



Freshwater Fish Marketing Corporation

Corporate Plan FY2023/24 to FY 2027/28

1. Executive summary	3
2. Overview	4
3. Operating environment	7
4. Objectives, activities, risks, expected results and performance indicators.....	10
5. Financial overview	12
Appendix 1 – Ministerial mandate letter or direction.....	13
Appendix 2 – Corporate governance structure	14
Appendix 3 – Financial statements	16
Appendix 4 – Risk and risk responses	19
Appendix 5 – Compliance with legislative and policy requirements	20
Appendix 6 – Government priorities and direction	22

1.0 Executive summary

The Freshwater Fish Marketing Corporation (FFMC) has played a pivotal role in meeting the unique needs of Canada's commercial inland fishery for over 50 years. The Corporation's purpose remains true to its 1969 legislated mandate in its current mission statement: *To maximize long term returns to commercial fishers through securing supply, creating an orderly market, promoting international markets, and increasing trade in freshwater fish.*

Canada's commercial inland fishery and FFMC have contributed to the economic prosperity of many fishing communities in western and northern Canada for over half a century. While FFMC has played a far-reaching role in the commercial inland fishery, conditions in the industry have changed. In 2011, the Province of Ontario withdrew from the *Freshwater Fish Marketing Act (FFMA)*, followed by Saskatchewan in 2012 and Manitoba in 2017. These provinces no longer require fish harvesters within their jurisdictions to supply their fish to the FFMC. This has resulted in an open-market supply environment for fish.

Recognizing these industry changes, in 2017 the Government of Canada began to assess transforming ownership and governance of the FFMC to better reflect the environment and market conditions of today's inland fishery. Inputs were gathered from industry stakeholders including fish harvesters, communities which rely on freshwater fisheries, Indigenous groups, and Provincial and Territorial governments to help determine a modernized and more competitive operating model for the FFMC. The Corporation is awaiting the Government of Canada's decision on a path forward. Until a final decision on the future of the Corporation is made, FFMC will strive to maintain its role in Canada's freshwater fishing industry and meet its legislated mandate.

Financial Plan

FFMC's projected operating budget for FY2023/24 is \$76.5 million based on sales revenue of \$76.0 million. Total payments to fishers are forecast to reach \$34.3 million or 45% of sales revenue. Planned retained earnings are \$16.6 million on April 30, 2024. Forecasted total comprehensive loss is \$(0.8) million before provision for final payment and income tax.

Capital budget

The Corporation expects to spend \$5.6 million on capital investments in FY2023/24.

Borrowing Plan

The aggregate principal amount outstanding of borrowings during FY2023/24 are not planned to exceed \$39.4 million, which is below the maximum statutory limit of \$50 million.

2.0 | Overview

2.1 Corporate mandate

The Freshwater Fish Marketing Corporation ('FFMC', 'the Corporation', or 'Freshwater') is a federal Crown corporation established in 1969 under the *Freshwater Fish Marketing Act (FFMA)*, for the purpose of marketing and trading in fish, fish products, and fish by-products in and outside Canada.

The Corporation must conduct its operations on a financially self-sustaining basis, without parliamentary appropriations.

The Corporation purchases all fish legally caught and offered for sale in its mandate regions, which encompass Alberta and the Northwest Territories. These jurisdictions participate under agreements with the Government of Canada. The Corporation also purchases fish from outside its mandate regions under contracts with individual fishers or fisher cooperatives—specifically, from Saskatchewan and Manitoba, which were signatories to agreements with the Government of Canada until Saskatchewan withdrew from the *FFMA* in 2012 and Manitoba withdrew in 2017.

The Corporation has the exclusive right to the interprovincial and export trade of fish within its mandate regions, meaning that fishers and fisher cooperatives must sell all their fish to the Corporation, which in turn must buy the fish, unless the sales are local.

