

A portrait of an elderly woman with white hair, wearing a vibrant green shawl over a patterned top. She is looking directly at the camera with a slight smile. The background is a blurred, light-colored architectural structure with diagonal lines. The entire image is framed by a solid red border.

Accountability statements.

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Introduction

These accountability statements supplement our 2020 Annual Report. They contain our management approach to material topics, data tables, explanations and notes. We selected the data and information based on its relevance to our business strategy, interest to stakeholders and effectiveness at demonstrating our impact. We used standard disclosures from the Global Reporting Initiative's (GRI) Sustainability Reporting Standards where applicable, including Financial Services Sector Supplement disclosures.

We collect and manage accountability data using a web-based data management system (UL360), which includes data quality controls. We choose to have key performance data and information externally verified.

Throughout these statements, we refer to additional data and information contained in the following documents. These are all available on vancity.com/AnnualReport:

- 2020 Annual Report
- Consolidated financial statements
- Greenhouse gas handbook and inventory report
- Glossary

We have listed definitions of key terms at the beginning of each section. Where a term is specific to a data table, we have included the definition as a footnote to the table.

- ◆ = 2020 data has been verified by KPMG LLP
- BM = external benchmark data
- 🔗 = more information is available online
- n/a = data not available
- (xxx-x) = [GRI Standards](#)
- (FSx) = [GRI Financial Services Sector disclosures](#)
- (PAS) = [Public Accountability Statement reporting requirements](#)
- (SDG) = indicators that show Vancity's support for the [Sustainable Development Goals](#)

People

Membership profile and growth

Member and client profile

Members include people, businesses and organizations who choose to bank with Vancity Savings Credit Union and/or Squamish Savings and hold Class B Membership shares, regardless of the amount of shares. Members with a balance of less than \$5 in Class B Membership shares need to hold at least one additional member activated financial account (excluding Shared Success Patronage accounts).

Member numbers and breakdown by type (102-7, 102-48)

		2020	2019	2018	2017	2016
Total number of members	#	550,599	543,621	533,936 ¹	525,506	518,149
Personal (individual) members	%	93	93	92	92	93
Business (organizational) members	%	7	7	8	8	7

¹ 2018 membership has been re-stated to align with current year methodology; prior year data is not directly comparable. For definitions of terms, see the glossary on vancity.com/AnnualReport.

Vancity Investment Management investor relationships

		2020	2019	2018	2017	2016
Total number of relationships	#	548	511	533	536	505

Number of relationships are based on single household

Visa credit card accounts

		2020	2019	2018	2017	2016
Total number of credit card accounts	#	178,754	176,202 ¹	226,441	229,032	227,271

More than one credit card account may be held by the same individual.

Credit card accounts are based on “usable accounts” — accounts that are not credit rated and are able to be used for either a purchase or cash advance.

¹ The definition of “usable accounts” was altered when our credit card services upgrade was implemented in 2019. Previous years’ data is not comparable.

*Visa Inc./Vancity Licensed User

Membership growth

For our approach see [2020 Annual Report](#), ‘Membership growth,’ p. 9.

Net growth in membership

Our membership grew by 1.3% ♦ in 2020.

		2020	2019	2018	2017	2016
Net membership growth	#	6,978	9,685	9,380 ¹	7,357	8,323

¹ Due to the restatement described in Note 1 to ‘Member numbers and breakdown by type’, the 2018 and prior numbers cannot be recalculated.

🔊 For more on accessing banking services, including for members with disabilities, see Ways to Bank vancity.com/Banking/WaysToBank

Member well-being and service experience (103-1, 103-2, 103-3)

Member feedback and service satisfaction (103-1, 103-2, 103-3)

Member feedback mechanisms (102-43)

We are committed to providing meaningful opportunities for members to provide feedback on their experience with Vancity, and to have input in setting the direction of the credit union.

Members can provide feedback through our branches, call centre, website, social media (such as Facebook and Twitter), as well as by mail and e-mail. Members can also attend and participate in our Annual General Meeting and run for or vote for our Board of Directors, subject to eligibility. In addition, we use surveys, online member panels, interviews and focus groups with members (and sometimes non-members) on various topics to inform our strategies, products and services.

As a credit union and a co-operative, our Board of Directors is accountable to our membership. Our members have the option to communicate their concerns to their Board. Members may also choose to communicate their concerns via an external party, such as our regulator the B.C. Financial Services Authority (BCFSA), Central 1, or the Better Business Bureau.

Our goal is to deal with member concerns in a timely manner, preferably by the employee who receives the complaint. We have a system which enables front-line employees to directly log complaints. Although not all complaints require formal logging and reporting, themes are discussed at various management meetings. We do formally track compliments and complaints that are received by the Board of Directors, the Office of the CEO, and/or the Chief Member Services Officer. These compliments and complaints are reported to Vancity’s Board of Directors on a quarterly basis. We have systems that allow us to track, monitor, and report member responses to significant issues as they arise, for example, branch closures or a significant change to a product or service.

Member concerns and complaints escalated to Board, Chief Executive Officer and Executive Lead (102-33, 102-34)

In 2020, member concerns and complaints increased, largely due to operational changes in response to the COVID-19 pandemic.

		2020	2019	2018	2017	2016
Number of member concerns and complaints	#	205	162	180	212	170

🔊 Vancity compliments and complaints vancity.com/ComplimentsAndComplaints

🔊 Vancity Community Investment Bank compliments and complaints

<https://vancitycommunityinvestmentbank.ca/cb/AboutUs/ContactUs/>

Member satisfaction (102-43, 102-44)

We survey our personal members to measure their satisfaction with our products and services. Through a 'member experience tracking survey', we learn about the in-branch experiences of members who borrowed, invested or opened new accounts in branch in the previous week. This information is used to understand and improve our performance. Through annual, post-transactional in-branch and ad hoc surveys, we ask members for opinions on a range of other issues. We review results by diversity (gender, age, disability, ancestry, low-income, etc.) to help ensure we are meeting the needs of all our members and communities. For more details, see [2020 Annual Report](#) 'Member well-being and service experience,' p. 9.

Our member satisfaction with overall service delivery score remained steady throughout 2020. During the early stages of the COVID-19 pandemic we tracked member satisfaction on a monthly basis to ensure we were meeting members' needs during the pandemic. The monthly surveys will continue into 2021.

(102-48)

		2020	2019	2018	2017	2016
Member satisfaction with overall service delivery ¹ ♦	%	56	53	53	50	51

Data source: [Member relationship health survey](#).

¹ Data prior to 2020 has been restated to align with current-year methodology. The score represents the percentage of members who responded 9 or 10 out of 10 to the question: thinking about everything that you have experienced with Vancity in the past 6 months, how would you rate Vancity overall using a 10-point scale where "1" means "Poor" and "10" means "Superior". The percentage of respondents answering "Don't know" for personal members in 2020 was 1.6%. The margin of error was +/- 3% at a 95% confidence level.

Responsible marketing and selling (103-1, 103-2, 103-3)

Vancity is responsible for preserving our members' collective assets. Our goal is to provide members advice that is in their best long-term interests, including managing debt and using credit responsibly.

Mortgages and personal loans

We may say 'no' to a credit application because the level of credit risk is too high, but we are more likely to say, 'not right now' and provide alternative solutions to help applicants achieve their goals. We are also looking at creative ways to view members differently who might traditionally not have had access to credit. We do

not want to provide credit or advice to members that puts them in a position of taking on debt they cannot afford if interest rates rise, but we also want to understand how credit can make a difference and we want to be inclusive of our membership.

For the retail loan portfolio (residential mortgages and personal loans), Vancity's underwriting methodologies and risk modeling are member-based rather than product-based. We review the member's capacity to repay the loan rather than relying exclusively on collateral. Decisions on consumer loans are based on an overall assessment of credit risk that considers factors such as debt levels relative to income. Our policies encourage member-serving employees to work directly with members.

Our residential mortgage process includes an advisory session as the first step in the application process to determine if debt is the best option for the member. We offer a variety of tools to help members understand the true costs and obligations of borrowing and build their wealth and well-being in ways that reflect their values.

[First-time home buyers' hub](#)

[Financial planning \[vancity.com/Planning\]\(https://vancity.com/Planning\)](#)

Rates and fees

We're committed to delivering services at a fair, reasonable price to all our members. We monitor and adjust interest rates to ensure our competitiveness. In accordance with relevant legislation, we disclose interest rates and fees associated with our products and services.

[Personal banking account service fees \[vancity.com/Fees\]\(https://vancity.com/Fees\)](#)

[Business service charges \[vancity.com/BusinessAccounts\]\(https://vancity.com/BusinessAccounts\)](#)

[enviro Visa \[vancity.com/CreditCards/\]\(https://vancity.com/CreditCards/\)](#)

Technology

For our approach, see [2020 Annual Report](#) 'Technology' p. 10.

Financial literacy (103-1, 103-2, 103-3)

For our approach, see [2020 Annual Report](#) 'Financial literacy and advice', p. 10.

Financial literacy programs (PAS)

Our [financial literacy](#) programs are delivered by our employees and/or with community partners. Seminars and workshops include topics such as basic banking, investments, retirement and estate planning. Financial literacy seminars and programs help individuals learn about banking fundamentals, debt management, budgeting and strategies for saving and investing. Examples include: [Each One, Teach One](#), financial literacy seminars provided by our Wealth Solutions department, our partnerships with [Power Play Money Manager](#), and with Family Services of Greater Vancouver for the [Money Skills workshops](#).

In 2016, we partnered with the Canadian Credit Union Association (CCUA) to share the Each One, Teach One program with credit unions across Canada. There are now 100 credit unions that have certified trainers and together, we are delivering workshops across the country.

Number of people assisted with financial literacy (203-2) (SDG-8)

The number of people assisted with financial literacy went down in 2020. This is due to the effects of COVID-19 on the operations of the non-profits, but despite the challenges many organizations faced, they started to book more financial literacy workshops later in the year.

		2020	2019	2018	2017	2016
Number of people assisted	#	1,322	7,111	5,879	6,955	7,722

Number of people assisted includes participants in financial literacy seminars, presentations, workshops and webinars and is based on facilitator reporting.

Number of participants in skills building workshops for new business launched (SDG- 8)

The uptake for the Each One Grow One workshops was low due to COVID-19 affecting small business start-ups. We are in the process of launching the self-serve Each One Grow One online module. As the economy continues to reopen, we anticipate a greater need for these workshops. All of our Small Business Advisors and Branch Business Account Managers will be trained to have a greater impact in our communities.

		2020	2019	2018	2017	2016
Number of people assisted	#	33	163	145	626	357

🔗 Financial literacy vancity.com/FinancialLiteracy

🔗 Financial literacy backgrounder vancity.com/Backgrounders/FinancialLiteracy

Access to basic financial services for everyone (103-1, 103-2, 103-3)

One of Vancity’s guiding principles is to help enhance social justice and economic inclusion for our members and communities. Our Statement of Values and Commitments includes a commitment to provide access to basic financial products, services and education. We try to remove barriers to accessing banking and financial services. For more on our approach, see [2020 Annual Report](#), ‘Access to basic financial services for everyone,’ p. 10.

Initiatives to improve access (FS13, FS14, PAS)

We offer products and services to help people living on low incomes or who are unable to access basic banking services, obtain credit within their means, build savings or buy a home.

We continue to look for innovative ways to recognize unique circumstances and develop programs that support access to banking and credit that have a positive community impact. We place an emphasis on supporting access to affordable housing and home ownership, and economic self-reliance. We are committed to working with First Nations governments and Indigenous not-for-profit organizations in their efforts to improve the standard of living of their members and help them achieve economic strength and independence. Through a partnership with PHS Community Services, at Pigeon Park Savings we serve around 4,500 individuals living on low incomes in Vancouver’s Downtown Eastside – one of Canada’s poorest neighbourhoods. We have a branch in the rural community of Cormorant Island near Port McNeil with our two partners, the ‘Namgis First Nation and the Village of Alert Bay. We are the only financial institution with a presence in that community. Since 2016, we’ve had an on-site banking kiosk at the Immigrant Services Society, where we open bank accounts on arrival for refugees coming to Canada.

🔗 For more initiatives to improve access see Investing in communities vancity.com/InvestingInCommunities

🔗 Indigenous communities vancity.com/IndigenousCommunities

Products and services designed to provide access to basic financial services, affordable housing, credit and credit repair to individuals (FS7) (SDG-1, 11)

Product or service description/purpose	Target beneficiary
<i>On-reserve housing loans:</i> Mortgage-like loans that provide financing to First Nations community members who would like to purchase or renovate a home located on First Nations lands	Indigenous communities
<i>Pigeon Park Savings accounts:</i> Personal bank account package for a flat fee of \$5 per month, including cheque-cashing, unlimited withdrawals, bill payments, money orders and ATM card access. For non-members, a cheque-cashing service is available for a flat fee of \$2.99 per cheque	Low-income and disadvantaged individuals living in Vancouver's Downtown Eastside—one of Canada's poorest neighbourhoods, where people lack easy and affordable access to basic banking services
<i>Pigeon Park Savings cashable term deposits:</i> A 12-month cashable term deposit with a significantly reduced initial minimum deposit of \$100 that ensures affordability and a preferred interest rate after 30 days	Low-income and disadvantaged individuals living in Vancouver's Downtown Eastside (see above)
<i>Resettlement Assistance Program (RAP) Accounts:</i> A special account developed to enable government-assisted refugees the opportunity to open accounts in which to deposit initial grants and subsequent assistance payments from the Federal Government when they arrive in Canada	Individuals (low-income, new immigrants and refugees) with challenges accessing financial services
<i>Micro-loans:</i> Small business loans to launch a new business or get back to work in a chosen field. Includes products such as: peer loans, Be My Own Boss, Back to Work, With These Hands, By Design, Small growers, and Next step loans	Micro-entrepreneurs, new immigrants, or working poor who face barriers to traditional banking. Back to Work helps foreign-trained professionals get back into a facsimile of their previous occupation; With These Hands helps skilled trades people.
<i>Accessibility program Visa accounts:</i> Credit is offered to individuals who take	Low-income and disadvantaged members and communities

part in a Visa literacy discussion and agree to certain conditions	
<i>Secured Visa deposit account:</i> One-year term deposit account that provides individuals with up to \$500 of credit	Individuals who are ineligible for a standard credit card
<i>Resettlement Assistance Program (RAP) Visa account:</i> A Visa offered to individuals with a RAP deposit product, in order to establish credit history in Canada	Individuals (low-income, new immigrants and refugees) with challenges accessing financial services
<i>Fair & Fast loan:</i> Small credit loans designed to allow members fast, simple and convenient access to funds at an affordable cost	Individuals with challenges accessing financial services
<i>Mixer Mortgage:</i> Enables a "mix of friends" to get together to purchase a home. All parties are jointly and severally responsible for the mortgage	Singles or people in partner relationships who want to own their own home, and wanting or needing to do so with friends, partners, acquaintances or family
<i>Laneway Housing bundle:</i> This bundle is only available to properties that will be creating new livable laneway spaces. It has two components: \$750 towards closing costs and free appraisal and cash back (1%), if a member is transferring their mortgage from another financial institution to Vancity	Members who are creating urban density in their communities by developing either existing garages or building new laneway home structures in the City of Vancouver
<i>Community Partner Refugee Loan program:</i> to provide loans to refugees to help pay the fees associated with applying for permanent residence (PR) status in Canada	Convention Refugees and Protected Persons (refugees) per the Immigration and Refugee Protection Act (IRPA) sections 96 and 97
<i>Cormorant Island branch:</i> The only financial institution branch that delivers financial services to the remote community of Alert Bay.	Community of Cormorant Island
<i>Unity Women Entrepreneur Loan.</i> To give women, and anyone who identifies as women or non-binary, more access to the funds they need, more networking opportunities with like-minded people, and more advice from experienced mentors.	Women entrepreneurs

People assisted with products and services designed to provide access to basic financial services, affordable housing, credit and credit repair (FS7) (203-2) (SDG-1, 8, 11)

		2020	2019	2018	2017	2016
Number of people assisted	#	17,913	18,444 ¹	27,552	22,695 ²	6,881

Data includes the number of people assisted through loans from the above list of products and accounts.

1 Prior years' data is not comparable due to the unavailability of Visa data caused by a system change.

2 Calculation methodology was revised in 2017 to better reflect the intention of the performance measure and now measures total number of people assisted through outstanding products and services as of year-end. 2016 results are not comparable.

