

Future Targets and Action Plans

At VanCity, we measure our success by our financial performance and our social and environmental performance. Improving our performance and being accountable to our stakeholders are the key reasons we conduct a social audit and release the results in an externally verified Accountability Report. By measuring and tracking how well we are doing, we can identify the key areas for improvement and set targets and action plans.

After reviewing the findings from our 2002-03 social audit, and progress made on the 25 targets and action plans arising from our 2000-01 social audit, the following future targets and action plans were set for the VanCity Group of Companies. Progress made will be reported in future accountability reports. Page numbers of VanCity's 2002-03 Accountability Report (PDF or printed copy) are provided where you will find further information relating to the specific target or action plan. View or download the report at www.vancity.com/accountability03, or call (604) 877-7000 to receive a printed copy.

Key Finding or Outstanding Target or Action Plan	Future Target or Action Plan Set	Accountability
<i>Our commitment: We will provide members with outstanding service and help them achieve their financial goals</i>		
<p><i>Personal member satisfaction with VanCity's service (pages 22-24):</i></p> <p>Outstanding target</p> <p>2005 target: Increase percentage of personal members satisfied overall with VanCity's service to 85%, and totally satisfied to 40%.</p> <p>● In 2003, 36% of personal members were totally satisfied; 84% were satisfied overall.</p>	<p>2004-05 action plan: Identify the key components of consistently high-service to members. Communicate these to employees to reinforce VanCity's commitment to deliver outstanding service to members.</p> <p>2008 target: 41% of personal members are totally satisfied with VanCity's service. (Decision made to focus on percentage totally satisfied.)</p>	<p>George Scott, Sr. VP Marketing & Strategic Planning</p> <p>Lydia Johnson, VP Sales & Service;</p> <p>Karen Hoffmann, VP Wealth Management</p> <p>Ian Warner, President and Chief Executive Officer, Citizens Bank of Canada and VanCity Credit Union/Citizens Bank call-centre.</p>
<p><i>Business member satisfaction with VanCity's service (pages 22-26):</i></p> <p>Outstanding target</p> <p>2005 target: Increase percentage of business members satisfied overall with VanCity's service to 79%, and totally satisfied to 40%.</p> <p>● In 2003, 35% of business members were totally satisfied; 79% were satisfied overall.</p>	<p>2008 target: 37% of business members are totally satisfied with VanCity's service.</p>	<p>Kevin Zakus, VP Business Services</p>
<p><i>Personal member satisfaction with Citizens Bank's service (page 23):</i></p> <p>Area of declining performance</p> <p>● In 2003, 28% of Citizens Bank members were totally satisfied (53% in 2001); 79% were satisfied overall (90% in 2001).</p>	<p>2008 target: 45% of members are totally satisfied with Citizens Bank's service.</p>	<p>Ian Warner, President and Chief Executive Officer, Citizens Bank of Canada</p>

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<p><i>Client satisfaction with VanCity Insurance Service's service (page 23):</i></p> <p>Area of declining performance</p> <p>● In 2003, 71% of VanCity Insurance Service's clients were totally satisfied (74% in 2001); 34% were satisfied overall (40% in 2001).</p>	<p>2004-05 action plan: Conduct expanded survey to obtain a comprehensive baseline which will allow us to set future targets for client satisfaction ratings.</p>	<p>Karen Hoffmann, VP Wealth Management</p>
<p><i>Non-profit organization member satisfaction with VanCity's service (page 26):</i></p> <p>Outstanding target</p> <p>2005 target: Increase percentage of non-profit organization members satisfied overall with VanCity's service to 89%.</p> <p>● In 2003, 42% of non-profit organization members were totally satisfied; 82% were satisfied overall.</p>	<p>2008 target: 42% of non-profit organization members "totally satisfied" with VanCity's service. (Decision made to focus on percentage totally satisfied)</p>	<p>Kevin Zakus, VP Business Services</p>
<p><i>Accessible products and services (pages 24-25):</i></p> <p>Area identified for improvement</p> <p>During 2002-03 we conducted a review of our accessible products and services and made recommendations for improvements.</p>	<p>2004-05 action plan: Implement improvements to our accessible products and services.</p>	<p>George Scott, Sr. VP Marketing & Strategic Planning</p>
<p><i>Helping members achieve their financial goals (pages 26-27):</i></p> <p>Area of low performance</p> <p>● In 2003, 49% of members agreed VanCity helps them achieve their financial goals; 18% were unable to answer the question.</p>	<p>2004-05 action plan: Recruit investment specialists to provide members with in-branch investment and financial planning advice.</p> <p>2004-05 action plan: Complete research to better understand results in the area of "helping members achieve their financial goals". Develop action plans to improve results.</p>	<p>Karen Hoffmann, VP Wealth Management</p> <p>George Scott, Sr. VP Marketing & Strategic Planning</p>

