

A woman with long dark hair, wearing a bright orange knit beanie and a red quilted jacket, is looking upwards and to the right. She is standing in a forest with trees and foliage in the background. The image has a semi-transparent red overlay on the left side.

**2025  
Annual  
Report.**

# Vancity

**This integrated annual report provides a summary of Vancity’s strategy, performance, and impacts during 2025. As part of our annual reporting suite, we publish the following supplementary documents, available at [vancity.com/AnnualReport](https://vancity.com/AnnualReport):**

**Consolidated Financial Statements**

**Accountability Statements** (includes GRI and SASB content indexes)

**Climate Update** (includes OSFI B-15 index)

**Sustainability Issuance Report**

Throughout this report, “Vancity” or “we” refers to Vancouver City Savings Credit Union and its active subsidiaries as listed in the organization chart on [page 24](#).

**On December 1, 2025, First Credit Union (FCU) completed a business combination with Vancity under Section 16 of the Credit Union Incorporation Act, through which FCU became a part of Vancity. While the merger’s legal close took place on December 1, 2025, the underlying banking and reporting systems have not yet been fully integrated by the time of this report preparation. As a result, unless otherwise stated, all data and information presented in this report reflect Vancity operations only and exclude FCU.**

This report contains forward-looking statements that reflect Vancity’s current expectations regarding future events, performance, and results. Forward-looking statements include, but are not limited to, statements regarding Vancity’s strategic objectives, financial and operational targets, climate commitments and emissions reduction targets (including our net-zero by 2040 target), sustainability goals, and the anticipated benefits of the merger with First Credit Union. These statements are based on assumptions, estimates, and projections that management considers reasonable in light of historical trends, current conditions, and expected future developments. However, forward-looking statements are subject to a number of risks and uncertainties, many of which are beyond Vancity’s control, including but not limited to changes in economic and geopolitical conditions, interest rates, regulatory requirements, trade policy, and competitive factors. Actual results may differ, potentially materially, from those expressed or implied in these statements. Vancity does not undertake any obligation to update or revise forward-looking statements, except as required by applicable laws. Readers are cautioned not to place undue reliance on these forward-looking statements.

**Caution regarding climate and sustainability-related statements.**

This report contains statements about Vancity’s climate targets, emissions, and sustainability commitments. These statements rely on data, methodologies, and measurement standards that continue to evolve, including the Greenhouse Gas Protocol, the Partnership for Carbon Accounting Financials (PCAF), and frameworks established by the Net-Zero Banking Alliance. Key terms such as “net zero” and “financed emissions” do not yet have universally settled definitions and may be interpreted or measured differently as standards develop.

Climate-related targets are based on assumptions, scenarios, and data that management believes to be reasonable at the time of publication, but that are subject to significant uncertainty. Achieving our targets will depend on factors beyond Vancity’s direct control, including the pace of grid decarbonization in British Columbia and across Canada, the availability and cost of low-carbon technologies, the actions of our members, borrowers, and investees, government policy and regulatory developments, and the quality and availability of third-party emissions data. There can be no assurance that these targets will be achieved within the stated time frames or at all.

We’d like to hear your thoughts on this year’s annual report. Send comments and questions to: [accountability@vancity.com](mailto:accountability@vancity.com). Stay connected with us on Instagram [@VancityCU](#), TikTok [@Vancity](#), X [@vancity](#), Facebook at [facebook.com/vancity](#) and LinkedIn at [linkedin.com/company/vancity/](https://linkedin.com/company/vancity/).

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# Strategy and results.

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# Message from the Chair.

## Eighty years! It's hard to believe it's been this long since 14 visionary Vancouverites came together to change banking in BC.

Created by and for members in 1946, Vancity was launched with the conviction that by pooling our resources, we can better support each other, our businesses, our communities, and our collective ambitions. And in 2025 – one of the most successful years in our history, with more than 588,000<sup>1</sup> members investing in your credit union – we were better positioned than ever to make good on that promise.

What a difference a year made! On the heels of a sobering, stilted 2024, 2025 was tremendous: a year in which we were once again able to use our considerable resources – our phenomenal financial, human, social, and reputational capital – to serve people, community, and planet.

As members, you will have noticed, for instance, a new digital and online banking experience, one that's faster, more intuitive, and more reflective of your needs.

You might have gotten intrigued by our new, first-of-its-kind-in-Canada mortgage product making it easier (and cheaper!) for homeowners to build new housing units on their properties, adding needed gentle densification to our communities. Or perhaps you've heard from friends and family in Powell River, Courtenay, Hornby Island, and Union Bay – communities in which local banking services have been strengthened thanks to a unique merger Vancity completed with First Credit Union.

You might also have seen our teams working alongside municipal councils and community organizations to champion policies and regulations that reduce emissions and promote green building design. And let's not forget that money – lots of it! – is flowing once again to a broad range of community partners who are providing both critical services to the marginalized, and critical challenges to the systems that marginalize them. You can read all the details and more in Wellington's comments that follow.

From Vancity, members expect a banking partner who delivers on their values. And so, at a time when institutions around the world appear lost in a moral abyss, where commitments to Reconciliation, diversity, equity, and inclusion are being abandoned, and where recognition of and response to the climate emergency is virtually disappearing, your credit union is showing up.

Reflecting your voice and aspirations, your credit union has doubled down on a strategy that aims to scale impact. We've built powerful relationships with Indigenous partners that will allow us to deliver more capital to more entrepreneurs, in service of Indigenous Nations' own visions. And we have doubled down on our commitment to, and investment in, women entrepreneurs by significantly increasing the loan limits on our targeted loans for starting up and growing women-led businesses.

Also in 2025, our investment in affordable housing resulted in 3,915 units of affordable housing constructed or renovated with financing from Vancity. We are matching our enthusiasm for the co-operative alternative – in housing, business, professional services, and of course banking – with real capital, and working with co-op leaders to create a regenerative, caring economy. And we've reignited our efforts to support small- and medium-sized businesses, delivering more capital and better services.

It was, indeed, a powerful year.

In 2025, we stood proudly on the shoulders of our founding members, with their humble, radical vision for our collective wellbeing. And what a view we now have for the years ahead!

**“Created by and for members in 1946, Vancity was launched with the conviction that by pooling our resources, we can better support each other, our businesses, our communities, and our collective ambitions.”**



Rita Parikh, Chair.  
Vancity Board of Directors.

*Rita Parikh*

<sup>1</sup> Reflects the December 1, 2025 merger with First Credit Union.

# Message from the CEO.

**Looking back at Vancity's 2025, I am proud and excited. Proud of the transformation our teams have undertaken. And excited for sowing the seeds to do even more for members and other Canadians in the years ahead.**

After posting a \$1.3 million net loss in 2023, and a modest \$5.8 million profit in 2024, we achieved a profit<sup>1</sup> of \$69.9 million in 2025. It's a remarkable achievement given where we were, but it's still far below where our potential is.

Importantly, this improvement was evident across our business. Our core revenue grew by 31 per cent since 2024. We saw significant growth in lending and member deposits, reflecting the trust members are placing in us to deliver the right solutions and products to help them achieve their goals. And most importantly, we received strong overall scores across our key member satisfaction metrics.

With all this growth, we achieved a new milestone in 2025. For the first time in our history, Vancity's total assets and assets under administration exceeded \$41 billion.<sup>2</sup>

What these numbers tell me is that we're starting to truly rebuild Vancity. And we're doing it the right way, getting back to making Vancity a competitive financial institution again by ensuring that the member experience is always at the centre of our work.

That's why, in 2025, we stepped up our investments in people, processes, and technology.

For example, many of you have now used our new state-of-the-art banking app or online banking service. For me, as a user, it's been night and day – easier to use, intuitive to navigate, and a modern design. And that's what so many of you are telling us as well. More importantly, this new digital banking platform is built for the future and will enable us to regularly add new features, conveniences, and services to ensure that your banking experience always remains competitive.

These transitions and large technology projects of this nature are always complicated projects to pull off. But Vancity's teams pulled off our digital transition with very few glitches by coming together, collaborating, and centring our members. For example, it was remarkable for me to watch how our member-serving employees all helped each other behind the scenes so that anyone serving a member had the answers they needed almost immediately.

**Continued on next page >**



**Wellington Holbrook.**  
President and CEO.

*Wellington Holbrook*

<sup>1</sup> Throughout this report, "profit" and "loss" refer to net income (loss) attributable to members, unless stated otherwise.

<sup>2</sup> Reflects the December 1, 2025 merger with First Credit Union.



To me that was a testament to how much our employees care about serving members and giving them the best banking experience possible – and why we must equip our employees with the tools to do that. For instance, in 2025, we invested significantly in modernizing our contact centre platform, transitioning to a state-of-the-art cloud-based system designed to reduce wait times and enhance your future human-to-human member experiences. Additionally, we now have an extensive portfolio of ongoing projects aimed at making it easier for our team members to focus more on getting things done for you and spend less time on administrative work. We aren't there yet, but the work and investment are underway, and we are committed to delivering a best-in-market member experience.

Along with this work to make Vancity a better banking partner and stronger performer, we're also renewing our commitment to community and impact. The improvement in our financial performance means that millions of new dollars are again flowing to community through our Shared Success program, which dedicates 30 per cent of our annual net profits to member dividends and community supports. In 2025, we distributed a total of \$5.3 million in Shared Success funds through more than 490 grants supporting more than 400 organizations. And a further \$18.3 million has been allocated for distribution to community thanks to our 2025 financial performance.

That's a lifeline for many local community organizations, all over the regions we serve, that do such amazing work in our four impact focus areas: affordable housing, climate action, co-ops and local economies, and equity and Reconciliation. And it's all supported by you banking with us.

But all this is only the beginning. In 2025, we also furthered our work to scale our impact by embedding it even more deeply within our business and banking services, so that we meet the needs of our members and communities now, and in the future.

That means developing innovative products and services that help more people qualify for mortgages to achieve the dream of home ownership, reduce their emissions and help fight climate change, and more. It also means ramping up activity at our national bank, the Vancity Community Investment Bank, which also did some very impactful financing work in 2025 to help drive affordable housing, green energy, and other priorities.

Our work and future vision are underpinned by a deep commitment to community banking. We believe banking must be conducted for and in the local community, not based on corporate priorities set remotely in service of even more remote shareholders. And today's financial services landscape puts the community banking model in grave risk.

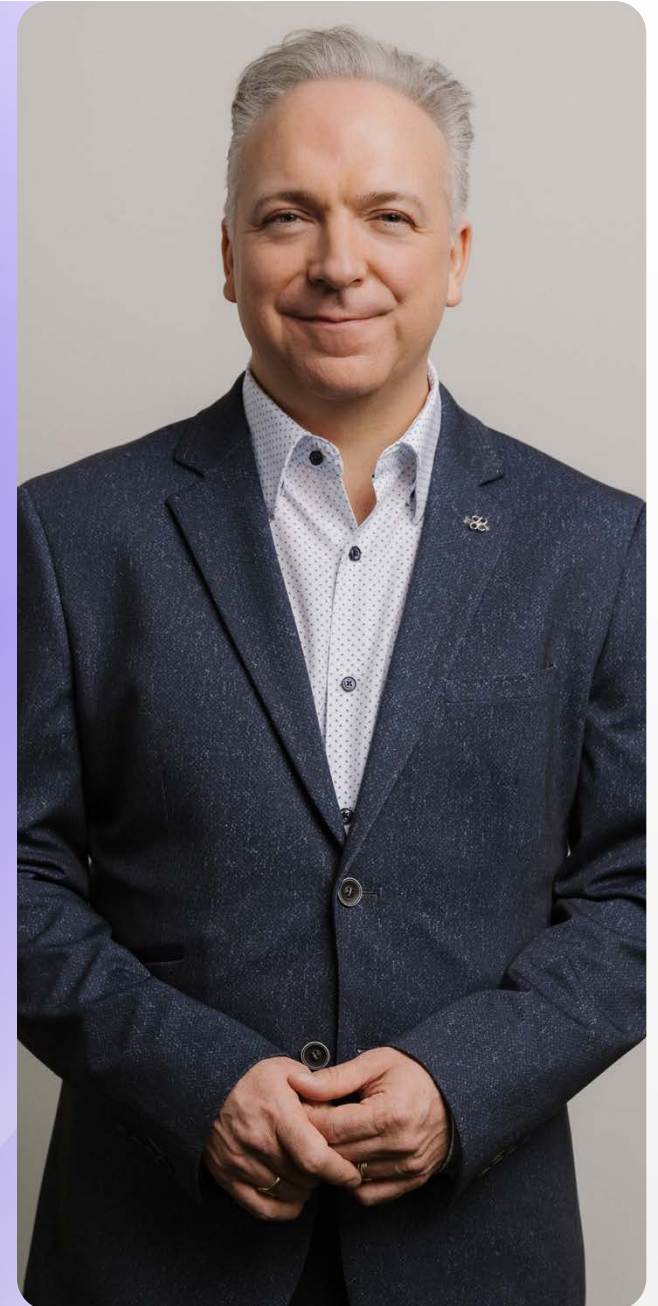
That was the driving force behind our merger with First Credit Union – now FCU Community Financial – which became official on December 1, 2025. I'm thrilled to welcome FCU's members and employees into the Vancity family. We're confident this merger, which upholds local decision-making while providing Vancity's technological, product, and service offerings, will serve as a model for helping other communities in BC preserve the local banking they need and cherish.

Our Vancity 2.0 vision is to transform Vancity, in bold and meaningful ways, to be the financial institution our members need us to be, now and for the future, while holding true to the values that define who we are.

As we head into 2026, the year of our 80th birthday, we'll continue our work to reinvent banking for our members, provide the services and banking experience they deserve, and build a better future for all. Last year was a milestone year on this journey, and while we've made great progress, we know that we have a lot more to do to deliver the Vancity we all know it can be.

Because we're just getting started.

**“For the first time in our history, Vancity’s total assets and assets under administration exceeded \$41 billion.”**



**Wellington Holbrook.**  
President and CEO.



# Highlights.

**81.8%**

Member satisfaction.

**\$41B<sup>1</sup>**  
Assets plus AUA.

**54%**  
Increase in Planet-Wise™ lending, helping members to go electric.

**588,000+<sup>1</sup>**  
Members.

**PAIR Bronze Certification**

(Partnership Accreditation in Indigenous Relations).

**\$113.4M<sup>1</sup>**  
Net income before distribution and tax.

**\$13.2B**  
Triple bottom line assets and assets under administration.

**81%**  
Employee engagement.

**69%**  
Local spending.

**89%**  
Member loans funded by member deposits.

**\$21M**  
Shared Success funds going back to members and community.

**3,915**  
Units of affordable housing constructed or renovated with financing from Vancity.

<sup>1</sup> Reflects the December 1, 2025 merger with First Credit Union.

# About this report.

Vancity is committed to [transparency and accountability](#). We encourage change in the financial services sector by openly reporting on how our own actions affect the wellbeing of people, communities, and the environment. We continue to implement, test, and help advance emerging international standards for impact and climate reporting.

Our reporting addresses both our most significant impacts on the economy, environment, and society. It also addresses the sustainability-related risks and opportunities that may affect our long-term resilience and value creation.

While mandatory sustainability reporting requirements are minimal for Vancity, we recognize the expectations of stakeholders and the changing regulatory environment. In response, we prepare our integrated annual reporting suite (Annual Report, [Accountability Statements](#), [Climate Update](#), [Consolidated Financial Statements](#), [Sustainability Issuance Report](#)) in accordance with leading international and Canadian standards.

Our reporting continues to apply the following principal standards and frameworks:

- Global Reporting Initiative (GRI) Universal Standards (GRI 1 Foundation 2021).
- Integrated Reporting Framework (2021).
- Sustainability Accounting Standards Board (SASB) Standards for Consumer Finance, Mortgage Finance, Commercial Banks, and Asset Management and Custody Activities.
- Accountability and Disclosure requirements per the Governance Guideline for BC Credit Unions.
- Public Accountability Statements disclosures per Canada's Bank Act.
- UN Principles for Responsible Banking (PRB) Progress Statement requirements.

**“It’s the Board’s responsibility to ensure the integrity of this integrated report. It is our opinion that it is presented in accordance with the Integrated Reporting Framework.”**

**Rita Parikh**, Board Chair, on behalf of the Vancity Board of Directors.

For 2025, we streamlined climate-related disclosures with a shorter [Climate Update](#) in place of the previous Climate Report because our climate transition plan and detailed greenhouse gas measurement methodologies are now [disclosed separately](#). Our climate reporting is guided by:

- Canadian Sustainability Disclosure Standard 2 (CSDS 2) Climate-related Disclosures (Canadian Sustainability Standards Board, 2024) and OSFI Guideline B-15: Climate Risk Management.
- Target-setting frameworks: Net-Zero Banking Alliance (NZBA) and Glasgow Financial Alliance for Net Zero (GFANZ).
- GHG accounting methodologies: Partnership for Carbon Accounting Financials (PCAF) and the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard.

## Governance of reporting.

The executive leadership team reviews the Annual Report plan and drafts before submission to the Audit Committee of the Board.

The Audit Committee’s responsibility is to ensure that an effective process is in place, including having appropriate internal controls, to provide assurance that reporting has integrity, includes material issues, and provides for reliable and fairly presented reporting that is consistent with any financial information disclosed. The Committee receives and reviews the annual report plan and proposed performance indicators for the integrated annual report, reviews policies and standards that are relevant to our accountability reporting requirements, and reviews any significant changes from year to year. On the recommendation of the Committee, the Board approves the integrated annual reporting suite prior to its release.

The Audit Committee engages the external assurance provider and provides appropriate oversight of its work. In 2025, we obtained independent third-party limited assurance of select metrics. For details of the limited assurance engagement, see KPMG LLP’s independent practitioners’ assurance report on [page 44](#).

## Understanding our material topics.

This report is structured around our strategy, aligning material topics and disclosures to its five pillars (see [page 11](#)). This is to help readers see how our actions, business model, strategy, targets, and performance connect and support our vision and priorities.

Our 2025 material topics are included in the Business model on [page 10](#). To determine material topics, we consider our most significant impacts on the economy, environment, and people, including impacts on human rights, and how we manage these impacts (impact materiality). We also aim to disclose information about sustainability-related risks and opportunities that could reasonably be expected to affect our cash flows, access to finance, or cost of capital over the short, medium, or long term (financial materiality).

We confirmed in 2025 that the material topics identified in the 2024 assessment remain relevant. We expect to conduct an in-depth materiality assessment again in 2026.