Number of new micro, small/medium enterprises started through the provision of microcredit (microloans) (SDG-8)

		2020	2019	2018	2017	2016
Number of people assisted with microcredit	#	42	39	45	48	54

Data includes members who have been approved for their first microloan. Data for this indicator is also included in the people assisted indicator above.

In addition, we offer:

- The Jumpstart® High Interest Savings account: one per cent of net revenues (or \$70,000, whichever is greater) is used to support not-for-profit organizations that help newcomers to Canada become self-reliant. Revenues support our community partners to offer settlement services such as housing, language training, employment training, financial literacy and micro-loans. For more information on our Jumpstart® program partners, see vancity.com/JumpstartProgramPartners
- Business Jumpstart High interest Savings account
- Registered Disability Savings Plans and support to register through a partnership with Ability Tax and Trust Advisors
- Registered Educational Savings Plans, and support to register for same, plus various learning grants, in partnership with Smart Saver and the Omega Foundation

New funded business and commercial loans and lines of credit to members (PAS)

As well as providing basic banking services to individuals, it's also important we provide organizations with access to finance, including small loan amounts.

Value of loans funded by size: (millions of dollars)		2020	2019	2018	2017	2016
\$0 - \$24,999	\$	2	4	3	3	2
\$25,000 - \$99,999	\$	9	18	16	16	9
\$100,000 - \$249,999	\$	24	31	29	40	34
\$250,000 - \$499,999	\$	48	56	71	82	81
\$500,000 - \$999,999	\$	138	113	168	178	184
\$1,000,000 - \$4,999,999	\$	483	480	718	681	548
\$5,000,000 and greater	\$	804	679	577	643	527
Total value of loans funded	\$	1,510	1,381	1,582	1,642	1,386
Average funded loan by size:	\$	1.2	0.9	0.9	1.0	1.0
Number of loans funded by size:						
\$0 - \$24,999	#	236	352	305	251	138
\$25,000 - \$99,999	#	210	368	346	324	201
\$100,000 - \$249,999	#	164	215	194	258	211
\$250,000 - \$499,999	#	134	158	208	237	233
\$500,000 - \$999,999	#	197	160	240	251	267
\$1,000,000 - \$4,999,999	#	236	223	356	341	296
\$5,000,000 and greater	#	74	60	60	62	49
Total number of new loans funded	#	1,251	1,536	1,709	1,724	1,395

Data includes all new loans and lines of credit to businesses funded by our Community Business, Community Capital, Community Real Estate, VCIB teams and branch network. The funding of construction loans is staggered, and all dollars may not get disbursed in the year the loan is approved.

The breakdown for total value of loans is rounded to the nearest one million dollars.

Physical accessibility (FS14, PAS)

Our office and retail locations are accessible and inclusive for both members and employees. In addition to standard ramps, parking stalls, door operators and open knee spaces, features include automated teller machines (ATMs) with tactile keypads and walk-up ATMs have guided voice functionality. Corporate websites are designed to be accessible with use of screen-reading devices such as JAWS (Job Access With Speech). We train senior call-centre agents to provide TTY (text telephone) banking services to members with hearing disabilities. There are audio infrared and induction loops in our meeting rooms, training rooms and community stages, as well as at the sit-down wickets. Portable induction loop devices are available at every branch if needed while conducting business in offices. Care has been taken to also ensure contrasting colours/tones, and include emergency response equipment such as distress alarms in universal washrooms, as well as emergency evacuation chairs at all of the towers.

Tactile tape in emergency exit stairwells at Vancity Centre have been integrated per our Emergency Evacuation program to ensure employees with visual impairments can exit the building independently should the need arise, or if they simply wish to take the stairs between floors. In order to ensure inclusive facilities for people of all gender identities and members using our community stages, over 200 washroom, shower, and change facilities have been identified as “Inclusive” facilities throughout our branches and offices.

🔗 For more on accessing banking services, including for members with disabilities, see Ways to bank vancity.com/Banking/WaysToBank

Employee talent and well-being (103-1, 103-2, 103-3)

For our approach, see [2020 Annual Report](#), ‘Employee well-being,’ p. 11.

🔗 Commitment to diversity vancity.com/WorkplaceDiversity

🔗 Employee benefits, learning and development, compensation, time off vancity.com/Benefits

Employee engagement

Employee engagement score (102-43)

		BM	2020	2019	2018	2017	2016
Employee engagement	%	77	69	62	69	58	n/a

Survey was not conducted in 2016.

Data source: [Employee Engagement Survey](#). The participation rate was 83%.

BM: 2020 Kincentric Engagement Survey - Canada Average.

Employee profile and turnover

Employee profile (102-8, 102-48) (PAS)

		BM	2020	2019	2018	2017	2016
Full-time equivalents (FTE)	#		2,368	2,387	2,455	2,295 ¹	2,293
Headcount	#		2,601	2,675	2,853	2,635	2,627
Permanent full-time	%	82	86	85	81	81	76
Permanent part-time	%	15	13	14	15	16	16
Contract/temporary	%	3	2	2	4	3	8

¹ Data prior to 2017 has been restated due to a change in calculation methodology.

Benchmark (BM) source: HR Metrics report for B.C. credit unions, 2020 median scores.

Full-time equivalents (FTE): calculated based on the number of regular scheduled hours worked (excluding overtime) divided by 1,820 working hours in a year.

Headcount: total number of permanent and non-permanent (contract) employees.

For definitions of terms, see the glossary at vancity.com/AnnualReport.

Position status for all employees (headcount), by gender (102-8) (PAS)

		2020	2019	2018	2017	2016
Total permanent full-time	#	2,233	2,261	2,306	2,132	1,999
Male	#	873	875	870	786	749
Female	#	1,360	1,386	1,436	1,346	1,250
Total permanent part-time	#	326	366	442	421	409
Male	#	75	88	109	115	98
Female	#	251	278	333	306	311
Total contract/temporary	#	42	48	105	82	219
Male	#	23	23	49	30	93
Female	#	19	25	56	52	126

Number of permanent employee departures (401-1)

		2020	2019	2018	2017	2016
Total departures	#	216	292	216	216	207
Male	#	82	119	87	94	81
Female	#	134	173	129	122	126
Aged under 30	#	55	95	73	58	48
Aged 30-50	#	86	128	100	106	100
Aged over 50	#	75	69	43	52	59
Voluntary departures	#	156	231	169	180	181

Permanent employee turnover rates (401-1)

		BM	2020	2019	2018	2017	2016
Overall turnover	%	15	8	11	8	9	8
Male	%		9	12	9	11	9
Female	%		8	10	8	8	8
Aged under 30	%		13	20	14	14	13
Aged 30-50	%		6	8	7	7	7
Aged over 50	%		75	11	7	8	9
Voluntary turnover	%	11	6	9	6	7	7

Benchmark (BM) source: HR Metrics report for B.C. credit unions, 2020 median scores.

Number of permanent new employee hires, overall and broken down by gender and age (401-1)

		2020	2019	2018	2017	2016
Total number of new hires	#	141	151	383	154	187
Male	#	59	84	158	64	100
Female	#	82	67	225	90	87
Aged under 30	#	62	66	218	92	92
Aged 30-50	#	71	76	152	51	80
Aged over 50	#	8	9	13	11	15

Permanent employee new hire rate, overall and broken down by gender and age (401-1)

		BM	2020	2019	2018	2017	2016
Overall new hire rate	%	10	5	6	14	6	8
Male	%		6	9	17	7	12
Female	%		5	4	13	6	5
Aged under 30	%		15	14	42	23	25
Aged 30-50	%		5	5	20	4	6
Aged over 50	%		1	1	2	2	2

The new hire rate is the rate of new permanent employees joining the organization for the first time.

Benchmark (BM) source: HR Metrics report for Canadian credit unions, 2020 median scores.

Workforce diversity and pay equity (103-1, 103-2, 103-3)

We value inclusiveness and diversity and we welcome people of all backgrounds to apply for positions within our organization. For applications from persons with disabilities we will actively seek to make any reasonable adjustments to our hiring practices to ensure fairness and equity.

We believe in rewarding innovation, supporting diversity and making a positive impact—socially, economically and environmentally. Vancity welcomes applications from all qualified job seekers from all skill levels and backgrounds. For applicants with diverse abilities, we work with them to make reasonable workplace accommodations that they may need for their best work performance.

The expertise and passion our employees bring to the organization are integral to our success and our compensation policies reflect the high value we place on their contributions. We strive to be informed and fair in setting base salaries and provide additional financial rewards to employees who demonstrate excellence and contribute to our success.

In support of our core value of Reconciliation, we created a new role called the Indigenous Talent Liaison. This role focuses our efforts in bringing in new Indigenous talent and retaining our current Indigenous talent by removing barriers while supporting growth and development.

At an organizational level, we held three townhalls in 2020, where over 1000+ employees attended each event. The purpose of these townhalls was to bring awareness and understanding on the impacts and realities of systemic and structural racism. During the townhalls, employees shared stories and examples that occurred inside and outside of the organization. The panel comprised of Board members, ELT, Senior Leaders, and individual contributors who answered varied questions and shared how we could shift and change the way we do things at Vancity to help combat systematic racism. This provided both a wholistic and diverse view of experiences and responses to the problems and situations of our current reality.

Employee breakdown by diversity (SDG-5, 8)

Women represented 64% of our workforce compared with 73% for Canadian credit unions that participate in the HR Metrics Service. At Canada’s six largest banks (excluding subsidiaries), women represented 56.5% of the workforce in 2019, substantially more than any other federally regulated sector. Women occupied 37.9% of senior management positions and 49.1% of all middle management positions.

All employees are asked to participate in the survey tool; however, disclosure of diversity information is voluntary. All employees have the option to “decline to answer” within the survey tool. The participation rate has dropped only slightly and is at 78%.

Accurate diversity data helps us better reflect the communities we serve; better meet employee needs and ensures equitable employment opportunities and benefits. We continue to work with our existing vendors to look at ways their systems can provide more detailed diversity data and options within the tool to help us have more accurate and informative data.

In addition, Vancity signed up for the federal [50 – 30 Challenge](#) to accelerate diversity and improve equity at our board and senior leadership levels. The goal aims to attain gender parity and at least 30% representation of under-represented groups to build a more diverse, inclusive and vibrant economic future for Canadians. We want to be bolder and pursue the following goal: By the end of 2025: reflect our community diversity with a board and a senior leadership team where at least 40% identify as IBPOC, LGBTQAI2S+ and people living with disabilities.

		BM	2020	2019	2018	2017	2016
Men	%	30	37	37	36	35	35
Women	%	70	63	63	64	65	65
Aged under 30 years	%	29	15	17	19	17	14
Aged 30-50 years	%	41	59	58	56	57	60
Aged over 50 years	%	30	26	25	25	26	26
Non-management	%		83	84	84	83	83
Management	%		14	13	13	14	14
Senior Management	%		3	3	3	3	3
Person with a disability	%	3	10	10	10	10	10
Indigenous person ◆	%	2	1.4	1.4	1.6	1.1	2.3
Black, Person of Colour	%	37	37	37	38	47	46
LGBTQAI2S+	%		4.0	4.3	4.6	n/a	n/a

Data for “Indigenous person”, “Black, Person of Colour”, “Person with a disability” and “LGBTQAI2S+” is based on employees’ self-disclosure in our Human Resources Information System. Data prior to 2018 is not comparable due to a change in data collection methodology. Benchmark (BM) sources: women: HR Metrics report for Canadian credit unions, 2020 median scores. Age categories: Statistics Canada. Vancouver, CMA, British Columbia: 2016 Census Profile (aged 15-64 years). “Person with a disability”, “Indigenous person” and “Black, Person of Colour”: Employment Equity Act: Annual Report 2019, Metropolitan Vancouver availability.

Percentage of employees in non-management, by indicators of diversity (405-1) (SDG-5, 8)

		BM	2020	2019	2018	2017	2016
Men	%	28	37	36	35	34	34
Women	%	72	63	64	65	66	66
Aged under 30 years	%		18	20	22	20	17
Aged 30-50 years	%		56	55	54	55	57
Aged over 50 years	%		26	25	24	25	26
Person with a disability	%		10	10	10	10	10
Indigenous person	%		1.5	1.5	1.7	3	3
Black, Person of Colour	%	38	38	38	40	49	49
LGBTQAI2S+	%		4.0	4.3	4.9	n/a	n/a

Data for “Indigenous person”, “Black, Person of Colour”, “Person with a disability” and “LGBTQAI2S+” is based on employees’ self-disclosure in our Human Resources Information System. Benchmark (BM) sources: women: HR Metrics report for Canadian credit unions, 2020 median scores. “Black, People of Colour”: Canadian Bankers Association, Banks as employers report 2019.

Percentage of employees in management, by indicators of diversity
(405-1) (SDG-5, 8)

		BM	2020	2019	2018	2017	2016
Men	%	37	39	37	37	38	38
Women	%	63	61	63	63	62	62
Aged under 30 years	%		1	4	4	3	3
Aged 30-50 years	%		73	74	72	70	71
Aged over 50 years	%		26	22	24	27	26
Person with a disability	%		10	10	10	10	9
Indigenous person	%		0.6	0.8	0.4	<1	<1
Black, Person of Colour	%	33	36	33	27	38	37
LGBTQAI2S+	%		4.5	4.4	3.2	n/a	n/a

Data for "Indigenous person", "Black, Person of Colour", "Person with a disability" and "LGBTQAI2S+" is based on employees' self-disclosure in our Human Resources Information System. Benchmark (BM) sources: women: HR Metrics report for Canadian credit unions, 2020 median scores. *Black, People of Colour: Canadian Bankers Association, Banks as Employers report 2019.

Percentage of employees in senior management, by indicators of diversity (405-1) (SDG-5)

		BM	2020	2019	2018	2017	2016
Men	%	67	46	49	47	49	51
Women	%	33	54	51	53	51	49
Aged under 30 years	%		0	0	0	0	0
Aged 30-50 years	%		67	68	58	58	60
Aged over 50 years	%		33	32	42	42	40
Person with a disability	%		10	11	12	10	6
Indigenous person	%		1.4	1.3	1.2	0	0
Black, Person of Colour	%	18	26	19	21	36	32
LGBTQAI2S+	%		1.4	1.3	2.5	n/a	n/a

Due to the small number of employees in the senior management category, a change by one employee can cause a significant shift in the percentage, as it has for "Black, Person of Colour". Data for "Indigenous person", "Black, Person of Colour", "Person with a disability" and "LGBTQAI2S+" is based on employees' self-disclosure in our Human Resources Information System. Benchmark (BM) sources: women: HR Metrics report for Canadian credit unions, 2020 median scores. "Black, People of Colour": Canadian Bankers Association, Banks as Employers report 2019.

Average compensation for women as a percentage of average compensation for men (405-2) (SDG-5, 8)

The decrease in average compensation for women at the Senior management level is largely due the decrease in CEO compensation for the interim CEO in the second half of the year as well as the significant decrease of short-term and long-term incentive payouts.

		2020	2019	2018	2017	2016
Non-management	%	91	92	92	92	90
Management	%	94	99	98	97	99
Senior management	%	89	111	111	107	111

Data set includes permanent full-time employees (and those who may be on short-term leaves) and excludes part-time, contract employees, and employees on long-term leaves.

Compensation includes actual salaries from baseline earnings, profit share and benefits.

Performance management (103-1, 103-2, 103-3)

At Vancity, we align our vision and values with the needs of our members, so that our success helps to build healthy communities. A performance-planning cycle connects individual performance to organizational goals, and helps each employee's contribution positively impact the community in which they live and serve. Performance plans are aligned to Vancity's business plan and include both objectives and behaviours that reflect an employee's accountabilities. Ongoing coaching and feedback is critical to supporting the growth and development of our employees.

Percentage of employees completing their annual performance review (404-3)

		2020	2019	2018	2017	2016
Employees completing their annual performance review	%	95	94	86	88	83

Labour-management relations and human rights (103-1, 103-2, 103-3)

Collective agreements

We have collective agreements with two unions: the B.C. Government and Service Employees' Union (BCGEU) and the Public and Private Workers of Canada (PPWC). We have 26 branches and three departments that are unionized.

We believe that open and intentional communications with our union colleagues can promote discussion, transparency and proactive problem-solving around both issues and opportunities that impact communities, members, employees and our workplace. Vancity does not endorse or discourage unionization and recognizes that it's each employee's individual choice.

