



Environmental Appeals Board

IF YOU HAVE ANY QUESTIONS,
PLEASE CONTACT
GILBERT VAN NES AT
(780)427-6207 OR AT
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Website: www.eab.gov.ab.ca

Public Sector Body Compensation Disclosure June 2024 (Updated Nov 2024)*

Public sector bodies are required to post online the names and compensation paid to:

- employees who earn over \$150,219 in 2023; and
- all board members regardless of the amount earned.

This is a requirement under the *Public Sector Compensation Transparency Act*, which applies to:

- agencies, boards and commissions governed by the *Alberta Public Agencies Governance Act*;
- independent offices of the Legislature;
- employees of Covenant Health; and
- other entities identified in the regulations.

Updated postings are required annually by June 30 providing the information for the previous calendar year.

Honourarium claimed in 2018 by Board Members of the Environmental Appeals Board are listed on pages 3 and 4, for 2019 are listed on pages 5 and 6, for 2020 are listed on pages 7 and 8, for 2021 are listed on pages 9 and 10, for 2022 are listed on pages 11 and 12, and for 2023 are listed on pages 13-15. The honourarium amounts include work done for the Public Lands Appeal Board, as Board Members are cross-appointed to both boards.

Board Members are paid in accordance with [Order in Council 466/2007](#) issued October 10, 2007, being the Committee Remuneration Order, at Appendix 3, Schedule 1, Part 1, item 1.

From April 21, 2017 until April 20, 2020, the Chair of the Environmental Appeals Board was paid in accordance with [Order in Council 164/2017](#) at a rate of \$8,450 per month (\$101,400 per annum). From April 21, 2020 to December 14, 2021, the Board operated with an Acting Chair that was paid a rate in accordance with [Order in Council 466/2007](#), at Appendix 3, Schedule 1, Part 1, item 2. A Chair was appointed by [Order in Council 392/2021](#) on December 15, 2021 for a three year term to expire on December 14, 2024 at a rate in accordance with [Order in Council 466/2007](#), at Appendix 3, Schedule 1, Part 1, item 2, plus \$25,000 per annum, however she resigned because of her appointment to the Court of King's Bench on October 26, 2023. A new Chair was appointed by [Order in Council 201/2023](#) on November 22, 2023 for a term to expire on February 24, 2026, at a rate in accordance with [Order in Council 466/2007](#), at Appendix 3, Schedule 1, Part 1, item 2, plus \$25,000 per annum.

* The data for 2018 was removed in November 2004 based on directions from the Public Agency Governance Secretariat. The disclose documents are to contain the last 5 years of data. Please contact the Board if you require data before 2019.

Expenses disclosed for Board Members of the Environmental Appeals Board can be found at the Government of Alberta's [Travel and Expense Disclosure website](#).

Employees of the Environmental Appeals Board and Public Lands Appeal Board employees earning over \$129,809 in 2018 are listed in the table on page 16, employees earning over \$132,924 in 2019 are listed in the table on pages 17 and 18, employees earning over \$135,317 in 2020 are listed in the table on page 19, employees earning over \$136,805 in 2021 are listed in the table on page 20, employees earning over \$141,183 in 2022 are listed on page 21, and employees earning more than \$150,219 in 2023 are listed on page 22. These employees are also listed on the Government of Alberta's [Salary and Severance Disclosure](#) website.

You can access the Government of Alberta's Consolidated Public Sector Body Compensation Database at: [Consolidated Public Sector Body Compensation Database](#).

Information on Public Sector Compensation Transparency can be found on the website for Treasury Board and Finance at: [Public Sector Compensation Transparency](#).

Questions regarding compensation and disclosure are to be directed to Gilbert Van Nes, General Counsel and Settlement Officer, Environmental Appeals Board, phone 780-427-6207, fax 780-427-4693, email gilbert.vannes@gov.ab.ca, #306, 10011-109 Street, Edmonton, Alberta, T5J 3S8.

Information about the Environmental Appeals Board can be found at www.eab.gov.ab.ca.

Data for the 2015-2017 disclosure has been removed. If you require data for 2015-2017, please contact the Board.

