



INTERIOR SAVINGS CREDIT UNION
2019 CORPORATE GOVERNANCE
REPORT

Introduction

Good governance is essential to the effective operation of Interior Savings Credit Union (ISCU) and its ongoing success.

“Corporate governance refers to **oversight mechanisms**, including the processes, structures, and information used for directing and overseeing the management of a company. It encompasses the means by which members of the Board of Directors and senior management are held accountable for their actions and for the establishment and implementation of oversight functions and processes.”¹

In its Governance Guideline issued to BC Credit Unions in September 2013, the Financial Institution Commission notes that it “holds the Board of Directors (board) accountable for the stewardship of a credit union. FICOM relies on the board, as a core oversight function, to take all reasonable steps to ensure the safety, stability and sustainability of its credit union. The successful operation of a credit union contributes to maintaining and enhancing trust and confidence in the province’s credit union system and the economy as a whole.”

The Board of Directors

The Board of Directors oversees the management of the organization. The Board carries out its stewardship responsibilities by selecting the right management for the organization, approving the organization’s strategic direction and monitoring how management operates the organization as it seeks to fulfill its strategies and goals and objectives. Corporate governance practices and policies are regularly reviewed for improvements and recent developments which will strengthen the ability of the Board to fulfill its mandate.

Board Composition

The Board is comprised of 12 members with representation from the geographic areas in accordance with the Rules of Interior Savings Credit Union. To promote continuity of Board composition, each year the terms of four directors expire. Board members may seek re-election at that time.

Mandate

The oversight responsibilities for the Board of Directors as a whole are defined in the Board Roles and Responsibilities. The main duties defined are:

- Strategic planning – adopting a process, reviewing and approving the Vision, Mission, Values, Strategic plan, annual business plan and budgets.
- Succession planning – selecting the CEO, monitoring performance, establishing compensation.
- Risk Management – understanding the principal risks and oversight of enterprise risk management and determines risk appetite
- Communications – ensuring the Credit Union communicates effectively to members, employees, regulators and other stakeholders
- Internal Control and Management Information Systems – establish standards of business conduct and ethical behaviours and ensure policies, controls and compliance are in place
- On-going Monitoring – reviewing progress towards business plan goals, financial performance and significant developments impacting the credit union.

Details of the Board’s role are set out in its Roles and Responsibilities.

Each director has the responsibility to act

- 1) in good faith,
- 2) with a view to the best interest of the Credit Union,
- 3) with the care, diligence and skill of a reasonably prudent person and
- 4) on behalf of, and for the benefit of, the Credit Union.

The Directors’ Roles and Responsibilities set out more definition in these areas.

¹ Source:

Corporate Governance Guideline,
Office of the Superintendent of Financial Institutions Canada, January 2003

There are also written roles and responsibilities defined for the Board Chair, Vice Chair and Committee Chairs. The Board elects the Board Chair and Vice Chair annually. Committee Chairs are elected by the Board of Directors as a whole.

Director Independence

Each Director is independent of management.

Communication with Members

The Board encourages participation of members in voting on the election of Directors and attendance at the AGM. Communication with members includes the annual report, the "Accounts of Interest" newsletter, our website interiorsavings.com, and other information distributed to members from time to time.

Operations

The Board is also responsible for its own operations and effectiveness.

Meetings – there are a minimum of 4 Board meetings during the year as well as two planning sessions. During those meetings the Board regularly meets without management present.

Ethical Conduct – In its oversight, the Board strives to ensure that the Credit Union maintains a high standard of ethical, moral and legal conduct in all business practices. The Board has approved a Code of Conduct and Conflict of Interest policy for directors, officers and employees outlining the expected behaviours. Annually, each director, officer and employee must sign a code of conduct and conflict of interest declaration.

On-going development – each new director is provided an orientation for familiarization to the credit union and its operations. There are also a number of mandatory courses that all directors must complete when elected to the Board. Directors are encouraged to continue with professional development and education opportunities throughout their time on the Board, given the governance, technical and financial industry changes that regularly occur. Directors are each allocated funding for continuous learning and development during their three-year term.

Assessments – The Board of Directors completes an assessment of board, committee and individual director's performance on a regular basis. This assists in determining and improving the effectiveness of the Board's performance. The Board also completes an assessment of its governance practices on a periodic basis.