Our Employee Code of Conduct, Employment Equity Policy and Respect in the Workplace Policy set out procedures for making and dealing with employee complaints and any requisite corrective actions. Our collective agreements govern union employees and include formal procedures for resolving workplace issues. We track grievances and breaches of the Code of Conduct and report these quarterly to the Human Resources Committee of the Board.

Employees covered by collective bargaining agreements (102-41)

		BM	2020	2019	2018	2017	2016
Employees unionized	%	24	32	31	29	28	26

Benchmark (BM) source: HR metrics report for Canadian credit unions, 2020 median scores.

Operational changes (402-1)

To ensure continued industry competitiveness, at times we are required to make changes in the delivery of our services that result in changes to existing roles and/or the elimination of positions. We make every effort to retain the skills and knowledge of displaced people within Vancity through redeployment to alternative positions. During periods of transition, we are committed to open communications and we provide career transition support to assist impacted employees. Our Employment Transition Policy for non-union employees requires us to provide as much notice as possible to employees who are directly affected by proposed changes.

For unionized locations, the B.C. Labour Relations Code specifies that if an employer introduces or intends to introduce a measure, policy, practice or change

that affects the terms, conditions or security of employment of a significant number of employees to whom a collective agreement applies, then the employer must give at least 60 days notice from the effective date to the trade union. Vancity abides by language in collective agreements with BCGEU and PPWC regarding terms, conditions and obligations for employment status changes affecting employees covered by these agreements.

Employee grievances related to labour practices

A number of previous year(s) outstanding labour practice incidents are awaiting mediation/arbitration while others continue to be discussed with the union in efforts to resolve.

		2020	2019	2018	2017	2016
Total number of grievances related to labour practices	#	19	42	69	17	15
Number of grievances reviewed or addressed (file pending)	#	6	30	34	9	7
Number of grievances no longer subject to action or resolved	#	13	12	35	8	8

Grievances refer to legal actions, complaints registered with the organization or competent authorities through a formal process, or instances of non-compliance reported by union and non-unionized employees. Some grievances are filed on behalf of a collective group.

Employee grievances related to human rights and harassment (406-1)

		2020	2019	2018	2017	2016
Total number of filed grievances related to human rights and harassment	#	6	5	7	11	4
Number of grievances reviewed or addressed (file pending)	#	1	1	3	1	2
Number of grievances no longer subject to action or resolved	#	5	4	4	10	2

Grievances refer to legal actions, complaints registered with the organization or competent authorities through a formal process, or instances of non-compliance reported by union and non-unionized employees. Some grievances are filed on behalf of a collective group.

Percentage of employees who completed biennial training on policies and procedures concerning relevant aspects of human rights (412-2)

All employees are expected to complete annual training on policies and procedures concerning aspects of human rights.

		2020	2019	2018	2017	2016
Employees who completed training	%	79 ¹	94	85	-	64

- = non reporting year.

1 The change in completion is attributed to a change in delivery from one bi-annual training course to four courses (one per quarter) per year. This may have impacted the number of employees who were able to complete all four courses.

Health and safety (103-1, 103-2, 103-3)

Robberies

We are committed to providing a healthy and safe workplace. As a financial institution, our most significant health and safety issue is the risk of robberies. We have extensive robbery training and security procedures as well as a robbery support program for affected employees. Our rules and safe-work procedures manual contains policies and procedures for workplace violence, including prevention and dealing with irate members or customers. Training for new hires in our branches includes a module on handling a robbery. An employee assistance program is available to all employees and their immediate families. It's a voluntary, confidential, short-term counselling, advisory and information service available 24 hours a day, seven days a week, and includes a robbery recovery support program. We annually track and report robbery related incidents (four robberies in 2020), monitor the number of paid care days used per permanent employee and maintain records of employee training on health and safety.

Number of days lost due to employee illness (102-48, 403-2) (SDG-3)

The shift to working from home in 2020 resulted in less employee absenteeism as it reduced the need for employees to call in sick for minor illnesses. COVID-19 prevention measures likely improved employee overall health in general.

		BM	2020	2019	2018	2017	2016
Days for short-term disability leave	#		13,248	14,435	11,661	13,299	10,901
Days for sick/care days	#		11,232	14,851	14,816	12,971	11,274
Total days lost due to illness/care	#		24,480	29,287	26,477	26,270	22,175
Absenteeism rate	#	9	11	12	11	11	10

Data has been restated to include unpaid care days taken.

Data includes permanent full-time and part-time employees.

Days lost due to illness includes time taken by employees to care for a sick family member.

Absenteeism rate is the number of workdays missed (lost) by employees due to illness or family care per permanent full-time equivalent.

Benchmark (BM) source: HR Metrics report for Canadian credit unions, 2020 median scores. Credit unions in the benchmark data have a short-term disability leave policy of four months versus six months for Vancity (so the number of days included for Vancity will tend to be greater in comparison).

Planet

Environmental sustainability (103-1, 103-2, 103-3)

One of Vancity’s three guiding principles is to help ensure environmental sustainability for our members’ lives and communities is enhanced. We will focus to a just climate transition, a low-carbon future, and climate-ready communities. This involves providing clear environmental sustainability leadership in the financial sector. We are committed to action on five fronts:

- Reducing emissions associated with our operations and financing
- Helping members and employees act by providing education and products and services that benefit the environment
- Enabling the community to act by financing and funding projects that reduce negative environmental impact
- Helping to build capacity and promote an enabling environment for environmentally progressive economic and community development
- Encouraging governments to implement public policy changes that reduce negative environmental impact

As a service-based financial institution, we do not manufacture any products, nor are we a large direct emitter of greenhouse gases (GHG). However, it is still important to our members that Vancity reduce the environmental footprint of our operations as much as possible and we expect our business partners to do the same. Moving forward, our operational emissions efforts, external advocacy, and approach to working with partners to effect positive action on climate change will be guided by our five Climate Commitments.

<https://rethink.vancity.com/>

We have begun shifting towards a more holistic approach to measuring our operational environmental footprint in addition to our operational GHG emissions allowing Vancity to consider the broader environmental impacts of our operations, products, and services. Both internally and externally, the language of Lighter Living is used to communicate this holistic approach to an overall reduction in resource consumption and negative ecological impact.

For more on our approach see [2020 Annual Report](#), ‘Environmental impact,’ p. 14.

vancity.com/EnvironmentalSustainability

vancity.com/EnergyEnvironment

Examples of sharing our experiences with communities to help reduce climate footprints (SDG-12)

Project or initiative	Description
Lighter Living	<p>In 2020, we partnered with One Earth Society to develop Motivation profiles for Southwest B.C. These profiles help us to understand what lies behind people's choices and actions and enables us to promote sustainable change and lighter living by communicating messages that relate to people's underlying motivations.</p> <p>The opportunity that comes with understanding what motivates people in B.C. through these profiles is to adapt and apply these findings to solve problems that our community partners are also grappling with. A diverse selection of co-ops, social ventures, social enterprises, and not-for-profit organizations were able to co-sponsor the work we completed with One Earth. Together, the co-sponsors were able to shape the storylines and profiles, and then influence how the insights were deployed to shape engagement strategies for their own customer bases and constituencies, as well as for Vancity members. Together, Vancity and the co-sponsors were able to deliver an open-source set of insights that all community partners and beyond can use to further their work and reach new target audiences.</p> <p>This work, coupled with the development of robust Resource Centre, enables staff at Vancity to have a sophisticated conversation with our staff and members about Lighter Living by reflecting on how we might consume less, waste less, share more and live better.</p>

Financed emissions

We recognize that our most significant impacts, including climate-related impacts, are as a result of the loans and investments we choose to make. This is why in 2019 we publicly committed to tracking and disclosing financed emissions. See p. 14 of the [2020 Annual Report](#) for an update and preliminary results.

Operational greenhouse gas (GHG) emissions and carbon neutrality (103-1, 103-2, 103-3)

We focus our operational emission reduction efforts in four areas: employee commuting; premises energy use; paper use; and business-related travel, including a small fleet of vans and cars. We educate and engage our employees in reducing the GHG emissions from our operations by conducting regular employee communication and awareness campaigns. We have incentives and programs to encourage employees to commute via sustainable transportation modes and we have a policy of locating our corporate offices near access to rapid transit. In 2020, we began supporting all staff who are able in transitioning to working from home through the pandemic with equipment and supplies, and began a permanent remote work pilot program.

We've been [carbon neutral](#) in our operations since 2008 ♦. This means we measure and reduce our GHG emissions as much as possible, then offset emissions through the purchase of registered carbon offsets from emission-reducing activities that others have undertaken. To provide confidence that the offsets we purchase are high quality, we have robust offset criteria that we developed in consultation with external subject matter experts including the David Suzuki Foundation and the Pembina Institute. In 2020, the process for selecting carbon offsets for 2019 was a direct award. The same criteria as previous years was employed to ensure that we maintain consistent standards for any carbon offset project that is selected.

Our reporting on operational greenhouse gases is prepared in accordance with [ISO 14064 Part 1](#) and our own internal criteria and aligns with the World Resources Institute's GHG Protocol. Both our GHG emissions and carbon neutral assertion are externally assured. For our offset criteria and our basis for GHG reporting, refer to our [greenhouse gas handbook and inventory report](#).

Operational GHG emissions by scope (305-1, 305-2, 305-3) (SDG-12)

In 2020, our total emissions decreased by 27% as a result of the COVID-19 pandemic.

		2020	2019	2018	2017	2016
Scope 1 (direct GHG emissions)	t	475	428	468	532	415
Scope 2 (indirect GHG emissions)	t	124	131	140	141	137
Scope 3 (other indirect GHG emissions) ¹	t	2,306	3,425	3,950	3,894	3,858
Total operational GHG emissions ♦	t	2,905	3,984	4,558	4,567	4,410

t = metric tonnes of CO₂ -equivalent.

For definitions of Scope 1 to 3, see our greenhouse gas handbook and inventory report at vancity.com/AnnualReport.

¹ Includes emissions from our operations, not financed emissions

Operational GHG emissions by source (SDG-12)

Premises energy use: Although electricity consumption decreased due to the closures of our office towers, gas consumption increased causing the overall emissions from premises energy use to increase six per cent. The increased gas usage was from our heating and cooling systems as a result of improving the air quality and circulation at our branch locations.

Paper use: Emissions from paper use decreased 24% due to a general decrease in paper printed for internal office purposes and for member-related purposes. The increase in the percentage of post-consumer waste content in paper used also helped decrease emissions.

Vehicle fleet: Vehicle fleet emissions increased 11%. This was likely a result of the increased service needs of our maintenance group to meet the new demands of our branches during the pandemic.

Employee business travel by air and vehicle: Employee business travel emissions decreased 64% due to the pandemic. During this time the Government of Canada issued a travel advisory to avoid non-essential travel.

Employee commuting: Commuting emissions decreased 27%. The primary reason was due to transitioning more than 50% of staff to work-from-home.

		2020	2019	2018	2017	2016	2007 base year
Premises energy use	t	756	712	752	859	698	1,495
Paper use	t	216	283	414	533	516	811
Vehicle fleet	t	42	38	46	58	55	34
Employee business travel by air and vehicle	t	266	740	980	784	846	895
Employees commuting in single occupancy vehicles ¹	t	1,625 ²	2,211	2,366	2,333	2,295	2,006
Total operational GHG emissions ◆	t	2,905	3,984	4,558	4,567	4,410	5,241

t = metric tonnes of CO₂-equivalent. For further details on how emissions are calculated see 2020 GHG Handbook and inventory report on vancity.com/AnnualReport.

1 Work from home was included for the first time in 2020 as zero emission trips. This reduces the total operational GHG emissions/employee.

2 The 2019 transportation survey was used in Q1 2020, the 2020 survey was used for Q2-Q4 2020.

Operational GHG emissions by source, per employee (FTE) (102-48, 305-4) (SDG-12)

		2020	2019	2018	2017	2016	2007 base year
Premises energy use	t	0.3	0.3	0.3	0.4	0.3	0.7
Paper use	t	0.1	0.1	0.2	0.2	0.2	0.4
Vehicle fleet	t	<0.1	<0.1	<0.1	<0.1	<0.1	<0.1
Employee business travel by air and vehicle	t	0.1	0.3	0.4	0.3	0.4	0.4
Employees commuting in single occupancy vehicles ¹	t	0.7 ²	0.9	1.0	1.0	1.0	0.9
Total operational GHG emissions per employee (FTE) ◆	t	1.2	1.7	1.9	2.0	1.9	2.4

t = metric tonnes of CO₂-equivalent. Due to rounding, numbers may not add up to totals.

For definition of FTE, see the glossary at vancity.com/AnnualReport.

For further details on how emissions are calculated see 2020 GHG Handbook and inventory report on vancity.com/AnnualReport.

1 Work from home was included for the first time in 2020 as zero emission trips. This reduces the total GHG emissions/employee.

2 The 2019 transportation survey was used in Q1 2020, the 2020 survey was used for Q2-Q4 2020.

Premises energy use: electricity and natural gas (302-1, 302-3)

In 2020 premises energy use at metered locations decreased 6% due to fewer employees working in offices during the pandemic. Natural gas at metered locations increased 8.5% as additional heating and cooling of air was required. Branch doors were kept open and 100% fresh air was used instead of recirculated air to adhere with COVID best practices. This led to materially higher natural gas usage. Total premises energy use decreased by 3%.

Energy use (actual and estimated), by type		2020	2019	2018	2017	2016
Electricity use (millions)	kWh	8.8	9.4	10.1	10.2	9.8
Natural gas use	GJ	13,373	12,322	13,141	15,125	11,774

Premises energy use (electricity and natural gas)		2020	2019	2018	2017	2016
Energy use (actual) at metered locations (millions)	ekWh	10.7	11.0	11.8	12.0	11.2
Energy use (estimated) at non-metered locations (millions)	ekWh	1.8	1.9	2.0	2.4	1.9
Total premises energy use (millions)	ekWh	12.5	12.9	13.8	14.4	13.1
Total premises energy use per employee (FTE)	ekWh	5,266	5,383	5,580	6,274	5,713

kWh = kilowatt hours; GJ = gigajoules; ekWh = equivalent kilowatt hours (unit of measurement used when different units of measurement are combined, such as gigajoules of gas converted to kilowatt hours)

Metered energy use is based on data from 59 locations with electricity meters, 29 locations metered with gas and 24 locations with no gas use (only electricity).

For details on the calculation for estimated branches, see our greenhouse gas handbook and inventory report on vancity.com/AnnualReport.

Employee commuting (102-48)

Telecommuting or working-from-home has been an option explored by the organization in the last few years. In response to the pandemic in 2020, this option became an instant reality for all employees whose role was feasible to do so. This led to a seven per cent increase in sustainable trips and a seven per cent decrease in the percentage of single occupancy vehicle (SOV) trips compared to last year.

		2020	2019	2018	2017	2016
% of employee commuting trips using sustainable transportation modes	%	63	56	57	56	57

Data source: [Vancity's transportation survey](#). The response rate was 49% in 2020 and 74% in 2019. Historical data has been restated to include telecommuting as a sustainable commute method.

Materials and waste (103-1, 103-2, 103-3)

Vancity is committed to minimising our environmental footprint. Reduction of our consumption of natural resources, the production of waste along with reuse and recycling of the materials we use are key.

Using paper with the highest post consumer waste proportion possible and then minimising the amount of paper that is used help to minimise the GHG impact of our paper use. Our printers are set to print double-sided. We have a comprehensive recycling policy and program covering paper products (including paper towels and disposable coffee cups, milk cartons, pizza boxes, etc.), as well as glass, metal, plastic, batteries, toner cartridges, fluorescent tubes, light bulbs, electronic equipment, furniture and construction waste. We also have a composting program.

We recycle, re-use or donate furniture that has reached the end of its life at Vancity. In addition, we have a list of environmental criteria for contractors to follow when renovating or building office locations. We also have criteria to cover other services: for example, we request paint made with low or no volatile organic compounds, and green products for cleaning.

Computer and technical equipment that has reached the end of its useful lifecycle is transferred to Quantum Lifecycles. Dependant upon the highest-value reuse materials are either resold, remarketed, or otherwise reused; or responsibly disassembled and recycled. In 2020, IT began tracking our e-waste throughput, with consideration for setting baselines, reducing materials discarded, and will be adding the e-waste stream to Vancity's audited waste numbers in 2021.

Vancity Centre and our fifty-four branches are net zero waste. Net zero waste means no waste is taken to the landfill. The little waste that we do have is taken to an energy plant and burned to generate energy and our compost is turned into soil.