FFMC achieves its purpose by focusing on the specific activities set out in the *FFMA* and priorities set by the Government of Canada, which are:

- marketing fish in an orderly manner;
- promoting international markets for fish;
- increasing interprovincial and export trade in fish; and
- increasing returns to commercial fishers.

The maximization of returns takes into consideration the need to remain financially sustainable while reinvesting in capital assets and investing in initiatives to find new markets.

2.2 Public policy role

Until 2012, FFMC was Canada's exclusive agent for purchasing, processing, and marketing freshwater fish for the inland fishers of northern and western Canada.

With the withdrawal of successive jurisdictions from the *FFMA*, the Minister of Fisheries, Oceans, and the Canadian Coast Guard (the Minister) in September 2018 established an Advisory Panel (the Panel) to look at ways to transform FFMC so it remains modern and competitive in today's open market. The Panel reported on its findings in July 2019 and recommended that the collective interests of commercial fishers and stakeholders would be best realized through the establishment of a "New Fisher Organization" structured as a business federation of regional fisher groups and/or processors. Alternatively, the Panel identified that an Indigenous Economic Development Corporation may be a suitable option. Emphasis was placed on uniting harvester groups to be part of, and provide leadership in, a transformed entity. The Panel's full report is available at: <https://www.dfo-mpo.gc.ca/fisheries-peches/consultation/ffmc-cpea/transformation-ffmc-cpea-eng.html>.

In September 2019, the Minister appointed an Interlocutor who engaged with harvesters and stakeholders and convened the Interim Committee (IC) of Inland Fish Harvesters to advise him in his recommendations to the Minister. The report (found at: <https://www.dfo-mpo.gc.ca/fisheries-peches/initiatives/ffmc-cpea/interlocutor-report-rapport->

[interlocuteur-eng.html](#)) recommended that Fisheries and Oceans Canada (DFO) work with the IC to secure administrative and technical expertise to allow it to formalize its role in representing fish harvesters in Manitoba, Saskatchewan, and the Northwest Territories. In January 2021, the Minister announced a commitment to support the IC to explore transforming FFMC into a harvester-led entity. A decision by the Government of Canada on a path forward for the Corporation is pending.

2.3 FFMC Vision, Mission and Values

FFMC Vision

- To be an industry leader of premium-quality freshwater fish products through efficient supply chain management, value-added processing, and effective marketing.

FFMC Mission

- To maximize long-term returns to commercial fishers through securing supply, creating an orderly market, promoting international markets, and increasing trade in freshwater fish and supporting the following continuing principles:
 - Enable access to international markets;
 - Maximize returns to stakeholders; and
 - Support the long-term viability of the inland fishery in Canada.

FFMC Values

- **Fairness and respect for all:** Treating everyone with dignity and respect are principles guiding all the work we do.
- **Open, honest, and accountable relationships:** We will continue to be transparent and report on the results of our successes and failures.
- **Fisher-focused:** We will continue to develop our relationships with fishers across western and northern Canada.
- **Teamwork and innovation:** We will invest and develop through collaborative efforts.

2.4 Main activities, principal programs, and financial condition

The following is a description of FFMC's main activities:

Providing access to world markets for Canada's inland fishers — FFMC's reach extends worldwide in both food service and retail marketing channels. Freshwater is one of the world's largest and most consistent suppliers of wild-caught walleye, lake whitefish, mullet, and northern pike. Freshwater provides Canadian fishers access to global markets while reducing their risk by hedging foreign currency sales and managing receivables. Although FFMC is a limited player in the global fish and seafood market, the Corporation is a brand leader in several foreign markets.

Ensuring food safety and quality assurance for Canadian freshwater fish — FFMC's stringent handling, transportation, and processing standards ensure all products meet regulatory requirements. FFMC works closely with the Canadian Food Inspection Agency (CFIA) and customers to ensure its processing facility meets federal and customer requirements for food safety and quality.

