Patricia	128,975	4,187
Heslinga, Christopher	75,280	-	Hinshaw, Gary	263,489	-
Hesselink, Nathan	176,018	-	Hinton, Joyce	156,639	1,027
Heth, James	144,244	4,500	Hinz, Jana-Miray	82,269	664
Hetu, Renee	88,782	100	Hipsey, Paul	98,518	-
Hewage, Kasun	212,468	1,797	Hirani, Saima	83,004	586
Hewitt, Nina	94,126	1,462	Hirani, Saker	154,093	998
Hewitt, Paul	175,078	7,832	Hirowatari, Ryan	101,077	37
Hewko, Rockne	82,767	-	Hirschberger, Erica	79,093	78
Heyl, Jeremy	195,987	675	Hirsh, Elizabeth	167,610	-
			Hirst, Martin	206,390	14
			Hirtz, Janine	108,843	540



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
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Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Hiscox, Jay	176,056	3,876	Hollenberg, Susan	128,096	-
Hitchman, Bradley	83,096	915	Holliday, Ryan	113,704	350
Hnatkovska, Viktoriya	190,423	-	Hollingshead, Susan	111,869	3,682
Ho, Albert	84,291	-	Holloway, Isaac	141,508	-
Ho, Alvin	110,275	483	Holmes, Cheryl	132,664	430
Ho, Clarence	101,528	-	Holmes, Nancy	96,134	-
Ho, Ida	111,963	-	Holmes, Reid	206,352	3,106
Ho, Joanna	79,085	614	Holsti, Liisa	173,771	-
Ho, Kendall	299,788	1,289	Holtzman, Susan	165,072	2,041
Ho, Loucia	81,482	32	Holuszko, Maria	149,082	688
Ho, Nati	78,068	-	Holzman, Jonathan	215,119	2,221
Ho, Patrick	123,065	-	Honer, William	346,424	-
Ho, Richard	82,143	-	Honey, Christopher Richard	148,138	-
Ho, Sylvia	92,937	1,230	Honeyman, Natasha	87,281	240
Ho, Vincent	231,148	1,576	Honey-Roses, Jordi	146,068	485
Hobbs, Amy	112,552	3,513	Hong, Ahnes	116,428	1,267
Hoberg, George	195,512	2,031	Hong, Virginia	153,197	1,497
Hockertz, Michael	122,010	2	Hong, Wenli	111,397	-
Hodge, Kirsten	98,032	345	Honig, Helen	82,482	1,823
Hodges, Karen	186,589	2,056	Hooker, Laura	127,542	-
Hodges, Nicola	188,841	-	Hooper, Jennifer	111,345	855
Hodges, Norman	104,732	-	Hooper, Michael	135,082	16,421
Hodgson, Antony	171,921	4,302	Hoorfar, Mina	248,975	11,083
Hodgson, Elizabeth	126,026	673	Hopewell, Kristen	163,149	5,989
Hoegg, Jo Andrea	88,735	-	Hopkinson, John	118,295	-
Hoffman, Bradford	147,155	-	Hopper, Gordon	140,053	66
Hoffmann, Florian	178,992	-	Hoppmann, Christiane	183,273	642
Hogg, Colette	86,466	-	Hoption Cann, Stephen	91,149	-
Hoglund, Nicholalea	180,001	-	Horfilla, Marites	132,786	-
Hohl, Corinne	146,149	-	Horne, Andrew	133,827	-
Hohmann, Paige	91,840	562	Hornibrook, Edward	196,234	1,464
Holbrook, Cay	208,728	1,448	Horton, Philippa	135,104	25
Holbrook, David	83,563	628	Horwitz, Marc	240,995	262
Hole, Rachelle	172,077	2,622	Hosepyan, Ani	186,900	432
Hollander, Laszlo	128,459	249	Hoshi, Saori	86,268	1,312
Hollander, Zsuzsanna	110,115	189			



**SCHEDULE OF REMUNERATION AND EXPENSES
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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Hosking, Jeremy	78,017	-	Hubinette, Maria Michelle	156,889	399
Hossain, Md	155,662	16,827	Hubley, Anita	171,518	1,250
Hou, Jessica	90,309	1,301	Hucal, Daria	91,911	79
Houle, Brian	82,428	42	Hudniuk, Doug	87,203	568
Hourigan, Conor	81,068	236	Hudson Kam, Carla	196,709	129
Housden, Izaak	112,419	519	Hudson, Brad	90,609	866
Howard, Fuchsia	135,599	2,443	Hudson, Liz	75,634	164
Howard, Jackie	132,258	-	Hudson, Nicholas James	190,937	-
Howard, Jacquelyn	93,939	5,403	Hudson, Zachary	138,164	2,490
Howe, Leann	182,150	-	Huebert, Michelle	86,168	-
Howe, Tami	131,316	1,099	Huebner, Kurt	191,072	647
Howorko, Debbie	123,286	-	Huehn, Stephanie	111,779	-
Hoy, Christa	85,862	290	Huemoeller, Katharine	108,425	-
Hrgovic, Darko	104,102	256	Huffman, Ryan	159,706	473
Hristov, Jasmin	105,872	4,000	Hugh, Camilla	84,487	-
Hsiang, York	136,731	2,137	Hughes, Margaret	79,958	356
Hsiao, Barbara	119,953	6,574	Hughes, Merrilee	96,418	24
Hsiao, Jeff Chieh-Wen	134,556	2,698	Hughes, Michael	75,627	-
Hsiung, Ging-Yuek Robin	151,112	60	Hugli, Richard	134,282	-
Hsu, Angie	79,050	-	Huh, Tim	479,922	861
Hsu, Gillian	87,831	-	Huhn, Natalie	93,727	98
Hsu, Ting Wei	99,022	-	Hui, Bowen	124,616	1,575
Hu, Alan	236,578	-	Hui, Edwin	76,171	-
Hu, Steffi	87,580	643	Hui, Linda	124,113	550
Hua, Jacqueline Lei	79,255	20	Huisman, Tom	139,577	1,080
Hua, Simon	88,031	2,268	Hull, Christina	86,281	-
Huan, Tao	122,768	692	Hulstein, Mark	169,879	2,325
Huang, Chi	164,956	1,153	Hum, Jeffrey	86,832	550
Huang, Joanna	76,109	3,450	Humphrey, David	101,430	1,815
Huang, Tina	97,103	-	Humphries, Charlotte	76,292	106
Huang, Tongkai Thomas	78,183	-	Humphries, Christine	96,768	625
Huband, Deb	154,751	613	Humphry, Ryley	91,600	4,933
Hubball, Harry	169,346	378	Hundal, Jessie	133,566	461
Hubball, Harvey	77,593	1,824	Hung, Lillian	76,050	774
Huber, Brenda	95,848	668	Hunt, Brian	130,460	270



**SCHEDULE OF REMUNERATION AND EXPENSES
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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Hunt, Dallas	106,174	-	Hyatt, Nicole	123,577	-
Hunt, Kalev	104,294	-	Hymel, Shelley	223,463	79
Hunt, Michael Anthony	187,807	564	Hyslop, Adam	105,287	1,069
Hunt, Sandra	113,337	32	Hyson, Chad	130,756	-
Hunter, Carrie	94,128	-	Iampietro, Diana	118,937	-1,222
Hunter, Joanna	95,996	7,364	Iampietro, John	93,403	-
Hunter, Kate	179,114	11	Ibrahim, Mohamed	127,220	-
Hunter, Kshamta	84,921	-	Ibrahimpatan, Sudha	109,571	366
Hunter, Thomas	96,936	-	Ichikawa, Jonathan	171,158	497
Huntsman, David	377,675	327	Ifti, Entela	108,010	1,544
Huot, Suzanne	150,072	-	Ikegami Lee, Yuko	76,130	541
Hur, Nam-Lin	165,021	1,790	Ilaga, Marito	94,231	-
Hurd, Laura	193,769	1,250	Illes, Judy	245,816	2,098
Hurley, Matt	80,395	175	Ilves, Eerik	118,634	709
Hurwitz, Trevor	110,185	-	Imlach, Brittany	103,276	1,645
Husband, Kelly	130,639	1,519	Ingle, Jennifer	89,276	-
Hussain, Shahid	116,292	810	Inglis, J Timothy	226,678	-
Hussain, Tariq	94,621	604	Ingram, Allan	80,500	-
Hutchings, Robyn	75,163	700	Inkinen, Tea	94,124	-
Hutchinson, Crystal	88,521	-	Innes, John	334,155	526
Hutchinson, Norman	215,110	-	Ip, Dennis	81,457	-
Hutchinson, Shirley	90,234	-	Ip, Ming	91,577	-
Hutchison, Camden	152,205	977	Iqbal, Hassan	87,285	-
Hutton, Catherine	83,299	-	Iqbal, Isabeau	79,165	256
Huxham, Lynsey	131,804	-	Iqbal, Mohammed	165,620	79
Huynh, Giao	93,432	-	Irvine, Andrew	225,779	8
Huynh, Hanh	150,123	-	Irwin, Darren	194,945	-
Huynh, Helena	113,774	-	Irwin, Rita	252,928	820
Huynh, Hung	77,198	325	Isaac, Kathryn	141,116	462
Huynh, Kevin	76,341	-	Isaacson, Michael D	297,261	1,298
Huynh, Tony	112,696	-	Isaak, Leanne	130,384	260
Huyser, Kimberly	95,138	8,709	Isbasescu, Ioan	124,916	1,184
Huzyk, Chris	95,804	1,799	Isbi, John	86,404	-
Hwang, Il Myoung	162,093	4,082	Ishida, Mayu	94,390	1,874
Hwang, Sung	97,204	391	Ishiguro, Laura	143,273	-
Hyatt, Adam	76,292	650	Ishiyama, Ishu	94,201	1,250



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Islam, Khan	96,353	1,864	Jamieson, Janet Ruth	195,610	3,153
Iura, Satoshi	76,317	40	Jammu, Bhupinderpal	84,489	458
Iurascu, Ilinca	142,658	-	Jan, Ben	98,714	24
Iuvancigh, Katrina	81,982	1,162	Jan, Eric	191,263	1,779
Ivanochko, Tara	182,431	-	Jang, Hyeju	75,050	4,893
Ivanov, Andre	260,789	487	Jang, Kerry	197,961	-
Ivanov, Kirill	152,459	234	Janicki, Jennifer	91,795	-
Iverson, Jessica	106,950	159	Janke, Robert	125,346	-
Ives, Joss	132,439	1,584	Jankowski, Jill	138,986	39
Ivison, Sabine	84,398	1,579	Janmaat, Johannus	162,588	-
Izzo, John	124,882	-	Janmohamed, Salim	152,606	240
Jack, David	130,404	-	Janssen, Colton	104,792	109
Jackes, Robert	151,320	467	Janssen, Patricia	218,859	-
Jackson, Barbara	110,310	2,193	Janzen, Nicole	93,647	732
Jackson, Cathryn	157,906	734	Jarrett, Michael	78,087	199
Jackson, Russell Scott	99,813	88	Jarus, Tal	220,198	-
Jackson, Susan	104,489	-	Jarvis-Selinger, Sandra	260,656	-37
Jacob, Karen	84,258	-	Jasper, Dennis	108,323	314
Jacobs, Alan Michael	189,133	3,052	Jassal, Rachhpal	78,148	-
Jacobs, Kelly Alisha	98,556	500	Jatskevich, Juri	223,461	1,808
Jacques, Melissa	111,403	5,124	Jauca, Ciprian	85,425	1,642
Jacques, Todd	120,499	-	Jauod, Mary Grace	90,974	1,048
Jaeger, Carol Patricia	234,643	1,073	Jawanda, Jasdeep	147,331	-
Jaeger, Nicolas A	230,081	473	Jaworski, Dariusz	96,079	-
Jahng, Namsook	99,207	395	Jean, Francois	157,123	7,560
Jaiman, Rajeev	175,363	1,222	Jefferess, David	166,188	-
Jakobi, Jennifer	160,866	1,431	Jefferies, Wilfred Arthur	200,684	1,857
Jalali, Minoo Sadat	79,909	550	Jeffries, Andy	84,470	-
James, Gareth	178,453	-	Jeffs, Ryan	78,694	-
James, Heather	79,590	-	Jelic, Darko	141,920	-
James, Kedrick	146,661	330	Jellinek, Mark	190,511	928
James, Peter	79,523	-	Jelovica, Bahar	93,034	-
James, RYanne	101,104	1,141	Jelovica, Jasmin	134,024	2,771
James, Suzanne	87,587	-	Jenkins, Carrie	145,699	429
James, Todd	131,027	-	Jenkins, Emily	148,659	799
Jamieson, Daniel	83,043	-			



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Jenkins, Julie	93,822	1,070	Johnson, James	131,238	-
Jennings, Linda	87,022	-	Johnson, James	212,793	7,509
Jensen, Carmen	108,463	5,785	Johnson, Jordon	92,918	457
Jenson, Jennifer	204,360	753	Johnson, Kayli	89,217	-
Jenstad, Lorraine	163,302	-	Johnson, Kyle	83,758	-
Jeong, Gyung-Ho	135,075	1,355	Johnson, Mark	155,702	9,183
Jesse, Nathan	79,719	-	Johnson, Michael	78,724	-
Jessen, Karl	222,482	11,064	Johnson, Pauline	208,163	-
Jessri, Mahsa	122,165	1,321	Johnson, Phyllis	140,379	-
Jethwa, Jayant	152,272	-	Johnson, Rob	154,669	6,023
Jetter, Reinhard	209,776	-	Johnson, Susan	111,106	-
Jevitt, Cecilia	195,978	273	Johnson, Thomas	154,373	473
Jhangiani, Surita	120,702	3,842	Johnston, Darlene	114,449	-
Jhangri, Sukhdip	88,350	-	Johnston, David	120,427	513
Jia, Dawn	921,413	-	Johnston, Kirsty	171,016	-
Jiang, Aixiang	80,335	-	Johnston, Sarah	124,484	256
Jiang, Feng	141,974	605	Johnstone, Nicholas	79,702	-
Jiang, Jennie	79,069	111	Jolie, Taira	122,561	1,238
Jiang, Jian	90,807	-	Jolly, Carole	188,670	595
Jimenez-Martinez, Jose	96,956	20	Jolly, Glenn	79,600	-
Jin, Xiao Liang	160,367	2,000	Jones, Adam	179,592	-
Jing, Jing	98,140	-	Jones, Allan	189,205	-
Jing, Zhichun	173,318	24,337	Jones, Amanda Jane Stuart	92,537	32
Jirasek, Andrew	149,416	294	Jones, Barrie	80,704	-
Job, Brian	130,894	-	Jones, Brian	156,438	172
Jocic, Simonida	85,027	-	Jones, Charlotte	114,504	852
Joe, Harry Sue Wah	195,612	1,232	Jones, David	175,992	599
Johal, Avneet	93,065	732	Jones, David	90,818	-
Johal, Raman	85,759	-	Jones, Dean	75,163	-
Johannus, Christina	75,050	500	Jones, Francis H M	134,802	1,681
Johansson, Carl	149,316	-	Jones, Karolina	94,876	1,012
Johnson, Andrew	133,964	-	Jones, Melanie	204,378	-10
Johnson, Catherine	166,766	3,505	Jones, Perry	80,807	-
Johnson, Diane	87,402	409	Jones, Sheila	102,126	-
Johnson, Greg	163,632	2,266	Jones, Steven J	240,791	-
Johnson, Heather	77,878	-	Jones, Terri	85,223	65



**SCHEDULE OF REMUNERATION AND EXPENSES
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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Jong, Billy	128,939	1,995	Kaija, Angela	108,392	-
Jordan Gaetz, Shanda	220,375	1,832	Kaila, Dee	152,849	1,573
Jordan, Alana	85,221	2,465	Kain, Jennifer	217,382	12,140
Jordan, Shauna	85,665	-	Kakal, Juzer	91,290	103
Jose, Liza Del Rosario	184,042	-	Kalaighani, Vyas	117,684	549
Jose, Rodrigo	82,031	639	Kalas, Pamela	164,007	-
Joseph, K.S.	249,918	534	Kalay, Sena	87,487	-
Joseph, Paul	147,477	1,600	Kalesnikoff, Janet	122,684	-
Joseph, Paul	102,082	425	Kalia, Sunil	173,651	4,699
Joseph, Peter	79,633	705	Kalsbeek, Katherine	150,557	-
Josh, Linda	186,772	722	Kam, Christopher	183,214	-
Joshi, Ankit	101,528	550	Kam, Florence	91,477	-
Joshi, Babhru	83,115	-	Kam, Michael	91,190	576
Joshi, Bharat	94,582	-	Kamal, Saeid	92,210	-
Joshi, Dharm	108,825	18	Kamat, Vinay Ramnath	148,290	1,303
Joshua, Israel	103,518	107	Kamgarpour, Maryam	130,483	1,848
Jovel, Eduardo	176,170	680	Kamranian, Somayeh	90,267	2,849
Jovicic, Jelena	147,914	-	Kanakagiri, Meghna Srinath	104,185	550
Joy, Annamma	237,238	4,139	Kandlikar, Milind	223,984	847
Ju, Myeong Jin	123,041	379	Kang, Arvind	89,665	-
Jubilo, Anna Marie	86,595	296	Kang, Wenjie	105,926	-614
Jumaa Alhejazi, Hanan	90,134	-	Kanhai, Devin	167,921	2,392
Jung, Christin	77,322	2,624	Kanji, Tamiz Jamal	178,225	1,285
Jung, Diana	87,122	522	Kanji, Zul	183,275	1,036
Jung, Karen	86,149	550	Kannagara, Dhaneshwarie	138,968	-
Jung, Mary	173,052	980	Kao, Amy	111,916	30
Junkermeier, Rebekah	80,659	365	Kappelhoff, Reinhild	103,048	-
Jurca, Octavian	98,063	508	Kara, Aziz	151,469	998
Jurczyk, Karl	110,080	15	Karaaslan, Muzaffer	77,079	379
Jurica, Renata	94,038	158	Karakochuk, Crystal Dawn	129,921	1,072
Justice, Daniel	189,573	745	Karan, Jelena	89,568	29
Justice, Douglas	117,858	278	Karchut, Adria	86,646	937
Kaan, Raymond	122,141	461	Karczmarek, Joanna	172,229	2,596
Kabel, Jacob	111,270	-			
Kafka, Tamar	107,476	3,264			
Kahlon, Meena	77,045	590			



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Kariminia, Amina	78,011	-	Keenan, Harper	120,233	5,290
Karlstrom, Lena	118,673	-	Keeseey, Andrea	121,229	-
Karu, Kalle	166,530	-	Kehler, Nigel	78,011	-
Karwowska, Bozena	179,190	2,026	Keidar, Shelly	78,223	824
Kasahara, Hiroyuki	236,988	538	Kell, Danica	88,757	184
Kasana, Niyati	83,653	-	Kelleher, Dermot	661,831	18,349
Kasapi, Mario	159,298	-	Keller, Holly	94,508	-
Kassam, Karim	88,455	-	Kellett, Janna	85,673	300
Kassam, Rosemin	192,664	509	Kellett, Ronald	260,063	3,574
Kassan, Anusha	143,808	3,061	Kelly, Deirdre	204,393	1,539
Kastner, Erin	120,213	420	Kelly, Nicole	88,026	-
Kastrukoff, Lorne	128,536	1,620	Kelly, Patty	94,057	-
Kastrup, Christian	202,506	252	Kemple, Thomas	182,629	-
Katahan, Effy	99,901	-	Kendrick, Jacqueline	133,947	-
Kato, Tim	102,593	575	Kendrick, Maureen	192,636	1,850
Katz, Jennifer	150,241	801	Kennedy, Alexander	92,423	-
Kaur, Harsha	78,728	155	Kennedy, David	115,877	130
Kaur, Paramdeep	75,815	-	Kennedy, Emily	142,572	842
Kaushal, Asha	151,371	1,167	Kennedy, Lindsay	107,953	-
Kavanagh, Trudy	161,123	-	Kennedy, Lori	146,110	-
Kavouras, Dimitrius	80,100	-	Kennedy, Mary Clare	80,467	-
Kawa, Keith	157,773	63	Kennedy, Michael	75,083	-
Kawada, Noriyuki	79,745	1,227	Kennedy, Paul	146,960	-
Kawakami, Tatiana	95,711	550	Kenney, Denise	163,792	123
Kaye, Julian	87,873	-	Keogh, Eric	85,605	1,286
Kayfish, Shelley	151,895	-	Keong, Michelle	86,914	-
Kayne, Deanna	87,450	87	Keown, Paul Anthony	195,697	-
Kazama, Misuzu	95,972	-	Keremidschieff, Gary	84,291	-
Kazanjian, Arminee	188,312	-	Kerns, Connor	138,476	2,843
Kealy, David	139,234	3,133	Kerr, Jennifer	91,565	342
Kearns, Leanne	130,021	249	Kerr, Scott	91,513	517
Keats, Patrice	113,548	2,400	Kerr, Thomas	228,473	-
Keddie, George Anthony	110,481	3,684	Kershaw, Elizabeth	113,039	125
Keefe, David	108,805	-	Kershaw, Paul	170,936	-
Keeling, Patrick John	252,929	3,778	Kershaw, Terra	115,561	-
Keen, Philip	97,845	314	Keshani, Hussein	154,867	515



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Kesler, Roland Lincoln	217,839	-	Kiernan, Clare	82,754	78
Kesselman, Maresa	84,710	1,025	Kijak, Maga	77,302	538
Kessler, Nina	78,868	-	Kijsawangwong, Metha	95,839	550
Ketler, Rick	82,014	452	Kikkawa, Ayumu	228,850	402
Kettle, Devin	80,010	1,008	Kikuchi, Jim	100,201	998
Keulen, Casey	105,854	710	Kil, Richard	78,691	-
Kew, Bailey	79,727	4,487	Kilani, Ruhangiz	87,099	530
Keyes, Daniel	145,250	100	Killen, Sean	108,121	114
Khakban, Amir	93,569	-	Kilmartin, Kerry	92,068	63
Khalifa, Abdallah	96,503	1,662	Kiloh, David	157,606	20
Khalil, Joseph	101,133	-	Kiloh, Kim	165,140	434
Khan, Aarif	101,959	2,407	Kim, Allison	175,408	998
Khan, Adeel	75,925	-	Kim, Baek Jung	248,008	261
Khan, Anichul	107,229	913	Kim, Bosung	98,212	215
Khan, Nadia Ahmed	226,839	-	Kim, Christine	127,428	1,622
Khan, Samia	117,775	628	Kim, Hugh	228,964	3,357
Khan, Sophia Shehnaaz	85,741	-	Kim, Ihhwa	129,570	760
Khan, Zaira	136,114	48	Kim, Jisun	85,284	1,285
Khanbhai, Irfan	113,312	-	Kim, Leah	86,816	550
Khandelwal, Pooja	127,688	792	Kim, Michael	246,576	793
Khanlian, Hourik	100,799	3,325	Kim, Rob	84,877	504
Khara, Mandy	91,934	-	Kim, Won	98,873	522
Khare, Tarn	76,968	2,998	Kim, Wonsang	78,015	-
Khayat, Philip Edgard	100,300	103	Kim, Young-Heon	193,961	355
Kheirkhah, Sina	111,537	1,114	Kim-Bautista, Maria Jihye	85,237	1,252
Khella, Amrik	103,310	-	Kimura, Tomoko	129,329	-
Khoo, Gary	94,725	25	Kinch, Wende	135,065	-
Khung, Aaron Wee- Jiunn	87,131	1,029	Kindler, Anna	330,820	291
Khyabani, Mursal	81,166	145	Kindler, Pawel	180,184	-
Kia, Hannah	101,237	-	King, David	92,211	-
Kiczales, Gregor	272,275	-	King, Dylan	95,854	522
Kieffer, Tim	274,629	1,117	King, Elisabeth	138,736	4,967
Kiefl, Robert	84,956	663	King, Janet	106,929	300
Kiely, Tom	79,684	438	King, Jessica	92,018	62
Kiernan, Brenda	115,035	875	King, Marlene	96,073	6,569



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
King, Ross	223,528	5,689	Knapman, Christopher	96,844	345
King-Brown, Erin	109,120	2,411	Knezevic, Anthony	159,080	309
Kingsep, Craig	89,295	-	Knight, Darryl	289,655	5,965
Kingston, Caroline	107,744	161	Knight, Rob	105,834	137
Kingstone, Alan	288,003	333	Knight, Vicki Floyd	160,006	-
Kinney, Elizabeth	112,346	138	Knijnik Baumvol, Laura	79,792	610
Kion, Tracy	177,220	-	Knitter, Sarah	76,370	-777
Kirchen, Patrick	166,230	505	Knorr, Ed	91,257	3,513
Kirsch, Eduard Deitrich	76,066	236	Knowlden, Glynis	92,784	562
Kissoon, Niranjana	300,608	-	Knox, Sara	93,949	2,962
Kitchin, Vanessa	99,817	95	Knox, Trevor	96,366	1,155
Kitts, David	231,823	676	Ko, Elizabeth	194,850	-
Kiyooka, Jeff	113,925	3,378	Ko, Frank	125,773	-
Kiyota, Masaru	78,064	29	Kobor, Michael	261,243	4,023
Kizhakkedathu, Jayachandran	186,936	-	Kobylka, Joel	87,891	992
Klaassen, Damara	184,230	2,349	Koch, Chris	94,916	61
Klaray, Christine	117,190	-	Koehle, Michael	226,359	1,836
Klassen, Andrea	80,804	544	Koehoorn, Mieke	224,564	-
Klassen, Brian	81,275	-	Koepke, Kira	79,147	503
Klassen, Chris	95,149	4,323	Koester, Kira	87,977	2,345
Klassen, Jillian	78,894	550	Kofer, Gernot	141,401	125
Klassen, Wendy	159,007	2,174	Kohnen, Courtney	81,125	3,571
Klaver, Wade	102,396	136	Kojevnikov, Alexei	130,658	-
Klegeris, Andis	197,802	209	Koleva, Eli	89,374	-
Klein Geltink, Ramon	134,316	388	Kolhatkar, Ashra	88,766	103
Klein, Bern	197,139	524	Kolhatkar, Varada	112,832	533
Klein, Peter	202,383	13,500	Kolic, Jelena	75,758	100
Klenz, Jennifer	139,782	88	Kolind, Shannon	122,849	1,022
Kline, Anna	98,667	436	Kollbrand, Veronika	90,219	-
Kline, Catherine	82,824	-	Kon, Maciek	240,228	-
Klinkenberg, Brian	160,529	-	Konefal, Tomasz	109,194	-
Klironomos, John	214,728	6,329	Kong, Hoi	238,664	4,343
Klonsky, Elisha	189,893	2,750	Kong, Jacky	83,154	144
Klukas, Richard	155,233	473	Kong, Wai-Ching Alfred	154,430	585
Klymenko, Tamara	76,595	-	Konieczka, Michael	76,526	40



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Konijnendijk, Cecil	100,246	2,825	Krank, Marvin	202,048	655
Konoval, Michael Brandon	112,256	-	Krassioukov, Andrei	247,725	5,576
Koot, Jacqueline	85,245	804	Krause, Alan	109,379	-
Kopak, Richard	148,759	-	Krausz, Reinhard	288,659	8,586
Kopec, Jacek Andrzej	197,475	-	Kravenkov, Gennady	118,292	25
Kopke, Darrell	76,653	1,304	Krbavac, Marie	95,291	1,387
Koppes, Michele	156,512	1,055	Krebs, Claudia	186,212	18
Kopylova, Maya	188,270	3,326	Kreger, Julia	78,391	-
Korberg, Kristen	127,549	1,224	Krekoski, Carrie	96,436	1,351
Korecova, Andrea	80,917	87	Kremen, Claire	386,353	1,071
Korehei, Reza	78,729	-	Krems, Roman	231,935	778
Korinetz, Irene	80,513	575	Krisciunas, Elizabeth	102,146	-
Kornelsen, Jude	172,070	3,898	Krishnan, Harish	336,125	1,362
Korolev, Alexandre	79,151	-	Krisinger, Michael	119,425	4,237
Korres, Eleni	94,806	236	Krist, Jennifer	94,032	2,904
Korthauer, Keegan	130,975	1,069	Kriwoken, Layne	77,105	-
Kosh, Gayle	119,034	25	Kroc, Edward	127,794	-
Koshi, Eileen	87,039	40	Kroeker, Jeff	181,019	1,465
Koshi, Margaret	75,305	108	Kronstad, James	284,512	652
Kosub, David	95,189	-	Kroug, Matthias	95,423	3,012
Koulouris, Vicki	91,423	-	Krstic, Nikolas	79,452	-
Kovacev, Rudy	89,945	-	Kruk, Edward Andrew	130,953	-
Kovacevic, Lindsey	112,311	-	Krusch, Chris	146,709	-
Kovach, Margaret	120,755	7,961	Kruse, Josh	110,720	73
Koyama, Karen	151,173	473	Krzic, Maja	182,114	308
Kozak, Robert Antal	249,075	213	Krzysik, Charles	98,741	45
Kozicky, Sara	85,898	566	Kubeck, Kevin	79,982	331
Kozieradzki, Ivona	136,073	145	Kubota, Ryuko	209,010	2,134
Kozlowski, Piotr	192,142	833	Kuemmerle, Jeannine	97,299	151
Kraal, Anders	111,093	-	Kuhl, David	266,346	-
Krahn, Andrew	199,085	-	Kujala, Vincent	94,479	-
Krajden, Mel	425,585	-	Kulesza, Ola	89,324	549
Kramer, Jennifer	138,894	1,029	Kumar Bhatt, Sunil	118,430	199
Kramer, John	129,003	-	Kumar, Ujendra	193,220	-
Kramer, William	77,049	-	Kumar, Uma	88,332	241
Kranabetter, Muriel	124,416	2,502	Kun, Abigail	78,029	150



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Kunst, Ljerka	203,398	4,059	la Selva, Samuel	162,680	-
Kuntz, Michael Douglas	81,407	-	Laba, Izabella	205,164	-
Kunz, Nadja	139,086	763	Labadie, Kevin	179,018	25
Kuo, Calvin	123,150	-	Labao, Jody	89,880	-
Kuo, Chuan-Hui	92,613	-	Labas, Dajana	77,465	700
Kupfer, Michael	90,616	-	Labitte, Marie	78,339	105
Kurtu, Mohammed Jamal	135,570	206	Labun, Carolyn	100,538	65
Kurtz, Donna	142,315	722	Lacaille, Diane	249,083	36
Kushnir, Alex	111,227	-	Lacey, Sajni	91,777	1,813
Kuskowski, Alexandra	85,717	1,787	Lacombe, Agnes	133,473	-
Kutarna, Matthew	79,613	-	Lacroix, Serge	140,741	777
Kutasiewicz, Wendy	85,610	-1,140	Ladak, Ali Reza	125,667	509
Kutsenko, Mykhailo	75,277	893	Ladd, Bethany	76,774	21,768
Kuus, Merje	182,767	322	Laffin, Christina	182,836	63
Kuusela, Dean	185,820	1,077	Lagresa-González, Elizabeth	100,491	4,711
Kuzmanovic, Aleksandra	79,220	-	Laher, Ismail	219,721	-
Kwakkel, Erik	206,892	1,438	Lahiri, Amartya	259,396	-
Kwan, Allan	78,691	-	Lai, Ben	99,221	-
Kwan, Chloe	92,259	550	Lai, Daniel	92,276	-
Kwei, Robert	89,051	-	Lai, Edenia	88,453	3,634
Kwok, Agnes G Y	85,975	3,538	Lai, Eric	118,472	-
Kwok, Brian	137,229	40	Lai, Herbert	75,002	180
Kwok, Frank	108,134	-	Lai, Hubert	374,000	3,624
Kwok, Jason	134,930	472	Lai, I-Ju Sandra	85,236	7
Kwok, Raymond	128,420	1,541	Lai, Ken	76,878	25
Kwok, Ruth	117,858	2,095	Laidler, Timothy	103,069	175
Kwok, Yvonne	85,101	298	Laing, Michael	76,232	-
Kwon, Brian	159,053	-	Laird, Colleen	128,550	3,793
Kwon, Janice	173,282	-	Lakowski, Gregory	143,514	-
Kwon, Paul	78,523	2,550	Lakschevitz, Flavia	82,413	-
Kwong, Kung Chris	82,707	-	Lakshmanan, Laks	227,823	436
Kwong, Marcos	105,785	391	Laksman, Zachary	129,494	-
Kwong, Sean	117,251	-	Lakzadeh, Pardis	82,531	-
la Pierre, Darla	126,037	1,018	Lalji, Fawziah	214,895	1,616
			Lalji, Salma	79,110	66
			Lalonde, Robert	138,001	3,880



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Lam, Andy	130,738	1,103	Langrell, Stephen	84,224	2,287
Lam, Angela	112,436	40	Langton, Nancy	204,866	-
Lam, Anita	92,124	-	Langton, Nina	140,289	-
Lam, Frank	182,355	981	Lanthier, Michael	76,459	-
Lam, Gabrielle	112,405	635	Lappin, Daniel Edwin	84,332	-
Lam, Gee	85,587	520	Lapsky, Sandra	121,049	-
Lam, Jessie	78,584	550	Larcombe, Ellen	89,152	1,091
Lam, Kevin	84,836	-	Lariviere, Adrienne	83,589	495
Lam, Kitty	123,542	-	Larjava, Hannu	264,754	2,326
Lam, Lillian	77,653	43	Larkin, Joseph	93,344	550
Lam, Mark	101,954	101	Larkins, Lisa	81,755	-
Lam, Mimi	117,759	-	Laronde, Denise	194,630	506
Lam, Pui	88,062	583	Laroussi, Farid	162,324	-
Lam, Raymond	401,532	8,283	Larsen, Karen	91,317	717
Lam, Sammy	85,509	734	Larsen, Samantha	87,072	1,052
Lam, Stephen C	297,253	63	Larson, Kyle	171,127	1,213
Lam, Tania	175,071	728	Lasinsky, Anne	77,130	-
Lam, Wing Yee Vicky	75,991	1,208	Lasko, Melissa	83,971	75
Lama, Anne	79,803	535	Lasserre, Patricia	175,090	-
Lamb, Clayton	80,283	1,811	Laszlo, Krisztina	128,982	551
Lamb, Stephen	233,792	196	Latell, Kristi	100,611	1,570
Lamberson, Michelle	186,474	-	Latimer, Heather	97,954	411
Lambert, Nuella	88,762	453	Latta, Margaret	194,337	4,666
Lambert-Maberly, Ashley	144,505	-	Latushkin, Yaroslav	142,961	25
Lamers, Yvonne	174,625	8,511	Lau, Alex	98,634	12
Lamond, Chad	86,455	-	Lau, Anthony K	130,122	499
LaMotte, Kari	156,407	2,256	Lau, Derek	86,610	-
Lampe, Lutz	251,832	2,210	Lau, Gilly	108,084	1,011
Lan, James	96,064	-	Lau, Grace Pui Ying	143,154	1,457
Lang, Donna	127,868	-	Lau, Jennifer	95,995	1,354
Langager, Graeme	168,409	5,351	Lau, Koon-Ming	166,004	3,094
Lange, Dirk	139,520	-	Lau, Michelle	95,767	-
Lange, Philipp	157,840	1,766	Lau, Rebeca	92,470	25
Langevin, Francis	84,680	890	Lau, Vicky	92,527	-
Langill, Robert	89,039	-	Lauenstein, Misha	107,589	-
Langlois, Sylvie	265,635	-	Lauer, Sean	90,354	3,115