We assess, and evolve, our suite of material topics on an ongoing basis as new issues or impacts arise. We gather information from our day-to-day activities; from social, political, and economic trends; and, most importantly, from our stakeholders. As a financial co-operative, our members are our primary stakeholders: they’re both our customers and our main providers of financial capital. We regularly engage with members and conduct a biennial survey to understand the priorities they would like Vancity to focus on, beyond providing financial services. These survey findings are a key input into our materiality assessment.

The 2024 materiality assessment process also included leaders and subject matter experts from across multiple departments. They focused on both impact and financial materiality, considering the severity and likelihood of actual and potential negative impacts, how Vancity could contribute to impacts and sustainable development, and how those impacts may affect Vancity’s financial prospects. Participants also considered whether impacts were a direct result of our operations, or if we were contributing or linked to these impacts through our business relationships and value chain, through lending and investing activities.

During the validation process, we refined the list of material topics by using professional judgment, consulting with subject matter experts, and incorporating stakeholder feedback. As a final step, we included them in the Annual Report plan reviewed by the Board’s Audit Committee.

For details on materiality and how topics correspond to GRI and SASB topic standards, UN Sustainable Development Goals, and PRB priority areas, see [Accountability Statements](#), page 104.



# Business model.

## About Vancity.

Vancity is a values-based financial co-operative serving the needs of more than 588,000<sup>1</sup> member-owners and their communities, with offices and more than 60<sup>1</sup> branches located in Metro Vancouver and Squamish, the Fraser Valley, the Sunshine Coast, the Vancouver and Gulf Islands and Alert Bay, within the territories of the Coast Salish and Kwakwaka'wakw Peoples. With \$41 billion<sup>1</sup> in assets plus assets under administration, Vancity is Canada's largest credit union.

Our head office is located on the territory of the Musqueam, Squamish, and Tsleil-Waututh Nations also known as Vancouver, British Columbia. Our active subsidiaries (listed on [page 24](#)) include Vancity Investment Management Ltd. and Vancity Community Investment Bank™, which operates primarily from Toronto, Ontario, territory of multiple Indigenous nations, including the Haudenosaunee and the treaty territory of the Mississaugas of the Credit.

<sup>1</sup> Reflects the December 1, 2025 merger with First Credit Union.





Vision

**A transformed economy that protects the earth and guarantees equity for all.**

Mission

To be a democratic, ethical provider of financial services to our members. Through strong financial performance, we serve as a catalyst for the self-reliance and economic wellbeing of our membership and community.

Purpose

Working with members and communities to help them thrive and prosper.

Values

Integrity

Innovation

Responsibility

Reconciliation

Strategy pillars & Material topics<sup>1</sup>

**Centre the member**

We work to foster hope and optimism by addressing member needs, building stronger relationships, and ensuring inclusive, accessible banking services.

Governance  
Privacy and security

**Inspire our employees to do their best work**

We make Vancity an inclusive place to work, a place where everyone belongs, feels motivated and supported, and is proud to show up each day.

Employment  
Diversity, equity, and inclusion

**Be experts in our business and deliver**

We continually develop and grow in our roles as part of high-performing teams, becoming ever-greater experts while also recruiting and retaining top talent, so that we have the ability to deliver excellent banking services.

Service experience

**Make profit, innovate, and grow**

Embracing our dual emphasis on impact and profit, we exercise rigorous discipline to increase profit, optimize our existing business, and explore new opportunities to expand.

Financial performance

**Embed impact in everything we do**

We use all areas of our organization to drive systemic change across our four overlapping and interdependent impact areas.

Economic impacts  
Financial health and inclusion  
Affordable housing  
Reconciliation with Indigenous Peoples

Climate  
Biodiversity and nature  
Responsible investment

Impact focus areas

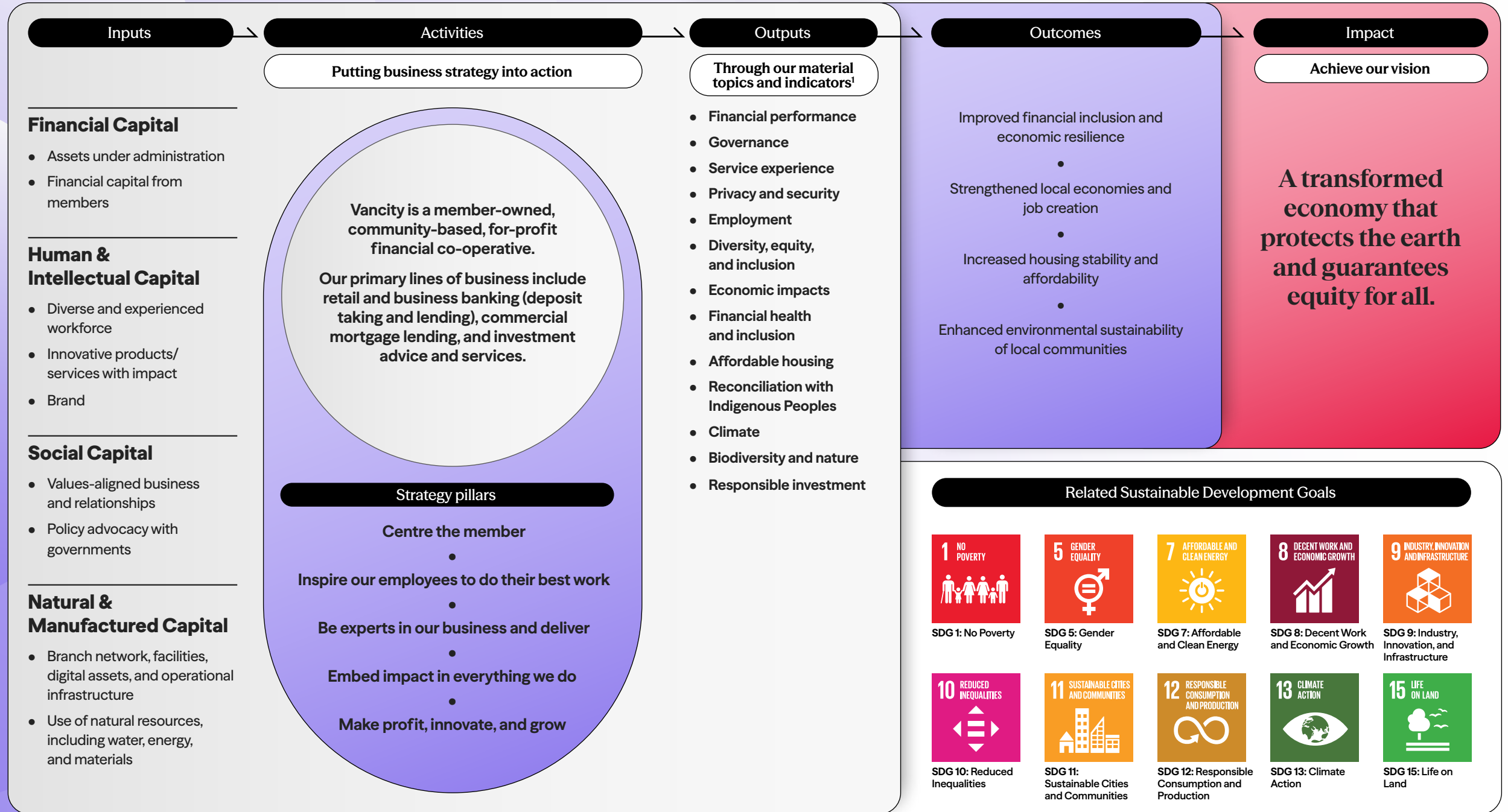
Affordable housing

Climate action

Co-ops and local economies

Equity and Reconciliation

<sup>1</sup> Material topics may overlap multiple strategy pillars.



<sup>1</sup> See our key performance indicators under each material topic in the Targets and results section.

# Operating context and strategic priorities.

Vancity operates in an environment characterized by ongoing economic uncertainty and structural change across the financial services sector. Market volatility, cost pressures, and sensitivity to interest rate movements continue to influence financial performance and operating conditions. These dynamics affect both consumer and business confidence and shape demand for financial products and services.

Member expectations continue to evolve, with increasing demand for reliable, secure, and convenient digital banking experiences, alongside competitive pricing and product offerings. Service quality, accessibility, and trust remain important factors in member engagement and retention.

The financial services sector is also experiencing continued transformation driven by technological change, competitive pressures, and evolving regulatory and risk management expectations. These shifts place greater emphasis on operational resilience, efficiency, and the ability to adapt to changing conditions.

At the same time, there are broader social and environmental challenges. Issues such as climate-related risks, housing affordability, economic inclusion, and reconciliation with Indigenous Peoples influence the economic environment in which members, communities, and businesses operate. These factors affect risk exposure, opportunity, and long-term sustainability considerations across the sector.

In 2025, the areas of risk where we focused the most attention included:

- Canada–US trade volatility, global geopolitical uncertainty, elevated inflation, fluctuations in market and interest rate changes, and their impacts on the execution of our business strategy, both in the short term and long term.
- Supporting members facing pressures arising from things such as higher mortgage rates or the rising cost of living.
- Modernizing our technology platforms to meet member expectations and ensure the continued safety, security, and reliability of our data and infrastructure.
- Attracting and retaining the employees we need, while delivering a great employee experience and fostering a diverse and inclusive team.

We're also focused on these longer-term risks:

- Meeting our net-zero goals and mitigating the impacts of both physical climate change and the transition away from fossil fuels on Vancity and our members.
- Impacts associated with third-party service providers.

As we enter the 2026–2028 period, Vancity is building from a position of strength. We have a well-established, values-driven brand, a solid capital base, and a broad range of products and services that support stability as we continue our transformation.

**In 2025, Vancity hired a new Chief Economist, Judith Boisire, and she shared her thoughts about the current operating context.**



**“Canada’s economic environment remains shaped by easing inflation and interest rates alongside persistent uncertainty driven by geopolitical tensions, trade risks, and structural change.**

**While lower rates have begun to stabilize financial conditions, many households, particularly mortgage holders facing renewals, continue to experience affordability pressures amid elevated housing costs and cost of living challenges.**

**For businesses, especially small- and medium-sized enterprises, softer economic growth, cautious consumer demand, and ongoing labour and investment constraints are influencing expansion and financing decisions.**

**Against this backdrop, Vancity is positioning itself to provide stable, responsive financial support that helps members adapt to changing conditions, strengthen their financial resilience, and plan with confidence in both the near and longer term.”**



### **Vancity 2.0 and 2026–2028 strategy.**

Vancity 2.0 sets out how we aim to strengthen the financial wellbeing of people and communities, support a more inclusive and resilient economy, and create lasting value beyond banking. It reflects a renewed commitment to our core values and to using our role as a credit union to help address the needs of those we serve, today and over the long term.

To deliver on these outcomes, our strategy is designed as a phased journey to 2035. It begins with strengthening core performance and investing in the capabilities required to sustain impact and resilience over time. These investments include improving digital experiences and delivering competitive, market-leading products and services. Together, they are intended to support disciplined growth, enabling Vancity to remain strong and adaptable while continuing to create value for members, communities, and the broader economy.

The strategy supports the delivery of Vancity 2.0 by integrating social, environmental, and economic considerations into core financial activities. It clarifies how value is created for members, communities, and the broader economy.

As part of this approach, in 2025 we identified a set of sub-strategies that translate our long-term vision into focused priorities for action. These include sub-strategies focused on creating positive impact, values-based innovation, and ethical artificial intelligence, preserving local banking across BC following the model of our 2025 merger with First Credit Union, and enhancing the work of our national bank subsidiary, the Vancity Community Investment Bank.

These sub-strategies guide investment decisions, support coordinated execution across the organization, and reinforce a consistent approach to strengthening core operations and organizational resilience. Collectively, they are intended to position Vancity for sustainable growth over the long term.

The Impact Strategy in particular provides a framework for aligning impact objectives with business planning. It focuses our efforts on priority impact areas where Vancity has identified the greatest potential influence: affordable housing, climate action, support for co-operatives and local economies, and equity and Reconciliation. It also informs how financial tools are applied, including sustainable finance, blended finance, and community investment. It establishes a coordinated framework for governance, target setting, and transparent reporting, supporting accountability and alignment with external commitments.

In 2026, our focus will remain on rebuilding core performance and restoring momentum. At the same time, we are working on developing and implementing several long-term sub-strategies.

By strengthening foundational capabilities and maintaining a disciplined approach to growth, we aim to enhance competitiveness, support member financial wellbeing, and create lasting value at a larger scale as we progress toward our 2035 ambitions.

# Targets and results.

- ◆ Result is from, or calculated from, the audited 2025 Consolidated Financial Statements available at [vancity.com/AnnualReport](https://vancity.com/AnnualReport). Only these results reflect the December 1, 2025 merger with First Credit Union.
- ◆ Result was assured at a limited level. See KPMG LLP's independent practitioners' limited assurance report, [page 44](#). For definitions, see Applicable criteria for selected metrics, [Accountability Statements](#), page 98.
- Progress on this target directly influenced the amount of employee incentive pay in 2025. There was a corresponding payout range for each target based on whether we met, exceeded, or fell short of the target.
- Progress on this target directly influenced the amount of management incentive pay in 2025. There was a corresponding payout range for each target based on whether we met, exceeded, or fell short of the target.

For explanations of our performance, please refer to [Section 2. Business review](#).

Vancity's Strategy Pillars	Material Topics 2025	Indicators	Results			Targets		Progress in 2025	See page
			2023	2024	2025	2025	2026		
Make profit, innovate, and grow	Financial performance	Core revenue	\$488.0M	\$515.8M	\$675.4M <sup>1</sup> ◆	\$612.0M ●	No target	Met	<a href="#">18</a>
		Net income (loss) before distribution and tax	\$(3.3)M	\$14.1M	\$113.4M <sup>2</sup> ◆	\$59.5M ●	\$114.1M	Met	<a href="#">19</a>
		Operating efficiency ratio	99.8%	94.2%	78.4% ◆	87.3%	80.9%	Met	<a href="#">19</a>
		Return on members' equity (ROME)	(0.1)%	0.4%	4.2% ◆	2.3%	5.4%	Met	<a href="#">20</a>
		Net member deposit growth <sup>3</sup>	\$590M	\$356M	\$786M	No target	\$750M	n/a	<a href="#">20</a>
		Net growth in lending and assets under management <sup>4</sup>	\$1.21B	\$0.86B	\$2.95B <sup>4</sup>	No target	\$2.75B	n/a	<a href="#">20</a>
		Total assets	\$28.8B	\$28.4B	\$31.5B ◆	\$28.7B	\$32.2B	Met	<a href="#">20</a>
		Assets under administration	\$6.7B	\$7.6B	\$8.5B <sup>5</sup> ◆	\$8.1B	\$8.8B	Met	<a href="#">20</a>
		Triple bottom line assets and assets under administration (TBLAA)	\$11.8B	\$12.1B <sup>6</sup>	\$13.2B ◆	\$13.1B <sup>7</sup>	No target	Met	<a href="#">21</a>
	TBLAA as a percentage of total assets and assets under administration	33%	34%	34% <sup>8</sup>	36%	No target	Not met	<a href="#">21</a>	
Centre the member	Governance	Eligible members who voted in Board elections	5.1%	6.5%	5.9%	No target	No target	n/a	<a href="#">22</a>
	Privacy and security	Substantiated reports of privacy breaches	74	64	59	No target	No target	n/a	<a href="#">25</a>

1 The ◆ \$673.3M core revenue result that was used in calculating employee incentive pay didn't include FCU.

2 The net income before distribution and tax result that was used in calculating employee incentive pay didn't include FCU.

3 Member deposit growth is the change in the total value of retail and commercial deposits and does not include agent deposits.

4 Assets under management (AUM) represent off-balance sheet assets for which Vancity has investment decision-making authority and responsibility for portfolio strategy and outcomes, which includes derecognized securitized loans we continue to service. AUM is a subset of AUA, which also includes administered assets, such as pension and group RRSP assets. For 2025, AUM includes the impact of the merger with FCU.

5 With FCU assets under administration included, the total AUA is \$9.6B. This includes loans that are derecognized for accounting purposes but continue to be serviced or administered by Vancity.

6 In 2024, we redefined the criteria and methodology for eligible assets under administration (AUA) deemed responsible investments, adopting the Canadian Investment Funds Standards Committee (CIFSC) Responsible Investment Fund List for Mutual Funds and Exchange Traded Funds (ETFs). Due to the complex nature of AUA calculations, retrospective application was impracticable. For definitions, see Applicable criteria for selected metrics, [Accountability Statements](#), page 98.

7 Our 2026 TBLAA target was restated from the 2025 Annual Report to reflect a correction to the methodology. The revised target was approved by the Board in November 2025.

8 The percentage of TBLAA assets cannot be calculated using the total assets value in this table because it was calculated using a total assets value of \$30.8B, which didn't include FCU assets.



Vancity's Strategy Pillars	Material Topics 2025	Indicators	Results			Targets		Progress in 2025	See page	
			2023	2024	2025	2025	2026			
Inspire our employees to do their best work	Employment	Employee engagement score <sup>1</sup>	75%	69%	81%	72%	79% <sup>2</sup>	Met	<a href="#">26</a>	
		Certified Living Wage Employer	Yes	Yes	Yes	Yes	Yes	Met	<a href="#">27</a>	
	Diversity, equity, and inclusion	Employees who self-identify as Indigenous	1.9%	1.6%	1.4%	3.0%	3.0%	Not met	<a href="#">28</a>	
Be experts in our business and deliver	Service experience	Member satisfaction (average)	80.9%	81.4%	81.8%	81.5%	No target	Met	<a href="#">30</a>	
		Net promoter score <sup>3</sup>	n/a	28	31	28	27 <sup>4</sup>	Met	<a href="#">30</a>	
		Membership growth	1.32%	0.16%	0.37%	1.20%	1.75%	Not met	<a href="#">31</a>	
Embed impact in everything we do	Economic impacts	Shared Success allocation	\$0.3M	\$1.7M	\$21.0M	\$11.2M	\$22.0M	Met	<a href="#">32</a>	
	Financial health and inclusion	Member financial confidence score (out of 10) <sup>5</sup>	7.4	7.6	7.2	No target	2030 target 8.0	n/a	<a href="#">34</a>	
	Affordable housing	Affordable housing units financed	1,451	1,924	3,915	2,000	Develop target	Met	<a href="#">35</a>	
	Reconciliation with Indigenous Peoples	PAIR certification <sup>6</sup>	n/a	n/a	Bronze-level	Certification	No target	Met	<a href="#">36</a>	
	Climate	Scope 1 + scope 2 operational GHG emissions (tCO <sub>2</sub> e) <sup>7</sup>		734	645	626	No target <sup>8</sup>	2040 target net zero <sup>9</sup>	n/a	<a href="#">37</a>
				1,529	1,559	1,782	No target <sup>8</sup>	No target <sup>8</sup>	n/a	<a href="#">37</a>
				2,263	2,204	2,409	No target <sup>8</sup>	No target <sup>8</sup>	n/a	<a href="#">37</a>
				n/a	0%	+2%	No target <sup>8</sup>	2030 target -53%	n/a	<a href="#">37</a>
				n/a	-5%	-2%	No target <sup>8</sup>	2030 target -60%	n/a	<a href="#">37</a>
Biodiversity and nature	Publish annual Biodiversity Progress Report per the Finance for Biodiversity Pledge	n/a	n/a	Yes	Yes	Yes	Met	<a href="#">39</a>		
Responsible investment	Net Sustainable Wealth Management inflows	\$117M	\$(8.6)M	\$237M	\$393M	\$329M	Not met	<a href="#">40</a>		

1 Previously called employee experience score.

2 In 2026, we plan to revise the calculation methodology for employee engagement score, therefore the 2026 target is not directly comparable to the 2025 target or the 2023 to 2025 results.