Environmental Appeals Board and Public Lands Appeal Board*
Board Member Disclosure
Honourarium claimed January-December 2019

Public Sector Body	Name	Position	Year	Compensation ¹	Other ²	Severance ³	Attachments ⁴
Environmental Appeals Board Environmental Appeals Board/ Public Lands Appeal Board Environmental Appeals Board/ Public Lands Appeal Board Environmental Appeals Board/ Public Lands Appeal Board Environmental Appeals Board/ Public Lands Appeal Board Environmental Appeals Board/ Public Lands Appeal Board Environmental Appeals Board/ Public Lands Appeal Board	MacWilliam, Alex	Board Member & Chair	2019	\$101,400.00	\$0.00	\$0.00	
	Ballachey, Brenda	Board Member	2019	\$10,674.00	\$0.00	\$0.00	
	Barker, Margaret	Board Member	2019	\$27,610.00	\$0.00	\$0.00	
	Bews, Tamara	Board Member	2019	\$15,526.00	\$0.00	\$0.00	
	Goos, Tim	Board Member	2019	\$11,270.00	\$0.00	\$0.00	
	Lacasse, Line	Board Member	2019	\$6,048.00	\$0.00	\$0.00	
	McGee, Dave	Board Member	2019	\$12,775.00	\$0.00	\$0.00	
	Mullick, Anjum	Board Member	2019	\$20,792.00	\$0.00	\$0.00	

Environmental Appeals Board/ Public Lands Appeal Board	Palmer, Sarah	Board Member	2019	\$6,605.00	\$0.00	\$0.00	
Environmental Appeals Board/ Public Lands Appeal Board	Powter, Chris	Board Member	2019	\$11,891.00	\$0.00	\$0.00	
Environmental Appeals Board/ Public Lands Appeal Board	Tywniuk, Nick	Board Member	2019	\$9,889.00	\$0.00	\$0.00	

1. Compensation: Income plus taxable benefits paid to member or employee. Excludes severance.
 2. Other (non-monetary benefits): Non-taxable benefits, includes public sector body's share of pension and other contributions.
 3. Severance: Includes payments when employment or member's appointment ends or retiring allowance.
 4. Attachments: An employment contract or severance agreement for certain designated employees or members. If neither document is applicable, no attachment is posted.
- * Honourarium amounts for Board Members include work done for the Public Lands Appeal Board, as the Board Members are cross-appointed to both boards. The Chair of the Environmental Appeals Board is responsible to the Minister of Environment and Parks for the operation of the Public Lands Appeal Board.

Link to CSV file for Board Members and Staff: <http://www.eab.gov.ab.ca/dec/BM-CSV-format.csv>

Environmental Appeals Board and Public Lands Appeal Board*
Board Member Disclosure
Honourarium claimed January-December 2020

Public Sector Body	Name	Position	Year	Compensation ¹	Other ²	Severance ³	Attachments ⁴
Environmental Appeals Board Environmental Appeals Board/ Public Lands Appeal Board Environmental Appeals Board/ Public Lands Appeal Board Environmental Appeals Board/ Public Lands Appeal Board Environmental Appeals Board/ Public Lands Appeal Board Environmental Appeals Board/ Public Lands Appeal Board Environmental Appeals Board/ Public Lands Appeal Board Environmental Appeals Board/ Public Lands Appeal Board Environmental Appeals Board/ Public Lands Appeal Board	MacWilliam, Alex	Board Member & Chair ⁽⁵⁾	2020	\$33,964.00	\$0.00	\$0.00	
	Averill, Kurtis	Board Member	2020	\$7,825.00	\$0.00	\$0.00	
	Ballachey, Brenda	Board Member	2020	\$11,872.00	\$0.00	\$0.00	
	Barker, Margaret	Board Member ⁽⁶⁾	2020	\$15,317.00	\$0.00	\$0.00	
	Bews, Tamara	Board Member	2020	\$15,317.00	\$0.00	\$0.00	
	Goos, Tim	Board Member	2020	\$2,876.00	\$0.00	\$0.00	
	Johnston, Barbara	Board Member	2020	\$15,546.00	\$0.00	\$0.00	
	Lacasse, Line	Board Member	2020	\$10,243.00	\$0.00	\$0.00	

