

Governance Report



GULF AND FRASER FISHERMEN'S CREDIT UNION

2020 ANNUAL REPORT

Governance Report

Despite the unprecedented COVID-19 pandemic and accompanying stress on our economic environment in 2020, G&F maintained strong asset growth and financial results with a focus on supporting our members during this tumultuous time. We continued our efforts to meet members' expectations for digital banking services and announced our 17th branch in the Fraser community of Vancouver and our 18th branch in the Guildford community of Surrey. After years of collaborating and building a trusted relationship, G&F Financial Group and Aldergrove Credit Union engaged in merger discussions. Together we prepared a business case for the merger, which was approved by both credit union's Boards of Directors.

The Board of Directors (The Board) demonstrate a standard of progressive corporate governance committed to the continuous evolution of their oversight practices enabling a standard of governance excellence. The Board envisions the credit union becoming the primary source of, and first choice for, financial products and services for our members through service excellence. As Directors and as a Board, this vision will be achieved through continuous improvement and professional development.

The Board continues to strengthen board and individual director development ensuring that their knowledge and skills are relevant to our dynamic industry. During 2020, the Board initiated a number of education sessions including Indigenous Awareness and Real Estate Market and Data/Technology Advances. Also in 2020, Directors represented G&F Financial Group through various events such as the CUA Annual General Meeting, CUES Governance Institute program, and a variety of courses through the Institute of Corporate Directors. A number of Directors have also achieved or are in the process of achieving their ICD designation. The Board of Directors also have industry subject matter experts present on a variety of current and emerging topics ensuring the directors remain well informed.

During the summer of 2020, the Board of Directors provided oversight and participated in the strategic planning process. In the fall, the Board reviewed the three-year strategic plan with management to reaffirm key priorities, organizational goals and commitments to allow the Credit Union to continue to grow and provide exceptional service to our members.

The Board is committed to adopting processes and policies to ensure transparency and accountability in decision-making, ethical business practices and a commitment to community and social development. They hold themselves accountable, both as Directors and as a Board, for adhering to the highest standards of Board professionalism and performance.

BOARD OF DIRECTORS

Mandate

PURPOSE

Directors are responsible for representing the collective interests of the membership. This is accomplished by providing oversight over the affairs of the Credit Union. Directors must ensure that they carry out their responsibilities in accordance with established standards and applicable legislation. This includes completion of all information requests, disclosures, and other requirements as mandated by legislation. Directors are individually accountable for the decisions of the Board.

In representing the collective membership of the Credit Union, there are four primary areas of responsibilities:

- Diligence in performing their Directors' function
- CEO Performance & Selection
- Strategic Planning Oversight
- Loyalty to the Credit Union, its' membership and anyone affected by decisions of the Board and the activities of the Credit Union

ROLE OF THE DIRECTOR

The role of a Director includes:

- Representing the collective membership and governing the Credit Union within the framework of relevant legislation and regulations;
- Monitoring and providing oversight over the Credit Union's affairs on behalf of members;
- Providing policy direction to ensure preservation of the collective best interests of the membership;
- Participating in the setting of strategic direction, ensuring allocation of adequate human and financial resources;
- Promoting the Credit Union within the community; and
- Providing oversight and monitoring of the Credit Union on behalf of its' members.

The Board derives its authority as a group, through the Board, not as individual Directors, and as individual Directors they have no legal authority to act on behalf of the Credit Union except when the authority and responsibility for a specific task is delegated by the Board.

MEETING ATTENDANCE

The Board recognizes that to carry out their Directorship responsibilities effectively, they must be committed to attending and being prepared for all Board meetings and meetings of those Committees of which they are members. Directors are expected to review all meeting material and prepare in advance for each meeting, rather than relying on the opinions of others. If anything is unclear, clarification and explanation should be sought from the applicable resource person prior to the meeting.

Composition

In accordance with our Rules, the Board is comprised of no fewer than nine (9) Directors, with each Director elected for a three-year (3) term to a maximum of four (4) consecutive terms. Directors are elected by democratic process where members vote in accordance with our Rules with the results being announced at the Annual General Meeting.