Supporting fishers, employees, and customers throughout the supply chain — Commercial fishing is often one of the few primary economic opportunities available in the many remote and northern communities FFMC serves. In many communities where Freshwater operates delivery points, the fishery is the main opportunity for economic development. Many of these communities are predominantly Indigenous (First Nations and Métis). FFMC's presence fosters independent business ownership, increases employment in rural and remote regions of Canada and promotes other direct and indirect economic benefits for fishers, their families, and the wider communities in which they live.

Supporting the sustainability of freshwater fish stocks — Canadian freshwater fish, by virtue of the remote lakes from where they are caught, are an abundant resource. All species are wild caught from freshwater lakes in northern and western Canada. FFMC works with and supports regulators and governments to help monitor and contribute to maintaining long-term sustainable fish populations.

Orderly market and price maintenance — Freshwater buys all fish offered for sale either through its mandate or through fish-purchase contracts. FFMC balances wild-caught supply with market demand. For example, FFMC sells most of its products frozen, coordinating supply with demand and increasing returns to fishers.

Investing in processing infrastructure to meet fishery and market needs — FFMC has invested nearly \$20 million since 2010 in infrastructure, processing equipment and systems to add value to products and ensure food processing standards.

FFMC's activities are consistent with the Government of Canada's priorities. Additional details on FFMC's main activities, principal programs and financial condition are available in our most recent annual report at <https://www.freshwaterfish.com/reports/>.

3.0 | Operating environment

3.1 Economic outlook

The global economy is experiencing many turbulent challenges. Impacts from inflation, tightening financial conditions, geo-political conflicts and tensions, and the lingering COVID-19 pandemic are all affecting the Corporation's operations and performance. Monetary and fiscal policies are influencing demand for some of FFMC's products as interest rates are increased to lower inflation. The economies in some FFMC markets are in a growth slowdown or contraction.

Globally, growth is forecast to slow from 3.2 percent in 2022 to 2.7 percent in 2023. This will be the weakest growth profile since 2001 except for the global financial crisis in 2008 and the acute phase of the COVID-19 pandemic in 2020. A deceleration in economic activity is concerning for the Corporation in terms of demand and selling prices for our products.

3.2 External environment

Walleye supply

Increasing volumes of Lake Erie walleye are being aggressively marketed in all of FFMC's U.S. markets. Increased market supply of this species is placing downward pressure on walleye selling prices for the Corporation.

The open fish buying market in Manitoba

The competitive intensity for fish supply in Manitoba continues to grow.

The transformation of FFMC

To address industry changes to Canada's inland fishery, in 2017 the Government of Canada began to assess transforming ownership and governance of the FFMC to better reflect the environment and market conditions of today's inland fishery. Inputs were gathered from industry stakeholders including fish harvesters, communities which rely on freshwater fisheries, Indigenous groups, and Provincial and Territorial governments to help determine a modernized and more competitive operating model for the FFMC. The Corporation is awaiting the Government of Canada's decision on a path forward.

Manitoba quota buy back

In 2019, the Manitoba government initiated the opportunity for commercial fishers to voluntarily sell their Individual Quota Entitlement's (IQE's) back to the government to help assure the sustainability of fish populations in Lake Winnipeg. That year, 500,000 kilograms of IQE were bought back by the Government. The impact of the IQE buy back directly impacted FFMC. As a result, 500,000 kilograms of potential walleye deliveries have been removed from the commercial fishing industry in Manitoba. In December 2022, to address the sustainability of fish stocks in Lakes Manitoba and Winnipegosis, the Manitoba government announced plans to reduce the annual harvest pressures of walleye and sauger on these lakes which are currently harvested beyond their sustainable yield. The program is aimed to better position Lakes Manitoba and Winnipegosis to become eco-certified and ensure the long-term viability of the fishery on both lakes.