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<i>Our commitment: We will provide members with meaningful opportunities to have input in setting the direction of the credit union</i>		
<p>Member privacy (pages 27-28): Area identified for improvement</p> <p>During 2003, we conducted a voluntary privacy audit to assess compliance with federal and provincial privacy legislation. A key finding was that a significant number of new employees who started after initial privacy training had been delivered had not yet received training.</p>	<p>2004-05 action plan: Develop action plans to respond to internal privacy audit findings and recommendations, including a process for ongoing employee privacy training.</p>	<p>George Scott, Sr. VP Marketing & Strategic Planning</p>
<p>Meaningful opportunities for input (pages 30-31): Area of low performance</p> <p>● In 2003, 49% of personal and business members agreed VanCity provides meaningful opportunities for them to have input in setting the direction of the credit union. 26% were unable to answer the question.</p>	<p>2004-05 action plan: Complete research to better understand results in the area of “providing members with meaningful opportunities in setting the direction of the credit union”. Develop action plans to improve results.</p>	<p>George Scott, Sr. VP Marketing & Strategic Planning</p>
<p>Member satisfaction with complaint handling (page 32): Area of low performance</p> <p>2003 target of 5% improvement not achieved</p> <p>● In 2003, 61% of personal and business members agreed VanCity addresses their concerns in a timely manner.</p> <p>● In 2003, 48% of personal members were satisfied with the way their complaint was handled.</p> <p>● In 2003, 50% of members agreed VanCity is open and responsive to their input and concerns.</p>	<p>2008 target: 75% of personal members satisfied overall with the way their complaint was handled.</p>	<p>Lydia Johnson, VP Sales & Service</p>

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<p><i>Business member satisfaction with complaint handling (page 32):</i></p> <p>Area of low performance</p> <p>● In 2003, 53% of business members were satisfied with the way their complaint was handled.</p>	<p>2004-05 action plan: Complete research on business member experience to understand common types of errors and reasons for complaints.</p>	<p>Kevin Zakus, VP Business Services</p>
<i>Our commitment: We will ensure VanCity is a great place to work</i>		
<p><i>Overall employee satisfaction with VanCity (page 34):</i></p> <p>Area of low performance</p> <p>● In 2003, VanCity's Employee Engagement Index was 75%*.</p> <p><small>*based on six key questions designed to measure the state of intellectual and emotional involvement employees have in VanCity</small></p>	<p>2008 target: 80% Employee Engagement Index. (Target revised as a result of change to questions used to calculate the index)</p>	<p>Donna Wilson, VP Human Resources</p>
<p><i>Overall employee satisfaction with Citizens Bank as a place to work (page 34):</i></p> <p>Area of low performance</p> <p>● In 2003, VanCity's Employee Engagement Index was 55%.</p> <p><small>*based on six key questions designed to measure the state of intellectual and emotional involvement employees have in Citizens Bank</small></p>	<p>2008 target: 75% Employee Engagement Index</p>	<p>Ian Warner, President and Chief Executive Officer, Citizens Bank of Canada</p>
<p><i>Employee turnover (page 35):</i></p> <p>Area identified for improvement</p> <p>During our consultation with community leaders in 2003, we received feedback that an indication of a target or range for what VanCity deems as acceptable turnover would be useful.</p> <p>● In 2003, employee turnover was 9.3%.</p>	<p>2004-05 action plan: Develop a target or range for acceptable turnover, with emphasis on managing avoidable turnover.</p>	<p>Donna Wilson, VP Human Resources</p>

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<i>Our commitment: We will ensure VanCity is a great place to work</i>		
<p>Workplace diversity (pages 36-37):</p> <p>Area of low performance</p> <ul style="list-style-type: none"> Ⓢ In 2003, 1% of employees self-identified themselves as Aboriginal, compared to 2% of the regional working population. Ⓢ In 2003, 2% of employees identified themselves as a person with a disability, compared to 6% of the regional working population. 	<p>2004-05 action plan: Determine the most effective methodology to track and measure diversity in the workplace. Include diversity self-identification option on the employee application form to enable us to track the recruitment/progression of various groups throughout the organization.</p> <p>2004-05 action plan: Work with organizations and agencies representing aboriginal groups and people with a disability to enhance the diversity representation within the VanCity workforce.</p> <p>2004-05 action plan: Seek further information from employees who are willing to self-identify as part of the 2004 Employee Engagement survey roll out. Incorporate “communicating with and managing people with a disability” as part of the human rights segment of the Management Essentials training program.</p>	<p>Donna Wilson, VP Human Resources</p> <p>Donna Wilson, VP Human Resources</p> <p>Donna Wilson, VP Human Resources</p>
<p>Employee recognition (page 39):</p> <p>Area of low performance</p> <ul style="list-style-type: none"> Ⓢ In 2003, 53% of employees felt they are truly appreciated for the contribution they make to VanCity. 	<p>2004-05 action plan: As part of a new, personalized management development model, use one-on-one sessions with our managers to address a variety of people management topics, including recognition, to increase awareness of the impacts managers’ day-to-day actions make to the employee experience.</p> <p>2005 target: 57% of employees feel they are truly appreciated for the contribution they make to VanCity.</p>	<p>Donna Wilson, VP Human Resources</p> <p>Donna Wilson, VP Human Resources</p>
<p>Employee voice (page 40):</p> <p>Area of low performance</p> <ul style="list-style-type: none"> Ⓢ In 2003, 57% of employees felt free to voice their opinions openly at VanCity. 	<p>2005 target: 61% of employees feel free to voice their opinions openly at VanCity.</p>	<p>Donna Wilson, VP Human Resources</p>