Nominations and Elections – Elections are held annually and the normal term of office is three years. To stand for election the member's nomination must meet the requirements stipulated in the Rules of Interior Savings Credit Union. These rules were amended in 2012 to allow for the Board of Directors to identify candidates that fulfill specific skill gaps identified on the Board. Beginning with the 2012 election as the starting point, the maximum number of successive terms a director can be elected to is 4 terms. Directors are elected by electronic or mail ballot. Two positions were open in the Thompson/South Okanagan voting region. Ken Christian and Daphane Nelson were both re-elected for 3-year terms (2019-2022). Two positions were open in the Central/Northern Okanagan voting region. Don Grant and Caroline Grover were both re-elected to 3-year terms (2019-2022).

Independent Advisors – The Board and each Committee have the authority to hire independent legal, financial or other advisors, as they deem necessary.

Director Remuneration

Remuneration for the directors of the credit union must be approved by the membership at the Annual General Meeting. Remuneration is reviewed every three years by the Governance Committee, with any suggested changes put forward to a membership vote. Total combined remuneration paid to the Board of Directors in any one year is a maximum of \$290,000. In addition, board members are reimbursed for travel and other out-of-pocket expenses.

Committees

To assist in the execution of its responsibilities, the Board has delegated specific responsibilities to five standing committees. The Committees make recommendations to the Board and regularly report on their meetings.

In 2019, the Board reviewed the mandates of each Standing Committee and determined the responsibilities performed by the Community and Member Relations Advisory Committee would be moved to the Board of Directors as a whole. Therefore, the Committee was dissolved.

The Interior Savings Insurance Board of Directors Committee was also dissolved as a new insurance company jointly owned with Coastal Community Credit Union was formed. This entity has its own Board of Directors.

Board members may serve on more than one committee and each committee has a minimum of four directors. Board committee assignments are reviewed annually and rotated periodically, taking into account directors' interest, areas of expertise and Board needs. The Board Chair, in consultation with the Governance & Conduct Review Committee, appoints committee members. The Board of Directors, as a whole, elects the Governance & Conduct Review Committee.

The Standing Committees and an overview of their mandates are:

Audit & Finance Committee – assists the Board of Directors in fulfilling its financial reporting, internal control, management information systems, risk management, and compliance responsibilities, including responsibility for the internal and external audit engagements. The Audit & Finance Committee meets regularly with both the internal and external auditors without management present.

Governance & Conduct Review Committee – the primary role is to ensure that the Board of Directors provides for effective governance with respect to board composition, competency and oversight, as well as monitoring current and evolving governance practices. The Committee reviews certain statutory requirements such as the Annual General Meeting and on a periodic basis, the Rules of the Credit Union. The Governance & Conduct Review Committee is also established in accordance with the Financial Institutions Act (FIA). This Committee oversees the establishment of standards of business conduct and compliance with legislation regarding privacy of personal information. It deals with director, Credit Union or third-party conflicts of interest and monitors related parties as per regulatory requirements.

Human Resources Committee– reviews and makes recommendations on human resource matters including the compensation of the CEO and manages the process of evaluating the performance of the CEO. The Committee also reviews the CEO and executive succession plan and the employee compensation philosophy statement.

Investment and Loan Committee – provides oversight of risk management activities related to investment risk, credit risk, liquidity risk, structural risk and capital management. This includes review of the policies, limits and reporting with respect to each of those risk areas. The Committee also includes two members of management appointed by the Chief Executive Officer.

Nominations and Elections Committee – ensures that the Credit Union fulfills the process of electing persons to the Board of Directors consistent with legislative requirements and the Rules as set by members. This includes monitoring communications and timelines as well as ensuring a proper and valid count of ballots. Directors standing for re-election are not eligible to act on this Committee.

2019 Directors Compensation Disclosure

Interior Savings Credit Union and its subsidiaries have 21 credit union locations and 15 insurance offices in 14 communities throughout the Okanagan and Thompson regions of British Columbia. The membership of the credit union is diverse reflecting the communities it serves. Proper disclosure of compensation provided to the Board of Directors and to the Chief Executive Officer is now required. This information is presented in the following pages.

The Board's compensation had been designed to attract, develop and retain individuals who are aligned with the values and purpose of Interior Savings Credit Union and are committed to its long term and ongoing success. To ensure this level of knowledge requires that directors are adequately and competitively compensated and provided with opportunities to develop their competencies and expertise to further enhance the capacity of the board.