Revitalization strategy for Great Slave Lake

The Government of the Northwest Territories (GNWT) is constructing a new fish plant in Hay River in support of its strategy to revitalize the NWT commercial fishery. The strategy includes four overarching goals: increasing lake production on Great Slave Lake; increasing processing in the NWT by constructing a new fish processing plant in Hay River; growing the NWT market; and accessing export markets. The new Hay River processing facility is scheduled

to be operational for the 2023 fishing season. The Corporation is collaborating with Crown-Indigenous Relations and Northern Affairs Canada and consulting with Indigenous groups to divest of FFMC's processing facility and federal Crown land in Hay River.

3.3 Internal environment

FFMC is committed to operating with the highest quality and organizational effectiveness by providing commercial and economic development, assuring food security and safety while encouraging and shaping markets for Canadian freshwater fish exports throughout the world.

People and operations

FFMC employs 170 full-time production staff, adding to its workforce during peak delivery periods in June, September, and October. Fish from over 1,400 fishers across western and northern Canada are graded by contracted agents and corporate-owned field operation facilities at 46 delivery points. Management, operational, selling, and administrative staff in Winnipeg and at corporate-owned field agencies total about 110 people. On average, over the next five years, 430 people at peak operating times will support the purchasing, processing, administration, and marketing of western and northern Canadian freshwater fish. FFMC's human resource strategy contributes to the success of the organization by providing the guidance and support required to deliver best practices in the human resources field. Continued development of FFMC's human capital is a priority for the Corporation.

The Corporation's Talent Management Process (TMP) is a human resource tool utilized to manage employees' performance and develop and measure employees' ability to meet competency requirements, annual performance goals and strategic objectives. TMP is a constructive and meaningful tool used to manage FFMC's salaried staff, contributing to both the Corporation's and employees' success.

To address risks of employees leaving and in addition to training and competitive compensation and benefits, Freshwater utilizes succession plans and has designed development paths for key employees.

Health and safety

The Corporation demonstrates health and safety leadership by ensuring that:

- The Workplace Health and Safety Committee (WHSC) is active and fulfills its mandate;
- FFMC's internal occupational health and safety systems are following requirements under Occupational Health and Safety (OHS) Regulations of the Canada Labour Code Part II;
- There is continuous improvement through the annual scheduled review of OHS system programs and associated safe operating procedures, ensuring education and consistent enforcement of these programs throughout all levels of the Corporation;
- A forum exists to bring forth, discuss, and resolve all occupational health and safety concerns or complaints from FFMC employees in a timely manner, and establish realistic actionable solutions and timelines for resolution;
- All WHSC members actively participate in the implementation review, planning and amendment to work processes and procedures that may impact occupational health and safety;
- A monthly schedule ensures that a workplace inspection occurs at least once during the fiscal year; and
- An elevated level of communication between the WHSC Committee and FFMC senior leadership ensures action and accountability for all safety related matters.

Labour relations

FFMC engages in positive, mutually respectful relationships with its unions to enable the Corporation and its employees to be more successful. Quarterly labour management meetings are held between FFMC and union

leadership to discuss issues and strategies and share information. Continued engagement and building on existing relationships will continue in FY2023/24.

The Public Service Alliance of Canada (PSAC) represents five power engineers at FFMC. The collective agreement with PSAC employees expired on April 30, 2021. A new collective agreement was ratified by PSAC in October 2022.

Unifor represents fish processing and plant maintenance employees at the Corporation, constituting the majority of FFMC's work force. The current collective agreement between Unifor and the Corporation expires on May 1, 2024.

COVID-19 vaccination mandate alignment

In the fall of 2021, FFMC met the expectations of the Government of Canada to fully align its vaccination mandate with the *Policy on COVID-19 Vaccination for the Core Public Administration, Including the Royal Canadian Mounted Police*. In June of 2022, the Government of Canada announced the suspension of the policy. At that time FFMC suspended the vaccination mandate requirement. FFMC is prepared to adjust to any changes as this mandate may evolve in the future.