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<i>Our commitment: We will ensure VanCity is a great place to work</i>		
<p><i>Training and career development (pages 41-42):</i></p> <p>Area of low performance</p> <p>⊙ In 2003, 63% of employees agreed VanCity provides them with the opportunities to do their best work and achieve their full potential.</p>	<p>2004-05 action plan: Launch DiscoverU, VanCity's corporate university, to help employees map and plan their careers.</p> <p>2005 target: 66% of employees agree VanCity provides them with the opportunities to do their best work and achieve their full potential.</p>	<p>Donna Wilson, VP Human Resources</p> <p>Donna Wilson, VP Human Resources</p>
<p><i>Employee satisfaction with VanCity's service as members (website only):</i></p> <p>Outstanding target</p> <p>2005 target: 85% of employees are satisfied overall with VanCity's service as members, 40% are totally satisfied.</p>	<p>2005 target: 85% of employees are satisfied overall with VanCity's service as members, 40% are totally satisfied. (Target kept as is)</p>	<p>Dave Mowat, Chief Executive Officer</p>
<i>Our commitment: We will lead by example and use our resources and expertise to effect positive change in our communities</i>		
<p><i>Baseline Ethical Policy (pages 44-45):</i></p> <p>Action plans not completed</p> <p>2002 action plan: Develop implementation procedures for the Baseline Ethical Policy; train employees to apply the policy.</p> <p>2003 action plan: Apply the Baseline Ethical Policy to new and renewing business relationships.</p>	<p>2004-05 action plan: Complete implementation of Baseline Ethical Policy across the VanCity Group of Companies. Implement procedures for annual policy review and monitoring compliance. Report progress in next Accountability Report.</p>	<p>Dave Mowat, Chief Executive Officer</p>
<p><i>Major suppliers (page 44)</i></p> <p>Action plan not completed</p> <p>2003 action plan: 100% of strategic suppliers to meet the standards in VanCity's Baseline Ethical Policy.</p>	<p>2004-05 action plan: Implement action plans for strategic suppliers where follow up required.</p>	<p>Johan Lemmer, VP Finance</p>

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<p><i>Socially responsible investing options (page 45-46):</i></p> <p>Action plans no longer applicable as worded</p> <p>2002 action plan: Establish a fund management system to track community investment deposits and loans.</p> <p>2003 action plan: Develop a plan to disburse difference between interest foregone and interest discounts received by the community.</p>	<p>2004-05 action plan: Redesign and launch new community investment product(s).</p>	<p>George Scott, Sr. VP Marketing & Strategic Planning</p>
<p><i>Employee commuting choices (page 47):</i></p> <p>Area identified for further improvement</p> <p>In 2003, we completed an action plan to set a target to increase the percentage of trips to and from work by employees using alternative transportation modes.</p> <p>☉ In 2003, 55% of employees at the VanCity Group of Companies used alternative modes of transportation to commute.</p>	<p>2005 target: 60% of employees use alternative modes of transportation to commute (VanCity Group of Companies).</p>	<p>George Scott, Sr. VP Marketing & Strategic Planning</p>
<p><i>Energy consumption (operations) (page 47):</i></p> <p>Area identified for further improvement</p> <p>☉ In 2003, we consumed 6,710 kWh of energy per employee at VanCity center and branches.</p>	<p>2008 target: Decrease energy use per employee by 10% (VanCity Centre and branches).</p>	<p>Johan Lemmer, VP Finance</p>
<p><i>Waste management (page 48):</i></p> <p>Area of declining performance</p> <p>☉ In 2003, the percentage of waste recycled at VanCity Centre was 56% (62% in 2001).</p>	<p>2008 target: Increase percentage of waste recycled to 60% (VanCity Centre).</p>	<p>Johan Lemmer, VP Finance</p>

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<i>Climate change solutions (page 47):</i> Area identified for leadership	2010 target: VanCity Credit Union to be carbon neutral*. *To be "carbon neutral", VanCity will reduce its overall CO ₂ emissions from its operations and employee transportation choices as much as possible. What we can't reduce, we will 'neutralize' or 'offset' by investing in community projects that cut down on emissions so that our net impact is zero.	Dave Mowat, Chief Executive Officer
<i>Proactive environmental lending practices (page 50):</i> Action plans no longer applicable as worded 2002 Action Plan: Develop implementation procedures for the Environmental Loans Policy. Train employees to apply the policy. 2003 Action Plan: Apply the Environmental Loans Policy to business lending activities.	2004-05 action plan: Incorporate environmental cautions into Baseline Ethical Policy implementation procedures.	Dave Mowat, Chief Executive Officer

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