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YEAR ENDED MARCH 31, 2021**

Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Lauinger, Dennis	82,274	233	Leavitt, Blair	241,492	129
Laule, Cornelia	155,933	-	Lebans, Christopher	100,809	4,200
Laurin, Kristin	155,791	350	LeBaron, Emily	80,983	585
Lauritano-Saplywy, Denise	156,435	-	LeBaron, Michelle	233,489	-
Lauscher, Helen Novak	124,449	19	LeBlanc, Andrew	85,296	511
Lauster, Nathanael	164,337	-	LeBlanc, Sanja	132,585	-
Laval, Bernard	221,675	984	Leboe, Renee	86,093	1,512
Lavallee, Susanne	142,866	254	Lebrun, Susan	109,513	-
Lavender, Terrance	139,282	-	Leddy, Shannon	118,642	105
Law, Alan	132,284	538	LeDue, Jeffrey	117,074	-
Law, Jacky	97,290	550	Lee Chuy, Adrian	85,294	30
Law, Michael	219,489	5,356	Lee, Agnes Yuet Ying	187,592	-
Law, Robyn	90,370	-	Lee, Alexia	106,854	1,023
Law, Sin Yan Hedy	141,068	420	Lee, Annie	86,155	2,544
Lawrence, Carri	148,444	998	Lee, Austin	84,489	-
Lawrence, Gregory	248,364	246	Lee, Barbara	110,838	-
Lawrence, Ramon	174,090	1,779	Lee, Bonnie	77,274	994
Lawrence, Sean Kevin	140,626	343	Lee, Brian	189,493	966
Lawson, Charlotte	132,685	-	Lee, Celeste	82,800	25
Lawson, Gerald	79,512	-	Lee, Charles	76,103	41
Lawson, Kim	124,848	-	Lee, Christiana	84,441	179
Lawson, Paul	146,281	2,256	Lee, Christine K T	108,942	560
Lay, Connie	82,118	20	Lee, Christopher	175,923	939
Lazarus, Liora	187,287	31,746	Lee, Christopher	90,082	-
Lazrak, Ali	359,736	1,533	Lee, Derek	102,699	-
le Billon, Philippe	192,563	125	Lee, Edmund	132,324	-
Le Brun, Elise	88,259	1,685	Lee, Frederick	140,233	87
le Normand, Brigitte	100,917	1,536	Lee, Gene	281,743	7,197
Leahy, Kathleen	135,276	-633	Lee, George	99,064	-
Leal Mejia, Hildebrando	82,457	699	Lee, Glen	122,122	65
Leander, Brian	185,325	-	Lee, Insun	113,738	-
Leander, Celeste	168,261	118	Lee, Jae-Hyeok	135,915	-
Leathley, Linda	119,658	-	Lee, Jasmin	89,202	-
Leathley, Margaret	119,886	-	Lee, Jeanne	91,416	25
			Lee, Jenny	75,185	-
			Lee, Jin	83,965	-



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
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Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Lee, Jonathan	85,972	4,374	Legkaia, Lena	87,162	89
Lee, Jongho	124,676	165	Lehner, Django	106,640	-
Lee, Justin	98,499	67	Lei, Jeff	106,226	550
Lee, Karen	94,375	-	Lei, Jin	128,408	-
Lee, Karen	124,853	631	Lei, Mei	105,889	615
Lee, Kim Yung	77,238	215	Leipsic, Jonathon	174,905	-
Lee, Kyung Ho	82,439	499	Leitan, Thilini	81,823	-
Lee, Larry	112,599	131	Leitch, Duncan	131,471	3,348
Lee, Lawrence	93,261	25	Leitch, Scott	82,909	-
Lee, Lily	76,618	550	Lekhi, Anka	119,838	-
Lee, Lisa	87,568	46	Lemay, Valerie	196,662	-
Lee, Meghan	101,926	481	Lemche, Jennifer	104,233	20
Lee, Melissa	119,339	-	Lemieux, Guy	206,225	1,991
Lee, Michael	77,728	-	Lemieux, Thomas	305,225	318
Lee, Michael	166,068	209	Lemieux, Victoria	185,334	4,581
Lee, Nancy	132,196	3,501	Lemmel, Nicholas	78,145	-
Lee, Paul	79,809	843	Lemoine, April	122,513	550
Lee, Robert	82,759	296	LeMoult, Joelle	136,660	3,302
Lee, Sanghoon	286,389	39	Lence, Barbara Jean	190,930	28
Lee, Sean	133,486	-	Leon, Susana	118,251	572
Lee, Steven	85,539	-	Leonardia, Anna	79,152	550
Lee, Steven	103,351	2,035	Katya		
Lee, Steven Chi Wah	103,708	-	Leong, Justin	97,874	550
Lee, Steven Hugh	128,113	-	Hayward		
Lee, Tang	101,744	-	Leonova, Olga	84,098	-
Lee, Tara	89,802	-	Lepage, Francis	142,325	414
Lee, Tina	92,012	79	Lesack, Paul	100,973	-
Lee, Vanessa	90,899	-	Lescano, Marline	112,282	550
Lee, Vincent	189,393	-	Leslie, Thomas	91,747	602
Lee, Yue Ki Yvonne	90,504	1,548	Lester, Richard	124,197	-
Leeder, James	96,105	-913	Leszczynski, Adam	108,134	-
Leeuwner, Jeanette	76,850	392	Leung, Ada	76,133	25
Lefavre, Kelly	127,559	-	Leung, Brian	130,036	-
Lefebvre, Louis	164,674	131	Leung, Calvin	100,895	-
Legault, Marianne	168,472	560	Leung, Chris	75,905	-
Legg, Karen	101,781	2,460	Leung, Cyril	186,445	772
			Leung, Fok-Shuen	163,917	-



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
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Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Leung, Janice	116,386	-	Li, Jiarui	86,538	427
Leung, Larry	162,149	3,573	Li, Kai	507,703	3,004
Leung, Laurence	115,600	28	Li, Larry	105,975	550
Leung, Liana	145,097	378	Li, Lena	107,671	998
Leung, Ming Piu Bill	78,021	-	Li, Linda	203,288	2,360
Leung, Patrick	75,760	-	Li, Loretta	209,343	1,169
Leung, Peter C	227,921	-	Li, Lucy	145,929	53
Leung, Samuel	79,738	-	Li, Mandy	98,942	1,021
Leung, Valerie	78,113	1,509	Li, Ping	211,867	2,280
Leung, Vincent	117,402	-	Li, Ri	157,943	3,501
Leuty, Robyn	120,112	62	Li, Samantha	86,844	-
Levac, Gerald	107,892	998	Li, Shyh-Dar	223,365	280
Levell, Nicola	158,908	-	Li, Stephen	102,083	807
Leveridge, Neil	112,608	1,079	Li, Tim	103,636	-
Levin, Adeera	183,556	-	Li, Wei	204,578	-
Levings, Megan	244,948	5,646	Li, Xiaojun	126,386	14,564
Levinsen, Paul	106,358	-	Li, Xin	207,107	1,417
Levy de Castro, Francisco	94,753	1,076	Li, Yi	79,788	-
Levy, Tamara	76,186	1,770	Li, Yue-Xian	167,991	-
Lew, Flora	92,844	1,656	Liang, Fang	96,510	578
Lew, Janey	102,753	-	Liang, Feng	156,424	28
Lewis, Patrick	146,366	2,143	Liang, Jesse	86,933	-
Lewis, Scott	76,495	2,108	Liao, Carol	187,010	121
Lewis, Suzanne	228,300	-	Liao, Yu-Huan Theresa	93,871	423
Leyton-Brown, Kevin	452,679	1,049	Liau, Heather Yung- Ching	82,471	117
Li, Dayna	98,879	1,161	Libben, Maya	142,083	741
Li, Donald	118,795	915	Liebelt, Graham	76,529	-
Li, Duanduan	163,668	837	Lieblang, Jason	97,757	3,585
Li, Fengmiao	78,764	1,105	Liem, Adrian Kwan-Ing	121,717	2,345
Li, Guofang	205,518	2,049	Lieu, Justin	117,400	44
Li, Hao	260,036	-	Lievers, Randy	97,101	141
Li, Haochen	84,387	-	Liew, Alan	78,364	1,496
Li, Hongbin	215,809	10,376	Liew, Dewey	113,375	550
Li, Huiqing	99,214	94	Lightfoot, Jennifer	101,366	-
Li, Isaac	125,240	716	Lightfoot, Sheryl	202,562	4,091
Li, Jessie Jie-Ping	109,293	3,929			



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
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Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Liljefors, Brett	112,318	3,056	Linkletter, Julie	93,127	37
Lim, Chinten James	144,465	902	Lippa, Jennifer	143,520	-
Lim, Choon Jim	169,738	858	Lipsen, Michael	102,396	-
Lim, Jonathan Shih-Wen	109,204	25	Liquorish, Stephen	85,959	-
Lim, Michael	87,259	261	Lis, Mieszko	166,869	3,926
Lim, Michelle	99,748	726	Lisonkova, Sarka	134,760	4,158
Lim, Pamela	181,713	-	Lister, Alison	166,088	447
Lim, Shirley	76,693	-	Lister, Jane	130,673	1,375
Lim, Shirley Sih	75,132	-	Liston, Mary	174,931	283
Lim, Tim	105,616	1,642	Little, James	240,997	441
Liman, Joel	96,821	21	Little, Jonathan	190,676	2,893
Lin, Debbie	99,761	1,320	Liu, Audrey	91,783	1,023
Lin, Edmond	133,258	2,492	Liu, Calvin	85,907	998
Lin, Eugene	83,263	1,303	Liu, Danmei	103,636	398
Lin, Halton	77,139	-	Liu, David	105,070	2,435
Lin, Jenny	110,720	822	Liu, Guiping	80,377	436
Lin, Johnny Tzu Yang	121,945	-	Liu, Hongguang	82,257	144
Lin, Kevin	82,329	63	Liu, Jeanne	77,389	1,402
Lin, Linda	80,622	-	Liu, Jian	115,432	1,551
Lin, Li-Wen	176,047	-	Liu, Jie	91,465	-
Lin, Pi-Hua	106,623	-	Liu, Jie	151,639	499
Lin, Raymond	90,613	648	Liu, Jing	134,082	-
Lin, Sarah Yao	76,782	550	Liu, Kenneth	85,903	991
Linares, Luis	165,642	473	Liu, Keqin	132,042	-
Lincoln, Peter	89,296	-	Liu, Lidong	81,323	-
Lindberg, Schuyler	107,966	25	Liu, Mary	84,431	550
Lindenberg, Erin	94,421	-	Liu, Naomi	80,470	540
Lindholm, George	129,731	-	Liu, Qi	79,809	-
Lindner, Ingrid	106,446	25	Liu, Sandy	179,886	590
Lindsay, Mark	88,836	1,000	Liu, Sandy	117,017	1,020
Lindsay, Michelle	93,079	87	Liu, Selina	93,145	667
Lindsey, Charles	318,083	-	Liu, Siyuan	161,681	1,435
Lindstrom, Kevin	121,852	-	Liu, Wenying	169,698	73
Ling, Victor	299,654	-	Liu, Winfield	81,816	-
Ling, Yun	126,851	86	Liu, Xue Shun	104,627	888
Linkletter, Ian	85,063	500	Liu, Yan	118,180	2,024



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PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Liu, Yu Bai	79,720	-	Longhi, Chiara	138,239	1,329
Liu, Zheng	125,838	1,442	Longland, Jeff	145,279	289
Liu-Ambrose, Teresa	230,745	-	Longpre, Simone	100,793	131
Liversage, Alison	124,172	-	Longridge, Louise	116,612	-
Lloyd, Andrea	106,712	1,213	Lonsdale-Eccles, Michael	136,300	3,367
Lloyd, John	113,974	-	Loo, Amy	86,945	1,606
Lo, John	161,774	-	Loo, Derek	133,746	-
Lo, Kin	403,168	7,729	Loo, Tina	207,117	338
Lo, On-Lap Calvin	135,300	200	Loock, Christine Ann	112,840	-
Lo, Owen	108,160	73	Lopes, Dominic	170,983	602
Lo, Wilson	132,321	-	Lorincz, Matthew	212,009	-
Locher, Jens	136,375	890	Loss, Cristiano	132,719	3,080
Lockhart, Gary	102,085	473	Loti, David	78,637	5,013
Lockhart, Karen	101,133	-	Lougheed, Jessica	78,803	17,292
Lockwood, Greg	86,150	-670	Loughlin, Marie	143,526	-
Lockyer-Cotter, Laura	103,087	583	Louie, Derek	96,363	1,019
Loder, Jay	101,031	550	Louie, Farrell	116,197	2,058
Loewen, Christopher	193,077	-	Louis, Tammy	92,355	-
Loewen, Peter	215,142	1,730	Lourenzutti, Rodolfo	103,832	-
Loewen, Philip	204,734	765	Loutzenheiser, Lisa	150,328	3,709
Loewen, Ron	148,224	-	Lovato, Chris	242,732	1,330
Logan, Tricia	112,220	1,308	Love, Leslie	94,428	-
Loh, Yale	220,082	2,948	Lovegrove, Gordon	160,116	13,038
Lok, Wan Yee	83,066	-	Lovesey, Oliver	120,753	-
Lokman, Kees	150,694	134	Lovrity, Des	87,256	-
Lolliot, Simon	124,389	2,134	Low, Dale	107,343	-
Lomas, Cyprien	112,226	-	Low, Margaret	118,366	-
Lomas, Vanessa	101,623	241	Low, Nancy	109,657	-
Lomba, Evelyn	121,116	998	Low, Winnie	101,747	31
Lombard, Caren	150,607	998	Lowe, Matthew	168,634	667
Lombos, Umberto	75,841	7,413	Lowry, Diana	127,258	1,164
Lomness, Arielle	98,152	1,658	Lowton, Dana	92,626	1,832
Lomo, Zachary	81,529	-	Lowton, Michelle	159,914	970
Londner, Itay	81,621	-	Lu, Gordon	86,666	-
Long, Phoebe	91,494	174	Lu, Jianming	114,302	-
Longford, Christopher	90,484	255	Lu, Jie	77,454	-



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Lu, Ming Zhu	95,125	-	Lynch, Lindsay	105,803	-
Lu, Phoebe	115,367	-	Lynch, Lua	113,615	550
Lu, Stefani	87,473	66	Lynch, Sean	104,794	1,644
Lu, Xin	81,028	-	Lynd, Larry	266,891	420
Lubert, Joyce	79,394	-	Lyndon, Daniel	77,082	-
Lubigan, Fe	100,111	1,811	Lynett, Jennifer	125,123	-
Lucas, Ricky	78,249	-	Lynn, Brenna	129,538	261
Lucet, Yves	178,138	522	Lynn, Francis	169,405	120
Luciani, Dan	144,201	112	Lynn, Hyung Gu	144,111	-
Lucyshyn, Joseph	152,120	-	Lyon, Annabel	155,778	-
Luger, Moberley	95,266	243	Lyon, Katherine	96,160	1,020
Lui, Harvey	295,128	3,216	Lyons, Christopher	195,271	-
Luk, Caroline	98,335	497	Ma, Holly	92,425	-
Luk, Geoff	88,677	-	Ma, Hongshen	166,134	1,268
Lukasiewicz, Adam	96,802	85	Ma, Jasmin	77,008	2,121
Lukasik, Peter	92,384	1,236	Ma, Reginald	126,759	3,260
Luker, Emma	91,964	515	Ma, Terrence	96,598	673
Lum, Jenny	191,441	-	Ma, Wendy	88,164	-
Lum, Raymond	80,450	236	Maamiry, Nasra	114,342	-
Lumb, Sean	141,734	972	Maan, Evelyn	101,913	-
Lundeen, Clark	111,105	3,888	Maberley, David	334,564	3,245
Lundeen, Pearle	97,452	-	Mabudi, Morteza	85,836	-
Lundholm, Russell	437,229	205	Macala, Catherine	108,570	-
Lundrigan, Michelle	103,518	998	MacDonald, Christopher	92,468	6,338
Luo, Honglin	172,752	121	MacDonald, Christopher	195,543	-
Luo, Pan	134,208	542	MacDonald, Colin	179,733	12
Luong, Denise	89,995	661	MacDonald, David	190,742	3,322
Luong, Wendy	88,482	-	MacDonald, Hayley	112,201	-
Lusina, Paul	111,236	2,990	MacDonald, Katriona	221,242	411
Lusina, Sarah Jane	93,546	542	MacDonald, Kirk	144,028	3,023
Lutes, Lesley	175,568	5,524	MacDonald, Shaun	87,861	-
Luwaji, Adedoyin	77,755	105	MacDonald, Shavaun	120,163	275
Ly, Kevin	81,486	263	MacDonald, Stephen	128,394	194
Ly, Shawn	78,019	590	MacDonald, Tyler	109,193	-
Lyle, Mathew	101,456	-	MacDougall, Bruce	324,947	-
Lynch, Kelsey	92,630	629			



**SCHEDULE OF REMUNERATION AND EXPENSES
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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
MacDougall, Emily	124,503	547	MacVicar, Brian	274,266	2,879
MacDougall, Mary	363,898	1,794	MacWilliam, James	87,918	-
MacEntee, Emma	123,588	697	Madadi Noei, Azita	120,387	632
Macfadyen, Leah	129,861	1,779	Madden, John	194,745	1,989
Macfarlane, Allison	246,207	38,838	Madden, John	240,168	473
MacFarlane, Andrew	157,559	231	Madden, Kenneth	221,111	1,337
MacFarlane, Ken	120,609	-	Maddess, Heidi	114,180	9,980
MacGregor, Katherine	83,548	785	Maddison, Wayne	239,511	-
Machev, Daniel	90,809	-	Madilao, Lufiani	120,858	-
MacIntosh, Lori	108,134	-	Madill, Kevin	116,450	844
MacIsaac, Julia	77,027	230	Madiseh, Ali	143,353	2,165
MacIsaac, Michael	110,969	25	Madison, Kirk	155,539	473
Mack, Johnny	158,107	-	Magahis, Arnulfo	75,812	-
Mackay, Jeanette	104,768	-	Magliocco, Sabina	139,988	-
MacKenzie, Chris	83,526	1,185	Magnat, Virginie	171,423	2,072
MacKenzie, Mark	150,163	-	Magnaye, Eliza Salma	86,336	-
MacKenzie, Paige	110,152	-	Maguire, Susanne	105,966	-
MacKenzie, Peter	78,376	79	Mah, Bernadette	101,129	3
MacKenzie, Stuart	109,906	22	Mah, Colleen	82,263	1,351
Mackie, Gregory	135,761	1,537	Mah, Stephanie	106,023	-
MacKinnon, Stuart	81,639	625	Mahadevan, Venkat	122,875	503
MacLachlan, Mark	252,308	257	Maharaj, Anil	96,721	13,027
MacLean, Anne	123,050	-	Maharaj, Arti	80,783	63
MacLean, Ian	81,870	-	Maharaj, Nandini	79,631	214
MacLean, Karon	274,422	9,960	Mahey, Sukhwinder	91,502	-
MacLean, Mark Thomson	177,667	3,567	Mahil, Gina	83,200	42
Maclean, Neil	113,890	1,840	Mahmood, Ayaz	109,020	998
Maclure, Malcolm	190,471	-	Mahmood, Fatimah	94,957	425
MacMillan, Genevieve	94,627	484	Mahmoud, Chowdhury	114,142	-
MacNab, Ying	168,013	1,342	Mahmoud, Soheil	151,376	460
MacNeil, Glen	86,367	1,964	Mahoney, Derek	109,932	550
MacNeily, Andrew	139,258	-	Mahony, Justin	128,459	-
MacNevin, James	75,958	-	Mahtani, Minelle	209,375	-
MacPhee, Maura	187,373	2,055	Mahy, Nancy	106,537	3,532
Macpherson, Robert	88,228	-	Mai, Hung	88,018	-
Macrae, Gordon	133,639	-	Maideen, Freda	89,037	407



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Maier, Tanja	97,538	550	Manuel, Stephen	105,764	378
Maigne, Alan	116,931	-	Manyari, Laura	89,293	1,087
Maijer, Daan	272,668	473	Mao, Michael	87,309	32
Mailer, Terina	94,122	-	Mar, Joan	119,604	1,569
Maillard, Keith	181,376	-	Marcazzan, Paolo	82,302	-
Mailvaganam, Hari	145,524	25	Marchand, Jon Paul	109,759	-
Main, Jessica	138,006	-	Marchfelder, Bruce	126,118	-
Mair, Sarah	107,252	954	Marcolin, Barb	217,060	992
Mak, Gary	96,652	-	Marcus, Brian Harry	287,429	746
Mak, Jason	80,812	-	Marcus, Jean	127,035	-
Makarova, Evgeniya	113,897	-	Marfatia, Sheeraz	106,268	-
Makowski, Jonathon	87,810	137	Margolis, Eric	194,282	-
Makris, Georgios	98,691	-	Margulis, Matias	126,040	606
Malakaj, Ervin	111,182	5,288	Marin, Michael	165,094	2,794
Maldonado, Maite	189,352	24	Marincich, Kerry	116,518	1,516
Maleki, Keyvan	131,027	550	Marinescu, Paula	119,464	40
Malhotra, Nisha	139,399	-	Marino, Suhail	97,505	550
Malhotra, Samir	75,163	-	Marinova-Todd, Stefka	157,111	-
Malloff, Natasha	159,468	3,595	Marken, Kari	114,219	324
Mamaid, Len	114,770	429	Marker, Michael	124,961	898
Mancini, John	373,746	281	Markham, Ray	162,130	-
Mand, Manmohan	82,777	1,995	Markley, Loïc	123,484	4,738
Mandelbaum, Cynthia	98,500	-	Marmer, Oxana	138,344	394
Mangaoang, Marcelino	111,719	542	Marmer, Vadim	207,699	204
Manges, Amee	177,013	533	Marra, Marco	313,941	-
Mangion, Trevor	85,701	462	Marsh, Lindsay	87,259	824
Mania, Kirby	90,282	-	Marsh, Sharon	97,666	184
Mank, Judith	247,335	1,625	Marshall Manriquez, Guillermo	277,392	5,458
Mann, Debbie	101,395	1,014	Marshall, Christopher Warren	199,271	3,343
Mann, Gurinderpal	88,483	-	Marshall, Hallie	128,819	-
Mann, Maggie	90,241	2,995	Marshall, Janet Vaughan	99,765	1,200
Mannella, Maria	84,972	911	Marshall, Katie	132,072	-
Manser, Allen	82,582	-	Marshall, Lois	112,145	1,565
Mansfield, Shawn	254,595	5,058	Marshall, Michael	77,506	368
Manson, Kathy	87,901	20			
Mansoor, Jaleh	156,951	-			



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Marshall, Peter	225,160	-	Mathieson, Cynthia	258,719	-
Marshall, Sheila	177,433	1,374	Mathijs, Ernest	189,012	2,086
Marshall, Vanessa	91,575	498	Mathison, Sandra	212,737	-
Martens, Paola Andrea	92,541	657	Mathu-Muju, Kavita	213,931	-
Marti, Jose	222,856	5,324	Mathur, Kabir	95,951	-
Martin Ginis, Kathleen	262,603	4,573	Matsell, Doug	308,810	2,537
Martin, Andi	110,831	136	Matsubara, Amy	89,390	441
Martin, Christopher	155,718	647	Matsubara, Joanne Aiko	207,777	3,974
Martin, Dolores	86,550	11,328	Matsui, Shigenori	234,181	-
Martin, Gregory	188,373	-	Matsumura, Ryan	105,191	1,544
Martin, Helen	81,372	315	Matsuuchi, Linda	183,861	-
Martin, Jodie	84,868	435	Matte, Philip	95,130	1,108
Martin, Kari	143,872	845	Matthew, Ian	178,956	-
Martin, Tara	167,395	2,310	Matthews, Benjamin	137,321	3,215
Martin, Tara	117,890	2,420	Matthews, Natalie	133,560	502
Martin, Valerie Ursula Mary	137,353	1,313	Matthews, Philip	163,466	2,533
Martindale, Andrew	174,520	3,135	Matthewson, Kent	103,159	-
Martinez, Hugo	131,026	-	Matthewson, Lisa	220,288	2,132
Martinez, Mark	219,877	473	Mattison, Thomas	144,016	1,152
Martin-Matthews, Anne	250,164	1,205	Matzke, Elisabeth	116,855	2,138
Martone, Patrick	179,199	-	Mauro, Evan	84,987	-
Marty, Kim	115,118	-	Maurus, Robert	96,840	2,316
Martyn, Gregory	160,082	375	Mawani, Renisa	187,624	996
Martyn, Penelope	119,538	2,688	Mawani, Salma	93,496	1,007
Marynick, Mark	81,596	-	Maxwell, Christopher	146,415	316
Marziali, Andre	172,762	473	Maxwell, Hailey	98,155	-
Maslenikau, Ihar	75,021	-	May, Heidi	77,305	-
Mason, Barry	161,752	1,835	May, Helen	111,488	4,772
Masri, Bas	271,357	3,819	May, Lillian	81,989	2,542
Masse, Louise	210,455	2,881	Mayer, Carol	90,835	1,052
Massie, Miranda	100,807	354	Mayer, Tara	124,911	1,790
Matas, Richelle	85,554	90	Mayer, Ulrich	212,814	1,707
Mathers, Dan	76,635	25	Maymay, Milad	88,009	3,668
Mathews, Bryan	89,605	-	Mayo, John Robert	150,088	-
			Mayor, Thibault	188,524	524
			Mazawi, Andre	193,790	-



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
YEAR ENDED MARCH 31, 2021**

Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
McAllister, Mollie	100,277	161	McDonald, Fiona	97,195	1,187
McAllister, Murdoch	170,423	-	McDonald, Laine	95,228	300
McAlpine, Jessica	166,308	1,100	McDonald, Patrick	111,586	5,631
McArthur, David	126,109	-	McDonald, Shirley	80,840	-
McAusland, Carol	195,019	1,163	McDougall, Scott	146,916	926
McBride, Gerilee	78,183	-	McDowell, Kaela	81,071	-
McBride, Lauren	105,035	2,750	McElduff, Siobhan	164,753	-
McBride, Sally Catherine	100,425	550	McElroy, Grainne	204,870	-
McBurney, Sheila Mary	90,464	734	McErlane, Shelly	120,214	1,987
McCallum, Janie	142,623	-	McEwen, Carolyn	138,676	-
McCallum, Katie	109,894	221	McEwen, Jillene	75,602	-
McCarty, Matthew	127,926	4,973	McFarland, Roderick	128,459	-
McCasland, Jamie	162,359	542	McGee, Cheryl	93,473	1,281
McCaughan, David	87,084	-	McGeough, Gerald	198,673	3,677
McCauley, Aleha	122,345	-	McGhee, Michael	77,729	230
McCauley, Jonathan	95,514	128	McGill, Cameron	156,941	67
McCaw, Heather	325,082	2,327	McGill, Lani	113,246	-
McCollor, Douglas	85,438	-	McGinley, Stephen	116,922	687
McCormack, James	162,450	-	McGowan, Loriann	133,160	331
McCormick, Kelly	101,596	14,719	McGowan, Sharon	143,157	300
McCormick, Lee	129,731	665	McGrail, Kimberlyn	214,846	1,391
McCormick, S Thomas	362,225	15	McGrath, Kathleen	140,260	-
McCormick, Shireen	91,454	-1,228	McGrath, Richard	86,956	-
McCracken, Rita	126,116	2,666	McGrath, Trish	118,565	362
McCrae, Karen	83,080	550	McGregor, Emilie	111,032	-
McCready, Paula	92,022	570	McGregor, Sean	100,892	247
McCrum, Phillip	103,726	-	McGrenere, Joanna	259,068	436
McCuaig, Fairleth	147,035	1,924	McGuinness, Liza	85,630	-
McCullagh, Anthony	118,795	548	McGuire, Michael	78,293	2,525
McCulloch, Ross	93,240	-	McHardy, Wendy	122,909	-
McCullum, Joseph	108,579	-	McHugh, Duncan	78,618	-
McDavid, Kristina	120,704	155	McIlroy, Brian	105,836	1,179
McDonagh, Sarah	93,752	36	McInnes, Jack	75,385	-
McDonald, Ashley	140,894	504	McInnis, Catherine	83,975	550
McDonald, Daniel	118,415	4,000	McIntosh, Eileen	172,760	-
			McIntosh, Ellen	169,202	-



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
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Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
McIntosh, John Graham	250,695	5,945	McMaster, Case	88,934	-
McIntosh, Kelly	129,170	3,849	McMaster, W Robert	302,273	708
McIntosh, Lawrence	210,900	-	McMillan, Janette	105,163	-
McIntyre, Glen	89,022	733	McMillan, Scott C	124,792	-
McIver, Jess	120,459	5,424	McMullen, Clayton	98,268	-
McKaig, Terry	117,239	-10	McNagny, Kelly Marshall	225,529	-
McKay, Heather	229,212	851	McNally, Noel	141,401	-
McKay, James	76,134	-	McNeil, Christopher	147,281	700
McKee, Caitlin	75,838	526	McNeil, W. Stephen	159,091	-
McKee, William	134,148	5,376	McNeill, Laurie	156,393	761
McKellin, William	88,121	420	McNeilly, Kevin	131,669	-
McKendry, Ian	181,582	-	McNichol, Raymond	199,710	1,311
McKenna, Janis	206,952	1,205	McPhail, Lowell	129,171	-
McKenzie, Jessamyn Renee	87,314	584	McPhee, Siobhán	122,155	883
McKeown, Janet	146,550	-	McPherson, Deborah	78,423	-
McKeown, Martin	215,605	-	McPherson, Keith	89,571	-
McKeown, Stephanie Barclay	180,225	3,601	McPherson, Kisha	88,537	5,142
McKesson, Christopher	82,803	1,323	McQueen, Cameron	80,374	-
McKinnon, Chris	89,740	17	McTait, Christy	131,179	184
McKinnon, Lauchlan	84,227	-	McTavish, Marianne	201,410	314
McKinnon, Melissa	138,659	-	McWilliam, Donald	137,594	-
McKnight, Marla	115,108	-	Meagher, Elizabeth	120,059	473
McKown, Athena	92,986	-	Measday, Vivien	180,925	5,513
McLaughlin, Paul	90,173	253	Mech, Kim	118,499	405
McLaughlin, Samantha	162,174	534	Meckler, Garth	190,401	-
McLean, Angela	82,821	7,570	Medved, Maureen	149,666	2,322
McLeod, Christopher	187,596	1,655	Mee, Janet	169,781	-617
McLeod, Davin	104,598	-	Meehan, Alicia	99,287	692
McLeod, Jason	97,788	-	Meek, David	95,861	-
McLeod, Trevor	89,376	-	Mehrabadi, Roozbeh	87,812	1,023
McLoughlin, Peter	143,760	163	Mehrabi, Shadi	93,403	-261
McManus, Alison	190,266	638	Mehrabi, Zia	90,949	5,439
McManus, Jason	88,952	-	Mehrkhodavandi, Parisa	196,652	530
			Meiszner, Peter	101,509	-
			Meitner, Michael	153,035	-



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
YEAR ENDED MARCH 31, 2021**

Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Meloche, Mark	104,943	-	Michalak, Erin	235,095	-
Menard, Frederic	146,959	-	Michaletz, Sean	149,097	3,594
Mendel, Raffaella	102,827	24	Michaud, Stephen	153,213	-
Mendez Alcala, Susana	92,021	-	Michelakis, Konstantinos	166,492	3,083
Mendonca, Marilyn	84,599	577	Micheletti Ribeiro Silva, Tatiane	80,877	-
Meneghetti, Adam	137,722	1,673	Michelow, Warren	86,964	11
Meneilly, Graydon	291,003	-	Michels, Cherie	106,345	1,732
Meng, Jin Quan	75,242	-	Michelson, David	210,484	522
Menkis, Richard	136,670	-	Michiardi, Matteo	78,415	1,160
Menon Vengalil, Divya	114,231	-	Mickelson, Karin	244,165	-
Menzies, Charles	177,797	2,967	Mignosa, Elana	158,889	2,071
Menzies, Graeme	150,795	278	Miguel, Evelyn	154,813	1,365
Mercer, Laura	95,115	1,252	Mikami, Amori	210,849	3,046
Mercer, Sterett	192,217	1,764	Mikelberg, Frederick Samuel	199,135	590
Merchant, Kayna	84,772	1,295	Mikkelsen, Jon	182,040	5,426
Meredith, Anna	95,929	-	Mikkelsen, Kaila	92,311	876
Meredith-Lobay, Megan	107,985	248	Miladinovic, Jovan	135,699	-
Merer, John	108,405	2,178	Mildon, Rebecca	83,602	74
Mérida, Walter	273,132	45,405	Milet, Soline	80,069	-
Merling, Jane	141,400	1,884	Miletich, Lori	84,269	-
Mervyn, Jo-Lynn	139,219	104	Militzer, Matthias	229,426	5,005
Mesbah, Ali	184,082	473	Miller, Andy	92,659	17
Metcalfe, Amy	181,630	105	Miller, Bradley	135,347	-
Metcalfe, Jason	124,671	-	Miller, Bruce	186,569	-
Metcalfe, Margo	182,855	-	Miller, Chloe	118,326	1,143
Metras, John	235,142	1,164	Miller, Diane	120,839	-
Metzer, David	196,089	226	Miller, Diane	131,564	914
Metzger, Daniel	306,442	2,011	Miller, Dj	184,868	5,002
Meyboom, Annalisa	166,726	-	Miller, Freda	193,687	1,920
Meyer, Karen	119,507	448	Miller, Grant	183,601	-
Meyers, Clint	107,634	263	Miller, Harry	149,250	-
Meyers, Eric	165,782	-	Miller, Jeffrey	153,855	-2,061
Micallef, Jocelyn	75,701	946	Miller, Katherine	119,127	150
Michaels, Yale	76,014	-	Miller, Lorrie	94,641	31
Michal, Carl	176,592	636			