Employee engagement and enablement

FFMC provides guidance and empowers employees to continue to learn, develop, and have opportunities for necessary training to realize success. FFMC's employees are knowledgeable and experienced in their respective fields and within the industry. The Corporation invests in training to ensure that employees succeed at meeting FFMC's goals. FFMC administers mandatory ethics, respectful workplace and health and safety training regularly. The Corporation's compensation and benefits strategy is competitive and equitable in local labour markets to attract competent staff.

3.4 External reviews

The Office of the Auditor General of Canada in 2017 conducted a Special Examination to determine whether the Corporation's practices ensured that assets are safeguarded, that resources were managed economically and efficiently, and that operations were conducted effectively. Overall, the report found weaknesses and deficiencies in the oversight and management of the Corporation and in the way operations were conducted. Freshwater's Board of Directors accepted all four recommendations and have implemented corrective actions to address the concerns identified. The 2017 Special Examination and the Corporation's action plan in response are available on FFMC's website:

<https://www.freshwaterfish.com/wp-content/uploads/2021/06/SPECIAL-EXAM-Freshwater-Fish-Marketing-ENG-Mar15-2017-FINAL.pdf>

<https://www.freshwaterfish.com/wp-content/uploads/2021/08/Special-Exam-Detailed-Action-Plan-PACP-CHART.pdf>

4.0 | Objectives, activities, risks, expected results and performance indicators

4.1 Objectives and activities

FFMC will continue to advance its five strategic objectives and supporting initiatives to support the fishers of western and northern Canada. The Corporation's overarching goal is to maintain its role in Canada's freshwater fishery for the Government of Canada through the transformation process utilizing the following key strategies:

- **trusted brand of choice:** continue to be the trusted, preferred partner for fishers and customers.
- **operational excellence:** efficient processes, state of the art systems in logistics and supply chain management.
- **culture of performance:** confidence, optimism, and a sense of team supported by transparent communication.
- **diversification of revenue:** leverage core competencies in logistics, custom processing to access new sources of revenue.
- **maintaining value:** maintain the value of FFMC for the Government of Canada through transformation.

4.2 Risk overview

FFMC uses its risk management framework as a crucial mechanism for both mitigating the risks faced by the Corporation and identifying future opportunities. The mechanism ensures that risks are identified, assessed, managed, monitored, and reported on in a comprehensive manner. Management considers risks and opportunities at all levels of decision-making.

The Corporation's performance is influenced by factors including competitive pressures, economic conditions, volatility of fish deliveries and conditions in the markets where FFMC sells its products. Also, as a Crown corporation governed under a legislative framework, FFMC's performance could be impacted by changes to shareholder objectives or directions given by governing bodies. By systematically integrating risk management as a key process across the Corporation, FFMC strives to create value for fishers and to compete effectively in world markets. FFMC's seven major categories of risk are demand, strategic, financial, operational, people, resource supply and climate change.

Strategic risk is risk that prevents the Corporation from achieving its operating and strategic objectives. The external environment is monitored to discern if strategic changes are required to address emerging risks. Potential strategic risks are identified and assessed to risk criteria. The critical strategic risks identified in FY2023/24 are that FFMC remains a going concern pending a decision on its future by the Government of Canada and macro-inflationary cost increases that are difficult to recover through product selling prices in the short-term.

Demand risk is the potential for monetary loss due to differences between forecasted and actual customer revenue and volume. Sales volume and sales revenue forecasts may be impacted by many components including economic changes in markets where FFMC sells its fish, the financial position of customers, prices of alternative proteins relative to freshwater fish, and changing food service and retail consumer tastes and expectations. These and other demand risks could result in lost profit and unrealized sales opportunities for the Corporation, affecting inventory levels, processing efficiency and achievement of strategic objectives.

Financial risk as the term suggests is risk that involves monetary loss caused by elements impacting FFMC that may include market risk (foreign exchange risk and interest rate risk), credit risk (accounts receivable) and liquidity or cash flow risk.