Environmental Appeals Board/ Public Lands Appeal Board	McGee, Dave	Board Member	2020	\$11,662.00	\$0.00	\$0.00	
Environmental Appeals Board/ Public Lands Appeal Board	Mullick, Anjum	Board Member	2020	\$17,743.00	\$0.00	\$0.00	
Environmental Appeals Board/ Public Lands Appeal Board	Powter, Chris	Board Member	2020	\$13,131.00	\$0.00	\$0.00	
Environmental Appeals Board/ Public Lands Appeal Board	Thompson, Chidinma	Board Member	2020	\$13,584.00	\$0.00	\$0.00	
Environmental Appeals Board/ Public Lands Appeal Board	Tywoniuk, Nick	Board Member	2020	\$11,915.00	\$0.00	\$0.00	

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 3. Severance: Includes payments when employment or member's appointment ends or retiring allowance.
 4. Attachments: An employment contract or severance agreement for certain designated employees or members. If neither document is applicable, no attachment is posted.
 5. Alex MacWilliam's appointment as Chair expired on April 20, 2020.
 6. Margaret Barker was appointed Acting Chair effective April 21, 2021.
- * Honourarium amounts for Board Members include work done for the Public Lands Appeal Board, as the Board Members are cross-appointed to both boards. The Chair of the Environmental Appeals Board is responsible to the Minister of Environment and Parks for the operation of the Public Lands Appeal Board.

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Environmental Appeals Board and Public Lands Appeal Board*
Board Member Disclosure
Honourarium claimed January-December 2021

Public Sector Body	Name	Position	Year	Compensation ¹	Other ²	Severance ³	Attachments ⁴
Environmental Appeals Board Environmental Appeals Board/ Public Lands Appeal Board Environmental Appeals Board/ Public Lands Appeal Board Environmental Appeals Board/ Public Lands Appeal Board Environmental Appeals Board/ Public Lands Appeal Board Environmental Appeals Board/ Public Lands Appeal Board Environmental Appeals Board/ Public Lands Appeal Board Environmental Appeals Board/ Public Lands Appeal Board Environmental Appeals Board/ Public Lands Appeal Board	MacWilliam, Alex	Board Member & Chair retired ⁽⁵⁾	2021	\$2,750.00	\$0.00	\$0.00	
	Averill, Kurtis	Board Member	2021	\$11,590.00	\$0.00	\$0.00	
	Ballachey, Brenda	Board Member	2021	\$13,069.00	\$0.00	\$0.00	
	Barker, Margaret	Board Member ⁽⁶⁾	2021	\$72,998.00	\$0.00	\$0.00	
	Bews, Tamara	Board Member	2021	\$27,768.00	\$0.00	\$0.00	
	Johnston, Barbara	Board Member	2021	\$22,231.00	\$0.00	\$0.00	
	Lacasse, Line	Board Member	2021	\$6,978.00	\$0.00	\$0.00	
	McGee, Dave	Board Member	2021	\$16,932.00	\$0.00	\$0.00	

Environmental Appeals Board/ Public Lands Appeal Board	Mullick, Anjum	Board Member	2021	\$26,721.00	\$0.00	\$0.00	
Environmental Appeals Board/ Public Lands Appeal Board	Powter, Chris	Board Member	2021	\$13,114.00	\$0.00	\$0.00	
Environmental Appeals Board/ Public Lands Appeal Board	Thompson, Chidinma	Board Member & Chair ⁽⁷⁾	2021	\$7,948.27	\$0.00	\$0.00	
Environmental Appeals Board/ Public Lands Appeal Board	Tywoniuk, Nick	Board Member	2021	\$16,897.00	\$0.00	\$0.00	

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 3. Severance: Includes payments when employment or member's appointment ends or retiring allowance.
 4. Attachments: An employment contract or severance agreement for certain designated employees or members. If neither document is applicable, no attachment is posted.
 5. Alex MacWilliam's appointment as Chair expired on April 20, 2020.
 6. Margaret Barker appointed Acting Chair April 21, 2021-December 14, 2021.
 7. Chidinma Thompson appointed Chair December 15, 2021.
- * Honourarium amounts for Board Members include work done for the Public Lands Appeal Board, as the Board Members are cross-appointed to both boards. The Chair of the Environmental Appeals Board is responsible to the Minister of Environment and Parks for the operation of the Public Lands Appeal Board.