Our Facility and Environmental Management department conducts waste audits every two years to measure and track the volume and type of outputs from our operations and employee activities. The results of these audits allow us to implement additional programs and engage suppliers and employees in efforts to reduce waste. Quarterly, our service provider weighs each waste stream at each premise to facilitate accurate reporting throughout the year.

Paper use (102-48, 301-1, 301-2)

In 2020, internal office paper use decreased 42% likely due to our office towers closing which limited printer accessibility to half our staff who worked from home. Less member-related materials were printed which decreased Other paper use by seven per cent. Overall, total paper use decreased 14% and the percentage of recycled content in paper used increased 25 percentage points.

		2020	2019	2018	2017	2016
Internal office paper use	t	15	26	31	19	33
Other paper use	t	97	103	171	233	232
Total paper use	t	111	129	202	252	265
Percentage of paper use with recycled content	%	83	58	73	66	82
Internal office paper use per employee (FTE)	kg	6	11	13	8	14

t = metric tonnes; kg = kilograms

Data prior to 2017 has been restated due to restated FTE numbers. See employee profile table for details, p. 9.

Paper use is based on amount of paper purchased. Internal office paper includes: letterhead, copier, printer and fax paper. Other paper includes: member statements, marketing materials, communication to members, business cards and envelopes.

Waste generated, recycled and diverted from the landfill (102-48, 306-2)

We have a battery recycling program available to our members and staff through which we collected one tonne of batteries in 2020. Due to operational changes resulting from the COVID-19 pandemic, fewer branches were open and operational hours were reduced. This change resulted in fewer materials being collected throughout the year.

In 2020, we updated our waste & recycling policy to reflect the changes in government regulation and the banning of exporting plastics overseas.

Waste Type		2020	2019	2018
Recycled	%	63	65	64
Compost	%	19	19	19
Waste to energy production	%	18	16	16
Waste to landfill	%	0	0	1
Total materials (actual and estimated)	t	103	187	203 ¹
Waste per employee (FTE) ² ◆	kg	44	79	83

t = metric tonnes; kgs = kilograms.

1 Data was restated due to a new methodology to include estimated waste at locations where there were no tracking systems in place.

2 This metric was assured for the first time in 2020. No assurance was obtained on prior years. Data from locations with tracking systems was used to calculate the percentage of waste by type. In 2020, one office tower and 54 branches in the lower mainland had tracking systems. One office location had tracking systems for three of the four waste streams. Where there was no or minimal tracking systems, we estimated the waste. Waste was estimated for the remaining locations: two offices and six branches in the lower mainland using the waste per employee (FTE) calculated from the sites with data and multiplying this by the number of FTE's at the location to be estimated. The four main streams of waste materials include: glass, metal, and plastic; all-fibre materials such as paper; compost; and waste that could not be recycled.

Water (103-1, 103-2, 103-3)

To conserve water at owned facilities, we use water-efficient appliances, repair water leaks as soon as is reasonably possible, and use water-efficient taps, faucets, toilets and urinals. We have set requirements for low water use in many of our new buildings and track water use at facilities where water meters are installed. Since 2018 we have been tracking and reporting on premises that have a sub water meter, and are installing new sub water meters each year for increased accuracy and time efficiency.

Total water withdrawal by source (303-3)

		2020	2019	2018	2017	2016
Water use at metered locations	ML	13	16	17	14	15
Estimated water use at non-metered locations	ML	7	11	14	14	14
Total estimated water use	ML	20	27	31	28	29
Total estimated water use per employee (thousands of litres per FTE) ◆	L	8.6	11.0	12.8	n/a¹	n/a

ML = megalitres. All water is obtained from municipal water supplies.

1 Methodology was revised to set a baseline. Prior year unassured results are not comparable. Metered water use is based on data from 40 locations (37 branches, three office locations and a data centre). Remaining 23 branches and seven office locations and use by mobile workers are estimated. We estimated the water use of each non-metered location by applying metered location usage to calculate the non-metered locations.

Products and services to reduce GHG emissions (FS8)

Product description/purpose	Target beneficiary
<i>Vancity enviro Visa™</i> : Five per cent of net revenues go to the enviroFund™, which supports local environmental projects	Community and environment
<i>Planet-Wise Transportation Loan</i> : affordable financing options towards the purchase of new/used zero and low emissions transportation options.	Members (reduced costs through fuel efficiency) and the environment (reduced GHG emissions)
<i>Planet-Wise Renovation Solutions</i> : provide access to professional guidance and affordable options to finance energy efficient home improvements	Members (ability to reduce costs through energy efficiency) and the environment (ability to reduce GHG emissions)
<i>Planet-Wise Business Solutions</i> : accessible and affordable financing for energy-efficient and climate friendly initiatives	Business members (reduced costs through fuel efficiency) and the environment (reduced GHG emissions)
<i>Planet-Wise Teardown Financing</i> : Deconstruction is the process of systematically taking buildings apart by hand, and the materials are sold or recycled, keeping 80% of the waste out of the landfill.	Members (ability to reduce costs through reselling materials), environment (ability to reduce building materials going to the landfill), community (salvaged materials can be used in local construction)

Public policy and advocacy (103-1, 103-2, 103-3)

As a member-led, values-based financial institution, Vancity works in concert with community and corporate partners and all levels of government in support of vibrant, resilient and healthy communities. In 2020, that work has been focused on informing government's response to the COVID-19 pandemic, and in developing supports for our members and community partners. All advocacy opportunities are filtered through our organizational business plan to determine their ability to influence systems change in priority areas of importance to our members and communities. A Board-level policy governs political activities and registerable contact with senior public office holders. Vancity is a non-partisan organization and does not permit the use of corporate funds to provide political contributions. This is all underpinned by Vancity's commitment, as a core value, to embedding the Truth and Reconciliation Commission's Reconciliation framework in every facet of our work.

Externally developed economic, environmental and social charters, principles, or other initiatives to which we subscribe or endorse (102-12) (SDG-13, 17)

[50-30 Challenge](#)
[AA1000 series of standards](#)
[Black Entrepreneurship Program](#)
[Black North](#)
[Carbon Disclosure Project](#)
[Climate Change Commitment](#)
[Climate Justice Project](#)
[Co-ops for 2030](#)
[Face of leadership - Diversity pledge](#) (Minerva Foundation)
[Global Reporting Initiative Sustainability Reporting Standards](#)
[ISO14064 Part 1](#)
[Living Wage Employer](#)
[National Impact Investment Practitioners Table](#)
[Paris Agreement](#)
[Partnership for Carbon Accounting Financials](#)
[Principles for Reconciliation](#) (Truth and Reconciliation Commission: Calls to Action)
[Principles of Values-based Banking](#) (Global Alliance for Banking on Values)
[Taskforce for Climate-related Financial Disclosures](#)
[United Nations \(UN\) Declaration on the Rights of Indigenous Peoples](#)
[UN Principles for Responsible Banking](#)
[UN PRB's Collective Commitment to Climate Action](#)
[UN Principles for Responsible Investment](#)

[UN Sustainable Development Goals](#)

Key memberships in associations and advocacy organizations (102-13)

Note: Vancity's positions on key issues are not necessarily the same as the associations'.

[BC Co-operative Association](#)
[BC Living Wage for Families Campaign](#)
[BC Non-profit Housing Association](#)
[BC Poverty Reduction Coalition](#)
[Building Owners and Managers Association of BC](#)
[Business Council of British Columbia](#)
[Canadian Bankers Association](#)
[Canadian Centre for Policy Alternatives \(BC Office\)](#)
[Canadian Council for Aboriginal Business](#)
[Canadian Credit Union Association](#)
[Canadian Housing and Renewal Association](#)
[Central1 Credit Union](#)
[Cooperative Development Foundation of Canada](#)
[Co-operative Housing Federation of BC](#)
[Co-operatives and Mutuals of Canada](#)
[Council for Clean Capitalism](#)
[Credit Union Foundation of British Columbia](#)
[Environment Funders Canada](#)
[Finance for Biodiversity](#)
[Financial Health Network](#)
[Global Alliance for Banking on Values](#)
[Global Reporting Initiative](#) (GRI Community)
[Integrated Reporting Business Network](#)
[International Facility Management Association](#)
[LOCO BC](#)
[Mackay CEO Forums](#)
[Mortgage Investment Association of BC](#)
[Pembina Institute's Catalyst Business Alliance](#)
[Portfolio Management Association of Canada](#)
[Presidents Group](#)
[Public Policy Forum](#)
[Registered Disability Savings Plan Action Group](#)
[Responsible Investment Association](#)
[UNEP Finance Initiative](#)
[Urban Development Institute](#) (Pacific Region)
[World Council of Credit Unions](#)

Vancity is also a member of several local boards of trade, chambers of commerce and business improvement associations.

Buying local (102-9, 103-1, 103-2, 103-3)

Vancity's supply chain is labour-and-technology intensive and 88.9% of our 889 suppliers are based in Canada. The supply chain's three main elements are all regulated by government and other agencies.

- Supply: focuses on the acquisition of deposits from members, and providing support services and products for operations. The types of suppliers we typically engage are providers of information technology solutions, consultants and specialized services for financial institutions.
- Transformation: focuses on investing with impact to improve members' financial well-being and developing healthy, sustainable communities. Transformation primarily involves the core banking system and support products and services, including investing with impact on behalf of our members.
- Distribution: focuses on ensuring our financial products and services reach our members and clients. Distribution channels include 54 branches in B.C.: Coast Salish and Kwakwaka'wakw territories (Metro Vancouver, Fraser Valley, Vancouver Island and Squamish-Lillooet regions), telephone, online, mobile banking and mobile in-person services.

Changes in supply chain (102-10)

Openings, closings and relocations of branches (PAS)

Branch relocations

- Victoria Drive Community Branch (Br. 02)

Branch Closures

- Point Grey Community Branch (Br. 22)
- Dunbar Community Branch (Br. 45)
- Westview Community Branch (Br. 49)
- North Side Community Branch (Br. 53)
- Royal Oak Community Branch (Br. 59)
- Kruger Community Branch (Br. 65)

ATMs opened

- None

ATMs closed

- 1 ATM removal at UBC
- 1 ATM removal at Dunbar Community Branch (Br. 45)
- 1 ATM removal at North Side Community Branch (Br. 53)
- 1 ATM removal at Kruger Community Branch (Br. 65)

ATM relocations

- 2 ATM relocations with the Victoria Drive Community Branch (Br. 02)

Suppliers (204-1)

		2020	2019	2018	2017	2016
Total value of managed purchases by region <i>(millions of dollars)</i>	\$	128.4	130.4	131.9	121.8	120.7
Locally-based	%	63	65	64	68	65
Rest of B.C.	%	2	<1	1	<1	1
Rest of Canada	%	24	18	21	20	22
USA/other	%	11	17	14	12	12
Total number of suppliers by region	#	889	1,028	1,126	1,158	1,133
Locally based	#	562	673	72	73	75
Rest of B.C.	#	21	26	2	3	3
Rest of Canada	#	207	221	17	16	14
USA/other	#	99	108	9	8	8

We determine locally-based by using the "remit to" postal code shown on supplier invoices and the following criteria: the supplier has a local representative, a local store and/or local warehouse within the community where our branches operate.

Managed purchases: goods and services procured by Vancity, for which decision-making and oversight are performed internally. These figures don't include payments made to the government, (municipal, provincial or federal) or costs associated with the lease of premises where Vancity has a place of business.

Supporting local business and organizations (203-2)

For our approach, see [2020 Annual Report](#), 'Operating context and strategic priorities,' p. 7 and 'Supporting local businesses and organizations,' p. 17.

Community impact loans (FS7, FS8)

We seek to do business with organizations or fund projects that align with our three guiding principles of co-operative principles and practices, social justice and financial inclusion, and environmental sustainability.

We have a variety of community impact lending programs. Broadly speaking, community impact loans are those we provide to specific types of organizations or within specific sectors that we believe improve the well-being of people and the community. We have internally developed [guidelines](#) to help guide what we categorize as community impact loans. Loans can be commercial real-estate loans, business loans (including loans to not-for-profit organizations, social enterprises and co-operatives) or micro-loans. The outstanding balances from these loans form part of our triple bottom line assets, see p. 22.

🔗 Impact lending and investing vancity.com/CommunityImpactLoans

Community impact loans: key outcomes (SDG-11)

		2020	2019	2018	2017	2016
Units of affordable housing funded	#	3,008	2,743	3,131	2,907	2,124
Square feet of energy efficiency improvements funded	ft ²	216,169	482,493	1,437,007	475,691	254,934

Counts acquisitions and renovations of homes that already existed, as well as net new homes.

In 2020 there were 1,153 net new homes.

For definitions of terms, see the glossary at vancity.com/AnnualReport.

Community grants (FS7, FS8, PAS)

As well as financing, we provide grants to help organizations. The goal of our grants is to support not-for-profits, social enterprises and impact businesses build capacity and increase knowledge to help them reach their mission and/or financial goals, while helping to build a vibrant community.

In 2020, we approved grants for 247 not-for-profits and impact businesses totaling \$4.6m. This was a decrease from previous years as we were required to think differently about how we deliver support due to the impact of COVID-19 on our communities. By engaging with community partners, we were able to identify opportunities to maximize funding impact to those needing crisis support or support to pivot their organizations. In response to this, we revised how we allocate our Shared Success funds with a view to supporting our members through and beyond the current challenges.

		2020	2019	2018	2017	2016
Organizations supported through a grant	#	247	451	434	329	312

Community sponsorships are included in the total grants approved.

Community grants approved for distribution, by primary impact area (SDG-8)

		2020	2019	2018	2017	2016
Indigenous communities	%	13	13	9	11	11
Environmental Sustainability	%	26	22	13	23	26
Economic inclusion	%	23	16	17	21	20
Impact business entities	%	22	16	18	19	15
Impact real estate	%	15	33	43	26	28

A grant may fall in more than one impact area.

In 2020, we defined the Environmental sustainability category to include the previous Local and organic food and Energy and environment categories.

For definitions of impact area terms, see the glossary on vancity.com/AnnualReport.

🔗 vancity.com/Granting

Ethical Principles for Business Relationships (103-1, 103-2, 103-3)

Who we choose to do business with and lend to has a deep impact on our members' communities.

Our Ethical Principles for Business Relationships (EPBR):

1. We value accountable and sustainable business leadership that engages in co-operative principles and practices.
2. We value economic and social inclusion for all people.
3. We value strong and resilient communities.
4. We value environmental and sustainability leadership.

🔗 Ethical Principles for Business Relationships vancity.com/EthicalPrinciples

For every business relationship we enter into, we look for alignment with our Ethical Principles for Business Relationships and we look for ways to promote positive social, economic and environmental practices. Applying the Principles gives our employees the ability to have values-based conversations with business partners to truly understand how they contribute to their communities and to ultimately make decisions about who we choose to partner with to build healthy communities together. Where possible, we aim to help move organizations along the spectrum into greater values-based alignment, rather than screening out. Our relationship managers determine the alignment along with support from Procurement and Contract Management.

Our procedures are risk-based: the more significant the relationship in terms of dollars or profile, the deeper the level of analysis performed. Assessment procedures have been integrated into existing policies and procedures where possible, such as lending, account opening, and purchasing policies and procedures. Vancity Internal Audit may periodically check performance. Training and coaching resources are available to all employees to develop their skills for asking thoughtful and engaging questions and having meaningful conversations.

Ethical Principles assessments consider the following criteria when determining alignment: ethical business practices; environmental, social, and community impact; environmental policies, practices, services and products; employee relations; supplier relations; labour practices; workplace conditions; community investment and partnerships; diversity; human rights; involvement in and exposure to controversial industries; sectors; and business practices.

Assessments for new strategic relationships (308-1, 414-1)

In 2020, we assessed 17 potential relationships and three were awarded contracts; one new strategic relationship was screened for the first time in 2020.

Ethical principles assessments for existing strategic relationships

Existing treasury and outsourced relationships are assessed every three years. In 2020, there were no strategic relationships due for assessment, however, we reached out to 7 strategic suppliers to understand how COVID-19 crisis affected performance and the sustainment of the business. As part of our discussion, we focused on Employee safety and well being; Taking stand against Racism; Commitment to Climate Change.

Strategic relationships that are poorly aligned with the Ethical Principles

One poorly aligned existing supplier relationship was identified in 2018. We have been searching for a comparable supplier but have not yet found one that can support all the services that are currently provided. Other comparable service providers do exist, but they would also be poorly aligned.

