CORPORATE SOCIAL RESPONSIBILITY REPORT

2019-20

Who We Are | What We Stand For

CORPORATE SOCIAL RESPONSIBILITY REPORT

Message from the President and CEO

At FCC, we're proud to be the only lender 100% invested in Canadian agriculture and food in Canada, serving the industry that feeds the world with possibility and passion. We take our role in ensuring the success and vibrancy of the nation's agriculture and agri-food industry to heart. The COVID-19 pandemic has cast a long shadow on our industry, but I remain optimistic. This industry has always been resilient and will continue to be. Meanwhile, the global importance of Canadian food products has never been clearer. COVID-19 has changed the way we see the world, but FCC's reason for being remains the same. We'll be there for the industry and our customers, today and into the future.

One of the ways we work to support the Canadian agriculture and agri-food industry is through the development of our strategy – our goal is to

remain relevant in our offerings to support a vibrant and resilient industry for years to come. We want to ensure FCC promotes an ethical and sustainable industry, and that we continue to make progress in advancing our own practices, supporting global and national sustainability goals within our mandate, and sharing our story of what we're up to, and why it matters, in a simple and compelling way.

Who we are

FCC is a financially self-sustaining federal commercial Crown corporation reporting to Canadians and Parliament through the Minister of Agriculture and Agri-Food. Our team of over 2,000 employees provides financing, knowledge and software to almost 100,000 customers. FCC offers financing and knowledge solutions for every stage of our customers' journey with special programs for farmers under the age of 40. We lend money and provide other services to support agribusiness and food industries, from startups to mature enterprises. We also continue to provide support and strengthen inclusion of under-represented groups in agriculture and agri-food, including women, youth and Indigenous communities.

We support initiatives where our customers and employees live and work. The FCC AgriSpirit Fund provides resources for projects that make positive changes in rural communities. And FCC Drive Away Hunger – our national food drive – has collected more than 65 million meals benefiting food banks and feeding programs in Canada over the past 16 years.

Corporate Social Responsibility (CSR) is a part of who we are and how we operate. We're committed to the agriculture and agri-food industry in all cycles, and our work helps our customers reach their full potential and enables us to support continued growth, progress and innovation in the industry. As we move more fully into positioning FCC as a leader in CSR, we'll continue to strive to be a catalyst for sustainability in the industry we serve.

Our engaged workforce is committed to advancing the business of agriculture and agri-food, and our corporate values reflect our desire to act with integrity, focus on the customer, achieve excellence, work together and give back to the community.

What we stand for

CSR represents what we stand for. Looking beyond our internal CSR targets and projects to support Government of Canada priorities, we also see an opportunity to contribute on a global scale to the United Nations Sustainable Development Goals.

In 2019-20, we introduced three commitments to articulate **What We Stand For** to help us tell our story in a more meaningful way:

- We contribute to the strength and future of the agriculture and agri-food industry.

- We partner to reduce hunger and enrich rural Canada.

- We operate sustainably and support our customers to do the same.

These three commitments express **What We Stand For** in a way that resonates with our customers, our employees and the greater community, making it easier for everyone to understand what drives us to help our customers achieve their dreams, enable this great industry to grow sustainably and ensure our communities thrive today and into the future.

We've already made great strides toward operating sustainably and supporting the industry to do the same – we have a strong community investment program, we're steadfast with our support and promotion of the industry, we offer an unwavering focus on our customers, we provide an exceptional employee experience and we continue to focus on our environmental footprint.

Our 2019-20 sustainability highlights:

Contribute to the future of agriculture and agri-food:

- Mental wellness: We updated *Rooted in Strength*, our mental health publication for agriculture, and distributed it to 169,845 mailboxes in Canada.

- Free business resources: We received 1,442,198 views or interactions with FCC's online knowledge offering.

- Next generation of agriculture: We expanded our FCC Young Farmer Summit event series from five to nine events to connect with young producers and industry entrepreneurs nationwide.

- Support women in agriculture: FCC has committed $500 million over three years in support of the FCC Women Entrepreneur Loan. As of the end of 2019-20, FCC exceeded target and approved 924 applications totalling over $674 million.

- Indigenous agriculture: FCC signed a Memorandum of Understanding with File Hills Qu'Appelle Developments in Saskatchewan to address food insecurity and help supply traditional herbal medicines to community members.

Reduce hunger and enrich rural Canada:

- Help in difficult times: FCC AgCrisis Fund provided support to 233 customers during hard times, including natural disasters, farm accidents, critical illnesses or deaths.

- We support employee volunteerism: FCC donated over $93,000 to employee-driven charities and non-profits, and supported 3566 hours of corporate-sponsored volunteer time in addition to our employee efforts on initiatives like the Drive Away Hunger program.

- Safety in agriculture: We invested $170,000 in agriculture safety through the Ag Health and Safety Alliance, which supported 700 students in the Gear Up for Ag Health and Safety Program.

- Careers in agriculture: We invested over $385,000 in various programs, including 4-H Canada, Encounters with Canada and Agriculture in the Classroom to support events and tours for promoting career opportunities in agriculture.

Support sustainability:

- Reduce emissions by 40%: We're on track to reduce FCC greenhouse gas emissions 40% by 2025 through monitoring office energy, air and vehicle travel, paper consumption and renewable energy certificates.

- Giving back: Through the AgriSpirit Fund, 80% of the funding were for sustainability projects.

- From printing to planting: FCC is part of the PrintReleaf program, which measures paper consumption and converts pages into real trees planted in global reforestation projects.

As you can see, there are many moving parts. I'm encouraged by the solid foundation we've built and over the next few years, I'm confident we'll make significant strides and effect positive change in the industry. We take pride in helping our customers dream, grow and thrive. And how we show up every day is as important as what we do. We're committed to continuing to contribute to the strength of the agriculture and agri-food industry, partnering to reduce hunger and enrich rural Canada and operating sustainably and supporting our customers to do the same.

Being a trusted knowledge partner and champion of sustainable practices will help ensure FCC and the broader industry are set up for long-term success while keeping pace with rapidly evolving expectations and changes in the operating environment. We're here to ensure producers, agribusinesses and food processors can remain focused on their businesses – and produce food to feed the world. FCC is committed to moving our CSR practice forward and I'm excited for the opportunities I see for FCC and the agriculture and agri-food industry.

I invite you to read this report to learn more about our CSR efforts over the past year and to provide feedback to us by emailing csr@fcc.ca.

Michael Hoffort, President and CEO

Corporate profile

(GRI 102-1, 102-3, 102-4, 102-5, 102-6, 102-53)

FCC is a financially self-sustaining federal commercial Crown corporation reporting to Canadians and Parliament through the Minister of Agriculture and Agri-Food. FCC provides financing and other services to almost 100,000 customers. We're a team of more than 2,000 employees operating from 100 offices, including field offices located primarily in rural Canada and our corporate office in Regina, Saskatchewan.

At FCC, CSR is an integral part of what we do and how we do it. It guides how we operate and is an essential part of our commitment to Canadian agriculture and agri-food. We focus our CSR activities in two key areas – what we describe as "who we are" and "what we stand for" – and we're proud to share FCC's story and our progress in this report.

This is FCC's tenth annual CSR report. The report measures our CSR performance for the 2019-20 fiscal year, highlights the impact our CSR efforts have on our stakeholders and looks ahead to our future commitments and plans. Throughout the report, key terms have been hyperlinked to the FCC website for further reading. A section at the end of the report provides a comprehensive list of FCC's products, services and programs.

In the spirit of continual improvement, we invite you to send us feedback on FCC's CSR priorities and performance by emailing us at csr@fcc.ca.

Our vision (GRI 102-16)

The full agriculture and agri-food value chain believes FCC is advancing the business of agriculture by providing financial products, services and knowledge tailored to producers and agribusiness operators.

Our customers are advocates of FCC and can't imagine doing business without us. We are socially and environmentally responsible and an employer of choice everywhere we operate. We make it easy for customers and employees to do business. We are financially strong and stable and invest significantly in the agriculture and agri-food industry.

Our mission (GRI 102-16)

The purpose of the corporation is to enhance rural Canada by providing specialized and personalized business and financial services and products to farming operations, including family farms, and to those businesses in rural Canada, including small and medium-sized businesses, that are businesses related to farming. The primary focus of the activities of the corporation shall be on farming operations, including family farms.

Our values (GRI 102-16)

We are committed to advancing the business of agriculture. We do this by setting our sights high – working to benefit our customers and to help employees achieve their potential.

Our corporate values represent these core beliefs:

Act with integrity

We are ethical and honest. We treat customers, colleagues and all stakeholders with respect.

Focus on the customer

We care about our customers, and we pride ourselves on providing them with an extraordinary experience based on personal relationships, flexibility and industry knowledge.

Achieve excellence

We share a commitment to high performance, accountability and efficiency in order to achieve excellence.

Work together

We believe in the power of teamwork. Whether delivering service tailored to customer needs or designing solutions to benefit the industry, we work together as one team.

Give back to the community

We take corporate social responsibility seriously. We believe in giving back to the communities where our customers and employees live and work, striving to reduce our impact on the environment and contributing to the success of the agriculture and agri-food industry.

Our cultural practices (GRI 102-16)

In addition to our corporate values, our cultural practices outline the behaviours employees and Board members are expected to demonstrate at all times with colleagues, customers, partners, suppliers and stakeholders:

1. We hold ourselves and each other accountable for our impact on business results and our impact on people.

2. We hold ourselves and each other accountable for delivering on commitments, agreements and promises.

3. We hold ourselves and each other accountable for building and sustaining committed partnerships.

4. We hold ourselves and each other accountable for creating a safe environment where people can speak up without fear.

5. We measure our success by how others perceive and respond to our leadership, not by our personal point of view.

6. We talk straight in a responsible manner. We are committed to the success of others – we do not engage in conspiracies against people.

7. We listen for contributions and commitment. We do not listen against people or ideas.

8. We are highly coachable. We actively seek and listen to coaching.

9. We clean up and recover quickly.

10. We acknowledge others often and celebrate both small and large successes.

Our CSR story (GRI 102-16)

Who we are

As Canada's leading agriculture lender, we're passionate about helping the industry succeed and we take pride in helping our customers dream, grow and thrive.

At FCC, how we show up every day is as important as what we do. We're striving to build an engaged workforce who support each other as valued and trusted partners and who work together as one team, serving one customer. FCC continues to focus on building a culture where employees can be who they are. We want the diversity of our employees to reflect the diversity of the agriculture and agri-food industry and the communities we work in.

FCC supports rural Canada and invests resources and volunteer hours in projects that make positive changes in communities where we live and work across Canada.

What we stand for

What we stand for is a reflection of our corporate values. We're always looking at how we can advance our social and sustainable practices, support our customers in their sustainability journeys, act as a catalyst for good, and do the right thing. We want to help ensure the Canadian agriculture and agri-food industry reaches its full potential. As we continue to evolve, so does our story. Together we can serve our industry, communities and planet for generations to come.

What FCC stands for is represented by three commitments. These commitments connect to our corporate strategy and outline our approach to continually improve FCC's social and sustainable business practices to fulfil our mandate:

We contribute to the strength and future of the agriculture and agri-food industry.

We partner to reduce hunger and enrich rural Canada.

We operate sustainably and support our customers to do the same.

Strategic themes and vision (GRI 102-14)

FCC has six major, long-term corporate priorities that will enable us to fulfil our vision and mission. We call these priorities our strategic themes.

Our CSR story – who we are and what we stand for – is linked directly to these strategic themes, as indicated below:

1. **Great customer relationships – Helping customers achieve their dreams (what we stand for)**

   Great customer relationships are the primary reason our customers choose FCC – it's what differentiates us in the marketplace and our focus must always be on strengthening those relationships to remain relevant. "Helping customers achieve their dreams" speaks to the passion we all have for serving our customers – and the special role we play in their businesses.

2. **Vibrant and successful industry – Serving the industry that feeds the world, inspiring possibility and passion (what we stand for)**

   Vibrant and successful industry captures our commitment to the industry and demonstrates where we step into FCC's higher purpose of "serving the industry that feeds the world, inspiring possibility and passion." When FCC supports the agriculture and agri-food industry, it positively impacts our customers.

3. **High-performance culture – Our people, growing and achieving as one (who we are)**

   Our high-performance culture speaks to our most important asset – our people. Everything we do at FCC relies on our motivated, engaged and high-performing workforce. "Our people, growing and achieving as one" speaks directly to the committed partnerships and 100% accountability that form the cornerstone of our culture – and to our need to create and provide a continuous learning environment. We're one team serving one customer.

4. **Execution excellence – Bringing ideas to life (who we are)**

   Execution excellence enables our great customer relationships through tools, systems and processes that lead to seamless customer interactions. "Bringing ideas to life" speaks to the skill and commitment we bring – and the results we achieve.
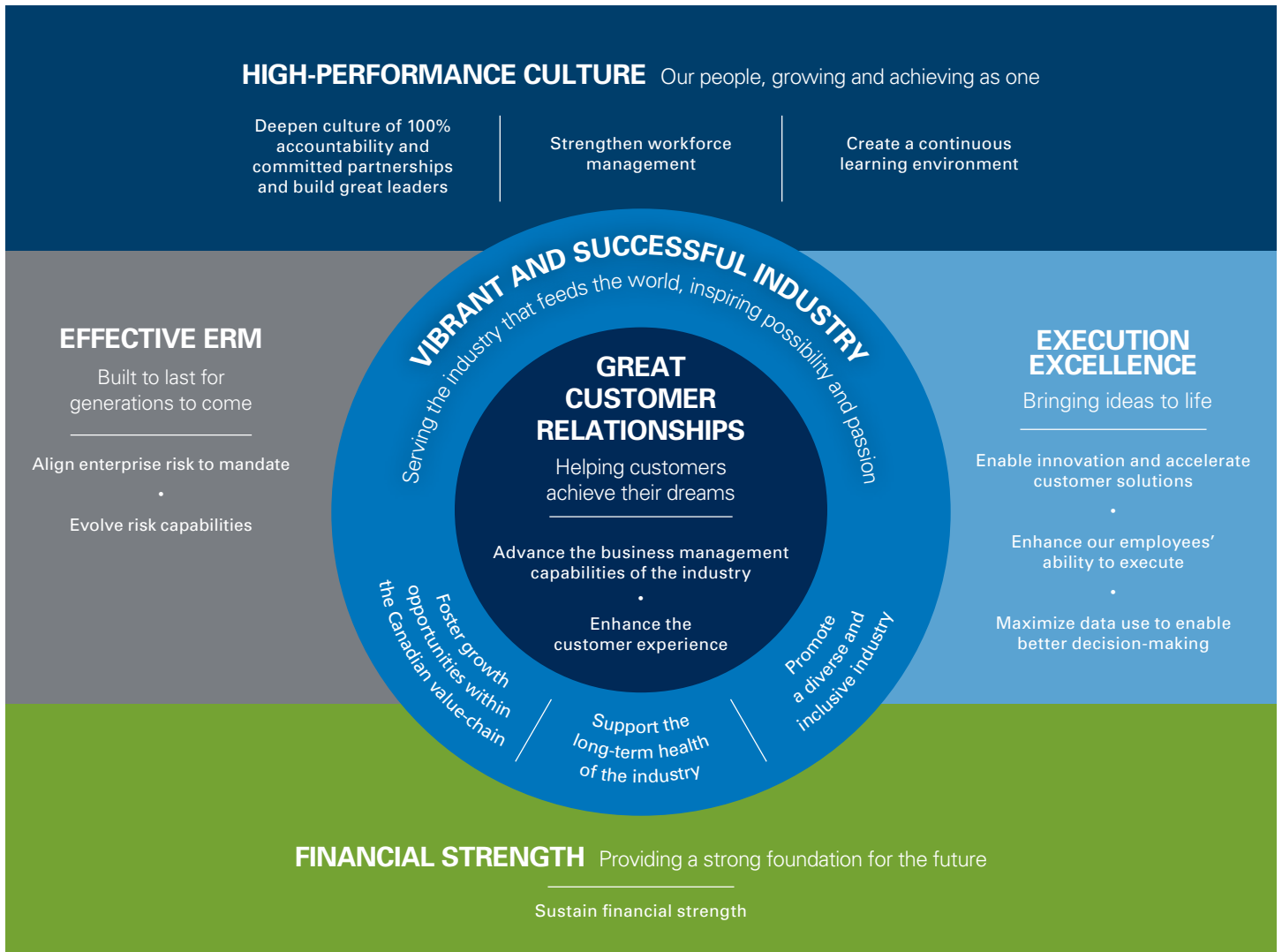
5. **Effective enterprise risk management – Built to last for generations to come (what we stand for)**

   Effective enterprise risk management helps protect customer relationships, as well as FCC's overall financial strength and viability. "Built to last for generations to come" speaks to the commitment we've always had to our customers and the industry – that we're with them through all cycles.

6. **Financial strength – Providing a strong foundation for the future (what we stand for)**

   Financial strength is our foundation. We need to maintain a strong financial position to serve the industry through all economic cycles and deliver our strategy. "Providing a strong foundation for the future" reminds us that FCC is a self-sustaining Crown corporation. Our profits afford us the ability to invest in our organization and the industry to ensure we can grow with and serve the Canadian agriculture and agri-food industry for generations to come.

FCC 2019-20 corporate strategy map

HIGH-PERFORMANCE CULTURE Our people, growing and achieving as one

Deepen culture of 100% accountability and committed partnerships and build great leaders

Strengthen workforce management

Create a continuous learning environment

EFFECTIVE ERM

Built to last for generations to come

Align enterprise risk to mandate

Evolve risk capabilities

VIBRANT AND SUCCESSFUL INDUSTRY
Serving the industry that feeds the world, inspiring possibility and passion

GREAT CUSTOMER RELATIONSHIPS

Helping customers achieve their dreams

Advance the business management capabilities of the industry

Enhance the customer experience

Foster growth opportunities within the Canadian value-chain

Support the long-term health of the industry

Promote a diverse and inclusive industry

EXECUTION EXCELLENCE

Bringing ideas to life

Enable innovation and accelerate customer solutions

Enhance our employees' ability to execute

Maximize data use to enable better decision-making

FINANCIAL STRENGTH Providing a strong foundation for the future

Sustain financial strength

Bigger than ourselves – *how we contribute to the United Nations Sustainable Development Goals*

At FCC, we want to do our part to contribute to the United Nations Sustainable Development Goals (UN SDGs) and support those where FCC's mandate can help address global sustainability challenges. We know it takes the collaborative efforts of all businesses and countries to collectively tackle these global challenges. Our three commitments – we contribute to the strength and future of the agriculture and agri-food industry, we partner to reduce hunger and enrich rural Canada, we operate sustainably and support our customers to do the same – help address global sustainability issues as identified in the UN SDGs of Zero Hunger and Responsible Consumption and Production. Both of these UN SDGs align to where we're going as an organization in terms of sustainability, speak to what our customers are up to when it comes to producing safe and healthy food, support the over 840,000 Canadians who are helped by food banks every month, and identify where we can explore opportunities to have a bigger impact.

To track our progress, we've identified metrics in our performance trend scorecards and commitment charts that contribute to UN SDG 2: Zero Hunger and UN SDG 12: Responsible Consumption and Production. Look for the UN SDG icon to see the work we've done to contribute toward these goals.

Executive and Board-level governance
(GRI 102-18, FCC 3 103-2, 103-3)

FCC is governed by the Farm Credit Canada Act and the Financial Administration Act. Like other Crown corporations, FCC is subject to laws such as the Privacy Act, Access to Information Act, Canadian Labour Code, Employment Equity Act and Official Languages Act.

FCC is accountable to Parliament through the Minister of Agriculture and Agri-Food. We report to Parliament and Canadians on our operations through our annual report, corporate plan summary and quarterly financial reports, and our Board of Directors provides oversight to ensure we're serving the agriculture and agri-food industry.

The FCC Board of Directors represents Canadians and the breadth of the agriculture and agri-food industry. Its expertise contributes significantly to the corporation's strategic direction. The Board ensures FCC remains focused on our vision, mission and values, and fulfilling our public policy role as outlined in our mandate.

Board members are appointed by the Governor in Council upon the recommendation of the Minister of Agriculture and Agri-Food. Except for the President and CEO, Board members are independent of management. FCC and the Board are fully compliant with the Government of Canada's process regarding the appointment of directors to fill vacancies.

The Board is responsible for the overall governance of FCC. It ensures business activities are in the best interests of the corporation and the Government of Canada. Board members exercise a stewardship role, participate in the strategic planning process and approve FCC's strategic direction and corporate plan.

The Board is composed of up to 12 members, including the President and CEO and the Chair. Directors serve terms of up to four years and may be reappointed. They bring a combination of agriculture, business and financial experience to the task of governing a corporation that serves an increasingly complex industry. For more information about the Board and senior management, including their biographies, visit fcc.ca (About FCC > Corporate Profile > Leadership).