3 Net Promoter Score (NPS) is a measure of how likely people are to recommend an organization to others, showing overall loyalty based on how many supporters there are compared with critics.

4 The 2026 NPS target was set before the year-end NPS results were available.

5 Based on a Vancity retail member survey question, "Overall, how confident are you that you can successfully manage your financial situation over the next 12 months?" (1 = Not at all confident, 10 = Extremely confident), and using the average weighted score across respondents.

6 Partnership Accreditation in Indigenous Relations (PAIR) is a certification program that confirms corporate performance in Indigenous relations, signalling to communities that a business is a good partner, great place to work, and is committed to prosperity in Indigenous communities.

7 Emissions from CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, and HFCs (leakage from refrigerants) have been included in the calculations and converted to CO<sub>2</sub>e. Emissions from other GHGs (PFCs and SF<sub>6</sub>) are not significant and are not reported in the above table. For estimated scope 1 and scope 2 emissions by type of greenhouse gas, see [Climate Update](#), page 44. Scope 2 emissions are calculated using the location-based method. Vancity does not operate in markets that provide product or supplier-specific data or other contractual instruments.

8 Aligned with best practice guidance, we have set either an interim or a long-term target, along with implementation plans. As a result, 2025 progress is reported as not applicable (n/a).

9 Our 2040 net-zero target requires a minimum 90 per cent reduction from the 2023 baseline.



# Business review.

This section addresses our material topics. They include our most significant impacts on the economy, environment, and society. It also addresses the sustainability-related risks and opportunities that may affect us. Note: material topics may overlap multiple strategy pillars.

For details, see [About this report, page 9.](#)

## In this section

- 18. Make profit, innovate, and grow.
- 22. Centre the member.
- 26. Inspire our employees to do their best work.
- 30. Be experts in our business and deliver.
- 32. Embed impact in everything we do.





# Make profit, innovate, and grow.

## Financial performance

### Overall financial results and outlook.

**2025 was a year of strengthening Vancity for our members. We returned to solid profitability, grew our balance sheet responsibly, and ran our operations more efficiently, all so we could keep investing in better member service, long-term resilience, and greater member and community impact.**

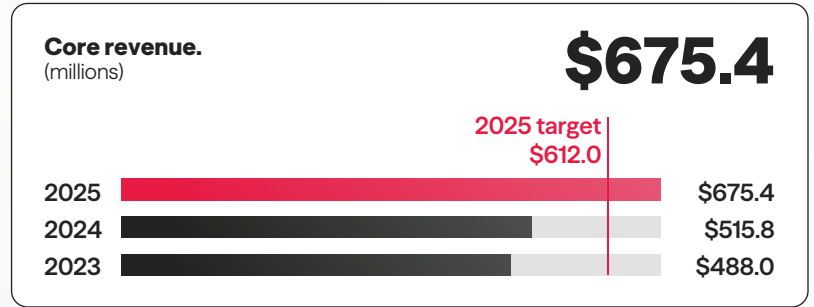
These results were achieved during economic uncertainty, with a weak start to 2025 marked by trade tensions and cautious consumer confidence. Changing economic conditions also affected some members, leading to higher delinquencies, defaults, and loan impairment expenses.

As the year progressed, our strengthening financial performance helped us support members' access to credit through a period of mixed but improving conditions, while the Canadian economy battled to ultimately avoid a full-blown recession.

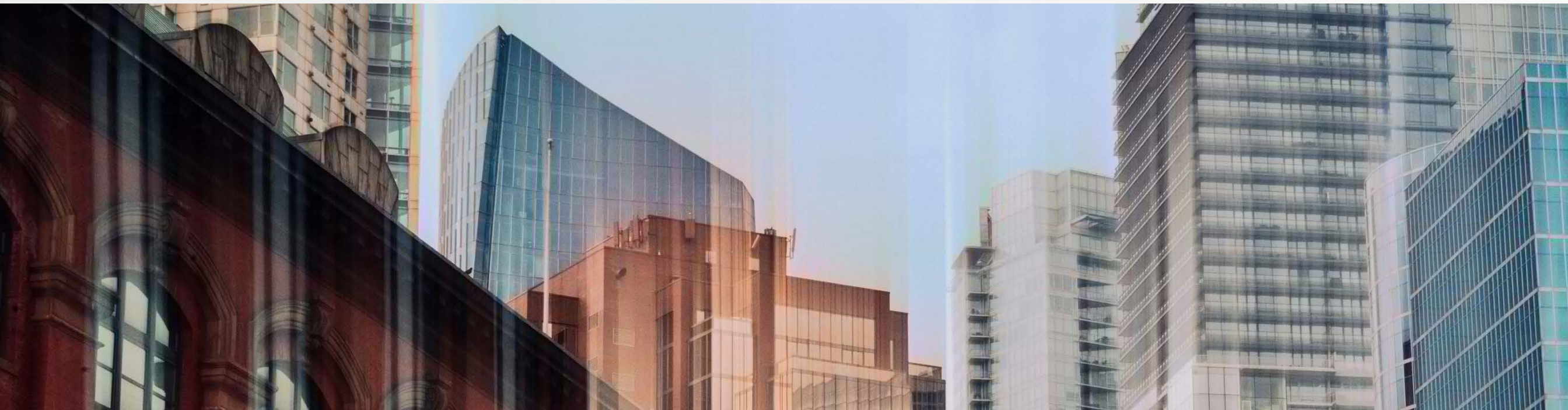
Core revenues continued to grow, supported by steady increases in interest income as members saved, borrowed, and did business with Vancity. Non-interest income also strengthened, driven primarily by an increase in fee income. Together, these factors contributed to a more resilient revenue base, supporting our ability to serve members and reinvest in the products and services they rely on.

Looking ahead, Vancity's outlook is positive, with a focus on further investments in technology to operate more smoothly and serve members better. While economic growth and the housing market are expected to pick up slightly in 2026, many members will continue to feel pressure on their household budgets. To meet members' borrowing needs responsibly, we plan to stay focused on attracting more member deposits, which helps fund loans to other members.

Overall, the progress made in 2025 leaves us well positioned, with strong capital, liquidity, and momentum, to continue delivering reliable value and support to members in 2026 and beyond.



Financial results on this page reflect the December 1, 2025 merger with First Credit Union.

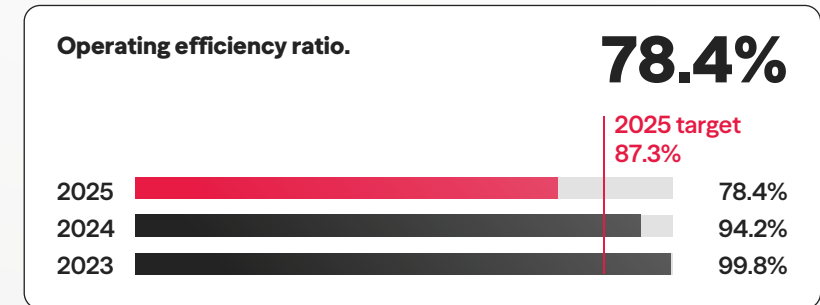
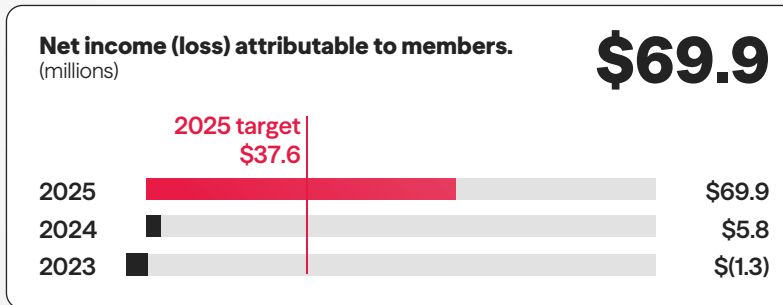
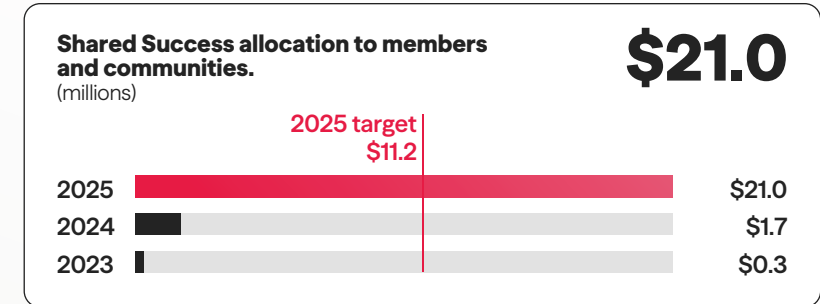
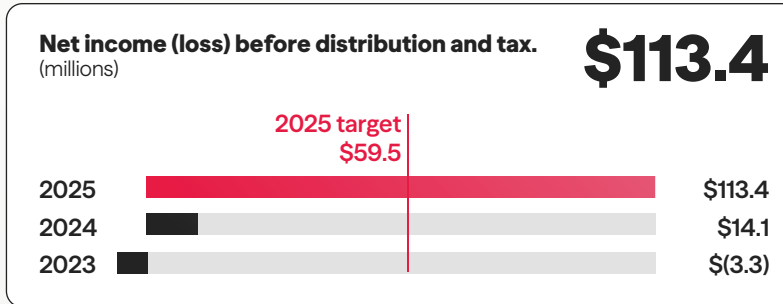




**Net income, Shared Success, and operating efficiency ratio.**

Each year, Vancity allocates 30 per cent of net profits to our Shared Success program to be distributed to members and community in the following year through dividends and community investments. Since 1994, more than \$463 million has been allocated through the program. The annual amount is determined by our financial performance, specifically, net income attributable to members. The 2025 allocation was 12 times the allocation in 2024, reflecting increased profitability. Our long-term objective is a net income close to \$500 million to enable us to allocate more than \$150 million in Shared Success every year.

The operating efficiency ratio measures how much we spend on our operations to generate a dollar of revenue, and is calculated by dividing our total operating expenses by our operating income. It's expressed as a percentage of revenue, and a lower number is generally better and an indicator of efficient operations. This ratio significantly improved in 2025 to 78.4 per cent from 94.2 per cent in 2024. Higher revenue, due mainly to rising interest margins and growth in fee income, combined with disciplined cost management, drove this efficiency gain. This result was much better than our 2025 target. We continue to strive for an operating efficiency ratio of 65 per cent, a longer-term target more reflective of a financial institution of our size.



Financial results on this page reflect the December 1, 2025 merger with First Credit Union.



**Assets, liabilities, and assets under administration.**

In 2025, Vancity's total assets and assets under administration grew to \$41.0 billion from \$36.0 billion, with total assets of \$31.5 billion and assets under administration of \$9.6 billion.<sup>1</sup>

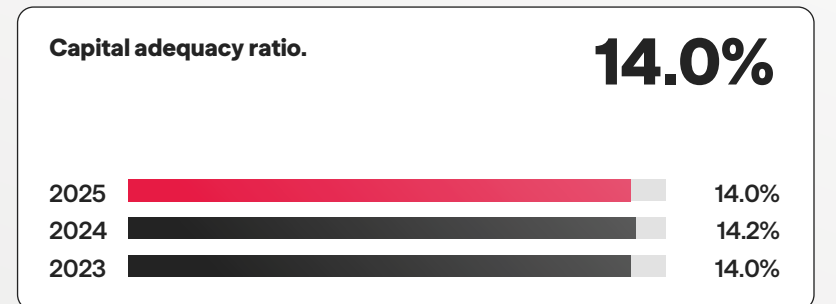
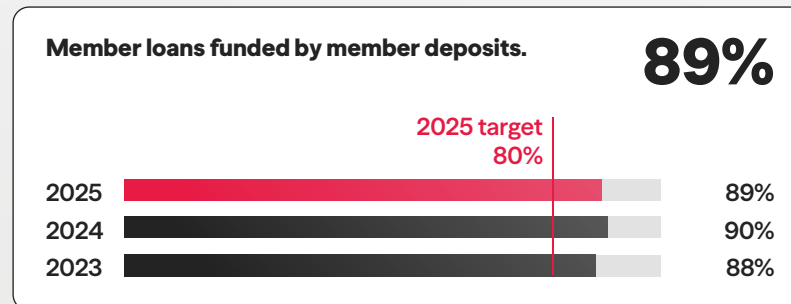
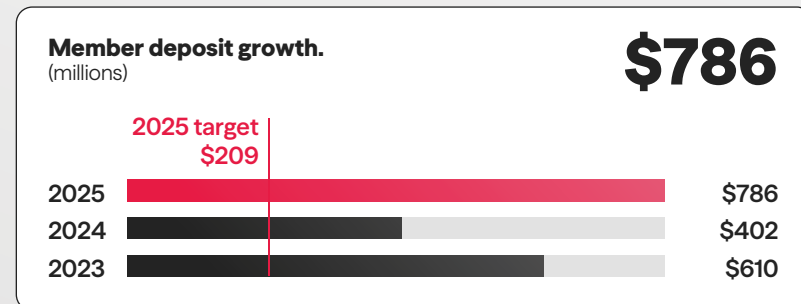
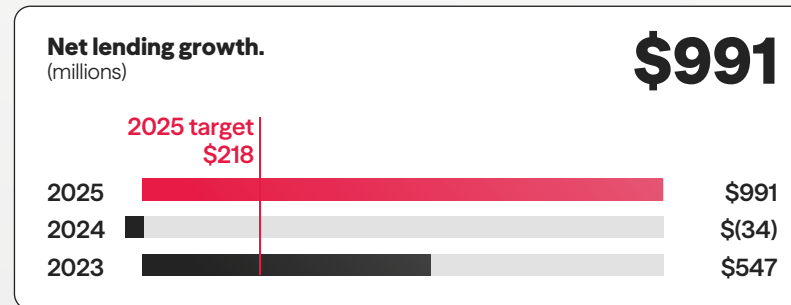
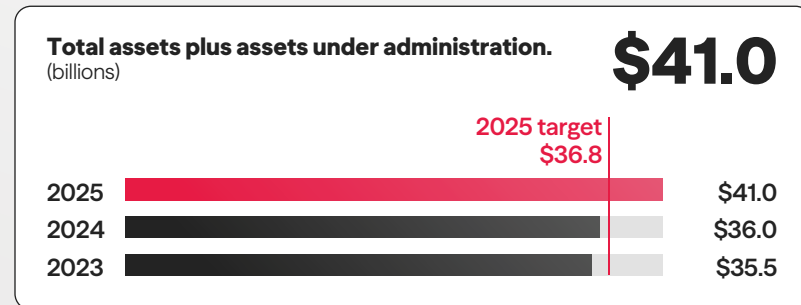
Higher loan growth was driven mainly by residential mortgages, including many renewals, while deposit growth remained strong enough to avoid overreliance on more costly external funding sources. Our balance sheet position reflects the continued strength of our fiscal foundation, with 89 per cent of our loans funded by deposits from our members, higher than our target of 80 per cent.

**Liquidity and capital.**

Our liquidity and capital adequacy positions remain strong and above all regulatory and internal requirements. We've been adding and expanding new funding sources to enhance our financial resilience, while continuing to conduct appropriate long-term capital planning.

Vancity's liquidity ratio is expressed as a percentage of treasury assets – investments that can be quickly and economically converted into cash – against total deposits and debt liabilities (borrowings). Our liquidity levels continued to exceed both internal and external requirements.

Our capital adequacy ratio was safely above both our internal minimum and the minimum capital required by our regulator. A strong capital ratio demonstrates Vancity's financial resilience and provides us with the capacity to support future growth and withstand inevitable changes in economic and financial conditions.



<sup>1</sup> The assured assets under administration figure of \$8.5B, reflected in the Targets and results table on page 15, does not include FCU AUA.

Financial results on this page reflect the December 1, 2025 merger with First Credit Union.

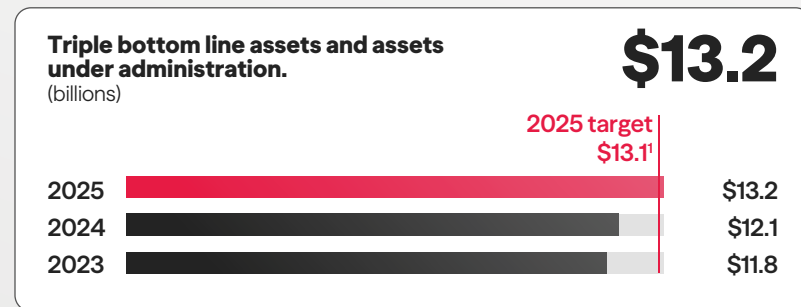


**Triple bottom line assets and assets under administration (TBLAA).**

Vancity aims to use our assets to meet the needs of our members and achieve our vision of a transformed economy that protects the earth and guarantees equity for all. The metric triple bottom line assets and assets under administration is one way we can understand our progress in achieving this. It is influenced by the Global Alliance for Banking on Values' triple bottom line approach to delivering impact for society. TBLAA includes a mix of assets with positive impacts, such as lending that goes towards helping members purchase their first home or electric vehicle, financing that fuels growth for local green or social enterprises, or investments that count as being responsible.

For definitions, see Applicable criteria for selected metrics, [Accountability Statements](#), page 98.

In 2025, our TBLAA balance grew to \$13.2 billion from \$12.1 billion in 2024. TBLAA as a percentage of all our assets and assets under administration held at 34 per cent.<sup>1</sup>



Our 2026 TBLAA target was restated from the 2025 Annual Report to reflect a correction to the methodology. The revised target was approved by the Board in November 2025.

For more information on financial performance, see the [Consolidated Financial Statements](#) and [Accountability Statements](#), page 5.