Asset management and corporate engagement (203-2)

As a signatory to the [UN Principles for Responsible Investment](#), we follow the socially responsible investment (SRI) philosophy—that is, investing in companies that use progressive environmental, social and governance practices to manage their business.

🔗 Vancity Investment Management's philosophy vcim.ca/approach/

Socially responsible assets under management

Vancity Investment Management (VCIM) provides discretionary investment management services to clients—individuals, unions, not-for-profits, foundations, trusts and other organizations. Through a strategic partnership with IA Clarington Investments, VCIM's sub-advisor group provides portfolio management services to IA Clarington on the Inhance SRI Fund family, including environmental, social and governance investment analysis. IA Clarington Inhance SRI funds are available to members through our branch network, as well as nationally through IA Clarington's distribution network. Our socially responsible assets under administration form part of our triple bottom line assets, see p. 22.

Corporate engagement (FS10) (SDG-5, 13)

Vancity Investment Management engagement reports vcim.ca/impact/

On behalf of Vancity Investment Management and the IA Clarington Inhance SRI Fund family, VCIM’s sub-advisory group leads corporate engagement and shareholder advocacy activities to champion change in the companies in which members and clients invest. In 2020, the sub-advisor group engaged with 36 companies on 40 issues including Covid-19 response, systemic racism, fossil fuel project financing, employee health and safety, climate risk, human rights, pesticide and chemical use, plastics packaging, access to medicine, and gender pay equity. These engagements included filing shareholder resolutions with four banks, two insurance companies, one waste management company, one technology company, one pharmaceutical company, one retail pharmaceutical company, and one international coffee retailer.

		2020	2019	2018	2017	2016
Number of companies in portfolio with which Vancity Investment Management’s sub advisory group interacted	#	36	32	40	25	24
Percentage of companies in portfolio with which Vancity Investment Management’s sub-advisory group interacted	%	19	21	26	17	18

Prosperity

Financial performance (103-1, 103-2, 103-3)

For our approach and more on our performance see [2020 Annual Report](#), ‘Overall financial plan’ p. 20.

☞ See also Vancity’s 2020 consolidated financial statements at vancity.com/AnnualReport.

Triple bottom line assets under administration (TBLAA) (FS7, FS8) (SDG-11, 13, 17)

Our Triple bottom line assets under administration metric is modeled after the work of the Global Alliance for Banking on Values. This measures how much of Vancity’s assets are allocated towards building healthy communities.

In 2020, we had \$8.9 billion or 29% of our total organization’s assets invested in impact.

		2020	2019	2018	2017	2016
Value of TBLAA ¹ (billions) ◆	\$	8.9	7.8	6.9	6.1	5.4
TBLAA as % of overall Vancity assets and assets under administration	%	29.0	27.6	25.1	23.2	21.1
TBLAA as a % of total growth ¹ ◆	%	47.2	n/a	n/a	n/a	n/a

Includes triple bottom line assets from the asset categories in the table below.

¹ This metric was assured for the first time in 2020. No assurance was obtained on prior years.

TBLAA asset categories – impact assets as a percentage of total assets in each category (SDG-11, 13)

TBLAA is a composite measure of the percentage of on- and off-balance sheet assets invested in impact. It is comprised of the six asset categories in the table below.

		2020	2019	2018	2017	2016
Business lending	%	49	49	48	43	37
Consumer loans	%	3	3	3	2	1
Residential mortgages	%	20	17	15	14	15
Owned premises	%	81	78	79	78	79
Member/client investments that we manage or administer on their behalf	%	36	33	33	34	31
Treasury	%	20	24	18	13	8

For the definition of impact in each asset category, see the glossary at vancity.com/AnnualReport.

TBLAA asset categories – values of impact assets (SDG-11, 13)

(millions)		2020	2019	2018	2017	2016
Business lending	\$	3,322	3,194	2,980	2,421	1,924
Consumer loans	\$	15	21	17	13	7
Residential mortgages	\$	2,586	2,094	1,806	1,662	1,816
Owned premises	\$	27	27	28	28	29
Member/client investments that we manage or administer on their behalf	\$	1,991	1,689	1,479	1,624	1,381
Treasury	\$	914	763	596	381	242

For the definition of impact in each asset category, see the glossary at vancity.com/AnnualReport.

Shared Success allocation to members and communities

Each year, we give back the equivalent of 30% of our net income through our Shared Success program. We share net income with our members in the form of share dividends, loan rebates and bonuses on deposits and investments (\$6.9m), and with our community in the form of grants and donations, (\$6.9m). This includes an annual donation to the Vancity Community Foundation.

☞ Vancity Community Foundation VancityCommunityFoundation.ca

<i>(millions of dollars)</i>		2020	2019	2018	2017	2016
Total Shared Success allocation to members and communities	\$	13.9	18.3	24.2	27.5	18.5
Shared Success allocation as a percentage of net income attributable to members	%	30	30	30	30	30

We extracted data from, or calculated these amounts using data derived from the assured consolidated financial statements.

Shared Success allocation to the community, by program

<i>(thousands of dollars)</i>		2020	2019	2018	2017	2016
Mission-based grants	\$	3,835	9,395	12,385	7,502	6,802
Community project grants	\$	167	221	226	228	997
Vancity Community Investment Bank donations	\$	0	0	0	0	34
Credit card earnings allocated to Vancity's enviroFund™	\$	735	1,026	269	750	746
Annual donation to the Vancity Community Foundation	\$	350	350	350	350	350
Annual donation to Greater Victoria merger (legacy fund)	\$	0	0	194	194	194
Special projects/other	\$	161	291	465	734	748
Total community allocations	\$	5,248	11,284	13,889	9,758	9,871

Consistent with all items reported on the Statement of Operations in the summarized and consolidated financial statements, community donations were recorded on an accrual basis. Allocations made in the current year will be distributed to the community in the future.

Key financial data and ratios (102-48)

For an explanation of financial performance including return on average members' equity and the efficiency, liquidity and capital adequacy ratios, see [2020 Annual Report](#), 'Overall financial plan,' p. 20.

		2020	2019	2018	2017	2016
Return on average members' equity (ROME) - business results ♦	%	4.3	5.6	7.9	9.3	6.8
ROME after taxes and Shared Success distributions to members and communities ♦	%	3.2	4.5	6.3	7.6	5.5
Total assets ♦	\$	24.9B	23.2B	22.9B	21.7B	21.1B
Assets under management or administration (AUM/AUA) ^{1,2} (billions of dollars) ♦	\$	5.6	5.1	4.5	4.7	4.4
Total assets and AUM/AUA ² (billions of dollars)	\$	30.5	28.2	27.4	26.4	25.6
Equity to Total Assets	%	5.9	6.0	5.8	5.6	5.4
Net income before tax and distribution ² ♦	\$	65.3M	93.5M	116.5M	146.6M	95.9M
Efficiency ratio ² ♦	%	80.5	79.8	78.4	74.1	78.4
Liquidity ratio	%	16.9	13.1	13.4	12.9	14.3
Capital adequacy ratio	%	14.7	14.7	14.8	14.1	13.4
Allowance for credit losses as a percentage of total loans	%	0.6	0.4	0.4	0.4	0.4
Return on average assets	%	0.2	0.3	0.4	0.4	0.3
Net interest margin (net interest income as a percentage of average interest earning assets)	%	1.9	1.9	2.0	2.0	1.9

Net interest income as a percentage of operating revenue	%	82.4	82.1	83.5	77.1	82.5
Percentage of member loans funded by member deposits	%	95.4	85.6	84.4	85.7	85.0
Gross impaired loans as a percentage of total loans ²	%	0.43	0.57	0.46	0.0	0.0
Low Quality Assets ³	%	0.35	0.48	0.38	0.01	0.03
Real Economy Revenue to Total Revenues	%	78.5	79.8	84.1	86.8	85.9

Data is derived from or is calculated using data from Vancity's assured consolidated financial statements unless otherwise stated.

1 Includes client investments managed or advised on by Vancity Investment Management and investments made by members administered by the credit union's wealth planners at Vancity branches through Credential Asset Management Inc., Credential Securities Inc. and clean energy and energy efficiency loans originated and administered by CoPower Finance to borrowers in CoPower Finance Inc.

2 This metric was assured for the first time in 2020. No assurance was obtained on prior years.

3 Effective 2018, gross impaired loans are based on Stage 3 loans per IFRS 9. Prior year data has not been restated. 2018 restated to reflect 2019 calculation.

4 Formerly Asset Quality Ratio. Data prior to 2018 is not comparable.

Taxes paid and payable (201-4, PAS)

Credit unions in B.C. are eligible for the small business tax rate, which is calculated based on a percentage of our member shares and deposits. The amount of credit union deduction fluctuates from year to year depending on the size of our member shares and deposits.

<i>(millions of dollars)</i>		2020	2019	2018	2017	2016
Federal taxes	\$	15.9	13.8	19.2	9.2	3.9
Provincial taxes	\$	3.3	7.4	3.1	2.2	1.7
Total taxes paid or payable	\$	19.2	21.2	22.3	11.4	5.6
Current tax expense	\$	13.5	16.8	18.0	18.6	5.9
Deferred tax expense	\$	(10.2)	(4.7)	(8.5)	7.7	9.3
Total income tax expense	\$	3.3	12.1	9.5	26.3	15.2

Loss utilization: The ability to obtain relief for losses incurred in prior years. This is subject to tax laws and may be different from accounting rules governing when losses can be recognized.

Affordable housing (103-1, 103-2, 103-3)

At Vancity, we hear from our members every day that access to affordable housing is among their most pressing concerns. It's affecting their quality of life and the well-being of our communities.

In British Columbia, there is a backlog of nearly 80,000 new rental units needed to address current demand for affordable rental housing. The province needs an average of 7,000 new rental units a year to accommodate for projected growth in population. In our own trade region, almost half of renter households are paying more than 30% of their income on rent and utilities. And significantly, one in five renter households in Metro Vancouver are spending more than half their income on rent and utilities, leaving them with little disposable income. Our members include these renter households. Our members also include community housing operators who are working to support people living along the housing continuum from emergency and homeless shelters, through to transitional housing, subsidized housing, co-operative housing, below market rental housing, life leases, and property ownership.

For more on our approach to affordable housing, see [2020 Annual Report](#), 'Affordable housing,' p. 23.

[Affordable housing](#)

See performance data under [Access to basic financial services for everyone](#), p. 6.

Examples of Vancity’s collaboration with other organizations in support of affordable housing in 2020 (SDG-11)

Organization	Description of collaboration with Vancity
Vancity Pre-Development Fund	Vancity’s Pre-Development Fund (PDF) fills a critical capital gap for the community housing sector by providing low cost, patient loans that help to advance project development planning. The PDF has provided \$23 million in pre-development and pre-construction loans, which delivered 54 affordable housing projects developed by 29 not-for-profit partners who now operate 3,890 affordable, purpose-built rental homes. The fund received contributions from Vancity Community Foundation, CMHC, Interior Savings Credit Union, and other private and institutional investors.
Catalyst Community Developments Society	Catalyst Community Developments Society developed purpose-built affordable rental housing projects that were supported by the Vancity Pre-Development Loan Fund. These projects were developed on branch sites being leased by Vancity and will deliver almost 150 rental homes affordable to households earning less than 100K per year paying no more than 30% of their income on housing costs.
BC Non-Profit Housing Association	Vancity collaborated with the BC Non-Profit Housing Association on integrating an affordable housing workshops series into their broader education program that they offer to their membership. These workshops are delivered in partnership with Vancity Community Foundation and are designed to coach community housing providers and landowners on creating a vision for their real estate assets that maximizes affordable housing in their development projects. This workshop series was converted to an on-line offering in response to COVID-19 restrictions.

Paying a living wage (103-1, 103-2, 103-3)

As well as being Canada’s largest living wage employer, we’ve been calling on other organizations to join the living wage movement and are pleased to have been involved in a number of credit unions across the country joining the campaign. In 2020, the Living Wage for Families campaign in B.C. certified 45 new Living Wage Employers, reaching a milestone of 200.

Entry-level employee hourly wage compared with British Columbia’s living wage (202-1, 203-2) (SDG-8)

Vancity is a certified living wage employer . Hourly rates are reviewed annually and living wage rate adjustments are made accordingly. The Metro Vancouver living wage was \$19.50 per hour in 2020, inclusive of benefits. This is the minimum hourly rate that would be paid to meet basic living needs.

Vancity includes benefits in addition to base pay as part of a total compensation package. This means the equivalent hourly living wage we need to pay employees to be living wage compliant is reduced to reflect "credit" for these benefits.

We are fully compliant in paying eligible employees (full time, part time and casual employees) a living wage. Employers are allowed to have a small number of trainees or student co-ops that are not eligible for the living wage. We’re also working closely with key suppliers and contractors to support them in paying their employees a living wage.

The living wage rate remained the same in 2020 at \$19.50 / hr. Vancity continued to pay its contracted suppliers, existing contracts, and new contracts the living wage rate of \$20.91/hr; and its permanent employees at the rate of \$21.74 /hr, which is above the Metro Vancouver living wage rate. Some new suppliers’ contracts reflect the current Living Wage rate of \$19.50. The Living Wage for Families Campaign did not calculate a revised rate for 2020 given the unique circumstance of the pandemic. For more on our approach, see [2020 Annual Report](#), ‘Paying a living wage,’ p. 23.

 Living wage livingwageforfamilies.ca

Metro Vancouver Living Wage standard (SDG-8)

		2020	2019	2018	2017	2016
Metro Vancouver hourly living wage, including the value of benefits	\$	19.50	19.50	20.91	20.62	20.64
Equivalent hourly living wage requirement for Vancity, adjusted to reflect the value of benefits which we provide to permanent employees in addition to base pay	\$	17.08	17.08	17.82	16.79	16.79

Vancity entry level employee hourly wage for permanent employees

		2020	2019	2018	2017	2016
Permanent entry level employee	\$	17.08	17.08	17.82	16.80	16.80
Permanent entry level employee hourly value of benefits	\$	3.83	3.83	3.83	3.88	3.88
Permanent entry level employee hourly wage plus value of benefits	\$	20.91	20.91	21.65	20.68	20.68

Vancity entry level employee hourly wage for non-permanent/contract employees

We don't provide non-permanent employees with benefits, with the exception of a vacation allowance. In 2020, we paid non-permanent employees a minimum of \$20.50 plus a vacation benefit. Living wage assumes a minimum amount of vacation time off or equivalent vacation paid in lieu (equivalent to 70 hours). Vancity offers vacation time or vacation time in lieu equivalent to 105 hours (35 hours in excess of the living wage ceiling). The additional week that Vancity offers our employees is considered a benefit that is equivalent to \$1.23/hr.

		2020	2019	2018	2017	2016
Non-permanent entry level employee hourly wage	\$	20.50	20.50	20.50	20.12	20.12
Non-permanent entry level employee hourly value of benefits (vacation allowance)	\$	1.23	1.23	1.23	0.56	0.56
Non-permanent entry level employee hourly wage plus vacation allowance	\$	21.73	21.73	21.73	20.68	20.68

Vacation benefit is based on vacation leave available to employees beyond 70 hours.

Governance (102-29, 102-30, 102-31)

For our approach see [2020 Annual Report](#), 'Governance,' p. 25.

- 🔗 Values-based banking vancity.com/ValuesBasedBanking
- 🔗 Co-operative model vancity.com/CooperativeModel
- 🔗 Board of Directors vancity.com/BoardofDirectors, including meeting attendance vancity.com/BoDAnnualReporting

The Board of Directors has overall responsibility for the establishment and oversight of Vancity's risk management framework. The Board has established six committees to oversee and manage Vancity's exposure in specific areas of risk. The Risk Committee's role is to provide effective oversight and advice to the Board in relation to current and potential future risk exposure and future risk strategy. It ensures management has established, and follows, an enterprise risk management framework which includes the establishment of risk appetite by risk dimension and appropriate policies with respect to the risks to be taken, the level of risks and the monitoring of compliance to those policies. It meets at least four times a year and reports to the Board.

- 🔗 Board Committees vancity.com/Committees

The Board considers the legitimate interests that stakeholders such as employees, suppliers, members and communities may have in Vancity. It calls on expert advice to offer an opinion when required. It receives reports of insights from various engagements with members and others, such as results of surveys and focus groups. All this may influence Directors' views of risks and opportunities. A senior management committee structure provides effective oversight and risk management of the principal risks affecting Vancity. The Risk Management Committee consists of: the Chief Executive Officer; Chief Risk Officer; Chief Financial Officer, Vice President Government Relations, Public Affairs & Community Investment, CEO Vancity Community Investment Bank, Chief Member Services Officer, Chief Technology & Information Officer, Chief Human Resources Officer.