The Board's Corporate Governance Committee reviews and makes recommendations to the Board with respect to sound governance practices. It also oversees FCC's policies on ethics, conflicts of interest and the code of conduct for employees and Board members, and is responsible for approving the CSR report. For more information on Board committees, visit fcc.ca to read our 2019-20 Annual Report (About FCC > Governance).

FCC has a dedicated CSR team who is responsible for developing and executing our strategy, establishing goals and targets, and reporting progress to our shareholder through highlights in the Annual Report and key stakeholders as part of our CSR report. FCC's Enterprise Management Team oversees our CSR program and is responsible for decision-making on environmental, economic and social impacts. For more information on the Enterprise Management Team, visit fcc.ca (About FCC > Corporate Profile > Leadership).

Code of conduct and ethics
(GRI 102-16)

At FCC, acting with integrity and maintaining the highest ethical standards are fundamental priorities. On appointment, and every year during his or her tenure, each director signs a declaration committing to, among other things, act in accordance with the integrity principles contained in FCC's Code of Conduct and Ethics. The Board has also established a process to handle complaints and disclosures of potential violations of the code by the President and CEO, his or her direct reports, and Board members.

Employees are obligated to report code of conduct violations to their managers, FCC's Integrity Officer or the ConfidenceLine. The ConfidenceLine is available 24 hours a day, 365 days a year, to employees and the public who want to confidentially report possible violations by employees, including fraud and theft, regulatory violations, conflicts of interest, falsification of corporate records, ethics violations and releases of proprietary information.

Employees and the public also have the option to go to the Public Sector Integrity Commissioner to report possible violations under the Public Servants Disclosure Protection Act (PSDPA).

FCC's Integrity Officer reports to the Board annually on possible violations of the code and ongoing employee education and awareness. All employees are required to participate in an online training program each year to ensure they understand and apply FCC's Code of Conduct and Ethics. Disclosures and investigations under the PSDPA are subject to certain confidentiality provisions.

FCC's Integrity Officer works in our Law and Corporate Secretary division under the direction of FCC's Vice-President, Law and Corporate Secretary.

Stakeholder engagement

(GRI 102-40, 102-42, 102-46, FCC 11 103-2)

At FCC, our CSR approach is centred on stakeholder engagement. We value the opinions of our stakeholders, look for opportunities to hear their feedback and ideas, and factor their needs into business decisions.

Each year we complete an informal stakeholder assessment to ensure our key stakeholders have been correctly identified. A more in-depth analysis is completed with each materiality assessment. Our key stakeholder groups are:

- customers
- employees
- communities
- the agriculture and agri-food industry
- shareholder and elected officials
- the financial sector

The tables on the following pages outline our stakeholder engagement activities.

Approach to stakeholder engagement
(GRI 102-43, FCC 11 103-3)

CUSTOMERS How we engage	How often
Customers receive a customer experience survey to evaluate our performance.	Annually
The FCC Customer Service Centre handles a wide variety of phone inquiries from customers, prospective customers and the public.	Continually
FCC Vision is Canada's largest agriculture-focused research panel and allows members (both customers and non-customers) to share their ideas and opinions about Canadian agriculture and how FCC can best serve the industry.	Periodically
The FCC Annual Public Meeting is an opportunity for FCC to demonstrate public accountability, transparency and accessibility.	Annually

EMPLOYEES How we engage	How often
FCC invites feedback through an employee engagement survey conducted by Kincentric (formerly known as Aon Hewitt).	Annually
The Senior Leadership Team Exchange is an online forum for employees to submit questions to senior management about FCC's policies, practices and procedures.	Continually
The Enterprise Management Team attends a series of spring and fall employee meetings and takes part in in-person and virtual question-and-answer sessions.	Annually
Employees take part in discussions with their leaders to review performance and discuss career development.	Semi-annually
Employees can participate in a communication panel to enhance communication across FCC.	Continually
Employees can engage with the Enterprise Management Team and each other through Yammer, an internal online discussion forum that allows employees to ask questions, provide relevant information and acknowledge others.	Continually
The President and CEO communicates via email and FCC's intranet to share insights and obtain employee feedback.	Continually
The Enterprise Management Team communicates via email and FCC's intranet to share insights and obtain employee feedback.	Continually

Approach to stakeholder engagement

(GRI 102-43, FCC 11 103-3)

COMMUNITIES (where our customers and employees live and work) How we engage	How often
FCC conducts surveys of schools and partners supporting FCC Drive Away Hunger.	Annually
Formal and informal interactions occur between FCC and many community groups across Canada that are recipients of the FCC AgriSpirit Fund and FCC Regina Spirit Fund.	Periodically
Formal and informal interactions occur between FCC and our national community investment partners: Food Banks Canada, United Way, Canadian Agricultural Safety Association (CASA), Agriculture in the Classroom, Ag Health and Safety Alliance, 4-H Canada and Do More Agriculture Foundation.	Continually

AGRICULTURE AND AGRI-FOOD INDUSTRY (customers and select non-customer groups) How we engage	How often
FCC Vision, as described on pages 7 and 10	Continually
FCC continues to build and maintain mutually beneficial partnerships in the Canadian agriculture and agri-food industry. FCC supports over 250 industry associations through memberships and event or program sponsorships. Beyond financial sponsorships, FCC invests in relationship-building to strengthen and grow our brand and build advocacy among industry associations, their members and other industry influencers.	Continually
FCC provides learning opportunities for customers and non-customers alike to grow their businesses by participating in FCC-sponsored forums, workshops, learning offerings and special events.	Continually

Approach to stakeholder engagement

(GRI 102-43, FCC 11 103-3)

SHAREHOLDER AND ELECTED OFFICIALS How we engage	How often
The Minister of Agriculture and Agri-Food is informed about upcoming initiatives and issues by FCC's President and CEO, Enterprise Management Team, Director of Government Relations and Complaints Officer in Ottawa, and others.	Continually
Formal and informal interactions occur between the FCC Board Chair, other FCC directors and the Enterprise Management Team.	Continually
The Member of Parliament (MP) visitation program is an opportunity for FCC Vice-Presidents and District Directors across the country to provide information to, and solicit feedback from, their local MPs who represent both government and opposition caucuses.	Annually
The Director of Government Relations and Complaints Officer is in regular contact with the AAFC Parliamentary Affairs Team regarding opportunities to present FCC-specific information to the standing committees of the House and/or Senate committees.	Periodically

THE FINANCIAL SECTOR How we engage	How often
FCC actively builds relationships, partners and shares information with financial institutions and credit unions at the local and national levels.	Continually
FCC works closely with commercial Crown corporations to build relationships and share information on initiatives and issues.	Continually

Key topics and concerns raised by stakeholders
(GRI 102-44)

FCC has a defined approach to engage stakeholders. We strive to seek input and understand our stakeholders' needs so we can better align our strategies and build input into our future activities. We encourage, and are responsive to, open and honest communication with all our stakeholders.

This sometimes requires us to answer some tough questions. Our Senior Leadership Team Exchange (an online forum for employees to submit questions to senior management about FCC's policies, practices and procedures) had 18 CSR-related inquiries in 2019-20, including topics such as compensation, time off and leave policies, FCC's environmental footprint, mental health, employee training, data security and employee wellness.

We maintain an open dialogue with all stakeholders. Our Customer Complaint policy is a commitment to hold ourselves accountable by responding to and resolving complaints at the most appropriate level. All complaints that come in through this channel from customers and the public are treated with discretion on a need-to-know basis. There were 19 customer complaints reported in 2019-20.

FCC's Complaints Officer is with our Law and Corporate Secretary division under the direction of FCC's Vice-President, Law and Corporate Secretary.

Our Privacy and Access team is responsible for processing requests for information disclosures. Only access to information requests are listed publicly, as requests made under the Privacy Act are protected. FCC tables annual reports under both Acts that state the number of requests received. There were eight access to information requests reported in 2019-20.

Compliance with the Privacy Act is managed by FCC's Privacy team in our Law and Corporate Secretary division under the direction of FCC's Vice-President, Law and Corporate Secretary.

Materiality
(GRI 102-46)

FCC conducted a materiality assessment in 2018-19 so we can consider the CSR topics that are of highest priority to our most important internal and external stakeholders, along with perceived strengths and areas where FCC could make the most significant impact.

Feedback from six online surveys, including FCC Vision, was gathered from over 1,100 employees, customers, non-customers, industry associations and the Board of Directors. Interviews were conducted with select survey participants and workshops were held with subject matter experts and senior executives at FCC to further discuss why certain topics are considered priorities and how FCC can address these topics.

Methodology

The methodology used for this assessment aligned with what is prescribed by the Global Reporting Initiative (GRI) Standards for a materiality assessment, which includes three main steps: identification, prioritization and validation. GRI is a non-profit organization that promotes economic, environmental and social sustainability. It provides a comprehensive sustainability reporting framework that is widely used around the world. For more information about GRI, visit globalreporting.org.

The following outlines FCC's approach for this assessment:

1. **Identification** involved reviewing the prior topics identified by FCC (from earlier assessments) as well as the material topics identified by several of FCC's peers.

2. **Prioritization** involved a combination of online surveys and phone interviews to understand the priorities and expectations of key stakeholders, along with perceived risks and opportunities related to CSR at FCC.

3. **Validation** involved a workshop with executives and subject matter experts at FCC to discuss areas where changes or improvements can occur based on what was learned from the earlier steps.
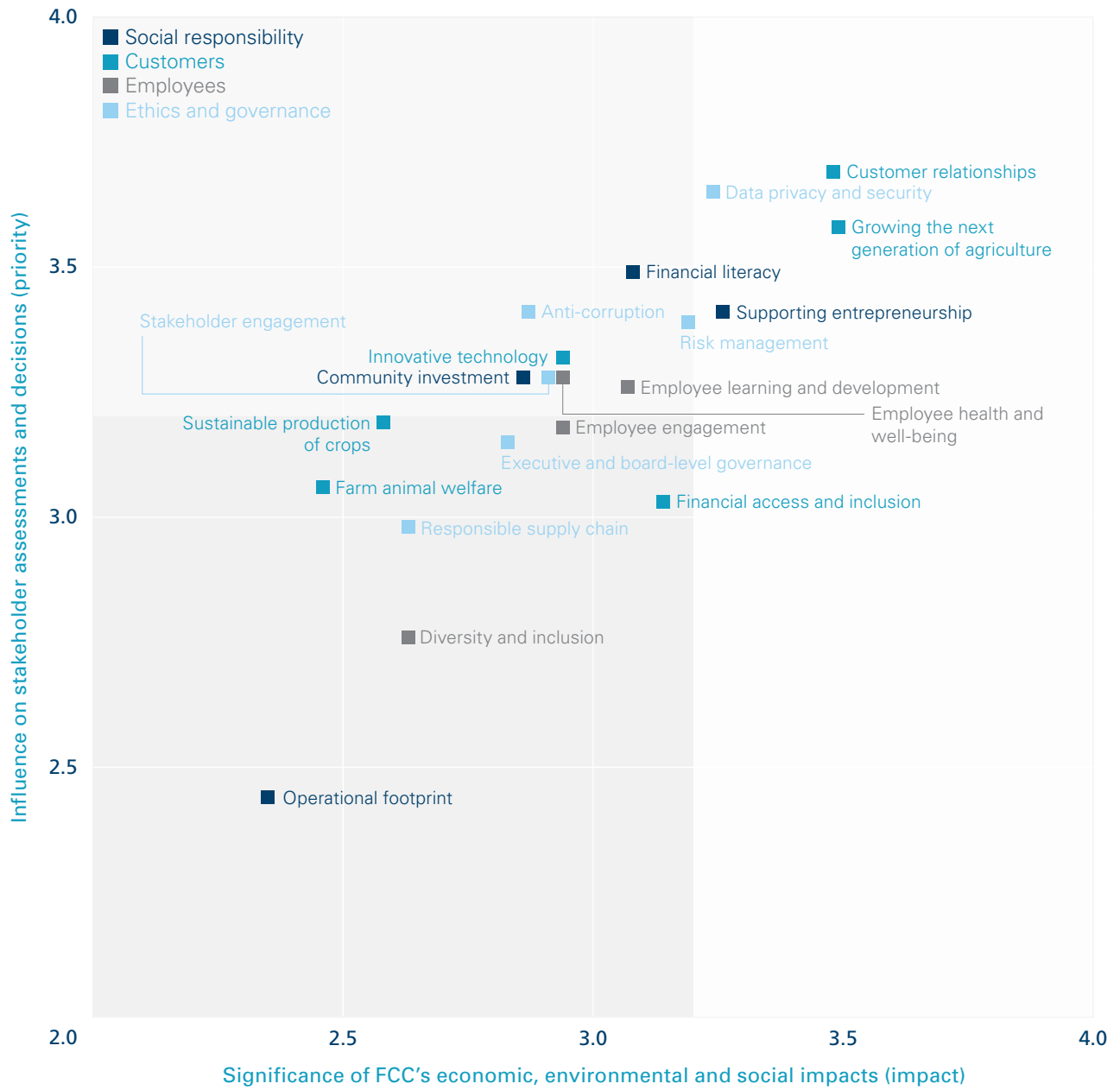
Results

Of the 20 topics in the survey, three stand out as the highest priorities: customer satisfaction, growing the next generation of agriculture, and data privacy and security. These are also the areas where we believe FCC can have the biggest impact. Results indicate FCC is performing best in many of the topics associated with employees, ethics and governance. Our areas for greatest improvement include helping promote and support financial literacy throughout the industry, supporting entrepreneurship, growing the next generation of agriculture, and encouraging employee health and well-being.

Qualitative responses suggest there's room for improvement in customer satisfaction and financial access and inclusion, both of which are core mandates of FCC. FCC Vision survey respondents and employees both indicated ease of doing business, agricultural advocacy, and knowledge sharing of best practices as areas where FCC could have greater involvement, all of which have been identified as strategic priorities to further enhance our support, remain relevant in our finance and knowledge offerings, and support a sustainable industry.

Next steps

FCC will complete a new materiality assessment in 2021-22 to evaluate current environmental and social issues such as the global pandemic, social movements and climate change. FCC will work with our stakeholders to determine key risks and opportunities. We believe that considering environmental, social and governance sustainability factors in our operations is an investment in the future.

CSR TOPICS (GRI 102-46)

A scatter plot with x-axis labeled "Significance of FCC's economic, environmental and social impacts (impact)" ranging from 2.0 to 4.0, and y-axis labeled "Influence on stakeholder assessments and decisions (priority)" ranging from 2.0 to 4.0.

Legend:
- Social responsibility
- Customers
- Employees
- Ethics and governance

Data points:
- Customer relationships
- Data privacy and security
- Growing the next generation of agriculture
- Financial literacy
- Anti-corruption
- Supporting entrepreneurship
- Risk management
- Stakeholder engagement
- Innovative technology
- Community investment
- Employee learning and development
- Employee health and well-being
- Sustainable production of crops
- Employee engagement
- Executive and board-level governance
- Farm animal welfare
- Financial access and inclusion
- Responsible supply chain
- Diversity and inclusion
- Operational footprint

(GRI 102-47, 103-1)

MATERIAL TOPICS AND BOUNDARIES

FCC material topics	Corresponding GRI disclosure	Impact boundaries (where the impacts occur) Within FCC	Outside FCC
Anti-corruption	GRI 205-1 – Anti-corruption 2016	Employees	Customers, agriculture and agri-food industry, Government of Canada
Community investments	GRI 201-1 – Economic performance	Employees and their communities	Customers and their communities, rural Canada
Customer relationships	GRI 102-43, 102-44		Customers
Data privacy and security	GRI 418-1 – Customer privacy		Customers
Diversity and inclusion	GRI 405-1 – Diversity and equal opportunity	Employees	Candidates
Employee learning and development	GRI 404-1 – Training and education	Employees	
Employee engagement	GRI 401-1 – Employment	Employees	
Employee health and well-being	n/a	Employees	
Executive and Board-level governance	GRI 102-18 – Governance structure	Employees, Board of Directors	Government of Canada
Farm animal welfare	n/a		Customers, agriculture and agri-food industry, consumers, retailers
Financial access and inclusion	n/a		Customers, agriculture and agri-food industry
Financial literacy	n/a	Employees	Customers, agriculture and agri-food industry

(GRI 102-47, 103-1)

MATERIAL TOPICS AND BOUNDARIES

FCC material topics	Corresponding GRI disclosure	Impact boundaries (where the impacts occur) *Within FCC*	*Outside FCC*
Growing the next generation of agriculture	n/a		Customers and their communities, agriculture and agri-food industry, Government of Canada
Innovative technology	n/a	Employees	Customers
Operational footprint	GRI 301-1 – Materials (paper) GRI 302-1 – Energy GRI 305-1 – Emissions GRI 305-2 – Emissions GRI 305-3 – Emissions	Employees	Communities where operations exist
Responsible supply chain	GRI 102-9 – Supply chain	Employees	Customers and Government of Canada
Risk management	n/a		Customers, Government of Canada, rural Canada, competitors, agriculture and agri-food industry
Stakeholder engagement	n/a	Employees	Customers, Government of Canada, rural Canada, competitors, agriculture and agri-food industry
Supporting entrepreneurship	n/a		Customers, agriculture and agri-food industry
Sustainable production of crops	n/a		Customers, agriculture and agri-food industry

EXTERNALLY DEVELOPED ECONOMIC, ENVIRONMENTAL, AND SOCIAL CHARTERS, PRINCIPLES, OR OTHER INITIATIVES TO WHICH THE ORGANIZATION SUBSCRIBES OR WHICH IT ENDORSES

(GRI 102-12)

- Canada Labour Code (including occupational health and safety) and legislation (including the Employment Equity Act and the Official Languages Act).

- United Nations Sustainable Development Goals – Zero Hunger (UN SDG 2) and Responsible Consumption and Production (UN SDG 12)

- Federal Sustainable Development Strategy

- PrintReleaf

THE PRECAUTIONARY PRINCIPLE

(GRI 102-11)

The precautionary principle – an organization's approach to risk management in operational planning, or when developing and introducing new products – isn't commonplace in the financial sector. Applying the Precautionary Principle can help an organization reduce or avoid negative impacts on the environment.

FCC is committed to operating in an environmentally responsible manner. We hold ourselves to high standards and take the environment into consideration throughout our daily operating activities. Year after year, we make continuous improvements in the efficiency of our building operations. While FCC doesn't own any of our office buildings, we work in partnership with the property owners to implement environmentally friendly and energy-efficient changes. When a building is being evaluated for lease, FCC considers the energy efficiency of the structure and equipment as one of the factors in determining whether it's suitable office space.

The FCC corporate office tower and Agriculture Place, the tower adjacent in which FCC leases

several floors, are both BOMA BEST® (Building Environmental Standards) rated buildings. Agriculture Place is also Leadership in Energy and Environmental Design (LEED) Certified Gold. In 2019-20, we implemented Greenwave's demand electricity monitoring technology in the two towers. Initial baselines of consumption were gathered and have been impacted by COVID-19 and the drastic decrease in the number of employees in corporate office since March. Over time, this new sensor technology will provide a level of control and insight into the electrical consumption of the buildings that our property owners have never had before. Real-time energy consumption data of numerous elements of the building systems will enable data comparisons and the opportunity to test and share the impacts of sustainable engagement activities, such as asking occupants to turn off all office electronics at the end of the day. Data on efficiency and consumption will also allow for a more robust picture in terms of repair, replacement and maintenance planning.

Six existing and new offices were upgraded with interior and/or exterior LED light fixtures and/or efficient HVAC systems when new systems were required. Although the recommendations from the waste audit completed by our property owners in 2018-19 were not implemented this year due to COVID-19, we continue to measure and report on our annual energy and electrical usage for most of our operations. The 2019-20 results can be found on of this report.

This year, we began to distribute our monthly AgriSuccess magazine digitally to corporate office employees. Customer-facing employees in our field offices continue to receive paper copies for marketing purposes. We also joined the PrintReleaf program, which will measure FCC's paper consumption and convert the pages into real trees that are planted in global reforestation projects.

After securely erasing all data, FCC donated approximately 500 out-of-warranty computers to Computers for Schools Saskatchewan. We also

sent old monitors, docking stations and computer peripherals, which were cleaned and refurbished, sent to schools, libraries and non-profits.

SOCIAL AND SUSTAINABLE MANAGEMENT FRAMEWORK

(GRI 102-16)

FCC operates with the understanding that a significant majority of our customers do the right thing when it comes to sustainable management practices. With that understanding, FCC's social and sustainable commitment is outlined under four pillars that support our long-term vision for social and sustainable management:

- **Society:** our commitment to the highest level of integrity in all our business dealings

- **Environment:** our commitment to business practices that minimize impact on air quality, land and water

- **Animal care:** our commitment to the respect and protection of the well-being of animals

- **Labour:** our commitment to follow and promote Canada's labour standards

Our commitment is to work with customers to understand the issues they face. We commit to help them identify and resolve issues in a way that generates a positive impact on society while minimizing the risks associated with their businesses. We understand that standards and public opinion are evolving and that customers will face challenges in implementing sustainable management standards and practices. We accept that not all customers will progress at the same pace. We're committed to supporting the industry over the long term and through all cycles, and helping our customers develop or enhance their social and sustainable practices is another way that FCC supports agriculture. FCC's commitment

is intended to improve sustainability practices in the agriculture and agri-food sector. Customers who are purposefully non-compliant to this commitment may be de-marketed or refused.