<sup>1</sup> The percentage of TBLAA assets cannot be calculated using the total assets value in this table because it was calculated using a total assets value of \$30.8B, which didn't include FCU assets.





# Centre the member.

## Governance

### Board of Directors.

**The Vancity Board of Directors, elected by the membership, has a legal responsibility to protect Vancity’s assets. Board members are responsible for ensuring good governance at Vancity. They act as stewards of our organization, provide critical oversight, and help ensure that members’ money is invested in ways that improve our communities.**

The Board delegates the day-to-day management of Vancity to the President and Chief Executive Officer, who establishes the accountabilities of each member of the executive leadership team. Each Director serves on three or more committees and may be appointed to the boards of our subsidiaries or affiliates.

Board Directors regularly engage with our members and are active in the communities where they live and work. They represent the credit union at public events, meet with other credit unions, and in some cases hold positions on other boards.

Directors receive a monetary sum to serve on the Board (referred to as “remuneration”). Remuneration differs from a salary in that Directors are not hired and employed by Vancity, but are elected directly by the membership.

At the May 6, 2025 Annual General Meeting (AGM), 10 motions to enact various changes to Board remuneration were voted on and were declared to have failed. After an independent audit by MNP confirmed inaccuracies in how results were calculated, Vancity identified and corrected the errors in the vote-counting process that had caused these inaccuracies. While all 10 motions were affected by these errors, the corrected results confirmed that three Director remuneration motions had in fact passed. At the 2026 AGM, a motion will be brought forward asking attendees to ratify the corrected voting results of all motions from the 2025 AGM. Until then, no changes will be made to Director remuneration.

Following the merger with First Credit Union (FCU) on December 1, 2025, Vancity established a Board Advisory Committee composed of representatives from Vancity and the legacy FCU board. This committee meets quarterly to provide strategic, community-informed advice, ensuring regional perspectives remain central to decision-making.

For more on the Board, including attendance records, professional development, remuneration, and the Board diversity statement, see [Board of Directors](#).

### Board of Directors election.

One of the seven co-operative principles is “democratic member control.” One way Vancity members have a say in the future direction of our credit union is by electing Directors annually for a term that normally runs three years, up to a maximum of four terms.

The Board considers regulatory expectations and feedback from members to establish a transparent election process. The Nominations and Elections Committee works to attract a diverse range of candidates, including those with experience overseeing large organizations like Vancity.

For the 2025 election, the Committee included two Directors and four members-at-large and, in keeping with regulatory requirements, recommended five of the 10 Board candidates. Members could vote for their choice of up to three candidates. The top three candidates were elected for three-year terms.

A total of 30,910 members voted.

For more on governance, including governance of sustainability-related topics, see [Accountability Statements](#), pages 11 and 12.

### Risk management.

Risk is inherent to the financial services industry. Vancity’s enterprise risk management framework enables the Board to define and oversee an appropriate risk appetite for our credit union by outlining how much risk Vancity is willing to accept. We maintain a robust enterprise risk management system including three lines of defence<sup>1</sup>, supported by a risk-aware culture and integration of key processes across the organization. In 2025, we continued to strengthen our enterprise-wide risk culture through, for example, risk awareness training for all employees.

For more on risk management, see “Risk management” on page 20 of the [Accountability Statements](#) and “Financial risk management framework” in Note 25 of the [Consolidated Financial Statements](#).

#### Eligible members who voted in Board elections.

**5.9%**



<sup>1</sup> All teams manage risks related to their work as part of their day-to-day activities, dedicated risk and compliance teams provide guidance and oversight, and Internal Audit independently reviews that the system is working as intended.



2025–26 Directors.

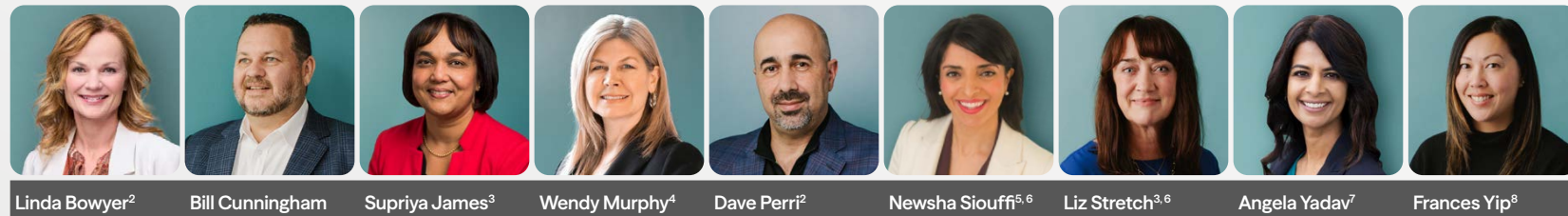
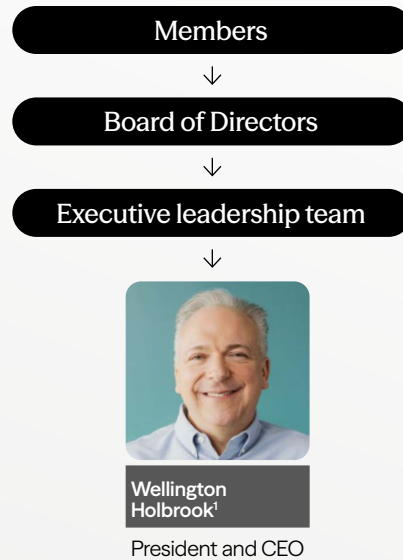
<b>Rita Parikh</b> Chair	<b>Christie Stephenson</b> Vice Chair	<b>Bill Chan</b>	<b>Joel DeYoung</b>	<b>Opreet Kang</b>	<b>Heather O'Hara</b>	<b>Kristen Rivers</b>	<b>Juvarya Veltkamp</b>	<b>Lynn Weaver</b>
Elected 2016 Fourth term 2025–2028	Elected 2020 Second term 2023–2026	Elected 2018 Third term 2024–2027	Elected 2019 Third term 2024–2027	Elected 2023 First term 2023–2026	Elected 2023 First term 2023–2026	Elected 2022 Second term 2025–2028	Elected 2021 Second term 2024–2027	Elected 2025 First term 2025–2028

**Committee<sup>1</sup>**

<b>Audit</b>		Member	Member			Chair		Member	Member
<b>Equity and People</b>	Member	Member				Member	Chair		Member
<b>Governance</b>		Member	Chair		Member		Member		Member
<b>Nominations and Election</b>	Member			Chair					
<b>Risk</b>	Member			Member	Member	Member		Chair	
<b>Technology</b>			Member	Member	Chair		Member	Member	
<b>Other Appointments</b>	Vancity Community Investment Bank; Citizens Trust	Central 1 Credit Union	Stabilization Central Credit Union	Vancity Community Investment Bank; Citizens Trust		Vancity Community Investment Bank; Citizens Trust; Vancity Community Foundation			

<sup>1</sup> Directors also participated on various ad hoc committees.

Structure and executive leadership team.



<b>Linda Bowyer<sup>2</sup></b>	<b>Bill Cunningham</b>	<b>Supriya James<sup>3</sup></b>	<b>Wendy Murphy<sup>4</sup></b>	<b>Dave Perri<sup>2</sup></b>	<b>Newsha Siouffi<sup>5,6</sup></b>	<b>Liz Stretch<sup>3,6</sup></b>	<b>Angela Yadav<sup>7</sup></b>	<b>Frances Yip<sup>8</sup></b>
Executive Vice President, Inclusive Banking and Sustainable Wealth	Executive Vice President, Business and Commercial Banking	Chief People Officer	Chief Technology and Administration Officer	Chief Risk Officer	Chief Strategy Officer	Chief Member Experience Officer	Chief Legal Officer	Chief Financial Officer

Executive leadership team as of April 2026

1 Wellington Holbrook is also CEO of Vancity Community Investment Bank.  
 2 In addition to his role as Chief Risk Officer, Dave Perri led Inclusive Banking and Sustainable Wealth until December 2025 when Linda Bowyer joined Vancity. Linda previously was CEO of First Credit Union.  
 3 Liz Stretch was Chief People Officer until Supriya James joined Vancity in November 2025.  
 4 Wendy Murphy was Chief Technology and Information Officer until her role was expanded in March 2025.  
 5 Newsha Siouffi was Vice President, Office of the CEO, Strategy and Innovation until her appointment as Chief Strategy Officer in September 2025.  
 6 Chief Member Impact and Experience Officer Johnathan Fowle left Vancity in August 2025, and his accountabilities were split between the Chief Strategy Officer and the Chief Member Experience Officer.  
 7 Angela Yadav is also CLO of Vancity Community Investment Bank.  
 8 Frances Yip is also CFO of Vancity Community Investment Bank.

Active subsidiaries.

**Vancity Investment Management Ltd.**

Provides discretionary investment management services to individuals, not-for-profit groups, and other organizations. Established in 1995, it was one of the first wealth management firms in Canada to focus on investments that deliver competitive returns while making a positive impact on the world.

**Vancity Community Investment Bank**

A federally chartered Schedule 1 bank, regulated by the Office of the Superintendent of Financial Institutions Canada. Its focus is on lending for social purpose real estate (affordable housing, co-op housing, co-working spaces, green and heritage buildings), financing climate-related projects, as well as meeting the deposit needs of not-for-profit organizations, foundations, and social enterprises. Its operations are primarily based in Ontario. Subsidiaries of Vancity Community Investment Bank include Citizens Trust Company, CoPower Inc., and CoPower Finance Inc.

**SCU Insurance Services Ltd.**

Provider of auto insurance, homeowners' insurance, and driver licensing needs.

**Vancity Capital Corporation**

Provides growth capital to small- and medium-sized businesses, not-for-profit organizations, and co-operatives.

**Vancity Life Insurance Services Ltd.**

Provides life insurance agency services.

**First Wealth Management Ltd.**

Provides personalized wealth management services to individuals, families, and businesses, including investment management, financial and retirement planning, and estate planning.

**First Group of Companies Realty Holdings Ltd.**

Owns and manages real estate properties, including branch locations in Powell River and on Texada Island, and leases properties to Vancity.



Privacy and security

**We remain vigilant in protecting and securing member information against the ever more sophisticated fraud and cyberattacks that financial institutions face.**

This means safeguarding members' personal and financial information and working with members to prevent fraud, theft, and other scams that could lead to losses for both members and Vancity.

We continue to invest in providing a stable and secure technology platform to help protect members from the latest fraud and privacy threats. The new Digital Banking Platform, launched in 2025, includes several new features designed to continue keeping members' accounts safe. In 2025, we continued to strengthen our employees' skills to identify and address cybercrime and fraud, as part of our mandatory compliance training.

We encourage members to **learn how to protect** themselves from fraud, scams, and other security threats.

Vancity does not use member data for secondary purposes without authorization. For example, we do not transfer data through sale, rental, or sharing, and we do not sell targeted advertisements.

We want to use artificial intelligence (AI) in ways that genuinely help our members and employees, by automating routine tasks, improving service, and creating a smoother banking experience. At the same time, we know that trust is essential. We've developed our Ethical AI Strategy to guide how we adopt these tools across Vancity to ensure they are used responsibly, ethically, and in line with our broader strategy. Above all, we're committed to protecting members' privacy and keeping their information secure, building strong safeguards into every AI enabled solution we introduce.

**Substantiated reports of privacy breaches.**  
(number)

**59**



<sup>1</sup> 2024 data restated to reflect updated incident information.





# Inspire our employees to do their best work.

## Employment

**In 2025, for the third year in a row, Vancity was named a BC Top Employer. Being acknowledged in BC is especially meaningful because our work is rooted in the communities we serve.**

We earned this recognition because of our focus on skills development, competitive pay and benefits, employee rewards and recognition, along with our inclusive and welcoming culture. First Credit Union, with whom we merged on December 1, 2025, was also named a BC Top Employer for the past three years.

In the 2025 Employee Engagement Survey, employees described Vancity as a place where supportive colleagues, inclusive teams, flexible work, and a clear sense of purpose make a difference. Our overall engagement score rose to 81 per cent, a significant accomplishment in light of all the new changes we've introduced to our employees. Almost 1,900 employees participated, with an 84 per cent response rate that matched 2024's.

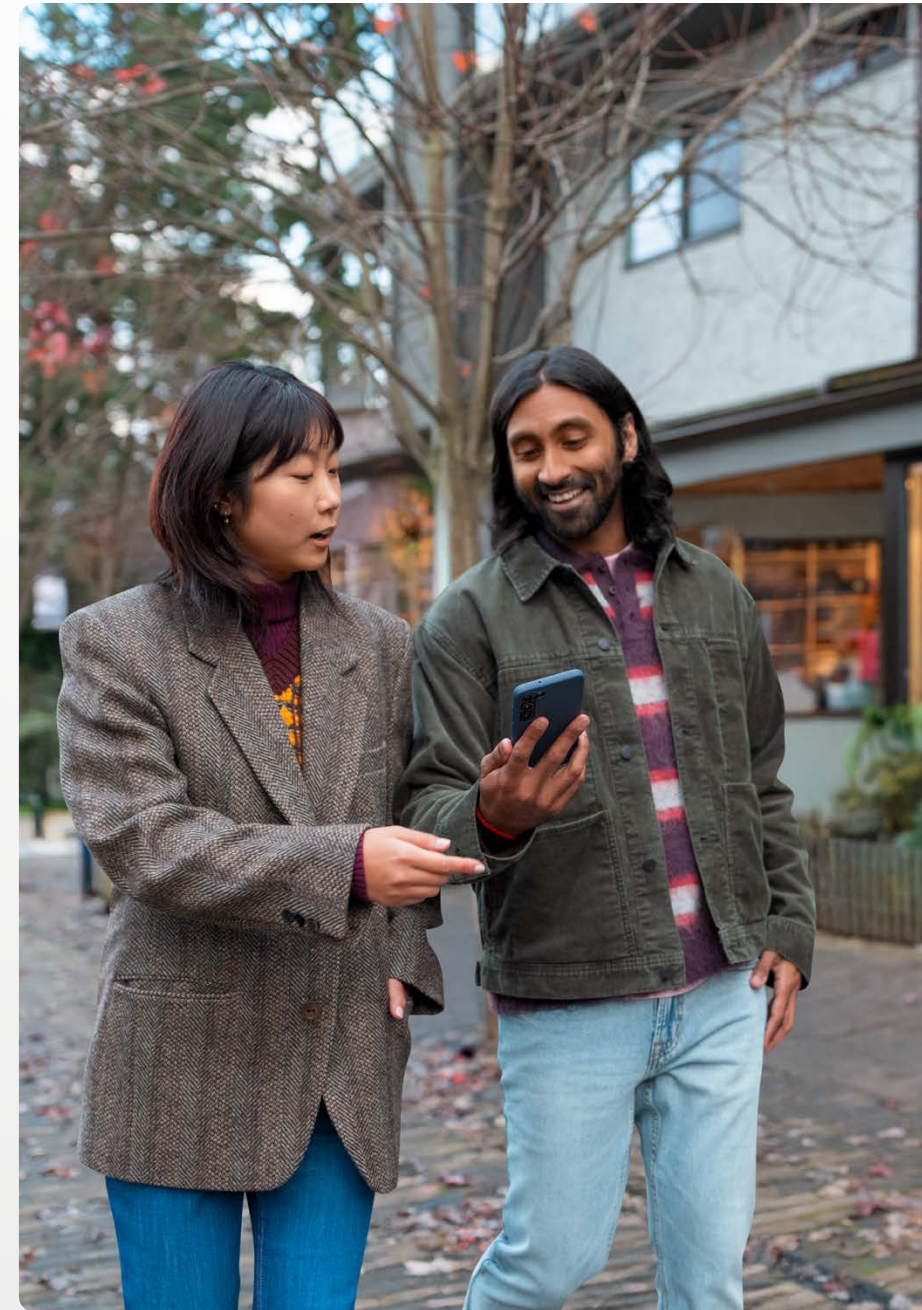
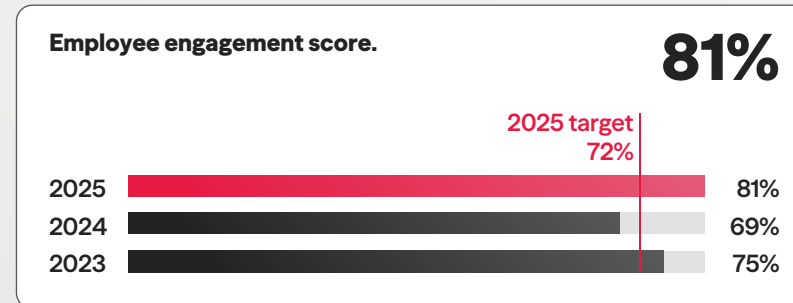
Employees noted that our diversity and inclusion efforts are making a difference, while also calling for deeper awareness and driving lasting change. They highlighted opportunities to enhance the employee experience through clearer career pathways, better onboarding, improved technology, and more visibility and communication from senior leaders.

We negotiated a renewed collective agreement with the BCGEU, the union representing some of our employees.

In 2025, we introduced revised behaviours into our performance management framework to help shift our culture to achieve our strategic goals. Each behaviour was thoughtfully chosen to foster a culture where achievement, accountability, initiative, and growth are expected, supported, and celebrated. These behaviours define what success looks like for every employee and are intended to help drive bigger and better outcomes for our members. We also launched a senior leadership development program, focused on building adaptive leadership capability, strengthening collaboration and innovation, and aligning leadership behaviours with the organization's refreshed strategy, culture, and performance framework.

We introduced Microsoft's AI assistant, M365 Copilot, across Vancity and rolled out a training program to enable employees to work more efficiently, reduce time spent on routine tasks, and strengthen overall organizational productivity and competitiveness.

**Canada's Top 100 Employers**  
**Canada's Top Family Friendly Employers**  
**Canada's Top Employer for Canadians Over 40**  
**BC's Top Employers**  
 — Mediacorp Canada Inc.





**Paying a living wage.**

In 2025, Vancity recertified as a Living Wage Employer based on Metro Vancouver’s living wage of \$27.05 per hour. A living wage is the hourly rate required for two working parents to meet the basic needs of a family of four. It’s intended to build stronger local economies and more sustainable and healthy communities. Vancity is one of Canada’s largest private-sector Living Wage Employers.

We continue to make living wage adjustments in what we pay our own employees as well as work closely with key suppliers to have their employees, who are providing direct services to Vancity, paid a living wage. The living wage increased to a minimum of \$27.85 per hour in Metro Vancouver in November 2025, which employers must meet as of May 2026.

First Credit Union, which merged with Vancity in December 2025, was also a certified Living Wage Employer.

See page 30 of the [Accountability Statements](#) for more information.