The Election Committee has oversight responsibility for Director nominations and the election of Directors.

Independence

ROLE OF THE BOARD

As visionary leaders of the organization, the Directors undertake their responsibilities with an appreciation for the Credit Union's history and roots, a view to the future and consideration of the best interests of its membership and the communities that are served. The Board guides the Credit Union's strategic direction through the creation of the Credit Union's vision and mission, and they act in a manner consistent with the Credit Union's values.

The Board is committed to carrying out its activities in a manner that reflects the principles of integrity, teamwork, excellence in member service, open communication within the organization and efficient, prudent management of the credit union. In addition, the Board acts independently of management in carrying out its duties and responsibilities.

Fiduciary Responsibilities

The Board has the power and obligation to act for the Credit Union and, therefore, holds a position of trust. This type of association based on trust is called a fiduciary relationship. A fiduciary is one that stands in a special relation of trust, confidence, or responsibility in certain obligations to others.

The Board carries out its fiduciary duties with care, diligence and skill. The Board operates in good faith and with the best interests of the Credit Union in mind.

RESPONSIBILITIES OF THE BOARD OF DIRECTORS

The Board's trusteeship function includes responsibility:

- To act on behalf of the members to safeguard their funds deposited in the Credit Union. This includes monitoring the CEO's Office stewardship over credit union operations, and arranging for the periodic audit and appraisal of the financial affairs of the Credit Union
- To ensure that the Credit Union operates within the law, including the *Credit Union Incorporation Act and Regulations* and *Financial Institutions Act and Regulations*, the *British Columbia Business Corporations Act and Regulations*, and in accordance with the Credit Union's own Rules
- To ensure that the Board observes and upholds the policies by which it determines how it will conduct itself

The Board's perpetuation function includes responsibility:

- To ensure that a capable and qualified Board is perpetuated by the recruitment of suitable members for positions as Directors of the Board, and ensuring ongoing training is provided for Directors
- To ensure that plans are in place for the orderly succession of the CEO's Office and key executives in the event of both planned and unplanned events
- To select the CEO's Office, evaluate his/her performance and ensure that the CEO's Office is appropriately compensated

The Board's decision-making function includes responsibility:

- To define the mission of the Credit Union, establish strategic objectives, and to formulate, approve and monitor the execution of general policies

The Board's review and monitoring function includes responsibility:

- To review, in conjunction with the CEO's Office, strategic plans which will achieve the Credit Union's objectives
- To monitor, review, and evaluate adherence to annual budgets
- To monitor, review, and evaluate changes in capital structure and contingent liabilities
- To monitor, review, and appraise major individual projects and programs, significant changes in policy, changes in organization and structure, and lawsuits of a material nature
- To monitor, review, and appraise the Credit Union's performance relative to its plans and objectives
- To monitor, review, and appraise adherence to policies, plans and objectives

The Board's advisory function includes responsibility:

- To report to the membership, through the Board Chair, on the condition and progress of the Credit Union and to make recommendations on matters such as those related to changes in the Credit Union's Rules, structure of the organization, name changes, mergers, and acquisitions
- To actively participate in the democratic structure of the Credit Union and co-operative industry and bring forward issues and concerns for the betterment of all credit unions and cooperatives

The Board's external/public leadership function includes the responsibility:

- To promote and defend, through the Board Chair, the Credit Union, its management and Board
- To enhance the image of the Credit Union by participating in and supporting worthwhile social and economic endeavours
- To do so in a manner consistent with the Credit Union's values and other Board policies

More specific duties of the Board include the following:

- To require management to present strategic plans, business plans, budgets and policies to the Board for approval
- To seek out the professional opinion and advice of management
- The selection of legal counsel, appraisers and other professionals as related to matters of governance;
- The selection of auditors
- To identify the Board's information needs and assure timely flow of requested information
- To direct committees and review and approve the Terms of Reference of committees
- To provide direction to the CEO's Office through ad hoc or standing committees of the Board on credit union objectives and philosophy
- To establish Board committees and review committee structure as required
- To establish a transparent and independent evaluation process to compare Board candidates on the basis of required skills and qualities
- To receive reports and minutes of committees
- To review and approve recommendations from committees and management
- To approve the annual report, the annual audited financial statements and year-end capital adequacy return
- Subject to legislative restrictions, delegate any or all of the foregoing duties

Accountability

The Board is accountable to the membership of the Credit Union.