Operational risk is risk associated with internal resources, systems, and processes used by the Corporation. The key operational risks facing FFMC include inherently inefficient practices, particularly the implementation of round fish

processing and roe extraction used in FFMC’s Winnipeg plant, aging plant infrastructure, the diversity and forms of species purchased, and the complexity of products sold.

People risk is the risk that employees do not follow FFMC’s procedures, processes, and policies, deviating from expected behaviour in a way that could damage the Corporation’s performance and reputation. FFMC maintains a governance structure that includes policies and procedures to guide employee conduct. Deteriorating employee satisfaction could lower motivation and engagement. A loss of organizational knowledge and skills due to employees leaving the organization without an effective succession plan is also a significant risk. Labour shortages are affecting the ability to fully staff the Winnipeg plant to meet processing volumes, especially during peak periods. Overall Winnipeg labour market competition and the attractiveness of FFMC’s fish processing environment compared to other working environments are having an adverse effect on FFMC’s ability to recruit and retain labour in all areas.

Resource supply risk refers to a material change in the volume of fish deliveries to FFMC. Competition for fish supply in the open market is fierce. Additional factors include but are not limited to the population and biomass of specific species, the state of freshwater fish stocks in FFMC’s supply area lakes, and limitations on catch levels determined by annual administered quotas.

Climate change risk is the risk that long-term shifts from changes in temperatures and weather patterns impact fish volumes and the sustainability of fish species throughout FFMC’s supply area. FFMC’s freshwater fish supply chain will experience disruptions in the future related to the permanence of a changing climate.

4.3 Expected results and key performance indicator overview

FFMC uses a strategic management model as a framework to evaluate its performance and to define the major activities under critical business outcomes. For each outcome or objective, FFMC has developed initiatives and key performance indicators that represent success as described in section 4.1 Objectives and activities.

Outcome	Initiative	Performance indicator	FY 2023/24 target	FY 2027/28 target	Data strategy
Maintain value	Meet planned operational and financial commitments	Profit before final payment and income tax	\$(0.8) million	\$(0.6) million	Annual data from FFMC's financial systems
		% return to fishers	45.0%	42.0%	Annual data from FFMC's financial systems
		Retained earnings	\$16.6 million	\$15.1 million	Annual data from FFMC's financial systems
		Reduce expenses	Meet FY2023/24 operating plan of \$76.4 million	Meet FY2027/28 operating plan of \$77.6 million	Annual data from FFMC's financial systems
		Gross and net sales revenue	Meet FY2023/24 sales target of \$76 million	Meet FY2027/28 sales target of \$84 million	Annual data from FFMC's financial systems
		Direct labour efficiency	Meet FY2023/24 direct labour efficiency targets	Meet FY2027/28 direct labour efficiency targets	Annual data from FFMC's enterprise requirements planning systems
		Operational costs per kg	Meet targeted FY2023/24 operational costs per kg	Meet targeted FY2027/28 operational costs per kg	Annual data from FFMC's enterprise requirements planning systems
		Initial payments to fishers	\$34.3 million	\$37.2 million	Annual data from FFMC's financial systems
		Fish deliveries	11.7 million kilograms	11.6 million kilograms	Annual data from FFMC's fish purchases system
		Employee attendance	2% improvement over FY2022/23 actual	10% improvement over FY2023/24 actual	Annual data from FFMC's human resources systems
		Inventory level	Meet planned inventory targets	Meet planned inventory targets	Annual data from FFMC's financial systems

References to kilograms are in round equivalent weight (REW). REW is commonly used in the industry and is the weight of the fish as it was pulled from the water.

5.0 | Financial overview

Expected results for the plan period FY2023-24 to FY2027-28

As discussed in section 4.0, five strategic initiatives support FFMC's vision and mission. These initiatives and the corresponding strategic objectives form the basis for the financial plan. All other sections of the corporate plan form an integral part of the financial plan and should be read in full to obtain a comprehensive understanding of the projected financial results.