MEMBERSHIP OF ASSOCIATIONS

(GRI 102-13)

For a list of organizations FCC holds memberships with, or otherwise supports, refer to the appendix of this report.

FCC FACTS (GRI 102-3, 102-4, 102-5, 102-7)	
Status	Federal Crown corporation – Farm Credit Act 1959
Corporate office location	Regina, Sask.
President and CEO	Michael Hoffort
Board Chair	Jane Halford
Number of employees	More than 2,000
Number of offices	100
Number of customers	Almost 100,000
Office locations	See fcc.ca (About FCC>Contact)
Public policy	See fcc.ca (About FCC> Governance>Public Policy)
Code of conduct and ethics	See fcc.ca (About FCC> Governance>Transparency> Code of Conduct and Ethics)

FINANCIAL PERFORMANCE

(GRI 102-7, 102-48, 201-1)

FCC is a financially self-sustaining Canadian federal Crown corporation. A federal Crown corporation is governed by the Crown Corps Act, which allows FCC to operate as a business at an arm's length of the government while still being owned by the Government of Canada as our sole shareholder. Our profits contribute to the development of new products and services, are reinvested in the agriculture and agri-food industry and rural communities, and provide a dividend to the Government of Canada, our shareholder. Our portfolio of $38.6 billion and 27 consecutive years of growth reflect our customers' continued confidence in FCC.

(millions of Canadian dollars)	2017-18	2018-19	2019-20
Direct economic value generated			
Revenue	1,339.0[1]	1,622.3[1]	1,764.4
Economic value distributed			
Operating costs	444.0[2]	744.8[2]	838.4
Employee wages and benefits	238.2	255.4	275.7
Payments to providers of capital (dividends)	308.3	364.0	394.8
Community investment	3.9	4.3	4.2
Economic value retained (economic value generated less economic value distributed)	344.6[2]	253.8[2]	251.3

1 Revenue restated due to reclassification of comparative numbers to better reflect foreign exchange transactions and conform to current year presentation. The changes are more representative of financial information from FCC's annual reports. (GRI 102-48).

2 Operating costs and economic value retained have been recalculated to include provision for credit loss. The changes are more representative of financial information from FCC's annual reports. (GRI 102-48).

RISK MANAGEMENT

(FCC 10 103-2, 103-3)

As a federal financial Crown corporation with a mandate to support the agriculture and agri-food industry, risk is inherent in virtually all FCC activities. FCC has governance, systems and processes in place to maintain enterprise risk management practices consistent with federally regulated financial institutions. Each category of risk is governed by a Board-approved policy that details how risks are to be identified, assessed, managed, monitored and reported in accordance with FCC's risk appetite.

The Board of Directors oversees FCC's Enterprise Risk Management framework to ensure risk management is integrated with strategic, financial and operating plans. FCC's Chief Risk Officer leads an independent risk division and supports the Board with its oversight accountabilities. Risk management is integrated across business units and governed through various senior leadership management committees to enhance business performance through efficient, effective and aligned risk-taking and decision-making behaviour.

Effective risk management helps protect customer relationships and FCC's overall strength and viability. FCC will continue to evolve our risk capabilities to protect our ability to deliver exceptional customer experiences over the long term. Doing so will ensure continuously changing customer preferences and demands for seamless transactions and decisions can be met while new and changing risks remain appropriately managed.

In an ever-changing industry, responding to our customers' business needs requires a consistent understanding of credit risk and lending concepts. FCC continues to build the knowledge of our employees involved in lending decision-making through training and education. In 2019-20, a revamped credit learning and performance program was designed to provide employees involved in lending decisions with a consistent understanding of credit risk and lending concepts.

To gauge progress on effective enterprise risk management, FCC has adopted KPMG's enterprise risk management maturity measure. The measure uses a five-point scale and is based on a maturity model that indicates how mature FCC's enterprise risk management practices are in the areas of risk governance, risk assessment, risk quantification, risk monitoring and reporting, and risk and control optimization. A measure of 1.0 is considered basic, 3.0 is mature and 5.0 is advanced. FCC's long-term objective is to remain greater than 3.5, and this considers the corporation's size and complexity of operation as well as the ever-evolving nature of risk management standards. FCC has remained above 3.5 since March 2016.

This year, we made many advancements to our crisis management and preparedness processes that helped FCC respond effectively to COVID-19. A crisis simulation was conducted, providing management with an opportunity to test and enhance crisis management processes and skills. FCC's foundational business continuity plans and flexible work-from-anywhere technology allowed FCC to quickly adapt processes to enable employees to work from home, while ensuring appropriate privacy and security is maintained.

FCC offers knowledge and events to help producers and agribusiness and agri-food operators manage the risks they encounter in their day-to-day operations. Strong risk management by producers and agribusiness and agri-food operators combined with effective risk management by FCC, Canada's leading provider of financial and business solutions, contributes to a vibrant and long-lasting Canadian agriculture and agri-food industry.

OUR RESPONSE TO COVID-19

FCC is 100% focused on agriculture and agri-food and we stand by our customers and work to support them through difficult periods. The COVID-19 outbreak amplified FCC's supportive role to our customers and the industry at the tail end of the 2019-20 fiscal year.

When COVID-19 hit our nation in mid-March, the Canadian food supply chain faced a sudden shock and disruption, and many in the agriculture and agri-food industry were facing significant challenges during this unprecedented pandemic. The federal government made a solid commitment to the industry to support Canadians, enabling FCC to provide an additional $5 billion in lending capacity to ensure producers, agribusinesses and agri-food processors had the capital to sustain their operations through a range of programs and lending options to respond to COVID-19 impacts.

Our foundational business continuity plans were in place well before the COVID-19 situation escalated. We tripled our virtual private network capacity in days and enabled all 2,000-plus employees, including three call centre teams, to work from home in two days, with minimal work interruptions. As of mid-March, over 95% of our employees were working from home.

In March, FCC's response and how it related to Canadian agriculture and agri-food was provided to our customers through emails and a COVID-19 response page on our public website. Information was provided on FCC's customer support programs, how to connect with our employees and links to other COVID-19 and mental health resources. FCC also rolled out an FCC Vision survey to better understand how the COVID-19 pandemic was affecting the operations for Canada's agriculture and agri-food industries. We benchmarked business disruptions, concern and stress levels, financial assistance usage and the outlook of the industry through our surveys and

adjusted our strategies and customer support. We distributed special editions of our FCC Knowledge Newsletter centred around COVID-19, including market insights, farm safety and mental health.

We rapidly redesigned our processes, leveraging telephone and digital technologies to continue to serve the industry effectively and efficiently. At the start of the pandemic, FCC was able to quickly provide customers with the ability to apply for our Customer Support Program by repurposing an existing online application experience. We redeployed employees from other divisions to assist with the surge of inquiries and work that resulted from the Government of Canada's COVID-19 response plan. Between the launch of FCC's COVID-19 support programs on March 23 to the end of April 2020, more than 4,600 producers and agri-food businesses used payment deferral options on FCC loans totalling over $3.98 billion and established new lending totalling more than $574 million to alleviate short-term cash flow concerns caused by COVID-19 impacts.

To offer support to customers in need of assistance, we encouraged them to visit the resources available on our website, including a link to our *Rooted in Strength* publication, up-to-date lists of contacts in their area to reach out to, as well as access to our mental health assessment dashboard tool. We also updated our Rooted in Strength public service announcements that ran on radio, digital and print to let everyone know these resources were available.

While monitoring the evolving COVID-19 situation, FCC also provided regular communication and additional resources for employees. Leaders focused on ensuring their employees were physically and emotionally safe and that they felt supported and cared for in a context of global uncertainty, personal challenges and adapting to a work-from-home environment. Early on, FCC adjusted protocols related to travel, internal and external meetings, and day-to-day interactions to

ensure the safety and well-being of our customers and employees. Employees were reminded to pay attention to their mental and physical health and to seek help when needed, leveraging existing and new resources. Leaders were provided with additional support by means of optional coaching and leader calls to help them effectively lead their teams. Through multiple short surveys, employees have been able to tell senior leaders how they're doing and share feedback so FCC could be responsive to changing employee needs. In early April, FCC purchased a corporate subscription to Headspace, a popular app to help manage mental wellness.

To support our communities across Canada, we launched two annual community investment campaigns – FCC Drive Away Hunger and United Way – earlier than usual to enable employees to make their donations in response to the COVID-19 pandemic. FCC also made earlier and extra donations to Food Banks Canada and provincial food bank associations because of additional impacts and needs as a result of COVID-19. The deadline for applications to the FCC AgriSpirit Fund was extended by two weeks to give applicants additional time to apply.

FCC continues to closely monitor the evolving COVID-19 situation and we're in regular communication with our Government of Canada partners. The health and safety of our employees and customers remains our top priority and will inform all decisions we make going forward.

RESPONSIBLE SUPPLY CHAIN
(GRI 102-9, FCC 9 103-2, 103-3)

Effective procurement and vendor risk management practices ensure controls are in place for FCC to obtain value for money when procuring good and services, apply fairness and transparency in our procurement decisions, manage our vendor relationships and mitigate risks when services or activities are being performed by vendors on our behalf.

Our supply chain is typical of a business office operation (office supplies, equipment, office furnishings, apparel and other promotional items). FCC has a Procurement and Vendor Risk Management policy that outlines a set of controls and policies to support fair consideration of suppliers and appropriate risk management for FCC and our shareholder. This policy follows the advice and recommendations of the Treasury Board of Canada Secretariat. FCC also has a Supplier Code of Conduct that includes a principles-based approach to social and sustainable management practices that is extended to those we do business with. In 2019-20, FCC continued to review the Supplier Code of Conduct as part of our vendor management strategy. In 2020-21, FCC will explore opportunities to measure the effectiveness of the Supplier Code of Conduct.

FCC commits to having the highest level of integrity in our business dealings through our social and sustainable management framework. We follow all applicable laws and regulations, including the Canadian Human Rights Act and the Employment Equity Act. In addition, we commit to:

- avoid causing or contributing to adverse human rights impacts

- engage in stakeholder dialogue to identify human rights issues in agriculture and work with stakeholders to ensure ongoing learning and improvement

- work with customers and others we do business with to create a culture of sustainable human rights practices

- provide a process for employees to identify and report any suspicions of violations of laws and regulations

FCC is committed to the highest standards of integrity not only for us, but for those we do business with:

- We expect suppliers to respect and adhere to all applicable local, provincial and federal laws and regulations.

- All human rights as described in the acts must be respected and upheld.

- Entities must be aware of how their activities could affect FCC's reputation and commitment to promoting the interests of Canada's ethical producers and agribusiness operators.

SIGNIFICANT CHANGES DURING THE REPORTING PERIOD TO LOCATIONS OF OPERATIONS AND SUPPLY CHAIN

(GRI 102-10)

There were no major changes in suppliers in 2019-20.

FACILITY CHANGES

(GRI 102-10)

Location	Office opening, move, expansion or closure
Kelowna, B.C.	Expansion
Surrey, B.C.	Expansion
Calgary, Alta.	Office expansion
Vegreville, Alta.	Move
Outlook, Sask. (Satellite)	Opening
Swift Current, Sask. (Satellite)	Expansion
Unity, Sask. (Satellite)	Opening
Steinbach, Man.	Downsizing
Winnipeg, Man.	Expansion
Kingston, Ont.	Move
Lindsay, Ont.	Move
Thornton, Ont.	Expansion
Trois-Rivières, Que.	Move
Kentville, N.S.	Move

DATA PRIVACY AND SECURITY

(GRI 418-1, 103-2, 103-3)

Privacy and data security are of vital importance to Canadians, and controlling the collection, use and disclosure of personal information has become a pressing issue facing the financial services industry, including FCC. FCC is committed to respecting the privacy of our customers and employees. We use privacy principles and cyber protection protocols to ensure we can continue to safeguard data.

FCC is subject to the Privacy Act (Canada), which is administered by the Office of the Privacy Commissioner of Canada. Under the Privacy Act, FCC must limit the collection, use and disclosure of personal information, provide appropriate security to guard against a loss or misuse of data and provide individuals with a right of access to the personal information FCC holds about them.

Compliance with the Privacy Act is managed under the direction of FCC's Vice-President, Law and Corporate Secretary and Chief Privacy Officer. The team manages FCC's compliance with the Privacy Act, including access to information requests, has oversight of FCC's privacy policies, guides the corporation in identifying and managing privacy risks, and manages responses to privacy incidents. Concerns and complaints about FCC's privacy practices or our compliance with the Privacy Act can be escalated to the federal Privacy Commissioner, who acts as an independent ombudsman to resolve privacy problems and oversee compliance with the Privacy Act.

In 2019-20, FCC focused on implementing privacy risk management to enhance how this risk is mitigated through improved controls, including technical tools. As a result, we're in the process of simplifying our disclosure statement so readers understand what they can expect and to ensure FCC's privacy commitments support organizational accountability and transparency.

We protect the confidentiality and availability of information assets. FCC remains diligent on cyber protection by continuing to ensure systems and data are protected. In 2019-20, we enhanced information security and privacy protections through processes to identify FCC's business-critical information. We had a third party assess our business practices to manage and protect customer information throughout its life cycle and we're implementing recommendations from that assessment.

Much of FCC's IT infrastructure is outsourced to service providers. Privacy standards are documented and included in all service agreements and service providers are subject to recurring audits by FCC. We regularly conduct penetration tests of our IT systems and continually update and upgrade our cyber security with the help of industry experts. To date, we haven't suffered a privacy breach because of third-party intrusion into our IT systems.

We continue to raise awareness among employees through education and communication about the importance of privacy, data protection and cyber security, and we strive to continually improve the policies, systems and tools we use to secure personal information and protect it from unauthorized collection, use and disclosure.

Incidents and complaints: A privacy incident is any potential or actual compromise of personally identifiable information in a form that could be accessed by an unauthorized person. Given FCC's size (over 2,000 employees, 100 offices and close to 100,000 customers), privacy incidents do occur.

Employees are responsible to identify privacy incidents, which are reported to and logged by FCC's Privacy team in our Law and Corporate Secretary division. For the most part, incidents have involved employee error. In the past fiscal year, FCC experienced 71 minor privacy breaches, none of which were determined to be material breaches. No significant privacy incidents were reported to FCC's Privacy Officer and no complaints concerning FCC were made to the Office of the Privacy Commissioner of Canada.

Promoting privacy protection: We expect employees to respect FCC's privacy principles and integrate privacy protection into their day-to-day business operations:

- Our Code of Conduct and Ethics makes all employees accountable for the personal information in their care. A breach of privacy is treated as a serious matter and may result in discipline up to and including termination of employment.

- FCC maintains an internal Privacy policy and an online Privacy policy on our public website. Our privacy policies reflect our compliance requirements under the Privacy Act and are consistent with the Canadian Standards Association's Model Code for the Protection of Personal Information.

- Privacy training is provided as part of the orientation for all new employees, and privacy information is included in FCC's online integrity training completed annually by all employees.

- Resource materials on privacy protection are available to all employees. For example, our customer experience standards, which all employees are required to follow, include privacy and confidentiality standards and guidelines.

FCC has three contact options for privacy complaints:

- Contact FCC's Privacy Officer for questions about FCC's privacy practices or privacy access requests.

- Individuals not satisfied with FCC's response to their questions can contact the Office of the Privacy Commissioner of Canada.

- Anyone wanting to make a complaint – anonymously if they choose – about any type of concern from privacy to employee wrongdoing can do so by contacting ConfidenceLine, an independent whistle-blower hotline accessible 24 hours a day, 365 days a year. Callers will talk to an independent professional who will ensure their report of misconduct is handled properly, without having to give their name.

ACTING WITH INTEGRITY
(GRI 102-16)

We support our commitment to our customers through our core values, which include acting with integrity.

FCC's Code of Conduct and Ethics guides how we operate, and our employees have an obligation to speak up in good faith and report possible violations of this code. FCC also provides the public with direct access to FCC's Integrity Officer if they would like to discuss a possible situation of unethical behaviour of an employee.

This code applies to the FCC Board of Directors and all employees (including permanent, term, contract and work placements). Compliance with this code is a condition of employment and all new employees must complete online training on the code as part of their onboarding curriculum, and sign a Declaration of Promise of Fidelity and Secrecy confirming their understanding of the code and commitment to comply with it. All active employees are also required on an annual basis to complete training, reaffirm their understanding of the code and their commitment to uphold it.

ANTI-CORRUPTION
(GRI 205-1, 103-2, 103-3)

Corruption is one issue within a broader range of crimes, including money laundering, fraud and terrorist financing, that are increasing on a global scale. Every business in every industry is susceptible – and FCC is no exception.

We know we need to deter theft and fraud and uphold all laws aimed at countering corruption and bribery. FCC's Code of Conduct and Ethics requires that employees be aware of and comply with the laws and regulations applicable to our business activities and act with integrity at all times. More information on FCC's integrity expectations and Code of Conduct and Ethics can be found in the Acting with Integrity section of this report.

FCC continues to build a comprehensive risk-based program to protect the corporation from financial crimes, and this starts with knowing our customers. We know most of our customers are great people operating trustworthy agriculture and agri-food businesses with reputable practices aligned with our integrity expectations. We have measures in place to identify those who may be at higher risk for corrupt practices and we continue to evolve our financial crime risk management practices and program to stay appropriately consistent with federally regulated financial institutions.

To protect FCC against corruption, we screen our current customer portfolio against global watchlists, including regulatory, sanctions, law enforcement and politically exposed persons. We continue to enhance our processes for onboarding new customers to gather additional information. We conduct various open-source searches (internet and public databases) to identify any red flags suggesting they pose a higher risk to FCC.

We know this type of due diligence matters to our customers. Doing business with integrity, focusing on good governance and complying with policies will maintain our reputation as a trusted partner to our customers. The more effective we are at protecting ourselves against corruption, the more support we can provide to Canada's vibrant agriculture and agri-food industry.

All employees have a role to play in FCC's risk governance strategy, which is built on the three lines of defence model that includes risk taking (first line), risk challenge (second line) and assurance (third line) functions. All employees are part of the first line of defence, which focuses on managing risks in their functional areas. The role of employees in the second line of defence is to oversee and effectively challenge the risk-taking decisions of the first line relative to FCC's risk appetite and tolerance. Employees in the third line of defence provide independent and objective assurance that the internal control systems established by the first and second lines are effective, and that the right processes and policies are in place to manage and mitigate significant risks. Key employees in our first, second and third lines have taken part in mandatory training to understand how they can do their part in deterring financial crime. Further comprehensive training will be offered to employees annually based on their roles at FCC. We've strengthened FCC's practices to increase our confidence in who we do business with, whether that's a prospective customer, a new vendor or a local company we've worked with for years.

The responsibility for managing anti-corruption practices lies with the Executive Vice-President and Chief Risk Officer.

INNOVATIVE TECHNOLOGY

(FCC 8, 103-2, 103-3)

It's important to FCC to ensure we remain competitive and relevant. The expectations of our customers and employees are evolving as rapidly as the technology around us. As a result, we're investing in our technological and creative capabilities to improve the customer and employee experience and keep pace with other financial institutions.

FCC continues to focus on innovation as a way of being in how our employees think, create and operate. FCC's Idea Space and Innovation Lab teams champion human-centred design to demonstrate the value of following this discipline to grow an innovation mindset and develop customer-centric solutions. The Idea Space team helps internal teams innovate on today's priorities while the Innovation Lab team explores near and long-term opportunities.

We're growing an innovation mindset by including employees in co-create sessions as one of the ways to advance human-centred design at FCC as an approach to understand end users, identify root problems and work on potential solutions. In 2019-20, over 275 employees and several customers participated in Idea Space sessions throughout the year. FCC has dedicated office space at our corporate office to support the enablement of work, collaboration and thinking differently.

As a result of operating as an innovative and agile organization, FCC was able to quickly pivot during the COVID-19 pandemic to enable customers to apply for FCC's Customer Support Program by repurposing an existing online application and redeploying more than 50 employees.

Managing innovative technology and corresponding initiatives and mitigation tactics is the responsibility of the Executive Vice-President and Chief Information Officer.

Who we are

We're a team of over 2,000 employees operating from 100 offices across Canada. We support initiatives where our customers and employees live and work. We foster a culture of accountability, partnership and diversity – and deliver an exceptional employee experience.