**Senior management and executive compensation.**

In 2025, senior leaders (members of the executive leadership team, vice presidents, and directors) received a compensation package comprised of a base salary and variable incentives that are tied to organizational and individual performance against metrics and goals.

Vancity’s President and CEO has a compensation package, established by the Board, that includes a short- and long-term incentive plan, designed to recognize performance on organizational metrics and strategic priorities. In their 2025–27 long-term incentive plans, the CEO and other members of the executive leadership team have sustainability-linked incentives related to implementing our Impact Strategy.

We update our [CEO Compensation Disclosure Statement](#) annually. In 2025, following a robust, third-party-led CEO and executive compensation review, the Board revised the CEO total rewards structure, effective January 1, 2025. The process included assessing compensation levels at the 50th percentile of a group of peer companies of comparable size, scope, and complexity. Revised CEO compensation reflects market conditions with increased competition for experienced leaders at larger, more complex credit unions, alongside higher regulatory and operational demands.

In 2025, the ratio of our CEO to median employee annual compensation was 20:1. The UN Sustainable Development Performance Indicators’ recommended maximum for CEO–median worker pay ratio is 30:1 and in 2024, the 100 top paid [CEOs](#) in Canada made 248 times more than the average worker.



CEO compensation package	2025	2024	2023
Base salary	\$ 640,000 <sup>1</sup>	\$ 480,769 <sup>2</sup>	\$ 534,762
Short-term incentive	767,867 <sup>3</sup>	319,682	56,598 <sup>4</sup>
Long-term incentive	–	–	46,222 <sup>4</sup>
<b>Total regular compensation</b>	<b>1,407,867</b>	<b>800,451<sup>2</sup></b>	<b>637,582<sup>4</sup></b>
Discretionary incentive <sup>5</sup>	445,362	308,463	n/a
<b>Total compensation</b>	<b>\$ 1,853,229</b>	<b>\$ 1,108,914<sup>2</sup></b>	<b>\$ 637,582<sup>4</sup></b>

- 1 Base salary reflects a Board-approved salary adjustment provided to the CEO effective January 1, 2025.
- 2 Base salary has been restated to reflect pro-rated annual salary because CEO Wellington Holbrook was appointed on January 8, 2024.
- 3 Paid in 2026 for 2025 fiscal year performance.
- 4 Lower than usual CEO compensation reflects CEO transition and time under interim CEO during the year.
- 5 This discretionary incentive plan was implemented as an interim measure to bridge the period between the conclusion of the prior LTI Plan on December 31, 2023 and the commencement of the new LTI Plan effective January 1, 2025. The award for the first LTI performance period is payable at the end of the initial three-year period in 2027. The discretionary incentive is not part of the ongoing CEO compensation structure.



Diversity, equity, and inclusion

To meet our commitment to equity and our value of Reconciliation (see page 36), we prioritize diversity and inclusion internally and the improvement of access to financial services for those who face barriers in the communities where we operate (see Financial health and inclusion, page 34).

We're dedicated to becoming an inclusive, anti-racist organization with a workforce that reflects the diversity of the communities we serve. As a financial institution and employer, we're committed to doing our part in removing barriers that stem from systemic exclusion and inequities that affect women, Indigenous, Black and people of colour, 2SLGBTQIA+, and people living with visible and invisible disabilities.

In 2025, we relaunched our Talent Program Initiative to increase equitable access to jobs, training, and career growth for three historically equity-deserving groups: Indigenous, Black, and transgender individuals. With approval from the [BC Office of the Human Rights Commissioner](#), the Talent Program Initiative is part of our commitment to Reconciliation, anti-racism, and equity for equity-deserving communities. Building processes with equity and universal design in mind strengthens workplaces for everyone. This helps with removing hidden barriers, creating fairer opportunities, and fostering a culture where all can thrive.

In 2025, we held our first "Meet Vancity" career open house at Vancity Centre, which prioritized registration from equity-deserving groups in the Talent Program, and was open to any interested community members. The event showcased our culture, career pathways, and values-based approach, and created direct connections between internal teams and prospective new employees.

We're also advancing partnerships with [BlackNorth](#), [iWorks](#), and [QueerTech](#) to strengthen engagement with underrepresented communities. In 2025, Vancity joined [Pride at Work Canada](#), a network of over 250 companies dedicated to advancing workplace inclusion for 2SLGBTQIA+ communities by sharing best practices and fostering dialogue on the issues affecting these individuals in the workplace. We currently use [BlackNorth Connect](#), a job search and recruitment portal developed by the BlackNorth Initiative to connect employers with Black talent across Canada and support more equitable access to employment opportunities.

While we have experience incorporating fairness and inclusion into our work, we know there is still more to do. In 2025, we continued to work with our voluntary, employee-led Employee Resource Groups on Women's Equity, Racial Equity, Persons with Disabilities, Mental Health, Indigenous, and 2SLGBTQIA+ communities. In 2026, we will launch our new Equity Strategy to deepen our commitment. This policy will help us build a diverse and engaged workforce, drive more community-focused equity, and enable us to deliver accessible and inclusive services for all.

The percentage of employees who self-identified as Indigenous in our voluntary diversity survey declined in 2025. However, in our assessment this decline is primarily due to lower participation in this survey among new employees, including Indigenous ones. In response, we will strengthen the content in our new employee onboarding regarding the importance of participating in the diversity survey, as well as launch an organization-wide engagement campaign. We will also continue partnering with Indigenous organizations and BC Talent Programs to support progress toward our three per cent representation target.

We want to ensure that employees and members have the autonomy, convenience, and empowerment to fully engage with our organization, which may require intentional action to remove barriers, both physical and mental.

Over the past two years, we've established accessibility feedback and governance mechanisms, such as the Accessibility Advisory Committee, which provides lived experience advice and recommendations, and the Leaders Accessibility Working Group, which is accountable for decisions and implementation. In 2025, Vancity Community Investment Bank published its first [Accessibility Progress Report](#), which provides a snapshot of the actions taken to implement the [Accessibility Plan \(2024–2027\)](#).

For the diversity breakdown of our employees and Board, see [Accountability Statements](#), pages 43 and 44.

See our website for more on Vancity's work on [equity and anti-racism](#).



<sup>1</sup> Percentage reflects employees who self-identified in the diversity survey, divided by all employees. 80 per cent of employees participated in the survey in 2025.



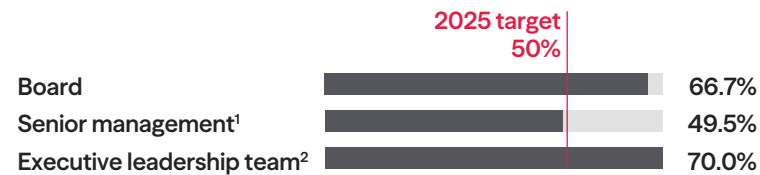
**Leadership diversity.**

Vancity is part of the federal 50 – 30 Challenge to accelerate diversity and improve equity at our Board and senior management<sup>1</sup> levels. The goal of the 50 – 30 Challenge is to attain gender parity (50 per cent) and at least 30 per cent representation of underrepresented groups in leadership roles to build a more diverse, inclusive, and vibrant economic future for all Canadians. We set ourselves a higher target so that by the end of 2025 we reflect our community diversity with a Board and a senior management team where at least 40 per cent identify as Indigenous, Black, people of colour, 2SLGBTQIA+, gender-diverse, and/or people living with a disability. We have achieved these goals and we continue to focus on leadership diversity.

As part of the BlackNorth Pledge, we committed to a goal that at least 3.5 per cent of senior leadership roles would be held by Black leaders by 2025. While we did not meet this target, we launched the Vancity Talent Program Initiative in 2025 to strengthen pathways for hiring and developing Black employees. In 2026, we will work with BlackNorth to reassess and set an updated, achievable goal.

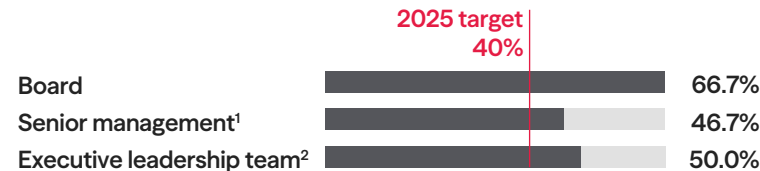
**Gender parity.**

(self-identified as women, transgender, and/or non-binary)



**Underrepresented groups.**

(self-identified as Indigenous, Black, person of colour, 2SLGBTQIA+, gender-diverse, and/or living with a disability)



<sup>1</sup> Senior management includes director-level roles and above, including executive leadership team.

<sup>2</sup> Executive leadership team is listed on [page 24](#).



**Developing a career in a supportive workplace.**

Paddy Gallagher joined Vancity in 2014 as the first neurodivergent Workplace Inclusion (WIN) Administrator, marking the launch of the WIN Program, which aims to create meaningful, supported administrative roles for people with disabilities across the organization.

Beginning in Learning and Development, he supported new employee orientation through key administrative tasks. As his role expanded from part-time to full-time, Paddy took on coordinating vendors, organizing events, and managing broader office operations. This growth reflected both his capability and the value of an inclusive environment.

In 2021, he became a Senior Administrator, and in 2022 he advanced to Team Coordinator for the WIN Program and became the first program graduate to move into a Team Lead role. With WIN's integration into the Diversity, Equity, Inclusion and Reconciliation team, his work aligned even more closely with Vancity's equity commitments.

Today, Paddy mentors neurodiverse WIN Administrators, helping them build confidence, develop skills, and realize their potential, continuing the same supportive path that shaped his own journey.



# Be experts in our business and deliver.

## Service experience

Providing our members with the best financial services to meet their needs is a top priority.

Members and employees have told us they want better digital banking tools. But our old app, for example, was based on older technology and prevented us from adding features that a lot of members now expect. In response, in 2024, we committed to tripling our investment in technology between 2025 and 2027, prioritizing upgrades to online banking, our core banking system, and call centre technology.

We've now made significant investments in digital banking and the Member Services Centre, innovations designed to improve accessibility, security, and overall service quality. For example, we:

- Launched our new **Digital Banking Experience** to make everyday banking faster, easier, and more secure. Key features of the modernized digital banking experience for desktop and mobile platforms were introduced through a series of releases and include improved payments, enhanced functionality, and upgraded interface options like a new 'Everyday Banking' view for easier account management.
- Transformed our Member Services Centre with a new AI-enabled platform that brings all our service tools together, helping our teams resolve questions faster and more efficiently. This investment is strengthening our ability to deliver more personalized, high-quality support, while laying the groundwork for future enhancements like deeper digital banking integration and optional self-service features.

In 2025, we were also developing additional upgrades to our digital banking platform and a brand-new website experience. As we continue to roll out these upgrades in 2026, we're committed to keeping members' day-to-day banking simple and stable.

Vancity developed our Ethical Artificial Intelligence (AI) Strategy, with an ambition to be a leader in the ethical use and adoption of AI. We are adopting AI in a safe and responsible manner to do more for our members by personalizing services, expanding products, protecting against fraud, and

ensuring safe and equitable access to banking. We are also empowering our employees with accessible AI tools that enhance their ability to serve members, reduce friction, and streamline processes.

We introduced new products in 2025, including:

- BC's first **Multiplex Construction Mortgage** product, which supports members in creating more affordable housing options and increasing urban density by financing the development of multi-unit properties, up to six-unit homes, helping address the ongoing shortage of accessible, climate-ready homes.
- Upgrades to our Visa products with new features and enhancements to our Newcomers to Canada Visa Card Program.

In 2025, we developed our Values-based Innovation Strategy, and we expect to launch several innovative and impactful new products in 2026 to better serve our members.

We regularly review our branch network based on our members' evolving needs and preferences and the changing profile of each neighbourhood. The merger with First Credit Union expanded our branch network across the Sunshine Coast, Vancouver Island, and the Gulf Islands, to give members greater convenience, more services, and stronger community presence.

In 2026, we expect to open new branches in Burquitlam at 510 Clarke Road, Coquitlam; at our head office at 183 Terminal Avenue, Vancouver; and later in 2026, in Seḥákw, on Squamish Nation land located in Kitsilano, Vancouver. See Community branches, [page 49](#).

Vancity's average member satisfaction score was 81.8 per cent in 2025, a strong result overall, and one that exceeded our target for the year.

In 2026, to better align with our growth and retention objectives, we will transition from a satisfaction metric to Net Promoter Score (NPS). It's a widely used indicator that enables stronger benchmarking against peers and provides a clearer measure of member loyalty by assessing how likely members are to recommend Vancity.



## Removing barriers through member-centred service.

Vancity supports business members by offering accessible banking services, personalized advice, and financial tools that help businesses grow. Members can access streamlined financing, mentorship, and tailored support designed to reduce common barriers to entrepreneurship.

Morgan McKusick, Founder of **New Tides Counselling and Wellness**, says timely access to financing and open communication with her advisor helped her expand her practice.

By focusing on flexibility, understanding, and member-centred service, Vancity helps entrepreneurs build confidence and create sustainable businesses. Through member centred service, Vancity helps entrepreneurs build confidence and create sustainable businesses.

### Satisfaction with overall service delivery. (average)

**81.8%**

2025 target  
81.5%





**Advice and financial literacy.**

We continued to invest in training our employees to provide members with consistent yet personalized advice on financial planning, investment, and products and services.

As financial health and inclusion continues to be a **Vancity priority**, we work with local community organizations to help deliver **financial literacy workshops**. We believe a community-based model for learning creates programs that speak to the unique needs of diverse groups. Equipped with courses and tools developed by our financial experts, our community partners deliver culturally relevant workshops in their communities.

In 2025, we provided Progressive Intercultural Community Services Society with a grant and the subject matter expertise of six employees to develop a new financial literacy workshop series to support the specific financial needs and questions that **newcomers have when settling in Canada**.

We also delivered the **Wealth Mindset – Indigenous Financial Resilience** program in collaboration with Indigenous elders, to meet the needs and strengths of Indigenous learners and communities.

**Membership growth.**

Growing our membership is essential to Vancity's long-term viability and relevance, strengthening our ability to serve members, invest in our employees and systems, and scale the positive impact we create in communities. In 2025, membership grew by 0.37 per cent through organic growth, reflecting 2,096 net new members, which was below our annual target.

This performance underscores the importance of continuing to evolve our products, services, and experiences to better meet members' changing needs and earn a greater share of their everyday banking. While organic growth was modest, overall membership growth was meaningfully strengthened through the merger with First Credit Union.

Following the merger, our combined membership is estimated at approximately 588,000<sup>1</sup>, with total membership growth for 2025 closer to three per cent<sup>1</sup>, ahead of our annual target. Mergers such as this one are a key driver of Vancity's growth strategy, strengthening our scale and resilience while preserving community-based banking and expanding access to inclusive, accessible financial services across BC.

In 2026, we will continue to explore additional merger opportunities while also advancing our Member Growth, Retention, and Engagement Strategy.



**Number of members.**

**572,683**

2025 target  
577,434



**First Credit Union is now part of Vancity.**

The December 1, 2025 merger between Vancity and First Credit Union united two values-driven credit unions to strengthen community banking across BC.

Rather than focusing on cost-cutting, this merger was rooted in shared co-operative ideals: preserving local identity, enhancing member services, and amplifying social and environmental impact. The decision, endorsed by FCU members through a democratic vote, underscores the strength of member engagement and the alignment of purpose between both organizations. By pooling resources and expertise, we can offer broader financial solutions, a larger branch network, and greater capacity to invest in community initiatives.

We are confident this kind of collaboration between like-minded credit unions can create a more resilient, innovative, and member-centric financial institution.

**Membership growth.**

**0.37%**

2025 target<sup>2</sup>  
1.20%



<sup>1</sup> Estimate. Reflects the December 1, 2025 merger with First Credit Union.

<sup>1</sup> At the end of 2025, First Credit Union served approximately 15,000 members; however, since we hadn't yet integrated our systems at the time of writing, we cannot provide a reliable combined member count without risk of duplicate records. Therefore, our reported 2025 member count, reflecting only Vancity numbers, is 572,683, even though we estimate our actual post-merger number to stand closer to 588,000.

<sup>2</sup> 2025 target is based on **Central 1's projections** for BC population growth.



# Embed impact in everything we do.

## Economic impacts

Local communities, businesses, and people are the backbone of a thriving economy. Credit unions are more than financial institutions: we power local economic development and return value back to the community.

### Community investments.

Each year, through our Shared Success program, we allocate the equivalent of 30 per cent of our net income attributable to members to be given to members and communities beginning in the following year. We share these funds with our members in the form of share dividends, and with our community in the form of grants, donations, and other contributions. Since 1994, more than \$463 million has been allocated through the program.

Through the Shared Success Community Fund, including the enviroFund™, Vancity provides grants to organizations working to advance outcomes in service of our four impact focus areas: affordable housing, climate action, co-operatives and local economies, and equity and Reconciliation. Where possible, we focus our community investments at the intersections of these areas, adopting a multi-outcome approach to accelerate our impact. In 2025, our Shared Success program continued to focus on strategic systems transformation grants that advance Vancity’s impact focus areas.

Community grants approved.<sup>1</sup>  
(millions)

**\$4.0**



<sup>1</sup> Figures for approved grants and distributed grants may not match since some community grants are approved late in a given year and distributed in the subsequent year.

<sup>2</sup> Our Shared Success allocation depends on profits. As a result, 2023’s loss meant no new 2023 Shared Success allocation (for use in 2024) beyond its \$0.3M enviroFund™ protected component, based on Visa profits. The \$5.0M actual 2024 approved disbursement reported here drew on funds from previous allocations set aside for the fulfillment of multiyear funding agreements and for contingency.



### Co-operatives.

One of the seven co-operative principles is cooperation among co-operatives, and as a financial co-operative, Vancity upholds this principle in how we conduct our business and through the relationships we seek. We provide banking services to co-operatives, and work with and invest in co-operative organizations to strengthen the sector.

Our new merger model (see Membership growth, [page 31](#)) is intended to preserve access to co-operative community banking and lay the groundwork for long-term collaboration and resilience. Co-operatives are integral to accelerating impact across our core priorities, and we continue to invest Shared Success funding into partnerships that strengthen the social economy sector. We also advocate for supportive policies and resources that advance the development and sustainability of co-ops.

As a co-operative, we’re also guided by the principle of concern for community, working for the sustainable development of the communities we serve. Our focus is on building resilient local economies by supporting small and medium enterprises, co-operatives and credit unions, social enterprises, and non-profits. This approach reflects our legacy of strengthening community-based organizations and fostering collaboration within the broader co-operative sector, including initiatives like credit union mergers that enhance resilience across BC.