Board diversity (102-22, 103-1, 103-2, 103-3, 405-1)

According to the Canadian Board Diversity Council's [2018 Annual report card](#) for FP500 Boards, women comprise 24.5% of Boards. Based on self-reporting, the

report card showed 5.9% belonging to a visible minority group, 7.6% aged 30-49, 92.4% aged 50 and over and 0% under 30. The representation of women on boards in the finance and insurance sector accounted for 33.1%.

		2020	2019	2018	2017	2016
Women	%	56	78	89	89	89
Aged under 30	%	0	0	0	0	0
Aged 30-50	%	44	44	33	33	44
Aged over 50	%	56	56	67	67	56
Person with a disability	%	0	0	n/a	n/a	n/a
Indigenous person	%	11	0	n/a	n/a	n/a
Black, Person of Colour	%	56	44	44	33	33
LGBTQAI2S+	%	22	11	n/a	n/a	n/a

Vancity's Board of Directors is elected by our members. Data is based on nine board members. Additional Board of Directors diversity segment tracking was introduced in 2019.

Member participation in elections and other engagement (102-43)

Board elections

- 🔗 Elections vancity.com/Election

		BM	2020	2019	2018	2017	2016
Number of eligible members who voted	#		31,070	13,461	14,770	18,331	17,916
Percentage of eligible members who voted	%	1.6	6.4	2.8	3.2	4.1	4.4

Benchmark (BM) source: Central 1 Credit Union, 2010 AGM Study for Canadian Credit Unions.

Engagement

Engagement builds trust and strengthens relationships. It also helps us understand our business better, including identifying risks and highlighting opportunities. For more on our approach to engagement with members, see '[Member feedback and service satisfaction](#)' on p. 4.

For engagement with members and employees on our annual reports and our use of AccountAbility AA1000 Principles see [‘Material topics and determining report content,’](#) p. 38.

Percentage of members surveyed who rate Vancity 9 or 10 out of 10 for ensuring they have a say in Vancity’s growth and future direction

		2020	2019	2018	2017	2016
Personal members	%	50	43	37	44	41

Examples of how we engage with our stakeholders (102-40, 102-43)

Members are both Vancity’s owners and customers, and our most important and influential stakeholders. Other key stakeholders include employees (who are also members and owners), the communities in which we operate and our regulators.

We use a variety of formal and informal approaches to gather feedback, discuss issues and collaborate with members, employees, peers, community groups and thought-leaders. Many of our employees, leaders and Board Directors meet regularly with members through their day-to-day work, at community events or through volunteering.

Key stakeholders and ways we engaged with them in 2020	
Members	<p>Insights: Online member panel, post-transactional surveys, focus groups, social media and 1-1 in-depth member interviews.</p> <p>One-on-one: through our branches, by phone, in writing and online, our employees are available to listen and respond to members. Providing financial literacy workshops for retail and business members (Each One, Teach One, etc.)</p> <p>Co-operative governance: members can speak with Directors, be a candidate in and vote in Board Director elections, and attend and make resolutions at the Annual General Meeting</p>
Employees	<p>Insights: Surveys, interviews, focus groups</p> <p>Internal engagement: intranet, manager/divisional/ team meetings, Orientation-Immersion, quarterly performance updates with executive and managers, surveys, focus groups, executive branch visits</p> <p>One-on-one: managers are encouraged to meet regularly with their direct reports and also their direct reports’ direct reports.</p>

Community	<p>Insights: surveys and focus groups on an ad hoc basis</p> <p>Partnerships: Longstanding partnerships with many community groups</p> <p>One-on-one: meet regularly with community groups. Provide grants and sponsorships to not-for-profits and community groups. Regularly participate in community events. Many Vancity employees sit on the Boards of community groups or are involved in working groups.</p>
Regulators	Meet and correspond regularly with our regulators. Formally report on performance and respond to their questions.
Other stakeholders and ways we engaged with them in 2020	
Competitors and peers	Work with peers on issues of common interest through industry and other working groups and committees, including Central 1 and the Global Alliance for Banking on Values
Suppliers and business partners	“Request for proposal” process. Ethical Principles for Business Relationships. Our supplier relationship managers have meetings as needed to discuss contractual obligations and delivery, as well as providing information on becoming a Living wage employer
Public interest groups	Fund and/or work together on advocacy initiatives. Monitor and respond to specific issues as they are raised.

Identifying stakeholders (102-42)

We last revised our categorization of stakeholders in 2011 when we undertook a comprehensive inventory of how we engaged with stakeholders. We conducted a formal stakeholder mapping exercise in 2009 as part of an in-depth materiality process.

Key topics and concerns that have been raised through engagement (102-44)

For topics members raised in discussion and rated most important for Vancity to focus on, see [‘Material topics and determining report content,’](#) p. 38.

For which stakeholders are most impacted by each topic and where to find our responses to material topics raised, see [‘Material topics and boundaries,’](#) p. 39.

Risk management

We see risk management as an opportunity to generate insights and achieve positive impact on a large scale. We need to maintain our reputation as a leader in driving social change through a disciplined approach to decision making and focused attention on reputational impact. We also need to ensure members continue to have confidence in Vancity.

In fulfilling our vision, we take calculated risks to seize opportunities to fulfill our strategic intent, while rigorously managing risks that could potentially harm or disrupt our community ecosystem of members, communities, and Vancity. To ensure our business model is sustainable, we have a low risk appetite in areas that would not add value for our members and/or those that could lead to breaching regulatory requirements or excessive financial or reputational risk. However, we willingly accept greater risk in other areas that enables us to innovate and advance us to meeting our strategic objectives. In other words, we clearly articulate the amount of acceptable risk we want to take in each of our risk dimensions. We recognize that our risk appetites are different for each area of the business and require specific risk appetite statements and metrics for each.

In 2020, we continued to improve and evolve Vancity's Enterprise Risk Management (ERM) program. Most notably, we revised the Risk Appetite Framework by increasing alignment with our strategy and added risk indicators with set risk tolerance limits. The risk indicators act as a "warning system" to notify if and when we are trending outside of our desired risk tolerance. The practicality of this framework comes to life when leaders across the organization can use it as a tool to recognize when we may be falling outside of our risk appetite under specific risk dimensions. And when reviewing strategic projects, it may be the case that a project breaches the risk appetite of one or two risk dimensions. In this scenario, it does not mean the project is now deemed no-go, it just means that we are aware that we are taking more risk in a certain area but at least this drives an "eyes wide open" approach to our decision-making process. To keep a balanced focus on innovation, strategy and risk, our executive-level decision-making structure is designed to look at our strategy and our need for innovation with a deeper understanding of risk. This gives us the ability to be bolder, within the parameters of our regulatory requirements as defined in our risk appetite framework.

Lending (102-11)

Because we have deep roots in relationship banking and understand the needs of the real economy, we see some risks differently.

We manage key lending risks, including social and environmental risks, through our lending and investment policies, which are aligned to our Ethical Principles for Business Relationships. Beyond risk management, we take a proactive approach to lending and seek to do more business with organizations that benefit their communities.

Our Lending Policy requires us to consider social and environmental issues. Environmental risk procedures require employees to exercise due diligence in identifying environmentally risky situations. Loan underwriting must include an assessment of the potential financial, legal and reputational risks associated with these issues. We reserve the right to decline financing for business/commercial activities that, while technically in compliance with laws and regulations, may have significant adverse environmental or social consequences.

Social and environmental risks of business banking loans and commercial mortgages are assessed at the time of the loan application, guided by our Ethical Principles for Business Relationships and lending policies, and subject to environmental due diligence. When managing risk for lending to any type of business, we take additional precautions, such as more frequent and in-depth monitoring. For commercial mortgages and our larger business banking loans, site and/or business visits are a mandatory pre-funding condition. These visits can identify environmental and social issues.

Our personal, commercial and business lending areas are subject to internal audits scheduled based on the degree of risk they pose. To the extent that regulatory and strategic risks are addressed by environmental and social policies, the controls that ensure compliance are reviewed and tested by Internal Audit, as required. Staying abreast of changes in the external environment and developing the capabilities necessary to address these is integral to maintaining our professional standards. Online training on the Ethical Principles for Business Relationships is available to all employees.

Business and commercial loan portfolio (dollars outstanding) by North American Industry Classification System (FS6) (PAS)

In 2020, 9% of all business loans were approved outside of British Columbia through Vancity Community Investment Bank.

		2020	2019	2018	2017	2016
British Columbia						
Accommodation and food services	%	3	3	3	2	2
Construction	%	12	15	17	12	9
Health care & social assistance	%	4	3	3	3	3
Manufacturing	%	1	1	1	2	2
Other	%	9	10	11	6	6
Other services	%	6	5	5	4	4
Professional, scientific & technical	%	2	2	2	1	1
Real estate, rental & leasing	%	61	57	54	65	70
Retail trade	%	1	1	1	1	1
Transportation & warehousing	%	1	1	1	1	1
Wholesale trade	%	2	2	1	1	1
Outside of British Columbia (Vancity Community Investment Bank)						
Construction	%	6	11	11	8	4
Health care and social assistance	%	1	1	0	0	0
Real estate, rental & leasing	%	90	88	89	92	96
Other	%	3	-	-	-	-

2019 figures updated due to previous error in classification. Percentages may not add up to 100% due to rounding.

Climate change risk

As a pioneer of values-based banking, Vancity has long recognized climate change and society's response as critical issues. We believe the need for climate action is urgent, and we are committed to advancing the transition to low-carbon future.

This is Vancity's second report aligned to recommendations of the Financial Stability Board's Task Force on Climate-Related Financial Disclosures (TCFD). It covers our approach to managing climate-related risks and opportunities. Vancity reports out on the recommendations of the Financial Stability Board's Task Force on Climate-Related Financial Disclosures (TCFD) which covers our approach to managing climate-related risks and opportunities.

See [2020 Annual Report](#), 'Climate risks: TCFD report,' p. 45.

Board and senior management pay

Board remuneration (102-35, 102-36, 102-37)

Director remuneration is usually approved every three years by the membership at the Annual General Meeting (AGM).

The Directors' Remuneration ad hoc Committee reviews Director remuneration and makes a recommendation to the membership for approval. This Committee comprises three appointed general members who are unaffiliated with, and independent from, the Vancity Board of Directors. The committee reviews Board Directors' remuneration to ensure it continues to be appropriate for the credit union and reflective of the level of responsibility our Directors hold, and the expertise and time it takes to carry out those responsibilities.

For more on our approach to Directors' remuneration, including each Director's remuneration and expenses, see vancity.com/BoDAnnualReporting

Senior management and CEO compensation (102-35, 102-36)

The Board of Directors has the responsibility for monitoring and evaluating the performance of our President and Chief Executive Officer (CEO) and for determining the President and CEO's compensation. The Board sets a compensation philosophy for Vancity and ensures that the compensation for the President and CEO, and senior management, is appropriate in relation to organizational needs and sector comparisons. The Board's Human Resources Committee leads the evaluation and compensation process for the President and CEO.

See [2020 Annual Report](#), 'Senior management and executive compensation,' p. 27.

[CEO compensation](#)

President and Chief Executive Officer compensation

The decrease in total CEO compensation is due to the change in CEO halfway through the year. As a result, the outgoing CEO was not paid any short-term or long-term incentives. The interim CEO's short and long-term incentives were substantially lower due to prorating and a lower salary base.

		2020	2019	2018	2017	2016
Total compensation	\$	720,973 ¹	1,050,152	1,040,078	1,028,046	990,022

The B.C. Financial Services Authority (BCFSA), is British Columbia's regulatory agency for credit unions. BCFSA's compensation definition includes: base pay and variable pay (short- and long-term incentive plan) and excludes pension and benefits/perks.

¹ Total compensation is prorated to reflect 26 pay periods instead of 27 that occurred in 2020 to provide suitable comparison to previous years.

President and Chief Executive Officer compensation compared with lowest entry-level employee compensation

The change in CEO halfway through the year and resulting compensation impacts noted above impacted the following ratio.

		2020	2019	2018	2017	2016
Ratio of Vancity's CEO compensation to our lowest paid permanent full-time employee	#	18	28	28	28	29

CEO compensation includes: base pay and variable pay (short- and long-term incentive plan) and excludes pension and benefits/perks.

Entry-level employee compensation includes base pay and profit share and excludes benefits.

President and Chief Executive Officer annual compensation compared with median annual compensation for all employees (102-38)

The median employee pay is the pay of the employee in the middle, when employee pay is ranked from highest to lowest. Many organizations focus on the ratio of Chief Executive Officer pay to median employee pay.

The change in CEO halfway through the year and resulting compensation impacts noted above impacted the following ratio.

		2020	2019	2018	2017	2016
Ratio of Vancity's CEO compensation to median annual total compensation for all employees	#	10	15	15	15	15

GRI's compensation definition for our President and Chief Executive Officer includes: base pay, variable pay (short- and long-term incentive plan) and benefits/perks. It excludes pension. Median employee compensation includes base pay, profit share or variable pay and benefits.

President and Chief Executive Officer percentage increase in annual total compensation compared with median annual percentage increase in annual total compensation for all employees (102-39)

The change in CEO halfway through the year and resulting compensation impacts noted above significantly impacted the following ratio.

		2020	2019	2018	2017	2016
Ratio of Vancity's CEO percentage increase in annual total compensation to median annual percentage increase in annual total compensation for all employees	#	-6.2	0.6	0.6	4.5	1.0

GRI's compensation definition for our CEO includes: base pay, variable pay (short- and long-term incentive plan) and benefits/perks. It excludes pension. Median employee compensation includes base pay, profit share or variable pay and benefits.

Privacy (103-1, 103-2, 103-3)

Privacy issues are handled by our Corporate Privacy Office, which is overseen by our Chief Privacy Officer.

Protecting members' information vancity.com/PrivacyAndSecurity

Breaches of privacy and losses of member or client data (418-1)

In 2020, the number of substantiated incidents increased from 2019. This is likely due to an increased awareness of the need to report privacy breaches to the Corporate Privacy Office, stemming from improved privacy training. Reasons for breaches generally include misdirected emails and letters, vendor or employee error.

		2020	2019	2018	2017	2016
Total substantiated reports and privacy breaches	#	121	102	71	96	14
Received from outside parties	#	108	96	68	86	12
Complaints from regulatory bodies	#	0	0	0	0	0
(Internally) identified leaks, thefts or losses of customer data	#	13	6	3	10	2

Percentage of employees who complete privacy training (205-2)

All employees are required to complete the online privacy training annually. Due to leaves of absence and employee turnover, it is not possible to obtain 100% within a reporting year.

In 2020, changes were implemented to improve compliance course completion by implementing a process to routinely monitor activities and by increasing the frequency of shorter courses.

		2020	2019	2018	2017	2016
Employees who completed training	%	98	91	93	92	78

Data prior to 2020 is not comparable due to a change in methodology.

Compliance (103-1, 103-2, 103-3)

Vancity is regulated by the B.C. Financial Services Authority (BCFSA), an agency of the B.C. government. Vancity Community Investment Bank is federally regulated by the federal Office of the Superintendent of Financial Institutions (OSFI). Citizens Trust is regulated both provincially by BCFSA and federally by OSFI.

Our goal is to be aware of and have procedures in place to check compliance with applicable laws, regulations, legislation and codes of conduct. As part of the normal course of business, Vancity occasionally faces legal proceedings. Updates on significant litigation are reported to the Board's Audit Committee quarterly. Provisions are recorded in the financial statements where appropriate.

For our policies on money laundering and terrorist financing, see

vancity.com/MoneyLaunderingTerroristFinancing

Percentage of employees who reviewed and signed Vancity's Code of Conduct (102-17, 205-2)

It is the responsibility of each employee to act in accordance with the respective Code of Conduct standards in addition to any other professional code of ethics and standards of practice to which an employee is bound. The Code sets out the reporting responsibilities of employees, should they observe anything that appears to violate its terms. All employees must review and complete an e-learning module, and consent to the Code of Conduct annually. These activities are routinely monitored through an established process. We have selected ClearView Strategic Partners Inc. to provide a secure 3rd party reporting system that allows employees to anonymously report on unethical conduct and conflict of interest scenarios.