Material issues

EMPLOYEE ENGAGEMENT
(GRI 102-44, 401 103-2)

Employee engagement is very important to FCC. When employees are intellectually and emotionally committed to FCC, they're more likely to speak positively about the corporation, stay with us for the long term and strive to do their best every day. When employees are inspired to give that extra effort to work with their colleagues in an environment of 100% accountability and committed partnerships, it helps create an extraordinary customer experience, inspire customer loyalty and set FCC apart in the marketplace.

FCC conducts an annual employee engagement survey as one way to listen to our employees. FCC uses a third-party vendor, Kincentric, to administer the survey to protect employee confidentiality. Typically, more than 80% of employees complete the survey each June. In 2019, we had 88% of our employees participate in the survey. This is considered to be a very high participation rate and it speaks to how highly invested our employees are in sharing their feedback. Our overall employee engagement score was 85% in 2019, in line with the results of the past two years. FCC surpassed Kincentric's Canadian Top Quartile of 78% by 7%. Each year, survey results are shared with leaders, who engage their teams in conversations around the

employee experience and come up with action plans to continue deepening and sustaining engagement. These plans are all reviewed by Human Resources to identify common themes and any potential gaps in the employee experience that need to be addressed at a corporate level.

EMPLOYEE LEARNING AND DEVELOPMENT
(GRI 404 103-2, 103-3)

FCC fosters a culture where learning is encouraged and supported by management and our employees' success in meeting their learning objectives is measured and recognized.

Given that FCC is a knowledge-based organization, it's critical that our employees have the learning and knowledge they need to perform in their roles with confidence. FCC implemented a comprehensive learning strategy to modernize the design and delivery of employee learning. The goal is to provide employees with foundational learning as well as tools and knowledge at the point of need to support on-the-job performance. This blended approach encompasses formal and informal learning opportunities, including e-learning, post-secondary education, internal and external learning events, job shadowing, coaching and mentoring. As part of our employee learning strategy, FCC modernized the design, content and delivery of our learning program in 2019-20. We launched an on-demand learning application via Workday Learning and as of March 31, 2020, 241 courses are available online for employees, including 87 internally created courses focused on

our core business and 154 optional on-demand courses to support career development.

In addition to employee learning that is required for their jobs, we also support broader, self-directed learning. Our Employee Development policy outlines our commitments. FCC requires all permanent employees to engage in meaningful conversations with their managers about their development. In 2019-20, more than 1,250 employees submitted their individual development plans. Typically, employees focus on two aspects of growth – development in their current jobs and preparing themselves for future career opportunities. We believe this growth happens most effectively when employees have ongoing discussions with their managers and create deliberate plans to achieve their goals.

We're also committed to developing leaders who genuinely care about their teams, live our culture, listen with curiosity, communicate openly and are authentic and vulnerable. Great leadership is a key part of the employee experience at FCC. We offer formal development programs to support new leaders during the first two years in their roles – helping them develop who they are as leaders and the critical skills and capabilities needed to excel.

In 2019-20, FCC continued to roll out our 12-month Leadership Transformation Program to all new leaders. The program focuses on participants applying key learnings to stretch their leadership skills. A new feedback tool called the Leadership Circle 360 has been integrated into the program. More than 100 leaders have completed a 360 survey and worked with a coach to understand their findings and create a development plan to grow their leadership. This year, the Senior Leadership Team Mentorship

Program focused on providing mentorship to mid and senior-level leaders to ensure FCC continues to grow the pool of talent for potential succession.

We continue to roll out a refreshed culture strategy to deepen and broaden the culture for all employees, building on Phase 1 – Lead the Culture, rolled out in 2018-19. In 2019-20, all employees participated in the second year of a multi-year Culture Plus learning program designed to strengthen behaviours and elevate the level of knowledge, skill and motivation to live the FCC culture. Phase 2 – Be a Partner focused on deepening the committed partnerships we have with each other by exploring mindsets and behaviours that are necessary to be a great committed partner. Phase 3 – Talk Straight Responsibly focused on being open, honest and forthright in our discussions with others to help drive results and strengthen relationships. Throughout these phases, employees were asked to complete various activities, including learning modules, hands-on activities and conversations. Phase 4 of the Culture Plus learning program will be rolled out in 2020-21 and will focus on sharing feedback.

FCC continues to focus on succession planning to ensure we have the right people with the right skills. In 2019-20, a comprehensive workforce planning process to assist managers in identifying resource and skill gaps on their teams was completed by 155 managers. A succession planning module was also made available in Workday to all managers. We now have an accurate, up-to-date picture of our succession pipeline at all levels. Leaders can use this organization-wide talent pool information to make strategic staffing decisions.

We measure progress through our annual employee engagement survey, which includes four statements focused on learning and development:

- This organization strongly supports the learning and development of its employees.

- My manager works with me to find ways I can develop and grow in my job.

- There are sufficient opportunities within this organization for me to gain new skills.

- This organization has an effective process to help me identify my development needs.

In the 2019 employee engagement survey, FCC's score across the Learning and Development dimension was 77.5%, up 1.5% over the previous year's survey.

DIVERSITY AND INCLUSION
(GRI 405 103-2)

FCC strives to have a representative workforce – one that reflects the diversity of the qualified Canadian workforce. We're committed to providing a work environment that is inclusive and supports the productivity, personal goals and dignity of all employees. Diversity makes us stronger – keeping us innovative and competitive now and in the future by enabling us to benefit from different perspectives, abilities and strengths. It enriches our culture and positions us for long-term success so we can continue to serve and advance the Canadian agriculture and agri-food industry. In addition to this, as a federal Crown corporation operating under the Employment Equity Act, FCC must provide equal opportunities for employment to the four designated groups: women, Aboriginal peoples, persons with disabilities and visible minorities.

Under the Employment Equity Act, FCC is required to make progress in creating a level playing field for all employment equity groups.

In 2019-20, we rolled out the second year of our three-year diversity and inclusion strategy. The strategy focuses on three key components – attraction, hiring and retention, and advancement of diverse employees. We also received the results of the Canadian Human Rights Commission Audit of Indigenous Persons in the Banking and Financial Sector and completed the eight action items identified in the audit. FCC's Indigenous Employment Equity Plan focuses on five strategic themes – workforce supply and Indigenous talent and candidate readiness; Indigenous recruitment, retention and advancement; partnership; Indigenous workplace inclusion; and accountability. FCC will continue to seek partnerships and strategic relationships that contribute to achieving excellence in Indigenous employment and workplace inclusion.

This year, three Indigenous awareness training sessions were delivered to employee's at corporate office, including one to our entire senior leadership team. The results of the training were exceptionally positive with 100% of participants stating the training was "very effective" and we'll make this training available to all employees in 2020-21. FCC's Indigenous Affinity Group continued to organize an annual calendar of events, including activities during National Indigenous History Month and throughout the year to build awareness of Indigenous culture within FCC and the community. The group also provides employees with additional support and a sense of belonging by covering topics around workplace barriers, community outreach, volunteer opportunities and cultural activities. In 2019-20, FCC also renewed our contracts with post-secondary institutions for the Indigenous Student Empowerment Fund. The fund provides Indigenous students in business or office education who are struggling financially with funding for needs such as food, rent, transportation, computers and household bills.

When asked in our annual employee engagement survey about diversity and inclusion, 91% of employees understand that FCC is committed to building a diverse workforce and 88% believe that FCC is taking actions to become more diverse and inclusive.

We also engaged several organizations to partner on recruitment opportunities to increase workforce diversity and inclusion. FCC's summer student application process for our corporate office received 311 applications, of which 106 were hired from under-represented employment equity groups. Our total number of applications from these groups more than doubled from the previous year.

FCC continues to support hiring employees with intellectual disabilities through the 4to40 program. FCC has hired five employees through the program and plans to continue to explore further partnerships in hiring employees with disabilities.

We continue to provide financial support to organizations that promote diversity and inclusion through partnership and sponsorship opportunities. In addition, FCC raises funds through our Denim Days, employee match programs and various community investment donations that are directed toward diversity-serving charities.

The following policies and processes are in effect at FCC pertaining to diversity and inclusion:

- Harassment-Free Workplace policy

- End-to-end talent supply process (along with accompanying hiring policies)

- Canadian Human Rights Act (1998)

- Employment Equity Act (1995)

- Canadian Multiculturalism Act (1988)

- Official Languages Act (1988)

EMPLOYEE HEALTH AND WELL-BEING
(FCC 2 103-2, 103-3)

Our competitive and comprehensive benefits program supports the health and well-being of employees and their dependents. In addition, we provide the flexibility for employees to opt up, down or out of some benefits, or pay more for enhanced benefit coverage and various optional insurance.

Vacation enhances employees' well-being and their work and personal life balance. It contributes to the employee experience by providing employees with a break from their responsibilities, which helps to increase their productivity upon their return. FCC also grants leave without pay on a case-by-case basis to provide employees with the flexibility to respond to family or personal needs, pursue learning activities or provide service to non-profit, voluntary or community organizations.

FCC supports employees with retirement planning by providing tools, information, education and resources. Human Resources offers webinars for both the defined benefit and defined contribution pension plans and provides employees with the tools to transfer their pay-at-risk payments to a workplace RRSP that has lower fees due to group buying. Employees are also allocated a $600 wellness account to cover eligible expenses such as fitness and health-related services, educational and professional development, professional services and green living.

We've developed a holistic action plan on mental health that is intended to ensure FCC remains deliberate in our focus of creating a stigma-free work environment for our employees. In conjunction with FCC's long-standing commitment to a high-performance culture of partnership and accountability and our existing benefits and wellness programs, this action plan meets the needs of our employees. From online

and in-person support through our Employee and Family Assistance Program to articles and blogs pertaining to mental health awareness, employees are offered tools and knowledge to support and maintain mental health. FCC hosts an annual mental health awareness week the same week as Bell Let's Talk Day with tactics aimed at employees and managers to help raise awareness and increase comfort in using services such as our Employee and Family Assistance Program.

FCC continues to support leaders in gaining valuable knowledge to recognize signs and symptoms of mental health issues among members of their teams by partnering with Mental Health First Aid Canada to offer training to leaders. The two-day, in-person course is aimed at giving leaders the knowledge to recognize a potential problem or intervene if a member of their team is experiencing a crisis. Employees can take this training as part of their individual development plans.

Leaders at FCC also have access to tools and articles on topics ranging from preventing mental health problems and mental health warning signs to getting their employees help and how leaders can care for their own mental health.

We also offer Not Myself Today, developed by the Canadian Mental Health Association. Not Myself Today aligns with the federal government's mental health objectives and enables employees to support each other's mental health with the assistance of volunteer mental health ambassadors across FCC.

In 2019-20, FCC piloted a training program to promote a healthy workplace that is protected from all forms of violence, harassment, bullying and discrimination, with a focus on defining unacceptable behaviours and practices, highlighting prevention and protecting the privacy of the individuals involved. In 2020-21, we'll complete a review of our Harassment-Free Workplace policy and procedures, followed by a rollout to employees, including training. Our Harassment and Violence policy and procedures

support and encourage a workplace free from all forms of harassment and violence and incorporate amendments to the Canada Labour Code (Bill C-65) that are to be enacted on January 1, 2021.

In 2019, FCC initiated an Employee Crisis Fund to show compassion and extend a bit of financial help (up to $1,000) to employees facing difficult circumstances. In 2019-20, there were 17 employees who received a total of $11,600 from the fund. The program is co-funded by FCC and voluntary contributions from employees. In March 2020, we ran an internal campaign to promote the fund and invite employees to sign up for a voluntary payroll deduction to contribute to the fund in any amount they choose. As of March 31, 2020, we had 251 employees contributing to the fund.

During the initial COVID-19 pandemic, FCC focused on ensuring employees were well and felt supported, leaders could lead effectively, and FCC was able to advance important work in service of our customers and the industry. Strong messaging from senior leaders was shared with employees, letting them know it was OK to find the situation challenging and that their well-being was FCC's biggest priority. To support employees, we shared resources on employee mental wellness. Leaders were empowered to create an environment for employees that allowed for flexibility and stressed the importance of personal health and well-being. Online courses were also made available to help employees transition to the remote work environment.

Goals and targets pertaining to employee engagement, learning and development, and diversity and inclusion can be found in the Who We Are – Performance Trends table on .

The responsibility for managing succession planning, employee engagement, training and education, and diversity and inclusion lies with the Executive Vice-President and Chief Human Resources Officer.

(GRI 401 103-3)

PERFORMANCE TRENDS: Who we are					
Measures	2017-18 performance	2018-19 performance	2019-20 performance	Impact of 2019-20 performance	Future plans
Priority: Sustain and grow our culture					
Employee engagement score (Kincentric survey) Target: Rank within the Canadian Top Quartile (78%) as identified by Kincentric	85%	85%	85%	The employee engagement and culture index targets were both achieved Our employees value our culture and understand that it's foundational to our ability to serve our customers and work successfully as a team	Maintain an employee engagement within the Canadian Top Quartile (78%) identified by Kincentric
Culture Index (Kincentric survey)[3] Target: Maintain Culture Index score of 80% or above	n/a	81%	81%		Maintain a Culture Index score of 80% or above across FCC as measured in the Kincentric survey
Priority: Enhance leadership capabilities throughout the organization					
Leadership satisfaction score (Kincentric survey)[4] Target: Rank within the Canadian Top Quartile (72%) as identified by Kincentric	79.5%	78.7%	77.8%	The leadership satisfaction target was achieved When employees feel supported, valued and inspired by their leaders, they are more likely to stay at FCC and to give their all to serving our customers	Maintain a leadership satisfaction score within the Canadian Top Quartile (77%) identified by Kincentric[5]

3 New measure in 2018-19

4 The leadership satisfaction score is created by averaging the scores of four key drivers from the survey (direct manager, managing performance, career opportunities, recognition) that strongly correlate to leadership.

5 Kincentric no longer has a Platinum and Gold employers list. Based on recommendations from Kincentric, FCC will use their Top Quartile Canadian benchmark.

(GRI 405 103-3)

PERFORMANCE TRENDS: Who we are					
Measures	2017-18 performance	2018-19 performance	2019-20 performance	Impact of 2019-20 performance	Future plans
Priority: Build a workforce that reflects the diversity and linguistic duality of our customers and the qualified Canadian workforce					
New diversity candidates hired Target:14% of new hires to be diversity candidates	32	30	53	The new diversity candidates hired and second language training targets were both achieved Diversity makes us stronger at FCC — keeping us innovative and competitive now and in the future by enabling us to benefit from different perspectives, abilities and strengths Bilingualism contributes to the vitality of FCC and we're committed to the equal status of Canada's official languages as we deliver products and services and communicate with customers, employees and stakeholders	Ensure a total of 16% of new hires are diversity candidates Explore a new linguistic measure Continue to implement updated diversity and inclusion strategy tactics and activities designed to enhance FCC's ability to attract, hire and retain diverse employees
Number of employees enrolled in second language training Target: Continue to offer second language training for employees	46 learning English: 23 learning French: 23	55 learning English: 23 learning French: 32	48 learning English: 20 learning French: 28		

INFORMATION ON EMPLOYEES AND OTHER WORKERS
(GRI 102-8)

TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT (permanent and temporary), by region	2017-18	2018-19	2019-20
British Columbia	65 65 P 0 T	65 64 P 1 T	69 67 P 2 T
Alberta	203 191 P 12 T	204 195 P 9 T	220 206 P 14 T
Saskatchewan	997 927 P 70 T	1,063 975 P 88 T	1,127 1,041 P 86 T
Manitoba	77 72 P 5 T	74 72 P 2 T	87 83 P 4 T
Ontario	294 279 P 15 T	289 278 P 11 T	305 287 P 18 T
Quebec	130 125 P 5 T	139 130 P 9 T	153 139 P 14 T
New Brunswick	84 81 P 3 T	90 85 P 5T	100 91 P 9 T
Nova Scotia	12 11 P 1 T	13 12 P 1 T	17 17 P 0 T
Prince Edward Island	7 7 P 0 T	9 9 P 0 T	9 8 P 1 T
Newfoundland and Labrador	3 2 P 1 T	2 2 P 0 T	3 2 P 1 T
Total	**1,872**	**1,948**	**2,090**

Note: FCC uses "more than 2,000" as our employee number, which includes active, leave without pay and paid leave permanent employees. However, for the purposes of this report, and as per Global Reporting Initiative (GRI) criteria, this employee number also includes short-term (less than six months), student and term (greater than six months) employees.

(GRI 102-8)

TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT TYPE (full-time and part-time), by gender			
	2017-18	2018-19	2019-20
Female	**1,168** 1,111 F/T 57 P/T	**1,209** 1,159 F/T 50 P/T	**1,302** 1,252 F/T 50 P/T
Male	**704** 691 F/T 13 P/T	**739** 734 F/T 5 P/T	**788** 779 F/T 9 P/T
Total	**1,872**	**1,948**	**2,090**

(GRI 102-8)

TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT (permanent and temporary), by gender			
	2017-18	2018-19	2019-20
Female	**1,168** 1,095 P 73 T	**1,209** 1,128 P 81 T	**1,302** 1,201 P 101 T
Male	**704** 665 P 39 T	**739** 694 P 45 T	**788** 740 P 48 T
Total	**1,872**	**1,948**	**2,090**

(GRI 401-1)

TOTAL NUMBER AND RATE OF NEW EMPLOYEE HIRES AND EXITS
by gender and region

	2017-18 Hires	Exits	2018-19 Hires	Exits	2019-20 Hires	Exits
British Columbia	**10** 4 F 6 M	**10** 5 F 5 M	**5** 4 F 1 M	**7** 2 F 5 M	**10** 6 F 4 M	**11** 7 F 4 M
Alberta	**37** 26 F 11 M	**28** 21 F 7 M	**11** 5 F 6 M	**17** 11 F 6 M	**14** 8 F 6 M	**14** 8 F 6 M
Saskatchewan	**157** 96 F 61 M	**112** 62 F 50 M	**41** 28 F 19 M	**41** 26 F 15 M	**79** 46 F 33 M	**54** 27 F 27 M
Manitoba	**13** 5 F 8 M	**13** 5 F 8 M	**5** 4 F 1 M	**5** 5 F 0 M	**5** 2 F 3 M	**1** 1 F 0 M
Ontario	**33** 18 F 15 M	**41** 21 F 20 M	**10** 2 F 8 M	**10** 4 F 6 M	**19** 9 F 10 M	**14** 7 F 7 M
Quebec	**15** 11 F 4 M	**18** 15 F 3 M	**8** 1 F 7 M	**7** 5 F 2 M	**17** 11 F 6 M	**9** 5 F 4 M
New Brunswick	**10** 4 F 6 M	**7** 4 F 3 M	**3** 2 F 1 M	**5** 4 F 1 M	**6** 3 F 3 M	**3** 1 F 2 M
Nova Scotia	**3** 3 F 0 M	**3** 1 F 2 M	**0** 0 F 0 M	**0** 0 F 0 M	**1** 0 F 1 M	**0** 0 F 0 M
Prince Edward Island	**0** 0 F 0 M	**1** 0 F 1 M	**2** 1 F 1 M	**0** 0 F 0 M	**0** 0 F 0 M	**1** 0 F 1 M
Newfoundland and Labrador	**2** 2 F 0 M	**1** 1 F 0 M	**0** 0 F 0 M	**0** 0 F 0 M	**0** 0 F 0 M	**0** 0 F 0 M
Total	**280** 169 F 111 M	**234** 135 F 99 M	**91** 47 F 44 M	**92** 57 F 35 M	**151** 85 F 66 M	**107** 56 F 51 M

Note: FCC uses "more than 2,000" as our employee number, which includes active, leave without pay and paid leave permanent employees. However, for the purposes of this report, and as per Global Reporting Initiative (GRI) criteria, this employee number also includes short-term (less than six months), student and term (greater than six months) employees.

(GRI 401-1)

TOTAL NUMBER AND RATE OF NEW EMPLOYEE HIRES AND EXITS by age group						
	2017-18 Hires	Exits	2018-19 Hires	Exits	2019-20 Hires	Exits
Under 30 years	154	86	27	14	51	15
30-50 years	96	76	58	44	95	54
Over 50 years	30	72	6	34	5	38
Total	**280**	**234**	**91**	**92**	**151**	**107**

AVERAGE HOURS OF TRAINING PER EMPLOYEE

(GRI 404-1)

This information is no longer available for reporting. FCC doesn't have an appropriate tracking mechanism that captures the expansive training opportunities offered to employees.

DIVERSITY AND EQUAL OPPORTUNITY

(GRI 405-1)

BY MANAGEMENT VS. NON-MANAGEMENT AND GENDER			
	2017-18	2018-19	2019-20
Management	**260** 120 F 140 M	**277** 130 F 147 M	**304** 144 F 160 M
Non-management	**1,612** 1,048 F 564 M	**1,671** 1,079 F 592 M	**1,786** 1,158 F 628 M
Total	**1,872**	**1,948**	**2,090**

BY MANAGEMENT VS. NON-MANAGEMENT BY AGE GROUP[6]	
	2019-20
Under 30 years	330 0 M 330 NM
30-50 years	1,297 218 M 1,079 NM
Over 50 years	463 86 M 377 NM
Total	**2,090**

6 FCC began measuring this information in 2019-20.

EMPLOYEE SURVEY RESULTS – CSR

(GRI 401 103-3, 405 103-3)

Each year, several CSR-specific questions are included in the Kincentric employee survey.