Looking to 2026, we will be building a co-op strategy to ensure our plans strengthen the co-op ecosystem through advocacy, partnerships, and tangible actions that fuel growth in the co-operative sector. By aligning this work with our broader impact priorities, we aim to create systemic change that connects thriving local economies with a transformed financial landscape. This approach ensures that co-operatives remain a cornerstone of sustainable, inclusive economic development.

**Small business support.**

Vancity has made a commitment to support thriving local economies. We do this in many ways and see small businesses at the heart of these economies across Canada. We continue to work with organizations that help entrepreneurs adapt to economic challenges.

In 2025, Vancity hosted the Small Business Lending Summit with [JUDI.AI](#) which brought representatives from 30 credit unions across North America to our head office for two days of workshops and meetings on lending to small- and mid-sized businesses. And to support local entrepreneurs' visibility, we featured local business members at the Vancity AGM, Vancouver Sun Run, and Innovation House events.

Our investment in small businesses includes a spectrum of advice, products, and services to not only help new businesses get up and running but also for existing ones to grow and prosper; additionally, we train our teams to support business transitions. For example, in 2025, we continued to see impressive growth in the women entrepreneur loan program through our partnership with [WeBC](#). And in 2026, we are working on launching an Indigenous Entrepreneur Loan program.

**Labour movement.**

In 2025, we strengthened our support for the labour movement by formalizing internal procedures that make it easier for unions to bank with us. This includes updated, cross-team guidance for branch employees on union account management, as well as greater internal guidance and expertise on navigating our banking relationships with organized labour. We also provided direct financial and in-kind support through sponsorship and active participation in Labour Day events, while maintaining ongoing, senior-level relationships with District Labour Councils, sectoral unions, and the BC Federation of Labour. This work is complemented by policy collaboration and advocacy, particularly on climate justice and jobs, and continued effort across lines of business and throughout Vancity to deepen and align our relationships with labour.

**Public policy and advocacy.**

As a member-led, values-based financial institution, Vancity works in concert with community, other businesses, and all levels of government to build a clean and fair world while promoting the interests of our members, our business, and the regulatory needs of our sector. Vancity regularly engages

**Building capacity through community.**

Elizabeth Fisher and Victoria Koby, Vancity business members, turned their dream into reality with the Vancity Women Entrepreneurs Program. The co-founders began their journey of launching OneSpace, a work, wellbeing, childcare and community space. To expand their venture, they were looking for a financial institution that matched their values. "OneSpace is so community focused that we wanted someone who matched those values and Vancity absolutely does that," they say. The Women Entrepreneurs Program loan helped them move their business forward and take the next big step, shifting from reactive decision-making to longer-term strategic planning.

Learn more [here](#).



with decision makers at all levels of government through consultation submissions, participation in advisory bodies and roundtables, and direct engagement with elected officials and civil servants in municipal, provincial, and federal governments. We also build and support coalitions with stakeholders who share our goals, and work with community partners to inform research and initiatives that serve to illuminate and elevate the profile of our advocacy priorities.

Our public policy dialogue and advocacy is aligned with Vancity's strategic plan, business objectives, and core values, and focuses on driving the systems change necessary for a transformed economy that protects the earth and guarantees equity for all.

In 2025, we continued to collaboratively engage with the various teams at Infrastructure and Housing Canada, the new Build Canada Homes (BCH) agency, and CMHC – the teams that are supporting the design and delivery of the federal government's housing strategy – on shaping policy, financial structures, and engagement activities tied to the federal government's evolving housing strategy. Our participation and insights from these sessions are helping position Vancity as a practical partner in accelerating non-profit and mixed-income housing supply.

Our advocacy in 2025 was also focused on leadership at each level of government having influence over Vancity's ability to meet our emissions targets. With the federal government centring nation-building and housing priorities, we focused on network cultivation and deepened our engagement with [New Economy Canada](#). New Economy Canada is a non-partisan coalition of businesses, Indigenous groups, and labour organizations dedicated to building a clean economy in Canada.

At the provincial level, we focused on the [Clean BC](#) review in helping to accelerate Zero Carbon Step Code (ZCSC) adoption, implement Highest Efficiency Equipment Standards (HEES), and explore Property Assessed Clean Energy (PACE) financing. At the local government level, we maintained our efforts to encourage the City of Coquitlam, one of the top 10 municipalities in Vancity's financed emissions portfolio, to adopt an accelerated ZCSC timeline. This included direct engagement with city staff and councillors, as well as outreach by our CEO to the Mayor.

**Ethical supply chain.**

One of our key priorities is to support and collaborate with businesses and organizations that share our values. Our [Ethical Principles for Business Relationships](#) (EPBRs) help guide the decisions we make every day about our current and future business relationships, including business members, sponsorship and grant recipients, and vendors. The EPBRs provide a framework under which we make decisions that seek to increase positive impact or reduce harm.

In 2025, we sourced 69 per cent of the value of our purchases, about \$137 million, from locally based businesses (in BC and Ontario). When we keep our money local, we're strengthening local jobs and building local economic resilience.



Financial health and inclusion

Since Vancity’s founding, we’ve been focused on providing people from all walks of life with access to financial services. We’re committed to building the financial health of our members and removing financial barriers that stem from systemic exclusion and inequalities.

We extend credit and financial services to people facing barriers to this kind of access in several ways.

In partnership with WeBC, we relaunched our **Women Entrepreneurs Program** in early 2025 with some key enhancements to allow more women entrepreneurs to overcome traditional barriers to credit access. The program is designed to give women business owners more access to funding, more mentorship, and more networking opportunities.

In 2025, Vancity relaunched our microfinance offering, which enables entrepreneurs who may not qualify for traditional lending to apply for smaller-scale startup and growth loans. The refreshed process sees entrepreneurs work with community partners that provide business-planning support and additional business support services, with Vancity then providing the loans.

Through the **Black Entrepreneurship Program**, we offer term loans and operating loans to Black entrepreneurs and Black-led organizations.

In 2025, we launched the **Newcomer Banking Plan** to support people building new lives in Canada by bringing together enhanced products and everyday banking solutions in one package. This includes a faster Foreign Credential Recognition Loan process, a more welcoming account opening experience, and an improved Resettlement Assistance Program support model.

While the Newcomer Banking Plan is new, our commitment to supporting newcomers is not. Through our partnerships, like those with the **Immigrant Services Society of BC** (ISSofBC) and **Progressive Intercultural Community Services** (PICS), we’ve already helped thousands of people rebuild their lives and careers in Canada.

Through our commitment to the United Nations Principles for Responsible Banking (PRB), in 2023, we developed a target for increasing members’ financial confidence. While we’ve seen a decrease in 2025, we don’t have a good sense of what drives the result. For that reason, we’re looking to develop a better indicator of our members’ financial health.



**Average member financial confidence score.<sup>1</sup>**  
(out of 10)

**7.2**

2030 target  
8.0



<sup>1</sup> Based on a retail member survey question, “Overall, how confident are you that you can successfully manage your financial situation over the next 12 months?” (1 = Not at all confident, 10 = Extremely confident), and using the average weighted score across respondents.



**Sharon Buchanan receives 2025 Gary Gillam Award.**

Sharon Buchanan, Branch Manager of Pigeon Park Savings, received the 2025 Gary Gillam Award, which recognizes leaders in BC and Ontario credit unions who are making significant contributions to social change.

For more than 17 years, Sharon has worked at Pigeon Park Savings, a unique partnership between Vancity and PHS Community Services that serves more than 5,700 residents in Vancouver’s Downtown Eastside. Many of the members served by the branch face barriers to accessing traditional banking services due to poverty, housing instability, or lack of identification.

During the COVID-19 pandemic, Pigeon Park Savings remained open while many other financial institutions closed, helping ensure that vulnerable residents continued to have access to essential financial services.

This award recognizes Sharon’s long standing commitment to community impact and social justice, as well as her leadership in advancing inclusive access to financial services.



Affordable housing

Lack of access to affordable housing can severely affect people’s financial resilience and quality of life. We’re working to advance our vision and cultivate opportunities for building more affordable housing across Canada, a key priority at the intersection of our business and impact.

In 2025, Vancity financed 3,915 units of affordable housing, surpassing our 2025 goal. This success was due in large part to our participation in the BC Housing bid process. This financing stream invites financial institutions to submit proposals through a competitive bid process on a portfolio of loans to existing non-profit or co-operative affordable housing providers.

We’re committed to community-based housing innovation and in 2025 launched a **Multiplex Construction Mortgage** designed to help British Columbians finance and build up to six-unit homes such as duplexes, triplexes, and fourplexes, on eligible residential properties. This mortgage is designed to support multi-generational living, aging in place, shared ownership, and small-scale development, making it easier to build gentle density and live affordably.

Through Vancity Community Investment Bank, we provide financing for commercial real estate developers that are committed to building affordable and sustainable communities across Canada. For details, see [Social purpose real estate financing](#).

BC homeowners face hurdles with planning, permits, and predevelopment costs and often lack accessible funding. One way to address this is through Shared Success grants. For example, in 2025, we provided Small Housing BC with a grant to develop and introduce a concierge to assist homeowners to more confidently and efficiently navigate the requirements of permitting, design, and financial readiness.

Our annual contribution to the Vancity Affordable Community Housing Program, operated by the Vancity Community Foundation, marks our largest Shared Success grant in support of affordable housing. In 2025, we provided \$750,000 to enable the Foundation’s programmatic granting and operational delivery. In 2025, the Program advanced 34 grants to non-profit housing providers and community landowners to kickstart the development of 2,418 homes.



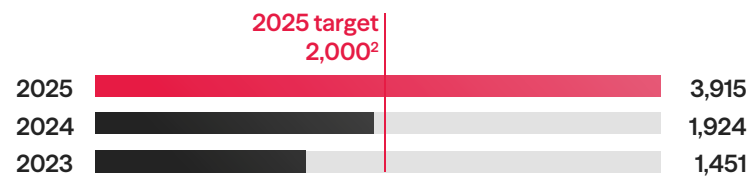
Empowering everyday people to become small-scale developers.

Vancity members Branden and Sylvie took on an ambitious project: transforming their single-family lot into a net-zero triplex while raising their young child and sharing the entire journey on their [YouTube channel](#). Their story reflects a growing movement of everyday homeowners stepping into the role of small-scale developers, creating more housing, building community, and contributing to lower-carbon solutions.

With support from Vancity’s new **Multiplex Construction Mortgage**, they aren’t navigating this challenge alone. The financing gives them the flexibility and stability needed to take on a complex build that includes expanding their own living space, adding new rental units to the market, and designing a home aligned with their values.

For them, the project is more than a renovation, it’s an opportunity to demonstrate what’s possible when families are empowered with the right tools and support. Their journey highlights how Vancity’s innovative financing can help turn individual dreams into community building solutions, one multiplex at a time.

Number of affordable housing units constructed or renovated with financing from Vancity. **3,915**



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

2 Target applied to Vancouver City Savings Credit Union only, while reported results include Vancity Community Investment Bank.



Reconciliation with Indigenous Peoples

Meaningful Reconciliation is critical to realizing our vision of a transformed economy that protects the earth and guarantees equity for all.

Reconciliation is one of Vancity's core values. Vancity has adopted the calls to action for businesses from the Truth and Reconciliation Commission and the UN Declaration on the Rights of Indigenous Peoples.

Vancity's efforts to support Reconciliation include Indigenous entrepreneur startup loans, Wealth Mindset workshops, partnerships with Indigenous communities on financing for housing and creating prosperity, and Indigenous cultural safety learning for our employees.

We continued the employee Indigenous cultural awareness training program that began in 2023. We also continued to seek advice from the Indigenous Advisory Committee to help guide our Indigenous Banking Strategy. The purpose of the Committee is to fill knowledge gaps, offer strategic advice, and showcase best practices to help us deepen relationships with Indigenous communities as a trusted financial partner.

“PAIR recognizes organizations for excellence and a demonstrated long-term commitment to Indigenous relations. For Vancity, that includes acknowledging our deep commitment to the work and our wide-ranging efforts already underway.”

Michelle Laviolette,  
Director of Indigenous Banking Strategy.

In 2025, Vancity achieved Bronze certification in the Partnership Accreditation in Indigenous Relations (PAIR) program, awarded by the Canadian Council for Indigenous Business. The PAIR certification process helped us build a framework to embed Reconciliation. We're now applying this framework through our Indigenous Banking Strategy to advance three priorities identified by Indigenous communities:

- Supporting Indigenous entrepreneurs.
- Strengthening financial inclusion and empowerment.
- Increasing access to affordable climate-ready housing.

We plan to track progress through indicators such as Indigenous members' financial confidence, affordable housing units funded, and Indigenous business lending.

One of the key priorities in our Indigenous Banking Strategy is to open a branch on First Nations land. In 2025, we signed a Letter of Intent to open our first Indigenous land branch at the Seḥákw development, in partnership with Nch'kay Development Corporation, with an opening planned for late



2026. Co-designed with the landlord and our partners, the branch is intended to ensure cultural alignment and community relevance while providing the opportunity to access tax exemptions for eligible Indigenous members and employees and help reduce barriers and advance more equitable participation in the financial system.



Longhouse storytelling event.

In June 2025, Vancity's Indigenous Employee Resource Group hosted a longhouse storytelling event to create a space for truth telling, deep listening, and celebration, where Indigenous employees shared stories of resilience, healing, and leadership with colleagues and leaders. Through personal storytelling, cultural tradition, and community gathering, the session reinforced Vancity's commitment to inclusion and cultural safety while strengthening connection, understanding, and solidarity across the organization.



Climate

At Vancity, we're committed to tackling the climate crisis affecting our members and communities. Climate risks are also financial risks, and the financial sector has a role to play in addressing these through science-based targets, transparency, and accountability.

We remain true to our big goal: net zero by 2040. That means cutting emissions, supporting members and businesses to adapt, and ensuring no one is left behind. Because everyone deserves to be safe, and because climate justice is economic justice.

Actions in 2025.

In 2025, we took action on climate throughout our lines of business. Our frontline member services employees engaged in more than 11,000 conversations with members on how they can use our climate products and member perks to reduce emissions in their day-to-day lives and businesses, through actions such as home retrofits or electric vehicle purchases.

At Vancity Community Investment Bank, we advanced low-carbon financing by supporting a diverse range of clean-energy and energy-efficiency projects across Canada such as lending in geoexchange, solar, wind, and battery storage markets. And on our managed investments side, Vancity Investment Management formalized an Energy Transition methodology, outlining an approach to investing in a decarbonized economy across an array of multi-sector, systems-based solutions that go beyond renewable energy.

Through Vancity's climate-aligned grants program, we were able to support non-profit and co-operative housing providers to conduct building energy and emissions modelling to accelerate deep, climate-resilient retrofits. And from a public policy perspective, we continued to advocate for equitable and meaningful climate policy to all levels of government and were deeply engaged in the review of the provincial government's flagship climate policy, [CleanBC](#).

We developed our first-ever [Climate Action Plan](#) (published in 2026). This climate transition plan outlines how we will manage the transition to a resilient, low-carbon economy. Through the plan we aim to further embed climate action across business functions and partnerships by delivering a coordinated approach to reducing emissions, managing climate-related risks, and fostering a just transition for our members and communities.

Greenhouse gas emissions.

Operational emissions.

Operational emissions represent the emissions over which we exercise the most control, even though they do not constitute the largest portion of our overall footprint. By focusing on reducing our scope 1 and 2 operational emissions – targeting net zero (90 per cent reduction) by 2040 – we set a clear example for our members, partners, and the broader community. In 2025, we reduced our operational emissions by 15 per cent compared to the 2023 baseline through fuel-switching the HVAC equipment in our branch network and controls optimization. In 2025, we purchased 2,204 tonnes CO<sub>2</sub>e of carbon credits. This was to offset our 2024 operational emissions, scope 1, 2, and 3 (categories 1, 6, and 7).

Change in operational emissions since 2023 base year.

	Targets	2025 (tCO <sub>2</sub> e)	2023 (tCO <sub>2</sub> e)	% change from 2023
Total scope 1+ scope 2	90% reduction (net zero) by 2040	626	734	-15%

tCO<sub>2</sub>e = tonnes of CO<sub>2</sub>-equivalent.

Emissions from CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, and HFCs (leakage from refrigerants) have been included in the calculations and converted to tCO<sub>2</sub>e. Emissions from other GHGs (PFCs and SF<sub>6</sub>) are not significant and are not reported in the above table. For greenhouse gases by type, see [Climate Update](#), page 44.

We calculated scope 2 emissions using the location-based method.

Vancity doesn't operate in markets that provide product or supplier-specific data or other contractual instruments.

We've also included electricity used to charge electric vehicles. We recalculated emissions from purchased electricity using the 2023 emission factor from the [2023 National Inventory Report](#), released in 2025.

Result was assured at a limited level. See KPMG LLP's independent practitioners' limited assurance report, [page 44](#).

Financed emissions: scope 3 (category 15).

Greenhouse gas emissions intensity per square metre for residential buildings increased by approximately two per cent since 2023. This modest increase reflects the portfolio mix and underlying intensity trends, most notably the continued dominance of single detached homes, which account for roughly two-thirds of financed residential floor area and have higher emissions intensity than apartments and single attached homes.

Commercial building emissions intensity declined by two per cent, driven primarily by reductions in provincial emission factors for lower carbon intensive building types, particularly offices and retail, which comprise a significant share of the portfolio.

Change in emissions intensity since 2023 base year.

	Targeted change in emissions intensity	Emissions intensity kgCO <sub>2</sub> e/m <sup>2</sup> financed		Change in emissions intensity
	2030 from 2023	2025	2023 (baseline)	2025 from 2023
Residential buildings	-53%	19.2	18.8	+2%
Commercial buildings	-60%	37.2	37.9	-2%





**Products and services to address climate change.**

Our Planet-Wise™ suite of products is designed to help members reduce their emissions in more affordable ways:

- **Transportation:** financing zero- and low-emission transportation, including new or used pedal bikes, e-bikes, scooters, electric and hybrid cars, charging stations, and conversion kits.
- **Renovation:** financing home-energy retrofits intended to reduce emissions and increase efficiency in residential homes, such as installing heat pumps or adding insulation.
- **Teardown:** taking borrowers through the financial and environmental benefits of deconstruction, providing information on tax credits, and working with them to find the best financing option.
- **Businesses and not-for-profits:** financing for businesses and not-for-profit organizations to undertake equipment upgrades, switch to electric vehicles, and acquire other energy-saving technologies.

For homeowners, we offer free **Home Energy Advice** with City Green Solutions. This service matches members with an energy expert who can help answer questions about their home heating, comfort issues, upgrade options, and more.

We also offer a **financing program** for retrofitting commercial residential and non-residential buildings. Members can access extended amortization and lower debt servicing requirements when financing an energy retrofit that will achieve a minimum of 30 per cent emissions reduction.