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Miller, Meaghan	81,108	474	Mitchell, Julie	155,567	-
Miller, Nathan	81,427	-	Mitchell, Marjorie	111,894	141
Miller, Nicole	90,681	-1,322	Mitchell, Matthew	85,206	293
Miller, Robert	111,477	-	Mitchell, Maxwell	84,291	-
Miller, William	200,210	1,337	Mitchell, Robert	77,494	-
Milligan, Kevin	244,960	-	Mitchell, Tamara	105,963	1,319
Milloy, Michael-John	132,674	559	Mitchell, Wallace	92,609	-2,045
Mills, Arthur	104,105	4,443	Mitchell-Foster, Sheona	105,638	-
Milne, Stephen	82,972	-	Mitchinson, Dianne	77,313	296
Milne, Tamar	201,697	-	Mitha, Mahmoud	93,041	-781
Milner, Valery	177,144	-	Mittertreiner, Tony	111,744	-
Milner-Bolotin, Marina	177,847	893	Mitton, Craig	263,745	1,475
Milosavic, Miloja	75,934	-	Miu, Aaron	112,688	804
Milosevic, Snezana	112,489	-	Mizan, Felice	80,468	1,024
Milstein, Sara	161,813	523	Mizumoto, Kota	150,236	1,779
Milton, Paul	138,164	-	Mladenovic, Stefan	90,535	40
Milutinovic, Nikola	75,757	575	Mobuchon, Christophe	109,883	1,022
Min, Jason	153,288	3,248	Mocherniak, Stephanie	100,779	97
Minchenko, Svetlana	88,763	-	Mochetti, Karina	180,989	6,406
Mingus, Colin	113,132	1,576	Modzelewski, Henryk	112,032	-
Minhinnick, James	88,915	20	Moe, Jessica	114,025	1,173
Minns, Steven	193,405	-	Mogerman, Aaron	163,190	1,058
Mintha, Jim	129,743	425	Moghaddam, Saeed	82,702	-
Mira, Aileen	139,053	-	Mohaghegh Harandi, Negar	77,965	345
Mirabbasi, Shahriar	225,088	28,109	Mohamed, Abdallah	127,247	2,261
Miran-Khan, Karim	370,214	4,170	Mohammadi, Hadi	137,709	473
Mirenda, Pat	94,806	778	Mohammadpanah Foroutaghe, Ahmad	92,373	799
Mirza, Bushra	87,482	-	Mohammed, Majid Siddique	103,667	549
Miskovic, Ilija	131,680	20	Mohn, William	208,460	-
Miskovic, Sanja	135,659	49	Mohns, Wendy	88,957	-
Mislang, Jonathan	95,635	668	Mohseni, Madjid	220,478	5,986
Misselbrook, Gary	79,924	-	Mohun, Claire	78,854	-
Mitchell, Cameron	156,789	20	Mojdehi, Ali	126,693	4,826
Mitchell, Heather	111,893	-1,316			
Mitchell, Ian	233,334	696			
Mitchell, Julia	118,080	92			



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
YEAR ENDED MARCH 31, 2021**

Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Mojibian, Majid	91,134	1,168	Moore, Edwin D	219,556	3,270
Mok, Catherine Pui Yin	84,230	550	Moore, Fiona	113,641	-
Mokak Teguaia, Alberto	320,839	56	Moore, Janet	132,492	-
Moksa, Michelle	96,428	738	Moore, Maggie	88,709	16
Mol, Louise	95,600	-	Moore, Marcus	140,353	2,853
Molday, Laurie	121,527	-	Moore, Natasha	77,062	-
Molday, Robert	260,478	350	Moore, Patrick	136,340	363
Mole, Christopher	193,598	-	Moore, Robert Daniel	146,504	54
Molina Hutt, Carlos	130,518	2,441	Moore, Sarah	75,855	-
Molnar, John Nandor	114,483	20	Moore, Shaina	109,686	1,808
Molnar, Vassili	81,826	-	Moore, William	168,489	1,026
Molouk-Zadeh, Marjan	75,268	-	Moorhouse, Anna	85,279	-
Molstad, Kirsten	117,165	1,877	Moori, Frank	93,616	-
Moltz, Troy	87,186	-	Moosvi, Firas	93,632	249
Momer, Bernard	150,275	-	Moosvi, Sahir	86,108	26
Momose, Takamasa	214,627	16,160	Moraes, Freda	80,082	-
Money, Deborah	225,731	5,014	Moralejo, Lisa	129,749	668
Monga, Vishakha	127,437	49	Morales Bello, Oscar	106,891	-
Monnerat, Rebecca	83,225	2,116	Moran, Patrick	124,430	-
Monsalve, Maria Victoria	152,466	-	Moreau, Tara	93,065	1,101
Monteyne, Joseph	147,265	2,099	Moreno, Silvia	92,590	503
Montgomery, Harpell	103,392	1,327	Morey, Brendan	128,128	2,461
Montgomery, James	102,173	3,583	Morgan, Steven	249,828	3,709
Montgomery, Mark	83,056	-	Morgan, Timothy	101,569	685
Montwe, David	96,207	2,261	Morillas Gonzalez, Laura	75,621	50
Moon, Junggyu Steve	80,981	-	Morin, Susan	104,136	-
Moon, Seok Min	169,838	5,503	Moritz, Orson	166,638	415
Mooney, Colleen	88,343	5,550	Mornet, Olivia	83,813	853
Mooney, Dawn	83,921	-	Morrell, Cameron	204,067	-
Mooney, Patrick	154,298	2,016	Morris, Kevin	115,618	2,755
Mooney, Sky	94,441	463	Morrison, Robert	154,053	-
Moore, Ashley	98,264	1,120	Morrison, Shelly	197,876	1,630
Moore, Brad	103,069	32	Morshed, Muhammad	174,830	-
Moore, David	182,938	-	Mortenson, Ben	153,751	1,713
Moore, David	245,413	5,005	Mortenson, Bud	120,168	-
			Morton, David	118,697	2,585



**SCHEDULE OF REMUNERATION AND EXPENSES
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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Morton, Emma	75,019	272	Mulligan, Susanna	88,304	-
Morzycki, Marcin	131,713	-	Mullin, Todd	77,438	1,000
Mosadegh, Laleh	152,214	526	Mullings, Dale	102,127	6,905
Moscato, Sabato	97,749	-	Mullins, Annie	83,387	175
Moshenko, Janice Lynn	167,075	1,794	Mulpuri, Kishore	217,755	-
Mosher, Michael	106,132	1,132	Mulyk, Paul	75,242	-
Mosquin, Daniel P.K.	91,931	90	Munoz Pichardo, Eric	77,600	1,302
Moss, Karen	107,241	986	Munro, Alicia	92,905	804
Moss, Laura	95,033	150	Munro, Alison	99,830	-
Moss, Laura	178,083	72	Munro, Chris	100,439	1,098
Moss, Margaret	207,666	2,444	Munro, Louisa	110,311	1,995
Moss, Willie	101,882	-	Muntean, Kaliya	134,342	169
Mostadi, Wesam	78,652	3,167	Munzner, Tamara	251,716	436
Mostafa, Nesrine	189,330	3,440	Murakami, Takahide	84,128	-
Mostow, Joshua Scott	214,416	1,608	Murch, Susan	201,258	3,732
Moszynski, Joanne	121,353	-	Murphy, Anne	164,546	6,113
Mota, Miguel	145,494	-	Murphy, Elizabeth	133,298	11,801
Motamedi, Mehrtash	100,188	2,089	Murphy, Emily	95,694	1,394
Motavas, Saloome	125,795	-	Murphy, Gail	338,293	-437
Moti, Harnav	113,536	-	Murphy, Gayle	144,502	410
Moukhles, Hakima	168,978	106	Murphy, Gillian	94,064	424
Mowbray, Laura	112,931	177	Murphy, Jasper	85,008	-
Moxham, Elizabeth	180,083	2,876	Murphy, Mary	154,906	101
Mroke, Mandip	80,240	-	Murphy, Mary Ann	131,287	-
Mrzljak, Rene	123,410	-	Murphy, Michael	222,202	769
Mudie, Kathryn	89,003	-	Murphy, Michael C S	84,145	2,003
Muehlmann, Shaylih	178,085	3,153	Murphy, Peter	84,148	-
Mueller, Frank	87,259	-	Murphy, Rachel	143,330	157
Mueller, Jessica	84,240	-	Murphy, Sean	79,374	273
Mufti, Faeyza	76,896	-	Murphy, Stephen	76,385	236
Mui, Alice	158,294	99	Murphy, Susan	182,746	953
Muir-Owen, Sara	100,462	2,267	Murphy, Timothy	234,760	315
Mukherjee Reed, Ananya	285,168	37,675	Murray, Duane	78,834	-
Mukherji, Debashish	88,367	4,408	Murray, Matthew	98,918	1,202
Mulder, Tara	94,115	40	Murray, Meghan	80,774	1,215
			Murray, Stuart	127,208	-



**SCHEDULE OF REMUNERATION AND EXPENSES
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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Murray, Tricia	83,632	-	Namba, Rie	77,072	-
Murta, Jose Sousa	76,076	-	Nan, Ning	266,715	3,824
Murugan, Mathav	134,901	568	Nanson, Paramjit	97,143	4,446
Musini, Vijaya	78,530	-	Naqvi, Naveena	78,392	-
Mutabaruka, Diane	83,559	-	Narain, Roshni	124,140	82
Muthui, Perpetuah	94,255	3,492	Narayan, Apurva	112,490	2,134
Muyot, Leigh	86,826	-	Narayan, Sat	84,339	-
Mwanyumba, Crispin	95,296	-	Narciso, Tony	85,478	25
Mwenifumbo, Jill	88,996	-	Nardizzi, Vin	161,308	1,798
Myers, Alison	87,443	-	Narsih, Teela	79,614	839
Myers, Daniel Carey	82,544	235	Nashon, Samson	206,948	1,187
Myers, Emily	84,175	75	Nasiopoulos, Panos	240,284	16,316
Myers, Jamie	98,377	-	Nasir, Muhammad	77,082	-
Myers, Jason	112,250	78	Nasir, Vahid	87,836	-
Myers, Tamara	159,641	3,146	Nason, Dorothy	156,212	-
Myrie, Rose-Ann	112,125	550	Nassehi, Zoe	80,400	2,542
Nabavi, Maryam	111,703	-1,175	Nasseri, Ali	83,661	326
Nabi, Ivan Robert	226,112	17	Nathan, Lisa	167,855	-
Nagamune, Ryoza	184,414	686	Natividad, Ria	88,954	-
Nagarajan, Mahesh	534,013	2,006	Natori, Maki	114,136	2,655
Nagata, K Wayne	140,522	-	Nattrass, Trask	78,827	-
Nagel, Nicole	79,354	-	Naus, Monika	323,661	1,775
Nagra, Becky	84,291	1,400	Navaratnam, Minoli	83,072	-
Nahm, Cindy	164,046	46	Navarro, Irene	87,790	-
Nair, Christy	93,678	942	Navessin, Titichai	114,053	563
Nair, Parvathy	119,122	17	Naylor, Carol	129,645	-
Nair, Pradeep	172,666	-3,310	Nazareno, Suzanne	111,129	275
Nair, Prashant	132,611	3,175	Nazhat, Yahya	126,919	977
Najarian, Siamak	75,731	473	Neagu, Razvan	75,242	-
Najjaran, Homayoun	237,044	3,677	Neal, Russell	130,011	399
Nakagawa, Paul	106,834	-	Nealon, Dawn	99,724	388
Nakamura, Fuyubi	99,745	326	Needham, Karen	87,683	1,042
Nakane, Jon	142,527	473	Neeland, Edward	127,816	-
Nakata, Shirley	155,975	959	Neely, Sarah	109,768	4,370
Nam, Alex	78,441	522	Neilly, Michelle	183,029	-
Nam, Joanne	87,745	1,241	Neilly, Ron	101,133	-



**SCHEDULE OF REMUNERATION AND EXPENSES
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Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Nelson, Harry William	142,597	-	Ng, Yvonne	120,207	386
Nelson, Kyle	94,825	-	Ngan, Doris	78,233	-
Nelson, Marna	223,728	7,137	Ngan, Elton	271,929	-
Nelson, Matthew	79,517	-	Ngan, Karen	77,573	69
Nesbit, Susan	92,208	473	Nguan, Christopher	127,024	3,055
Nesbitt, Lorien	133,005	500	Nguyen, Cung	84,784	-
Nesbitt, Scott	92,486	1,266	Nguyen, Minh	75,000	-
Nesic, Zoran	107,499	329	Nguyen, Thi Dinh	85,975	-
Nesrallah, Brooke	83,597	25	Nguyen, Trang	140,218	998
Nettlefold, Lindsay	85,010	908	Nhan, Sarah	77,659	391
Neuvonen, Jorma	141,768	1,272	Niamath, Cheryl	113,348	34
Nevill, Max	85,712	105	Niavarani, Aidin	110,363	-
Newbury, Peter	86,713	-	Nichele, Ivano	133,390	-
Newell, Tara	78,025	595	Nichol, Craig	168,553	-
Newlands, Fiona Clare	110,053	-	Nichol, Valerie	120,871	998
Newman, Geoffrey	93,542	-	Nicholl, Tessa	167,905	776
Newton, Christie	245,759	323	Nichols, Helen Louise Ann	207,898	985
Ng, Aaron	93,566	3,979	Nichols, Mike	90,672	550
Ng, Benny	78,223	-	Nicholson, Kirsten	210,229	-
Ng, Carl	79,181	-	Nicol, Cynthia	165,791	-44
Ng, Carleton	125,519	1,851	Nicolai, Garrett	77,708	-
Ng, Cindy	93,707	2,256	Nicolaou, Savvakis	177,243	-
Ng, Clara	106,021	1,387	Nie, Andre	77,040	1,071
Ng, David	163,016	-	Nielsen, Torsten	349,480	402
Ng, Dawn Hsu-Fern	80,295	550	Nightbird, Marie	101,041	2,714
Ng, Dickson	91,474	-636	Nijdam, Elizabeth	89,483	1,631
Ng, Henry	105,421	206	Nijeboer, Sav	80,882	103
Ng, Karen	94,016	1,986	Nijjar, Tasha	77,413	550
Ng, Katharine	87,320	79	Nikolakis, William	118,922	478
Ng, Martha	76,319	79	Nill, Blake	301,774	-
Ng, Michele	95,963	-	Nilson, Ben	124,746	1,004
Ng, Peggy	95,697	430	Nimmervoll, Bernhard	81,225	-
Ng, Raymond Tak- Yan	278,209	499	Nimmon, Laura	126,110	3,477
Ng, Thomas	100,692	-	Nislow, Corey	225,925	-168
Ng, Winnie	84,353	481	Nitsche, Rick	88,716	99
Ng, Yvonne	130,217	-	Nkweta, Zaa	79,319	1,093



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Noack, Frederik	137,706	761	Oberg, Gunilla	202,630	-
Nobell, Natasha	108,246	-35	Oberlander, Timothy	223,708	-
Nocera, Alberto	83,227	464	Oberle, Eva	124,373	1,299
Noda, Shunya	155,575	5,761	Oberoi, Harjot Singh	167,383	-
Nogueira, Lelia	105,624	542	O'Brien, Adelheid	101,713	-
Noh, Minkyun	115,463	769	O'Brien, Daniel	110,850	-
Nojeh, Alireza	208,672	2,804	O'Brien, Heather	174,328	437
Nolan, Adrienne	190,736	1,146	O'Brien, Juliet	99,330	-
Nolan, Seonaid	94,716	271	O'Brien, Peter	152,235	-
Nolde, Natalia	162,371	-	O'Connell, Patrick	93,705	-
Nomellini, John	110,392	-	O'Connor, Brian	175,826	-
Noonan, Vanessa	146,470	-	O'Connor, Deborah	182,348	429
Norden, Ryoko	79,406	174	O'Connor, Mary	205,035	2,252
Norenzayan, Ara	206,047	1,232	O'Connor, Sean	80,021	-
Norman, Lynn	101,017	-	O'Connor, Timothy	204,818	-
Norman, Maija	108,896	981	Oddstad, Sacha	106,809	3,363
Norman, Moss	127,140	8,382	Odic, Darko	133,185	67
Norman, Wendy	198,616	2,471	Odlum, Trevor	86,896	1,781
Norris, Sandra	79,550	-	O'Donnell, Maureen	101,043	-
Norton, Bonny	219,751	1,043	O'Donoghue, Donal	170,417	2,014
Norwood, Peter	99,710	-	Oelke, Nelly	155,331	2,509
Nosco, Peter	147,293	-	Oeser, Alicia	151,514	8,938
Noseworthy, Wade	94,435	20	Offer, Erin	87,224	107
Novak, Anja	83,727	556	Ogilvie, Gina	346,889	2,406
Novak, Anne Marie	96,840	25	Ogrodniczuk, John	226,920	154
Novotny, Emma	84,133	40	Ogura, Yurika	117,225	177
Nowlan, Linda	117,147	1,424	Oh, Alvin	97,393	103
Nugent, Hala	86,018	-	Ohlin, Alix	182,439	607
Nulty, Jeffrey	103,200	265	Okon, Mark	83,680	-
Nunez, Desmond	170,409	-	Ola, Oluwakemi	157,371	3,262
Nuno, Diana	85,807	1,627	Olaj, Robert	112,038	184
Nyberg, Julia	92,144	1,529	Oldendorff, Gitta	122,506	353
Nygaard, Haakon	127,570	3,344	Oldford, Stephanie	124,460	-
Nygaard, Heidi	85,133	354	O'Leary, Stephen	162,228	2,551
O' Shea, Suzie	78,637	46	Oliffe, John	295,537	-1,956
Oatman, Chris	97,296	51	Oliver, David	129,555	126



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Ollivier, Rachel	156,654	314	Orr-Alvarez, Brianne	124,863	285
Ollivier-Gooch, Carl	237,612	892	Ortiz Molina, Hernan	369,737	765
Olonade, Tolu	110,630	485	Ortiz, Alma	114,743	-
Olsen, Anne	139,845	-	Ortiz, Eduardo	145,582	-
Olsen, Lise	131,439	1,614	Ortner, Christoph	126,275	-
Olson, James	340,877	15,503	Oruc, Ipek	137,467	445
Omi, Emilie	85,170	1,522	Orvig, Chris	219,060	2,583
On, Vicky	84,031	998	Osborne, Lisa	148,125	795
Onderwater, Jim	88,970	1,076	Osborne, Sally	148,590	-
O'Neil, Nigel	95,693	-	Oser, Scott	194,641	237
O'Neil, Susan	121,112	184	O'Shea, Gertie	75,883	737
O'Neill, Angela	148,324	-	Ostafichuk, Peter	189,402	473
Ong, Christopher	151,542	-	Ostroumov, Elena	83,945	-
Ong, Geraldine	117,903	1,006	Ostroumov, Evgeny	91,146	3,874
Ong, Linda	137,353	321	Ostrow, Suzanne	146,943	727
Ong, Maria	85,699	550	Ostwald, Kai	136,140	10,325
Ong, Randell	117,598	-	Otke, Kara	77,795	-
Ono, Santa	605,074	31,176	O'Toole, James	115,877	133
Ono, William	146,223	-	Otto, Sarah	275,850	-
Onyskevitch, Korey	154,457	77	Ou, Jun	107,324	810
Oon, Debbie	106,386	10	Ouellet, Catherine	92,892	410
Opini, Bathseba	133,896	3,609	Ousey, Chelsea	80,993	1,251
Opushnyev, Maksym	79,798	25	Overall, Christopher Mark	323,798	12,047
Orban, Paul	80,647	-	Overduin, Abigail	110,916	1,297
Orbaugh, Sharalyn	214,663	127	Oviedo-Joekes, Eugenia	180,326	-
Orchard, Derdra Katherine	102,576	1,880	Owen, Andrew	149,765	530
Ordonez, Martin	216,261	5,611	Owen, Gethin	75,815	-
O'Regan, Lucy	77,860	-580	Oxland, Thomas	278,012	473
O'Reilly, Keelin	95,790	25	Oxton, Alison	129,731	-
O'Reilly, Lynn	104,232	550	Oyedele, Olusegun	141,274	1,362
Orell, Julia	99,448	-	Oyhenart, Karen	125,224	515
Orians, Kristin	146,810	-	Ozawa, Noriko	141,481	-
Ormerod, Patricia	88,844	-	Paat, Joseph	136,411	2,992
Ormond, Carlos	120,575	47	Pacheco, Miguel	128,464	-
Orpen, Jennie	132,985	217	Pachev, George	155,389	-
Orr, Patrick Scott	228,929	-			



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Packir, Hassan	87,412	-	Pang, Jack	140,370	544
Padhiar, Pritesh	78,140	-	Pang, Kathy	118,988	399
Paduraru, Peggy	100,109	-	Pang, Murphy	107,875	2,844
Padwick, Robert	157,198	-	Pang, Pattie	85,043	998
Page, Brent	160,610	1,095	Pangilinan, Manny	118,205	550
Page, Gordon	90,163	173	Pani, Elisabetta	87,697	-
Paget, Gontran	106,190	1,335	Panich, Mark	80,799	-
Pagliocchini, Kayla	100,840	1,486	Pankratz, Adam	159,000	-
Pagnotta, James	103,603	-	Pannell, Ryan	100,530	1,781
Pai, Dinesh	264,735	-	Pantazis, George	77,893	550
Pai, Raymond	91,916	-	Pante, Nelly	197,905	-
Pailer, Gaby	201,358	14,521	Pantonial, Virgilio	111,397	-
Pajalic, Marko	103,715	-	Panwar, Preety	77,989	-
Pak, Dora	96,984	260	Panzhinskiy, Evgeniy	78,118	-
Pakenham, Clay	86,737	-	Papp, Anthony	94,955	-
Pakhomov, Yevhenii	215,403	496	Pappalardo, Anna	103,405	-2,189
Pakpour, Sepideh	94,407	4,951	Parachoniak, Ronald David	133,703	20
Pal, Michael	112,145	-	Paradis, Gregory	125,632	-
Palacios, Carolina	100,966	-	Pareles, Mo	110,272	-
Palepu, Anita	403,320	-	Parfrey, Laura	157,968	5,897
Paley, Michael	133,620	1,263	Paris, Isaias	84,290	-
Palichuk, Susan	133,315	97	Paris, Leslie	150,899	980
Palisse, Stephanie	88,097	-	Parizeau, Cheyenne	92,738	268
Palomares, Maria	122,186	-	Park, Jenny	77,432	35
Palombo, Daniela	115,381	1,813	Park, Kyung Ae	130,361	5,423
Paltin, Judith	132,572	622	Park, Sean	77,667	1,037
Paluch, Rebecca Mee Kyung	240,434	7,057	Park, So Eun	225,698	748
Pan, Peggy	131,402	-	Park, Yongjin	75,849	7,791
Pan, Stephen	83,590	-	Parker, David	110,227	-
Pan, Teresa	171,140	-341	Parker, George	85,907	401
Panchal, Rushik	87,587	1,281	Parker, Sarah	93,620	549
Pando, Robert	86,052	-	Parker, Susan	267,807	463
Pandya, Mira	95,624	175	Parkes, Debra	254,076	-
Panech, Ravneet	76,429	2,863	Parkins, Ilya	174,398	969
Panenka, William	82,680	-	Parr, Andrew	240,272	2,296
Pang, Catherine C	193,741	-	Parra, Álvaro	192,230	-



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Parrott, Lael	197,555	512	Pecnikova, Lucia	80,389	1,032
Parsons, Craig	84,288	-	Pedersen, Melanie	120,465	208
Partridge, Stephen	83,862	-	Pedersen, Nadine	75,447	550
Parusel, Sylvia	85,111	541	Peihani, Maziar	149,987	1,753
Pasula, Kit	130,075	-	Peirce, Anthony	171,122	157
Pat, Sam	87,930	-	Pekeles, Patricia Ann	119,219	797
Paterson, Susan	137,667	-	Pelan, Dionne	76,888	-
Patey, Grenfell	188,207	-	Peleato, Nicolas	100,905	623
Patrick, Brian	113,849	210	Pelech, Steven Daniel	164,048	-
Patrick, David	420,337	278	Pelingon, Krisch Jereme	77,316	1,333
Patrusheva, Daria	86,832	-	Pelletier, Jennifer	88,332	900
Pattabiraman, Karthik	194,288	2,159	Pelletier, Nathan	152,678	4,824
Patterson, Christopher	113,446	4,583	Pena Fernandez, Francisco	159,549	3,720
Patterson, Holly	94,152	24	Pena, Camilo	78,432	762
Patterson, Laura	110,870	-	Penaherrera, Maria	83,821	1,033
Patton, Ian	89,284	434	Pennefather, Patrick	129,421	-
Paul, Aarti	209,383	55	Pennell, Matthew	139,332	2,513
Paul, Naman	94,582	-	Penner, Penelope	103,826	-
Paulhus, Delroy	82,277	-	Penney, Michael	81,088	250
Paulrajan, Joenita	103,346	-767	Penninger, Josef	491,619	5,791
Paulson, Tim	87,679	1,288	Pepin, David	102,777	-
Pauly, Daniel	251,142	559	Peregoodoff, Robert	148,327	1,132
Pavlich, Dennis	258,642	8,549	Perez-Fortiz, Raul Gilberto	93,883	-
Pavlidis, Paul	233,478	1,098	Perko, Bonita	75,246	-
Pawlik, Marek	204,259	-	Perla, Chira	120,000	1,628
Pawlowicz, Richard	164,003	-590	Perla, Jesse	187,372	-
Payne, Beth	87,077	1,668	Perley, Bernard	145,733	22,767
Payne, Christopher	77,319	1,324	Perreault, Amy	129,776	-
Peacock, James	114,709	-	Perrin, Benjamin	246,962	341
Peacock, Simon	309,099	2,689	Perrin, David	206,751	-
Pearce, Denise	199,057	-	Perry, Karen	131,675	-
Pearce, Michael	100,366	724	Perry, Nancy	178,954	-
Pearson, Deborah	76,001	-	Perry, Thomas	100,164	-
Pearson, Marion	177,731	-	Persinger, Michael	86,848	131
Pechet, Bill	99,809	365			
Peck, Jamie	292,369	1,642			



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Peskett, Mark	79,591	550	Picard, Sebastien	95,866	10,642
Pesme, Jacques-Olivier	154,940	5,829	Picard, Sylvain	76,813	-
Pesut, Barbara	214,082	749	Picault, Julien	146,086	209
Petch, Malcolm	84,774	-	Picco, Nadia	108,134	3,255
Peters, Jeremy	76,282	368	Piccolo, Costanza	122,138	-
Peters, Michael	270,925	-	Pickell, Paul	94,956	415
Petersen, Karen	80,701	25	Pickering, Christine	76,893	-
Peterson St-Laurent, Guillaume	96,265	1,476	Pickering, Katherine	82,650	-
Peterson, Glen	168,273	-	Pickman, Deb	103,481	-
Peterson, Luke	78,097	-	Pidwirny, Michael	128,382	-
Peterson, Sandra	89,794	-	Piedt, Shannon	107,577	88
Petherick, Leanne	130,003	50	Piercy, Jamie	89,708	2,619
Petrella, Robert	347,303	6,404	Pieters, Roger	122,373	498
Petrina, Stephen	195,409	-	Pietrantonio, Domenico	78,837	-
Petrone, Jana	85,244	887	Pighini, Maria	83,782	-
Petrovic, Aleksandar	92,046	184	Pigozzo Manso, Adriana	193,287	3,702
Petryshyn, Halyna	87,259	311	Pijetlovic, Dusko	115,796	-
Pettersen, Jacqueline	150,119	-	Pike, Ian	230,219	775
Pew, Kendall	90,743	-	Pike, Kristen	90,368	919
Pezarro, Catherine	144,975	1,234	Pikor, Katie	116,711	-
Pfeifer, Tom	115,304	-	Pikulina, Elena	332,762	2,359
Pham, Huy	97,766	-	Pilon, Angelique	113,763	825
Phang, P Terence	128,031	-	Pilon, Mark	90,589	200
Phani, Srikantha	175,379	2,539	Pina Baldoquin, Manuel	125,885	-
Phelan, Anne	198,285	-	Pinar, William	245,562	536
Phelan, Kevin	107,500	260	Pinder, Karen	162,391	239
Phelps, Jennifer	170,134	250	Pineau, Warren	91,636	399
Philander, Natasha	82,252	5,248	Pinheiro, Agnelo	94,511	-
Philip, Kavita	112,167	10,608	Pinkney, Susan	99,203	-
Phillips, Anthony	214,255	31	Pinno, Karl	77,886	-
Phillips, Blair	87,582	-	Pio, Fabricio	85,082	-
Phillips, Kevin	98,939	299	Piper, Matthew	81,693	175
Phinney, Alison	203,493	1,241	Pirani, Nazlyn	80,753	610
Pho, Jaclyn	109,395	1,568	Piret, James	207,109	1,429
Phypers, Lisa	82,496	25			



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Pirlea, Razvan	88,422	24	Poole, Wendy	142,448	478
Pirmoradi, Sep	136,240	575	Poon, Alvin	84,291	-
Pisarev, Igor	96,270	462	Poon, Dara	111,948	24
Pisch, Ben	84,318	-	Popa, Claudia	79,577	-
Pisciottano, Paula	75,557	79	Pope, Amanda	80,342	550
Pitcher, Tony	182,595	-	Pope, Natalie	85,005	550
Pither, Jason	156,407	1,248	Popple, Adrian John	96,332	-
Pitman, Robyn	77,629	481	Porritt, Andrew	126,279	1,185
Pitre-Hayes, Corinne	213,281	3	Porritt, Lucy	98,941	-
Pittet, Joël	108,104	1,218	Portaro, Paola	81,570	3,071
Pitts, Melissa	162,671	273	Porter, Stephen	187,560	-
Pizarra, Wilfredo	86,847	-	Porter, Susan	286,881	23,160
Plamondon, Katrina	121,550	2,907	Porto, Nuno	104,800	1,061
Plan, Yaniv	150,671	-	Posarac, Dusko	149,003	473
Plana, Jordi	75,306	328	Potter, Tiffany	138,139	-
Plewes, Katherine	77,218	-	Pottinger, Clayton	105,139	173
Pliska, Benjamin	233,221	9	Pottinger, Rachel	189,687	2,150
Plotkin, Steven	159,552	5,886	Potvin, Becky	128,076	3,154
Plugge, Stephan	81,405	2,613	Potvin, Gabriel	144,984	473
Plunkett, Richard	133,232	-	Potvin, Vinnie	105,515	533
Podrebersek, Mike	109,214	-	Potyguara Coutinho Marques, Paulo Eduardo	95,421	-
Poh, Catherine	228,255	3,705	Poudrier, Eve	119,527	362
Pohl-Weary, Emily	118,009	965	Pouladi, Mahmoud	120,559	10,125
Poirier-Vasic, Robin	81,092	-	Pouliot, Geoffrey	76,129	-
Pokojoy, Brian	116,144	550	Poureslami, Iraj	87,639	-
Poley, Junko	77,819	2,520	Poursartip, Anoush	242,986	1,353
Policzer, Ana	154,226	415	Pow, Cristina	84,783	130
Policzer, Catalina	86,773	11,360	Powell, Brian	85,407	-
Polishchuk, Elena	103,432	377	Powell, Simona Alexandra	81,580	4,217
Pollock, Courtney	125,451	-	Power, Cheryl	112,774	-
Pond, Craig	93,147	4,655	Power, Krista	95,467	20
Ponga de la Torre, Mauricio	135,949	-	Power, Mark	76,451	310
Poohkay, Susan	113,191	21	Power, Tom	88,647	472
Poole, David	229,997	-	Powers, Bradley	141,143	-
Poole, Paul	95,120	35			
Poole, Warren	278,762	3,736			



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Powless, Nathan	80,859	-	Prykhodko, Dariya	113,375	1,909
Powter, Andrew	134,130	-	Pu, Teresa	77,191	425
Poyser, John	168,080	-	Pucci, Adriano	78,548	255
Prada, Laura	93,107	271	Pugh, Daniel	109,824	4,671
Prakash, Nikhila	84,842	378	Pulleyblank, Douglas	198,221	96
Prakash, Nitya Surya	86,980	-	Pummar, Sukhjot	77,765	245
Pramanik, Malabika	211,325	1,471	Pun, Ben	108,134	319
Prange, Sebastian	145,246	229	Punmiya, Bhavin	134,142	1,252
Prasad, Ajay	77,990	1,285	Purdie, Alan	90,492	-
Pratap Singh, Anubhav	148,218	312	Purdy, Rosalind Rozi	89,339	1,230
Pratt, Geraldine	235,286	5,165	Puri, Simmi	90,758	-
Preda, Mihai	88,720	-	Purssell, Roy	88,318	-
Preis, Anna	129,251	-	Puterman, Eli	154,665	160
Prendergast, Tess	79,192	1,712	Putnins, Edward	237,385	945
Prescott, Cindy	212,284	-	Qayumi, Abdul Karim	122,813	-
Preston, Roanne	298,329	-	Qian, Stephanie	103,710	1,018
Price, Ingrid	163,509	-	Qian, Yi	316,166	92
Price, Morgan	235,210	-	Qian, Yue	130,416	1,810
Price, Richard	215,348	330	Qiu, Dong	132,312	550
Price, Scottford	88,131	-	Qiu, Xiao Evan	106,419	-
Primeau, Laurier	106,215	1,088	Quach, Jeff	79,373	-
Pringle, John	91,516	304	Quam, Raema	114,593	2,617
Prior, Jerilynn	189,599	-	Quandt, Jacqueline	158,911	165
Prisajny, Ruslan	79,812	21	Quayle, Moura	283,958	53
Prisman, Eitan	83,497	-	Quenneville, Andrew	106,165	3,653
Pritchard, Robert	187,509	944	Questa, Jamiann	127,784	591
Pritchard, Samantha	84,201	-	Queyranne, Maurice	87,567	1,752
Pritchett, Chris	97,159	1,822	Quigg, Michelle	86,182	449
Procyshyn, Ric	136,208	-	Quigley, Heather	105,440	-
Prodanovic, Vladan	160,176	473	Quilala, Steve	79,239	542
Proft, Joanne	161,182	3,070	Quinde, Roxana	105,636	385
Protopopova, Alexandra	147,310	1,460	Quinn, Eddie	132,775	-
Provencher, Chris	104,593	20	Quirk, Paul	236,590	598
Provenzano, Bill	92,327	-	Quon, Bradley	131,700	-
Prueitt, Cat	114,575	349	Rabkin, Simon	138,458	-
			Rachmat, Adit	109,968	-