Since 2017, all scores have either increased or remained at high levels. We attribute this to several factors, including increased communication to employees about FCC's CSR efforts through our CSR report, in particular our environmental efforts, support for the industry, FCC Drive Away Hunger and other community investment initiatives.

Here's a snapshot of our survey questions and results, including a comparison to Kincentric's Top Canadian Quartile:

	2017	2018	2019	Top Canadian Quartile*
This is a socially and environmentally responsible organization.	93%	93%	91%	88%
We have a work environment that is accepting of diverse backgrounds and ways of thinking.**	94%	95%	90%	92%
This organization is fair, respectful and honest with customers/clients.	96%	95%	95%	91%
This organization has an excellent reputation in our local community.	94%	96%	95%	88%
It is important to me that this organization is socially and environmentally responsible.	88%	87%	88%	***
This organization considers long-term social and environmental impacts when it makes decisions.	90%	88%	88%	***
This organization's mission provides meaningful direction to me.	n/a	n/a	90%	79%

*   Kincentric no longer has a Platinum and Gold employers list. Based on recommendations from Kincentric, FCC will use their Top Quartile Canadian benchmark.
**   Updated question, however, the data is retained year-over-year.
***   These are custom questions developed by FCC and they aren't asked of other survey participants.

What we stand for

Our commitment: We contribute to the strength and future of the agriculture and agri-food industry.

We support the development of a sustainable, competitive and innovative Canadian agriculture and agri-food industry. We do this by providing financing, knowledge and education, and by supporting initiatives and forming partnerships that make the industry stronger. This industry is poised for significant growth in the years to come – we take our role in ensuring the success and vibrancy of the nation's agriculture and agri-food industry to heart. Our goal is to help the industry and our customers achieve their full potential.

Material issues

FARM ANIMAL WELFARE

(FCC 4 103-2, 103-3)

In recent years, the market has seen increasing focus on sustainability standards set by retailers and expected by consumers, which are affecting the farm animal welfare practices of agribusinesses and producers.

FCC continues to attend board meetings at the National Farm Animal Care Council as an associate member to better understand what this means for the industry and our customers.

FCC has a principles-based approach to social and sustainable management practices, one such practice being farm animal welfare. The approach outlines FCC's commitment to promoting the respect and protection of animals based on a generally accepted, contemporary, scientific understanding of animal welfare that has emerged from the recognition that animals are sentient beings, in accordance with the National Farm Animal Care Council.

Animal welfare is referenced in our Reputation Risk from Applicants and Customers policy. The policy states: "FCC will not finance people or businesses that deliberately violate provincial or federal laws or regulations regarding the care and treatment of animals." Animal welfare is also mentioned in our risk appetite statement: "We commit to working with customers to understand the material issues they face and help them identify and address these in a way that generates a positive impact on society, animal welfare and the environment. We accept that not all customers will progress at the same pace."

Lending policies that consider sustainable farm animal welfare practices are the responsibility of our Executive Vice-President and Chief Risk Officer.

GROWING THE NEXT GENERATION OF AGRICULTURE
(FCC 7 103-2)

More than ever, FCC recognizes the importance of engaging the next generation in Canada's agriculture and agri-food industry. According to Canada's 2016 Census of Agriculture, the average age of Canadian agricultural producers is 55. The opportunity exists for young people to enter and contribute to the industry. FCC's presence in agriculture puts us in a unique position to help facilitate that important process.

Young producers play a key role in a vibrant, sustainable industry and we continue to engage the next generation of producers. In 2019-20, our successful FCC Young Farmer Summit event series had nine events and one was cancelled due to COVID-19. Aimed at attracting and engaging the next generation of farmers as well as food manufacturers and retailers, the events featured speakers who inspired, informed and introduced new ways of thinking about agriculture.

We have multiple offerings to support the next generation of agriculture, including a Young Farmer Loan aimed at producers under the age of 40. We launched the FCC Starter Loan in 2018-19 to engage young producers as they're starting their careers in agriculture. In 2019-20, this product received an enhancement where the application can now be done online. The FCC Starter Loan is aimed at young producers and agribusiness operators obtaining their first loan and offers lending up to $50,000 for the purchase of an agriculture-related asset or a company share. Both products offer flexible financing terms at discounted rates and fees. Qualifying loans also receive a free subscription to FCC's AgExpert Software to start the young producers off on the right foot with respect to record-keeping and financial literacy.

Successful transition and farm asset transfer is one of the most significant issues in Canadian agriculture. Transitioning a farm from one generation to the next is one way for young producers to get their operations started. In response to this issue, FCC's expanded advisory services include several activities to assist producers with the farm transition process, including coaching, connections with advisors, resources and services. We've also developed a renewed learning path and user experience related to financial literacy on our public website. This is part of the Let's Talk Transition campaign. It includes an 11-part video series launched in 2019-20 on the topic of transition. The website includes sections on conversation preparation, farm transfer, retirement and case studies to facilitate the knowledge transfer.

We also offer the FCC Transition Loan to help both the buyer and seller in a farm transition. For the buyer, the loan provides the ability to purchase over time while building equity quickly and offers flexibility when it comes to down payment requirements. For the seller, the purchase is guaranteed by FCC and allows them to receive payments over time, which may result in tax advantages.

The responsibility for growing the next generation of agriculture lies with our Executive Vice-President and Chief Marketing Officer.

SUPPORTING ENTREPRENEURSHIP
(FCC 12 103-2)

FCC is the leading provider of financing to the agriculture and agri-food industry in Canada, with a focus on small and medium-sized businesses. FCC is committed to helping the Canadian economy reach its full potential by supporting the Government of Canada's target to grow agri-food exports to $75 billion annually by 2025.

While agriculture and primary producers will always be FCC's priority and core business, we continue to evolve how we serve the agribusiness and agri-food sector to support the entire agriculture value chain in a comprehensive way.

Agriculture and agri-food is a capital-intensive business and FCC works to provide access to capital and other tools to help new entrepreneurs succeed. FCC offers a Young Entrepreneur Loan for operators under the age of 40, with features such as reduced fees to help them get started in their businesses. In 2019-20, this loan product was amended to include a more flexible disbursement of 18 months and allow customers to use personal property as security.

FCC's venture capital program objective is to partner with entrepreneurs, investors and other industry participants to foster innovation and support the development of strong Canadian companies in the agriculture and agri-food sector. This objective will be achieved through three main streams of work – increasing funding for early-stage enterprises, expanding funding for later-stage operations, and partnering with organizations to enhance advice and expertise for early-stage operations.

Through fund investment, FCC will look to fill gaps in the marketplace and ensure access to capital for companies across all life cycle stages of business and in all sectors of agriculture and agri-food across Canada. FCC will also provide support and partner with organizations that provide acceleration services such as mentorship, business knowledge and expertise, and industry connections to new entrepreneurs and growing businesses.

In 2019-20, FCC approved investment in three new equity funds and one partnership to support Canadian agriculture and agri-food businesses.

The responsibility for managing this work is shared between our Executive Vice-President and Chief Operating Officer and our Executive Vice-President and Chief Financial Officer.

FINANCIAL ACCESS AND INCLUSION
(FCC 5 103-2, 103-3)

FCC supports and strengthens Canadian agriculture, agribusiness and agri-food, which means providing financial access to those who face barriers to entry into the industry. FCC identified three key groups upon which to enhance our focus, including women in agriculture, young people in agriculture and Indigenous peoples.

Women in agriculture: Today, more women are farming and the roles of women on the farm continue to evolve. Women accounted for 28.7% of farm operators in 2016 – nearly 78,000 of nearly 272,000 farmers in total. FCC is committed to increasing the proportion of women-owned and women-led businesses in Canada and helping women in agriculture and agri-food thrive. The federal government initiated a women entrepreneurship strategy in 2018 to help women entrepreneurs grow their businesses with access to financing, talent, networks and expertise. As a federal Crown corporation, FCC saw the opportunity to support this strategy by increasing the proportion of women-owned businesses through increased access to capital and skill development opportunities.

In 2018-19, FCC conducted extensive research and determined:

- Women have a need for increased access to capital to start or grow their businesses.

- Women have skill development needs and want support to enhance their leadership effectiveness, negotiation, networking and coaching skills. They're also seeking tools to gain business and financial knowledge to grow their businesses.

- There are many tools, resources and value-added content available across Canada, however feedback from women shows they're unaware of where to access the information to support their skill development and knowledge needs and build their confidence.

In response, FCC held three Women in Ag events in 2019-20. Two additional events were cancelled due to the COVID-19 pandemic. The event is structured to focus on financial literacy, soft skill development, leadership and inspiration. FCC was also able to sponsor 18 events designed for women in agriculture. FCC will continue to provide access to advisory services, value-added knowledge content and learning events on topics of interest to women.

Through the FCC Women Entrepreneur Program, FCC has committed $500 million over three years in support of the FCC Women Entrepreneur Loan to provide women with increased access to capital. Under this loan, FCC will waive up to $1,000 in processing fees and encourage borrowers to reinvest those savings into personal and professional development that best suits their individual needs and the needs of their growing businesses. As of the end of 2019-20, FCC had approved 924 applications totalling over $674 million, including 183 first time borrowers.

Young people in agriculture: This topic was covered under the material topic "Growing the Next Generation of Agriculture" on .

Indigenous peoples: Supporting the social and economic inclusion of Indigenous peoples is a priority for FCC. Canadian agriculture and agri-food represent one of the greatest economic opportunities available to Indigenous communities across Canada. Ensuring Indigenous communities and peoples can leverage their land and traditional knowledge through greater access to business, advisory and lending supports in the agriculture and agri-food industry is important for Canada and the industry.

In 2019-20, FCC engaged with various outreach programs across Canada, including the Indigenomics by Design Forum, the Indigenous Works: Inclusion Works Forum, the World Indigenous Business Forum, the CANDO Annual National Conference, the Canadian Western Agribition Indigenous Agricultural Summit, the CAN-PAK Trade and Investment Invitational and the National Aboriginal Capital Corporations Association: Indigenous Economic Prosperity Forum. FCC is aware of the historical challenges and continues to work with industry partners on emerging best practices to address legal status and governance structure related to land ownership as well as training, agriculture knowledge and farm management to support Indigenous communities that are re-entering the agriculture sector and often have not farmed their land for decades.

Going forward, FCC will broaden and deepen our understanding of what Indigenous organizations need in terms of knowledge, advisory services, lending products and other services to support them in advancing their economic activities. Indigenous lending is managed by FCC's Corporate and Commercial team with a dedicated lender in each area. A full marketing launch is planned for 2021.

Other areas of progress in 2019-20 include continued partnership with Dalhousie University to fund the Awtiget Camp for students at the agricultural campus and a Memorandum of Understanding signing with File Hills Qu'Appelle Developments to address food insecurity and help supply traditional herbal medicines to community members.

Responsibility for managing financial access and inclusion is shared between the Executive Vice-President and Chief Marketing Officer and the Vice-President, Law and Corporate Secretary.

FINANCIAL LITERACY

(GRI 102-43, FCC 6 103-2, 103-3)

FCC's presence in agriculture puts us in a unique position to be a catalyst for continued growth and progress and to contribute to the industry, farm families and rural communities. Through strategic planning efforts, we're taking a more deliberate approach to fostering growth in the agriculture and agri-food sectors and are looking at new services to meet the professional needs of this sophisticated industry. We work hard to deliver value well beyond the loan transaction and part of how we do this is by sharing knowledge.

We believe sound financial management is essential to succeed in agriculture. Through our FCC programs, we offer support in farm financial management targeted to agriculture producers across Canada. One of the ways we do this is through our AgriSuccess magazine, which is delivered four times a year to over 75,000 readers. In each edition, we feature a column called Your Money that discusses various financial topics relevant to producers, including succession planning, accounting and taxes. In addition, FCC Knowledge Newsletter, formerly known as FCC Express, is an online publication that focuses on business content.

Through FCC's newly enhanced tools available on our public website, we share knowledge and insights that enrich the lives and businesses of customers and non-customers alike. The new and improved learning path covers financial literacy, including six categories related to the business of agriculture:

- Understanding debt
- Understanding and managing cash flow
- Using statements and ratios to assess financial success
- Managing your financial risk
- Farm tax planning
- Know your cost of production for better decision-making

FCC has developed a series of articles and workshops around business essentials focused on helping growth-oriented farm managers in financial management and other essential topics. In 2019-20, we offered five business essentials events.

We've extended this focus on financial literacy to the next generation of agriculture producers with the launch of a new online business hub and an improved FCC Transition Loan product. These projects are designed to support the longevity of the agriculture and agri-food industry, ensuring its strength for generations to come.

Another way we promote financial literacy is through our FCC AgExpert software programs - AgExpert Field and AgExpert Accounting. These programs come with built-in tools that make it easier for producers to analyze data, create strategies and track their performance. The software, along with webinars and training sessions, go a long way to growing producers' and operators' business acumen.

Responsibility for managing financial literacy lies with the Executive Vice-President and Chief Marketing Officer.

CUSTOMER RELATIONSHIPS

(GRI 102-43, FCC 1 103-2)

In today's marketplace, customers have many options to choose from and as a result, have very high expectations, whether they deal with us in person, online or on the phone. To exceed our customer expectations, we have customer experience principles that guide employees to deliver an intentional and differentiated customer experience. These principles provide clarity on the experience we want to deliver to our customers at every touch point. We also have a deliberate and disciplined approach to managing customer relationships, known as the Relationship Management Process.

We measure how we're doing at providing an extraordinary customer experience. The Net Promoter Score® (NPS) is a customer advocacy measure that allows FCC to compare the customer experience we offer to other recognized companies.

In 2019-20, we piloted a transactional customer feedback program with our Customer Service Centre to improve the customer experience. The pilot was deemed a success and will be adopted for our field offices in the next fiscal year as part of our customer feedback program.

Improvements were also made to the employee transition process to offer a seamless and consistent customer experience. An automated communication informs customers of changes to their relationship management team, improving the experience during periods of employee transition.

Support and promote the industry: One important component of FCC's industry support involves mental health support for Canadians involved in farming and rural Canada. FCC offered multiple initiatives in 2019-20, including expanding our partnership with the Do More Agriculture Foundation to provide 21 mental health first aid training sessions to rural communities. The remaining planned sessions are on hold due to the COVID-19 pandemic. FCC also partnered up with 4-H Canada on their Healthy Living Resource and Training initiative that focuses on youth distress and providing access to support. FCC worked with the Ag Health and Safety Alliance to include mental health content in the Gear Up for Ag Safety course. FCC ran two mental health public service announcement campaigns last year. The campaign materials were distributed to media and industry partners, who were encouraged to share the important message. Finally, FCC's *Rooted in Strength* publication was updated and distributed to over 169,500 rural mailboxes and is available online and upon request. Other support initiatives

are included in the What We Stand For section of this report under the education portion of enriching rural Canada.

We continue to focus on enhancing public trust in Canada's agriculture and agri-food industry. The new strategic framework for this focus includes progressing our industry and stakeholder relationships along the agricultural value chain. FCC continues to promote Canada's Agriculture Day as a means of increasing public awareness of agriculture. This year's theme featured Forks Up for Canadian Ag and #CdnAgDay. In conjunction with celebrating the day nationally, FCC and Agriculture More Than Ever organize a conference in Ottawa attended by national industry groups, farmers and youth.

Initiatives that promote the industry include FCC's investment in and support of the Agriculture More Than Ever social media channels. The Agriculture More Than Ever social channels are a way we continue to build rapport within the Canadian agriculture and agri-food system. Through these channels, we showcase and encourage pride in the Canadian agriculture and agri-food industry. Additionally, we created and shared a new consumer-facing video to help instill a sense of pride in Canadian consumers and make them feel more confident in their food purchase decisions at the grocery store. And, finally, using FCC's social media channels, we promoted key events and activities to our industry followers.

Goals and targets pertaining to growing the next generation of agriculture, supporting entrepreneurship, financial literacy and customer relationships can be found in the Strength and Future of the Agriculture and Agri-Food Industry – Performance Trends table on .

The responsibility for customer experience lies with the Executive Vice-President and Chief Operating Officer and supporting and promoting the industry lies with the Executive Vice-President and Chief Marketing Officer.

(FCC 7, FCC 12 103-3)

PERFORMANCE TRENDS: Strength and future of the agriculture and agri-food industry					
Measures	2017-18 performance	2018-19 performance	2019-20 performance	Impact of 2019-20 performance	Future plans
Priority: Help young producers develop in the industry					
Dollars loaned to young producers Target: Ag production $3 billion Agribusiness and agri-food $100 million 2 ZERO HUNGER	Ag production: $3.29 billion[7]	Ag production: $3.08 billion Agribusiness and agri-food: $105 million	Ag production: $3.8 billion Agribusiness and agri-food: $129 million	Targets for dollars loaned to young farmers and the number of knowledge events held during the fiscal year were met These initiatives allow more young producers and entrepreneurs to choose a career in agriculture, ensuring a future for the industry	Achieve $3.18 billion in young farmer lending to agriculture production and $100 million in lending to young agribusiness and agri-food operators
FCC Knowledge events for young farmers Target: 8 to 10 events during the fiscal year 2 ZERO HUNGER	5 Ignite events[8]	11 Ignite events[8]	9 Young Farmer Summits with the 10th cancelled due to COVID-19		In-person events are postponed until further notice due to COVID-19

7 This total includes lending to young producers and young agribusiness and agri-food operators.
8 Ignite event was renamed Young Farmer Summit as of January 2020.

(FCC 7, FCC 12 103-3)

PERFORMANCE TRENDS: Strength and future of the agriculture and agri-food industry					
Measures	2017-18 performance	2018-19 performance	2019-20 performance	Impact of 2019-20 performance	Future plans
Priority: Increase industry knowledge and skills for a successful and profitable industry					
Number of individuals benefiting from learning experiences provided by FCC's live events Target: 12,000 attendees 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	15,203 – FCC-hosted event attendees[9]	12,552 – FCC-hosted event attendees[9]	13,528 – FCC-hosted event attendees[9]	Targets for the number of attendees and views of e-learnings were met These initiatives allow producers and agribusiness operators to have the information and training they need to advance their farm management practices	In-person events are postponed until further notice due to COVID-19. FCC will focus on virtual events for this fiscal
Number of individuals benefiting from learning experiences provided by FCC's e-learnings Target: 1,250,000 views of e-learning videos, podcasts and webinars 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	1,520,286 – views of e-learning videos, podcasts and webinars 14,239 – people reached through FCC Speakers Bureau	1,547,762 – views of e-learning videos, podcasts and webinars 18,007 – people reached through FCC Speakers Bureau	1,442,198 – views of e-learning videos, podcasts and webinars 19,707 – people reached through FCC Speakers Bureau		650,000 views to FCC's online business management learning offering This target was revised to refocus to business-essential topics for managers who aspire to be CEOs, so we expect fewer total views but greater impact

9 FCC-hosted learning events include hands-on workshops, seminars and showcase with inspiring speakers.

(FCC 7, FCC 12 103-3)

PERFORMANCE TRENDS:
Strength and future of the agriculture and agri-food industry

Measures	2017-18 performance	2018-19 performance	2019-20 performance	Impact of 2019-20 performance	Future plans
Priority: Increase industry knowledge and skills for a successful and profitable industry					
Track impact of FCC learning experiences through strategic questioning Target: 4.0 or greater on the post-event survey question "I took home valuable information to my operation"	New measure in 2019-20	New measure in 2019-20	4.5	The target to score 4.0 or greater on post-event survey question was achieved This new measure allows FCC to evaluate the pertinence of the learning experiences and adjust when necessary to offer valuable learning opportunities for the participants	Achieve a score of 4.0 or greater on the post- event survey question "I took home valuable information to my operation" New question to track in 2020-21 - the average score on the likelihood participants will use information from the event in their farming operations (post-event survey)

(FCC 7, FCC 12 103-3)

PERFORMANCE TRENDS: Strength and future of the agriculture and agri-food industry					
Measures	2017-18 performance	2018-19 performance	2019-20 performance	Impact of 2019-20 performance	Future plans
Priority: Strengthen and support agriculture and agri-food networks					
Number of industry association partnerships	250	250	242	The targets to continue to enhance and serve Canadian agriculture through provincial and national sponsorship and support of industry associations were met	Continue to partner and support 240+ industry partners
Dollars invested in support of industry associations	$1.84 million	$1.72 million	$1.78 million	Developing, growing, and maintaining strategic relationships with a variety of industry associations is essential to FCC continuing to be an industry leader in Canada - each industry relationship becomes an intangible asset and, when nurtured and managed properly, enhances FCC's reputation and helps FCC to be aware of any opportunities and challenges in the sector	Investment goal in industry association support: $1.49 million

(FCC 7, FCC 12 103-3)

PERFORMANCE TRENDS:
Strength and future of the agriculture and agri-food industry

Measures	2017-18 performance	2018-19 performance	2019-20 performance	Impact of 2019-20 performance	Future plans
Priority: Promote agriculture as a vibrant, forward- looking industry, fostering excitement, and building a positive image of the industry					
Total partners and agvocates[10] of Agriculture More Than Ever[11]	535 partners 4,659 agvocates	555 partners 5,110 agvocates	n/a	AgMoreThanEver social media following is 90,000-plus, an increase of 13,500 over last fiscal year Agriculture More Than Ever serves to build an online community by empowering and mobilizing individuals and organizations in Canadian agriculture The engagement (from the comments and content shared on the Agriculture More Than Ever social channels) contributes to building FCC's rapport in the Canadian agriculture and agri-food system	Continue to build on the success of Agriculture More Than Ever by achieving 250,000 engagements with its content Grow to 95,000 followers across all social channel
Increased dialogue about Canadian agriculture:[12] • Growth in use of key Twitter industry hashtags (#CdnAg #AgCan) • Growth in Twitter hashtag impressions by amplifying user content and engaging with users (#AgMoreThanEver #AgPlusQueJamais)	#CdnAg #AgCan — 3,489 monthly average users #AgMore ThanEver #AgPlus QueJamais — 4,746,342 monthly average impressions	n/a	n/a		

10 An agvocate is an individual or group that actively promotes agriculture in respectful and meaningful ways.

11 FCC is satisfied with the number of agvocates and partners and is no longer tracking this measure.

12 These hashtags are no longer tracked and will be taken out in the 2020-21 report. Social listening will be used as a tool to help inform conversations and tactics.