Every three years, the compensation for the directors is reviewed and an aggregate amount for the Board as a whole is presented to the membership of the credit union for their approval. When evaluating an appropriate level of remuneration for the Board, many elements are considered including:

- The need to attract and retain knowledgeable directors with the skills and attributes required to advance our credit union's business strategy within our defined risk appetite;
- The credit union's mission, vision, and values;
- The time commitment required as well as the level of responsibility required by a director.

On a broad basis, the Board is accountable for establishing the credit unions strategic plan, corporate goals, representing the interests of members and hiring the Chief Executive Officer.

Interior Savings Total Reward Philosophy, applies to all employees including the CEO and Senior Executive team. The purpose of the total rewards philosophy for the employees is to nurture the employee experience through a variety of reward offerings that support the desired behaviors and outcomes expected to deliver on Interior Savings business goals. To remain fiscally responsible and market competitive, Interior Savings aims to compensate at the median of the marketplace.

In keeping with this compensation philosophy and to maintain and attract executive talent, the credit union is committed to compensating the executive team in a manner that is fair, consistent, reflective of the external market, and provides recognition for the achievement of ISCU's business goals.

Director Compensation

The compensation period is for the 2019 calendar year. When there are multiple meetings on one day, directors are compensated to a maximum meeting per diem of \$350 regardless of how many meetings there were in a given day. Annual honorariums for various board positions are presented below:

Board Chair	\$26,000 per year
Vice-Chair	\$17,000 per year
Directors	\$14,000 per year
Level 1 Committee Chairs (Audit & Finance, Governance & Conduct Review, Human Resources, Investment & Lending)	\$2,300 per year
Level 2 Committee Chairs (Nominations & Elections, and Interior Savings Insurance)	\$1,200 per year
Level 3 Committee Chair (Community Investment & Member Relations Advisory Committee)	\$750 per year
Board & Committee Meeting Attendance	\$175 up to 4 hours / \$350 over 4 hours to a maximum of \$350/day

Reimbursable Expenses

In completing the duties as a Board member of our credit union, it is recognized that the directors will incur expenses as they fulfill their responsibilities. The types of expenditures covered by the credit union are defined by policy and directors are expected to use discretion and good judgment in incurring an expense on behalf of the credit union. Directors receive a small allowance for the operation of a home office and associated technology expenses. The directors also can choose to access free banking services from the credit union.

Training and Development

The directors undertake ongoing professional development to ensure a good understanding of the business being faced by the credit union as well as being informed of emerging regulatory and governance requirements. These professional development fees and training costs are reported below.

Summary of Compensation of Expenses for 2019

Director	DIRECTOR COMPENSATION			Reimbursable Expense	Training & Development
	Annual Honorariums	Meeting per diems	Total		
Rolli Cacchioni	\$16,300	\$6,125	\$22,425	\$1,344	\$2,698
Ken Christian	\$15,200	\$5,425	\$20,625	\$1,718	\$764
Liza Curran	\$16,300	\$5,775	\$22,075	\$4,852	\$2,327
Elmer Epp, Board Chair	\$27,200	\$7,175	\$34,375	\$3,808	\$1,819
Stacey Fenwick	\$14,000	\$4,900	\$18,900	\$1,085	\$6,540
Aniela Florczyński	\$14,000	\$5,250	\$19,250	\$1,416	\$7,224
Don Grant	\$16,300	\$6,475	\$22,775	\$3,137	\$902
Caroline Grover	\$14,750	\$4,725	\$18,725	\$1,580	\$3,831
Daphane Nelson	\$14,000	\$5,775	\$19,775	\$1,480	\$4,689
Pat Ryan	\$17,000	\$9,625	\$26,625	\$1,257	\$2,760
Shelley Sanders	\$16,300	\$5,775	\$22,075	\$2,830	\$2,075
Bruce Tisdale	\$14,000	\$5,250	\$19,250	\$2,153	\$350
			\$267,625		