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
YEAR ENDED MARCH 31, 2021**

Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Rad, Calin	79,438	-	Ranta, Krista	81,600	-
Radeka, Tanja	143,891	-	Rao, Chandni	85,379	-
Rader, Matthew Lee	118,472	-	Rashtian, Sharon	170,643	96
Radford, Brian	134,400	-	Rasmussen, Brian	140,363	-
Radic, Valentina	151,757	3,418	Ratcliff, Robert	83,686	-
Radut, Carmen	78,601	-	Ratcliffe, Blaise	78,483	-
Rae, Christopher	94,027	-	Ratner, Pam	278,248	1,895
Rafferty, James	122,470	561	Ratzlaff, Ellen	84,449	3,024
Ragoonaden, Karen	185,691	8,639	Rauscher, Alexander	170,519	776
Ragsdale, Harparkash	158,926	2,401	Raussendorf, Robert	181,114	-
Rahemtulla, Sashah	79,191	210	Ravanera, Rhea	89,492	1,190
Rahemtulla, Shaffiq	101,129	-	Ravindran, Aisha	98,392	842
Rahman, Ismail	126,555	315	Rawcliffe, Wayne	230,051	606
Rahmim, Arman	226,133	-	Rawes, Kimberley	95,619	-
Raibmon, Paige	171,336	980	Rawn, Catherine	153,907	138
Rajabali, Fahra	93,088	-	Ray, Daniel	81,198	-
Rajotte, Jean-Francois	80,438	368	Rayment, Jonathan	139,606	-
Rajwani, Aziz	90,471	19	Raymond, Lynn	276,482	1,475
Rako, Jason	115,672	1,103	Rea, Christopher	184,402	2,997
Ram, Jason	91,015	280	Rea, Jaclyn	133,174	-
Ram, Neil	91,487	-	Read, Helen	93,621	24
Ramana, M. V.	194,019	78	Read, Jason	133,947	-
Ramankutty, Navin	218,155	-	Reardon, Jillian	140,579	651
Rambaran, Christopher	79,638	-	Reaume, Amanda	100,091	284
Ramdorai, Sujatha	154,146	-	Rebelo, Joey-Lee	78,306	1,722
Ramer, Matthew	150,713	190	Rechnitzer, Andrew	189,286	-
Ramirez, Renulfo	148,945	-	Reddon, Sean	81,293	88
Ramos, Raul	103,481	998	Redekop, Gary	233,325	-
Ramsey, Matthew	123,973	468	Redish, Angela	208,420	129
Ranada, Julie	113,273	-	Redmond, Ciaran	75,669	143
Ranamukhaarachchi, Sahan	103,612	-	Redmond, Sophia	150,804	652
Rances, Maria	76,138	-	Reed, Darryl	158,415	-
Randhawa, Sarbjit	111,894	3,081	Reekie, Manuela	167,558	399
Ranger, Manon	112,119	3,752	Reese, Kyle	162,176	3,528
Rankin, Catharine	204,877	1,683	Reeve, Kristen	105,025	1,949
			Reeve, Tiffany Anne	78,351	-



**SCHEDULE OF REMUNERATION AND EXPENSES
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Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Reeves, Margaret	136,057	1,196	Reynolds, Andrea	89,034	-
Regan, William	119,142	-	Reynolds, Connie Aileen	99,999	-
Regehr, Glenn	274,042	4,332	Reynolds, Ellen Monica J	78,044	-
Regmi, Kapil	94,957	1,414	Reynolds, Graham	204,172	798
Rehavi, M.	186,352	78	Reynolds, Mark	77,031	-
Reiche, Ina	144,957	-	Rhajiak, Jamil	93,462	2,270
Reichert, Philipp	114,570	8,726	Rheault, Mark	143,453	-
Reichert, Sandy	90,866	583	Rhemtulla, Jeanine	160,954	4,764
Reichl, Leilani	78,054	-	Rhodes, Justin	79,898	-
Reichstein, Zinovy	207,432	880	Rhodes, Katherine	95,740	1,107
Reid, Corina	89,452	-	Rhodin, Helge	177,689	1,847
Reid, Gregor	146,024	1,358	Riano-Alcala, Pilar	190,855	5,022
Reid, Jolene	84,419	3,369	Ribas Kruel Moura, Patricia	79,544	550
Reid, Karen	112,480	17	Riberdy, Shawn	82,605	255
Reid, Robert Colin	122,712	-	Riccardi, Daniel	107,947	869
Reid, Samantha	200,333	181	Richards, Jeffrey	213,016	-
Reid, Scott	147,701	-	Richardson, Alan Walter	225,244	-
Reid, Shelley	91,335	707	Richardson, Colin	122,009	9,241
Reid, Tanya	151,130	42	Richardson, John	185,778	196
Reilly, Christopher	116,335	-	Richardson, Lindsay	86,168	549
Reilly, Patrick	163,827	29,366	Richardson, Lindsey	141,229	973
Reimer, Celia	88,386	-	Richardson, Suzanne	107,157	-
Reimer, Douglas	118,563	-	Richer, Liska	98,948	376
Reiner, Neil	196,943	114	Richert, Dean	108,659	2,571
Reiner, Peter	84,253	131	Richman, Joy Marion	264,289	8,904
Reinsberg, Stefan	162,608	-	Rideout, Candice	152,858	4,015
Reiter, Nikki	79,566	2,967	Rideout, Elizabeth	136,196	-
Reithmeier, Anna	117,689	308	Rieger, Caroline	130,344	-
Renault, Nicky	89,333	489	Rieger, Georg	123,431	-
Rennekar, Scott	184,889	1,717	Ries, John	409,901	1,000
Rennie, Jamie	88,104	-	Rieseberg, Loren	293,838	318
Renoe, Emily	107,127	-	Rights, Jason	107,880	953
Rensink, Ronald	184,789	-	Riley, Abigail	138,169	833
Renwick, Kerry	151,268	-			
Revenaz Webbe, Jaime	145,967	4,448			
Reyes, Alyssa	76,625	-			



**SCHEDULE OF REMUNERATION AND EXPENSES
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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Ringham, Larissa	118,641	-	Robinson, Simon	111,386	-
Rinomhota, Mike	131,491	-	Robinson, Wendy	225,218	1,826
Rintoul, Allison	99,174	-	Robison, Jennifer	81,592	-
Ripeanu, Matei	134,288	3,335	Robles, Tim	97,843	-
Riseman, Andrew	169,127	100	Robson, Michael	78,433	-
Ristea, Anca	91,742	998	Roca, Andrea	77,238	170
Ritch, Danyelle	113,759	201	Rocha Perkerwicz, Samuel	152,018	1,322
Ritchie, Ken	93,002	-	Rochlin, James	200,648	-
Riter, Andrew	76,366	184	Rochlin, Nicholas	88,811	6,295
Ritland, Carol	117,023	-	Rockford, Lisa	95,421	1,139
Ritland, Kermit	86,002	-	Roddis, Matthew	173,470	1,184
Rivera, Angelyne Sarmiento	80,313	-	Rodrigues, Brian	240,830	-
Rizzotti, Patrick	106,901	2,523	Rodriguez Nunez, Jose	122,280	4,270
Rnic, Katerina	80,959	5,036	Rodriguez-Rodriguez, Cristina	78,860	1,486
Road, Jeremy	188,206	-	Rodway, Irene	93,395	-
Robbins, Kirsty	75,158	550	Roe, Sean	78,659	487
Roberge, Michel	101,169	-	Roecker, Inge	142,831	263
Roberts, David	80,957	-	Roeder, John Barlow	219,443	-
Roberts, Deanna	125,341	984	Roehr, Daniel	150,662	1,899
Roberts, Deborah	92,799	-	Roeser, Dominik	179,637	2,827
Roberts, Duff	79,849	-	Rogak, Steven	175,924	2,126
Roberts, Earlene	113,759	137	Rogall, Thorsten	170,817	1,204
Roberts, James	82,563	-	Rogalski, Jason	98,252	-
Robertson, Heather	213,078	-541	Rogan, Matthew	75,957	-
Robertson, Joshua	89,721	-	Rogers, Ben	76,955	795
Robertson, Leslie	112,271	1,245	Rogers, Lindsay	91,613	1,175
Robeva, Elina	134,027	2,633	Rogers, Theresa	203,736	1,152
Robinson, Cathrine	145,593	935	Roggeveen, Anthony	169,124	355
Robinson, Ian	123,241	998	Rogic, Novak	124,532	-
Robinson, Janice	165,151	-	Rogic, Sanja	116,667	-
Robinson, Jim	84,921	-	Rohling, Robert	259,236	2,538
Robinson, Oral	79,723	-	Rojas, Orlando	333,494	16,480
Robinson, Richard	79,831	-	Roland, Elke	293,563	-
Robinson, Samantha	85,795	-	Rolfesen, Jan Erik	104,342	-
Robinson, Sandra	415,589	-			
Robinson, Shelley	105,532	272			



**SCHEDULE OF REMUNERATION AND EXPENSES
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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Rolland, Stuart	99,468	-	Roston, Christina	77,663	-
Rollins, Theresa	79,816	-1,005	Rota, Elizabeth Janine	88,763	150
Rollinson, Aryannah	81,373	25	Roth, Andrew	137,498	-
Rolston, Karen	161,657	1,144	Roth, Kate	77,610	402
Roman, Leslie	172,098	1,512	Rothman, Zachary	110,689	750
Ronan, Nicole	94,255	-	Rottler, Joerg	183,718	1,398
Rondier, Pierre	84,902	327	Rougeau, Grazyna	80,978	681
Rondon, Oscar	94,477	3,508	Rouse, Robert	162,815	1,756
Ronse, Alexis	95,924	58	Rowcliffe, Pippa	82,516	164
Rooney, Michael	93,449	550	Rowley, Susan	167,796	-
Roosa, John	149,903	1,906	Roy, Marina	164,848	-
Root, Janine	132,985	192	Roya, Ari	87,698	-
Roots, Robin	135,556	-	Rozali, Moshe	183,529	-
Ropas, Jody	88,958	560	Rteil, Ahmad	130,026	1,348
Rosado Rey, Abel	167,067	-	Rubin, Julia	158,911	443
Rosado, Josefina	97,313	10	Rubuliak, Cheryl	91,022	25
Rosales, Roberto	118,953	51	Rueda Becerril, Montserrat	83,473	-
Rosales, Talia	143,238	41	Ruitenbergh, Claudia	199,289	1,487
Rosborough, Gary	156,435	-	Ruiz, Jean	128,410	54
Rosco, Steve	157,337	33	Rullmann, Hotze	150,724	-
Rose, Gabriel	126,435	568	Runquist, Scott	85,669	-
Roseborough, Linda	101,793	146	Ruosi, Adele	78,900	500
Rosen, David	113,826	73	Ruparelia, Jeel	76,419	-
Rosenbaum, Pamela	99,214	1,213	Ruse, N Dorin	223,001	741
Rosenblum, Daisy	118,010	-	Rush, Kathy	170,883	668
Rosenblum, Shelly	102,644	411	Rusinoff, Wesley	75,875	-
Roskams, Angela Jane	174,966	-	Rusk, Bruce	148,927	1,052
Roskelley, Calvin	220,214	-	Russell, Andrew	84,099	406
Ross, Becky	182,680	-	Russell, Anna	115,605	1,804
Ross, Colin	185,000	398	Russell, James	185,411	4,530
Ross, E. Wayne	217,372	-	Russell, Joseph Paul	104,139	-
Ross, Kate	249,925	852	Russell, Karen	153,243	595
Ross, Kerry	84,365	2,622	Russell, Kelly	182,683	3,152
Ross, Thomas	274,155	1,074	Russello, Michael	202,401	219
Rossi, Fabio	263,288	2,377	Russo, Robert	136,143	1,202
Rossignol, Tracey	117,026	42	Ryabika, Dmitriy	83,087	-



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PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Ryan, Christopher	294,316	676	Saini, Chiranjeev	95,358	-
Ryan, Colm	206,073	-	Saini, Saminder	142,734	442
Ryan, Katherine	176,427	566	Saini, Satinder	101,475	-
Ryan, Sean	106,938	772	Saisamorn, Pimkae	101,009	268
Ryan, Teresa	103,311	-	Sajid, Muhammad	79,797	-
Ryder, Thomas	134,519	-	Sajjadiani, Sima	250,664	522
Ryerson, Christopher	142,344	-	Sakakibara, Brodie	112,119	1,628
Ryniker, David	82,945	-	Sakaray, Amrutha	111,598	-
Rysanek, Adam	128,575	11,796	Salame, Patrick	103,025	550
Saab, Farah	77,502	550	Salamon, Anne	97,565	15,583
Saatchi, Katayoun	88,504	2,248	Salcudean, Septimiu	238,674	1,461
Sabharwal, Vanita	108,354	58	Salfi, Joseph	160,364	2,688
Sabine, Elizabeth Delizo	105,279	1,687	Salgadoe, Shermila	94,851	1,601
Sabti, Paula	84,163	760	Salgirli, Saygin	119,310	-
Sabzian, Saeed	85,385	-	Salh, Baljinder Singh	157,126	-
Sacdalan, Reginald	92,428	1,251	Salibian-Barrera, Matias	189,129	121
Sachdeva, Rahul	79,172	1,889	Salikin, Paul	110,025	-
Sadarangani, Manish	175,709	-	Saltel, Kevin	131,846	-
Sadatsafavi, Mohsen	189,819	2,412	Salzberg, Elicia	156,058	-
Saddler, John	295,740	1,346	Salzwedel, Douglas	85,133	379
Sadeghzadeh Milani, Abbas	243,145	939	Sam, Johanna	85,294	447
Sadek, Mo	127,909	3,676	Samardziski, Goran	78,966	550
Sadike, Lawrence	81,207	156	Samji, Shilpa Elsa	101,967	421
Sadiq, Rehan	270,609	20,689	Sammis, Glenn	183,068	-
Sadovnick, Adele	194,941	-	Sammy, Govind	85,059	-
Sadowski, Ivan	182,984	1,021	Samnani, Faiza	102,511	-488
Saewyc, Elizabeth	259,748	5,024	Samodien, Graeme	78,103	-
Safari, Abdollah	120,215	-	Sampson, Clint	88,551	297
Saffou, Faid	76,644	-	Samra, Sarabjot	113,581	-
Safi, Frishta	87,054	550	Samuels, Anne Lacey	219,999	-
Sage, David	90,679	-	Samuels, Danielle	108,164	5,366
Saggio, Raffaele	174,722	-	Sanatani, Shubhayan	153,352	-
Sagliocco, Nick	80,575	1,747	Sandercock, Leonie	224,283	-
Sahota, Hirdepal	78,259	-	Sanders, Jason	79,960	419
Sahota, Paul	87,044	201	Sanderson, Kelly	96,196	-
			Sanderson, Michael	155,133	-



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Sandford, Andrew	166,179	-	Sawchuk, Sharon	94,103	1,006
Sandhu, Baljinder	79,063	482	Sawycky, Darya	117,051	234
Sandhu, Param	81,297	-	Sayed, Tarek	247,190	1,429
Sandoe, David	94,538	583	Sayer, Jeffrey	90,012	979
Sandstra, Ted	85,489	1,299	Saylor, Joel Edward	140,733	-
Sanghera, Sharan	92,499	-	Scales, Andrew	167,011	3,312
Sanguinetti, Jennifer	210,682	473	Scali, Gabriella	86,045	-
Santhapet, Naveen	116,626	-	Scaman, Christine	182,617	3,189
Santos, Alessandra	145,909	-	Scarfe, Jeannie	111,301	-
Santos, Donabel	159,503	-	Scavazza, Bruno	110,295	23
Santos, Erwin	76,188	-	Schabas, Margaret	242,942	604
Santos, Lisa	108,134	119	Schaeffer, Emily	110,954	-
Sapeha, Halina	84,091	-	Schafer, Laurel	230,262	-
Sarantidis, Diana	75,962	-	Schajer, Gary	121,073	1,304
Sarfaty, Galit	211,352	-	Schaller, Mark	225,264	53
Sargent, Risa	126,082	6,487	Schandorf, Michael	80,608	-
Sarra, Janis	285,078	2,082	Schechter, Martin	262,479	-
Sasagawa, Emi	82,678	611	Schellenberg, R Robert	92,364	-
Sasaki, Shugo	83,364	2,229	Schepens, Hilde	125,436	751
Sasso, John	95,366	905	Scheuermeyer, Frank	115,460	-
Sathaye, Adheesh	161,926	-	Schieb, Meike	78,223	171
Satterfield, Blair	173,889	3,950	Schiebinger, Geoffrey	148,918	-
Satterfield, Theresa	216,748	1,039	Schigas, Roland	79,276	-
Saunders, Adam	172,789	-	Schinkel, Morgan	84,207	18
Saunders, Bethany	133,087	22	Schleich, Kristin	138,626	-
Saunders, Harvey	113,580	-	Schluter, Cayetana	80,351	1,336
Saunders, Ian	77,710	-	Schluter, Dolph	277,462	2,261
Saunders, Mary Ann	75,459	-	Schmader, Tanya	200,815	890
Saundry, Amber	96,128	-	Schmidt, Jeremy	107,729	-
Saurabh, Saurabh	75,742	-	Schmidt, Julia	114,497	2,987
Sauve, Karen	121,933	951	Schmidt, Kimberly	95,997	281
Savage, Stephanie	100,541	3,143	Schmidt, Lee	113,671	2,150
Savalei, Victoria	182,774	-	Schmidt, Mark	284,289	-
Savelson, Aviva	129,043	1,400	Schmidt, Matthew	91,404	214
Saw, Jacqueline	118,913	-	Schmidt, Randall	93,281	-
Sawada, Naomi	82,606	46	Schmiesing, Susanne	172,814	-



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Schmitz, Kyle	85,937	-	Scott, Douglas	201,906	1,912
Schmitz, Susan	102,911	29	Scott, Greg	198,003	1,259
Schneider, Thomas	143,495	-	Scott, Ian	298,981	990
Schnellert, Leyton	158,110	4,224	Scott, Jeremy	90,601	20
Schoen, Michael	119,578	20	Scott, Jodi	151,884	-
Scholte, Tom	187,394	7,828	Scott, Kathy	77,893	407
Schonert-Reichl, Kimberly	147,682	368	Scott, Mark	106,848	-
Schoof, Christian	188,557	-	Scott, Sandra	151,689	-
Schoof, Derrick	108,883	2,427	Scott, Suzanne	123,732	486
Schoonbaert, Micheal	94,158	-	Scott-Davies, Nicola	104,051	-
Schreiber, Richard	273,517	-	Scriven, David	82,135	3,482
Schreyer, Christine	119,591	1,098	Scudamore, Charles	122,764	-
Schrimpf, Paul	195,363	-	Seamans, Jeremy	195,199	-
Schroeder, Jonatan	108,565	1,391	Sedgwick, Whitney	121,123	2,958
Schroeder, Lauren	85,012	53	Sediako, Dimitry	149,905	883
Schroeder, Marianne	171,776	5,817	Seet, Tony	162,156	1,323
Schubel, Adam	95,330	1,151	Seethaler, Rudolf	162,080	3,022
Schuck, Nicola	76,665	-	Segal, Judy	110,870	-
Schulte, Patricia	228,494	4,368	Segaric, Cheryl	140,045	907
Schultz, Kimberly	91,024	95	Seidel, Marc-David	285,774	647
Schultz, Kirk	386,593	-	Sekandarpour, Sayed Ferooz	144,947	-
Schulz, Martin	140,965	1,968	Sekora, Brennan	109,309	109
Schulz-Cruz, Bernard	128,163	1,768	Sellers, Stephanie	76,644	-
Schummers, Laura	87,006	4,528	Seltzer, Margo	343,742	1,942
Schuppener, Kristin	87,996	715	Semadeni, Levi	83,586	172
Schuppli, Catherine	117,193	1,852	Semenoff, Gordon Walter	217,716	-
Schwartz, Naomi Beth	91,647	-	Senbel, Maged	171,485	3,330
Schwarz, Robert	85,711	-	Senese, Donna	142,675	-
Schwarz, Stephan	217,749	2,085	Sengul, Selim	130,379	-
Scibior, Adam	103,798	3,484	Senn, Cristina	84,339	-
Scoates, James Stewart	199,746	1,476	Sens, Allen	172,859	-
Scoble, Malcolm	145,186	20	Seo, Philip	93,550	786
Scott, Alexander	176,930	287	Seow, Chun Yong	194,499	-
Scott, Benjamin	87,763	-	Seow, Edmund	124,302	19
Scott, David	154,511	-	Separovic, Darko	83,213	-



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Serbanescu, Catalin	81,211	550	Shannon, Casey Patrick	84,041	-
Serebriakov, Mikhail	147,806	2,031	Shannon, Erin	127,405	381
Seredick, Barbara	78,331	79	Shannon, Kaitlyn	101,664	-
Serim, Tarkan	108,300	-	Shannon, Kate	226,467	-
Serrambana, Sonia	95,005	835	Shannon, Matt	98,652	626
Serrano, Ricardo	151,361	433	Shantz, Joel	80,307	734
Servati, Peyman	183,219	-	Shapka, Jennifer	210,387	204
Sethumathavan, Senthil	113,591	-	Sharif, Afsaneh	106,929	350
Seto, Carrie	113,050	488	Shariff, Azim	192,100	288
Seto, Donna	87,749	214	Sharma, Ajay	85,111	-
Seto, John	108,134	823	Sharma, Rajeev	121,824	139
Seto, Katherine	187,021	2,026	Sharma, Shahin	94,438	320
Severinov, Sergei	211,504	2,824	Sharma, Vidhu	79,523	547
Severs, Jeffrey	135,451	230	Sharon, Rena	177,051	-
Shabbits, Jennifer Anne	165,220	-	Sharp, William	159,325	-
Shadgan, Babak	109,323	6,303	Shaughnessy, Kyle	80,938	543
Shadwick, Robert Edward	135,052	-	Shave, Robert	219,818	1,615
Shaffer, Elizabeth	166,497	1,565	Shaw, Amber	112,093	-
Shafiq, Nausheen	88,560	396	Shaw, Cathi	79,324	-
Shah, Amil	220,164	-	Shaw, Christopher	160,911	32
Shahinfard, Elham	85,133	-	Shaw, Erin	83,709	1,006
Shahnaz, Navid	150,332	2,702	Shawwash, Ziad K	149,701	-
Shahrabi Farahani, Hossein	96,571	-	Shearer, Karis	137,117	5,302
Shahram, Sana	113,614	1,348	Shearer, Lisa	84,844	185
Shajarizadeh, Ali	78,832	-	Shechter, Steven	317,128	7
Shakiba, Nika	97,565	648	Sheel, Jenniffer	162,412	722
Shakya, Tsering	159,154	-	Sheel, William	207,997	1,099
Sham, Andy	102,572	550	Sheffer, Alla	176,125	1,081
Shamkulova, Luiza	85,373	19,708	Sheffield, Evan	93,312	314
Shan, Hongxia	164,282	811	Shehata, Mohamed	151,934	769
Shang, Junling	104,136	-	Shek, Melanie	101,703	550
Shankar, Jay	85,662	1,545	Shekhar, Sudip	157,207	29,185
Shankaran, Richard	78,054	-	Sheldon, Claire	105,864	-
			Shellington, Erin Margaret	76,134	947
			Shelton, Anthony	280,861	7,605



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
YEAR ENDED MARCH 31, 2021**

Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Shelton, Stephanie	138,506	-	Shippit, Heather	99,855	995
Shen, Hui	96,364	-	Shirazi, Mehran	86,899	586
Shen, Jane	93,516	-	Shirzad, Shahin	76,413	48
Shen, Jia Hong	77,306	2,401	Shivji, Yasin	91,051	550
Shen, Josephine	98,518	1,006	Shlomi, Hilla	92,571	650
Shen, Triny	76,436	-	Shmerkin, Pablo	110,973	6,930
Shen, Ya	219,453	-	Shneiderman, Sara	150,225	736
Shenfield, Shawn	91,245	20	Shorthouse, David	214,754	-
Shepard, Michael	119,948	-	Shortt, Robin	88,244	-
Shepelska, Tania	91,953	-	Shrestha, Anil	83,677	-
Shepherd, Bruce	248,848	1,165	Shrestha, Ratna	156,152	48
Shepherd, Holly	93,656	1,062	Shriver, Chelsea	97,955	-
Sheppard, Stephen	128,064	4,847	Shuen, Duncan	134,386	-
Shergill, Sukhraj	79,891	-	Shuler, Charles	278,901	-
Sheridan, Dustin	140,897	-	Shum, Eston	136,028	1,548
Sherkat, Shahed	99,203	545	Shum, Janey	96,771	-
Sherman, John	173,834	-	Shum, Nathan	87,691	-
Sherman, Sarah	88,099	547	Sia, Shirley	81,610	903
Sherrah, Don	97,312	-	Sian, Christina	88,564	-
Sherrington, Andrea	79,290	550	Sibley, James Edward	119,562	-
Sherrington, Ryan	85,131	-	Sibley, Jennifer	113,142	-
Sherwood, Karen	100,071	550	Sicilia, Raphael	76,067	-
Shew, Matthew	84,544	2,094	Sicoli, Kimberly	86,533	225
Shi, Charles	110,614	1,841	Siddiqua, Sumi	162,341	473
Shi, Ling	191,339	1,263	Siddiqui, Hasan Zahid	87,157	1,007
Shi, Yuan	107,369	-	Sider, Michael	89,001	18
Shiao, Winnie	84,211	-	Sidhu, Ali	85,144	-
Shields, Duncan	124,882	-	Sidhu, Manjinder	96,978	98
Shields, Thomas	81,281	109	Sidhu, Ravinder	138,231	-
Shilling, Amber	105,501	547	Sidhu, Vishaldeep	94,774	-
Shimizu, Erica	89,438	-	Sielmann, Christoph	100,261	1,142
Shin, Alice	84,588	213	Sigal, Leonid	210,976	2,473
Shin, Eurie	103,634	-	Siggers, Patricia	89,646	-
Shin, Leo	146,206	417	Signifredi, Marco	94,963	-
Shipley, Paul	156,958	599	Sigurdson, Kris	153,289	-
Shippam, Bette	123,842	1,138	Silberman, Lior	150,619	112



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
YEAR ENDED MARCH 31, 2021**

Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Silfverberg, Miikka Pietari	115,532	3,682	Siu, King	128,269	-
Silk, Timothy	262,964	-	Siu, Sharon	183,038	47
Silva, Mahara	98,529	-	Sivic, Sanya	78,637	342
Silver Sweeney, Marlissee	134,984	1,742	Siy, Ronald	113,335	25
Silver, David	193,415	149	Skarlicki, Daniel	421,610	-
Silver, Erin	110,382	1,109	Skarsgard, Erik	145,032	2,252
Silverberg, Noah	105,082	7,084	Skinner, Adrienne	135,450	-
Simard, Suzanne	210,199	28,696	Skinnider, Michael	77,589	-
Simchen, Ori	207,622	-	Skjaveland, Daniel	78,183	-
Simmons, Valerie	77,563	261	Skolski, Nathan	121,821	-
Simon, Christine	84,921	-	Skoretz, Stacey	132,088	1,512
Simonetto, Deana	87,679	164	Skoulakis, Georgios	336,071	-
Simonite, Blair	99,040	543	Slabikowska, Annay	141,581	-
Simpson, Anne	79,869	-	Slade, Gordon	224,326	520
Simpson, Elizabeth	235,879	1,105	Slater, Lisa	133,048	443
Simpson, Peter	180,167	407	Sletten, Nathan	85,347	717
Simpson, Stacey	94,389	21	Slingerland, Edward	199,262	2,008
Simpson, Travis	87,795	-	Slomp, Caitlin	83,245	1,644
Sims Gould, Joan	140,181	386	Sluyter, Matthew	78,183	-
Sin, Donald	382,292	-	Sly, Laura	204,081	1,713
Sin, Ellen	87,482	512	Smailes, Peter	331,582	2,977
Sin, Nancy	117,530	-23	Small, Jeff	184,597	608
Sinclair, Chadwick	196,506	473	Small, Shelley	78,238	-
Sinclair, Scott	246,377	998	Small, Susan	156,751	778
Sindelar, Robert	126,530	1,606	Smets, Pia	84,803	184
Singer, Joel	217,583	-	Smillie, Malcolm	102,709	383
Singh, Anika	79,959	-	Smit, Matthijs	146,555	587
Singh, Santokh	166,486	-	Smith, Alec	85,607	1,105
Singler, Katelyn	95,533	998	Smith, Angela	132,066	-
Sinha, Sunita	125,947	445	Smith, Brock	157,782	-
Sinnamon, Luanne Silvia	183,555	8,008	Smith, Courtney	80,541	-
Sirrs, Sandra	102,961	-	Smith, Craig	80,598	709
Siu, Ellen	117,110	1,097	Smith, Emma	100,554	-
Siu, Henry	273,190	2,177	Smith, Gabriel	81,674	-
			Smith, Gregory	169,270	525
			Smith, Jason S	90,499	107



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
YEAR ENDED MARCH 31, 2021**

Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Smith, Jeffrey	109,062	-	Sokolova, Maria	83,252	-
Smith, Jocelyn	84,291	1,360	Sollberger, Andrea	76,964	-
Smith, Karen	125,379	-	Soller, Lianne	85,821	-
Smith, Kevin	235,971	2,439	Solomon, Leah	84,655	150
Smith, Kevin Michael	168,264	-	Soltanian, Saeid	89,976	-
Smith, Leonard	81,173	23	Solymosi, Jozsef	202,333	4,266
Smith, Matthew	113,227	584	Soma, Kiran	200,842	2,860
Smith, Megan	90,060	11,180	Somerville, Tsur	281,578	63
Smith, Michael	146,810	-	Sommer, Barbara	85,165	-
Smith, Neale	93,663	-	Sommerville, Brooks	91,967	-
Smith, Stephanie	80,393	199	Sones, Richard	165,338	570
Smith, Tai	164,533	-	Song, Fei	77,741	202
Smith, Vanessa	90,459	1,050	Song, Kyungchul	218,494	-
Smith, Victoria	145,313	407	Song, Liang	137,255	1,230
Smithers, Cameron	111,576	-	Song, Steve	109,213	1,159
Smits, Claire	127,214	830	Song, Weihong	130,223	874
Smolinski, Nick	88,133	-520	Sookraj, Dixon	126,391	-
Smukler, Sean	173,329	2,333	Soon, Maureen	96,423	-
Smutylo, Seyoum	121,097	342	Soon, Zoe	130,865	-
Smyth, Diane	77,064	8	Soong, George	79,901	-
Snadden, David	247,463	-	Sopotiuk, Owen D S	102,160	-
Snow, Jamie	105,440	731	Sor, Sinaroth	128,969	1,171
Snowberg, Erik	106,892	-	Sorensen, Poul	416,964	3,103
Snowden, Kim	99,507	-	Soriano, Mike	78,233	1,000
Snutch, Terrance Preston	223,101	-	Sork, Tom	215,263	460
Snyder, Jason	129,295	564	Soskuthy, Marton	116,741	-
So, Alan	128,011	425	Sossi, Vesna	227,628	1,095
So, David	110,202	2,184	Souffez, Karine	147,202	1,290
So, Kitty	80,193	391	Soules, Matthew	150,795	1,240
Sobol, Barbara	119,671	-	Souresrafil, Natalie	84,257	-3,744
Sobolev, Boris	186,427	-	Soussloff, Catherine	230,375	-
Sobouti, Rafat	84,549	-	Soutyrine, Victor	78,153	-
Sobrinho, Blossom	85,764	-	Sowlati, Taraneh	190,755	808
Sochting, Ingrid	129,262	7,686	Spacciante, Stephanie	120,191	-
Soheilpour, Shimae	86,491	-	Speers, Christine	92,834	-
Soja, Peter	197,247	-	Speight, David	160,946	1,267