(FCC 7, FCC 12 103-3)

PERFORMANCE TRENDS: Strength and future of the agriculture and agri-food industry					
Measures	2017-18 performance	2018-19 performance	2019-20 performance	Impact of 2019-20 performance	Future plans
Priority: Promote agriculture as a vibrant, forward-looking industry, fostering excitement, and building a positive image of the industry					
Host Canada's Agriculture Day including a national conference in Ottawa Target: 500 attendees	450 attendees	510 attendees	517 attendees	The target number of attendees at Canada's Agriculture Day conference in Ottawa was met Canada's Agriculture Day continues to be an opportunity for FCC to bring the industry together – conversations on Canada's Agriculture Day and throughout the year are important for building trust between consumers and the people who grow and process the food we eat	Canada's Agriculture Day 2021 is scheduled for February 23, 2021 – as it'll be the fifth anniversary of the event, plans are to build momentum on social media (target to achieve 10,000 online mentions and a 5% increase in hashtag impressions) The Ottawa conference portion of the day is being re-evaluated due to COVID-19
Sentiment of online conversations about Canada's Agriculture Day Target: new measure in 2020-21	Increase of 52% over the previous year in #CndAgDay mentions	Increase of 80% over the previous year in #CdnAgDay mentions, making it a top trending topic for most of the day	#CdnAgDay trending #1 for 10.5 hours		

(FCC 1, FCC 7, FCC 12 103-3)

PERFORMANCE TRENDS: Strength and future of the agriculture and agri-food industry					
Measures	2017-18 performance	2018-19 performance	2019-20 performance	Impact of 2019-20 performance	Future plans
Priority: Consistently provide an extraordinary customer experience					
Customer Experience Index	Customer Experience Index (as of September 30, 2017): 65.8%[13]	n/a	n/a	NPS target for fiscal 2019-20 was met This initiative is to ensure FCC delivers a customer experience that meets the needs of the industry	Continue to focus on the customer experience with the goal of achieving an NPS score of 70 as our standard of excellence
Net Promoter Score® (NPS) Target: 70 (equal to or greater than the 75th percentile)	NPS® as of March 31, 2018: 76	69.5	71		

13 The CEI measure was replaced with the Net Promoter Score® (NPS) as of October 1, 2017. Measurement for 2017-18 reflects both the CEI score as of September 30, 2017, and NPS as of March 31, 2018. For 2018-19 and forward, only NPS is reported.

What we stand for

Our commitment: We partner to reduce hunger and enrich rural Canada.

We foster strong and vibrant communities where our customers and employees live and work. We do this by supporting projects that enhance rural Canada, with a focus on diversity and inclusion, agriculture safety and education, and supporting under-represented groups in agriculture and agri-food, including meeting the unique needs of women, youth, persons with disabilities, and Indigenous entrepreneurs and producers. As Canada's largest agriculture lender, we're in a unique position to connect the people who produce food to those who need it most.

Material issues

COMMUNITY INVESTMENT
(GRI 201, 103-2)

Community investment is an important part of our commitment to corporate social responsibility. Our investments help foster strong and vibrant communities where our customers and employees live and work, with a focus on rural Canada. We support projects that make positive changes including fighting hunger, enhancing rural life, providing education about agriculture and encouraging employee volunteerism. FCC AgriSpirit Fund, FCC Regina Spirit Fund, FCC Drive Away Hunger and our United Way campaign are just a few of the ways we positively impact Canadian communities.

Each initiative and program has specific goals and measurements attached to it and we measure success based on these goals and the impact on the beneficiaries. Community investment funding opportunities are reviewed and analyzed based on specific criteria, including, but not limited to, fitting within our commitments, inclusiveness and impact on the community. In addition to this, FCC partners with Agriculture in the Classroom, the Canadian Agricultural Safety Association, the Ag Health and Safety Alliance, Food Banks Canada, 4-H Canada and the Do More Agriculture Foundation.

Hunger: As Canada's largest agriculture lender, we're in a unique position to connect the people who produce food to those who need it most. FCC Drive Away Hunger is our flagship community investment program. All offices participate in the program and our goal is to help raise food and cash donations to support food banks and hunger programs across the country. Each office is also able to participate by donating $1,000 to a local school feeding program of their choice to help feed hungry children. Community partners include producers, grocery stores, food processors, schools and more. Donation types are cash, product, food collection or a combination, with 100% going directly to the food banks. The conversion used is 1 pound = 1 meal and $1 donated = 3 meals due to the buying power and the food bank's strategic partnerships.

In 2019-20, we worked with our industry partners, participating schools and volunteers to provide over 16 million meals for food banks and feeding programs across Canada.

Agriculture education and safety: We continue to help young people discover the modern, forward-thinking industry of agriculture. We've partnered with Olds College to sponsor the AgExpert Data Lab that is part of the college's Smart Ag Innovation Centre. The college is using FCC AgExpert software to run its smart farm. By using the software, students will understand how digital decision-making can help them monitor costs, improve yields and better manage their farm information. Teaching agriculture students how to collect and properly manage farm data sets them up to not only run more profitable operations of their own, but also enhances the knowledge and success of the entire industry. For Canada to realize its potential as a leading agriculture and agri-food exporter, we need to inform digital decision-making at the farm level, and that means getting the right tools into the hands of today's and tomorrow's producers.

FCC also partnered with Olds College to create an Ag 101 course for our employees to learn more about agriculture and agri-food. It's a three-year program with three learning series: (1) agriculture production, (2) agribusiness and agri-food, and (3) agriculture technology. The program is designed for people with limited knowledge and experience in agriculture as well as those with advanced knowledge. The feedback has been very positive. Other industry partners have asked to take part in Ag 101 and we've introduced it to our high school interns this year. We're also looking to partner with other universities and colleges to host the onsite portion to limit travel and give participants these experiences closer to their home locations.

FCC was awarded Partner of the Year from Olds College for our partnership with them in advancing agriculture and agri-food. We're honoured to receive this prestigious award.

FCC and 4-H Canada have a partnership history of more than 25 years. In 2019-20, FCC supported 4-H Canada, and in Quebec, l'Association des jeunes ruraux du Québec and la Fédération de la relève a gricole du Québec, at all levels of the organization, locally, provincially and nationally. At a national level, FCC supported the 4-H Club Fund and the Annual Leadership Awards gala. A total of 319 clubs, districts and regions from all 10 provinces applied for funding in 2019-20. Provincial funding included sponsorship of public speaking events and support for provincial camps and programs.

FCC sponsored a pilot program with Agriculture in the Classroom Canada called the Educator's Agriculture Tour (EAT). This pilot engaged teachers by providing tours of agriculture and agri-food facilities in their regions while promoting a variety of careers of interest for their high school students. We also sponsored two engAGe! events targeted at an urban high school audience with the aim of informing and inspiring youth about agriculture and agri-food, however the pandemic postponed further EAT and engAGe! events.

We help producers keep safety top of mind by presenting Canadian Agricultural Safety Week each year in partnership with the Canadian Agricultural Safety Association, the Canadian Federation of Agriculture and Agriculture and Agri-Food Canada. In partnership with the Canadian Agricultural Safety Association and the Rick Hansen Foundation, our Back to Ag program enables injured farmers and agricultural workers to apply for funding to purchase specialized equipment or adapt existing equipment. In partnership with Ag Health and Safety Alliance Canada, we fund Gear Up for Ag Health and Safety, a safety-related training course offered to students in agriculture-related fields at various agricultural colleges across the country.

Community enhancements: FCC supports projects that make positive change in the communities where we live and work across Canada. FCC uses two key funds – the FCC AgriSpirit fund and the FCC Regina Spirit Fund – from which charitable and non-profit organizations can receive support. The FCC AgriSpirit Fund supports rural communities with populations under 150,000 across Canada to enhance lives and support sustainability in Canada's rural communities. This year, sustainability projects included solar panels at a fish hatchery and environmental learning centre, recycling stations and portable handwashing stations for parks, public and outdoor recreational areas, and new LED lighting for community sports fields. Past projects include retrofits to community centres, childcare facilities, libraries and food banks as well as support for community gardens and the purchase of fire and rescue equipment. The FCC Regina Spirit Fund supports community enhancement projects by charitable and non-profit organizations in Regina. It is FCC's way of giving back to the city where almost 800 of our employees live and work.

Volunteerism: Our employees are passionate about giving back, both time and money, donating countless hours and considerable energy to support organizations and causes in their local communities. To support that spirit and help demonstrate our commitment to strengthening communities where we live and work, the FCC Employee Volunteer Program offers several options to encourage employees in their efforts to help charities and non-profits. In addition, we supported significant employee efforts on corporate initiatives such as FCC Drive Away Hunger and sponsored an additional 3,566 corporate-sponsored volunteer hours to organizations by employees who gave of their time, skills, abilities and knowledge.

Goals and targets pertaining to community investments can be found in the We Partner to Reduce Hunger and Enrich Rural Canada – Performance Trends table on pages 63-67.

The responsibility for managing community investment lies with the Executive Vice-President and Chief Marketing Officer.

(GRI 201-1, 103-2)

Focus area	Priorities (goals)	Percentage dollars allocated of total community investment budget
Hunger	To reduce hunger in rural communities across Canada	14.8%
Agricultural safety	To contribute to the safety of the industry	7.5%
Education about agriculture	To promote agriculture as a vibrant, forward-looking industry, fostering excitement and building a positive image of the industry	9.2%
Community enhancement	To support the communities where our customers and employees live and work, with a focus on rural Canada	45.4%
Volunteerism	To support employee volunteerism	7.0%
Other	Initiatives such as the FCC AgCrisis Fund, or the FCC Indigenous Student Empowerment Fund	16.1%

(GRI 201-1, 103-3)

PERFORMANCE TRENDS:
We partner to reduce hunger and enrich rural Canada

Measures	2017-18 performance	2018-19 performance	2019-20 performance	Impact of 2019-20 performance	Future plans
Priority: Reduce hunger in rural communities across Canada					
Meals provided through FCC Drive Away Hunger Target: Provide 5 million meals	7.28 million meals provided	Over 9.5 million meals provided	Over 16.2 million meals provided	Although there was a slight fluctuation in the number of partners, the FCC Drive Away Hunger program helped deliver over 6.7 million meals above the previous year's performance This program helped reduce hunger in Canada and increase awareness of the issue of hunger locally, provincially and nationally	Provide 10 million meals for Canadians in need Partner with food banks and customers to generate donations to food banks and feeding programs across the country, and establish initiatives that will facilitate food waste reduction and food recovery
Number of partners involved in FCC Drive Away Hunger Target: Maintain partnerships	279	255	205		
Number of schools involved in FCC Drive Away Hunger Target: Maintain participating schools	409	401	390		

(GRI 201-1, 103-3)

PERFORMANCE TRENDS: We partner to reduce hunger and enrich rural Canada					
Measures	2017-18 performance	2018-19 performance	2019-20 performance	Impact of 2019-20 performance	Future plans
Priority: Support the communities where our customers and employees live and work					
Number of community projects supported through the FCC AgriSpirit Fund, FCC Expression Fund and FCC Regina Spirit Fund Target: Award $1.5 million through AgriSpirit Fund with a minimum of 25% to sustainability projects 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	106 FCC AgriSpirit Fund: 78 FCC Expression Fund: 10 FCC Regina Spirit Fund: 18	128 FCC AgriSpirit Fund: 84 FCC official languages funding[14]: 23 FCC Regina Spirit Fund: 21 70% of funded projects were for sustainability	133 FCC AgriSpirit Fund: 94 FCC official languages funding: 24 FCC Regina Spirit Fund: 15 80% of funded projects were for sustainability	FCC AgriSpirit Fund and dollars donated to charities and non-profit organization targets were met, and the number of sustainability projects receiving funds exceeded the target amount This funding initiative helped charities and non-profit organizations across Canada make life better in their communities	For FCC's AgriSpirit Fund to provide consideration to sustainability projects and award $1.5 million across Canada
Total dollars donated to charities and non-profit organizations Target: Donate $3.6 million to Canadian charities, non-profit organizations and communities 2 ZERO HUNGER	$3.9 million[15]	$4.3 million	$4.2 million		Donate $3.6 million to Canadian charities, non-profit organizations and communities

14 The FCC Expression Fund no longer exists. However, the same amount of funding is still being used to fund official languages projects across the country.
15 This total includes dollars invested through the FCC AgCrisis Fund.

(GRI 201-1, 103-3)

PERFORMANCE TRENDS:
We partner to reduce hunger and enrich rural Canada

Measures	2017-18 performance	2018-19 performance	2019-20 performance	Impact of 2019-20 performance	Future plans
Priority: Demonstrate unwavering support and commitment to customers					
Number of customers supported by the FCC AgCrisis Fund	347	287	233	FCC will continue to ensure customers receive funding to help support their families and operations in the short term during times of crisis	To continue to enhance the customer experience by supporting our customers in times of crisis
Priority: Support employee volunteerism					
Dollars donated to charities and non-profit organizations via the FCC Employee Volunteer Program	$105,045	$85,994	$93,000	Employees received the encouragement and support needed to give back to the charities and non-profits they're passionate about to enhance their communities	Fund all eligible employee requests via the FCC Employee Volunteer Program in 2020-21
The number of employees who volunteer each year for the United Way Season of Caring[16] Target: 950 employees	n/a	911	1,010 employees	Target number of employees and volunteer hours were met FCC increased positive impact to communities by seeing more employees volunteer within their local communities	
Employee volunteer hours Target: 2,800 hours	n/a	n/a	3,566 hours		Track the number of paid hours by FCC employees

16 New measure in 2018-19.

(GRI 201-1, 103-3)

PERFORMANCE TRENDS: We partner to enrich rural Canada					
Measures	2017-18 performance	2018-19 performance	2019-20 performance	Impact of 2019-20 performance	Future plans
Priority: Contribute to the safety of the industry					
Number of people trained through the Ag Health and Safety Alliance (AHSA) – Gear Up for AG Health and Safety Program[17] Target: Partner with Ag Health and Safety Alliance by expanding the program to new colleges across Canada in 2019-20	n/a	950 students at six post-secondary institutions	700 students at seven post-secondary institutions	FCC met our target by expanding the number of colleges where the program was offered – classes were smaller than the previous year, which explains the difference in the number of students reached FCC is committed to investing in awareness and knowledge of agriculture safety All of FCC's agriculture safety initiatives will allow producers to have the skills to keep themselves, their families and their employees safe while working in their operations	Continue to partner with Ag Health and Safety Alliance by expanding the program to new colleges across Canada in 2020-21
Dollars invested in agricultural safety	$162,500	$160,000	$170,000		Continue to strengthen relationships with agriculture safety partners across Canada
Number of people helped through Back to Ag	1	6	2		Continue to provide funding for the Back to Ag program throughout the year

17 New measure in 2018-19.

(GRI 201-1, 103-3)

PERFORMANCE TRENDS:
We partner to enrich rural Canada

Measures	2017-18 performance	2018-19 performance	2019-20 performance	Impact of 2019-20 performance	Future plans
Priority: Promote career opportunities and enhance public trust in the agriculture and agri-food industry					
Dollars invested in education in agriculture	$243,000	$234,300	$385,700	The target attendance at the live engAGe! events was not met due to the COVID-19 pandemic – events were held in Montreal and Vancouver, but the Toronto event had to be postponed More students in Canada have a better understanding of the agriculture and agri-food industry and where their food comes from – students are also exposed to career opportunities in the agriculture and agri-food industry	FCC continues to promote career opportunities and enhance public trust in the agriculture and agri-food industry FCC plans on continuing support to the Agriculture in the Classroom Canada pilot program – Educator's Agriculture Tour, however these are currently postponed due to COVID-19 engAGe! events in 2020-21 have been cancelled due to COVID-19 FCC plans on continuing sponsorship to 4-H Canada to support national, provincial and local initiatives
Number of students reached through Canadian Agriculture Literacy Week[18]	38,345	n/a	n/a		
Pilot live engAGe! events with Agriculture in the Classroom in Vancouver, Montreal and Toronto Target: minimum 1,500 student attendees	n/a	FCC is investigating a new measure around number of students attending live engAGe! events in Canada	810 students and 23 teachers attended		

18 As of 2018-19, FCC is no longer the presenting sponsor of Canadian Agriculture Literacy Week and therefore we no longer measure student reach.

What we stand for

Our commitment: We operate sustainably and support our customers to do the same.

We're committed to the success of the Canadian agriculture and agri-food industry for generations to come. We care about the environment, and with 100 offices located across the country, we work to reduce our operational footprint. With global population growth, resource scarcity and increasing sustainability expectations from the public, a sustainable agriculture and agri-food industry is vital to the success of FCC, the industry, our customers and our planet (UN SDG 12: Responsible Consumption and Production).

Material issues

OPERATIONAL FOOTPRINT
(GRI 301, 302, 305, 103-2)

Like many organizations, our success is inevitably linked to environmental issues. Human-made climate change and other global megatrends – including resource scarcity and population growth – all have an impact on our business, our customers and our communities. With 100 office locations across Canada, managing our operational footprint and being an environmentally responsible organization is important to us. In fact, we speak directly to it in our corporate values.

In 2017-18, we set aggressive greenhouse gas (GHG) emission reduction targets. Our goal is to reduce our scope 1, 2 and 3 emissions by the equivalent of 40% by 2025, based on 2012 levels. Our 2012 baseline levels were 8,386 tonnes of

carbon dioxide equivalent (CO_2e), and our target is to reach 5,032 tonnes of CO_2e by 2025. To reach this target, we're working to reduce our emissions by 307 tonnes of CO_2e every year from 2017-18 to 2024-25.

Our internal efforts reinforce our corporate commitment to the environment, and we call on all employees to look for ways to make FCC more environmentally efficient. Many of our employees have taken this challenge to heart and actively use recycling stations at work, turn off lights and audiovisual equipment when leaving a meeting room and participate in other environmental initiatives such as carpooling and biking to work.

FCC's corporate office in Regina, which accounts for over one-third of our total square footage, uses a sophisticated building automation system to continuously monitor and control all the heating, ventilation and air conditioning systems as well as some lighting systems. This enables the building to automatically respond to changes in outdoor

temperature, indoor comfort conditions and air quality. The buildings are also continually upgraded with LED lighting and energy-efficient washrooms to reduce energy and water waste. Over the past year, our corporate office buildings were equipped with on-demand energy monitoring technology that allows us to receive real-time energy usage information and respond quickly to unforeseen fluctuations.

With field offices located across the country, many in rural Canada, our employees need to travel to serve our customers and keep operations running efficiently and smoothly. We measure emissions produced by our business travel (air and vehicle). Employees are encouraged to travel only when necessary, and to look for ways to bundle meetings so that air and vehicle travel is optimized.

Employees are also encouraged to consider whether video or teleconferencing is a viable option in place of air travel. Our goal is to offer cost-effective and environmentally sound transportation choices. In 2019-20, air travel decreased by over 16% over 2018-19, while vehicle travel increased by 2%. In keeping with our environmental targets and focus on emission reductions, we'll continue monitoring and encouraging employees to travel less throughout the year.

As a financial institution, we create documentation throughout our business activities. We measure our paper consumption each year and encourage conservation efforts through initiatives such as our recycling program, encouraging double-sided printing, printer hardware and software upgrades and simply reminding employees to only print when necessary.