The Board shall report directly to the membership of the Credit Union at least annually and shall place before the membership its annual report, audited financial statements, and other information as required by the *Credit Union Incorporation Act and Regulations* and the Rules of the Credit Union.

Records and Reporting

Under the *British Columbia Business Corporations Act and Regulations*, minutes of every Board meeting must be recorded and kept on file at the Credit Union office. A complete meeting record will be maintained by the Recording Secretary and is available to any Director and the CEO's Office. The minutes will contain information regarding the deliberations, decisions and actions of the meeting.

The minutes of each Board meeting are prepared and distributed in a timely fashion to the Board Chair and each Director.

Purpose and Authority

The Board represents the members of the Credit Union and is responsible for monitoring the performance of the Credit Union. The purpose of the Board is to ensure the sound management and operation of the Credit Union for the benefit of the collective membership and depositors to whom the Directors owe a fiduciary responsibility.

GOVERNING LEGISLATION AND REGULATION

The Credit Union is established under the legislation of the Province of British Columbia. It is regulated by the British Columbia Financial Services Authority (BCFSA). Key legislation that regulates the operations of the Credit Union includes: the *Financial Institutions Act and Regulations*, the *Credit Union Incorporation Act and Regulations*, and the applicable sections of the *British Columbia Business Corporations Act and Regulations*. It is a requirement of the legislation that the Credit Union provides to BCFSA monthly, quarterly, and annual reports and filings, and other such reports as may be requested.

BOARD COMMITTEES

The Credit Union has Statutory and Standing committees that are responsible for carrying out both legislated and delegated functions as described in each committee's Terms of Reference.

As per the *Financial Institutions Act and Regulations*, the Board elects the *Audit Committee*, the *Conduct Review Committee*, and the *Investment and Lending Committee*. All other standing committees are either elected or appointed by the Board.

The committees meet regularly throughout the year and are required to provide timely reports and recommendations to the Board. Each committee follows an Annual Workplan based upon its Terms of Reference to confirm that it meets its duties and responsibilities as required by legislation and fulfills its mandate. A brief overview of each Committee's mandate is as followed:

AUDIT COMMITTEE

The purpose of the Audit Committee is to assist the Board of Directors in fulfilling its obligations and oversight responsibilities related to the audit process, financial reporting, internal controls and enterprise-wide risk management. The Audit Committee meets regularly with both the internal and external auditors.

CONDUCT REVIEW COMMITTEE

The purpose of the Conduct Review Committee is to establish and to ensure adherence to procedures designed to prevent conflicts of interest, resolve them if they occur, and to review and approve specific transactions and classes of transactions between the Credit Union and related parties. The Committee may require the attendance of the corporate council at any meeting of the Committee.

INVESTMENT AND LENDING COMMITTEE

The purpose of the Investment and Lending Committee is to establish prudent investment and lending policies and ensure procedures are followed and on a regular basis review asset quality, new loan reports and delinquent accounts.

ELECTION COMMITTEE

The purpose of the Election Committee is to ensure that elections for Directors are conducted in a manner that fulfills the requirements of the Credit Union's Rules for elections and related legislation and to ensure there are a sufficient number of qualified candidates for election each year as required by the Rules of the Credit Union. Annually, the Board identifies its requirements to govern the Credit Union effectively. Based on these needs, the Election Committee actively recruits candidates who will make a positive contribution to the Credit Union and Board. The Election Committee presents to the Board a list of strong candidates, including current incumbents. The Election Committee carries out this process consistent with the Credit Union's Rules, regulatory and legislative requirements.