In 2020, the annual Code of Conduct declaration resulted in a return rate of approximately 97%. The desired state is a 100% return rate. Due to various leaves of absence and employee turnover, some inherent challenges exist in achieving this outcome. We continue to work with people leaders to highlight the importance of ensuring that employees understand and abide by the Code.

		2020	2019	2018	2017	2016
Employees who signed Vancity's Code of Conduct	%	97	96	92	90	92
Signed by non-management	%	97	96	92	90	91
Signed by management	%	99	95	95	90	97
Signed by senior management	%	96	88	77	88	91

Number of internal fraud incidents investigated (205-3)

Employee dishonesty is covered in the security training given to new employees whose jobs require it. Representatives from our Corporate Security department periodically meet with groups of branch managers to raise awareness of employee dishonesty and provide guidance in managing incidents. Our Employee Dishonesty policy requires that all incidents of employee dishonesty are reported for investigation. If substantiated, the employee could be dismissed. We report incidents of employee dishonesty and/or breach of conduct to the Audit Committee and Governance and Conduct Review Committee, who monitor for any significant breakdown in controls and/or business ethical issues.

There were two substantiated incidents in 2020, all resulted in progressive discipline, warning and/or termination.

		2020	2019	2018	2017	2016
Substantiated incidents	#	4	3	4	4	2

Internal fraud can include: mismanagement of personal accounts, member account compromise, misrepresentation of facts and theft of cash.

Legal actions and incidents of non-compliance

(206-1)

		2020	2019	2018	2017	2016
Total number of legal actions for anti-competitive behaviour, anti-trust and monopoly practices and their outcomes	#	0	0	0	0	0

1 Incident reported in 2014 was still pending as of Dec 31, 2020

(307-1, 419-1)

Monetary value and description of significant fines and non-monetary sanctions for non-compliance with laws and regulations, including environmental laws and regulations and concerning the provision and use of products and services	Nothing to report between 2016 to 2020
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(417-2, 417-3)

	2020	2019	2018	2017	2016
Total number of incidents of non-compliance with regulations and voluntary codes concerning (a) marketing communications, including advertising, promotion and sponsorship, or (b) product and service information and labelling	0	0	0	1	0

Reporting principles and other information

Reporting principles

We apply the following principles to the data we report:

- We report data for Vancity unless otherwise stated. Vancity refers to Vancouver City Savings Credit Union and its subsidiaries – see [2020 Annual Report](#) ‘Structure and executive leadership team,’ p. 28.
- We report data for the calendar and fiscal year January 1 to December 31 with the following exception: we report energy and water data for the previous year’s fourth quarter to the current year’s third quarter. (For example, 2020 energy data is reported for the period October 1, 2019 to September 31, 2020).
- We include five years of data where comparable and available (for new indicators added in the reporting year as well).
- If data increases or decreases by a material amount from the prior year, or if over five years data is trending up or down, we include an explanation in the accountability statements or in the business review of Vancity’s [2020 Annual Report](#). We consider a material amount to be either +/- five per cent, or an amount we or our third-party survey providers consider to be a statistically significant variance for survey results.
- We include external industry benchmarks from sources we consider to be reliable, where meaningful and available, to provide context for our performance.
- We disclose in the table notes if data is estimated or based on extrapolation, and we provide details of the estimation or extrapolation.
- For relevant disclosures, we follow the protocols contained in the GRI’s sustainability reporting standards unless otherwise stated. When requirements under the protocols change, we restate data and include a minimum of three years of data, where available.
- We’re continuously improving our non-financial data tracking and reporting processes. Sometimes this means that while data quality improves, we may lose comparability of data over time. In these cases, historical data is either omitted, recalculated (if possible) or included with an appropriate table note if we think showing the historical data is of value. We indicate restatements and omissions of data in the table notes.

Survey data

The following describes some of the key surveys we use to gather data.

Member relationship health survey: A confidential telephone/email survey conducted monthly by Panalytics Research. We report an annual (average of all quarters) score of percentage of members responding nine or ten from a scale of one to ten. We interviewed over 1,900 members in 2020. See data tables with specific scores, margins of error and levels of confidence.

Member Services Centre quality tracking survey: A telephone survey administered by SQM Group. Call centre customer satisfaction (CSat) is the percentage of members who answered “very satisfied” (top box response) about their overall call centre experience. We report a year-to-date (as of December 31) cumulative score. The margin of error in 2020 was +/- 1.8%.

Vancity transportation survey: An annual confidential online commuting survey administered in the fourth quarter of the year by Acuere Consulting. We report the percentage of employees responding that they took a sustainable mode (walk, bike, carpool, transit) in their work commute. The margin of error was not available.

Employee Engagement Score: The score is derived by Kincentric (survey administrator) as the percentage of employees with a score of 4.5 out of 6 on six standard questions asked in the survey.

Verification of key performance and impact data

The 2020 data for performance and impact measures, below in **bold**, were verified to a reasonable level of assurance. The remaining measures were verified to a limited level of assurance by KPMG LLP. We selected these measures to be assured because they are strategic measures with organizational targets and relate to our material topics, where quantifiable.

- **Membership growth %**
- **Satisfaction with overall service delivery (9s and 10s out of 10)**
- **Employee engagement score**
- **Return on average members' equity (business results)**
- **Return on average members' equity (after Shared Success)**
- **Total assets**
- **Total assets under management or administration**
- **Triple bottom line assets under administration total**
- **Triple bottom line assets under administration growth as a % of total growth**
- **Net income before tax and distribution**
- **Efficiency ratio**
- Percentage of employees who self-identify as Indigenous
- Total operational GHG emissions
- Tonnes of operational GHG (tCO2e) per employee (FTE) - Employee carbon footprint
- Recertify our operational footprint as carbon neutral
- Recertification as a living wage employer
- Waste per employee (FTE)
- Water use per employee (FTE)

We have included detailed explanations of the methodology used to measure our performance and impact throughout these accountability statements, in the [glossary](#) and in the [greenhouse gas handbook and inventory report](#).

See full assurance statement on p. 31 of Vancity's [2020 Annual Report](#).

Changes in measures from 2019 (102-49)

The following list includes measures we added or discontinued in 2020.

Added, because it was added as a target in the 2020 business plan:

- Triple bottom line assets under administration as a % of total growth

Discontinued, because they were not 2020 business plan targets:

- Likelihood to recommend

Material topics and determining report content (102-46)

We follow a number of international reporting standards and frameworks and we include specific material topics in our annual reporting, placing greater emphasis on the most material.

Under the AA1000 AccountAbility Principles Standard, material topics “influence the decisions, actions or behaviour of stakeholders or the organization itself.” The Integrated Reporting Framework requires that we include “information about matters that substantively affect the organization’s ability to create value over the short, medium and long term.” Similarly, this report and the accountability statements include “topics that reflect the organization’s significant economic, environmental and social impacts; or substantively influence the assessments and decisions of stakeholders,” as laid out by the Global Reporting Initiative’s (GRI) Sustainability Reporting Standards.

Each year we review and update the set of material topics and corresponding measures to include in our annual reports. To inform our annual review, we maintain a running list of relevant topics, which captures key risks, opportunities and events. It includes topics that affect or could affect Vancity’s direct short-term financial performance, our ability to deliver on our vision and strategic priorities, or our ability to create value or positive impact in the long term.

We include the most material information in our integrated annual report, and supplementary information in these accountability statements, the [Consolidated financial statements](#), [Greenhouse gas handbook and inventory report](#) and a [Glossary](#).

For 2020’s reporting, we focused on the priorities our members asked us to concentrate on. These member priorities – financial literacy, access to basic financial services, affordable housing, the living wage and household and personal debt – influenced our choice of material topics.

Our business strategy and discussions with Board Directors and executives also informed the choice of material topics. We considered feedback on our previous reporting from member and employee focus groups and surveys. Members told us our reporting covers topics they want to know about.

The Audit Committee of the Board of Directors receives the annual report plan (which includes topics to be disclosed) and the corresponding set of performance measures. The Board approves the annual report and accountability statements prior to their release. Our external assurance provider also conducts its own process as part of its AccountAbility AA1000 assurance procedures to ensure we have determined the relevance and importance of topics to Vancity and key stakeholders and have prioritized the material topics and responded to them strategically.

Our Annual report is aligned with the [International Integrated Reporting Framework](#) and is also prepared, including the accountability statements, in accordance with the [Global Reporting Initiative’s \(GRI\) Sustainability Reporting Standards](#), Core option.

Material Topics and boundaries (102-47, 103-1, 103-2, 103-3)

We feel it’s important to use the same language in our public reports as we use internally. We’ve translated the topics included in the GRI Sustainability Reporting Standards into those material topics that make sense to Vancity and our members. For each topic, we’ve identified where its main impacts occur. We used this to decide the boundaries of what to report for each topic, with higher priority topics receiving more coverage in the integrated annual report and additional disclosures in these accountability statements.

Vancity’s material topics	GRI Topics	Impact boundaries		Page references	
		Within Vancity*	Outside Vancity	Accountability Statements	Annual Report
People					
Membership profile and growth	-	Yes	Members and their communities, regulators, competitors and peers	3	9
Member well-being and service experience	Economic: Indirect economic impacts Human rights: Non-discrimination Human rights: Human rights grievance mechanisms Society: Anti-corruption Product responsibility: Product and service labeling Product responsibility: Customer privacy Product responsibility: Product portfolio	-	Members, clients and the communities in which they live and work; regulators	4	9
Technology	-	Yes	Members, employees, regulators, suppliers	5	10
Financial literacy	Economic: Indirect economic impacts Product responsibility: Product and service labeling	-	Members and their communities	5	10
Access to basic financial services for everyone	Economic: Indirect economic impacts Society: Local communities Product responsibility: Product portfolio	-	Members and their communities	6	10
Employee talent and well-being	Labour: Employment Labour: Labour/management relations Labour: Occupational health and safety Labour: Training and education Labour: Diversity and equal opportunity Labour: Equal remuneration for women and men Labour: Labour practices grievance mechanisms Human rights: Investment Human rights: Non-discrimination Human rights: Human rights grievance mechanisms	Yes		9	11
Planet					
Environmental sustainability	Environmental: Materials Environmental: Energy Environmental: Water	Yes	Members and their communities, suppliers and business partners, the environment around our operations	15	14

	Environmental: Emissions Environmental: Effluents and Waste Product responsibility: Product portfolio				
Building healthy communities	Economic: Economic performance Economic: Market presence Economic: Indirect economic impacts Economic: Procurement practices Environmental: Supplier environmental assessment Labour: Supplier assessment for labour practices Human rights: Supplier human rights assessment Society: Local communities Society: Supplier assessment for impacts on society Product responsibility: Product portfolio Product responsibility: Active ownership	-	Members, clients and their communities; suppliers and business partners	21, 22, 23, 24	16, 17, 18
Prosperity					
Financial performance	Economic: Economic performance Product responsibility: Audit	Yes	Members and their communities, regulators, competitors and peers	25	20
Affordable housing	Economic: Indirect economic impacts Product responsibility: Product portfolio	-	Members and their communities	27	23
Governance					
Governance	Environmental: Compliance Labour: Diversity and equal opportunity Society: Anti-corruption Society: Public Policy Society: Anti-competitive behaviour Society: Compliance Product responsibility: Product and service labeling Product responsibility: Marketing communications Product responsibility: Compliance	Yes	Members, regulators, competitors and peers	30	25

*Material topics apply to operations for Vancity and its subsidiaries.

Global Reporting Initiative content index (102-55)

This report has been prepared in accordance with the GRI Standards: Core option. We also report against select Financial Services Sector disclosures.

Global Reporting Initiative Sustainability Standards <https://www.globalreporting.org/standards>

The page numbers below refer to this document (2020 accountability statements), unless noted otherwise. See documents at vancity.com/AnnualReport.

AR = 2020 Annual Report

FS 2020 = consolidated financial statements

For information on External Assurance see KPMG's Independent Assurance Report on p. 31 of the 2020 Annual Report and Verification of Key performance and impact data, p. 8.

Disclosure	Description	Page number
GRI 102: General Disclosures 2016		
Organizational profile		
102-1	Name of the organization	AR p. 6 Business model
102-2	Activities, brands, products, and services	AR p. 6 Business model
102-3	Location of headquarters	AR p. 6 Business model
102-4	Location of operations	AR p. 6 Business model
102-5	Ownership and legal form	AR p. 6 Business model
102-6	Markets served	AR p. 6 Business model
102-7	Scale of organization	AR p. 7 Business model
102-8	Information on employees and other workers	Employee profile and position status for all employees (headcount), by gender, p. 9 We report on our significant location of operations in B.C. We have one employee in Alberta and twenty-three employees in Ontario. We do not track self-employed consultants. There are no significant seasonal fluctuations in our employee numbers.
102-9	Supply chain	Buying local, p. 21
102-10	Significant changes to the organization and its supply chain	Changes in supply chain, p. 21
102-11	Precautionary Principle or approach	Lending, p. 32
102-12	External initiatives	Externally developed economic, environmental and social charters, principles, or other initiatives to which we subscribe or endorse, p. 20
102-13	Membership of associations	Key memberships in associations and advocacy organizations, p. 20
Strategy		
102-14	Statement from senior decision-maker	AR p. 3 Message from the Chair AR p. 4 Message from the CEO
102-15	Key impact, risks, and opportunities	AR p. 6 Business model AR p. 7 Operating context and strategic priorities AR p. 8 Targets and results AR p. 9 Member well-being and service experience AR p. 16 Advocacy
Ethics and integrity		

102-16	Values, principles, standards, and norms of behavior	AR p. 6 Business model Vision and business model
102-17	Mechanisms for advice and concerns about ethics	Percentage of employees who reviewed and signed Vancity's code of Conduct, p. 35
Governance		
102-18	Governance structure	Governance structure All committees have responsibilities related to decision-making on economic, environmental and social impacts. vancity.com/Committees
102-20	Executive-level responsibility for economic, environmental, and social topics	Members of the Executive Leadership Team , including the CEO (who is accountable to the Board of Directors), each have and/or share accountabilities relating to economic, environmental and social topics.
102-21	Consulting stakeholders on economic, environmental, and social topics	See Rule 4.11 . Special Resolutions can also be brought forward by the membership under the Credit Union Incorporation Act S.77 (1). Information regarding this is disseminated to the members in the Election Bulletin, printed in April every year.
102-22	Composition of the highest governance body and its committees	Board diversity, p. 30 All Board Directors are non-executive and independent. Directors' background information is included only if they choose to disclose it voluntarily. vancity.com/Committees vancity.com/BoardofDirectors
102-23	Chair of the highest governance body	The Chair is not an executive officer of the organization.
102-24	Nominating and selecting the highest governance body	See election process and desired skills and attributes of directors, vancity.com/Election
102-25	Conflicts of interest	The Governance Committee has accountability for establishing and monitoring processes around conflicts of interest and set out in Its terms of reference. In addition, the Board has established a Conflict of Interest Policy (for internal use only). vancity.com/Committees
102-26	Role of the highest governance body in setting purpose, values, and strategy	Board's role in setting purpose, values and strategy are in its Terms of Reference. vancity.com/GoodGovernance
102-27	Collective knowledge of the highest governance body	See Professional development vancity.com/GoodGovernance https://www.vancity.com/SharedContent/documents/Governance/director_professional_development.pdf
102-28	Evaluating the highest governance body's performance	See Commitment to Vancity's success vancity.com/GoodGovernance
102-29	Identifying and managing economic, environmental, and social impacts	Governance, p. 30
102-30	Effectiveness of risk management processes	Governance, p. 30
102-31	Review of economic, environmental, and social topics	Governance, p. 30
102-32	Highest governance body's role in sustainability reporting	The Board of Directors, on recommendation from the Audit Committee
102-33	Communicating critical concerns	Member concerns and complaints escalated to Board, Chief Executive Officer and Executive Lead, p. 4