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Environmental Appeals Board and Public Lands Appeal Board*
Board Member Disclosure
Honourarium claimed January-December 2022

Public Sector Body	Name	Position	Year	Compensation ¹	Other ²	Severance ³	Attachments ⁴
Environmental Appeals Board Environmental Appeals Board/ Public Lands Appeal Board Environmental Appeals Board/ Public Lands Appeal Board Environmental Appeals Board/ Public Lands Appeal Board Environmental Appeals Board/ Public Lands Appeal Board Environmental Appeals Board/ Public Lands Appeal Board Environmental Appeals Board/ Public Lands Appeal Board Environmental Appeals Board/ Public Lands Appeal Board Environmental Appeals Board/ Public Lands Appeal Board	MacWilliam, Alex	Board Member (retired) ⁽⁵⁾	2022	\$328.00	\$0.00	\$0.00	
	Averill, Kurtis	Board Member	2022	\$10,315.00	\$0.00	\$0.00	
	Ballachey, Brenda	Board Member	2022	\$9,560.00	\$0.00	\$0.00	
	Barker, Margaret	Board Member ⁽⁶⁾	2022	\$19,479.00	\$0.00	\$0.00	
	Bews, Tamara	Board Member	2022	\$21,484.00	\$0.00	\$0.00	
	Johnston, Barbara	Board Member	2022	\$19,764.00	\$0.00	\$0.00	
	Lacasse, Line	Board Member	2022	\$12,239.00	\$0.00	\$0.00	
	McGee, Dave	Board Member	2022	\$15,712.00	\$0.00	\$0.00	

Environmental Appeals Board/ Public Lands Appeal Board	Mullick, Anjum	Board Member	2022	\$21,313.00	\$0.00	\$0.00	
Environmental Appeals Board/ Public Lands Appeal Board	Powter, Chris	Board Member	2022	\$18,058.00	\$0.00	\$0.00	
Environmental Appeals Board/ Public Lands Appeal Board	Thompson, Chidinma	Board Member & Chair	2022	\$109,560.00	\$0.00	\$0.00	
Environmental Appeals Board/ Public Lands Appeal Board	Tywoniuk, Nick	Board Member ⁽⁷⁾	2022	\$9,493.00	\$0.00	\$0.00	

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 2. Other (non-monetary benefits): Non-taxable benefits, includes public sector body's share of pension and other contributions.
 3. Severance: Includes payments when employment or member's appointment ends or retiring allowance.
 4. Attachments: An employment contract or severance agreement for certain designated employees or members. If neither document is applicable, no attachment is posted.
 5. Alex MacWilliam's appointment as Board Member and Chair expired on April 20, 2020, however he was seized with an appeal.
 6. Margaret Barker appointed Acting Chair April 21, 2021-December 14, 2021, and as a Board member December 15, 2021 until her resignation July 24, 2022.
 7. Nick Tywoniuk's appointment expired on September 29, 2022, however, he was seized with appeals.
- * Honourarium amounts for Board Members include work done for the Public Lands Appeal Board, as the Board Members are cross-appointed to both boards. The Chair of the Environmental Appeals Board is responsible to the Minister of Environment and Parks for the operation of the Public Lands Appeal Board.

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Environmental Appeals Board and Public Lands Appeal Board*
Board Member Disclosure
Honourarium claimed January-December 2023

Public Sector Body	Name	Position	Year	Compensation ¹	Other ²	Severance ³	Attachments ⁴
Environmental Appeals Board/ Public Lands Appeal Board	Aalbers, Angela	Board Member	2023	\$18,539.00	\$0.00	\$0.00	
	Armstrong, James	Board Member	2023	\$12,963.00	\$0.00	\$0.00	
	Averill, Kurtis	Board Member	2023	\$9,153.00	\$0.00	\$0.00	
	Ballachey, Brenda	Board Member ⁽⁸⁾	2023	\$12,379.00	\$0.00	\$0.00	
	Bews, Tamara	Board Member ⁽⁹⁾	2023	\$36,905.95	\$0.00	\$0.00	
	Boutilier, Guy	Board Member	2023	\$0.00	\$0.00	\$0.00	
	Johnston, Barbara	Board Member & Chair ⁽⁵⁾	2023	\$38,042.00	\$0.00	\$0.00	
	Lacasse, Line	Board Member	2023	\$12,848.00	\$0.00	\$0.00	

4. Attachments: An employment contract or severance agreement for certain designated employees or members. If neither document is applicable, no attachment is posted.
5. Barbara Johnston was the Acting Chair from October 27, 2023 to November 21, 2023, and appointed Chair on November 22, 2023.
6. Chidinma Thompson was appointed to the Court of King's Bench in October 2023 and resigned from the Board on October 26, 2023.
7. Nick Tywoniuk's appointment expired on September 29, 2022, however, he was seized with appeals.
8. Brenda Ballachey's and Anjum Mullick's appointments expired on October 20, 2023, however, they were seized with appeals.
9. Tamara Bews' and Dave McGee's appointments expired on February 24, 2023, however, they were seized with appeals.
- * Honourarium amounts for Board Members include work done for the Public Lands Appeal Board, as the Board Members are cross-appointed to both boards.