GOVERNANCE, COMPENSATION AND HUMAN RESOURCES COMMITTEE

The Governance, Compensation and Human Resources Committee is charged with reviewing, developing and recommending any changes to Governance and/or to the By-laws of the Credit Union to the Board of Directors. The Committee reviews and recommends approval for G&F Financial Group's overall compensation philosophy as well as all compensable and non-compensable plans that make up the Co-CEO's total rewards. The Committee recommends the comparable markets used for "benchmarking" compensation to a comparator group. The Committee reviews compensation trends and the linkage to performance as well as oversees incentive plan design and eligible participants. The Committee is also responsible for ensuring an effective process is in place for Succession Planning and Executive development.

CREDIT UNION SUBSIDIARY

Gulf and Fraser Insurance Services Ltd. is a wholly owned subsidiary of the Credit Union. It is in the business of offering wealth management advice services, business group insurance, life insurance, and living benefits solutions to its members.

CORPORATE GOVERNANCE DISCLOSURE

DIRECTOR BACKGROUND

Current Directors

As of December 31, 2020 G&F's Directors are:



NAME: Lewis Bubl , President and Board Chair
Director Since: 1997
Current Term: 2018-2021

**BACKGROUND/
EXPERIENCE:** Lewis is very active in the business and sporting communities, as well as in the fishing industry. He is a co-owner of the Vancouver Giants Western Hockey League team and also owns and operates Winning Edge Management Inc.

COMMITTEES: Audit Committee
Conduct Review Committee
Election Committee
G&F Foundation Advisory Board
Governance, Compensation and HR Committee
Investment and Lending Committee
Strategic Planning Committee

**OTHER BOARD
APPOINTMENTS:** President and Chair of the Board of Pacific Coast Fishermen's Mutual Marine Insurance Company
Past Chair of the B.C. Salmon Marketing Council
2019 IIHF World Junior Hockey Championship Playmaker



NAME: Floyd Yamamoto, Vice Chair
Director Since: 2007
Current Term: 2019-2022

**BACKGROUND/
EXPERIENCE:** Through his work at G&F Financial Group, Stabilization Central Credit Union, and over 25 years of experience as an IT professional, Floyd has a solid understanding of the credit union system, board governance, and information technology. Floyd is a member of the Institute of Corporate Directors, owns and operates Sansei Consulting, and is a Co-Founder of Muoola a new social media start-up company.

COMMITTEES: Audit Committee
Election Committee
Investment and Lending Committee

**OTHER BOARD
APPOINTMENTS:** Wisteria Senior Health and Housing Society



NAME: Linda Archer, Director
 Director Since: 2019
 Current Term: 2019-2022

BACKGROUND/ EXPERIENCE: Linda’s background in the credit union system and cooperative sectors provided her the opportunity to develop an appreciation for and understanding of cooperative values and the credit union business model, operations, and governance. Linda has over 30 years of professional and executive experience including the credit union system and with the City of Vancouver, supplemented with formal governance education through the Institute of Corporate Directors. Her governance background includes positions as board and committee chair. She volunteers developing and facilitating credit union governance education nationally and internationally.

COMMITTEES: Conduct Review Committee
 Election Committee
 Governance, Compensation and HR Committee
 Investment and Lending Committee

OTHER BOARD APPOINTMENTS: N/A

EDUCATION: Institute of Corporate Directors, Director (ICD.D)



NAME: Christine Dacre, Director
 Director Since: 2016
 Current Term: 2019-2022

BACKGROUND/ EXPERIENCE: Christine is a Chartered Professional Accountant with over 15 years in executive and senior level financial positions. She has significant experience in finance, strategic planning, corporate leadership, risk management, internal controls, human resource processes and information technology. Christine is currently employed at TransLink as Chief Financial Officer. Her Board experience includes a current Board position on the New Westminster Police Department, a previous position on the Board of the New Westminster Victims Assistance Association, and a previous Board member at G&F Financial Group from 1992 – 2007.