2019 Board of Directors

	Name:	Rolli Cacchioni
	Background & Experience	Mr. Cacchioni is a long-time member of Interior Savings. He has served our Board for a number of years and chaired it from 1989 to 1996. For the past twelve years, Mr. Cacchioni has also served as a Trustee on the Central Okanagan Board of Education where he is currently Chair of the Finance and Audit Committee. Mr. Cacchioni is also a Past Director of both the Kelowna Museum Society and its Finance Committee. He is also on the Sports Legacy Committee of the Central Okanagan Sports Hall of Fame.
	Position:	Director (Kelowna)
	Director since:	1982
	Current term:	2017-2020
	Committees:	Governance & Conduct Review Committee (Chair) Investment & Lending Committee
	Other relevant Board appointments:	Board of Education- School District No. 23 Central Okanagan
	Name:	Ken Christian
	Background & Experience	Mr. Christian has been a Credit Union member for over 50 years and has diligently served the communities of the Kamloops region in various capacities. He is currently Mayor of the City of Kamloops, a Director on the Thompson Nicola Regional District and Chair of the Thompson Regional Hospital District. Mr. Christian was elected to the Interior Savings Board of Directors in 2016.
	Position:	Director (Kamloops)
	Director since:	2016
	Current term:	2019-2022
	Committees:	Nominations & Elections Committee (Chair) Human Resources Committee
	Other relevant Board appointments:	Kamloops City Council
	Name:	Liza Curran
	Background & Experience	Ms. Curran is a Chartered Professional Accountant with a lengthy background in both private and public practice. She became a member of ISCU in 1991. Ms. Curran has served on the Boards of The Friends of Historic Hat Creek Ranch Society, the Thompson Cariboo Minor Hockey Association and the School Planning and Parent's Advisory Councils in School District #74. Ms. Curran joined the Interior Savings Board of Directors in 2014.
	Position:	Director (Ashcroft)
	Director since:	2014
	Current term:	2017-2020
	Committees:	Audit & Finance Committee (Chair) Investment & Lending Committee

	Name:	Elmer Epp
	Background & Experience	Mr. Epp's membership in Interior Savings goes back over 40 years. He has also been a member of our organization's Board for 20+ years, including serving as the Chair from 1998 to present. From 2013-2019 he served on the Board of Central 1 Credit Union, which represents all the Credit Unions in BC and most of the Credit Unions in Ontario. While at Central 1 he served as Chair of the Legislative Affairs Committee. Mr. Epp has been a lawyer for 35 years and is with the law firm of Cates Ford Soll Epp, specializing in corporate and commercial law.
	Position:	Board Chair (Kamloops)
	Director since:	1995
	Current term:	2017-2020
	Committees:	Governance & Conduct Review Committee Investment & Lending Committee Human Resources Committee (ex-officio) Nominations & Elections Committee (ex-officio)
Other relevant Board appointments:	Central 1 Credit Union - Director	
	Name:	Stacey Fenwick
	Background & Experience	Ms. Fenwick has been a member of Interior Savings since 1992 and was elected to the Board of Directors in 2015. She has a Masters in Business Administration in Strategic Management from the University of British Columbia and is currently working as a professor at the Okanagan School of Business at Okanagan College. She is also a director and Past Chair of the Board at Habitat for Humanity Okanagan.
	Position:	Director (Kelowna)
	Director since:	2015
	Current term:	2018-2021
	Committees:	Interior Savings Insurance Board of Directors Audit & Finance Committee Investment & Lending Committee
Other relevant Board appointments:	Habitat for Humanity Okanagan – Board Chair 2016-2019	
	Name:	Aniela Florczynski
	Background & Experience	Ms. Florczynski is an executive with over thirty years of experience in the banking/financial sector. She served as the Chief Executive Officer of Bayview Credit Union in Saint John, NB from 2006 to 2015. She was recognized as one of the Top 50 CEO's in Atlantic Canada in 2015. Ms. Florczynski retired to Kelowna with her husband in 2016. Ms. Florczynski is a member and has a designation of the Institute of Corporate Directors of Canada.
	Position:	Director (Kelowna)
	Director since:	2017
	Current term:	2017-2020
	Committees:	Audit & Finance Committee Human Resources Committee
Other relevant Board appointments:	Member of 100 Women Who Care - Kelowna Alzheimer's Society of New Brunswick (2013 -Jun 2016) Member of Saint John Board of Trade (2007- 2015) Joshua Group Board of Directors (2010,2011)	