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
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Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Speller, Camilla	140,429	2,589	Statham, Ailish	84,116	-
Spencer, Christopher	108,646	587	Staub-French, Sheryl	248,871	1,925
Spencer, Curtis	85,208	148	Stec, Andrew	75,771	550
Spering, Miriam	149,751	70	Stecklov, Guy	278,515	-
Spiegel, Jerry	190,494	440	Steel, Daniel	160,872	-
Spies, Alwyn	138,107	-	Steel, Nick	96,263	40
Spiliotopoulos, Vasiliki	123,967	-	Steen, John Thomas	199,000	113
Spiridonoff, Sophie	88,249	452	Stefanska, Barbara	162,417	2,137
Spittal, Patricia	235,000	-	Stefopoulos, Katrina	76,519	-376
Spivak, Adina	81,968	1,135	Steidl, Christian	241,468	52
Sprout, Bronwen	153,243	28	Steiger, Jesse	118,084	1,295
Squire, Christine	85,132	594	Stein, Ashley	87,945	11
Squires, Munir	182,002	1,237	Stein, Jack	78,395	-
Srebnik, Simcha	180,444	-	Stein, Sharon Rebekah	129,441	6,187
Srivastava, Diane	200,694	-	Steiner, Theodore	192,010	1,103
St Laurent, Patricia	90,536	42	Steinmann, Patrice	138,305	190
St. Cyr, Shilo	121,140	4,908	Steinwand, Blaire	149,363	-
St. Laurent, Drew	105,424	3,843	Stelling, Sally-Anne	86,460	630
Stacey, Jennifer	85,450	158	Stephens, Christopher	164,247	410
Stacey, Jocelyn	172,936	1,058	Stephens, Madeleine	109,834	1,743
Stacey, Richard	85,501	-	Stephens, Tara	117,913	-
Stach, Tara	76,348	112	Stephenson, Christie	121,564	6,984
Stack, Michelle	170,112	808	Sterling, Shannon	110,326	18
Stagg, Kathryn	133,036	-	Stevens, Cheryl	173,322	-
Stainton, Timothy	193,019	519	Stevens, Joseph	78,031	-
Stairs, Ingrid	210,890	-	Stevens, Mark	168,325	595
Stamp, Philip C	232,572	-	Stevens, Sara	145,177	1,619
Stander, Freddy	77,998	-	Stevens, Scott	85,853	-
Standeven, Kathryn	115,864	-	Stewart, Amy	92,004	102
Stanley, Dana	82,315	38	Stewart, Anne	79,467	1,624
Stanton, Lisa	93,647	-	Stewart, Evelyn	341,466	6,245
Starkey, Robyn	79,516	25	Stewart, Jaclyn	129,996	3,929
Starky, Sheena	88,526	-2,106	Stewart, James	233,150	-
Starovoytov, Andrew	95,515	-	Stewart, Janice	167,374	346
Starr, Ilia	82,525	-	Stewart, Jennifer	96,178	46
Starr, Jessica	112,177	745	Stewart, Katriona	86,256	-



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
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Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Stewart, Laura Lynn	334,103	565	Streijger, Femke	81,474	-
Stewart, Megan	116,778	-	Strikaitis, Daniel	87,360	-
Stewart, Nigel	76,058	-	Struch, Gela	121,027	-
Stewart, Ron	81,211	-	Struik, Laura	105,616	5,164
Stewart, Sally	115,469	551	Strumpel, Charlene	137,114	171
Stibravy, Robert	112,125	3,737	Strusievici, Doina	90,185	550
Stickles, Elise	106,300	1,732	Strynadka, Natalie	335,659	-
Stillwell, David	141,254	-	Stuart, Gavin	488,604	-
Stirling, Fiona	120,871	1,148	Stuart-Crump, Alison	116,937	-
Stites, Jessica	174,263	1,659	Stubbs, Jason	88,706	131
Stobbe, Laura	91,089	300	Student, Justin	104,922	-
Stocco, Leo	175,943	2,068	Stull, Roland	212,163	-
Stockdale, Jamie	97,017	325	Stunden, Chelsea	81,933	2,007
Stockler-Ipsiroglu, Sylvia	318,582	-	Stusiak, Tegan	89,534	98
Stockman, Christian	85,352	550	Su, Danyang	77,721	480
Stoeber, Boris	203,419	977	Su, Peter	127,807	-
Stoessl, A Jonathan	239,866	-	Su, Weizhong	83,422	-
Stokell, Krista	84,919	36	Suarez, Eliana	99,518	998
Stoker, Laura Mary	86,649	1,724	Suarez-Blanch, Adriana	106,566	-
Stoll, Kathrin	96,360	-	Subramaniam, Sriram	424,988	1,884
Stone, Ann	152,008	3,659	Suderman, Michelle	125,837	1,199
Stoneson, Wiesje	85,936	-	Suderman, Stefanie	80,497	393
Stoodley, Robin	137,776	-	Sudeyko, Teresa	88,145	16
Stormes, Ben	79,556	1,662	Suen, Adam	76,409	44
Storms, Michelle	117,858	-	Sugden, Roger	267,489	403
Storness-Bliss, Nathen	81,195	24	Sugioka, Kenji	128,169	1,668
Stothers, Lynn	149,300	-	Sugiyama, Ryo	83,662	1,142
Stouck, Jordan	137,145	-	Sui, Jessica	75,282	460
Stout, Robert	101,095	-	Sullivan, Rachael	100,697	550
Stoynov, Nikolay M	81,917	-	Sumaila, Ussif Rashid	250,263	630
Straley, Dave	112,464	-	Summers, Alexander	212,582	5,920
Straley, Thomas	116,880	21	Sun, Alan	126,867	-
Straus, Suzana	195,765	-	Sun, Bonnie	92,948	234
Streelasky, Kari	157,596	-	Sun, Chin	93,839	-
Street, John	111,891	5,981	Sun, Hongyun	82,323	-
			Sun, Maggie	101,316	964



**SCHEDULE OF REMUNERATION AND EXPENSES
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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Sun, Sylvia	143,634	-	Syrnyk, Teresa	158,382	3,245
Sun, Xin	103,590	25	Syskova, Nadezhda	80,393	10,353
Sun, Ying	117,293	-	Szeri, Andrew	405,919	2,895
Sundberg, Juanita	161,957	-	Szeto, Dustin	89,592	-
Sunderland, Darlene	94,055	-	Szigeti, John	87,345	-
Sunderland, Jacqueline Lois	81,767	106	Szkup, Michal	162,897	-
Sunderland, Terence	197,260	7,306	Szostak, Carolyn	129,326	532
Sundher, Treslyn	91,650	1,602	Sztopa, Emil	85,116	-
Sundstrom, Lisa	178,643	613	Tabareh, Dara	120,271	-
Sung, Dianne Elena	136,685	637	Tafaghodi, Leili	112,757	3,183
Suratos, Jennifer	87,646	-	Taghipour, Fariborz	199,716	473
Susanthan, Ayendra	86,042	-	Tagliaferro, Angelina	83,256	1,059
Susanto, Hadi	106,580	-	Taguchi, Brian	85,837	-
Suseendran, Kandiah	149,027	550	Taheri, Asal	75,048	-
Susnjara, Ana	75,888	75	Taheri-Ardebili, Ray	160,623	2,536
Sutherland, Alistair	138,455	25	Tai, Simon	86,566	550
Sutherland, Jason	177,893	-	Taiebat, Mahdi	195,075	1,288
Sutherland, Sarah	78,428	627	Tait, James	81,295	504
Sutherland, Stuart	175,493	-	Tait, Patricia	93,264	713
Suttle, Curtis	238,630	540	Tak, Thena	114,106	450
Sutton, Tracey	99,225	-	Takaffoli, Mahdi	81,690	253
Svedic, Zorana	214,316	-	Takahata, Kenichi	200,777	1,422
Svendsen, Linda	201,344	374	Takaki, Thomas	82,122	-
Swan, Bryan	147,228	-	Takei, Fumio	192,547	-
Swei, Omar	132,011	3,316	Takenaka, Leanne	120,108	511
Swiecki, Tomasz	156,922	-	Takenaka, Lori	85,888	674
Swierenga, Heidi	113,871	892	Takenaka, Stan	130,450	135
Swift, Jody	137,328	214	Talhok, Aline	137,082	-
Swindale, Nicholas Vaughan	174,205	2,392	Taliani, Marwan	83,523	550
Sy, Sherisse	107,012	339	Talmy, Steven	157,116	802
Syali, Prabjit	105,660	178	Tam, Joseph	110,295	-
Sykes, Elaine	87,902	78	Tam, Roger	191,321	-
Sylka, Christina	145,043	-	Tam, Sheena	75,157	-
Symons, Jesse	91,755	1,300	Tam, Theresina	87,854	5
Syrnyk, Jennifer	96,517	-1,076	Tam, Yuen Yi	98,433	-
			Tamagi, Wayne	81,895	598



**SCHEDULE OF REMUNERATION AND EXPENSES
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Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Tamber, Mandeep	137,413	283	Tatipelli, Kavitha	119,419	498
Tamburic, Lillian	94,350	-	Taubert, Stefan	163,152	979
Tamez, Margo	109,232	2,722	Tavakoli Shalmani, Hamid Reza	103,427	550
Tan, Derek	82,997	225	Tavakoli, Javad	138,674	736
Tan, Elsie	178,659	1,034	Taylor, Alison	182,743	2,570
Tan, Janelle	89,392	195	Taylor, Bonnie	86,938	-
Tan, Kelly	79,830	13	Taylor, Bonny	119,535	-
Tan, Kenneth Ching Whay	100,688	-	Taylor, Carolyn	116,742	160
Tan, Matthew	102,377	420	Taylor, David	160,104	-
Tan, Michael	149,872	263	Taylor, Edward	140,107	-
Tan, Michelle	138,687	-868	Taylor, Effie	134,569	656
Tan, Yuen Sze Michelle	146,957	312	Taylor, Eric	218,835	50
Tanaka, Kaori	79,745	760	Taylor, Jessica	88,043	-2,602
Tanaka, Sandy	205,914	2,423	Taylor, Karen	87,259	88
Tanentzapf, Guy	186,549	1,891	Taylor, Robert	191,522	100
Tang, Alex	104,733	2,223	Taylor, Ryan	82,371	637
Tang, Denise	82,506	414	Taylor, Sally	143,711	105
Tang, George	93,409	237	Taylor, Steve	90,778	798
Tang, Jason	112,457	-	Taylor, Steven	194,213	1,200
Tang, Lisa	95,809	1,135	Taylor, Timothy	140,120	-
Tang, Michael	96,486	139	Tchen, Paulo	140,302	776
Tang, Monica K	110,330	1,520	Te Hiwi, Braden	96,082	-
Tang, Shuo	186,655	844	Teasdale, Janet Anne	146,146	-
Tang, Tricia	146,747	3,868	Tebbutt, Scott	162,193	117
Tanguay, Pierre	103,179	5,119	Tecson-Golfinopoulos, Marlene	123,307	-
Tannahill, Diane	87,784	-	Tedford, Edmund	117,715	7,349
Tannant, Dwayne	232,534	1,050	Teed, Katie	93,995	90
Tanner, Martin	204,277	-	Tees, Paul	82,775	-
Tanoto, Shirley	161,157	25	Teichman, Joel	144,007	-
Tansey, James	305,333	4,319	Teixeira, Jose	184,189	-
Tape, Richard	90,207	161	Teja, Fareed	101,409	369
Tarango, Adolfo	139,685	164	Tempel, Bert	84,238	-
Tardif, Angela	108,899	-	Ten Brinke, Leanne	86,308	10,471
Tardif, Madison	89,140	680	Tennakoon, Susantha	99,001	1,252
Tarrant, Marie	211,421	16,835	Tenzer, Michael	214,992	369



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Teo, Rachel	92,207	306	Thompson, Evan	221,167	-
Terai, Leah	119,534	6,684	Thompson, Shannon	92,899	14,950
Teres, Jose	128,459	473	Thompson, Shaun	108,099	-
Terpstra, Andrea	85,748	-	Thomson, Ryan	117,819	1,922
Tesfamariam, Solomon	187,502	473	Thong, Nicole	93,388	3,155
Teslenko, Tatiana	151,003	279	Thorburn, Jeff	110,073	2,046
Tessier, Anne- Michelle	152,927	2,245	Thornberry, Evan	100,285	230
Testa, Carlo	118,140	-	Thorne, Sally	286,031	2,590
Tetzlaff, Wolfram	233,046	3,252	Thornton, Nicholas	81,511	-
Teves, Sheila	138,352	239	Thorogood, Miles	107,869	4,024
Thachuk, Mark	153,004	645	Thorpe-Dorward, Douglas	167,809	100
Thain, Tracy	89,500	-	Thrush, Coll	154,376	6,023
Thamboo, Andrew	83,497	-	Thurmeier, Coby	101,293	4,786
Thaper, Daksh	91,748	-	Tian, Stan	131,669	-
Thauberger, Althea	107,442	-	Tiberghien, Yves	209,943	2,383
Thibeault, Marina	107,430	3,795	Tien, Geoffrey	109,256	259
Thieme, Katja	114,935	2,049	Tierney, Michelle	83,978	88
Thiessen, Joel	94,271	201	Tieu, Dan	128,602	998
Thiessen, Keith	116,434	-	Tilstra, Ingrid	117,812	123
Thobani, Sunera	169,747	716	Timbers, Tiffany	164,870	817
Tholl, Kimberly	96,343	550	Timmers, Gwilyn	82,627	496
Thomas, Anne	91,067	-	Tindall, David	179,991	13,893
Thomas, Graham	111,280	580	Ting, Sin Tung Sabrina	79,378	919
Thomas, Marion	85,447	-	Tingey, Vince	105,716	161
Thompson, Barry James	85,022	-	Tipping, Julie Anne	96,169	668
Thompson, Brett	97,937	-	Titford, Valerie	93,948	258
Thompson, C Katherine	102,963	-	Tiznobaik, Mohammad	79,991	663
Thompson, Charles	222,490	3,108	To, Jayson	142,096	3,676
Thompson, Chelsea	174,807	1,223	To, Shunhau	93,389	-939
Thompson, Christine	86,460	53	To, Sunny	97,176	135
Thompson, Craig	105,693	514	To, Thuan	84,230	208
Thompson, Deborah	92,096	20	Toader, Ovidiu	101,132	-
Thompson, Donald	210,921	4,626	Tocheva, Elitza	157,443	-960
			Todaro, Patrizia	153,118	-
			Todd, Brett	104,606	-



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Todd, Rebecca	141,143	4,362	Toyen, Rachel	115,298	7,512
Todesco, Marco	79,477	-	Traas, Wendy	107,176	-
Tokuriki, Nobuhiko	178,419	-	Traboulosee, Tony	221,675	3,229
Tom, Freda	82,065	-	Tracey, Patrick	112,345	-
Toma, Oana	106,923	103	Tracey, Terence John	170,383	-
Tomaselli, Fernanda	100,272	-	Tracy, Jessica	198,491	1,301
Tomášková, Silvia	81,697	1,308	Traichel, Rudolf	128,646	1,727
Tomc, Sandra	178,086	-	Train, Melanie	95,502	2,530
Tomek, Jennifer	221,366	590	Traister, Bryce	218,074	8,979
Tommasini, Linda	115,793	467	Trajano, Heather	159,074	2,645
Tompkins, Chase	88,519	-	Tran, Dorothy	92,275	-
Tom-Wing, Margaret	116,893	-	Tran, Joshua	94,924	96
Tong, Ambrose	121,158	447	Tran, Martino	138,763	2,059
Tong, Horace	128,459	770	Tran, Nghia	80,365	-
Tong, Nicholas	165,082	2,816	Tran, Vicky	91,089	546
Tonkin, David	87,881	-	Tran, Vivian	87,259	-56
Toor, Kavinder	189,815	3,014	Traore, Ismael	88,839	-
Tooze, Jamie	98,515	-	Trebbi, Francesco	91,144	187
Topham, James	88,333	-	Trebic, Irena	92,068	2,444
Topic, Suzana	138,552	419	Tremblay, Regine	151,554	-
Topley, Conor	81,082	7,854	Tremlett, Helen	179,176	-
Topornycky, Joseph	102,449	-	Tremonti, Robert	100,551	315
Torok, David	90,076	-	Treschow, Michael	152,036	1,661
Toronchuk, Marg	87,774	-	Trethewey, Alexandra	88,763	28
Torres, Ivan	146,295	-	Triay, Laura	86,767	55
Torrijos, Abigail	80,894	-	Trifunov, Erin	78,384	88
Tortell, Philippe	205,152	6,530	Trigg, Wendy	81,401	-
Tortora, Amber	96,476	261	Triggs, Erica	99,812	55
Tosin, Olgica	86,651	257	Trites, Andrew	229,713	3,576
Toub, Omid	111,144	510	Trites, Paul	87,447	737
Tough, Margaret	140,773	-	Troczyński, Tom	202,135	473
Towell, Barbara	126,107	-	Troeung, Y-Dang	140,538	4,539
Towle, Angela	199,145	31	Tropini, Carolina	150,255	440
Townley-Smith, Erin	130,379	4,294	Troster, Dana	77,055	550
Townsend, Laurie	80,920	-	Troughton, Steph	97,443	308
Townson, Andrea	83,938	-	Trowell, Mark	158,195	-



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Truong, David	178,411	550	Turnquist, Corey	78,105	135
Truong, Grace	77,324	-	Turpel-Lafond, Mary Ellen	297,601	2,480
Tsai, Tai-Peng	177,143	75	Turvey, Stuart	384,157	-
Tsakumis, Eleni	89,488	7,769	Tworek, Heidi	138,681	1,067
Tsang, Amy	117,151	640	Twumasi-Afriyie, Truelove	76,732	547
Tsang, Dora	124,223	-	Tyler, Cheryl	85,550	-
Tsang, Jon	86,180	1,313	Tyner, Jana	76,569	183
Tsang, Teresa	150,997	2,314	Tyson, Rebecca	156,156	4,307
Tsang, Teresa	233,254	-	Ubhi, Parm	90,110	156
Tsang-Cheng, Joyce	210,593	7,278	Uchida, Hiromi	94,807	-
Tsang-Wing, Frankie	79,864	16	Uchida, Naomi	93,643	205
Tse, Hsiao Ming	110,300	-	Uden, Tamara	87,496	424
Tse, Mimi	76,902	-	Udzenija, Nicole	136,534	711
Tse, Siu	187,036	899	Uhl, Alexander	108,224	2,461
Tseng, Michelle	132,658	-	Uludag, Altan	75,640	41
Tsiakos, George	168,636	-	Underhill, Michael	223,314	-
Tsu, Tony	87,727	802	Unger, Jill	85,186	257
Tsui, Kam	80,411	-	Uni, Pieter	97,632	-
Tsukada, Hanae	103,159	155	Unruh, Amanda	86,938	829
Tu, Qingshi	128,968	1,160	Unruh, William	218,262	-
Tuck, Adam	85,133	-	Unterberger, Alexander	118,003	105
Tuckett, James	157,198	50	Unwalla, Pheroze	93,844	-
Tudhope, Robert	95,524	204	Upham, David Chester	121,254	-
Tuele, Andrea	110,831	2,061	Uppal, Sonam	116,244	1,384
Tully, Emma	138,135	-161	Upward, William	108,383	300
Tunchev, Tihomir	85,580	51	Ur, Ehud	169,574	-
Tung, Anson	136,747	70	Usprech, Jenna	102,008	2,873
Tupper, Allan	223,797	-	Uteck, Anne	164,041	-
Turan, Serbulent	96,980	745	Utimati, Aletha	122,129	301
Turcotte, Katherine	81,601	22	Vadeboncoeur, Jennifer	185,144	452
Turgeon, Ricky	120,345	1,932	Vafai, Nasim Melony	84,393	525
Turin, Mark	164,227	244	Valchev, Stefan	111,172	2,020
Turnbull, Rebecca	83,515	1,393	Valencia Caicedo, Felipe	158,619	1,516
Turner, Angela	94,582	756			
Turner, Hannah	104,858	296			
Turner, Robin	193,568	511			



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Valente, Maria	87,168	54	Vaney, Michael	127,563	-
Valkenier, Maida	89,069	-	Vanwynsberghe, Robert	159,788	190
Valkovicova, Martina	181,633	8,711	Varao Sousa, Patricia	82,012	550
Vallance, Bruce	220,141	1,781	Varcoe, Colleen	200,518	2,709
Vallee, Ginette	92,339	-	Varhola, Andres	115,370	272
Valley, William	116,492	2,930	Varma, Martin	85,766	-
Van Allen, Margot	182,234	-	Vasilescu, Dragos	88,455	-
Van Buskirk, Robert	111,529	4,627	Vasilev, Aleksandar	85,829	-
van de Panne, Michiel	183,924	376	Vasquez, Anne-Rae	124,822	-
Van Den Broek, Maarten	77,082	-	Vatsal, Vinayak	212,137	1,090
van der Loos, Hendrik	153,576	1,527	Vaughan, Karen	127,538	24
van der Merwe, Michelle	78,928	195	Vavasour, Irene	85,946	636
Van Deursenova, Viktorie	94,449	-	Vavilov, Dmitry	89,334	-
Van Donkelaar, Paul	207,764	954	Vaziri, Reza	244,344	1,749
Van Duzer, Leslie	220,696	2,668	Veal, Thomas	99,477	998
Van Eeden, Stephanus	171,673	-	Vedam, Saraswathi	176,432	140
Van Enk, Anneke	80,313	-	Vedan, Adrienne	141,082	-
Van Handel, Leigh	96,671	11,447	Veenstra, Gerry	202,833	3,421
Van Heusden, Klaske	75,004	326	Veerapen, Kiran	150,163	2,913
van Jaarsveld, Danielle	368,941	8,061	Veiga, Marcello	151,853	3,496
Van Nus, Moyra	175,648	6	Velasquez Garcia, Hector	82,493	446
Van Petegem, Filip	230,175	994	Vellutini, Claudio	121,086	997
Van Raamsdonk, Catherine	168,672	-	Venema, Lauren	80,374	24
Van Raamsdonk, Mark	217,337	-	Ventura, Carlos Estuardo	230,057	473
Van Roode, Ryan	94,880	-	Ver, Leah May	113,911	3,042
Van Waerbeke, Ludovic	205,822	557	Vercammen, James	213,156	184
van Willigenburg, Stephanie	211,190	2,545	Verchere, Bruce	243,685	-
Van Zyl, Dirk	102,326	473	Verma, Arun	169,460	1,593
Vanderheide, Helen	115,850	60	Verma, Serena	122,753	-
Vanderwoude, Gerald	210,757	12	Vernet, Julien	141,276	632
			Vernon, Alanna	108,846	926
			Verrett, Jonathan	141,824	905
			Versteeg, Amanda	85,510	38
			Vertinsky, Ilan Boris	262,343	466



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Vertinsky, Patricia	235,900	1,494	Vollmer, Lorraine	86,054	-
Veso, Gustav	116,138	-254	von Bergmann, Hsingchi	219,110	2,163
Vessey, Mark	303,474	-	von Keyserlingk, Marina	234,034	2,694
Vial, Claire	77,044	45	Vora, Siddharth	210,980	-
Vianzon, Lindon	100,941	-	Voss, Christine	106,380	14
Viau, Victor	197,008	610	Vozel, Amy	99,304	680
Vickery, Jon	83,081	-	Vredenbregt, Elise	87,065	-
Vicktor, Ulla	86,403	1,899	Vucko, Monica	102,481	583
Victoriano, Ramon Antonio	104,048	1,196	Vujosevic, Tijana	90,080	5,525
Vidler, Marianne	111,132	4,788	Vuong, Priscilla	122,909	475
Vigna, John	97,651	5,514	Vyleta, Nicholas	80,082	348
Vigo, Daniel	232,880	5,383	Wabnitz, Colette	122,695	2,000
Vigue, Brad	95,248	573	Wachs, Anthony	170,445	-
Vijayaraghavan, Rajesh	270,722	7,510	Waddington, Chandra	115,675	1,902
Vijeth, Arjun	91,081	-	Waddington, Tim	90,109	-
Vikse, Daniel	83,085	-	Wade, Bryan	149,368	-
Vilandre, Isabeau	113,177	6,224	Wagemakers, Julie	215,264	1,392
Vilarino-Guell, Carles	136,536	9	Wagner, Alan	165,373	134
Vila-Rodriguez, Fidel	290,579	1,122	Wagner, John	149,507	630
Villanueva, Pamela	77,627	209	Wagner, Philippa	96,782	-
Villarica, Meynardo	77,950	-	Wai, Alexandra	86,962	600
Villegas, Giuliana	90,260	-	Waibel, Sina	85,569	1,751
Vincent, Amanda	227,209	2,602	Wainer, Rafael	91,260	-
Vinek, Jeanette	153,586	675	Wakeman, Teija	92,473	-
Virji-Babul, Naznin	180,253	-	Walchli, Julie Ellen	142,721	533
Vis-Dunbar, Mathew	85,968	353	Walji, Nazlin	89,801	550
Vizolyi, Mike	186,716	194	Walker, Carmen	131,129	532
Vlad, Lorena	149,079	1,023	Walker, David	186,050	4,315
Vlassopoulos, George	111,671	-	Walker, Ian	95,804	-
Vo, Lien	80,970	-	Walker, Judith	138,901	1,257
Vockeroth, Bonnie	95,689	-	Walker, Kristen	125,306	500
Vogl, A Wayne	185,840	-	Walker, Laura	91,703	-
Vogt, Fred	157,985	527	Walker, Tanya Jane	137,495	7,134
Voisine, Caroline	90,058	-	Wallace, Clarissa	135,163	700
Vollick, Daniel	124,640	-	Wallace, David	89,017	-



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Wallace, Megan	124,457	-1,418	Wang, Sheng	164,937	393
Walley, Keith	197,369	825	Wang, Siyun	170,748	2,644
Walls, Patrick	116,574	-	Wang, Tongli	146,154	777
Walmart, Sofia	77,746	32	Wang, William	83,152	550
Walsh Marr, Jennifer	113,190	-	Wang, Xiaofei	84,061	25
Walsh, Frank	75,906	-	Wang, Yan	159,771	-
Walsh, Shannon	128,466	1,325	Wang, Yanwen	303,540	425
Walsh, Zachary	168,253	5,950	Wang, Yu Tian	238,985	1,357
Walter, Kerstin	96,857	550	Wang, Zhen	218,433	473
Walter, Pierre	193,796	240	Wanis-Ruiz, Daniel	91,366	2,503
Walters, Shanna	108,932	546	Warburton, Darren	187,709	2,472
Walters, Stuart	102,951	390	Warburton, Matthew	120,814	-
Waltham, Christopher	202,602	876	Ward, Kevin	85,550	-
Walus, Andrea	99,971	-	Ward, Lawrence	112,127	1,782
Walus, Konrad	197,968	5,325	Ward, Michael Jeffrey	237,227	-
Walzak, Alison	75,159	-	Ward, Mike	135,988	25
Wan, Adrian	79,209	-	Ward, Shannon	90,241	4,151
Wan, Winnie	87,263	-	Warner, Linda	109,218	53
Wang, Chieh Yu	93,007	378	Warren, Alexandra	87,202	225
Wang, Dina	79,479	550	Warren, Mark	257,111	-
Wang, Fang	104,145	4,246	Warrener, Sheryda	98,060	2,085
Wang, Fei	76,491	-	Washburn, Cheryl	162,151	2,029
Wang, Fei	140,750	849	Wasiak, Christine	76,309	-
Wang, Grace	106,809	1,490	Wasney, Shelley	95,374	550
Wang, Guangyu	172,837	6,768	Wasserman, Wyeth	294,538	7,328
Wang, Hsiang-Ning	121,328	2,887	Wassink, Berend	154,700	440
Wang, Jessica	175,507	503	Wasson, Nicola	77,357	179
Wang, Lei Simon	135,714	326	Wasteneys, Geoff	252,776	-
Wang, Lele	122,006	5,262	Waterman, Stephanie	161,727	6,687
Wang, Liwei	132,174	1,836	Waters, Moya	129,434	372
Wang, Lu	109,622	499	Watkins, Jeremy	86,180	-
Wang, Luvian	77,456	-	Watson, Donald Scott	237,073	756
Wang, Merry	88,114	119	Watson, Liam	143,589	-
Wang, Qian	149,480	482	Watt, Deborah	82,248	40
Wang, Rizhi	196,289	473	Watt, Emily	89,785	1,126
Wang, Shawn	187,708	1,506	Watt, Maggie	75,163	-



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Watts, Susan	113,321	1,000	Wenzel, David	90,861	-
Waugh-Clark, Karen	121,171	278	Wereta, Edward	91,024	483
Wauthy, Joshua	128,459	664	Werker, Gregory	207,361	2,183
Waye, Donna	80,007	812	Werker, Janet	282,942	2,007
Weary, Daniel	232,555	147	Wernicke-Heinrichs, Meike	121,236	1,583
Weaver, Michael	105,083	-	Wessa, Ron	75,113	-
Webb, Andrea	122,355	200	Wessel, Brenda Diane	90,059	30
Webb, P. Taylor	151,664	270	West, Christopher	140,126	9,053
Webber, Eric	121,152	-	West, Julie	132,529	933
Webber, Johanna	114,025	496	West, Katherine	139,248	-
Webber, Patina	105,163	17	Wester, Joanne	131,027	-
Weber, Barbara	143,222	-	Westman, Wendy	110,520	-
Weber, Daniella	110,100	-	Weston, Darlene	144,093	503
Weekes, David	99,150	-	Westwell, Sheila	87,878	-
Wei, Joyce	80,329	1,050	Wetterstrand, Gregory	128,310	-
Wei, Juncheng	267,729	950	Wetton, Brian	209,070	311
Wei, Junli	100,082	784	Wharton, Robert Douglas	141,734	20
Wei, Kristen	92,076	550	Wheeler, Adrian	79,425	-
Wei, Xiaohua	173,673	784	Wheeler, William Bradley	141,846	-
Weidberg, Hilla	131,241	926	Whitaker, Gina	77,164	90
Weidner, Tamas	133,620	1,127	White, Alexander	88,494	-43
Weigel, Janice	165,997	1,132	White, Houston	100,697	132
Weijs, Steven	156,171	-	White, Jason	137,392	789
Weinberg, Barbara	99,445	1,110	White, Jenna	79,455	-
Weinberger, Kate Rebecca	120,991	1,055	White, Katharine	187,971	1,567
Weis, Dominique	304,457	1,157	White, Katherine	395,114	1,488
Welch, Ian	131,656	-	White, Kelly	117,474	4,064
Welch, William	173,977	-	White, Lalieth	79,302	390
Wellington, Cheryl Lea	207,529	185	White, Margaret Joyce	77,045	-
Wellman, Samantha	133,649	-	White, Michael	226,953	4,223
Wells, Brianna	85,387	184	Whitehead, Lorne	258,233	1,044
Wells, Ralph	108,942	-	Whitlock, Michael	213,004	852
Welsh, Ashley	101,581	644	Whitney, Eli	208,018	1,674
Wen, Frank	101,499	550	Whitney, Valerie	112,789	118
Wendt, Nicole	90,342	1,470			
Wenman, Sheri	86,899	-783			



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Whittaker, Jacqueline	143,358	2,569	Willson, Melanie	91,243	575
Whittaker, Shane	88,788	-	Wilson, Brian	111,943	138
Whitton, Jeannette	173,790	-	Wilson, Brian	197,828	-
Wickenden, Jason	130,748	-	Wilson, Colin	120,353	3,439
Wickramasinghe, Sachintha	81,580	-	Wilson, Craig	95,101	-
Wiebe, Brandy	79,312	-	Wilson, David	243,508	5,369
Wiens, Jarrad	101,928	94	Wilson, Debbie	166,630	2,068
Wiens, Michele	98,129	-	Wilson, Derek	153,610	450
Wiersma, Rachel	85,666	412	Wilson, Eric	128,926	-
Wiesner, Bruce	270,082	56	Wilson, Lisa	105,783	1,196
Wiggens, Kaya	105,746	-1,278	Wilson, Roger	126,942	1,466
Wight, Anona	103,250	-	Wilson, Ryan	99,163	-
Wight, David	75,995	-	Wilson, Terry	80,213	323
Wijendra Acharige, Lasantha Premarathna	86,913	-	Wilson, Troy	79,030	-
Wijewickreme, Dharmapriya	222,553	5,606	Wilton, James	78,176	-
Wilbur, Kerry	225,696	1,001	Wilton, Steven	277,627	1,593
Wilcox, Pearce	141,149	-	Wines, Jane	91,154	-
Wile, Marilyn	176,434	-	Winstanley, Anthony	140,388	227
Wiley-Shaw, Sasha	100,326	-	Winstanley, Catharine	189,546	3,172
Wilkes, Rima	194,085	2,640	Winter, David	116,881	-
Wilkinson, David	214,521	1,936	Winter, Ralph	355,756	58
Willard, Tania	97,147	2,846	Winthrop-Young, Geoffrey	205,467	4,290
Williams, Adina	85,672	539	Wirtz, Derrick	132,515	-
Williams, Ben	149,198	-	Wiseman, Kelleen	168,815	1,800
Williams, David	90,487	-	Wiseman, Sam Michael	154,282	6,790
Williams, Ian	105,582	-	Wisniewski, Mark	85,548	-
Williams, Jennifer	148,245	1,404	Wisniowski, Joseph	75,592	-
Williams, Karla	186,357	543	Withers, Stephen	147,128	563
Williams, Michael	81,584	-	Withnell, Kiah	80,703	73
Williams, Shanda	94,924	1,962	Wittman, Hannah	181,863	1,806
Williams, Warren	134,442	-	Wodarczak, Erwin	132,932	-
Williamson, Dan	125,895	783	Wolf, Michael	242,006	1,305
Willoughby-Robinson, Carol	91,704	14	Wolf, Pamela	102,378	1,282
			Wolfman, Steven	184,074	746
			Wolkovich, Elizabeth	151,379	15,946



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Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Woloshyn, Jennifer	107,005	3,500	Wong, Paul	120,748	-
Wolthers, Kirsten	146,496	-	Wong, Roger	250,164	551
Wong, Alison	108,009	-	Wong, Sabrina	201,773	3,533
Wong, Betty	110,628	1,000	Wong, Stanley	83,002	-
Wong, Bryan	82,617	16	Wong, Susan	87,046	-
Wong, Catharine	76,084	-	Wong, Victor	96,722	534
Wong, Chor Yuen	77,854	-	Wong, Vincent	213,704	1,578
Wong, Cicie	132,073	2,015	Wong, Weslie	76,810	328
Wong, Danielle	102,996	231	Wong, Wilson	88,564	-
Wong, Darren	117,806	150	Wong, Ying	127,537	25
Wong, Dilla	121,131	28	Woo, Carson C	273,831	3,131
Wong, Douglas	75,242	590	Woo, Debbie	170,930	1,694
Wong, Elim	120,863	208	Woo, Fred	89,215	-
Wong, Gabriella	104,821	1,799	Woo, James	80,169	290
Wong, Gary	84,509	-	Woo, Jennifer	93,244	-
Wong, Gina	103,230	-	Woo, Michelle Man Man	99,987	-
Wong, Harvey	211,331	-	Wood, Davis	99,819	2,092
Wong, Helen	104,979	-	Wood, Donna	83,744	2
Wong, Helen	122,016	522	Wood, Evan	149,510	5,881
Wong, Hubert	162,923	456	Wood, Frank Donald	418,741	4,348
Wong, Jeffrey	90,613	538	Wood, Grace	80,667	550
Wong, Jenny	84,527	-	Wood, Jasper	190,699	-
Wong, Jessica	95,366	-	Wood, Stepan	263,546	3,702
Wong, John Y	77,991	-	Wood, Sue	89,456	-
Wong, Jonathan	80,282	366	Wood, Victoria	111,472	555
Wong, Journey	84,280	966	Woodburne, Geoff	92,018	499
Wong, Judy	213,178	2,723	Woodford, Karen	79,840	-
Wong, Karen	88,970	-	Woodruff, Shaun	86,294	424
Wong, Ken	146,368	550	Woodson, David	204,979	2,790
Wong, Kenneth	112,296	-	Woodward, Melissa Lynn	77,389	5,480
Wong, Kenneth	121,147	20	Woodward, Todd	195,888	3,303
Wong, Kevin	85,039	1,031	Woodworth, Michael	182,120	1,646
Wong, Linzi	84,256	-	Woody, Sheila	154,385	2,048
Wong, Michelle	177,482	20	Wooff, Annette	94,304	160
Wong, Otto	103,011	-	Woollard, Robert	277,398	-
Wong, Patrick	109,959	80			