COMMITTEES: Audit Committee
 Election Committee
 Investment and Lending Committee
 Strategic Planning Committee

OTHER BOARD APPOINTMENTS: New Westminster Police Department

EDUCATION: Chartered Professional Accountant (CPA)
 Institute of Corporate Directors, Director (ICD.D)



NAME: Bill Nohr, Director
 Director Since: 2011
 Current Term: 2020-2023

**BACKGROUND/
 EXPERIENCE:** Bill has been a member of G&F Financial Group since 1979 and has served on the Board since 2011. He held Senior Management roles for 25 years with Volvo Penta Canada with a focus on product marketing as well as developing and managing corporate budgets. Bill has extensive experience in the non-profit sector in the area of direct service and fundraising. Currently semi-retired, he spends time doing volunteer work in the community.

COMMITTEES: G&F Foundation Advisory Board
 Governance, Compensation and HR Committee
 Investment and Lending Committee

**OTHER BOARD
 APPOINTMENTS:** N/A



NAME: Howard Normann, Director
 Director Since: 1996
 Current Term: 2020-2021

**BACKGROUND/
 EXPERIENCE:** Howard was employed by the City of Vancouver/Vancouver Park Board for over 40 years and was responsible for overseeing its city-wide park operations and finished his career as the Director of Parks. Howard firmly believes that good corporate governance is the foundation of a successful organization and that the Board of Directors must continue to be accountable to the membership by showing strong leadership and solid business judgement.

COMMITTEES: Conduct Review Committee
 Governance, Compensation and HR Committee
 Strategic Planning Committee

**OTHER BOARD
 APPOINTMENTS:** N/A

EDUCATION: Certified Credit Union Director (CCD)



NAME: Jennifer Phipps, Director
 Director Since: 2015
 Current Term: 2018-2021

**BACKGROUND/
 EXPERIENCE:** Jennifer, a CPA and CA, has over 25 years of experience in the accounting profession and is currently a partner of Manning Elliot LLP. Jennifer brings her accounting, auditing, tax and general business knowledge to the position. She has strong communication skills and believes that teamwork produces great results. She has spent many years providing personalized professional services to her clients and appreciates the importance of meeting the personal needs of members, investing in employee development, and embracing technological change.

COMMITTEES: Audit Committee
 Investment and Lending Committee
 Strategic Planning Committee

**OTHER BOARD
 APPOINTMENTS:** N/A

EDUCATION: Chartered Accountant (CA)
 Chartered Professional Accountant (CPA)



NAME: Lee Varseveld, Director
 Director Since: 2014
 Current Term: 2020-2023

**BACKGROUND/
 EXPERIENCE:** Since 2009, Lee has served as General Manager of Pacific Coast Fishermen’s Mutual Marine Insurance Company in Burnaby. He has been with the company since 1992. Lee holds the professional designations of Chartered Insurance Professional (CIP) and Certified Credit Union Director (CCP) and currently serves as Chair of the G&F Governance, Compensation and HR Committee.

COMMITTEES: Audit Committee
 Conduct Review Committee
 Election Committee
 Governance, Compensation and HR Committee

**OTHER BOARD
 APPOINTMENTS:** Fishermen Helping Kids with Cancer (non-profit corporation)

EDUCATION: Certified Credit Union Director (CCD)
 Chartered Insurance Professional (CIP)



NAME: Sonia Virk, Director
 Director Since: 2014
 Current Term: 2020-2023

**BACKGROUND/
 EXPERIENCE:** A professional lawyer with a focus in corporate and commercial law, Sonia obtained her B.A. (Law) and LL.B. degrees from Guru Nanak Dev University in Punjab, India, as well as a second LL.B degree from the University of New Brunswick. She co-founded law firms Joomratty & Virk and Virk Viyas & Associate Lawyers. Sonia also serves on the Board of Directors of the Surrey Hospital Foundation.