We continue to make ongoing investments in digital solutions for both our customers and employees. One example is leveraging digital documents and signatures where possible versus the traditional pen and paper, with the overall goal to facilitate business anywhere, anytime, on any device, with a lower environmental footprint. In the past few years, we've provided all employees with new laptops. In addition to encouraging collaboration, the laptops and Microsoft Office 365 features have the added benefit of reducing paper use at meetings as employees become more familiar with creating and sharing electronic documents.

The COVID-19 pandemic introduced FCC to a new way of conducting business. Employees began working from home in mid-March and were equipped with videoconferencing capabilities. Employees and customers interacted virtually with minimal disruptions and quickly adapted to working and conducting business from home. The challenges presented by COVID-19 led to FCC being flexible and innovative. Many scope 1, 2 and 3 emissions were positively impacted because of the transition. Office energy, vehicle travel and paper usage were significantly reduced from mid-March onward, and air travel was halted.

FCC began work to communicate CSR successes and expectations, including environmental performance, in a more impactful way in 2019-20 under the umbrella of What We Stand For. This new CSR story is designed to engage and motivate employees to take action on many CSR-related topics, including environmental initiatives. One of the ways we talk about what we stand for is to reference operating sustainably and supporting our customers to do the same. We have more work to do in this area to continue to advance our own business practices and support our customers and the industry to do the same to ensure we're walking the talk.

The responsibility for managing FCC's operational footprint lies with the President and Chief Executive Officer.

SUSTAINABLE PRODUCTION OF CROPS

(FCC 13 103-2, 103-3)

With an ever-increasing focus on environmental issues and sustainability standards expected by consumers and retailers, a sustainable agriculture industry is vital to the success of FCC, our customers and the industry.

FCC exercises all reasonable care to safeguard the environment. We understand that agriculture plays an important role in addressing air quality, land usage and water protection challenges now and in the future and we want our customers to have the information they require to make educated decisions. FCC promotes environmental stewardship for our customers and the industry by developing and sharing tools, knowledge and environmental loan products to help them manage their environmental performance. As part of our loan approval process, we work with customers to review environmental risk through questionnaires, site inspections and assessment reports from qualified consultants. FCC also outlines our expectations in the Integrity Declaration signed by all customers we do business with. The Integrity Declaration refers to balancing business decisions with individual needs to achieve our vision of sustainable growth and prosperity for Canada's agriculture industry. It outlines our expectations related to topics such as environment, animal welfare, labour and society, and articulates who we will and will not do business with.

FCC's Enviro-Loan encourages sound environmental practices by deferring principal payments on environment-related projects or upgrades. And FCC's Energy Loan assists producers who want to use renewable energy sources on their farms to save money and become more self-sufficient by producing their own energy.

As a federal Crown corporation, FCC is also responsible to comply with the Impact Assessment Act where required. Our Environmental Risk Management policy provides the standards and criteria that employees need to follow throughout the lending process.

FCC's software program AgExpert Field provides producers the capability to track and manage data related to crop inputs such as seed, fertilizer, crop protection products, water, etc. The more readily available information producers have on inputs, the better they can make decisions that have positive financial and environmental benefits.

Over the coming year, FCC will be refreshing our three-year CSR strategy that will focus on enhancing our own internal practices to ensure we're operating sustainably and supporting our customers on their sustainability journey.

The responsibility for managing FCC's product and knowledge offerings, including AgExpert Software, lies with the Executive Vice-President and Chief Marketing Officer.

(GRI 102-48, 305-1, 305-2, 305-3)

PERFORMANCE TRENDS:
We operate sustainably and support our customers to do the same

Measures	2017-18 performance	2018-19 performance	2019-20 performance	Impact of 2019-20 performance	Future plans
Priority: Reduce our greenhouse gas (GHG) emissions and environmental impact					
Total GHG emissions in tonnes (t) carbon dioxide equivalent (CO2e)[19] Target: reduce emissions by 307 tonnes of CO2e per year until 2025	7,382 t CO2e office energy: 5,134 t air travel: 904 t vehicle travel: 988 t paper: 356 t	7,584 t CO2e office energy: 5,385 t air travel: 1,040 t vehicle travel: 930 t paper: 229 t	7,532 t CO2e office energy: 5,494 t air travel: 886 t vehicle travel: 948 t paper: 204 t	FCC met our annual target of reducing emissions by 307 tonnes of CO2e per year. By meeting our yearly target, FCC is supporting targets in the Federal Sustainable Development Strategy designed to reduce overall federal government emissions by 2025	To continue to focus on strategies to ensure we're reaching our target of 40% GHG emissions reduction by 2025, based on 2012 levels
Revenue in millions of Canadian dollars ($)	$1,339.0[20]	$1,622.3[20]	$1,764.4		
Tonnes (t) of carbon dioxide equivalent emissions (CO2e) per revenue in millions of Canadian dollars ($)	5.51 t CO2e / $ million revenue[20]	4.67 t CO2e / $ million revenue[20]	4.27 t CO2e / $ million revenue		
GJ of energy /FTE	33.5	34.4	27.5		

19 The GHG emissions are made up of CO2, CH4 and N2O from fossil fuel combustion and refrigerant-based HFCs, which is reported in terms of CO2e (carbon dioxide equivalent). The Global Warming Protocol (GWP) is based on Intergovernmental Panel on Climate Change (IPCC) Fourth Assessment Report. Organizational boundaries for FCC were established based on the operational control approach. Under this consolidation approach, all operations which are fully owned and/or controlled by FCC are considered to fall within the scope of the assessment. While FCC's leased spaces are owned by other parties, FCC maintains operational control of these facilities including HVAC system use, lighting and plug loads. In the interest of capturing the real impacts of FCC's operations, and in keeping with the industry common practice, these spaces have been included in the present assessment.

20 2017-18 and 2018-19 revenue and tonnes of CO2e emissions per revenue in millions of Canadian dollars have been restated. (GRI 102-48).

(GRI FCC 13, 103-3)

PERFORMANCE TRENDS: We operate sustainably and support our customers to do the same					
Measures	2017-18 performance	2018-19 performance	2019-20 performance	Impact of 2019-20 performance	Future plans
Priority: Develop and share tools, knowledge and environmental products					
Number of dollars loaned to customers who are advancing environmental practices[21] 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Energy Loan – $12.7 million Enviro-Loan – $0	Energy Loan – $2.1 million Enviro-Loan – $565,000	Energy Loan – $1.1 million Enviro-Loan – $0	Customers have access to financing to adopt new environmental and energy practices	To continue to measure number of dollars loaned to customers who are advancing environmental practices through these two loan products Gather feedback from customers on how FCC can support them in their sustainability journey
Priority: Identify and evaluate environmental risks[22]					
Number of new real property loans[23]	8,872	8,586	8,862	To protect the environment and mitigate identified risks, FCC conducts environmental assessments of all properties used by customers to secure financing[24]	To continue to require environmental assessments for each new real property loan

21 The Energy Loan and Enviro-Loan are niche products that enable our customers to increase the sustainability of their operations. Customers have the opportunity to use FCC custom loan products to advance their environmental practices. Customers also use other loan products for environmental purposes, depending on the overall need for financing.

22 To protect the environment and mitigate identified risks, FCC conducts environmental assessments of all properties used by customers to secure financing. The lending decision process also requires customers to provide written declarations that these properties are free from contamination. As a federal Crown corporation, FCC is also a federal authority with accountabilities under the Impact Assessment Act and its related regulations and instruments (together, the "IAA"). FCC complies with the requirements of the IAA if we finance a project that qualifies as a "designated project" under the IAA.
The IAA also states that federal authorities must not carry out or permit "projects" (as defined under the IAA) to be carried out on federally owned lands or outside Canada unless the federal authority determines the project isn't likely to cause significant adverse environmental effects (which means changes to the environment and the impact of these changes on the Indigenous peoples of Canada and on health, social or economic conditions) or the Governor in Council decides the effects are justified under the circumstances.

23 This number is a conservative estimate based only on new real property loans. Additional environmental risk assessments are also required in certain situations.

24 All FCC employees involved in real property loans are required to take training on our Environmental policy, environmental risk and mitigation measures to identify the environmental risk related to customer property.

FCC GREENHOUSE GAS EMISSIONS

(GRI 305-1, 305-2, 305-3)

We've been reporting our greenhouse gas (GHG) emissions since 2010-11. Our targets are based on 2012 levels. The CSR team analyzed the areas of FCC operations that impact the environment. The team looked at FCC's core business and used the GHG Protocol to evaluate environmental impacts and emissions according to scope. The 2019-20 GHG emission assessment is based on a representative sample of 81% of FCC's total office square footage. Based on this assessment, we determined that FCC's energy use from buildings, employee air and vehicle travel, and paper use have the most significant environmental impact:

- Our 2019-20 building results show an increase of 109 tonnes of carbon dioxide equivalent (CO_2e) compared with 2018-19 levels. Emissions increased from 5,385 tonnes of CO_2e in 2018-19, to 5,494 of CO_2e in 2019-20. This increase was the result of an increase in our office square footage of nearly 5% as well as a 13% increase in employees. Despite the increase, we've reduced our GJ of energy per full-time employee (FTE) by 20%.

- We decreased our air travel by 1,453,820 kilometres, a 16% decrease over 2018-19 levels (equal to 154 tonnes of CO_2e). The decrease was primarily due to two internal factors at FCC. We introduced internal benchmarks for reduction (where it made sense to do so) that encouraged employees to use videoconferencing and trip planning more strategically to lower the number of kilometres flown. As well, the COVID-19 pandemic and subsequent lockdown led to reduced travel for the months of February and March 2020.

- As part of our commitment to create a great customer experience, our employees drive to meet face-to-face with customers. We've actively encouraged employees who travel to carefully plan their routes to be as efficient as possible. In 2019-20, our CO_2e emissions increased by 18 tonnes (a 2% increase) compared to 2018-19. Our employees travelled 79,661 more vehicle kilometres in 2019-20 than the year before. This slight increase can be explained by the fact that our employee base also grew by nearly 13%. So, although the total kilometres driven was up slightly, our vehicle kilometres travelled per employee was down by 9.7%.

- Our paper usage decreased by nearly 11% year-over-year mostly due to employees using laptops for communication and collaboration as well as communication encouraging employees to print less. We've also introduced several digital enhancements for our customers, such as electronic documents and e-signatures, which reduce the amount of paper required for transactions.

(GRI 305-1, 305-2, 305-3)

(tonnes of CO_2 equivalent)	2017-18	2018-19	2019-20
Natural gas	1,407	1,559	1,285
Diesel	0.6	0.0	5.7
Propane	0.3	1.0	9.1
Gasoline	0.0	0.0	0.0
Fuel oil	0.0	0.0	0.0
Electricity	3,727	3,825	4,209
Air travel	904	1,040	886
Vehicle travel	988	930	948
Paper use	356	229	204
Total emissions	**7,382**[25]	**7,584**[26]	**7,532**[27]

25 2017-18: Based on an assessment of 59 out of 98 offices, representing 79% of FCC's total square footage.

26 2018-19: Based on an assessment of 50 out of 102 offices, representing 75% of FCC's total square footage. FCC had 97 offices as of March 31, 2019. However, due to moves and closures throughout the year, FCC accounted for emissions from 102 offices.

27 2019-20: Based on an assessment of 63 out of 101 offices, representing 81% of FCC's total square footage.

FCC EMISSIONS BY SCOPE
(GRI 305-1, 305-2, 305-3)

We measure and report our direct and indirect GHG emissions into three broad scopes according to GHG Protocol accounting principles:
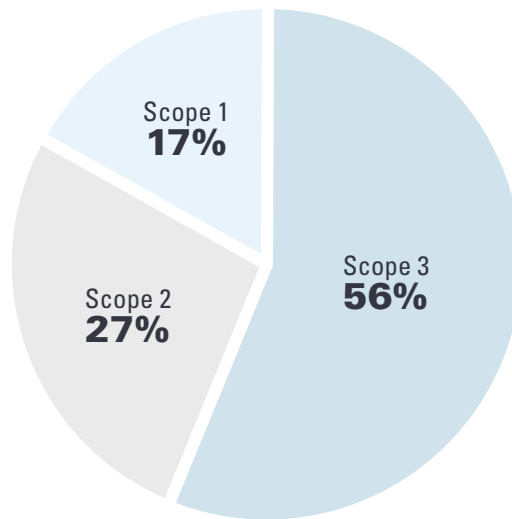
Scope	Emissions (t CO2e)	2017-18	2018-19	2019-20
Scope 1	Direct GHG emissions from sources that are owned and/or controlled by FCC (for example, on-site fuel combustion)	1,407	1,560	1,285
Scope 2	Emissions created from the consumption of purchased electricity that occurs off-site, but is still attributable to FCC's activities	3,727	3,825	4,209
Scope 3	Emissions from sources not owned or controlled by FCC, but still integral to FCC operations (for example, emissions attributable to airlines that employees use for business travel)	2,248	2,199	2,038
Total		**7,382**	**7,584**	**7,532**

FCC PAPER USE
(GRI 301-1, 103-3)

FCC paper use for full-time employee (FTE)	2017-18	2018-19	2019-20
Total paper use in tonnes (t)	264.7	169.7	151.5
Number of FTEs	1,872	1,948	2,198
Total paper use by weight in kilograms (kg) by FTE	140.7	87.1	69.0
Average post-consumer recycled content of paper (%)	11.5	10.6	10.7

FCC ENERGY USE
(GRI 302-1, 103-3)

FCC saw a 20% decrease in gigajoules (GJ) of energy per square foot, due to a combination of a warmer winter experienced across Canada, as well as an increase in square footage as a whole. The number of GJs per FTE decreased as well from 34.4 GJ/FTE to 27.5 GJ/FTE, or approximately 20%.

|	2017-18	2018-19	2019-20
Total energy use in gigajoules (GJ)	62,862	66,969	60,412
FCC energy use per full-time employee (FTE):			
Total direct energy use in GJ: share from renewable sources (%)[28]	30,111; 0%[29]	33,415; 0%[29]	27,410; 0%[29]
Total indirect energy use in GJ: share from renewable sources (%)[28]	32,751; 38.2%[29]	33,554; 37.0%[29]	33,002; 37.2%[29]
Number of FTEs	1,872	1,948	2,198
GJ of energy per FTE (GJ/FTE)	33.5	34.4	27.5
FCC energy use per office square footage (ft²):			
Total office square footage (ft²)	692,339	704,300	738,489
GJ of energy per square foot (GJ/ft²)	0.091	0.095	0.082
Heating degree days, Canada[30]	3,699	3,811	3,591

28 Renewable energy refers to hydro, solar, wind and tidal sources.
29 Source: Canada's Greenhouse Gas Inventory, "National Inventory Report: Greenhouse Gas Sources and Sinks in Canada 1990-2016." Greenhouse Gas Division, Environment Canada, April 2018. Available online at https://www.canada.ca/en/environment-climate-change/services/climate-change/greenhouse-gas-emissions/inventory.html
30 Source: Canadian Gas Association. https://www.cga.ca/natural-gas-statistics/

FCC OFFICE BUILDING ENERGY INTENSITY BY PROVINCE, 2019-20

(GRI 302-1, 103-3)
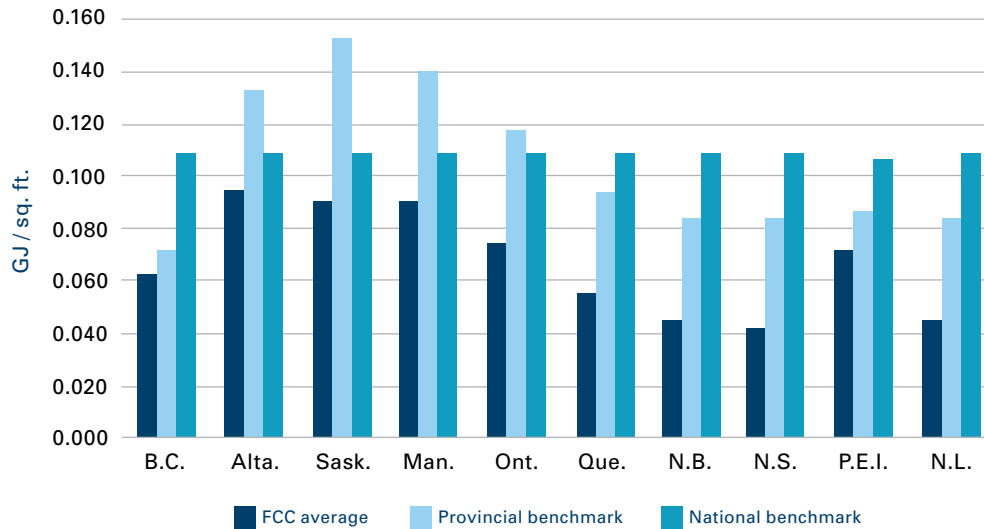
*Note: The national energy intensity benchmark has been adjusted according to an FCC-specific blended average based on FCC provincial office space distribution.

FCC is below the national energy intensity benchmarks in all provinces. The FCC energy intensity level is lower than all provincial benchmarks in all provinces except Prince Edward Island, where it's on par.

In 2019-20, there were 3,591 heating degree days (HDDs) compared to 3,811 the previous year, a decrease of nearly 6%. This decrease in HDD, which equates to a warmer winter than the previous year, contributed to FCC's overall GHG decrease.

HDD reflects the demand for energy needed to heat an office. It's derived from measuring the average outside air temperature and is compared to the minimum office temperature outlined in the Workplace Hazardous Materials Information System (WHMIS), which is 18° Celsius (C). HDDs are calculated by taking the high and low temperatures for a day, averaging them to form a single value, and then subtracting it from the minimum office temperature set by WHMIS. The number of HDDs for a day with an average temperature of -10°C would be 28 (for example, -10°C – (+18°C) = 28 HDDs). The number of HDDs can be calculated in a given year or month to provide a snapshot of overall climate variability.

MEETING OUR TARGET (GRI 305-1, 305-2, 305-3, 103-3)

To date, FCC has reduced our GHG emissions by 11% based on 2012 levels. Our progress is based on significant effort toward upgrading the energy efficiency of our facilities and encouraging behaviour changes around travel and paper use. We believe in making steady and sustainable progress toward meeting our goal.

To meet our target of a 40% total GHG emission reduction by 2025, based on 2012 levels, we must continuously reduce our carbon footprint by 307 tonnes of CO_2e per year. This year, we decreased our footprint by 52 tonnes of CO_2e due mostly to a warmer winter experienced across Canada. To reach our target of 307 tonnes of CO_2e, we purchased renewable energy certificates from Bullfrog Power to the equivalent of 966 tonnes of CO_2e. These efforts help us reach our target and effectively support the production of clean energy into Canada's energy grid.

GHG emission (in tonnes of CO_2e)

Internal reductions (52 t C02e)

Renewable energy certificates (966 t C02e)*

GHG emissions (in tonnes of CO2e)
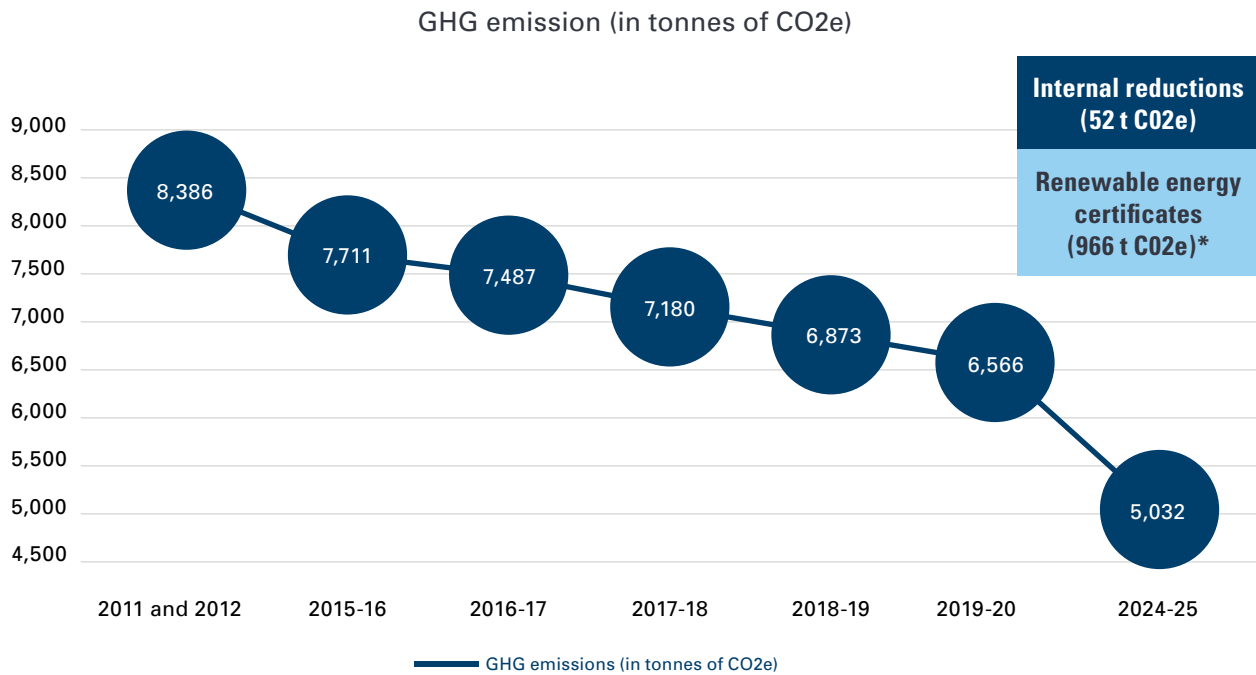
*   Each year the number of renewable energy certificates purchased is equal the reduction target goal of 307 tonnes minus FCC's internal reduction, along with the number of renewable energy certificates purchased in prior years.