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Environmental Appeals Board and Public Lands Appeal Board*
Employees who earn over \$132,924
January-December 2019

Public Sector Body	Employee Name	Position	Classification	Year	Salary ¹	Cash Benefits ²	Non-cash Benefits ³	Severance ⁴	Attachments ⁵
Environmental Appeals Board/ Public Lands Appeal Board	Van Nes, Gilbert	General Counsel	Legal Counsel 4 (non Justice)	2019	\$181,228.06	\$8,196.13	\$38,536.97	\$0.00	
Environmental Appeals Board Public Lands Appeal Board	Fluker, Marian	EAB Associate Counsel & PLAB Acting Chair and Appeals Coordinator ⁶	Legal Counsel 3 (non Justice)	2019	\$95,323.90	\$66,007.10	\$22,373.85	\$0.00	
Environmental Appeals Board/ Public Lands Appeal Board	Bachelder, Andrew	Board Counsel	Legal Counsel 3 (non Justice)	2019	\$162,070.74	\$0.00	\$35,360.04	\$0.00	
Environmental Appeals Board/ Public Lands Appeal Board	McClure, Gordon	PLAB Chair and Appeals Coordinator ⁷	Senior Manager 2	2019	\$121,512.75	\$0.00	\$36,190.72	\$0.00	

1. Salary: Includes regular salary and earnings such as acting pay.
2. Cash Benefits: Includes earnings such as overtime, vacation payout, northern allowance, vehicle allowance and lump sum payments.
3. Non-Cash Benefits: Includes government's share of employee benefits and contributions, including pension, medical and dental coverage, group life insurance and disability plans.
4. Severance: Includes payments when employment ends.
5. Attachments: An employment contract (C) or termination agreement (T), if applicable to the employee, will be posted for viewing. If either document is applicable no attachment is posted.

6. Marian Fluker concluded Acting PLAB Chair on April 30, 2019 and she retired on July 31, 2019.
7. Gordon McClure returned to the position of PLAB Chair and Appeals Coordinator on May 1, 2019.

EAB – Environmental Appeals Board; PLAB – Public Lands Appeal Board

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Environmental Appeals Board and Public Lands Appeal Board*
Employees who earn over \$135,317
January-December 2020

Public Sector Body	Employee Name	Position	Classification	Year	Salary ¹	Cash Benefits ²	Non-cash Benefits ³	Severance ⁴	Attachments ⁵
Environmental Appeals Board/ Public Lands Appeal Board	Van Nes, Gilbert	General Counsel	Legal Counsel 4 (non Justice)	2020	\$187,094.03	\$0.00	\$38,536.97	\$0.00	
Environmental Appeals Board/ Public Lands Appeal Board	Bachelder, Andrew	Board Counsel	Legal Counsel 3 (non Justice)	2020	\$162,070.74	\$0.00	\$29,215.18	\$0.00	
Environmental Appeals Board/ Public Lands Appeal Board	Gordon, Aurelia	Board Counsel	Legal Counsel 3 (non Justice)	2020	\$143,924.30	\$0.00	\$26,350.24	\$0.00	
Environmental Appeals Board/ Public Lands Appeal Board	McClure, Gordon	PLAB Chair and Appeals Coordinator	Senior Manager 2	2020	\$146,846.15	\$5,138.93	\$24,544.89	\$0.00	

1. Salary: Includes regular salary and earnings such as acting pay.
2. Cash Benefits: Includes earnings such as overtime, vacation payout, northern allowance, vehicle allowance and lump sum payments.
3. Non-Cash Benefits: Includes government's share of employee benefits and contributions, including pension, medical and dental coverage, group life insurance and disability plans.
4. Severance: Includes payments when employment ends.
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Environmental Appeals Board and Public Lands Appeal Board*
Employees who earn over \$136,805
January-December 2021