		Board of Governors – Certified General Accountants Association of New Brunswick (2005 – 2007)
	Name:	Don Grant
	Background & Experience	Don Grant has served as Chair of the Board of Interior Savings. He has been actively involved with many of the Board’s committees. Don serves on the Board of Directors of the College of Dietitians of BC and on a committee of the KGH Foundation. Retired from his business career with Johnson & Johnson where he worked in the Medical Device division, he now studies at SLR Kelowna.
	Position:	Director (Peachland)
	Director since:	1994
	Current term:	2019-2022
	Committees:	Investment & Lending Committee (Chair) Interior Savings Insurance Governance & Conduct Review Committee Community Investment & Member Relations Committee
	Name:	Caroline Grover
	Background & Experience	Ms. Grover has been a member of Credit Unions for over 40 years and is the past CEO of the Kelowna Chamber of Commerce. She brings a blend of senior level business management skills, extensive regional community networks and an advanced knowledge of governance Boards. Ms. Grover distinguished herself throughout an award-winning marketing and economic development career. Her post secondary education crosses business, economic development and public relations fields. Since being elected to the Interior Savings Board in 2016 Ms. Grover earned a Canadian Credit Union Director certificate (Honors) and a Credit Union Community Investment Certificate. Currently she acts as Entrepreneur in Residence at the Salmon Arm Innovation Centre, supporting women led businesses.
	Position:	Director (Kelowna)
	Director since:	2016
	Current term:	2019-2022
	Committees:	Community Investment & Member Relations Committee (Chair) Human Resources Committee
	Name:	Daphne Nelson
	Background & Experience	Ms. Nelson graduated from TRU in 2004 with a business degree, majoring in economics. She has past financial institutional experience working in commercial lending and recently began a business consulting practice through which she advises Indigenous businesses on export opportunities. Ms. Nelson's board and committee experience spans the past two decades with many grassroots organizations and is a founding director of both the Kamloops Public Market Cooperative and the Lived Experience Committee. Ms. Nelson was elected to the Interior Savings Board of Directors in 2016 where she found her passion for the cooperative model.
	Position:	Director (Kamloops)
	Director since:	2016
	Current term:	2019-2022
	Committees:	Governance & Conduct Review Committee Nominations & Elections Committee
Other relevant Board appointments:	Treasurer of the Kamloops Arts Council Board (past)	

	Name:	Pat Ryan
	Background & Experience	Mr. Ryan is a Chartered Professional Accountant, a Certified Canadian Credit Union Director, with a Masters Degree in Leadership and Training, a Certificate in Health Care Administration, and a Diploma in Business Administration. He is also a Certified Canadian National Competition Coach. Mr. Ryan's Board experience includes 39 years of direct association with Corporate Boards of Directors in British Columbia, Alberta and Ontario. Including Interior Health Authority, the Kelowna Hospital Foundation, a Municipality, School Board, and Credit Union. He has held the roles of Chief Executive Officer, Chief Information & Technology Officer and Chief Financial Officer. He was elected to the Interior Savings Board of Directors in 2015.
	Position:	Board Vice-Chair (Kelowna)
	Director since:	2015
	Current term:	2018-2021
	Committees:	Governance & Conduct Review Committee Human Resources Committee Nominations & Elections Committee
	Name:	Shelley Sanders
	Background & Experience	A long time resident of Merritt and a member of Interior Savings since 1986, Mrs. Sanders was elected to the Board in 2012. She is employed with Interior Health as the Laboratory Manager at Royal Inland Hospital in Kamloops. She has numerous years of Board experience on National and Provincial organizations and has also served on City Council in Merritt.
	Position:	Director (Merritt)
	Director since:	2012
	Current term:	2018-2021
	Committees:	Human Resources Committee (Chair) Governance & Conduct Review Committee
	Name:	Bruce Tisdale
	Background & Experience	Mr. Tisdale is a Chartered Professional Accountant with an extensive background in senior school district business administration. He also provides consulting services to school districts and works with the Ministry of Education. Mr. Tisdale has served on various provincial committees in areas such as labor relations, technology, shared services, and finance. He continues to serve as a mentor to administration professionals new to the education sector. Mr. Tisdale is currently employed as a Secretary Treasurer for a smaller school district in the Okanagan and as Executive Director for BC Educational Market Place, a provincial procurement organization. He and his family have been involved with Credit Unions for more than fifty years.
	Position:	Director (Kamloops)
	Director since:	2018
	Current term:	2018-2021
	Committees:	Audit & Finance Committee Nominations & Elections Committee
	Other relevant Board appointments:	President of various youth sports organizations Rotary International (member) Director of Hockey Operations Junior A Hockey Club