For our business members, we also offer several member perks to support climate action:

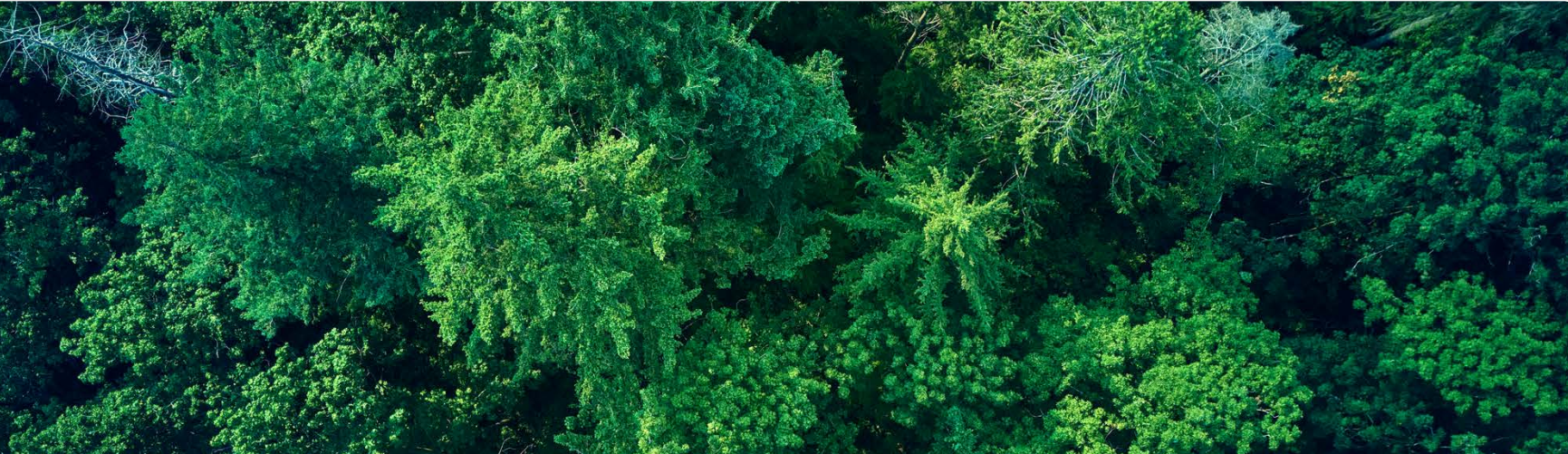
- **Free sustainability advisory services with Synergy Enterprises:** Members can get up to three hours with a green business expert to discuss their emission hot spots, cost saving opportunities, and explore available resources. They will receive a customized climate action plan.
- Discounts with **BC Green Business:** Members get a 50 per cent discount on their first year and 30 per cent on renewal years when they become certified by BC Green Business. This program offers a practical, affordable, and hands-on certification program tailored to different industries. The program is free for Indigenous-owned businesses.
- Free **emissions calculator:** Downloadable Excel workbook for businesses to measure and track their scope 1 and 2 emissions.

For more information on Climate, see our **Climate Update** and **Accountability Statements**, page 75.



Alison Coates, Vancity's Director of Climate Strategy and Performance, received two nationally recognized sustainability awards in 2025 for her leadership in advancing Canada's clean economy. She was named to Canada's Clean50, which recognizes leaders across 16 industries for outstanding contributions to sustainable development and the transition to a low-carbon economy. From this group of 50 honourees, Alison was also recognized with a Clean16 Award as the top contributor in the financial services sector.

Since joining Vancity in 2021, Alison's work has focused on addressing the broader climate impacts of everyday banking activities. Working closely with colleagues across Vancity, she has helped develop a comprehensive strategy to achieve our climate commitments, including the goal of becoming net zero across mortgages and loans by 2040. This work includes the development of innovative retail and business products and services that support climate goals while reflecting Vancity's community centred approach to banking. Through incentives and accessible products, our goal is to make climate-friendly choices more affordable, supporting both member financial wellbeing and positive environmental outcomes.





**Biodiversity and nature**

**Natural ecosystems provide clean water and air, support climate resilience, and contribute to food security and human health. Protecting biological diversity is important for ensuring the survival of plant and animal species, genetic diversity, and healthy ecosystems. By having a better understanding of our business activities in areas of high biodiversity, Vancity can reduce the potential risks of our impacts.**

**Lending.**

When evaluating lending opportunities, Vancity considers potential environmental and social impacts in line with our Lending Policy and follows guiding principles that encourage environmentally responsible practices to protect ecosystems. Our loan underwriting includes an assessment of financial, legal, and reputational risks associated with environmental issues with the aim to minimize harm. We may choose to decline financing if activities are found to have significant potential adverse environmental impact. Decisions involve informed judgment, and our approach reflects current industry practice where nature-related disclosures are evolving to adopt frameworks like the [Taskforce on Nature-related Financial Disclosures \(TNFD\)](#) or [GRI Biodiversity Standard](#).

Over time, we aim to integrate climate and nature into lending decisions more deeply by applying climate criteria consistently in all credit adjudication and pricing frameworks and exploring stronger “Do No Significant Harm” policies, including protections for nature and biodiversity.

**Managed investments.**

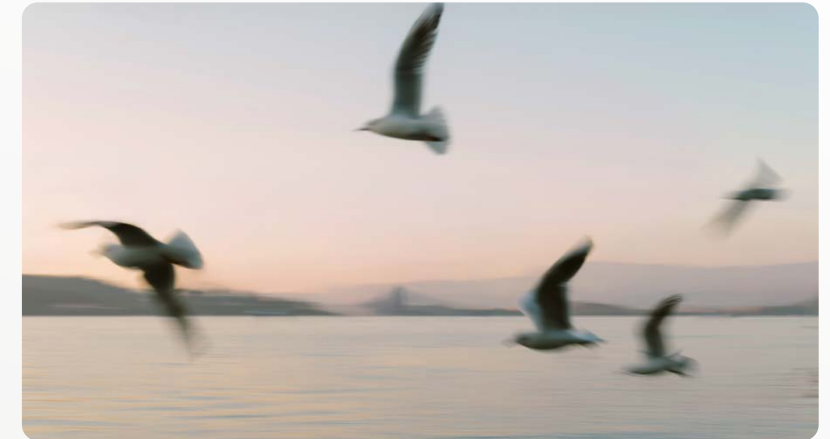
As a socially responsible asset manager, Vancity Investment Management is committed to preventing biodiversity loss and promoting the conservation and restoration of nature through our portfolio activities. To accelerate our work on biodiversity-related risks, we’re a signatory of the [Finance for Biodiversity pledge](#). This initiative brings together leading financial institutions focused on the protection and restoration of biodiversity and ecosystems through targeted financing, investments, and engagement.

We’re committed to integrating biodiversity criteria into our environmental, social, and governance (ESG) policies and actively engaging with companies on biodiversity issues. We’ve assessed our investments for significant positive and negative impacts on biodiversity and report on the conclusions in our [Biodiversity Progress Report](#). In 2026, we plan to expand this work by outlining portfolio monitoring targets and reporting annually on progress toward setting portfolio-level targets.

**Waste and water.**

We recognize the importance of minimizing our environmental footprint, and we remain committed in our efforts to reduce our operational impacts through managing the waste we generate and through water stewardship.

For more information on the environmental footprint of our own operations, see [Accountability Statements](#), page 87.



**Supporting growth in reusables.**

Single-use food packaging is a major source of plastic waste, with packaging making up 36 per cent of all [plastic](#) use and food and beverage containers representing the largest share. Seeing both an environmental and economic opportunity, Vancity business members Jason Hawkins and Anastasia Kiku co-founded [Reusables](#), a company designing practical reuse systems for everyday food service. With Vancity’s support, Reusables created a smart, library-style model in which users borrow durable containers and return them through automated bins, maintaining the convenience of disposables while eliminating waste.

Vancity played a pivotal role in the company’s growth, first through a Vancity Visa [enviroFund™ grant](#) that enabled development and testing of the initial prototype, and later through a flexible business line of credit tailored to the needs of a scaling startup. This financing helped attract additional investment and drive expansion across Canada and the US. By helping innovative businesses scale, Vancity is advancing a shift toward reuse that cuts waste, strengthens local economies, and reshapes everyday habits.



### Responsible investment

**Responsible investment involves integrating environmental, social, and governance (ESG) factors into investment decisions and active ownership. This is a powerful approach because it seeks competitive returns while benefiting society and the environment.**

Socially responsible investment (SRI) encourages investors to engage with their wealth in a more meaningful way, becoming more informed on how their capital can be used to create a better world. SRI assets under administration also form part of our triple bottom line assets and assets under administration (TBLAA) calculation. For definitions, see Applicable criteria for selected metrics in the [Accountability Statements](#), page 98.



### Wealth solutions.

Vancity's Sustainable Wealth Management team is committed to providing values-aligned ways to serve our clients' best interests in meeting their financial goals. Our approach is inclusive, with every member able to get help developing a financial plan, no matter how modest the amount they may have to invest.

We're partnered with Aviso Wealth, an investment dealer, dually registered for mutual funds and securities. We apply the Canadian Investment Funds Standards Committee's Responsible Investment Fund List to identify responsible investment mutual funds and exchange traded funds.

### Asset management.

We provide discretionary investment management services to both individual and institutional clients (with at least \$500,000 to invest) through Vancity Investment Management. We invest in companies with industry leading ESG practices and seek responsible, progressive companies because we believe they're better managed, which in turn enhances their resilience, competitiveness, and growth potential.

Vancity Investment Management does not invest in companies that derive more than five per cent of annual revenue from the following industries: weapons, tobacco, nuclear, adult entertainment, gambling, or the extraction, production, or distribution of fossil fuels.

### Corporate engagement.

On behalf of Vancity Investment Management and the IA Clarington Inhance SRI Fund family, our sub-advisory group leads corporate engagement and shareholder advocacy activities to champion change in the companies in which members and clients invest. We engage with companies to both mitigate potential negative impacts and create potential positive impacts. This is conducted through a combination of direct dialogue with companies, supporting collaborative engagements alongside other investors, and through filing shareholder resolutions with companies.

Over the July 2024 to June 2025 [shareholder engagement period](#), we undertook engagements on topics including biodiversity, climate disclosure, fossil fuel financing, living wage, freedom of association, forced labour and supply chain due diligence, and executive compensation.

### Sustainability issuance.

We also offer investors a way to invest their money more sustainably and directly in Vancity by using our [Sustainability Issuance Framework](#). The Framework guides issuances of green, social, and sustainable financing instruments, including bonds, loans, commercial paper, and deposit products. Sustainalytics provides a second-party opinion of the Framework, confirming it is credible and impactful, and that it aligns with the Sustainability Bond Guidelines 2021, Green Bond Principles 2021, Social Bond Principles 2021, Green Loan Principles 2021, and the Social Loan Principles 2021.

We've used the Framework to issue bearer deposit notes (BDNs). BDNs are also known as commercial paper and are used for short-term borrowing, often referred to as money market funding. They're typically obtained by institutional investors for maturities of less than one year.

For details, see our [Sustainability Issuance Report](#).

We are launching a new Vancity Impact Term Deposit for members based on the Framework.

### Investing in impact funds.

Vancity's Impact Investment Strategy, launched in 2016, has allocated a cumulative \$70 million to funds that deliver tangible social, environmental, and economic benefits. The strategy focuses on venture capital funds that advance these outcomes.

We have invested in 35 funds committed to creating positive impact in our communities. These investments expand access to capital for early stage companies that support our goals of advancing equity, addressing the climate crisis, and supporting affordable housing and co-operatives.



# Additional information.

## In this section

- 42. Responsible Banking Progress Statement: Summary.
- 44. KPMG LLP's independent practitioners' limited assurance report.
- 46. Report of the independent auditors on the summarized consolidated financial statements.
- 47. Summarized consolidated financial statements.
- 49. Community branches.





# Responsible Banking Progress Statement: Summary.

The UN Environment Programme Finance Initiative (UNEP-FI) developed the [Principles for Responsible Banking](#) (PRB) to provide a framework for a sustainable banking system. There are more than 350 signatory banks representing more than half of the global banking industry. Through the Principles, financial institutions take action to align their core strategy, decision-making, lending, and investment with the UN Sustainable Development Goals, and international agreements, such as the Paris Climate Agreement. Vancity became a PRB signatory in 2019. Below is an update on progress made in 2025 on implementing the Principles; it should be read in conjunction with our [2023 PRB Self-Assessment](#). References refer to this 2025 Annual Report unless noted otherwise.

Principle 1: Alignment	Principle 2: Impact & target setting	Principle 3: Clients & customers
<p>We will align our business strategy to be consistent with and contribute to individuals' needs and society's goals, as expressed in the Sustainable Development Goals, the Paris Climate Agreement and relevant national and regional frameworks.</p>	<p>We will continuously increase our positive impacts while reducing the negative impacts on, and managing the risks to, people and environment resulting from our activities, products and services. To this end, we will set and publish targets where we can have the most significant impacts.</p>	<p>We will work responsibly with our clients and our customers to encourage sustainable practices and enable economic activities that create shared prosperity for current and future generations.</p>
<p>Our 2026–2028 strategy and our long-term 2035 ambitions remain explicitly aligned with the UN Sustainable Development Goals, the Paris Agreement, and the Principles for Responsible Banking, ensuring that financial performance and impact outcomes are pursued together.</p> <p>Our new Impact Strategy integrates four impact priorities – affordable housing, climate action, co-operatives and local economies, and equity and Reconciliation – across lending, investing, governance, and risk management.</p> <p>Our revised business model shows that our material topics and impact areas are directly aligned with the five pillars of our business strategy.</p>	<p>While we prioritize climate and financial health and inclusion as Vancity's two most significant impact areas for target setting, we disclose our actions and progress across all PRB priority areas.</p> <p>Climate action: To support our goal of net-zero emissions across mortgages and loans by 2040, we developed our climate transition plan in 2025 and published it in 2026.</p> <p>Financial health and inclusion: We're strengthening our approach to measuring financial health and inclusion by developing an improved indicator grounded in actual member behaviours and transactions.</p> <p>Nature and biodiversity: In 2025, Vancity Investment Management published its first Biodiversity Progress Report, establishing initial nature-related targets and a foundation for portfolio-level monitoring.</p>	<p>Climate conversations are intended to provide members with timely, relevant recommendations related to homes, buildings, businesses, and vehicles. We continued with climate conversation targets in our retail and business teams.</p>
<p>Business model, <a href="#">p. 10</a>; Operating context and strategic priorities, <a href="#">p. 13</a>  <b>Accountability Statements:</b> Material topics, p. 104, Climate strategy, p. 79  <b>Climate Update:</b> Progress update, p. 6  <b>Climate Action Plan</b></p>	<p>Financed emissions: scope 3 (category 15), <a href="#">p. 37</a>; Biodiversity and nature, <a href="#">p. 39</a>; Financial health and inclusion <a href="#">p. 34</a>  <b>Accountability Statements:</b> Financial health and inclusion, p. 64; Biodiversity and nature, p. 86; Responsible investment, p. 91  <b>Climate Update:</b> Metrics and targets, p. 11; Emission profiles, p. 14  <b>Climate Action Plan</b>                      Vancity Investment Management <a href="#">2025 Biodiversity Progress Report</a></p>	<p>Service experience, <a href="#">p. 30</a>; Financial health and inclusion, <a href="#">p. 34</a>; Climate, <a href="#">p. 37</a>  <b>Accountability Statements:</b> Responsible investment, p. 91  <b>Climate Update:</b> Products, services and member engagement, p. 7; Key metrics, p. 11                      Vancity Investment Management <a href="#">Shareholder Engagement Summary: 2025 Q2</a></p>



**Principle 4: Stakeholders**

We will proactively and responsibly consult, engage and partner with relevant stakeholders to achieve society’s goals.

We continued engaging, including with all levels of government and industry associations.

Public policy and advocacy, [p.33](#)

**Accountability Statements:** Stakeholder engagement, p. 19; Public policy and advocacy, p. 62

**Climate Update:** Public policy and advocacy, p. 8

**Climate Action Plan**

**Principle 5: Governance & culture**

We will implement our commitment to these Principles through effective governance and a culture of responsible banking.

In 2025, we enhanced our reporting on sustainability-related governance by providing clearer, more detailed disclosure on how oversight, accountability, and decision-making for sustainability matters are structured across the Board, management, and committees, demonstrating how sustainability considerations are embedded in our governance arrangements and aligned with our overall strategy, risk management, and organizational culture.

Throughout 2025, management reported quarterly to the Board on progress across key community impact areas, including Financial Health and Inclusion and Climate.

The role of the Chief Member Impact and Experience Officer was split in late 2025 and responsibilities for PRB implementation shifted to the Chief Strategy Officer.

In their 2025–27 long-term incentive plans, members of the executive leadership team have goals related to implementing our Impact Strategy, which incorporates sustainability targets.

Senior management and executive compensation, [p.27](#)

**Accountability Statements:** Sustainability-related governance structure p. 12; Senior management and CEO compensation, p. 31; Climate-related governance, p. 76

**Principle 6: Transparency & accountability**

We will periodically review our individual and collective implementation of these Principles and be transparent about and accountable for our positive and negative impacts and our contribution to society’s goals.

To measure and manage performance, this year’s report includes a Targets and results section that links each material topic to defined indicators, targets, and year-over-year results.

We obtained independent third-party limited assurance of select 2025 metrics.

About this report, [p.9](#); Targets and results, [p.15](#); KPMG LLP’s independent practitioners’ limited assurance report, [p. 44](#)

**[2025 Sustainability Issuance Report](#)**



# KPMG LLP’s independent practitioners’ limited assurance report.

**To the Board of Directors of Vancouver City Savings Credit Union,**

We have undertaken a limited assurance engagement on certain performance metrics of Vancouver City Savings Credit Union (“Vancity”), included in the accompanying Annual Report (the “Report”), for the year ended December 31, 2025.

The scope of our limited assurance engagement, as agreed with management, comprises the following performance metrics (collectively, the “subject matter information”) and criteria:

Subject matter information	Units	Criteria
Assets under administration	\$8.5B	Internally developed
Certified living wage employer	Yes	Internally developed
Core revenue	\$673.3M	Internally developed
Employee engagement score	81%	Internally developed
Employees who self-identify as Indigenous	1.4%	Internally developed
Member satisfaction (average)	81.8%	Internally developed
Membership growth	0.37%	Internally developed
Purchase of carbon credits	2,204 tCO <sub>2</sub> e	Internally developed
Scope 1 + scope 2 operational GHG emissions	626 tCO <sub>2</sub> e	Greenhouse Gas Protocol – Corporate Accounting and Reporting Standard (Revised Edition) (“GHG Protocol”)
Triple bottom line assets and assets under administration	\$13.2B	Internally developed

The subject matter information is denoted by the symbol **◆** in the Report.