COMMITTEES: Conduct Review Committee
 G&F Foundation Advisory Board
 Governance, Compensation and HR Committee

**OTHER BOARD
 APPOINTMENTS:** Surrey Board of Trade’s Surrey Women in Business Award Winner
 2017 – Professional Category
 Surrey Hospital Foundation

EDUCATION: Bachelor of Arts – Law (B.A. Law)
 Bachelor of Laws (LL.B)
 Institute of Corporate Directors, Director (ICD.D) (In Progress)

DIRECTOR COMPENSATION DISCLOSURE

The G&F Financial Group’s Board of Directors Compensation Philosophy is designed to attract and retain Board members with the necessary professional skills and experience to provide good governance and oversight. G&F is a dynamic organization in a highly competitive market within an industry sector which itself is subject to transformational change and innovation in how it interacts with its current and future members. This requires that Directors be adequately and competitively compensated. The amount of compensation is reviewed every two years with an independent consultant. When determining the appropriate level of compensation the Directors consider:

- The values, vision and mission of G&F Financial Group,
- The level of responsibility and time commitment required of Directors, and
- The need to attract and retain Directors with the skills and attributes required to advance G&F Financial Group’s business model and strategic plans and to control its risks

ANNUAL COMPENSATION	Benchmark: The Board has set its compensation based on a benchmark group of at least 8 Canadian credit unions who align with our asset size and operate in a similar market for remuneration. The intention is to pay at the median of this market and to review compensation levels every two years. The Board takes into account several considerations when it reviews Director compensation, including compensation practices at other credit unions, the opportunity cost of the expected time commitment by Directors, and the risk and responsibilities involved. They ensure that all considerations align with trends and proper governance in the credit union industry. G&F Financial Group benchmarks its Board compensation based on “total” compensation and makes decisions on its compensation based on an honorarium only method.
ADDITIONAL COMMITTEE COMPENSATION	There is no additional compensation for attending committee meetings as a Director.
BOARD CHAIR HONORARIUM	The honourarium paid to the Board Chair is \$45,200
VICE CHAIR HONORARIUM	The honourarium paid to the Vice Chair is \$27,300
AUDIT COMMITTEE CHAIR ADDITIONAL STIPEND	The additional stipend paid to the Audit Committee Chair is \$3,250.
COMMITTEE CHAIR ADDITIONAL STIPEND	The additional stipend paid to the Committee Chair is \$2,750.
DIRECTOR	The honourarium paid to Directors is \$23,000
EXPENSE REIMBURSEMENT	G&F Financial Group recognizes that Directors will incur expenses as they carry out their duties during the Board year. Directors are expected to exercise discretion and good judgment in determining what is a reasonable expense to be incurred on behalf of the Credit Union and demonstrate a good example for the use of credit union resources.
PROFESSIONAL DEVELOPMENT	The Board of Directors has an approved budget for ongoing Director education and development. Education and development programs must be relevant to the business of the Credit Union.

**BENEFITS
AND PERQUISITES**

Directors may participate in the benefits program designed through the Credit Union Pension & Benefits Trust for Credit Union Directors. Directors pay all of the applicable premiums. While Directors are encouraged to use the products and services of G&F, they do so under the same terms and conditions as all other members of the Credit Union.

For the year 2020, the compensation received for each Director is outlined in the table below, along with their meeting attendance.

NAME	ROLES	ANNUAL COMPENSATION	BOARD MEETINGS ATTENDED	COMMITTEE MEETINGS ATTENDED	TOTAL COMPENSATION	TOTAL EXPENSES ¹
Lewis Bubl�	President and Board Chair	\$45,200	12 of 13	24 of 25	\$45,200	\$4,400
Floyd Yamamoto	Vice Chair	\$27,300	13 of 13	12 of 13	\$27,300	\$5,700
Linda Archer	Director	\$25,750	13 of 13	19 of 22	\$25,750	\$4,400
Christine Dacre ³	Director	\$26,250	12 of 13	13 of 13	\$26,250	\$4,400
Bill Nohr	Director	\$25,750	13 of 13	12 of 12	\$25,750	\$4,400
Howard Normann	Director	\$25,750	13 of 13	13 of 15	\$25,750	\$5,100
Jennifer Phipps	Director	\$25,750	12 of 13	11 of 11	\$25,750	\$4,400
Lee Varseveld	Director	\$25,750	13 of 13	20 of 20	\$25,750	\$5,200
Sonia Virk	Director	\$25,750	12 of 13	13 of 15	\$25,750	\$24,100 ²