RECORD OF ATTENDANCE, BY DIRECTOR – January 1, 2019 to December 31, 2019

Meeting type	Membership	# of Meetings (*eligible to attend)	# attended	# excused	# absent
Board of Directors	Rolli Cacchioni	22	22		
	Ken Christian	19	18		
	Liza Curran	19	19		
	Elmer Epp, Board Chair	26	26		
	Stacey Fenwick	18	17	1	
	Aniela Florczyński	18	17	1	
	Don Grant	23	23		
	Caroline Grover	18	18		
	Daphane Nelson	20	20		
	Pat Ryan	25	25		
	Shelley Sanders	20	20		
	Bruce Tisdale	18	17		
Audit & Finance Committee	Liza Curran	4	4		
	Stacey Fenwick	3	3		
	Aniela Florczyński	4	4		
	Pat Ryan	1	1		
	Bruce Tisdale	4	4		
Community Investment & Member Relations	Don Grant	2	2		
	Caroline Grover	3	3		
	Daphane Nelson	1	1		
Governance & Conduct Review Committee	Rolli Cacchioni	7	7		
	Ken Christian	2	1		1
	Elmer Epp	7	7		
	Don Grant	5	5		
	Daphane Nelson	5	5		
	Pat Ryan	7	7		
	Shelley Sanders	5	5		
Human Resources	Ken Christian	4	4		
	Elmer Epp	4	4		
	Aniela Florczyński	3	3		
	Caroline Grover	4	4		
	Pat Ryan	4	4		
	Shelley Sanders	4	4		
	Bruce Tisdale	1	1		
Investment & Lending Committee	Rolli Cacchioni	4	4		
	Liza Curran	4	4		
	Elmer Epp	4	4		
	Stacey Fenwick	3	3		
	Don Grant	4	4		
	Daphane Nelson	1	1		
Nominations & Elections Committee	Ken Christian	2	2		
	Daphane Nelson	2	2		
	Pat Ryan	2	2		
	Bruce Tisdale	2	1		1
Interior Savings Insurance	Stacey Fenwick	1	1		
	Don Grant	1	1		

*Total meetings for committee members may vary due to committee membership appointment dates and committee meeting schedules.

CEO Compensation Disclosure

Our Compensation Philosophy

Interior Savings Total Reward Philosophy, applies to all employees including the CEO and Senior Executive team. The purpose of our total rewards philosophy for our employees is to nurture the employee experience through a variety of reward offerings that support the desired behaviors and outcomes expected to deliver on Interior Savings business goals. To remain fiscally responsible and market competitive, Interior Savings aims to compensate at the Median of the marketplace.

In keeping with Interior Savings compensation philosophy and to maintain and attract executive talent we are committed to compensating our executive team in a manner that is fair, consistent, reflective of the external market, and provides recognition for the achievement of ISCU’s business goals.

CEO Compensation Breakdown

The CEO compensation package is reviewed by the Board of Directors on an annual basis. The Board compares the total compensation package to that of other B.C. Credit Unions. The total compensation package, includes provisions should the CEO be terminated without cause. The severance amount is based on total years of service with a minimum payment of 12 month’s salary and a maximum payment of 24 month’s salary.

ISCU targets the median for base salary and total compensation in the comparator market.

Description	Pay- out- Year	Amount
Base Salary	2019 Base Salary	\$388,686
Short Term Variable Pay Plan	Paid in 2020 for the 2019 fiscal year	\$135,630
Long Term Variable Pay Plan		\$0 (three years)
Benefits & Pension	Estimated values at approximately 10.8% of base salary	\$41,978
* Supplemental Executive Retirement Plan (SERP)	See note below	
Car Allowance		\$7,200 (\$600 monthly)
Other Perquisites		\$1,000 (annually)
Total Cash Compensation		\$532,516
Total Compensation (including cash equivalency for benefits & pension)		\$574,494

*SERP –All employees at Interior Savings have pensionable earnings equal to full salary. The defined plan for pensionable earnings has a cap. To ensure the CEO is placed in the same position as all other employees a SERP is provided to ensure the CEO has fully pensionable earnings.