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
YEAR ENDED MARCH 31, 2021**

Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Woolley, Sandra	101,429	1,252	Wyly, Elvin	179,296	-
Woolman, Jessica	87,651	-	Wyman, Tracy	97,970	62
Woolnough, Robert Freeman	109,705	697	Wyness, Lisa	117,285	889
Worrall, Liam	152,209	-	Wyntjes, Barbara	138,600	1,028
Worthington, Anne	105,562	183	Wytenbroek, Lydia	78,055	734
Wotton, Kerensa	92,783	496	Xia, Guangrui	160,296	473
Wright, Bruce	130,164	-	Xia, Jane Meng	104,269	509
Wright, Handel	206,231	217	Xia, Zhicheng	136,998	-
Wright, Helen	98,623	-	Xiang, Qing-San	182,029	2,484
Wright, Jason	129,666	550	Xiao, Robert	147,331	627
Wright, Joanne	338,825	433	Xiao, Sha	82,195	608
Wright, Lindsay	116,300	1,202	Xie, Mingliang	78,708	-
Wright, Lucas	103,999	-	Xie, Yifang	202,707	12,240
Wright, Matthew	139,980	-	Xing, Joe Y	138,261	-
Wrinskelle, Jessica	109,976	399	Xu, Fan	92,160	-
Wu, Amery	133,749	-	Xu, Feng	85,110	-
Wu, Brian	140,370	-	Xu, Kelvin	75,218	-
Wu, Chia Shan Emily	88,597	397	Xu, Leon Liang	88,717	1,163
Wu, Chunhua	309,447	3,588	Xu, Min	77,341	1,209
Wu, David	75,799	-	Xu, Xiaowen	118,168	-
Wu, Esther	112,488	28	Xu, Zhaoming	199,575	2,418
Wu, Joyce	80,701	575	Xue, Feng	80,597	-
Wu, Lang	194,576	567	Xue, Qin	77,298	1,266
Wu, Lyndia	143,260	2,131	Yablonovskaya, Yana	81,175	-
Wu, Maxine	90,300	224	Yacheshyn, Margo	85,299	58
Wu, Rachel	94,464	-	Yachie, Nozomu	98,515	-
Wu, Sally	79,095	1,037	Yada, Rickey	295,217	3,621
Wu, Sharon	210,807	2,500	Yadav, Vikramaditya	169,949	802
Wu, Sylvia	118,068	4,645	Yallop, Sandra	94,230	-
Wu, Wei	83,146	-	Yam, Anthony	81,211	-
Wu, Xinxin	114,221	-	Yamamoto, John	134,934	3,504
Wudrick, Heidi	75,183	-	Yan, Andrea	81,398	458
Wun, Constance	94,981	410	Yan, Joseph	174,206	473
Wyatt, Christopher	285,940	4,671	Yan, Jun	104,601	-
Wylie, Alison	243,313	3,156	Yan, Miu Chung	189,958	300
Wylie, Peter	131,455	-	Yan, Sabrina	91,024	26



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
YEAR ENDED MARCH 31, 2021**

Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Yan, Violetta	94,432	1,114	Yellen, Abby	77,683	-
Yan, Yu	130,283	473	Yen, Edwin H	236,178	1,475
Yanacopulos, Helen	180,491	-	Yeoh, Eunice	100,488	-
Yang, Ava	126,534	1,153	Yep, Erika	99,189	4,055
Yang, Bicheng	89,807	1,431	Yerex, Tom	123,556	1,729
Yang, Cheng Wei Tony	92,731	550	Yeung, David	133,621	221
Yang, Decheng	180,230	461	Yeung, Ira	314,257	3,030
Yang, Joan	161,162	3	Yeung, Janice	175,622	2,069
Yang, Linda	122,010	1,963	Yeung, Noelle	79,558	600
Yang, Luke	79,210	1,495	Yeung, Sonia	111,111	990
Yang, Renren	101,293	465	Yeung, Yanny	78,645	976
Yang, Tracy Han	80,469	994	Yi, Christina	133,062	-
Yang, Tsung-Yuan	184,142	473	Yi, Kwang Moo	93,531	732
Yao, Felix Z	99,731	1,095	Yilmaz, Ozgur	194,767	727
Yap, Damian	91,307	-	Yim, Annie	191,941	5,235
Yap, Taylor	104,301	-	Yim, Shirley	108,768	25
Yasenchuk, Andrey	118,194	133	Yin, Pengzhou	109,214	-
Yasir, Mallick	222,767	-	Yip, Calvin	153,282	726
Yasrobi, Tammy	140,397	-	Yip, Gee	138,336	25
Yassi, Annalee	373,299	95	Yip, Harold	112,516	-
Yatham, Lakshmi	528,328	35	Yodanis, Carrie	81,263	1,155
Yau, Vicky	113,474	-	Yonemitsu, Noboru	134,606	2,803
Yazdan Panah, Fahimeh	77,027	473	Yong, Christopher	152,796	20
Ye, Denise	114,694	-	Yong, Paul	138,316	541
Ye, Ziliang	129,077	-	Yonkman, Scott	112,486	-
Yeager, Elyse	126,919	-	Yoo, Jeewon	96,328	-
Yedlin, Matthew	176,176	440	Yoon, Branden	76,537	1,111
Yee, Adrian	78,913	1,103	Yoon, Dongwook	156,804	2,571
Yee, Douglas	110,084	998	Yoon, Florence	127,655	150
Yee, Irene	94,303	-	Yoon, Kyong	142,091	1,307
Yee, Jessica	103,513	2,544	Yoon, Young Ju	125,484	550
Yee, John	169,590	-	Yoshida, Eric	195,032	-
Yee, Sandra	113,618	-	Yoshimizu, Ayaka	84,177	643
Yee, Sue	106,802	-	You, Helen	80,597	2,163
Yeh, Connie	78,929	614	You, Taehyun	105,125	-
			Young, Carol	112,545	20



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
YEAR ENDED MARCH 31, 2021**

Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Young, Jeff	231,602	1,928	Yuskiv, Nataliya	78,531	102
Young, Karen	113,366	-	Zackon, Brian	108,203	1,408
Young, Kathryn Elise	86,946	-	Zahedi, Payam	111,907	1,076
Young, Margot	249,883	-	Zahid, Asima	154,069	185
Young, Mary-Lynn	198,462	3,280	Zahl, Joshua	141,051	316
Young, Richard	164,979	2,371	Zaikova, Elena	75,503	-
Young, Robert	124,830	-	Zajko, Michael	93,823	1,763
Young, Robin	102,009	-	Zakani, Sima	90,705	-
Young, Steven	108,412	1,158	Zalamea, Victoria	78,323	34
Younger, Alastair	148,352	-	Zallen, Erica	94,413	-
Yousefi, Masoud	81,168	-	Zamani, Melika	110,675	406
Yu, Henry	228,784	-737	Zamar, David Sebastian	83,623	-
Yu, Hoi Yin Eugenia	118,775	-	Zamar, Ruben	189,789	-
Yu, Hong	78,234	-	Zammar, Madeleine	92,928	1,804
Yu, Jill	121,012	2,101	Zandberg, Wesley	127,729	84
Yu, Linda	81,207	-	Zandstra, Peter	373,882	-
Yu, Lingtao	276,976	5,454	Zanette, Jessica	86,869	459
Yu, Ophelia	77,735	333	Zanotti, Cristina	132,922	873
Yu, Tony	79,798	-	Zappa, Sandra	154,397	1,212
Yu, Wai	88,959	-	Zarb, Ethan	76,460	-
Yue, J.	76,515	484	Zarifi, Mohammad Hossein	117,414	3,120
Yue, Shirley	93,389	2,734	Zarka, Sandy	85,661	-
Yueh, Hesther	89,211	190	Zarkovic, Alan	78,963	141
Yuen, Douglas	87,887	-	Zawistowski, Jerzy	122,729	303
Yuen, Ivan	91,419	202	Zebehazy, Kim	161,163	532
Yuen, Jamie	122,777	6,455	Zed, Peter	260,580	1,948
Yuen, Lavina	100,049	-	Zeigler, Barbara	110,416	-
Yuen, Macaire Man Saint	87,680	-	Zeitlin, Michael	137,010	1,832
Yuen, Sara	77,281	-	Zelege, Libby	77,936	-
Yukhymets, Alina	89,205	18	Zeleznik, Stephanie	80,892	9
Yule, Heather	126,568	1,206	Zelter, Connie	94,994	-
Yun, Erin Yong Hye	90,341	-	Zender, Bernhard	83,183	-
Yung, Andrew	112,218	459	Zeng, Michelle	80,674	-428
Yung, Effiam	75,204	210	Zerdin, Joe	107,393	310
Yunker, Lars	86,004	-	Zerriffi, Hisham	180,283	570
Yupangco, Dominique	91,568	-			



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
YEAR ENDED MARCH 31, 2021**

Unaudited Schedule

Name	Remuneration	Expenses*	Name	Remuneration	Expenses*
Zhai, Dion Zilong	81,928	-	Zhou, Yang-Yang	102,978	1,278
Zhang, Anming	355,333	1,093	Zhou, Youwen	168,936	-
Zhang, Christina	131,740	4,057	Zhu, Belinda	128,459	618
Zhang, Cynthia	79,566	-	Zhu, En	76,331	-
Zhang, Gaoheng	131,358	53	Zhu, Jessie	139,692	25
Zhang, Gillian	83,417	297	Zhu, Min	92,469	-
Zhang, Hao	279,015	-	Zhu, Xing	79,582	-
Zhang, Honglin	84,291	-	Zhu, Xinxin	80,372	675
Zhang, Jane	76,901	-	Zhu, Ying	188,076	6,770
Zhang, Jenny Li	290,123	465	Ziels, Ryan	125,817	3,649
Zhang, Lewei	163,720	-	Ziemczonek, Adrian	97,856	336
Zhang, Nick	82,002	-	Ziemiński, Tom	123,193	240
Zhang, Richard	103,040	-	Ziethen, Antje	86,308	1,108
Zhang, Wei	123,298	-	Zihlmann, Oliver	117,170	1,194
Zhang, Ying	101,518	474	Zimmerman, Naomi	125,861	3,164
Zhang, Yu Verina	101,276	-	Zimmerman, Todd	158,616	-
Zhang, Yuelin	170,267	-	Zlosnik, James	87,715	399
Zhao, Darren	111,201	461	Zoric, Nina	81,182	40
Zhao, Elaine	138,638	25	Zou, Bingshuang	193,887	9
Zhao, Jianhua	75,942	-	Zou, Ke	146,419	4,218
Zhao, Jiaying	159,646	6,572	Zoubeidi, Amina	172,203	-
Zhao, Louise	90,286	2,573	Zrally, Zdenek	105,118	-
Zhao, Yinshan	108,087	819	Zumbo, Bruno	320,842	-
Zhdanovich, Sergey	92,913	2,481	Zumpano, Franco	105,105	-
Zhelenkov, Denis	83,065	344	Zumrawi, Abdel Azim	105,286	-
Zhen, Jia	79,661	25	Zuo, Mila	102,608	426
Zheng, Alex	82,386	-	Zwicker, Jill	157,315	2,368
Zheng, Bin	79,856	1,972	Zysk, Eva	100,423	-
Zheng, Tianyi	79,067	549			
Zheng, Xin	287,642	4,278			
Zhitnitsky, Ariel	208,468	1,253	Earnings greater than or equal to \$75,000	940,945,374	7,332,577
Zhou, Fei	194,593	1,140			
Zhou, Lewis Lingxiao	88,187	550	Earnings under \$75,000	583,607,646	3,996,972
Zhou, Lily	108,621	1,006			
Zhou, Mi	158,572	13,391			
Zhou, Shiping Steve	108,287	3,449			
			Total	1,524,553,020	11,329,549



**SCHEDULE OF REMUNERATION AND EXPENSES
PAID TO EMPLOYEES OR ON BEHALF OF EMPLOYEES
YEAR ENDED MARCH 31, 2021**
Unaudited Schedule

Employment Insurance and Canada Pension Plan

Total Employer's Employment Insurance	\$16,679,491
Total Employer's Canada Pension Plan	\$43,988,291

Severance Agreements

Severance agreements, under which payment commenced during the fiscal year reported on, by the corporation in respect of its employees excluded from coverage under collective agreements of the corporation.

These agreements represent approximately from 0.2 to 16.3 months of compensation.

Number of Agreements: Twenty-Four



SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES**YEAR ENDED MARCH 31, 2021**

Unaudited Schedule

The amounts reported in accordance with the Financial Information Act are cash payments in the fiscal year; whereas, the Consolidated Statement of Operations is prepared on an accrual basis. In addition, the Consolidated Statement of Operations includes subsidiaries, government partnerships and government business enterprises which are consolidated on different bases. Accordingly, there will be differences between the amounts reported in the Schedule of Payments for Goods and Services and the Consolidated Statement of Operations.

Name	Amount	Name	Amount
1058102 BC Ltd	80,399	A R Mower & Supply Ltd	37,453
10731617 Canada Inc DBA Blue City Technology	60,648	A Shekhar Pandey Medicine Professional Corporation	51,282
10X Genomics, Inc	337,773	A.NATI.MY Studios	35,385
1114588 BC Ltd DBA Tin Roof Service Design	36,936	AACC Internists Holdings Inc	49,809
1204259 BC Ltd	112,300	Abbott Laboratories, Ltd	30,440
1251359 BC Ltd	31,238	Able Irrigation Ltd	85,322
12Twenty Inc	50,238	Abloy Canada Inc	115,247
1561599 Ontario Inc O/A Athena Software	40,335	Abreu, Andre	68,256
1921507 Alberta Ltd O/A Discover Coding	52,000	Abro Water Tech Services	39,915
2102124 Alberta Ltd	76,000	Academic Journalism Society	75,000
2545755 Ontario Inc DBA Thorcan Construction & Refractories	60,990	Accelerate Okanagan Technology Association	112,468
2629376 Ontario Inc O/A Powerhaus Consulting	51,259	Access Planning	285,646
3013294 Canada Inc	67,189	Accurate Realtime Reporting Inc	206,537
3031632 Manitoba Inc DBA The Fort Garry Hotel	67,576	Ace Camp Equipment Canada Inc	36,924
315363 BC Ltd DBA Domino's Pizza	46,326	Achieve Your Mark	27,179
3-C Institute For Social Development	85,332	Acklands Grainger Inc	30,298
3M Company	32,152	ACME Fire & Safety Co Ltd	125,818
4 T's Industries Ltd	44,800	Acton Ostry Architects Inc	82,363
4imprint Inc	28,701	Acura	29,100
4th Utility Inc	341,351	Adaptavist Canada Ltd	133,789
6788173 Canada Inc	56,942	Ademco Iii Ltd	94,791
9416595 Canada Inc DBA ISOSPARK Analytical Solutions	124,107	ADI Global Distribution	35,376
A & K Robotics Inc	36,846	ADInstruments Inc	28,977
		ADM Systems Inc	43,439
		Advanced Broadcast Cabling	131,970
		Advanced Cell Diagnostics	40,203
		Aequitas Leadership Development Ltd	66,675
		Aerodyne Research Inc	280,720



SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES

YEAR ENDED MARCH 31, 2021

Unaudited Schedule

Name	Amount	Name	Amount
AES Engineering Ltd	173,347	ALS Canada Ltd	39,757
Affinity Bridge Consulting Ltd	37,912	Altis HR (Vancouver)	89,855
Affinity Staffing Inc	425,030	Altman Analytics	43,750
Africa Practice East Africa Ltd	45,403	Alumni Association UBC	34,645
Agilent Technologies Canada Inc	804,648	AMAX	72,439
Agribusiness Advisors	57,766	Amazon Web Services Inc	669,176
Agriculture and Agri-Food Canada	30,710	AMELT Corporation	26,625
Aha! Labs Inc	26,774	American College of Radiology	27,150
Ahmer A Karimuddin MD Inc	57,118	American Express Bank of Canada	753,903
AHV Access Health Vancouver Ltd	65,337	American Medical Association	33,904
AIG Insurance Company of Canada	54,829	American Physical Society	50,677
Ai-Media Canada Inc	30,922	AMI, spol.s r.o.	46,000
Ainsworth Inc	51,556	Amin Aminbakhsh Medical	38,038
AIP Publishing LLC	102,750	Ampersand Inc	68,546
Air Liquide Canada Inc	60,298	Amre Supply Company Ltd	68,482
AKIPS Pty Ltd	34,824	AMTRA Solutions Ltd	181,125
Akoya Biosciences Inc	322,810	Analogic Corporation	127,140
Alderhill Planning Inc	25,875	Ancare Corporation	28,855
Aldridge & Rosling	58,357	Andrea MacNeill MD Inc	31,409
Alexander Holburn Beaudin and Lang	70,039	Andrew C Dunn DBA Evalu8 Consulting	34,498
Alexander Land Corporation	31,064	Andrew Sheret Ltd	450,114
Alexander Street Holdings Ltd	94,684	Andy Chen Inc	32,860
Alibaba Cloud (Singapore) Pte Ltd	43,691	Angus Reid Forum Inc	47,670
Alida Inc	42,000	Anixter Canada Inc	174,378
Allan Burgmann Inc	26,305	Annex Consulting Group Inc	4,582,226
Allan McGavin Sports Medicine Centre Ltd	110,877	Anson Koo Inc	61,163
Alliance Scientific Inc	37,741	Anton Paar Canada	199,692
Allpax Products, LLC	131,415	AP&C Advanced Powders & Coatings Inc	197,715
All-Pro Services Ltd	4,918,057	Apex Covantage, LLC	36,884
Allstream Business Inc	490,735	Apple Canada Inc	413,182
Alma Mater Society of UBC	265,287	Applied Electronics Ltd	687,120
ALPAO	137,981	Applied Spectra	56,441



SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES

YEAR ENDED MARCH 31, 2021

Unaudited Schedule

Name	Amount	Name	Amount
Aqua Air Energy Solutions Ltd	473,050	Association of Faculties of Medicine of Canada	450,347
Aquaneering, Inc	170,619	Association of Pacific Rim Universities	34,208
Aquifer	32,464	Association of Research Libraries	46,750
Aquila Books	26,332	Association of Victoria Anesthesiologist	41,165
Archway Construction Ltd	182,097	Atendia EAD	218,680
Ardoq	106,569	ATI Corporation of North America	60,990
Argus Industries Ltd	109,819	Atkins Paint & Wallcoverings	59,787
Argyle Public Relationships	100,923	Atmire (@Mire)	152,875
ARI Financial Services Inc	1,781,562	ATS Scientific Inc	283,003
Arlo Software Ltd	96,279	Audienceview Ticketing Corporation	58,983
Armour Valve Ltd	105,064	Aura Health and Safety Corporation	64,430
Armstrong Moving & Storage Ltd	142,075	Aurum Ceramic Dental Laboratories (BC), Inc	31,801
Armtec Inc	41,013	Authorized Security Ltd	75,732
Art Cader Architect Inc	335,073	Avestin, Inc	29,140
Art of People Inc	57,225	Avidity Science LLC	111,748
Artefactual Systems Inc	26,249	AVI-SPL Canada Ltd	635,867
Artegraphica Design Company Ltd	88,402	Axis Media Consulting Company	39,660
Arthritis Research Centre of Canada	210,303	Axium Solutions ULC	83,608
Artinis Medical Systems B.V.	100,775	AYVA Educational Solutions Ltd	29,193
Artisan Libre Inc Open Craft Inc	40,574	B Engaged Consulting Inc	237,038
Arup Canada Inc	1,123,272	B M J Publishing Group Ltd	43,525
Arvay Finlay LLP	105,427	Backstop Solutions Group	28,338
Arvind G Kang Inc	37,490	Badger Daylighting LP	27,016
ASC Process Systems Inc	39,940	BalanceTech Consulting Inc	99,748
ASC Realty Advisors	28,994	Bank of Nova Scotia	37,731,839
ASN Consultants	103,327	Barrelwise Technologies Ltd	40,000
Aspect Biosystems Ltd	329,056	BC Air Filter Ltd	42,628
Aspen Systems Inc	132,729	BC Cancer Agency	14,190,175
Aspiria Corp	192,720	BC Centre for Excellence In HIV/AIDS	441,933
Associated Engineering Ltd	33,397		
Associated Property Management	70,025		
Association For Better Health Plc	159,970		
ABH Partners Plc			



SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES

YEAR ENDED MARCH 31, 2021

Unaudited Schedule

Name	Amount	Name	Amount
BC Children's Hospital	187,097	Beyond Labz, Inc	74,953
BC Communications Inc	142,402	Beyondtrust Corporation	72,678
BC Hydro	11,308,855	BFL CANADA Insurance Services Inc	608,289
BC Ministry of Small Business and Revenue Consumer Taxation Branch	312,769	BGIS	88,337
BC Pavilion Corporation DBA Vancouver Convention Centre	49,348	Big Little Digital Inc	44,100
BC Platforms AG	115,835	BioChambers Inc	779,835
BC Target Benefit Pension Plan	186,653	BioInteractive Technologies Inc	70,840
BCC Research LLC	34,121	Bio-ITech (Division of Eppendorf, Inc)	34,955
BCNET	226,360	Biomatik Corporation	39,800
BD Biosciences	156,896	BioMed Central Ltd	62,113
Be the Change Group Inc	65,090	Bio-Rad Laboratories (Canada) Ltd	218,748
Beatty Floors Ltd	195,682	Birmingham & Wood Architects and Planners	25,236
Beckman Coulter Canada LP	2,420,425	Birthswell	28,890
Becton Dickinson Canada Inc	26,779	Bitplane Inc	94,448
Bee International, Inc	52,174	BIV Media LP	47,460
Bee-Clean Building Maintenance Inc	48,420	Bjarne Tokerud Bookseller Inc	34,816
Beijing Chinamaxshow Advertisement Co Ltd	67,714	BKL Consultants Ltd	63,279
Beijing Guotu Bookstore of the National Library of China	29,083	BKS Cablecom Systems Ltd	293,621
Beijing Superstar Information Technology Co Ltd	25,193	Black & McDonald Ltd	43,218
Below Zero Refrigeration Inc	31,565	Black Box Network Services	73,138
Belvedere Relocations 125101	297,487	Black Tusk Research Group Inc	332,794
Bemoved Media Inc	40,215	Blackbaud	344,773
Benjamin Wilson Medical Services Inc	27,114	Blackboard Inc	361,860
Bennett Jones LLP	75,176	Blakeley Words+Pictures	30,070
Berardino Inc	31,640	Bloomberg Finance LP	172,204
Bertin, Elise	33,653	BLT LP DBA BLT Construction Services	2,913,193
Best Service Pros Ltd	2,461,875	Blue Moose Promotions	56,641
Best-Bioenergy and Sustainable Technologies GmbH	40,612	Bluefors Cryogenics Oy	68,666
		Bluman, Robert	36,867
		BMG Industries Inc	287,609
		Bonaparte Indian Band	39,604



SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES

YEAR ENDED MARCH 31, 2021

Unaudited Schedule

Name	Amount	Name	Amount
Bond Reproductions Inc	28,785	Burning Glass International, Inc	38,755
Bonfire Interactive Ltd	75,900	Business Council of British Columbia	27,825
Borden Ladner Gervais	156,954	Business/Higher Education Roundtable	26,250
Boston Construction Corp	362,768	Buy Low Foods	75,306
Boulton Software Administration Ltd DBA Janice Boulton	75,542	C P Weerasinghe Inc	32,682
Bovitz Inc	26,038	C2Dev Ltd	31,194
Boyden Vancouver Inc	177,815	C3 Mainline Inspections Inc	105,039
Brain Canada Foundation	127,605	C3M Construction Group Inc	444,987
Brasseler Canada Inc	30,434	C6 Patent Group Inc	635,602
BrettYoung	30,520	Caldwell Partners	99,428
Brigham and Women's Hospital	135,082	Calero Software LLC	96,927
Brindy Holdings Ltd	37,500	Calhoun's Catering Ltd	32,968
Brink's Canada Ltd	36,962	Calleam Consulting Ltd	278,075
Briony Penn	33,075	Calvin Wan Inc	25,785
Britco BOXX LP	68,786	Cambie Corridor Consortium	72,278
Britweb Ltd	32,175	Cambridge Electronic Design Ltd	38,038
British Columbia Institute of Technology	121,455	Cambridge Scientific Products	26,657
Broadview Press	29,929	Cambridge University Press	175,117
Brooks Corning Company Ltd	1,083,786	Cameca Instruments Inc	111,770
Brown, Carl James	47,392	Cameron C Ross MD Inc	36,215
Bruce Hobson MD Inc	64,552	Camino Modular Systems Inc	45,335
Bruker Ltd	1,617,375	Canada Post Corporation	262,457
BRY-MAC Mechanical Ltd	92,151	Canada West Universities Athletic Association	30,150
BST Consulting	32,345	Canada Workday ULC	43,517,782
BUCHI Corporation	149,646	Canadian Association of Research Libraries	29,309
Buckman, Cheryl	55,710	Canadian Electronic Library	25,200
BuiltSpace Technologies Corp	28,019	Canadian Engineered Products and Sales Ltd DBA CANNEPP Sales and Service	114,126
Bunch of Carrots Productions Ltd	184,809	Canadian Federation for the Humanities and Social Sciences	62,592
Bureau van Dijk Electronic Publishing Inc	30,435	Canadian Linen and Uniform Service	58,564
Bureau Veritas Commodities Canada Ltd	27,921		
Burnett Consulting Corp	90,720		
Burnett, Richard T	65,144		



SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES

YEAR ENDED MARCH 31, 2021

Unaudited Schedule

Name	Amount	Name	Amount
Canadian Mental Health Association, BC Division	34,650	CAUBO (Canadian Association of University Business officers)	30,000
Canadian Research Knowledge Network	7,594,964	CDW Canada Corp	3,280,426
Canadian Sport Institute Pacific	78,954	CedarLane Laboratories Ltd	159,565
Canadian Turner Construction Company Ltd	331,790	Cell Culture Company, LLC	41,501
Canadian Union of Public Employees 2278	574,091	Celly Technologies Inc	37,485
Canforce Pest Control	78,935	Cengage Learning Canada Inc	307,362
Canon Canada Inc Business Solutions Division	73,244	Cennco Management & Consulting Ltd	162,337
Canstar Restorations LP	144,378	Centennial Foodservice	133,558
Carbon60 Operating Co Ltd	31,131	Center for Research Libraries	42,986
Cardon Rehabilitation & Medical Equipment	30,732	Central Coast Indigenous Resource Alliance Society	50,000
Cariboo Friendship Society	29,052	Cenveo Worldwide Ltd	32,040
Carina Doyle DBA Aclaran Solutions	26,953	CES Engineering	30,182
Carl Zeiss Canada Ltd	1,760,361	CG Refrigeration and Air Conditioning	26,338
Carleton University	31,008	Chan, Barry Tin Shin	36,738
Carlos Ruiz	29,400	Chandos Construction LP	6,609,218
Carmel Haifa University Economic Corp	26,281	Chaney, Nadia	31,192
Carmichael Engineering Ltd	25,882	Chapman Burner and Heating Services Ltd	177,584
Caro Analytical Services	39,860	Chapman Mechanical Ltd	297,731
Caroga Microhaem Ltd	26,897	Charles Darwin University	41,029
Carscadden Stokes McDonald Architects Inc	350,850	Chase office Interiors Inc	72,567
Cascades Recovery Inc	67,262	Chase Research Cryogenics Ltd	27,600
Casco Systems, Inc	70,584	Chem-Aqua	221,148
CaseWare RCM Inc	30,364	Chen, Leo	75,809
CASN	34,587	Cheng & Tsui Company	30,041
Catalyst Channel Marketing Corporation	26,259	Chernoff Thompson Architects	51,024
Catrina Jeffries Inc	53,360	Children's & Women's Health Centre of British Columbia	2,591,589
		Children's Hospital of Eastern Ontario	110,583
		China National Publications Import and Export (Group) Co Ltd	44,428
		Chow, Jack K	73,066



SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES

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Unaudited Schedule

Name	Amount	Name	Amount
Choyal Brown DBA SportsCanada.TV	30,135	CMC Microsystems	39,891
Christensen, O'Connor, Johnson and Kindness	45,214	Coast Communications and Public Affairs Inc	72,737
Christine D Brandt	58,135	Coastal Installations (Prefab) Ltd	89,869
Christopher Murray Inc	36,282	Coastal Reign Printing Ltd	30,041
Chu Sainte-Justine	151,555	Coherent Inc	115,736
Chu, Tian Xia (Gloria)	28,600	COIT Services	45,369
Chung Chun International Trading Ltd	27,378	Colborne Architectural Group	116,712
Cindy Theriault DBA CRT Consulting	28,534	ColdEdge International	225,821
Cinema Suite Inc	44,756	Coldwater Communications Inc	45,449
Cintas Canada Ltd DBA Cintas the Uniform People	245,215	Theodora Jean	
Cioffi's Meat Market and Deli	99,249	Cole-Parmer Canada Inc	89,093
Cisco Systems Capital Canada Co	1,704,831	Colfax International	62,094
Cited Media Productions Ltd	148,056	Collaborators In Knowledge Inc	75,333
City Electric Supply	56,538	Collibra, Inc	50,556
City of Kelowna	134,008	Collide Entertainment	154,323
City of Vancouver	274,651	COM DEV Ltd DBA Honeywell	31,500
CityStudio Vancouver Society	130,000	Commercial Lighting Products Ltd	56,568
Clarius Mobile Health Corp	30,445	Community Foundations of Canada	69,686
Clarivate Analytics (US) LLC	45,563	CoMotion Drug Delivery Systems Inc	276,228
Clark Wilson LLP	1,426,542	Compass Group Canada Ltd	39,585
Clarke Transport Inc	36,496	Competition Glass Company Ltd	28,168
Clark's Audio Visual Services Ltd	120,305	Complete Utility Contractors Ltd	984,181
Clayton Alexander DBA Cask Technologies	109,510	Composing Excellence Consulting Corp	62,554
ClearTech Industries Inc	74,488	Compugen Inc	5,223,628
Clearview Consulting LLC	66,433	Compusult Ltd	38,136
Cleverciti Systems	51,173	Computer Science Students Society	68,747
Climatrol Solutions Ltd	52,987	Concept Controls Inc	33,663
Clinical Research Solutions Inc	109,950	Condello, Lara-Lisa	34,105
C-Lock Inc	55,177	ConsuLab Educatech Inc	49,161
Cloverdale Fuel Ltd	25,364	Consus Management Ltd	29,764
		Contemporary office Interiors Ltd	1,108,611



SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES

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Unaudited Schedule

Name	Amount	Name	Amount
Continuum Lasers Inc	64,241	Daikin Applied Canada Inc	83,239
Cook and Weil Inc DBA CWI Technical Sale	63,343	Dais, Inc DBA Regroup	35,693
COPPUL - Council of Prairie and Pacific University Libraries	1,970,528	Dalhousie University	93,414
Copyright Clearance Center	255,268	Dalimar Instruments Inc	36,164
Coralie Wood	56,700	Dams Ford Lincoln Sales Ltd	26,529
Corker Collective Inc	26,250	Daniel Burns Associates	36,042
Corporate Express Canada Inc	476,863	Darryl P Samoil Inc	73,814
Cosmed USA Inc	87,103	Dartmouth College	36,593
Cossette Communication Inc	46,289	Dassault Systemes Canada Inc	40,190
CPP Inc	51,460	Data Pivot Ghana Ltd	63,245
Crane Supply	46,952	Datacore Mail Management Ltd	163,074
Crawford, Jason	28,000	David A Wood Inc	34,324
Creative Boulevard	57,261	David Brass Rare Books	32,641
Creative Embroidery West	43,462	David C Evans MD CM Inc	25,890
Creative Netcom	280,481	David Cummings Insurance Services Ltd	779,373
Creative Transportation Solutions Ltd	34,986	David Lowe	216,147
Crowdmark, Inc	33,123	David Sweet Inc	26,409
Crown Bioscience Inc	159,853	Davidson Bros Mechanical Contractors Ltd	500,733
CRSP - Center for Research in Security Prices, LLC	38,218	Dawn Sign Press	34,363
Cubane Consulting (Canada)	591,302	DCC Technologies	55,951
Cubic Health Inc	111,234	De Lage Landen Financial Services Canada Inc	35,951
Cullen Diesel Power Ltd	165,066	Dean Chittock Inc	27,939
Cura Engineering Solutions Corp	130,342	Dean of Commerce (UBC) Portfolio Management Society	62,780
Custom Air Conditioning Ltd	278,147	Dean V Brown Inc	74,939
CutCom Software Inc	52,939	Dee Creative Inc	25,607
CWB National Leasing Inc	67,394	Dell Canada Inc	580,526
Cypress Power Ltd	378,889	Della's Q Workshops Inc	37,800
Cypress Technical Services Ltd	108,724	Deloitte Inc	2,268,102
D & L Environmental Ltd	30,297	Delsys Inc	41,482
D E Hokanson, Inc	34,911	Delta Photonics Inc	342,945
D Rosenbaum and G Kimel Inc	55,695	Dematic Ltd	302,188
Dafco Filtration Group Corporation	213,780	Demetrios A Sirounis Inc	54,677



SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES

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Unaudited Schedule

Name	Amount	Name	Amount
Denbigh Fine Art Services	51,725	Dr B Hardie Inc	29,736
Denim & Steel Interactive, Inc	52,913	Dr Bernhard Driedger Inc	36,000
Dentsply Canada Ltd	102,014	Dr C MacPherson Inc	26,700
Derek Barnett DBA Information office	29,085	Dr Cheryl Hume Inc	50,434
Dermatology Associates	33,699	Dr Chieh Chiu Inc	35,517
Design Filtration-Microzone Inc	64,210	Dr Christina Luong Inc	108,051
Develop4Agility Consulting Ltd	30,923	Dr Christopher Fordyce Inc	59,804
DF/Net Research, Inc	126,567	Dr Cori A Gabana Inc	58,450
Dialog BC Architecture	202,885	Dr Dana Hubler Professional Corporation	94,613
Engineering DBA Interior Design Planning Inc		Dr E Joos Inc	25,713
Diamond Head Consulting Ltd	25,355	Dr Eitan Prisman Inc	33,260
Diatec Canada A Division of Audmet Canada Ltd	96,248	Dr H De Kock Medical Corporation	26,383
Digitalspace Consulting Inc	41,068	Dr H Nagi Professional Corporation	35,612
Diligent Canada Inc	37,774	Dr J F Goulding Inc	32,881
Diners Club Commerical	352,251	Dr J Lan & Dr D Li Inc	37,500
Dionne, Francois	56,175	Dr J McKinney Inc	49,294
Dionne, Julie	31,800	Dr J Phillip Dawe and Dr Renelle Myers	30,137
Diverse Excavating Inc	51,635	Dr James Tessaro Inc	55,773
Division of Family Practice Obstetrics	29,036	Dr Janarthanan Sathananthan, Inc	56,250
Dixon Networks Corporation	36,972	Dr Jasmine Kerr Inc	43,956
Djoule, LLC	119,179	Dr Jesse Bittman Inc	31,623
Domain7 Solutions, Inc	689,267	Dr K Gin Inc	38,295
Dominion Blue Digital Reprographics	38,885	Dr K Harder CCFP Inc	104,443
Domino Highvoltage Supply Inc	85,691	Dr Kevin Ong Inc	25,714
Dougness Holdings Ltd	51,932	Dr Lindsay Porteous Professional Corporation	29,841
Dowell and Dowell P C	37,368	Dr M J Raval Inc	48,667
Dr Alison Walzak Professional Corporation	42,446	Dr M Wright Inc	45,800
Dr Amanda Hu Inc	26,232	Dr Margot K Davis, Inc	72,471
Dr Amritpal Arora Inc	25,070	Dr Marjorie Krabbe Inc	39,056
Dr Andrew Wormsbecker Inc	29,200	Dr Matthew Bernard Inc	77,628
		Dr Matthew Toom Inc	46,875
		Dr Meghan Ho Inc	49,756



SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES

YEAR ENDED MARCH 31, 2021

Unaudited Schedule

Name	Amount	Name	Amount
Dr Melissa Paquette Medical Corporation	25,002	Dronelogs Systems Inc DBA Candrone	56,138
Dr Michael Dobrogowski Inc	43,298	Droplet Measurement Technologies	202,890
Dr Michael J Berger, Inc	75,158	Drs J Lea and B Westerberg Inc	51,626
Dr Mina Wesa MD Inc	37,334	Drs M & A Tamber, Inc	39,600
Dr N Makhoulia Inc	34,706	DS Tactical Ltd	71,505
Dr Nathan R Chan Inc	28,955	Dubas Engineering Inc	26,563
Dr Neil H Hanon Inc	40,245	Dueck Chevrolet Buick Cadillac GMC Ltd	26,768
Dr Nicolas Ramperti	47,171	Duke University	62,340
Dr Nicole J Todd Inc	28,731	Duncan P Anderson MD Inc	73,383
Dr Penny Tam Inc	28,159	Duo Security Inc	195,988
Dr R Brar and Dr K Grewal Prof Corp	27,352	Duranseaud, Lea	41,632
Dr Richard F Alexander Inc	26,202	Dustcontrol Canada Inc	69,171
Dr Robert Saona Inc	59,310	DWB Consulting Services Ltd	29,167
Dr SE Mang Wong Inc	26,199	Dynamic Specialty Vehicles Ltd	172,178
Dr Simon Moore Inc	34,146	Dynata Holdings Corp DBA Dynata, LLC	127,497
Dr Susan Sadeghi Tehrani Inc	37,845	E B Horsman and Son	25,792
Dr Tara Cessford Inc	31,672	EAB	75,960
Dr Terence Yung Inc	30,815	East View Information Services	71,119
Dr Theresa A van der Goes Inc	93,221	Easton, Amanda	56,850
Dr Tina Yokota Inc	35,085	Eaton Industries (Canada) Company	39,541
Dr Tony Wan Professional Corporation	26,193	EBSCO Canada Ltd	2,066,931
Dr Tony Zuccaro Medical Corporation	76,486	Echidna Corp DBA Digital Echidna	111,472
Dr Tracy Scott Inc	27,759	Ecolab Ltd DBA Ecolab Co	106,673
Dr Trevor D Hamilton Inc	33,569	Economic Modeling, LLC DBA Emsi	54,600
Dr Vishal Gupta Inc	51,167	Ecora Engineering & Resource Group Ltd	30,729
Dr Warda S Toma Inc	26,224	ECS Electrical Cable Supply Ltd	88,351
Dr Wei Yi Song Inc	40,545	Edge Scientific	63,610
Dr Zachary Laksman Inc	87,084	Education Management Solutions, LLC	76,551
Dr Zachary Schwartz & Dr Kelly Little Inc	30,410	Eggbeater Creative	35,468
Drake Towing (2018) Ltd	30,478		



SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES

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Unaudited Schedule

Name	Amount	Name	Amount
Ehrlich, Rodney	25,847	ESC Automation	412,038
Electro Optical Components Inc	32,262	ESCP Europe	149,808
Electro-Medical Instrument Co	46,175	Wirtschaftshochschule Berlin eV	
Elettra Communications Ltd	25,045	Esiance Inc	29,851
Elevate Consulting Inc	334,579	ETC3 Holdings Ltd	100,485
Eleven-X Inc	51,363	Etculli Productions & Services Ltd	35,440
Elitechgroup, Inc	33,336	E-Tech Computers Inc	35,707
Elizabeth Fry Society	66,980	Ethel Frankel	68,145
Elsevier Inc	865,920	Ethos3	29,830
Elvesys Innovation Center	56,383	Eupraxia Pharmaceuticals Inc	35,545
EMC Corporation of Canada	2,027,945	Evans, Jonathan Blair	31,667
Emily J Lai Inc	39,429	EVestment	38,998
Emmes CRO Services ULC	150,409	Ex Libris USA Inc	314,242
Emotive Technologies Inc	36,750	ExamSoft Worldwide Inc	179,117
EMPS Electric Motor & Pump Service Ltd	28,911	Exp Services Inc	150,128
Enamine US Inc	158,298	Explora Communications Inc	78,694
Enerflex Ltd	547,517	Explorance Inc	198,663
Energy Network Services Inc	31,475	Exxact Corporation	66,773
Engaging Networks Ltd	39,228	F and M Chow Consulting	30,427
Engineered Pressure Systems International nv	344,166	Face 2 Face Events Management	86,156
Enginuity Consulting Ltd	128,683	Fairmont Dental Laboratory Inc	59,166
En'owkin Centre	51,185	Fairmont Hotel Vancouver	49,107
Ensemble Communications	31,160	Fairware Promotional Products Ltd	35,395
Enterprise Paper Co Ltd	27,406	Falcon Engineering Ltd	42,950
EnviroTech Mechanical Services	45,815	FAPESP - Fundacao de Amparo a Pesquisa do Estado de Sao Paulo	42,483
EnWave Corporation	83,950	Farris LLP	289,058
Eppendorf Canada Ltd	220,293	Fasken Martineau DuMoulin LLP	34,573
Erik N Swartz Inc	34,187	Fedex Canada Ltd	637,134
Erik N Vu MD Corporation	30,553	Festo Didactique Ltee/ Festo Didactic Ltd	543,064
Erin Blake and Theodore Blake Inc	36,406	FiconTEC Service GmbH	137,450
Ernst & Young LLP	2,944,966	Figure 1 Publishing Inc	180,428
Esaute North America	34,328	Filterco Water Treatment Ltd	327,109
ESBE Scientific Industries Inc	864,690	Finlink Construction Ltd	1,504,872



SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES

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Unaudited Schedule

Name	Amount	Name	Amount
Finning International Inc	25,876	Fraser Valley Equipment Ltd	26,354
Firefly Consulting Inc	61,049	Fraser Valley Refrigeration	70,583
FirstOnSite Restoration LP	1,061,199	Fred Surrige Ltd	89,453
FIS AvantGard LLC	42,353	Freshpoint Foodservice	393,684
Fisher Scientific	1,813,891	Friesens Corporation	890,751
Fitness Town Commercial BC Inc	28,307	FroggaBio Inc	58,024
Five Star Utility and Heating Services Inc	79,602	Frontiers Media SA	92,197
Five02 Labs, Inc	36,698	Fuelex Energy Ltd	33,688
Fjallraven Canada Wholesale Inc	78,382	Fujian SunyBiotech Co Ltd	29,055
FLIR Radars Inc	37,015	FUJIFILM VisualSonics Inc	811,832
FlowJo	44,944	Fuller, Donnalyn	32,563
Fluidesign Composites Inc	27,825	Fusion Cine Sales & Rentals Inc	40,551
Fluidigm Corporation	594,769	FYBR Solutions Inc	49,665
Flynn Canada Ltd	79,724	G and L Medical Inc	39,019
FM:System Group, LLC	135,675	G&W Canada Corporation	58,706
Focal Point Landscape Solutions Ltd	64,022	G2 Manufacturing Inc	39,186
Foliot Furniture	153,003	Gabriel Bela Kalmar	117,432
Forge and Smith Interactive Inc	83,797	Gale / Cengage Learning	64,210
Form Robotics Inc	26,053	Gap Wireless Inc	154,228
FormAlloy Technologies, Inc	36,034	Gardiner, Jane A	93,583
FormAlloy		Gartner Canada Co	289,840
Forsite Consultants Ltd	26,549	Gates - Suter Architects Inc	35,700
FortisBC Energy Inc	3,871,481	Gateway Mechanical Services Inc	26,756
Foshan Lepton Precision M&C Tech Co Ltd	30,917	Gateway Pacific Immigration Ltd	26,720
Foster, Colleen	25,979	GE Healthcare Canada Inc	92,933
FPIInnovations	638,617	General Electric Canada	190,476
Francis Steiner	190,062	Genesis Integration Inc	162,576
Francl Architecture Inc	38,819	Genewiz Inc	65,266
Fraser Health Authority	545,716	Genisys, Inc	30,800
Fraser Instruments Ltd	50,050	Genome Quebec	404,114
Fraser Pogue	127,440	GenScript USA Inc	102,733
Fraser Spafford Ricci Art and Archival Conservation Inc	30,640	GeoAdvice Engineering Inc	47,482
		Geoff Lister Photography	46,469
		George Isac Inc	26,346
		George P Needham	127,341



SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES

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Unaudited Schedule

Name	Amount	Name	Amount
Georgetown Terminal Warehouses Ltd	48,845	Great White North Communications Inc	32,805
Gerald Da Roza Inc	54,960	Greenfield Global Inc	35,199
Germaine Koh Studio Ltd	28,759	Greenhouse Engineering	26,836
Getinge Canada Ltd	192,019	Gregg Distributors LP	59,562
GFL Environmental Inc	43,409	Grenier, Jesse	25,117
GFS British Columbia Inc	1,128,098	Grenzebach Glier & Associates Inc	335,685
Gill, Justin S	60,000	Gudmundseth Mickelson LLP	76,306
Gillian Bartlett Consulting Ltd	45,276	Guillevin International Company	388,293
GIRI GI Research Institute	28,761	Gunnar Pacific Agencies Inc	342,157
GitHub	70,805	Gunther Analytics	51,240
Glasshouse Consultants	44,175	H D Kanji Inc	30,945
GlaxoSmithKline Inc	52,590	Hachette UK Distribution Ltd	61,588
Glenmore-Ellison Improvement District	192,931	Halbert and Kaser Leadership Consultants	65,100
Global Data Publications Inc	61,607	Hallwood Milham Technologies	29,113
Global Industrial Canada Inc	88,186	Ham, Hyungjoo	37,147
Global Life Sciences Solutions Canada ULC	387,964	Hamamatsu Corporation	41,544
Global Roadway Maintenance Inc	187,438	Hamilton Company	99,754
Globe and Mail	159,965	Hamilton Health Sciences Corporation	25,571
GlocalPM Inc	46,350	Hanan, Janice	58,460
Golden Helix	36,356	Handy Appliances Service	51,695
Goncalves da Silva, Anders	27,000	Hanna Consulting Services Inc	26,250
Good Company Communications Inc DBA Hello Cool World Media	75,490	Hanna Ezzat Inc	31,409
Google LLC	63,311	Harbourview Electric Ltd	1,160,876
Gordon Finlayson Inc	28,348	Harper Grey LLP	163,798
Gowling WLG (Canada) LLP	391,359	Harper International Corporation	323,594
Graham, Gail Elizabeth	60,652	Harris & Company	879,699
Grand and Toy Ltd	35,573	Harrison, Brenda J	76,129
Graphically Speaking Services Inc	44,126	Harten, Julia Gabriele	33,998
Great Northern Engineering Consultants Inc	27,873	Hartung Glass Canada	49,373
Great Northern Way Campus Ltd	279,967	Harvard Apparatus Canada	78,571
		Harvard Medical School	26,792
		Haus Dental Laboratory Ltd	49,819



SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES

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Unaudited Schedule

Name	Amount	Name	Amount
HDS Canada Inc	65,662	HJH & Sons Enterprises Ltd	72,188
Heart and Stroke Foundation Canadian Partnership for Stroke Recovery	300,000	Hlynsky and Davis Architects Inc	208,140
Heatherbrae Builders Company Ltd	18,729,564	Hobart Food Equipment Group Canada	33,354
Helen Morling DBA JTM Consulting	26,775	Hodgson King and Marble Ltd	75,017
Hello Lamp Post	71,960	Holaco Construction Ltd	2,346,333
Help/Systems, LLC DBA Intermapper	34,037	Holden Chow Inc	50,312
Hem Phaterpekar Inc	39,883	Holmes & Brakel (BC) Inc	36,661
Hemlock Harling Distribution Inc	445,845	Holtom Forestry Consulting	109,203
Hemlock Printers Ltd	225,319	HonkMobile Inc	63,105
Hennepin Healthcare Research Institute	60,860	Honour Link Enterprises Inc	75,911
Henry Schein Canada, Inc	937,508	Hon's Wun-Tun House (2011) Ltd	26,376
HEPA Filter Services Inc	95,934	HORIBA Canada Inc	85,381
Heritage Food Service Group of Canada Ltd	123,512	Horizon Distributors	36,676
Heritage office Furnishings Ltd	1,054,135	Horizon Recruitment Inc	90,985
Hesswell Millwork & Renovations Inc	49,702	Hoskin Scientific Ltd	228,620
Hewlett Packard Enterprise Canada Company	501,824	Hospital for Sick Children	117,875
Hexagon Manufacturing Intelligence Canada Ltd	61,600	Hotline Apparel Systems Inc	315,072
Hiden Analytical Ltd	79,863	Houle Electric Ltd	64,432
High Energy Accelerator Research Organization	100,455	Howard, Jennifer	28,026
High Speed Imaging Inc	91,688	HSBC	213,227
HighAngle Electrical Inc	87,079	HSL Automation Ltd	91,686
Highlands Irrigation Ltd	32,863	Hudson Boat Works Inc	83,202
Hill, Jane	61,076	Hunter Kirkwood Ltd	325,357
Hills Inc	256,842	Huron Advisors Canada Ltd	698,571
Hirsch, Marina	42,069	Iain Mackie Inc	26,418
Hive Labs	51,975	IBISWorld Inc	25,617
		IBM Canada Ltd	224,322
		ICambio Health Corp	60,592
		Iceberg Networks Corporation	41,223
		ICEoxford Ltd	37,397
		iClicker	80,969
		IClinic Systems Inc	25,876
		ICOM Productions Inc	27,557
		IContext Internet Services	40,026



SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES

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Name	Amount	Name	Amount
ICS Clean Supplies Ltd	125,445	InputHealth Systems Inc	340,665
Ideal Welders Ltd	28,804	Inscript Language and Writing Inc	42,604
Idera Inc	35,589	Insight Canada Inc	26,893
IDEXX Laboratories Canada Corp	96,335	Insight Global Canada Inc	130,097
If Not Now Consulting Inc	45,990	Insights West Marketing Research Inc	92,820
Igloo Inc	38,097	Institut de Cardiologie de Montreal	66,405
Ignite Technical Resources Ltd	691,390	Institut universitaire de cardiologie et de pneumologie de Quebec	149,718
IKA Works Inc	27,736	Institute for Clinical Evaluative Sciences	94,250
Ikan Innovations Inc DBA The Smartest Builder	31,476	Instron Corporation	80,429
Illumina Canada Inc	4,133,091	Instructure Consulting Inc	28,493
Illumio	29,508	Instructure, Inc	1,061,603
Image Unique Consulting and Design	93,470	Instrumentation Laboratory (Canada) Ltd	38,472
Imagen Inc	37,968	Integral Group Consulting BC LLP	314,921
Imperial Valve Ltd	27,118	Integrated Control Technology	207,383
Inalco Institut National des Langues et Civilisations Orientales	106,960	Integrated Decisions and Systems Inc	29,708
Index Construction (BC) Inc	41,504	Integrated DNA Technologies Canada, Inc	143,947
Inergex Canada Inc DBA Crossfuze	212,855	Intelligent Imaging Innovations Inc	232,068
Info Mind Solutions PLC	203,021	Intercity Packers Ltd	77,780
Informa UK Ltd	256,106	Intergalactic Agency Inc	34,957
Informatica LLC	47,482	Interior Health	708,398
Infors Canada Inc	63,954	Interior Power Vac Ltd DBA Power Vac Services	149,444
Ingram International	63,961	Interior Technical Services Ltd	86,663
Inlet Express Services Ltd	61,635	International Creative Management LLC DBA ICM Partners	59,125
Inna Fadyeyeva Inc	25,039	International Management Answers (IMA) Ltd	135,694
Inner City Women's Initiatives Society	78,483	International SOS Canada Inc	67,868
Innovasea Marine Systems Canada Inc	100,701	Interpretive Software Inc	45,410
Innovative Signage Inc	103,909		
InnVest Hotels LP DBA Hyatt Regency Vancouver	74,480		
Inproheat Industries Ltd	31,723		



SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES

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Unaudited Schedule

Name	Amount	Name	Amount
Intersection Consulting and Learning Ltd	28,869	Jeannie Wexler Consulting Inc	55,910
Intertidal Solutions Inc	57,566	Jeff Purdy Construction	52,044
ION United, Inc	234,552	Jennifer Ross Inc	39,767
IOTA Construction Ltd	468,489	Jensen Hughes Consulting Canada Ltd	71,038
IPSolutions	105,776	Jeol Canada Inc	47,477
Iridia Medical Inc	629,677	Jerome Lee Inc	25,145
Ironside Design Manufacturing Inc	25,094	Jessica Gregory	25,898
Isomass Scientific Inc	62,123	JFR Concrete Repair and Waterproofing Ltd	707,005
Itasca Consulting Ltd	49,457	Jiong Wu Inc	30,731
Ithaka Harbors Inc	26,328	JM Engineering	25,869
Ivium Technologies BV	30,180	Joanne Turner	52,728
IWK Health Centre	47,816	Joel Theatrical Rigging Contractors (1980) Ltd	134,496
J and K Poultry Ltd	127,647	John D Edworthy Inc	72,083
J C Hogg Consulting Ltd	113,573	John Deere Financial Inc	28,159
J G McInnes MD Inc	33,629	John Hemsworth Architecture Inc	112,267
J K Balfour Inc	36,588	John Wiley & Sons Canada Inc	1,024,528
J Morita USA Inc	202,537	Johnson Controls LP	1,397,173
J S Ferguson Construction Inc	588,121	Johnson, Steven	26,901
Jackson Laboratory	168,309	Jon Cartwright	26,318
Jacob Group Inc	77,047	Jones Lang Lasalle Real Estate Services, Inc	123,615
JAHK Consulting Inc	73,989	Jordan TOF Products, Inc	37,108
Jama Software Inc	367,175	Jordans Rugs Ltd	66,912
James Hilton Ltd	45,668	JPOM Canada	66,618
James Kelleher Learning Systems	49,434	JPT America Inc	47,111
James Mark Roberts Inc	47,724	JSA Sport Architecture Inc	36,750
James W Spence MD FRCP(C) Inc	30,162	JSTOR	35,456
Jamf Software LLC	42,058	Juan J Ronco Inc	33,528
Janel Casey Inc	36,018	Julia Raudzus Inc	29,831
Janicorp Building Maintenance Ltd	85,889	Julia Waring DBA Julia Waring Communications	75,529
Japan Publications Trading Company Ltd	42,185	Julie Gordon	152,171
Jasmine Grewal Inc	97,586		
JB Solutions ULC	130,319		



SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES

YEAR ENDED MARCH 31, 2021

Unaudited Schedule

Name	Amount	Name	Amount
Justice Institute of British Columbia	26,907	Killam, Dorothy J Estate of	71,489
K and E Equipment Repairs	34,269	Ki-Low-Na Friendship Society	27,905
K Nemethy and S O'Donnell Professional	29,145	Kilpatrick Townsend & Stockton LLP	74,999
K Ramanathan and C Taylor Inc	97,283	Kimco Controls Ltd	39,328
Kahunaverse Sports Group Inc	84,387	Kinetic Construction Ltd	13,670,929
Kal-West Mechanical Systems Inc	765,772	Kinova Inc	146,086
Kamps Engineering Ltd	60,480	Kintama Research Services Ltd	360,595
Kane Consulting Partnership	124,641	Kirsten Reite Architect Inc	49,693
Kanopy LLC	39,066	Kishchenko, Svetlana	65,571
Karen Boodram DBA BioManna Consulting	64,796	Kivuto Solutions Inc	39,661
Karen E Forgie Inc	26,413	Klondike Contracting Corporation	75,121
Karen Green	28,996	KOKA Architecture + Design Inc	60,976
Karolinska Institutet	164,157	Komtronik	42,828
Kassen, Barry	26,862	Konecranes Canada Inc	43,304
Katherine E Paton MD Inc	88,411	Koninklijke Brill NV	72,741
Katie Pease DBA Synapse Strategies	49,755	Koskie Minsky LLP	39,086
Kavcore Consulting	339,329	KP Technology Ltd	51,628
K-Bro Linen Systems Inc	67,302	KPMG LLP	1,237,017
Keeling & Associates LLC	197,755	Krishagni LLC	118,420
Keller Equipment Supply Ltd	372,871	Kriss Communications Inc	68,395
Kelly Luu Inc	25,686	Kurt J Lesker Canada Inc	100,813
Kelowna Carts Plus Ltd DBA Carts Plus Kelowna	60,765	L K Technologies II Inc	87,217
Kendeep Kaila MD Inc	48,905	LabNetwork Inc	62,293
Kennedy, Aaron	25,185	Laborie Medical Technologies Canada ULC	36,585
Ken's Custom Grading Ltd	35,209	Labster Inc	39,952
Kent Imaging Inc	35,600	Labthink International Inc	260,161
Kerr Wood Leidal Associates Ltd	115,880	Laerdal Medical Canada Ltd	133,565
Ketchum Canada Inc	47,198	Laing Roofing Ltd	26,045
Keysight Technologies Canada Inc	259,051	Larigakis Architecture Inc	67,920
KI Canada Corporation	59,571	Larlee Rosenberg Barristers & Solicitors	88,930
Kiefer Contracting Ltd	40,939	Larson, Emily	48,752
		Laura M Kuyper Inc	33,967



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Name	Amount	Name	Amount
Laval Lab Inc	40,008	Lockmaster	111,468
LaVision Inc	35,457	Login Brothers Canada	85,480
Lawson Health Research Institute	322,591	Logistic Support Unit (LSU) Inc	66,616
Lawson Lundell LLP	94,470	London Drugs Ltd	39,646
LDI Innovation OU	27,373	London Health Sciences Centre Research Inc	66,953
Leader Manufacturing Inc	79,299	Long Promo Plus Inc DBA Promo Plus Advertising Inc	28,513
Leaders International Executive Search	102,070	Long View Systems Corp	2,075,096
Learning Glass Solutions, Inc	39,629	Lorne Lapham Sales and Rentals Inc	79,796
LEC Group	72,535	Lorri J Puil	26,406
Lee, Gibong	34,380	Louise Novakowski Project Management Consultant	58,183
Legacy Advisors Law Corporation	167,090	Lukas Klose	48,864
Leica Microsystems (Canada) Inc	745,433	Lum Corporation	90,722
Lemke, Helmut Michael	51,401	Lumicks USA, Inc	388,402
Les Editions CEC Inc	40,451	Lunsford, Stephen C	30,450
Les Solutions Snowhouse 2014 Inc DBA Snowhouse Solutions	59,907	Lustrio Media Inc	52,868
Lesley Erickson	42,227	Lux Law Corporation DBA Pearce Schneiderat	46,198
Leslie Creative	28,035	LW Fleming Electric Ltd	36,515
Levitt Communications Inc	43,115	Lydetc Co Plc	113,059
Lexisnexis Canada Inc	181,061	Lyudmila Aberten	31,957
L'Hopital Maisonneuve-Rosemont	77,600	M H King Excavating Ltd	26,250
Librairie Faustroll	77,295	M J Pawlowski and Associates	92,911
Li-Cor Inc	196,851	M1 Supplies Inc	32,345
Life Technologies Inc	1,986,052	MacDonald Dettwiler and Associated Inc	42,000
Lifestyle Equipment (2002) Ltd	45,714	Macquarie Equipment Finance Ltd	663,005
Lin Haw International Company Ltd	38,851	Maged Bakhiet MD Inc	28,083
Lingo, Adam	54,473	Magee Walker	83,328
LinkedIn Ireland	123,072	Maggs Bros Ltd	25,822
Lionheart Sports	25,176	Magistad, Mary Kay	52,513
Lions Gate Hospital	30,920	Magstim Company Ltd	278,806
Livingston International Inc	1,287,934	Mail-O-Matic Services Ltd	38,006
LMC Clinical Research Inc	188,329		
LMDG Building Code Consultants	224,616		



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Unaudited Schedule

Name	Amount	Name	Amount
Mainichi Education Inc	47,480	Matrix Video Communications Corp	1,040,883
Mainroad Lower Mainland Contracting	50,410	Maxim Property Services	97,716
Malick Media Group Inc	26,880	Maxpro Technologies, Inc	33,298
Malvern Panalytical	637,773	Mayo Clinic	55,727
Mandel Scientific Co Inc	486,016	MBA Tour, Inc	62,489
Maple Leaf Photonics	109,059	MBM Intellectual Property Law LLP	28,539
Marbrom Enterprises Ltd DBA Cascadia Shading Design	66,079	McAdoo Flow-Systems Ltd	62,181
Marisa E Norona	99,473	McCarthy Tetrault LLP	36,182
Mark Fok MD Inc	30,035	McCormick, Iain	26,122
Mark Hasiuk	28,823	McDermott & Bull Canada LP	31,600
Mark McConkey Inc	35,097	McElhanney Ltd	43,113
Marketing Leger Inc/ Leger Marketing Inc	35,754	McFadden, Andrew	30,236
Marketsandmarkets Research Pvt Ltd	40,519	McFarland Marceau Architects Ltd	31,644
Marlowe Haskins Inc	41,700	McGill University	220,629
Marquez, Orangel	26,539	McGraw-Hill Global Education Holdings LLC	401,230
Marquis Imprimeur Inc	86,163	McGregor Hardware Distribution Ltd	230,977
Marsh Canada Ltd	1,053,159	McKnight, Marla	37,836
Marsh, Leslie	27,269	McLeod, Kevin	60,137
Martha Spencer Inc	39,511	McMaster University	239,101
Martin & Levesque Inc	35,933	McNeil and Sons Logging Ltd	84,782
Marty, Baram	40,344	MCW Consultants Ltd	203,564
Mary T Kelly	43,250	MDR Associates	305,005
Masa Institute	30,743	Mechdyne Corporation Canada	438,710
Maskell Plenzik & Partners Engineering Inc	32,970	MedHub, LLC	66,258
Massachusetts Medical Society	34,699	MediaCom Canada	948,372
Masse Sales Ltd	69,559	Mediaplanet Publishing House Ltd	28,849
Massif Creative Inc	31,406	Medical Undergraduate Society c/o AMS	81,502
Massive Media Inc	71,595	MedTach Inc	73,518
Masson McMillan Interior Design	45,914	Medtronic Canada ULC	109,159
Masuko Sangyo Co Ltd	39,804	Meiklejohn Architects Inc	100,385
Mathworks Inc	202,820	Meltwater News Canada, Inc	56,403



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Unaudited Schedule

Name	Amount	Name	Amount
Memorial University of Newfoundland	50,843	Mitchell Press Ltd	32,223
MEMOTEXT Corporation	30,474	Mitel Networks Corporation	199,320
Merletti Construction (1999) Ltd	32,847	Miwa Invest AB	75,792
Meso Scale Discovery	224,071	MJS Canada Inc U-Safe Co	49,716
Metagnosis Consulting Inc	1,317,667	MKD Janitorial Services and Consulting Ltd	169,716
Metis Community Services Society of BC	34,678	MMK Consulting Inc	42,000
Metro Motors Ltd	59,492	MNP LLP	174,961
Metro Testing & Engineering Ltd	71,734	Mobycon Corp	48,447
Metro Vancouver Regional District	239,248	Modergy Electric & Controls Installation Ltd	58,505
Metrohm Canada, Inc	78,886	Modern Paint & Floors	54,928
Metropolitan Fine Printers, Inc	50,515	Modern Tool (BC) Ltd	35,280
Mettler-Toledo Inc	254,323	Monday Creative Inc	30,529
Michael Kenyon Inc	30,302	Monte Cristo Bakery	38,166
Michele Wallcraft	167,388	Moody's Canada Inc	48,300
Michelle Sklar	168,147	Moore Canada DBA RR Donnelley	72,188
Microbiome Insights Inc	37,136	Moore Edgar Lyster LLP	91,664
Microdermics Inc	31,453	Moran Technology Consulting, Inc	573,240
Microelectronic Systems Pty Ltd	57,095	Morneau Shepell Ltd	715,949
Microice Precision Temperature Controlled Optical Stages	28,113	Morrison Hershfield Ltd	117,951
Micropact Inc	89,602	Mountain Productions Inc	29,206
Microserve	4,460,646	MPS	579,209
Microsoft Canada Inc	127,259	MQN Architects	86,195
Midwest Ventures Ltd	131,329	MTI Corporation	28,883
Mikegrosite Consulting Ltd	64,706	MTS Seating	27,296
Milberry, Kathleen	64,689	Mulesoft Inc	999,512
Miller Thomson LLP	31,063	Mumtaz Virji Inc	25,559
Miltenyi Biotec Inc	125,978	Munthali, Richard	69,325
MineAfrica Inc	32,534	Murray Latta Progressive Machine Inc	86,595
Mineit Consulting Inc	43,750	Muse & Effect Consulting	100,800
Minister of Finance	7,901,808	Museum of Vancouver	41,137
Ministry of Transportation and Infrastructure	32,531	Musqueam Indian Band	180,355
Mitacs Inc	2,216,084	Mustafa Toma MD Inc	27,266



SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES

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Unaudited Schedule

Name	Amount	Name	Amount
MV Sport	42,609	Nidhi Sood Inc	39,975
MyJoVE Corporation	35,378	Nikola Girke	42,478
MYK Construction Ltd	983,633	Nikon Canada Inc	399,208
Mypinder Sekhon Inc	34,988	Nikon Metrology Inc	35,771
Myriad Solutions	26,665	Nilsson Enterprises Ltd	35,597
Nadine R Caron MD Inc	51,706	Nion Company	997,184
Naisan Garraway Inc	47,945	Nirvair Levitt Inc	40,397
NanoCanada	69,300	NKT Photonics A/S - Koheras A/S	202,585
Nanomedicines Innovation Network	389,807	Noble British Columbia	177,781
Nanostring Technologies	728,310	Noise Digital Inc	43,955
NanoTemper Technologies GmbH	274,032	Northern Health Authority	385,867
Naomi K Lloyd	102,552	Nor-Val Rentals Ltd	107,968
Nasmith, Trudy	27,636	Nova Biomedical Canada Ltd	30,253
Natasha Dehghan Inc	25,038	Novogene Corporation Inc	167,251
Nathaniel Hawkins Inc	38,000	Nu Instruments Ltd	32,856
National Center for Faculty Development and Diversity	29,917	NuAire Inc	142,054
National Source AV Inc	37,890	Nucor Environmental Solutions Ltd	80,575
Nattana Dixon-Warren Inc	30,628	Nucro-Technics	44,888
Natural Resources Canada	39,877	Nuwest Contracting Ltd	252,673
Nazmudin Bhanji Inc	29,899	O C L C Inc	90,962
NDN Partners Inc	150,761	O N M Panton Ltd	32,112
Nellco Law Library Consortium Inc	42,655	Oceanic Micro-Hatcheries Inc	43,550
Nelson Canada Ltd	391,231	O'Connell, Jacqueline	27,182
NetValue Bioconsulting Inc	52,027	Office of the Auditor General	264,400
New England Biolabs Ltd	93,721	Oja, Brian	30,440
New Image Projects Inc	107,456	Oklahoma State University	46,047
New Westminster Endocrine & Diabetes Research Society	27,839	Olympic International Agencies Ltd	41,604
Newport Corporation Spectra-Physics	33,926	Olympus Canada Inc	577,826
Nexterra Systems Corporation	57,502	Omicron Canada Inc	49,015
Nick Milkovich Architects	1,140,816	Omni Logic Solutions Inc	479,697
Nicola Fameli	47,552	One Degree HVAC Service Group Ltd	405,636
Nicola Lifesciences Inc	86,015	One Earth Initiative Society	26,922
		One45 Software Inc	246,232
		Online and Ontime	27,381