¹Not including meals

²Includes Institute of Corporate Director Designation Registration

³Audit Committee Chair

GULF AND FRASER FISHERMEN'S CREDIT UNION

CORPORATE GOVERNANCE DISCLOSURE

CEO COMPENSATION DISCLOSURE

G&F Financial Group's Executive compensation is overseen by the Governance, Compensation and Human Resources Committee of the Board of Directors. The Governance, Compensation and Human Resources Committee makes recommendations to the Board about:

- Total Compensation Philosophy
- Total Compensation for the CEO's Office
- Structure and plan design for key elements of compensation
- Total compensation for the CEO's Office based on performance

The Governance, Compensation and Human Resources Committee retains independent compensation expertise to provide advice on the elements, structure and amount of CEO total compensation.

G&F FINANCIAL GROUP'S COMPENSATION PHILOSOPHY

G&F Financial Group's Total Compensation Philosophy applies to all employees and is based on a pay for performance philosophy. It is intended to attract and retain high caliber employees and ensure compensation levels are competitive and fair. Therefore, G&F offers a Total Compensation Program that is comprehensive, competitive in the marketplace and recognizes exceptional talent.

G&F Financial Group takes a broad view towards total compensation including monetary and non-monetary programs that reflect our vision, values, and strategies. Programs are designed to ensure employees act as a team, perform to the best of their capability and consider members in decisions and actions. G&F's Compensation Philosophy provides the guiding principles for designing and delivering an effective reward program to attract, retain and engage employees.

G&F's Total Compensation Program:

- Strikes a balance between market competitiveness and internal equity
- Aligns the interests of our employees with G&F's business goals and our members' interest
- Is competitive with that of peer companies where G&F competes for talent

CEO'S OFFICE

G&F Financial Group's CEO's Office is predicated on a Co-CEO model where leadership for the organization is a shared responsibility. The Co-CEO's bring complementary skills to the role and provide G&F with a broader set of experience and ideas, than would be otherwise possible, to develop the business strategy and make decisions.

The Co-CEO's total compensation is based on the guiding philosophy and principles that apply to all employees and includes all material elements of base salary, incentives, and benefits (including vacation, perquisites and retirement savings program).

	William Kiss	Jeff Shewfelt
ACTUAL BASE SALARY PAID	\$373,936	\$373,936
SHORT TERM INCENTIVE PAID FOR 2020	\$149,574	\$149,574
LONG TERM INCENTIVE PAID FOR 2018-2020	\$93,484	\$93,484
TOTAL	\$616,994	\$616,994

The Governance, Compensation and Human Resources Committee have recommended an approach to compensation for the CEO's Office that the Board has approved. The CEO's compensation comparator group is drawn from the Canadian credit union sector. The composition of the comparator group is based on credit unions across Canada within the same asset range as reported by Central 1. The Co-CEO salary range is established based on the 25th percentile for the comparator group as described.

BASE SALARY

Base salary is determined for the CEO's Office by the Board of Directors and is reviewed annually. Any changes to base salary apply equally to the Co-CEO's. Base salary progression is based on a pay for performance philosophy. The Co-CEO's base salary for 2020 is \$373,936.

The salary range is reviewed by the Board of Directors at least every three years to ensure it remains market competitive.

INCENTIVE PROGRAM

The total compensation package for the Co-CEO's includes a base salary in line with the median of the designated comparative group and a target short and long-term incentive program designed to reward the achievement of annual and longer-term organizational performance objectives.

The Co-CEO's participate in the Management Short Term Incentive Plan (STI Plan) that rewards performance against a predefined set of objectives that are reviewed and approved annually by the Board of Directors. The plan is designed to ensure that we are not incenting behaviours which would create risk for our members or the sustainability of G&F.

The metrics under the plan consider member and employee engagement with G&F, the operational efficiency, financial performance, achievement of business initiatives and asset growth that together provide a balanced approach to assessing organization success. Payments under the STI Plan are contingent on achieving a threshold level of performance. The performance results are determined for the CEO's Office and shared equally by the Co-CEO's. Maximum payout is 40% of base salary. For 2020 performance, each CEO's STI Plan was \$149,574 which represents 40% of salary.