CEO Compensation Components

There are several components that are included in determining CEO Compensation in businesses across organizations in Canada. The overall compensation elements for Interior Savings and the alignment of CEO compensation of those elements are described below:

Base Salary

Base salary means the base rate of pay, the minimum amount of earnings that an employee can receive. All employees receive a base salary. We do have a small number of employees that receive commission that is market related and only paid out if revenue is recognized.

Short Term Variable Pay Plan (STVPP)

All employees within the organization receive variable pay in the form of Short-Term Variable Pay. The Short-Term Variable Pay Plan is based on how well an employee performs and how well the Credit Union performs.

The Short-Term Variable Pay Plan is an annual cash-based plan that is paid out based on achievement of both organizational and individual objectives. The CEO target for STVPP for the fiscal year 2019 was established at 35% of base salary and payout was received at 100.0%.

In 2019 the following measures were in place, please note the bolded numbers are the compensable percentages:

Performance Measure	Weighting
Financial Performance	45%
Member Loyalty	10%
Business Operations	10%
Employee Learning & Growth	10%
Individual Component	25%

This incentive is based on performance in 2019 and the actual payment is in 2020. It is key to note all payouts within the plan are contingent on performance and requires Board oversight and approval.

Long Term Variable Pay Plan:

This Long-Term Plan is in place for senior level positions only. This type of plan places a portion of the total compensation for senior level positions at risk over a period of time. Senior level positions have greater influence over the direction and success of the organization and the intent is to ensure there is a long-term strategy in place as well as a short-term strategy for the organization.

A Long-Term Variable Pay Plan or LTVPP for short. The plan only pays out if specific targets are met for the following key areas:

Performance Measure	Weightings
Operating Results – Return on Assets	80%
Growth – Funds Under Administration	20%

Interior Savings LTVPP is for a three-year period and has specific measurements and targets established and approved by the Board. The targeted pay-out for the LTVPP is 30% of base salary with a maximum of 45% of base salary. These measures are tracked over the three-year term, with any payments under the plan contingent on achieving the three-year measurements. The LTVPP requires Board oversight and approval.

Interior Savings LTVPP plan will payout in 2020 for the period of 2019-2021.

Benefit Plan

Interior Savings Credit Union believes in the Health and Wellness of its' employees. In support of this belief the Credit Union provides a comprehensive benefit plan. All part time and full-time employees are part of the benefit plan. The plan consists of:

- Group Life Insurance
- Accidental Death and Dismemberment (AD & D)
- Short Term and Long-Term Disability Insurance
- Extended Health and Dental Insurance
- Employee and Family Assistance Plan

Pension Plan

Interior Savings' Credit Union supports their employees in achieving their retirement goals. *Part time and full-time employees' annual salaries are fully pensionable through our defined benefit pension plan. The defined benefit plan is administered and governed by a Board of Trustees. The Trustees are representative Credit Union members that are part of the defined benefit plan and the Board receives administrative support under contract from Central 1 Credit Union. The plan is contributory. Employees pay a percentage of earnings based on their age and ranges from 2.5% to 9%, while the employer contributes a flat percentage of salary for all employees. The current rate of employer contribution is approximately 14.8%.

A Supplemental Executive Retirement Plan (SERP) is in place to provide pension benefits for the CEO equal to the same percentage of earnings as that of other employees. The employers' contribution for all employees is 14.8%, however, due to the cap on the plan the CEO under the defined plan would receive 10.8% the SERP is in place to ensure the CEO is equal to that of other employees.

*Currently there are a small amount of credit union employees who chose to be grandfathered under a group RRSP Plan as a result of prior mergers.

Car Allowance

Positions, including the CEO, that are required to travel frequently in order to carry out the business of the Credit Union receive a car allowance. The car allowance amount does not include mileage. The mileage allowance amounts are set out in the Credit Union Policy and are linked to the rates set by Canada Revenue Agency. Senior level positions receive 50% of the employee mileage rate for travel outside of their base location.

Other Perquisites

The Credit Union believes in developing our people and supports all our employees including our CEO in participating on other organizational boards and partnering with other Community Leaders. Our CEO, as well as others, may be required to travel for business. Out of pocket expenses associated with such business is reimbursed according to the Credit Union policy and approved by the Chair of the Board. Up to a \$1,000 can be claimed for various membership dues.