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Name	Amount	Name	Amount
Onrot, John	35,712	Paladin Security Group Ltd	46,785
Ontor Ltd	36,401	Paladin Technologies Inc	93,918
Optimo1 Consulting Inc	67,295	Palindrome Consulting Inc	31,868
Opti-Tech Scientific Inc	39,130	Panopticon Analytics	69,976
Oracle Canada ULC	2,028,013	Panopto Inc	168,496
Oration Services, Inc DBA The Lyceum Agency	53,440	Paramed Medical Systems Inc	129,990
Orbis Communications Inc	43,313	Parkland Refining (BC) Ltd	307,069
Orkin Canada	64,713	Parr Instrument Company	60,021
Ortho Canada	29,008	ParvoMedics Inc	154,786
Osler, Hoskin and Harcourt LLP	36,409	Patch Computers Ltd	156,626
Otis Elevator Company	51,479	Pathonix Innovation Inc	230,507
Ottawa Heart Institute Research Corporation	35,590	Pathways Abilities Society	53,902
Ottawa Hospital Research Institute	33,596	Paty, Brey W	26,933
Otto Harrassowitz GmbH & Co KG	108,312	Paul Ro Dental Laboratory	30,582
Outcomes Instruments, LLC	64,656	Paul Wells	32,536
Outline Graphic Design Inc	58,276	Peak Networks.ca Inc	115,121
Overhead Door Company	68,658	Peak Scientific Canada Ltd	77,439
Ovid Technologies Inc	115,179	Pearson Canada Inc	1,022,808
Oxford Instruments America Inc	265,178	Peerless Engineering Sales Ltd	50,350
Oxford Nanopore Technologies Ltd	173,103	Pendakur, Krishna	29,200
Oxford Properties Group	116,251	Penguin Random House Canada	129,178
Oyen Wiggs Green and Mutala LLP	462,698	Peqish Food Company Inc	56,978
Ozgene Pty Ltd	42,778	PerfectMind Inc	144,781
P Rahmani Gorji Inc	33,338	Perkinelmer Health Sciences Canada, Inc	32,578
Pacific Adventure Learning	87,000	Perrett Laver Inc	236,769
Pacific Boiler Ltd	41,825	Personal Alternative Funeral Services Ltd	44,357
Pacific CoastCom Communications Inc	69,324	Peterson Commercial Property Management Inc	120,450
Pacific Industrial Movers LP	228,442	Petr Balcar Inc	27,845
Pacific Nephrology Group	358,995	PETROKLEEN	58,041
Pacific Restaurant Supply Inc	198,096	PFS Studio	41,424
Page Two Strategies Inc	66,434	PheedLoop Inc	27,685
		Philips Electronics Ltd	67,358



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Name	Amount	Name	Amount
Phillips Hager and North Investment Management Ltd	779,635	Pre Labs Inc	423,009
PHS Community Services Society	53,439	Precision Farm Supplies Ltd	31,512
Physical Science Innovations Corporation	574,781	Premiere Executive Suites	528,243
Pierre Dil Inc	38,832	PreSens Precision Sensing GmbH	29,806
Pinton Forrest & Madden Group Inc	237,285	PricewaterhouseCoopers LLP	852,623
PitchBook Data, Inc	25,028	Prime Engineering Ltd	661,586
Pitney Works	120,750	Prism Engineering Ltd	75,685
Pixel Salad Studio	49,749	Prism RBS LLC	204,315
PJS Systems Inc	274,714	Proactive Construction Ltd	159,817
Plan B Contractors Inc	253,743	Proctorio Inc	286,140
Planet Clean Div of Bunzl Canada Inc	312,082	Produits Chimiques ACP Chemicals Inc	35,485
Planet Labs Geomatics Corp	44,100	Professional Choice Uniform Co	36,324
Planewave Instruments, Inc	46,586	Professional Competencies Enterprises Inc	45,435
Planmeca Oy	63,438	Progressive Air Products Ltd	137,144
Planon Canada Inc	1,507,139	Promote Me Inc	90,580
Plasmatreat USA, Inc	111,692	ProQuest	550,046
Point Cloud Solutions Inc	55,997	Proscenium Architecture and Interiors Inc	1,904,297
Point Grey T&E Rentals Ltd	49,853	Proshow Audio Visual Broadcast	89,837
Point Grill Coinage Account	26,012	Protec Dental Laboratories Ltd	73,148
Point, Susan	50,000	Protec Installations Group	34,464
Polley, Gina	27,796	Protect International Risk & Safety Services Inc	40,005
Pontefract Group Consulting Inc	45,126	Protein Technologies Inc	73,167
Portage Legal Services	50,275	Protocol Business Solutions Ltd	36,128
Porteus, Thomas	33,600	Providence Health Care	727,414
Power Earth Enterprises Inc	45,758	Providence Health Care Research Institute	6,923,633
Powertech Labs Inc	2,357,002	Providence Health Care Society	6,853,164
PR Bridge Systems Ltd	174,615	Province of British Columbia	28,536,320
Practicon Inc	88,947	Provincial Health Services Authority	6,187,264
Pranav Menon Consulting	58,460	PT EBS Nasional Indonesia	70,959
Praxair Distribution	186,326	Purolator Inc	51,899
Praxis Management Inc	50,715		
Praxis Spinal Cord Institute	119,901		



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Name	Amount	Name	Amount
Pushor Mitchell LLP	313,180	Raymond Johnston Equipment	61,912
Pusic, Andrea	42,502	G.N. Johnston Equipment Co Ltd	
PWL Partnership Landscape Architects Inc	92,302	RBC Dominion Securities Inc	40,000
Pyper Infrastructure Management Ltd	59,528	RCH Neurology Research & Education Fund	45,521
Qay'Innagaay Heritage Centre Society	29,800	RE Search + Design	113,400
QIAGEN Inc (Canada)	171,345	Read Jones Christoffersen Ltd	95,425
QLess Inc	56,573	Real Estate Council of British Columbia	1,023,078
QRX Technology Group Inc	87,807	Real Time Networks Inc	119,068
QS Quacquarelli Symonds Ltd	156,460	Receiver General for Canada	62,217,622
QS Unisolution Ltd	108,037	Reconyx	30,987
QST Lab	36,329	Red Pine Outdoor	25,661
Quality Move Management Inc	636,528	Refinitiv Canada Holdings Ltd	158,618
Qualtrics LLC	196,214	Regal Controls Ltd	104,008
Quanterix Corporation	307,800	Regents of the University of Michigan	81,161
Quantitative Aquatics Inc Q-Quatics	40,430	Rehmus, Wingfield E	42,317
Quantum Dental Laboratory Inc MicroDental Vancouver BC Laboratory	45,009	Reilly, Patrick Michael	31,667
Quantum Lighting, Inc	78,442	Renouf Publishing Company Ltd	64,307
Queen's University	407,039	Resilience Software Inc	84,440
Quench Canada, Inc	27,471	Resourcecode Media Inc	61,950
Quest Infotech Inc	189,310	Resources.too	31,622
R Prowse & Associates Inc	146,968	Respirometer Systems and Applications	41,289
Radiant Technologies, Inc	79,364	Restwell Mattress Company Ltd	26,381
Raincoast Book Distribution	41,405	Rethink Communications Inc	2,540,470
Rainforest Field Services Ltd	39,511	Rewild Films	38,693
Rapidia Tech Inc	511,205	Reynolds, Robert P	25,946
Rasmusson, Ana	33,074	RF Specialists Ltd	78,908
Rauber, Paul	25,201	RFS Canada	247,788
Ray, Gregory C	52,391	RGN Management LP	96,290
Rayacom Premium Print	33,690	Richard Arseneau Inc	77,027
		Richard Meyer Electrical Services Ltd	50,021
		Richards Buell Sutton LLP	704,115



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Name	Amount	Name	Amount
Richardson, Chris	68,696	RTDS Technologies Inc	38,220
Richardson, Joanne	38,250	RTR Terra Contracting Ltd	113,898
Richelieu Hardware Canada Ltd	142,284	Rubin Thomlinson LLP	156,751
Richter, Anna	45,778	Rui Silva DBA C2Ban	99,461
Rick Hansen Foundation	1,250,000	Rummel, David	46,041
Ricoh Canada Inc	138,150	Russell Communications	123,588
Right Management Inc	41,141	Russell Hendrix Foodservice Equipment	140,904
Riipen Networks Inc	40,950	RWDI Air Inc	31,265
Rimini Street	349,814	Ryder Architecture (Canada) Inc	71,917
Rise Women's Legal Centre	206,837	Ryerson University	36,083
Rissling Services Ltd	1,398,724	S A Virani Inc	26,119
Ritchie-Smith Feeds, Inc	656,858	S&P Global Market Intelligence LLC	168,070
Ritsumeikan University	75,955	S.i. Systems Partnership	506,221
Riverstone Technology, LLC	25,336	S+K Communications	28,750
RNARx Inc	34,081	Saba Software (Canada) Inc	47,433
Robert D Sebastian MD Inc	44,849	Safeguard World International Ltd	120,128
Roche Diagnostics	107,086	Sahuri & Associates Architecture Inc	89,111
RocketChicken Interactive Inc	74,622	Saint Bernadine Mission Communications Inc	135,836
Rocky Point Engineering Ltd	189,629	Salesforce.org	390,033
Rogers	368,188	Sally E Barrio Inc	30,232
Rogue Research Inc	118,300	Salmon's Transfer Ltd	325,660
Ron Allen Architect Inc	239,416	Samnian Software Inc	40,294
RONA, Inc	46,610	Sandra Huish Inc	52,297
Roper Greyell LLP	271,225	Sandrix Technologies Inc	28,200
Roserim Nursery (2019) Ltd DBA Roserim Forest Nursery	28,314	Sannam S4 Consulting Private Ltd	200,635
Roshan Danesh Law Corporation	39,375	Sanofi Pasteur Ltd	29,126
Roslyn Goldner Law Corporation	178,581	Sapphire Cleanrooms LLC	94,210
Roxon Medi-Tech Ltd	26,890	Saputo Dairy Products Canada GP	120,491
Royal Columbian Hospital Foundation	69,337	Sarah Applebaum	41,769
Royce, Diana	27,655	Sarah Ripplinger	32,823
RPG - Resource Planning Group Inc	291,165	Sarstedt Inc	30,691
RTAQS Consulting Ltd	97,158		



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Name	Amount	Name	Amount
SAS Institute	28,442	School District No 68 - Nanaimo-Ladysmith	39,901
Saskatchewan Real Estate Commission	354,575	School District No 73 - Kamloops-Thompson	41,319
Saudi Arabian Cultural Bureau	36,474	Schrodinger, LLC	90,396
Sawatzky Research Advisors Inc	53,550	Schweigel, Robert Cha	29,675
Sawchuk Developments Co Ltd	4,604,917	SciAps, Inc	99,695
SBC Insurance Agencies Ltd	81,838	Scienta Omicron, Inc	58,955
SC Logic LLC	48,453	Scientia Ltd	129,666
Scanco USA, Inc	29,000	Scott Construction Ltd	2,783,564
Scene Ideas Inc	70,983	SDM Realty Advisors Ltd	2,669,082
Schabas, Alice	33,795	Sea To Sky Meeting Management	33,099
Schmidt, Holly	26,228	Seaforth Construction Ltd	429,249
Schneider Electric Canada Inc	46,621	Search Inside Yourself Leadership Institute	25,257
School District No 28 - Quesnel	60,388	Searidge Ventures Ltd	77,175
School District No 33 - Chilliwack	32,694	Secure-Rite Mobile Storage Inc	44,763
School District No 34 - Abbotsford	43,858	Securiguard Services Ltd	568,123
School District No 35 - Langley	106,591	SEF Canada Ltd	126,000
School District No 36 - Surrey	38,002	Sekhon, Harprit	26,028
School District No 37 - Delta	28,527	Selmar Lab Systems	38,940
School District No 38 - Richmond	335,033	Senaltek Ltd	42,841
School District No 39 - Vancouver	302,660	SENSIT Technologies, LLC	46,445
School District No 40 - New Westminster	56,879	Sentry Partners Inc	35,574
School District No 41 - Burnaby	109,652	Service Systems for Research Corp	274,113
School District No 42 - Maple Ridge & Pitt Meadows	42,220	ServiceNow Inc	606,830
School District No 43 - Coquitlam	172,643	SES Consulting Inc	117,550
School District No 44 - North Vancouver	129,881	Seton	29,788
School District No 45 - West Vancouver	158,832	Seymour Management Consulting Inc	57,124
School District No 48 - Sea to Sky	29,489	Seymour Vision Inc DBA 1082871 BC Ltd	97,879
School District No 5 - Southeast Kootenay	45,690	SGS AXYS Analytical Services Ltd	42,079
School District No 62 - Sooke	27,741	Shane Arishenkoff MD Inc	50,813
		Shanghai Jiao Tong University	524,165



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Name	Amount	Name	Amount
Shannon Bard	101,477	SNC-Lavalin Inc	110,410
Shannon Wires Inc	30,711	Snow Cap Enterprises Ltd	72,424
Sharon Gulbranson Enterprises	77,938	Softlanding Solutions Inc	200,617
Sharper Marketing	111,006	Solid Caddgroup Inc	32,150
Shatex Manufacturing Corporation	168,951	SonarSource SA	82,504
Shaw Cablesystems GP	1,219,716	Sonya Adloff	42,131
Shaw, Calyn	47,400	Soper's Supply Ltd	170,077
Shawn S Davis	32,256	Soquelec Ltd	276,637
Sheila Moynihan	27,589	Source office Furniture & Systems Ltd	161,805
Shell Energy North America (Canada) Inc	4,020,850	South Bay Properties	47,203
Shepell Care	536,274	South Coast British Columbia Transportation Authority DBA TransLink	14,281,146
Sherwood, Leonard	25,429	Southcott Strategy Inc DBA Redshift Collective	36,383
Shmerkin, Pablo	31,834	Southern Butler Price LLP	96,329
Shoichet, Molly	50,000	Sparkjoy Studios Inc	43,736
Shop3D.ca	33,998	Spatial Dimension Canada ULC	94,220
Shroff, Farah	61,087	Spectra Research Corporation	1,118,012
Siemens Canada Ltd	971,246	Spectra Vista Corporation	104,776
Siemens Healthcare Ltd	115,351	Spencer Quon	33,495
Sigma-Aldrich Canada Co DBA Sigma-Aldrich Canada Cie	191,073	SPIE	51,998
Signals Design Group Inc	28,528	Spooner and Odulio Inc	32,673
SignSource Architectural Signage Ltd	30,673	Sport Maska Inc	54,771
Simon Duffy	33,600	Sports Exchange	60,751
Simon Fraser University	1,635,586	Spratt Emanuel Engineering Ltd	58,480
Simon J Warner Medical Inc	42,901	Spring Activator Inc	33,810
Simpson, Christine	30,848	Spring Roll Sportfishing	31,395
SimuTech Group	67,192	Springer Nature	202,380
Sivaya Consulting Ltd	26,141	Springwall Sleep Products Inc	89,723
SJC Culinary Service	132,724	Sprout Social, Inc	133,226
Skeans Pneumatic and Automation Inc	83,110	Squire Patton Boggs (US) LLP	39,975
Skotnicki, Arthur	34,028	SSQ Insurance Company Inc	52,239
Smart and Biggar	764,181	St George-Hyslop, Peter	50,000
Smith Bros & Wilson (BC) Ltd	4,722,273	St George's School	314,805



SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES

YEAR ENDED MARCH 31, 2021

Unaudited Schedule

Name	Amount	Name	Amount
St Joseph's Healthcare Hamilton	86,583	Subway Franchise Systems of Canada Ltd	27,113
St Paul's Hospital	418,169	Sudden Technologies	36,017
Staff Pension Plan of UBC	62,765,964	Suez Water Technologies & Solutions Canada	35,562
StageClip Ltd	96,113	Sumas Environmental Services Inc	152,036
Stago Canada Ltd/ Stago Canada Ltee	46,710	Summit Brooke Construction Corporation	1,405,588
Standard and Poor's	25,725	Sun Life Assurance Company of Canada	53,803,780
Stanford Research Systems Inc	84,567	Sunbelt Rentals Inc	30,592
Stanford University	45,525	Sunira Singh Inc	28,058
Stanley Black & Decker Canada Corporation	35,393	Sunnybrook Research Institute	997,670
Stantec Consulting Ltd	507,878	Sunrise Commodities	84,269
Star Pro Chemicals Inc	39,332	Sunrise Technical Solutions, LLC	28,652
Starbucks Coffee Canada Inc	274,941	Super Save Disposal Inc	98,515
StarSoft Info-Tech Solutions Inc	288,246	Super Save Fuels	30,790
StataCorp LLC	40,655	Superior City Contracting Services Ltd	271,345
Statistics Canada (SC)	304,580	Supporting the Ministry of Mines Ethiopia Project (CIRDI - SUMM Project)	34,875
Steele Electric (2001) Ltd	863,043	SupportLINK Systems Inc	77,521
Stemcell Technologies Canada Inc	118,568	Supra Research and Development Inc	32,297
Stericycle ULC DBA Shred-it	48,885	Surgi-One Medical Technologies Inc	36,750
Steris Canada Sales ULC	296,817	SurveyBott LLC	69,528
Sternberg, Ethan Dane	73,066	SurveyPlus	86,851
Steven A Conrad	37,538	SUSE Software Solutions Canada ULC	42,560
Steven Yau	109,113	Svenska Bioenergiforeningens Service Aktiebolag	94,890
Still Interpreting Inc	58,400	SVM Services Canada, Ltd DBA Terminix Canada	62,954
StoneFly, Inc	53,557	Swim International Recruiting Inc	41,667
Stothers, Keith	34,473	Switch Materials Inc	57,486
Strategy Matters Strategic Business Consulting Inc	112,546		
Straumann Canada Ltd	259,781		
Stuart, Heather	43,897		
Student Union of UBC Okanagan	223,084		
Studica Ltd	35,700		
Studio Hub Architects Ltd	291,766		
Style Analytics Ltd	35,000		



SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES

YEAR ENDED MARCH 31, 2021

Unaudited Schedule

Name	Amount	Name	Amount
Sylvan Vale Nursery Ltd	33,701	Textio	34,041
Symlicity Corporation	130,890	The 2Point0 Management Group Inc	144,231
Synapse Strategies Inc	32,130	The AME Consulting Group Ltd	118,424
Synapsis	73,905	The Appraisal Institute of Canada	354,649
Synnex Information Technologies Inc	31,463	The Banff Centre	350,333
Syreon Corporation	26,977	The Brick Warehouse LP	240,865
Sysco Food Services of Vancouver Inc	103,976	The Castlemain Group Inc	83,442
Sysco Kelowna	283,506	The Commons Inclusion Strategies Inc	34,755
Systems for Research Corp	5,173,109	The Creative Group	53,614
Szeto Enterprises Ltd	178,637	The Deerfield Group Inc	85,067
T2 Systems Canada Inc	192,978	The Earncliffe Strategy Group	79,427
TA Instruments Waters LLC	357,162	The Harry Walker Agency, Inc	38,505
Tableau Software Inc	301,763	The Human Enterprise	26,292
TalentMap	50,247	The Humphrey Group Inc	116,146
Tamarac Filmworks Ltd	114,227	The Lavin Agency Ltd	110,773
Tame Geek Network Solutions Inc	25,458	The Lazy Gourmet Inc	45,819
Tandem Technologies Ltd	28,299	The Lundquist Institute	45,708
Tao Connect, Inc	31,026	The Northern Trust Company, Canada	146,750
Tara Sedlak MD Inc	55,219	The Peake of Catering Ltd	79,196
Target Specialty Advertising Inc	33,602	The Stevens Company Ltd	27,227
Tatiana Gomez	36,778	The Surge Group Inc	64,752
Taxi Canada Ltd	545,000	The TDL Group Corp DBA The TDL Group of Companies	335,361
Technical Safety BC	189,785	The U15 Group of Canadian Research Universities	70,000
Tecnar Automation Ltd	106,077	The Ubysey	173,690
Tectra GmbH	29,006	The Westin Resort and Spa	168,403
TEEMA Solutions Group	1,141,589	The World Universities Insights Ltd	32,251
Teknet Network Solutions	179,348	Thermo Fisher Scientific (Mississauga) Inc	543,688
TEKsystems Canada Corp	12,780,420	Thieme	39,531
Telkin Corp	48,832	Thinkingbox Media & Design Inc	45,780
Telus Communications British Columbia Telus Services Partnership (BC)	628,428		
Tervita Corporation	39,494		
Testforce Systems Inc	217,510		



SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES

YEAR ENDED MARCH 31, 2021

Unaudited Schedule

Name	Amount	Name	Amount
Thinkspace Architecture Planning Interior Design	90,896	Trash-It Junk Removal Ltd	49,758
Thomas Bissky	53,290	Trasis	26,568
Thomas Scott Signcraft Ltd	33,463	Treasure of Technology America Inc	388,048
Thomas Skinner & Son Ltd	280,744	Treehouse Media Inc	116,857
Thomson Reuters Canada	969,960	Trent University	39,945
Thorlabs Inc	93,526	Trevor B Stone Orthopedic Services Inc	28,858
Thornhill Research	87,125	Tribal Systems Canada Ltd	313,029
Three Two Consulting	26,474	Trilean Pork Ltd	30,000
Thrive Digital	93,808	Trinity Group Partners	178,996
Thunderbird Press Ltd	25,108	Triple M Modular Ltd DBA Metric Modular	342,514
Thunderhead Consulting Group LLC	60,204	TRIUMF	1,713,014
Thyssenkrupp Elevator (Canada) Ltd	153,617	Trustees of the University of Pennsylvania	92,952
TikTok Inc	29,941	TSE Systems	62,533
TissUse GmbH	100,045	Tulsa Dental Products, LLC Tulsa Dental Specialties	106,264
TKA+D Architecture + Design Inc	63,113	Tundra Research	65,852
TKI Construction Ltd	115,505	Turnitin, LLC	102,248
TMP Worldwide	43,752	Twist Bioscience	94,442
Tobii Technology Inc	35,078	Tyco Integrated Fire and Security Canada Inc DBA Johnson Controls (JCI)	25,644
Tom Lee Music Company Ltd	435,050	Tyler Technologies	173,330
Top Hat Canada	72,723	U Sports	48,528
Tops Total office Products Ltd	407,948	UAP Inc DBA NAPA	25,871
Toptal, LLC	52,088	UBC Faculty Pension Plan	47,949,783
Toptica Photonics Inc	386,360	UBC Graduate Student Society	324,428
Toronto Centre for Phenogenomics	27,976	UBC Pension Plan - Supplementary Agreement	5,652,592
Torrey Pines Scientific	47,477	UBC Properties Investments Ltd	63,253
TPS Consulting Ltd	57,608	UBC Properties Trust	167,350,743
Trane Canada ULC	259,594	Uganda Cancer Institute	37,840
TransCold Distribution Ltd	29,281	Uline Canada Corporation	160,159
TransFocus Consulting Inc	39,952	Umbrella Digital Pty Ltd	229,029
Transonic Scisense Inc	28,930		
Transtar Supply	35,700		
Transworld Imports Inc	81,942		



SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES

YEAR ENDED MARCH 31, 2021

Unaudited Schedule

Name	Amount	Name	Amount
Unbound Medicine Inc	28,136	University of Western Ontario	43,318
UNFI Canada Grocery West	102,002	University of Windsor	26,286
Ungerboeck Systems International Inc	48,389	Unlocking the Gates Services Society	93,126
UniFirst Canada Ltd	31,301	UPS Canada	329,198
United Electrical Systems Ltd	55,717	Urban Arts Architecture	148,820
United Irrigation and Landscaping Inc	632,773	Urban Systems Ltd	208,366
United Painting Ltd DBA The United Group Project Management	275,889	US Department of Education	286,704
United Rentals of Canada Inc	174,537	Uscape Apparel LLC	48,687
United Way of the Lower Mainland	206,960	Vacuum Products Canada Inc	128,416
Universidad de Chile	77,485	Vala Sciences, Inc	310,661
Universite de Montreal	66,839	Valley Power Line Contracting Ltd DBA FB Valley	149,065
Universities Canada	285,811	Van Wiltenburg, Laura	35,100
University Endowment Lands	642,267	Vancouver Coastal Health Authority	18,350,280
University Health Network	160,890	Vancouver General Hospital	55,571
University Market Place Development Partnership	53,036	Vancouver Island Clinical Pathology Consultants Corporation	139,650
University Neighbourhoods Association	4,145,700	Vancouver Island Health Authority	163,643
University of Alberta	338,036	Vancouver Pacific Swim Club	26,523
University of Calgary	459,216	Vancouver Plastic Surgery Education Society	291,179
University of California	117,613	Vancouver Prostate Centre	36,912
University of Chicago	154,725	VanDriel Occupational Health and Safety Consulting Group Inc	70,363
University of Guelph	26,899	VanTek Intellectual Property LLP	55,855
University of Manitoba	31,643	Vapourtec Ltd	76,033
University of Nebraska Medical Center	36,241	Varsity Computers & Services Inc	52,442
University of Northern British Columbia	962,336	VCA Inc DBA Rain 43, Rain 49, Rain 51	419,486
University of Ottawa	35,334	VDP Design International Ltd	45,175
University of Oxford	399,195	VECTRONIC Aerospace GmbH	121,163
University of Saskatchewan	403,998	Veeco Instruments Inc	136,556
University of Toronto	485,437	Venue West Conference Services	31,546
University of Victoria	1,378,496	Veritiv Canada Inc	542,528



SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES

YEAR ENDED MARCH 31, 2021

Unaudited Schedule

Name	Amount	Name	Amount
Vernon Seed Orchard Company	52,598	Wendy Mann	64,286
Vertiv Canada ULC	30,203	Wendy Wan-Yu Lin Inc	30,333
VGH Trauma Education Fund	60,117	Wesbrook Properties	292,290
VH Anesthesia Services Ltd	127,450	WESCO Distribution Canada Inc	785,026
Via Display Graphics Ltd	41,051	West Coast Building Restoration Inc	120,894
VICI - Valco Instruments Canada Corporation	38,067	West Coast Elevator Services Ltd	1,856,999
Victor F Huckell Inc	46,494	West Coast Reproduction Centres Ltd	146,844
VidCruiter	74,722	West Coast Workplace Law Corporation	31,239
Viking Fire Protection Inc	140,213	West Net Communications Inc	131,597
Viking Refrigeration Ltd	35,982	West Pacific Consulting Group Managed Services Inc DBA IT/IQ Tech Recruiters	4,148,542
Village Gate Homes Ltd	610,709	Westburne Electric Supply (BC) Ltd	30,237
Vinay Dhingra Inc	31,451	Westcan Painting & Decorating Ltd	195,042
Virgo Planning and Evaluation Consultants Inc	98,375	Western Canadian Universities Marine Sciences Society	211,114
Virtual Chemistry Inc	167,287	Western Elevator Ltd	49,520
Vision Critical Communications Inc	63,000	Western Pacific Enterprises Ltd	544,527
Vital Source Technologies	370,894	WestGrid	1,172,977
VMock Inc	82,972	Westin Bayshore Vancouver	451,605
Volante Software	35,127	Westkey Graphics Ltd DBA Xibita	98,993
Voyer, Stephane	34,120	Westwood Landscapes Inc	32,293
VWR International Company	1,931,659	Wheaton Chevrolet Buick Cadillac GMC Ltd	53,695
W G Honer MD Inc	123,224	Whirl-I-Gig	37,652
Walimu	271,678	White Spot Restaurants	28,759
Wasatch Photonics, Inc	28,933	WikiWorks	154,325
Waters Corporation	72,812	Will Creative Inc	89,247
Waters Ltd	269,467	William J Heath DBA Bill Heath Films	25,053
Watson Advisors Inc	101,534	William S Hein & Company Inc	59,121
We Are Social Ltd	156,424		
Weatherhaven Global Resources Ltd	98,945		
Weber Supply Company Inc	618,639		
Weber, Rachel Christiane	29,250		
Wellons Canada Corp	341,621		
WelTel Inc	30,000		



SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES

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Unaudited Schedule

Name	Amount	Name	Amount
Willis Towers Watson Towers Watson Canada Inc	32,340	Zap Solutions, Inc	35,981
Winnipeg Regional Health Authority	55,476	Zhou, Mi	30,667
Wisent Environmental Inc	25,247	Accounts greater than or equal to \$25,000	1,042,412,773
Wisers Information Ltd	34,360	Accounts under \$25,000	63,602,815
WMW Public Architecture + Communication Inc	474,268	Total	1,106,015,588
Wolters Kluwer	29,023		
Wonderful World of Rowing	52,242		
Wong, Steven	47,781		
WorkCast Inc	38,566		
Workday Ltd	5,883,998		
Workers Compensation Board	4,180,201		
Working Group on Indigenous Food Sovereignty	45,000		
Workman & Sons DBA Rapt Holdings Ltd	30,592		
World Courier of Canada Ltd	47,254		
WorleyParsons Canada Services Ltd DBA Advisian	109,854		
WSP Canada Inc	113,412		
Xerox Global Services	1,999,055		
Xpera Risk Mitigation & Investigation	43,919		
Yamato Scientific America Inc	171,489		
YMCA of Okanagan Association	35,875		
York University	30,565		
Yorkland Controls Ltd	59,309		
Young Anderson, Barristers and Solicitor	36,727		
YRC Freight	28,108		
Yussanne Ma Consulting	59,929		
Zaber Technologies Inc	59,593		



SCHEDULE OF GRANTS PAID TO OTHER AGENCIES

YEAR ENDED MARCH 31, 2021

Unaudited Schedule

Name	Amount	Name	Amount
Academic Journalism Society	160,000	Firelight Research Inc	95,000
African Research Collaboration for Health	60,555	GIRI GI Research Institute	57,500
Alliance for Sustainable Energy LLC	26,042	Harvard Medical School	120,121
Alma Mater Society of UBC	49,007	Horizon Health Network	50,244
Arthritis Research Centre of Canada	184,609	Hospital for Sick Children	800,414
Banff International Research Station	50,000	Inner City Women's Initiatives Society	115,001
BC Cancer Agency	30,600	Institut National de la Recherche Scientifique	98,789
British Columbia Society for the Prevention of Cruelty to Animals	100,000	Interior Health	157,484
Brock University	27,400	Kyoto University	134,056
Bruyere Research Institute	34,480	Lakehead University	68,420
Canadian Food Inspection Agency	85,181	Laurentian University	100,000
Canadian Institute for Health Information	313,926	Lawson Health Research Institute	104,283
Carleton University	111,822	LlamaZOO Interactive Inc	185,000
Carrier Sekani Family Services	60,000	Lunenfeld-Tanenbaum Research Institute	140,000
Centre hospitalier de l'Université de Montréal	122,672	Makerere University	390,861
CIUSSS de l'Ouest de l'Île de Montréal	97,426	Maternal Infant Child and Youth Research Network	79,000
CIUSSS du Nord-de-l'Île-de-Montréal	32,700	McCreary Centre Society	157,069
Cleveland Clinic Foundation	143,735	McGill University	1,074,580
Copenhagen Business School	82,000	McMaster University	663,222
Dalhousie University	447,800	Memorial University of Newfoundland	121,189
Duke University	27,114	Mitacs Inc	469,813
École de Technologie Supérieure	60,000	Nanomedicines Innovation Network	90,000
Ecole Polytechnique de Montréal	191,314	National Center of Neurology and Psychiatry	319,653
Emily Carr University of Art and Design	105,000	Network for Improving Critical Care Systems and Training	54,151
Emory University	132,434	Newfoundland and Labrador Centre for Health Information	204,000
Endangered Language Alliance	29,000	Nova Scotia Health Authority	76,599
		Nuu-chah-nulth Tribal Council	36,000



SCHEDULE OF GRANTS PAID TO OTHER AGENCIES
YEAR ENDED MARCH 31, 2021
 Unaudited Schedule

Name	Amount	Name	Amount
Ohio University	107,800	University of Alberta	1,590,561
Oklahoma State University	85,400	University of Bologna	36,427
Ottawa Hospital Research Institute	63,972	University of Calgary	1,012,395
Partners in Health	149,283	University of California	107,977
PHS Community Services Society	76,000	University of California - Davis	40,280
Pontifical Catholic University of Rio de Janeiro	30,000	University of Copenhagen	107,717
Providence Health Care Research Institute	2,513,933	University of Guelph	83,627
Provincial Health Services Authority	9,497,359	University of Lethbridge	94,554
Queen's University	568,133	University of Manitoba	830,269
Queensland University of Technology	52,932	University of New Brunswick	204,936
Regents of the University of Minnesota	130,109	University of Northern British Columbia	66,100
Rick Hansen Man in Motion Foundation	776,869	University of Ottawa	119,713
Ryerson University	61,426	University of Pittsburgh	61,591
Simon Fraser University	1,829,843	University of Pretoria	61,200
Spinal Cord Injury - BC	40,000	University of Prince Edward Island	200,000
Statistics Canada (SC)	327,853	University of Regina	104,199
Sunnybrook Research Institute	3,295,704	University of Saskatchewan	592,591
Trent University	91,986	University of Southern Maine	29,135
TRIUMF	278,840	University of Texas	200,120
Trustees of Dartmouth College	137,409	University of Toronto	1,339,890
U.S. Department of Agriculture	59,140	University of Victoria	677,214
Uganda Cancer Institute	38,691	University of Washington	201,589
Unity Health Toronto	245,925	University of Waterloo	558,388
Universite de Sherbrooke	633,500	University of Western Ontario	193,534
Universite Laval	628,831	Vancouver Coastal Health Authority	108,381,209
Universities Space Research Association	54,494	Victoria Cardiac Arrhythmia Trials Inc	30,000
University College London	50,000	Victoria Heart Institute Foundation	30,000
University Health Network	318,728	Walimu	73,771
		Washington University	67,816



**SCHEDULE OF GRANTS PAID TO OTHER AGENCIES
YEAR ENDED MARCH 31, 2021**

Unaudited Schedule

Name	Amount
Western Canadian Universities Marine Sciences Society	132,000
Western University	32,585
York University	42,399
YouthCO HIV & Hepatitis C Society of BC	50,600
Grant payments greater than or equal to \$25,000	148,225,811
Grant payments under \$25,000	857,671
Total	149,083,482





THE UNIVERSITY OF BRITISH COLUMBIA