Public Sector Body	Employee Name	Position	Classification	Year	Salary ¹	Cash Benefits ²	Non-cash Benefits ³	Severance ⁴	Attachments ⁵
Environmental Appeals Board/ Public Lands Appeal Board	Van Nes, Gilbert	General Counsel	Legal Counsel 4 (non Justice)	2021	\$181,228.06	\$14,240.62	\$37,402.06	\$0.00	
Environmental Appeals Board/ Public Lands Appeal Board	Bachelder, Andrew	Board Counsel	Legal Counsel 3 (non Justice)	2021	\$162,407.38	\$0.00	\$30,814.34	\$0.00	
Environmental Appeals Board/ Public Lands Appeal Board	Gordon, Aurelia	Board Counsel	Legal Counsel 3 (non Justice)	2021	\$137,082.35	\$0.00	\$28,135.67	\$0.00	
Environmental Appeals Board/ Public Lands Appeal Board	McClure, Gordon	PLAB Chair and Appeals Coordinator	Senior Manager 2	2021	\$133,317.87	\$0.00	\$26,750.97	\$0.00	

1. Salary: Includes regular salary and earnings such as acting pay.

2. Cash Benefits: Includes earnings such as overtime, vacation payout, northern allowance, vehicle allowance and lump sum payments.

3. Non-Cash Benefits: Includes government's share of employee benefits and contributions, including pension, medical and dental coverage, group life insurance and disability plans.

4. Severance: Includes payments when employment ends.

5. Attachments: An employment contract (C) or termination agreement (T), if applicable to the employee, will be posted for viewing. If either document is applicable no attachment is posted.

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Environmental Appeals Board and Public Lands Appeal Board*
Employees who earn over \$141,183
January-December 2022

Public Sector Body	Employee Name	Position	Classification	Year	Salary ¹	Cash Benefits ²	Non-cash Benefits ³	Severance ⁴	Attachments ⁵
Environmental Appeals Board/ Public Lands Appeal Board	Van Nes, Gilbert	General Counsel	Legal Counsel 4 (non Justice)	2022	\$181,228.02	\$0.00	\$36,973.41	\$0.00	
Environmental Appeals Board/ Public Lands Appeal Board	Bachelder, Andrew	Board Counsel	Legal Counsel 3 (non Justice)	2022	\$167,823.44	\$150.00	\$31,453.97	\$0.00	
Environmental Appeals Board/ Public Lands Appeal Board	Gordon, Aurelia	Board Counsel	Legal Counsel 3 (non Justice)	2022	\$150,452.11	\$0.00	\$29,119.73	\$0.00	
Environmental Appeals Board/ Public Lands Appeal Board	McClure, Gordon	PLAB Chair and Appeals Coordinator	Senior Manager 2	2022	\$133,317.85	\$0.00	\$25,929.46	\$0.00	

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2. Cash Benefits: Includes earnings such as overtime, vacation payout, northern allowance, vehicle allowance and lump sum payments.
3. Non-Cash Benefits: Includes government's share of employee benefits and contributions, including pension, medical and dental coverage, group life insurance and disability plans.
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Environmental Appeals Board and Public Lands Appeal Board*
Employees who earn over \$150,219
January-December 2023

Public Sector Body	Employee Name	Position	Classification	Year	Salary ¹	Cash Benefits ²	Non-cash Benefits ³	Severance ⁴	Attachments ⁵
Environmental Appeals Board/ Public Lands Appeal Board	Van Nes, Gilbert	General Counsel	Legal Counsel 4 (non Justice)	2023	\$192,980.17	\$0.00	\$49,620.13	\$0.00	
Environmental Appeals Board/ Public Lands Appeal Board	Bachelder, Andrew	Board Counsel	Legal Counsel 3 (non Justice)	2023	\$176,749.22	\$0.00	\$32,288.72	\$0.00	
Environmental Appeals Board/ Public Lands Appeal Board	Gordon, Aurelia	Board Counsel	Legal Counsel 3 (non Justice)	2023	\$4,920.57	\$0.00	\$156,562.65	\$0.00	

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2. Cash Benefits: Includes earnings such as overtime, vacation payout, northern allowance, vehicle allowance and lump sum payments.
3. Non-Cash Benefits: Includes government's share of employee benefits and contributions, including pension, medical and dental coverage, group life insurance and disability plans.
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