Other than as described in the preceding paragraph, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

There are no mandatory requirements for the preparation or presentation of the subject matter information. As such, Vancity has applied the Greenhouse Gas Protocol – Corporate Accounting and Reporting Standard (Revised Edition) in relation to greenhouse gas emissions, and internally developed criteria for the remaining subject matter information. The criteria are further described on page 98 of the 2025 Accountability Statements (“applicable criteria”).

**Management’s responsibility.**

Management is responsible for the preparation and presentation of the subject matter information in accordance with the applicable criteria.

Management is also responsible for such internal control as management determines necessary to enable the preparation and presentation of the subject matter information that is free from material misstatement, whether due to fraud or error. This responsibility includes determining Vancity’s objectives in respect of sustainability performance and reporting, identifying stakeholders and material issues, and selecting or developing appropriate criteria.

**Our responsibility.**

Our responsibility is to express a limited assurance conclusion on the subject matter information based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with Canadian Standards on Assurance Engagements (“CSAE”) 3000, *Attestation Engagements Other than Audits or Reviews of Historical Financial Information* and CSAE 3410, *Assurance Engagements on Greenhouse Gas Statements*. These standards require that we plan and perform our engagement to obtain limited assurance about whether the subject matter information is free from material misstatement.

A limited assurance engagement involves assessing the suitability of the criteria used by Vancity in preparing the subject matter information in the circumstances of the engagement, assessing the risks of material misstatement, whether due to fraud or error, and responding to the assessed risks as necessary in the circumstances.

We exercised professional judgment and maintained professional skepticism throughout the engagement. Our procedures were designed and performed to obtain evidence that is sufficient and appropriate to provide a basis for our conclusion. In carrying out our engagement, we:

- Evaluated the suitability of Vancity’s use of the criteria, as the basis for preparing the subject matter information in the circumstances;
- Through inquiries, obtained an understanding of Vancity’s control environment, processes and systems relevant to the preparation of the subject matter information, but did not evaluate the design of particular control activities, obtain evidence about their implementation or test their operating effectiveness;
- Evaluated whether Vancity’s methods for developing estimates are appropriate and had been consistently applied, but our procedures did not include testing the data on which the estimates are based or separately developing our own estimates against which to evaluate Vancity’s estimates;
- Inspected a limited number of items to or from supporting records, as appropriate;
- Performed analytical procedures by comparing the expected figures to actual figures and made inquiries of management to obtain explanations for any significant differences we identified; and
- Considered the presentation and disclosure of the subject matter information.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

**Our independence and quality management.**

We have complied with the independence and other ethical requirements of relevant rules of professional conduct/code of ethics applicable to the practice of public accounting and related to assurance engagements, issued by various professional accounting bodies, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behaviour.

The firm applies Canadian Standard on Quality Management 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

**Significant inherent limitations.**

Historical non-financial information, such as that contained in the Report, is subject to more inherent limitations than historical financial information, given the qualitative characteristics of the underlying subject matter and methods used for determining this information. The absence of a significant body of established practice on which to draw allows for the selection of different but acceptable evaluation techniques, which can result in materially different measurements and can impact comparability. The nature and methods used to determine such information, as described in the applicable criteria, may change over time. It is important to read Vancity's reporting methodology disclosed on page 98 of the 2025 Accountability Statements.

**Conclusion.**

Our conclusion has been formed on the basis of, and is subject to, the matters outlined in this report. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

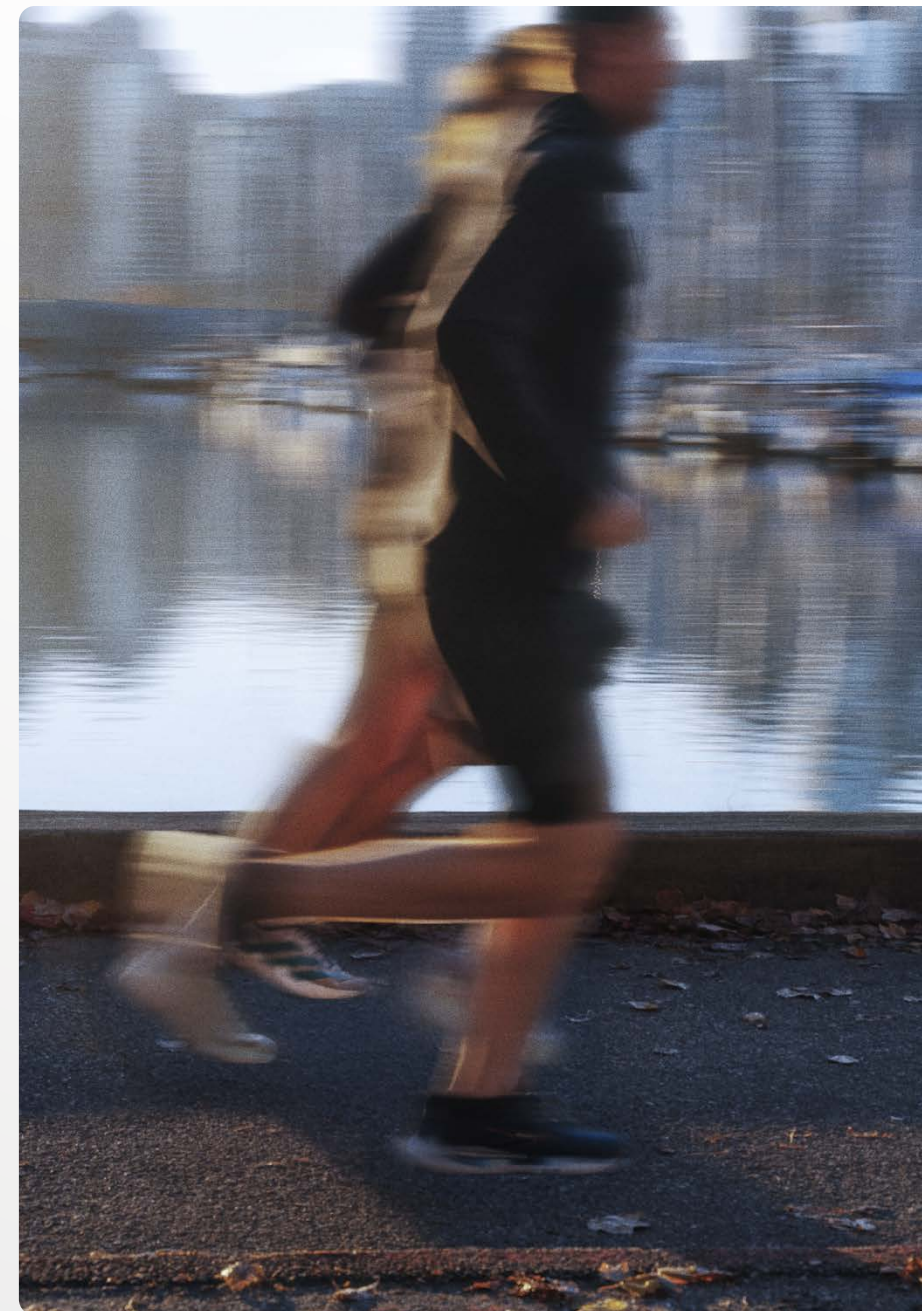
Based on the procedures performed and evidence obtained, no matters have come to our attention to cause us to believe that Vancity's subject matter information for the year ended December 31, 2025, is not prepared, in all material respects, in accordance with the applicable criteria.

Our conclusion on the subject matter information does not extend to any other information, reports or documents that accompany, are presented with, or contain the subject matter information and our assurance report.

**Restriction on use.**

Our report is intended solely for use by the Vancouver City Savings Credit Union for the purpose(s) set out in our engagement agreement. Our report may not be suitable for any other purpose and is not intended for use or reliance by any third parties. While KPMG LLP acknowledges that disclosure of our report may be made, in full, by the Vancouver City Savings Credit Union in the Annual Report, KPMG LLP does not assume or accept any responsibility or liability to any third party in connection with the disclosure of our report.

Chartered Professional Accountants  
April 30, 2026  
Vancouver, Canada





# Report of the independent auditors on the summarized consolidated financial statements.

## To the members of Vancouver City Savings Credit Union:

### Opinion.

The summarized consolidated financial statements of Vancouver City Savings Credit Union (Vancity), which comprise:

- the summarized consolidated statement of financial position as at December 31, 2025
- the summarized consolidated statement of comprehensive income for the year then ended
- and related note

are derived from the complete audited consolidated financial statements of Vancouver City Savings Credit Union as at and for the year ended December 31, 2025 (the audited consolidated financial statements).

In our opinion, the accompanying summarized consolidated financial statements are consistent, in all material respects, with the audited **Consolidated Financial Statements**, in accordance with the criteria disclosed in Note 1 in the summarized consolidated financial statements.

## Summarized consolidated financial statements.

The summarized consolidated financial statements do not contain all the disclosures required by IFRS Accounting Standards. Reading the summarized consolidated financial statements and the auditor's report thereon, therefore, is not a substitute for reading Vancity's audited consolidated financial statements and the auditor's report thereon.

The summarized consolidated financial statements and the audited consolidated financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited consolidated financial statements.

## Management's responsibility for the summarized consolidated financial statements.

Management is responsible for the preparation of the summarized consolidated financial statements in accordance with the criteria disclosed in Note 1 in the summarized consolidated financial statements.

## Auditor's responsibility.

Our responsibility is to express an opinion on whether the summarized consolidated financial statements are consistent, in all material respects, the audited consolidated financial statements, based on our procedures, which were conducted in accordance with Canadian Auditing Standards 810, Engagements to Report on Summary Financial Statements.

Chartered Professional Accountants  
April 30, 2026  
Vancouver, Canada



# Summarized consolidated financial statements.

## Summarized consolidated statement of financial position (balance sheet).

As at December 31 (thousands)

Assets	2025	2024
Cash and cash equivalents	\$ 154,257	\$ 136,034
Investments	4,857,043	3,403,718
Loans	26,139,480	24,566,393
Premises and equipment	118,304	111,986
Intangible assets	47,671	42,941
Other assets	147,764	99,035
<b>Total assets</b>	<b>\$ 31,464,519</b>	<b>\$ 28,360,107</b>
<b>Liabilities and members' equity</b>	<b>2025</b>	<b>2024</b>
Deposits and equity shares	\$ 26,848,027	\$ 24,869,375
Borrowings	2,495,995	1,530,564
Accounts payable and accrued liabilities	264,184	205,648
Other liabilities	114,158	136,087
Members' equity		
Contributed surplus	72,568	29,275
Retained earnings	1,658,113	1,588,196
Accumulated other comprehensive income	11,474	962
<b>Total liabilities and members' equity</b>	<b>\$ 31,464,519</b>	<b>\$ 28,360,107</b>

## Summarized consolidated statement of income.

For the year ended December 31 (thousands)

	2025	2024
Interest income	\$ 1,223,100	\$ 1,278,069
Interest expense	695,458	896,201
Net interest income	527,642	381,868
Impairment expense on financial instruments	32,357	16,579
Other income	147,793	143,065
<b>Total operating income</b>	<b>643,078</b>	<b>508,354</b>
Operating expenses		
Salary and employee benefits	330,539	323,920
Occupancy and equipment	50,789	50,889
General and administrative	148,398	119,419
<b>Total operating expenses</b>	<b>529,726</b>	<b>494,228</b>
Income before distribution and tax	113,352	14,126
Distribution to community and members	23,191	4,359
Income tax expense	20,244	4,001
<b>Net income attributable to members</b>	<b>\$ 69,917</b>	<b>\$ 5,766</b>
Other comprehensive income		
Items that will be reclassified to net income	13,896	(351)
Items that will never be reclassified to net income	(3,384)	5,221
<b>Total comprehensive income</b>	<b>\$ 80,429</b>	<b>\$ 10,636</b>



**Note 1 Basis of preparation.**

The summarized consolidated financial statements are derived from the audited Consolidated Financial Statements, prepared in accordance with IFRS Accounting Standards, as at and for the year ended December 31, 2025.

Those audited Consolidated Financial Statements were approved by the Board of Directors on March 30, 2026.

Members may obtain a free set of complete Vancity Consolidated Financial Statements with accompanying notes by visiting [vancity.com/AnnualReport](https://vancity.com/AnnualReport) or by calling the Member Services Centre at 604-877-7000, 250-519-7000, or toll-free 1-888-Vancity (826-2489).

The summarized consolidated financial statements were prepared by management in accordance with BC Financial Services Authority guideline number 23-049 under the *Financial Institutions Act* and *Credit Union Incorporation Act* for credit unions to provide audited financial statements to their members.

A handwritten signature in black ink that reads "Rita Parikh".

Director

A handwritten signature in black ink that reads "Heather O'Hara".

Director



# Community branches.

## Abbotsford

**Abbotsford Community Branch (34)**  
32675 South Fraser Way

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## Alert Bay

**Cormorant Island Community Branch (71)**  
30 Maple Road

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## Bowen Island

**FCU Community Financial**  
106 – 996 Dorman Road

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## Bowser

**FCU Community Financial**  
101 – 6996 West Island Highway

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## Burnaby

**Brentwood Community Branch (43)**  
P2301 – 4525 Lougheed Highway

**Burnaby Heights Community Branch (6)**  
4302 Hastings Street

**South Burnaby Community Branch (17)**  
5064 Kingsway

**South Slope Community Branch (56)**  
7384 Market Crossing

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## Chilliwack

**Chilliwack Community Branch (31)**  
45617 Luckakuck Way

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## Coquitlam

**Burquitlam Community Branch (74)**  
510 Clarke Road

**Maillardville Community Branch (51)**  
101 – 969 Brunette Avenue

**North Road Community Branch (16)**  
105 – 531 North Road

**Pinetree Community Branch (18)**  
20 – 2991 Lougheed Highway

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## Courtenay

**FCU Community Financial**  
14 – 1599 Cliff Avenue

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## Cumberland

**FCU Community Financial**  
2717 Dunsmuir Avenue

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## Delta

**North Delta Community Branch (19)**  
7211 120th Street

**Tsawwassen Community Branch (58)**  
Unit D – 1215 56th Street

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## Hornby Island

**FCU Community Financial**  
2155 Sollans Road

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## Langley

**Langley Community Branch (23)**  
100 – 20055 Willowbrook Drive

**Walnut Grove Community Branch (54)**  
E103 – 20159 88th Avenue

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## Maple Ridge

**Maple Ridge Community Branch (29)**  
22824 Lougheed Highway

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## Mission

**Mission Community Branch (36)**  
150 – 32555 London Avenue

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## New Westminister

**New Westminister Community Branch (61)**  
511 Sixth Street

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## North Vancouver

**Lonsdale Community Branch (72)**  
1620 Lonsdale Avenue

**Lynn Creek Community Branch (46)**  
1370 Main Street

**North Vancouver Community Branch (21)**  
1290 Marine Drive

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## Pitt Meadows

**Pitt Meadows Community Branch (50)**  
750 – 19800 Lougheed Highway

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## Port Coquitlam

**Shaughnessy Station Community Branch (33)**  
7100 – 2850 Shaughnessy Street

## Port Moody

**Port Moody Community Branch (52)**  
5 – 121 Brew Street

## Powell River

**FCU Community Financial**  
4721 Joyce Avenue

## Richmond

**Blundell Centre Community Branch (88)**  
130 – 6020 Blundell Road

**Richmond Community Branch (26)**  
100 – 5900 No. 3 Road

## Squamish

**Chieftain Centre Community Branch (81)**  
1325 Pemberton Avenue

## Surrey

**Cedar Hills Community Branch (44)**  
12820 96th Avenue

**Guildford Community Branch (30)**  
108 – 15175 101st Avenue

**Morgan Creek Community Branch (70)**  
H120 – 15795 Croydon Drive

**Newton Community Branch (27)**  
7555 King George Boulevard

**Semiahmoo Community Branch (25)**  
104 – 1790 152nd Street

**Surrey City Centre Community Branch (32)**  
10293 King George Boulevard

## Texada Island

**FCU Community Financial**  
2021 Legion Road, Van Anda

## Union Bay

**FCU Community Financial**  
313 McLeod Road

## Vancouver

**4th Avenue Community Branch (11)**  
2360 West 4th Avenue

**Chinatown Community Branch (28)**  
608 Main Street

**Collingwood Community Branch (13)**  
3305 Kingsway

**Commercial Drive Community Branch (12)**  
1675 Commercial Drive

**Downtown Community Branch (10)**  
898 West Pender Street

**Fairview Community Branch (8)**  
501 West 10th Avenue

**Fraser Street Community Branch (7)**  
6288 Fraser Street

**Hastings Community Branch (3)**  
2510 East Hastings Street

**Kerrisdale Community Branch (15)**  
2380 West 41st Avenue

**Kitsilano Community Branch (4)**  
3395 West Broadway

**Main Street Community Branch (9)**  
4205 Main Street

**Victoria Drive Community Branch (2)**  
5672 Victoria Drive

**Wesbrook Village Community Branch (22)**  
3308 Wesbrook Mall

**West End Community Branch (47)**  
1798 Robson Street

## Victoria

**Langford Community Branch (69)**  
100 – 800 Kelly Road

**Mount Tolmie Community Branch (68)**  
100 – 1590 Cedar Hill Cross Road

**Victoria City Centre Community Branch (67)**  
1280 Douglas Street

**Victoria Community Branch (42)**  
3075 Douglas Street

## West Vancouver

**West Vancouver Community Branch (5)**  
1402 Marine Drive

As of April 2026.

For hours, see [Find Branch/ATM](#); for opening, closing, relocation of branches and ATMs, see [Accountability Statements](#), page 60.

In addition, Pigeon Park Savings at 346 East Hastings Street, Vancouver, is a partnership between Vancity and PHS Community Services, which provides individuals living on low incomes access to basic financial services.

View our Annual Report at [vancity.com/AnnualReport](https://vancity.com/AnnualReport) to download the full report and for more information about our performance.

We'd like to hear your thoughts on this year's annual report. Send comments and questions to [accountability@vancity.com](mailto:accountability@vancity.com). Stay connected with us on Instagram [@VancityCU](https://www.instagram.com/VancityCU), TikTok [@Vancity](https://www.tiktok.com/@Vancity), X [@Vancity](https://twitter.com/Vancity), Facebook at [facebook.com/Vancity](https://www.facebook.com/Vancity) and LinkedIn at [linkedin.com/company/vancity/](https://www.linkedin.com/company/vancity/)

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# vancity