About this report

OUR REPORT SCOPE AND BOUNDARY

(GRI 102-49)

FCC's annual CSR report provides our stakeholders with an overview of our economic, social and environmental performance. The 2019-20 report measures our CSR performance in our commitments under Who We Are and What We Stand For. The publishing of the 2019-20 report was delayed due to COVID-19. All reports are available online at fcc.ca.

This report doesn't include the performance of our business partners through FCC Alliances or FCC Ventures.

Scope, boundary or measurement methods applied in this report that have changed since 2018-19: There were no significant changes from the previous reporting period with the scope and topic boundaries.

OUR PROCESS

(GRI 102-54, 102-56)

This report has been prepared in accordance with GRI Standards: Core option and is not externally assured. Our GRI Standards Content Index, which lists the GRI indicators we report on, is on pages 80-89.

Our CSR team is responsible for planning, executing and reporting, with input from CSR working group members across the corporation, including Corporate Communication, Facilities and Administration, Finance, Human Resources, Information Technology, Law and Corporate Secretary, Risk Management, Marketing, Operations and Enterprise Strategy.

GLOBAL REPORTING INITIATIVE STANDARDS CONTENT INDEX

(GRI 102-55)

GENERAL STANDARD DISCLOSURES

GRI Standard	Disclosure	Page
GRI 101: Foundation 2016		
General Disclosures		
GRI 102: General Disclosures 2016	**Organizational profile**	
	102-1 Name of the organization	Page 6
	102-2 Primary brands, products and/or services	Pages 90-93 in this report; see fcc.ca (Financing)
	102-3 Location of organization's headquarters	Pages 6, 23
	102-4 Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	Pages 6, 23
	102-5 Nature of ownership and legal form	Pages 6, 23
	102-6 Markets served, including geographic breakdown, sectors served and types of customers/beneficiaries	Page 6 in this report, 46-47, 49 in the FCC 2019-20 Annual Report at fcc.ca/AnnualReport
	102-7 Scale of the reporting organization	Pages 23-24 in this report, 46-47, 49 in the FCC 2019-20 Annual Report at fcc.ca/AnnualReport
	102-8 Workforce breakdown	Pages 40-41

(GRI 102-55)

GENERAL STANDARD DISCLOSURES		
GRI Standard	Disclosure	Page and explanatory notes
GRI 101: Foundation 2016		
General Disclosures		
GRI 102: General Disclosures 2016	Organizational profile	
	102-9 Supply chain	Pages 27-28
	102-10 Significant changes during the reporting period to locations of operations and supply chain	Page 28
	102-11 Precautionary principle	Pages 22-23
	102-12 Externally developed economic, environmental and social charters and/or principles	Page 22
	102-13 Memberships of associations	Page 23 and the appendix in this report
	Strategy	
	102-14 Statement from the most senior decision-maker of the organization	Pages 3-5 and 9-10
	Ethics and integrity	
	102-16 FCC's values, principles, standards, code of conduct and ethics	Pages 7-8, 12, 23 and 30
	Governance	
	102-18 Governance bodies of FCC, including committees of the highest governance body and any committees responsible for decision making on economic, environmental, social impacts	Page 11 in this report, 14-19 in the FCC 2019-20 Annual Report at fcc.ca/AnnualReport

Stakeholder engagement	
102-40 List of stakeholder groups engaged by FCC	Customers, employees, communities, the agriculture and agri-food industry, shareholder and elected officials, the financial sector. Page 13
102-41 Employees covered under collective bargaining agreements	FCC has no employees who are covered under collective bargaining agreements
102-42 Basis for identification and selection of stakeholders with whom to engage	Page 13
102-43 FCC's approach to stakeholder engagement, including frequency and engagement type	Pages 14-16, 50-51
102-44 Report key topics and concerns that have been raised by stakeholder engagement and how FCC responded to those concerns	Page 17 and 33

(GRI 102-55)

GENERAL STANDARD DISCLOSURES		
GRI Standard	Disclosure	Page and explanatory notes
GRI 101: Foundation 2016		
General Disclosures		
GRI 102: General Disclosures 2016	Reporting practices	
	102-45 All entities included in FCC's consolidated financial statements	Primary production financing, agribusiness and agri-food financing, FCC Alliances, FCC Ventures, FCC Insurance, FCC Learning, FCC Management Software (AgExpert) See fcc.ca (Financing)
	102-46 Process for defining report content	Page 13 stakeholder engagement; pages 17-19 materiality
	102-47 Material aspects/topics and boundaries	Pages 20-21
	102-48 Restatements from previous reports	Pages 24, 71
	102-49 Significant changes in scope and aspect boundaries from previous reports	Page 79
	102-50 Reporting period	Fiscal year - April 1, 2019 to March 31, 2020
	102-51 Date of most recent report	November 2019
	102-52 Reporting cycle	Annual
	102-53 Contact point for questions regarding the report and its content	Pages 5, 6
	102-54 Claims of reporting in accordance with GRI Standards	GRI Standards: Core option, Page 79
	102-55 GRI Standards Content Index	Pages 80-89
	102-56 Report has been externally assured and FCC's policy and current practice with regard to seeking external assurance	Page 79

(GRI 102-55)

MATERIAL TOPICS

GRI Standard	Disclosure	Page and explanatory notes	Omissions
GRI 200: Economic Standard Series			
Community investments			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Page 20 Pages 59-62 Pages 63-67	XX
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Page 24 revenue generated and distributed; and pages 62-67 community investments	XX
Anti-corruption			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Page 20 Page 31 Page 31	XX
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Page 31	XX

GRI 300: Environmental Series			
Materials			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Page 21 Pages 68-69 Page 76	XX
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Page 76	XX
Energy			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Page 21 Pages 68-69 Pages 76-77	XX
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Pages 76-77	XX
Emissions			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Page 21 Pages 68-69 Page 78	XX
GRI 305: Emissions 2016	305-1 Direct greenhouse gas (GHG) emissions (scope 1)	Pages 71, 73-75	XX
	305-2 Energy indirect greenhouse gas (GHG) emissions (scope 2)	Pages 71, 73-75	XX
	305-3 Other indirect greenhouse gas (GHG) emissions (scope 3)	Pages 71, 73-75	XX

(GRI 102-55)

MATERIAL TOPICS

GRI Standard	Disclosure	Page and explanatory notes	Omissions
GRI 400: Social series			
Employment			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Page 20 Page 33 Pages 38, 45	XX
GRI 401: Employment 2016	401-1 Total number and rates of new employee hires and employee turnover by age group, gender and region	Pages 42-43	XX
Training and education			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Page 20 Pages 33-35 Pages 33-35	XX
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee, by gender and by employee category	Page 43	Information unavailable

Diversity and equal opportunity			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Page 20 Pages 35-36 Page 39, 45	XX
GRI 405: Diversity and Equal Opportunity 2016	405-1 Composition of governance bodies and breakdown of employees per category and by significant location of operations	Pages 43-44	XX
Customer privacy			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Page 20 Pages 29-30 Page 29-30	XX
GRI 418: Customer Privacy 2016	418-1 Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	Page 29-30	XX

(GRI 102-55)

NON-GRI MATERIAL TOPICS			
GRI Standard	Disclosure	Page and explanatory notes	Omissions
FCC 1 – Customer relationship			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Page 20 Pages 50-51 Page 58	XX
FCC 2 – Employee health and well-being			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Page 20 Pages 36-37 Pages 36-37	XX
FCC 3 – Executive and Board-level governance			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Page 20 Pages 11-12 Pages 11-12	XX
FCC 4 – Farm animal welfare			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Page 20 Page 46 Page 46	XX
FCC 5 – Financial access and inclusion			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Page 20 Page 48-49 Page 48-49	XX
FCC 6 – Financial literacy			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Page 20 Page 50 Page 50	XX

(GRI 102-55)

NON-GRI MATERIAL TOPICS (continued)

GRI Standard	Disclosure	Page and explanatory notes	Omissions
FCC 7 – Growing the next generation of agriculture			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Page 21 Page 47 Pages 52-58	XX
FCC 8 – Innovative technology			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Page 21 Page 32 Page 32	XX
FCC 9 – Responsible supply chain			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Page 21 Page 27 Page 27	XX
FCC 10 – Risk management			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Page 21 Page 25 Page 25	XX
FCC 11 – Stakeholder engagement			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Page 21 Page 13 Pages 14-16	XX
FCC 12 – Supporting entrepreneurship			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Page 21 Pages 47-48 Pages 52-58	XX
FCC 13 – Sustainable production of crops			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Page 21 Page 70 Page 70, 72	XX

FCC PRODUCTS, SERVICES AND PROGRAMS
(GRI 102-2)

The following is an extensive list of FCC's products, services and programs. Selecting any of the highlighted words will take you to further information on the FCC website.

Who we are

- We serve our customers through our 100 offices, located primarily in rural Canada.

- We provide employees with learning programs on how to apply FCC's cultural practices. The Culture Fundamentals program helps new employees understand what our culture is about and what is expected in terms of how employees behave and work together every day. New employees also can read about the culture and get information from their managers before they start the program. The Culture Plus program continues into its second year with a focus on strengthening and deepening our culture for all employees.

- We support the development of our leaders with the Leadership Transformation Program. This program is mandatory for all new leaders at FCC. The focus is on helping leaders develop an authentic leadership presence that inspires employees to do their best every day. The program includes classroom learning, coaching, and other development experiences to ensure leaders transfer their new way of being to the workplace every day.

- Our Summer Student Program provides students with work experience that helps prepare them for possible employment at FCC upon graduation. Within the program, there is a focus on hiring students from diverse backgrounds.

- The Indigenous Student Empowerment Fund helps Indigenous students attending one of five Saskatchewan post-secondary institutions achieve their educational goals while creating awareness about FCC as a potential employer. FCC provides a total of $50,000 to the fund to assist with expenses such as groceries, bus passes, childcare and damage deposits, so students will be able to spend more time focused on school and less time worrying about financial stress.

- Our employee-led Indigenous Affinity Group helps us strengthen our shared understanding of diversity in our workplace and community. The group creates a safe, supportive and inclusive sense of community for members. Members of the group also represent FCC at events in the community.

- To support employees in creating a work environment that is respectful of differences, we offer online diversity awareness training for new employees. This required training provides learners with awareness, knowledge and strategies on providing equitable service to our customers and employees and creating positive conversations in the workplace about diversity.

- To increase FCC's visibility among members of the four designated groups, we sponsor various ethno-cultural community events and maintain our presence at universities, colleges and career fairs across the country.

- To provide superior service in both official languages, we offer language training programs for employees in bilingual positions.

- Our Employee and Family Assistance Program enables employees and their families to access confidential counselling, advisory and information services.

- Our FCC Health and Safety Policy Committee, made up of management and employee representatives, ensures safety is top of mind throughout the corporation.

- Our internal learning programs help employees efficiently gain the skills and knowledge they require to be successful in their positions, and include a combination of foundational and point-of-need learning.

- Our FCC Employee Crisis Fund is cost-shared with employees and allows us to show compassion as well as extend financial help to co-workers facing difficult circumstances.

What we stand for

We contribute to the strength and future of the agriculture and agri-food industry

- We provide our customers with products and services tailored to their unique needs. Customers can choose lending options that match their business plans and goals.

- We partner with agribusiness and agri-food producers to expand into new markets, improve efficiency and capacity, adopt new technologies and take advantage of opportunities.

- We offer a convenient online service that allows customers to access up-to-date information about their online accounts and loan payment schedules.

- We work with national and regional industry associations to strengthen and grow the agriculture and agri-food industry. This includes participating in events and meetings to share knowledge and solicit input and feedback on issues facing the industry.

- We help build success for young farmers with products such as the FCC Young Farmer, FCC Young Entrepreneur and Transition loans. Our Starter Loan helps young borrowers involved in the agriculture sector access the financial capital and knowledge they need to start and grow their businesses.

- Our Women Entrepreneur Program supports women entrepreneurs involved in the agriculture and agri-food sector by providing the capital they need to grow their business, along with the meaningful skill development opportunities they're seeking.

- Our valuable agricultural news and information is offered free of charge and includes AgriSuccess, Farmland Values Report, FCC Ag Economics Reports and FCC Knowledge Newsletter.

- FCC offers free learning events for anyone involved in Canadian agriculture, including FCC Ag Knowledge Exchange, FCC Showcase, Ignite: FCC Young Farmer Summit, agriwebinars and FCC AgExpert events. FCC also provides an extensive amount of information, including workshops and articles, on our public website.

- FCC AgExpert is Canada's leading farm management software for producers and gives our customers easy-to-use tools to plan, manage and grow their businesses.

- We're a national and provincial sponsor of 4-H Canada and we provide local funding through the FCC 4-H Club Fund.

- We advance mental health issues through knowledge and partnerships designed to support Canadians involved in farming and rural Canada. Through collaboration with mental health experts, we developed *Rooted in Strength*, a resource booklet that was distributed to rural mailboxes and is available online and upon request for mental health training sessions.

- Since 2006, we've hosted Canada's largest agriculture research panel through FCC Vision. The panel has approximately 4,000 members who share their ideas and opinions about Canadian agriculture and how FCC can serve this exciting, growing industry. FCC Vision panelists are from all levels of production, agribusiness and agri-food, or have a business associated with agriculture.

We partner to reduce hunger and enrich rural Canada

- Our flagship community investment program, FCC Drive Away Hunger, focuses on reducing hunger in Canada.

- Through the FCC AgriSpirit Fund, we give $1.5 million in annual funding to rural registered charities and non-profits across Canada.

- Our FCC Regina Spirit Fund is an annual $150,000 fund that supports community enhancement projects in Regina.

- Our employee volunteer program includes employee volunteer monthly draws, community team volunteer projects and an employee matching donation program.

- We help producers keep safety top of mind by presenting Canadian Agricultural Safety Week in partnership with the Canadian Agricultural Safety Association, the Canadian Federation of Agriculture and Agriculture and Agri-Food Canada.

- In partnership with the Canadian Agricultural Safety Association and the Rick Hansen Foundation, our Back to Ag program enables injured farmers and agricultural workers to apply for funding to purchase specialized equipment or adapt existing equipment to get them back to working in agriculture.

- In partnership with Ag Health and Safety Alliance Canada, we fund Gear Up for Ag Health and Safety, a safety-related training course offered to students in agriculture-related fields at various agricultural colleges across the country.

- The FCC AgCrisis Fund allows employees to request support for individual customers facing difficult times, such as a serious illness, fire or farm accident

- We support agriculture education by working in partnership with Agriculture in the Classroom Canada to fund engAGe!, a new series of learning events designed to engage high school students in careers in agriculture. FCC also sponsored a pilot program with Agriculture in the Classroom Canada called the Educator's Agriculture Tour (EAT). The EAT pilot engaged teachers by providing tours of agriculture and agri-food facilities in their region while promoting a variety of careers of interest for their high school students.

- We create meaningful employment opportunities at FCC for graduates of the University of Regina's Campus for All program. Campus for All is a four-year inclusive post-secondary experience for adults with intellectual disabilities. When the students become work ready (during or at completion of their studies), the Campus for All program partners with Creative Options Regina (COR) and the 4to40 initiative to help find them customized employment opportunities. COR has worked closely with FCC to match the abilities and interests of the student with meaningful, customized work at FCC.

- We invest a total of $50,000 to promote official languages across Canada and help residents express the cultural and linguistic diversity of their areas.

- Our FCC United Way campaign supports positive change in the communities where our employees live and work.

- Our Customer Support Programs are a regular part of our business and we encourage customers to contact us if they need assistance.

We operate and support our customers to do the same

- We measure the GHG emissions of our internal operations each year by collecting corporate-wide information on paper consumption, vehicle and air travel, and fuel and electricity consumption at our corporate and field offices.

- We promote carpooling through a program for corporate office employees and provide underground parking for cyclists.

- Our FCC Enviro-Loan and Energy Loan products help customers enhance their environmental performance and reduce environmental risks. We work with customers to assess their environmental risks through questionnaires, site inspections and assessment reports. FCC has accountabilities under the Impact Assessment Act and its related regulations and instruments (together, the IAA). FCC complies with the requirements of the IAA if we finance a project that qualifies as a designated project under the IAA.

- Our internal print shop is certified by the Forest Stewardship Council®, which means we ensure the paper we use is made from responsibly managed forests, both environmentally and socially, whenever possible. We continue to research the options available and we welcome the opportunity to try new environmentally sustainable paper when it's available. FSC® C014114

- FCC is part of the PrintReleaf program, which measures paper consumption and converts pages into real trees planted in global reforestation projects.

Appendix

MEMBERSHIPS OF ASSOCIATIONS
(GRI 102-13)

Visible, proactive sponsorship and support is provided through formal partnerships and/or multi-year agreements that enable FCC to connect with industry stakeholders and association members.

FCC has been building relationships with about 50 agriculture industry associations included among more than 250 associations we support across Canada each year. We continue to focus on our industry association strategy to strengthen existing partnerships and further engage with new groups, with the intent of growing relationships and awareness of industry opportunities and delivering value through knowledge and insights.

In addition to our industry partnerships, FCC is actively involved with a number of other organizations to advance our business practices, including CSR.

Our major partners include the following:

Ag Health and Safety Alliance

Agricultural Alliance of New Brunswick

Agriculture in the Classroom

Agriculture Manufacturers of Canada

Agriculture Producers Association of Saskatchewan

Alberta Federation of Agriculture

Alberta Milk

L'Association québécoise des industries de nutrition animale et céréalière

Atlantic Grains Council

Atlantic Outstanding Young Farmers

B.C. Agricultural Council

B.C. Greenhouse Growers' Association

B.C. Outstanding Young Farmers

Canadian Agriculture Human Resource Council

Canadian Agri-Food Policy Institute

Canadian Agricultural Safety Association

Canadian Association of Agri-Retailers

Canadian Association of Farm Advisors

Canadian Cattlemen's Association

Canadian Centre for Diversity and Inclusion

Canadian Centre for Food Integrity

Canadian Federation of Agriculture

Canadian Horticultural Council

Canadian Poultry and Egg Processors

Canadian Produce Marketing Association

Canadian Red Cross

Canadian Roundtable for Sustainable Beef

Canadian Roundtable for Sustainable Crops

Canadian Young Farmers Forum

Chartered Professionals in Human Resources Saskatchewan

Chicken Farmers of Canada

Conference Board of Canada

Dairy Farmers of Canada

Dairy Farmers of Manitoba

Dairy Farmers of Ontario

Dairy Farmers of P.E.I.

Do More Agriculture Foundation

Egg Farmers of Canada

Farm and Food Care

Farm Management Canada

Fédération de la relève agricole du Québec

Food and Beverage Canada

Food Banks Canada and other provincial food bank associations

Food Processors of Canada

4-H Canada

Grain Growers of Canada

Hospitals of Regina Foundation

International Association for Human Resources Information Management

Institute of Performance and Learning

Keystone Agriculture Producers Inc.

Le Conseil de la transformation alimentaire et des produits de consommation

Manitoba Outstanding Young Farmers

National Farm Animal Care Council

Newfoundland Federation of Agriculture

Nova Scotia Federation of Agriculture

Ontario Federation of Agriculture

Ontario Outstanding Young Farmers

PEI Federation of Agriculture

Pulse Canada

Red Cross

Saskatchewan Diversity and Inclusion Network

Saskatchewan Outstanding Young Farmers

STARS (Shock Trauma Air Rescue Society)

The eLearning Guild

L'Union des producteurs agricoles

United Potato Growers of Canada

United Way

Western Canadian Wheat Growers Association

Western Equipment Dealers Association

World at Work

In pursuit of being a good corporate citizen, FCC partners with:

The Conference Board   Le Conference Board
of Canada   du Canada

KINCENTRIC>
Best Employer

CANADA 2019

Canadian | My Canada
human rights | includes
commission | everyone.

CCDI
Employer Partner

We post our CSR report online at fcc.ca to help reduce our impact on the environment. Our current and past CSR reports are available in English and French.

To provide feedback about this report or FCC's CSR efforts, email us at csr@fcc.ca.