102-34	Nature and total number of critical concerns	Member concerns and complaints escalated to Board, Chief Executive Officer and Executive Lead, p. 4
102-35	Remuneration policies	Board remuneration, p. 33 Senior management and CEO compensation, p. 33
102-36	Process for determining remuneration	Board remuneration, p. 33 Senior management and CEO compensation, p. 33
102-37	Stakeholders' involvement in remuneration	Board remuneration, p. 33
102-38	Annual total compensation ratio	President and Chief Executive Officer annual compensation compared with median annual compensation for all employees, p. 34
102-39	Percentage increase in annual total compensation ratio	President and Chief Executive Officer percentage increase in annual total compensation compared with median annual percentage increase in annual total compensation for all employees, p. 34
Stakeholder engagement		
102-40	List of Stakeholder groups	Examples of how we engage with our stakeholders, p. 31
102-41	Collective bargaining agreements	Employees covered by collective bargaining agreements, p. 13
102-42	Identifying and selecting stakeholders	Identifying stakeholders, p. 31
102-43	Approach to stakeholder engagement	Member feedback mechanisms, p. 4 Member satisfaction, p. 5 Employee engagement score, p. 9 Member participation in elections and other engagement, p. 30 Examples of how we engage with our stakeholders, p. 31
102-44	Key topics and concerns raised	Member satisfaction, p. 5 Key topics and concerns that have been raised through engagement, p. 31
102-45	Entities included in the consolidated financial statements	Vancity's financial statements include the following entities: Vancouver City Savings Credit Union, Vancity Community Investment Bank, SCU Insurance Services Ltd., Vancity Capital Corporation, Vancity Investment Management Ltd. and Vancity Life Insurance Services Ltd. All entities included in Vancity's consolidated financial statements are covered by the report.
Reporting practice		
102-46	Defining report content and topic Boundaries	Material topics and determining report content, p. 38
102-47	List of material topics	Material topics and boundaries, p. 39
102-48	Restatements of information	Restatements are due to changes in measurement methods and the effect is usually that prior year results are not comparable. See footnotes to the following data tables for details of the specific effects of each restatement: Member numbers and breakdown by type, p. 3 Member satisfaction with overall service delivery, p. 5 Employee profile, p. 9 Number of days lost due to employee illness, p. 14 Employee commuting, p. 18 Paper use, p. 18

		Waste generated, recycled and diverted from the landfill, p. 19 Key financial data and ratios, p. 26
102-49	Changes in reporting	Changes in measures from 2019, p. 38
102-50	Reporting period	Reporting period: fiscal year, January 1 – December 31, 2020
102-51	Date of most recent report	Last report: 2019 Annual Report, published May 2020
102-52	Reporting cycle	Reporting cycle: annual
102-53	Contact point for questions regarding the report	Contact: accountability@vancity.com
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option.
102-55	GRI content index	Global Reporting Initiative content index, p. 41
102-56	External assurance	AR p. 31 KPMG LLP's independent assurance report
Economic Performance		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Financial performance, p. 25 Material topics and boundaries, p. 39
	103-2 The management approach and its components	Financial performance, p. 25
	103-3 Evaluation of the management approach	Financial performance, p. 25
GRI 201: Economic Performance 2016	201-4 Financial assistance received from government	Taxes paid and payable, p. 27 FS p. 47 Note 10 Income taxes, financial statements
Market Presence		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Paying a living wage, p. 28 Material topics and boundaries, p. 39
	103-2 The management approach and its components	Paying a living wage, p. 28
	103-3 Evaluation of the management approach	Paying a living wage, p. 28
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage ¹	Entry-level employee hourly wage compared with British Columbia's living wage, p. 28
Indirect Economic Impacts		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Member well-being and service experience, p. 4 Financial literacy, p. 5 Access to basic financial services for everyone, p. 6 Buying local, p. 21 Supporting local businesses and organizations, p. 22 Ethical Principles for Business Relationships, p. 23

¹ Omission: Not applicable - Disclosure by gender is not applicable because entry-level wage for employees is the same for all genders.

		Asset management and corporate engagement, p.23 Affordable housing, p. 27 Paying a living wage, p. 28 Material topics and boundaries, p. 39
	103-2 The management approach and its components	Member well-being and service experience, p. 4 Financial literacy, p. 5 Access to basic financial services for everyone, p. 6 Buying local, p. 21 Supporting local businesses and organizations, p. 22 Ethical Principles for Business Relationships, p. 23 Asset management and corporate engagement, p.23 Affordable housing, p. 27 Paying a living wage, p. 28
	103-3 Evaluation of the management approach	Member well-being and service experience, p. 4 Financial literacy, p. 5 Access to basic financial services for everyone, p. 6 Buying local, p. 21 Supporting local businesses and organizations, p. 22 Ethical Principles for Business Relationships, p. 23 Asset management and corporate engagement, p.23 Affordable housing, p. 27 Paying a living wage, p. 28
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	Number of people assisted with financial literacy, p. 6 People assisted with products and services designed to provide access to basic financial services, affordable housing, credit and credit repair, p. 8 Supporting local business and organizations, p. 22 Asset management and corporate engagement, p.23 Entry-level employee hourly wage compared with British Columbia's living wage, p. 28
Procurement Practices		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Buying local, p. 21 Ethical Principles for Business Relationships, p. 23 Material topics and boundaries, p. 39
	103-2 The management approach and its components	Buying local, p. 21 Ethical Principles for Business Relationships, p. 23
	103-3 Evaluation of the management approach	Buying local, p. 21 Ethical Principles for Business Relationships, p. 23

GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Suppliers, p. 21 Significant locations of operations refers to communities where we have branches.
Anti-corruption		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Privacy, p. 34 Compliance, p. 35 Material topics and boundaries, p. 39
	103-2 The management approach and its components	Privacy, p. 34 Compliance, p. 35
	103-3 Evaluation of the management approach	Privacy, p. 34 Compliance, p. 35
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Percentage of employees who completed Privacy training, p.35 Percentage of employees who reviewed and signed Vancity's Code of Conduct, p. 35
	205-3 Confirmed incidents of corruption and actions taken	Number of internal fraud incidents investigated, p. 35
Anti-competitive Behavior		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Compliance, p. 35 Material topics and boundaries, p. 39
	103-2 The management approach and its components	Compliance, p. 35
	103-3 Evaluation of the management approach	Compliance, p. 35
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Legal actions and incidents of non-compliance, p. 35
Materials		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materials and waste, p. 18 Material topics and boundaries, p. 39
	103-2 The management approach and its components	Materials and waste, p. 18
	103-3 Evaluation of the management approach	Materials and waste, p. 18
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Paper use, p. 18
	301-2 Recycled input materials used	Paper use, p. 18
Energy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Environmental sustainability, p. 15 Operational greenhouse gas (GHG) emissions and carbon neutrality, p. 16 Material topics and boundaries, p. 39
	103-2 The management approach and its components	Environmental sustainability, p. 15 Operational greenhouse gas (GHG) emissions and carbon neutrality, p. 16

	103-3 Evaluation of the management approach	Environmental sustainability, p. 15 Operational greenhouse gas (GHG) emissions and carbon neutrality, p. 16
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Premises energy use: electricity and natural gas, p. 17 Electricity and natural gas used for heating and cooling.
	302-3 Energy intensity	Premises energy use: electricity and natural gas, p. 17
Water		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Water, p. 19 Material topics and boundaries, p. 39
	103-2 The management approach and its components	Water, p. 19
	103-3 Evaluation of the management approach	Water, p. 19
GRI 303: Water 2018	303-3 Water withdrawal by source	Total water withdrawal by source, p. 19
Emissions		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Environmental sustainability, p. 15 Operational greenhouse gas (GHG) emissions and carbon neutrality, p. 16 Material topics and boundaries, p. 39
	103-2 The management approach and its components	Environmental sustainability, p. 15 Operational greenhouse gas (GHG) emissions and carbon neutrality, p. 16
	103-3 Evaluation of the management approach	Environmental sustainability, p. 15 Operational greenhouse gas (GHG) emissions and carbon neutrality, p. 16
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Operational GHG emissions by scope, p. 16 Natural gas and fuel consumption from fleet vehicles are included in the calculation. See GHG handbook p. 13 for more information on emissions factors and GWPs See GHG handbook p. 20 for more information on base year rationale
	305-2 Energy indirect (Scope 2) GHG emissions	Operational GHG emissions by scope, p. 16 See GHG handbook p. 20 for more information on base year rationale
	305-3 Other indirect (Scope 3) GHG emissions	Operational GHG emissions by scope, p. 16 See GHG handbook p. 20 for more information on base year rationale
	305-4 GHG emissions intensity	Operational GHG emissions by source, per employee (FTE), p. 17
Effluents and Waste		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materials and waste, p. 18 Material topics and boundaries, p. 39
	103-2 The management approach and its components	Materials and waste, p. 18
	103-3 Evaluation of the management approach	Materials and waste, p. 18
GRI 306: Effluents and Waste 2016	306-2 Waste by type and disposal method	Waste generated, recycled and diverted from the landfill, p. 18
Environmental Compliance		

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Compliance, p. 35 Material topics and boundaries, p. 39
	103-2 The management approach and its components	Compliance, p. 35
	103-3 Evaluation of the management approach	Compliance, p. 35
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	Legal actions and incidents of non-compliance, p. 35
Supplier Environmental Assessment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Ethical Principles for Business Relationships, p. 23 Material topics and boundaries, p. 39
	103-2 The management approach and its components	Ethical Principles for Business Relationships, p. 23
	103-3 Evaluation of the management approach	Ethical Principles for Business Relationships, p. 23
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Assessments for new strategic relationships, p. 23
Employment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Employee talent and well-being, p. 9 Material topics and boundaries, p. 39
	103-2 The management approach and its components	Employee talent and well-being, p. 9
	103-3 Evaluation of the management approach	Employee talent and well-being, p. 9
GRI 401: Employment 2016	401-1 New employee hired and employee turnover	Number of employee departures, p. 10 Permanent employee turnover rates, p. 10 Number of new employee hires, overall and broken down by gender and age, p. 10 Permanent employee new hire rate, overall and broken down by gender and age, p. 10 Our primary operations are in B.C.
Labour/Management Relations		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Labour-management relations and human rights, p. 13 Material topics and boundaries, p. 39
	103-2 The management approach and its components	Labour-management relations and human rights, p. 13
	103-3 Evaluation of the management approach	Labour-management relations and human rights, p. 13
GRI 402: Labour/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Operational changes, p. 13
Occupational Health and Safety		
	103-1 Explanation of the material topic and its Boundary	Health and safety, p. 14 Material topics and boundaries, p. 39

GRI 103: Management Approach 2016	103-2 The management approach and its components	Health and safety, p. 14
	103-3 Evaluation of the management approach	Health and safety, p. 14
GRI 403: Occupational Health and Safety 2016	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities ²	Number of days lost due to employee illness, p. 14 We use FTE to normalize the number of days absent for absenteeism rate as this is more applicable to us as a financial institution. Occupational health and safety (OHS) legislation in Canada outlines the general rights and responsibilities of the employer, the supervisor and the worker. Each of the 10 provinces, three territories and the Federal Government has its own OHS legislation.
Training and Education		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Employee talent and well-being, p. 9 Performance management, p. 12 Material topics and boundaries, p. 39
	103-2 The management approach and its components	Employee talent and well-being, p. 9 Performance management, p. 12
	103-3 Evaluation of the management approach	Employee talent and well-being, p. 9 Performance management, p. 12
GRI 404: Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews ³	Percentage of employees completing their annual performance review, p. 12 Our system can only confirm who has had a performance review and does not confirm whether a career development conversation took place (although we intend those conversations to take place during performance review discussions).
Diversity and Equal Opportunity		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Workforce diversity and pay equity p. 10 Board diversity p. 30 Material topics and boundaries, p. 39
	103-2 The management approach and its components	Workforce diversity and pay equity p. 10 Board diversity p. 30
	103-3 Evaluation of the management approach	Workforce diversity and pay equity p. 10 Board diversity p. 30
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Percentage of employees in non-management, management, and senior management by indicators of diversity, p. 11 Board diversity, p. 30
	405-2 Ratio of basic salary and remuneration of women to men	Average compensation for women as a percentage of average compensation for men, p. 12
Non-Discrimination		

² Omission: Not applicable: Injury rates and fatalities by gender are not applicable because the majority of injuries are falls/slips/trips, strains/sprains and cuts and the physical work environment in the financial industry does not vary with gender.

³ Omission: Not applicable: Disclosure by gender and employee category is not applicable because all employees are expected to complete a performance review.

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Labour-management relations and human rights, p. 13 Material topics and boundaries, p. 39
	103-2 The management approach and its components	Labour-management relations and human rights, p. 13
	103-3 Evaluation of the management approach	Labour-management relations and human rights, p. 13
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Employee grievances related to human rights and harassment, p. 13
Human Rights Assessment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Labour-management relations and human rights, p. 13 Material topics and boundaries, p. 39
	103-2 The management approach and its components	Labour-management relations and human rights, p. 13
	103-3 Evaluation of the management approach	Labour-management relations and human rights, p. 13
GRI 412: Human Rights Assessment 2016	412-2 Employee training on human rights policies or procedures ⁴	Percentage of employees who completed biennial training on policies and procedures concerning relevant aspects of human rights, p. 14
Local Communities		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Access to basic financial services for everyone, p. 6 Buying local, p. 21 Supporting local businesses and organizations, p. 22 Ethical Principles for Business Relationships, p. 23 Material topics and boundaries, p. 39
	103-2 The management approach and its components	Access to basic financial services for everyone, p. 6 Buying local, p. 21 Supporting local businesses and organizations, p. 22 Ethical Principles for Business Relationships, p. 23
	103-3 Evaluation of the management approach	Access to basic financial services for everyone, p. 6 Buying local, p. 21 Supporting local businesses and organizations, p. 22 Ethical Principles for Business Relationships, p. 23
GRI 413: Local Communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	AR p. 17 Supporting local businesses and organizations
Supplier Social Assessment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Ethical Principles for Business Relationships, p. 23 Material topics and boundaries, p. 39
	103-2 The management approach and its components	Ethical Principles for Business Relationships, p. 23

⁴ Omission: Not applicable: The online training module takes about one hour. The actual time each employee takes is not tracked.

	103-3 Evaluation of the management approach	Ethical Principles for Business Relationships, p. 23
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Assessments for new strategic relationships, p. 23
Public Policy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Public policy and advocacy, p. 20 Material topics and boundaries, p. 39
	103-2 The management approach and its components	Public policy and advocacy, p. 20
	103-3 Evaluation of the management approach	Public policy and advocacy, p. 20
GRI 415: Public Policy 2016	415-1 Political contributions	We do not provide political contributions.
Marketing and Labeling		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Member feedback and service satisfaction, p. 4 Responsible marketing and selling, p. 5 Financial literacy, p. 5 Compliance, p. 35 Material topics and boundaries, p. 39
	103-2 The management approach and its components	Member feedback and service satisfaction, p. 4 Responsible marketing and selling, p. 5 Financial literacy, p. 5 Compliance, p. 35
	103-3 Evaluation of the management approach	Member feedback and service satisfaction, p. 4 Responsible marketing and selling, p. 5 Financial literacy, p. 5 Compliance, p. 35
GRI 417: Marketing and Labeling 2016	417-2 Incidents of non-compliance concerning product and service information and labeling	Legal actions and incidents of non-compliance, p. 35
	417-3 Incidents of non-compliance concerning marketing communications	Legal actions and incidents of non-compliance, p. 35
Customer Privacy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Privacy, p. 34 Material topics and boundaries, p. 39
	103-2 The management approach and its components	Privacy, p. 34
	103-3 Evaluation of the management approach	Privacy, p. 34
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Breaches of privacy and losses of member or client data, p. 34
Socioeconomic Compliance		

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Compliance, p. 35 Material topics and boundaries, p. 39
	103-2 The management approach and its components	Compliance, p. 35
	103-3 Evaluation of the management approach	Compliance, p. 35
GRI 419: Socioeconomic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	Legal actions and incidents of non-compliance, p. 35
Financial Services Sector Supplement Disclosures		
FS6	Percentage of the portfolio for business lines by specific region, size (e.g. micro/large) and by sector	Business and commercial loan portfolio (dollars outstanding) by North American Industry Classification System, p. 33
FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose	Products and services designed to provide access to basic financial services, affordable housing, credit and credit repair to individuals, p. 7 People assisted with products and services designed to provide access to basic financial services, affordable housing, credit and credit repair p. 8 Community impact loans, p. 22 Community grants, p. 22 Triple bottom line assets under administration (TBLAA) p. 25
FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose	Products and services to reduce GHG emissions, p. 19 Community impact loans, p. 22 Community grants, p. 22 Triple bottom line assets under administration (TBLAA) p. 25
FS10	Percentage and number of companies held in the institution's portfolio with which the reporting organization has interacted on environmental or social issues	Corporate engagement, p. 24
FS13	Access points in low-populated or economically disadvantaged areas by type	Initiatives to improve access, p. 6
FS14	Initiatives to improve access to financial services for disadvantaged people	Initiatives to improve access, p. 6 Physical accessibility, p. 9