

## Executive Compensation Policies and Practices

January 8, 2026

Holland Bloorview has a comprehensive and rigorous executive performance management and compensation program. Each year, members of the Executive Leadership Team (ELT) have their performance measured through a number of metrics that are tied directly to the annual compensation of the executive. The Performance Appraisal and Compensation Committee of the Board of Directors (Board) review the compensation of the President and CEO and makes an assessment of whether or not the Board-approved annual goals and objectives have been achieved. This yearly evaluation is tied to compensation. The Board approves the compensation policy for the Executive Team.

### Annual Cash Compensation

The compensation program is designed to ensure that the Hospital is able to attract and retain high performing executives who are focused on the achievement of the Hospital's key priorities and goals. Each of the components of this program are outlined in the following table.

The compensation program is designed to ensure that total cash compensation is appropriately competitive. The total compensation for the President and CEO and the ELT is reviewed periodically to ensure that compensation levels are competitive recognizing the complexity of the Hospital, the provincial mandate, academic intensity and the functional accountabilities of each executive role. Comparative markets include; the Toronto Academic Health Science Network, the Ontario Hospital Association Region 3 (Toronto) senior positions, and all OHA hospitals with a similar budget. It is the President and CEO's responsibility to manage the compensation system for the Executive Team according to the compensation policy.

A key element of this program is the Hospitals Performance Incentive Plan. This plan ensures that 10% of Vice President and 20% of the CEO's annual compensation is "at risk" for the achievement of both the Hospitals and Executives key priorities and objectives.

Annually the Board approves the Performance Goals of the Hospital relating to both the Strategic Plan and the goals in the Hospitals Quality Improvement Plan (QIP).

Performance against both the Hospital and individual goals is assessed annually and forms the basis for determining what performance incentive award is appropriate. In addition, legislative requirements, market competitiveness and other fiscal conditions are considered when determining the appropriateness of base salary increases.

The Board approves all changes to the CEO's compensation. The CEO approves changes to the Executive Team and reports to the Board on the actions taken.

## **Benefits**

Hospital executives participate in the Hospital's benefit program which provides comparable benefits to all participating employees. These benefits provide comprehensive coverage to meet the needs of employees and their families. Benefits may include, medical, vision, dental, life and income protection benefits.

Each executive is entitled to participate in the Hospital's Flexible Benefits Allowance and Auto Allowance programs. These programs are summarized in the attached table.

In addition, sabbatical leave is provided for research and education purposes to the Vice President Medicine and Academic Affairs and the Vice President Research and Director of the Bloorview Research Institute (BRI). Leave is 3 months for each five years of service.

## **Pension**

All executives participate in HOOPP which provides comparable pension benefits to other participating Hospitals. Each executive contributes 11% of annual compensation to the plan.

## **Termination**

Each executive is entitled to appropriate termination protection which is consistent with market practice. On termination of employment without cause, the CEO is entitled to 12 to 18 months severance and Vice Presidents 12 to 24 months depending on the unique circumstances. If an executive is terminated for just cause, no severance is paid.

## Components of compensation program

	Explanation	CEO	Vice Presidents
<b>Total Compensation</b>	<p>Compensation is determined through performance metrics and an external compensation benchmarking review.</p> <p>Executive Committee of the Board of Directors approves President and CEO compensation each year and the compensation plan of each executive.</p>	President & CEO TBD	<p>Irene Andress, Vice President, Programs and Services and Chief Nursing Executive: \$240,006</p> <p>Evdokia Anagnostou, Vice President, Research and Director of the Bloorview Research Institute (BRI): \$270,387</p> <p>Golda Milo-Manson, Vice President Medicine &amp; Academic Affairs: \$348,030.80</p> <p>Enza Dininio, Vice President Corporate Performance Digital Transformation and CFO: \$230,002.50</p> <p>Joanne Maxwell, Vice President, Experience and Transformation: \$230,002.50</p> <p>Tracey Millar, Vice President, People and Culture: \$230,002.50</p> <p>Stewart Wong, Vice President Communications, Strategy and Sustainability: \$230,002.50</p>
<b>Compensation at Risk (Variable Compensation)</b>	Each year 10% to 20% of the Executive's compensation is considered to be at risk and is held and measured against	20%	10%

	achievement of goals and objectives.		
<b>Flexible Benefits Allowance</b>	An annual flexible benefit allowance is provided on a pro-rated basis to cover benefits outside of the current plan and per Canadian Revenue Agency guidelines (e.g. Eye Glasses, Physiotherapy, Chiropractor, etc.).	\$4,500	\$2,000
<b>Auto Allowance</b>	An annual allowance is provided to off-set the costs of business related transportation.	\$12,000	\$7,200
<b>Severance</b>	A one-time payment that is provided in the event of a need to terminate employment without cause.	12 - 18 months (base salary)	12 – 24 months (base salary)
<b>Sabbatical Leave</b>	Leave provided for research and education purposes.  Applicable to: Vice President Medicine and Academic Affairs and the Vice President Research and Director of the Bloorview Research Institute (BRI).	Not Applicable	3 months for each five years of service.
<b>Pension</b>	The Hospital participates in HOOPP	Based on Service and Compensation (Contributory)	Based on Service and Compensation (Contributory)