The Board of Directors approved a Long Term Incentive Plan (LTIP) effective January 1, 2018. The plan is designed to reinforce long-term growth and effective management of the credit union. The LTIP is a rolling plan with a performance term of three years which commences on January 1 and will continue for a term representing three financial years of G&F. For each term there will be a set of strategic objectives and financial measures based on the strategic plan that must be achieved for any payment to be considered and possibly made to the eligible Executives at the end of the performance term. The target payout for the LTIP is 20% of base salary. The maximum payout is 125% of the target or 25%. For the 2018-2020 LTIP performance, each CEO's received the maximum payout for the LTIP which was \$93,484.

After successfully completing the first three-year LTIP plan in 2020, the plan has been discontinued by mutual agreement of the Board of Directors and Management.

BENEFITS AND PERQUISITES

G&F Financial Group provides comprehensive benefits to support employees and their families with health, retirement and other work-related benefits to address their unique needs. A healthy and secure workforce is best able to contribute to the accomplishment of our business performance objectives. G&F's commitment to work life balance is evident in our vacation allowance, benefits and unique employee events.

The Co-CEO's participate in the benefits programs that are offered to all employees of G&F. The comprehensive Flexible Health Benefits Program can be tailored to the individual benefit needs based on the allocation of flex credits provided. The level of the plan varies by salary level due to income insurance benefits included under the flexible plan. The plan encompasses extended health care, dental care, life insurance, accidental death and dismemberment insurance, short and long term disability, employee and family assistance plan and provincial health.

The Co-CEO's each have an annual perquisite allowance of up to \$18,000. The Executive Perquisite Program is designed to support the Co-CEO's with business related expenses such as a taxable vehicle allowance and other taxable and nontaxable choices.

RETIREMENT INCOME PROGRAM

The Co-CEO's participate in the Registered Retirement Savings Plan (RRSP) designed for all G&F employees. They receive 10.5% of their base salary contributed to their G&F RRSP up to the limit allowable under the Canada Revenue Agency (CRA) guidelines. Any amount in excess of their RRSP limit is accrued into a Supplementary Executive Retirement Plan (SERP). The SERP was introduced on January 1, 2017 for the Co-CEO's and provides for the benefits in excess of the *Income Tax Act* maximum.

OTHER EMPLOYMENT TERMS

The Co-CEO's employment contract stipulates that if their employment is terminated for cause, no notice, salary, benefits or bonus are owed to them. If their employment is terminated without cause, there is a 22 month severance package (including salary, incentives and benefits) owed to them.

EXECUTIVE TEAM

The G&F Financial Group Executive Team is comprised of the following individuals. For more information on these individuals, visit <https://www.gffg.com/about-us/governance>

William Kiss, Co-CEO

Jeff Shewfelt, Co-CEO

Chris Goodman, Chief Information Officer

Ron Lee, Chief Financial Officer

Nelson Sandhu, Chief Experience and Innovation Officer

Diane Sullivan, Chief People and Culture Officer

Michael Atkinson, Senior Vice President, Wealth and Advice

Bobby Dhillon, Senior Vice President, Marketing and Planning

INTERNAL AUDIT

Internal Audit at G&F Financial Group reports administratively to the CEO's Office, and functionally to the Audit Committee of the Board of Directors. This reflects the dual mandate of Internal Audit to provide control assessment and services to management, and to provide assessments of the adequacy of the internal control system and management of risk to the Audit Committee.

The Internal Audit group maintains their independence through the exercise of objectivity and candor, while maintaining close communications and contact with all business units of the Credit Union.

AUDITORS

KPMG LLP
Chartered Professional Accountants
Vancouver, BC

The external auditor's responsibility is to express an opinion on the consolidated financial statements based on their audit. They conduct an audit in accordance with Canadian generally accepted auditing standards. Those standards require that they comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

CORPORATE COUNSEL

Powell, Gray & Kim LLP
Vancouver, BC