The financial plan and key assumptions reflect FFMC's assessment of the Canadian inland commercial freshwater fishery as outlined in section 3.0. The overall outlook for the fishery that FFMC supports in Canada will become increasingly demanding over the planning period.

Appendix 1 – Ministerial mandate letter or direction

FFMC mandate letter

During the last fiscal year, FFMC has not received a ministerial mandate letter or direction to confirm the alignment of the Government of Canada’s interests and expectations with the Corporation’s public policy objectives.

The *FFMA* includes provisions specifically addressing the role of the Corporation in the freshwater fishing industry in Canada. It states that FFMC should market fish in an orderly manner, increase returns to fishers, promote international markets, and increase interprovincial and export trade in fish. FFMC continues to provide the core activities of its legislated mandate. To meet its mandate, FFMC supports the orderly management of the freshwater fishery through planned harvesting, processing, and marketing strategies to optimize returns to commercial fishers.

To address industry changes to Canada’s inland fishery, in 2017 the Government of Canada began to assess transforming ownership and governance of the FFMC to better reflect the environment and market conditions of today’s inland fishery. Inputs were gathered from industry stakeholders including fish harvesters, communities which rely on freshwater fisheries, Indigenous groups, and Provincial and Territorial governments to help determine a modernized and more competitive operating model for the FFMC. The Corporation is awaiting the Government of Canada’s approval of a path forward. Until a final decision on the future of the Corporation is made, FFMC will continue to maintain its role in Canada’s freshwater fishing industry and meet its legislated mandate in the *FFMA*.

Appendix 2 - Corporate governance structure

Board of Directors

Freshwater is committed to maintaining a strong governance framework that guides our leadership and strengthens the reputation and value that we have earned across global and domestic markets. We are committed to meeting our legislated mandate, and to maintain the Corporation's role in the western and northern Canadian fishery for the Government of Canada.

The Board of Directors (the Board) has overall responsibility to oversee the management of the Corporation's business and affairs. In exercising its powers and performing its duties, the Board acts honestly and in good faith with a view to the best interests of the Corporation, which involves considering the interests of fishers, employees, and our sole shareholder, the Government of Canada, in accordance with our governing by-laws and applicable legislation.

To fulfill its stewardship responsibilities, the Board establishes and approves Freshwater's strategic direction through a five-year Corporate Plan, and reviews and approves major strategies and goals. It exercises due diligence by assessing risks and opportunities, ensuring the integrity of financial results, and providing timely reports to the Government of Canada.

The Board has eight available positions and as of January 31, 2023, consisted of seven Directors, including the President. While Alberta is a participating province under the *FFMA*, the Alberta director position remains vacant because Alberta closed its commercial fishery in 2014. The Board and its Committees hold in camera sessions at each of their meetings without the presence of management. From May 1, 2022, to January 31, 2023, the Board met 11 times.

Governance framework

In addition to the Board, FFMC's governance framework includes two standing committees to guide corporate decision-making, the Governance committee and the Audit and Risk Committee. The Board and its committees may hire independent advisors as necessary to discharge their duties and responsibilities.

The Governance Committee is responsible to assist the Board in its oversight duties by evaluating and recommending to the Board corporate governance practices applicable to the Corporation. The Governance Committee, among other things, helps the Board to ensure that FFMC management has established appropriate policies and procedures, and that they follow appropriate and best practices, respect the spirit and intent of relevant government guidance and goals, and comply with applicable legislation. The Committee also leads the Board in its review and assessment of the Board's performance.

The Audit and Risk Committee is responsible to assist the Board in discharging its oversight duties relating to: risk management, internal controls, financial reporting, the internal and external audit processes, FFMC's system of internal controls, compliance with FFMC's Foreign Exchange Hedging Policy, and compliance with laws and regulations.

Both committees of the board report the results of their activities to the board on a regular basis.

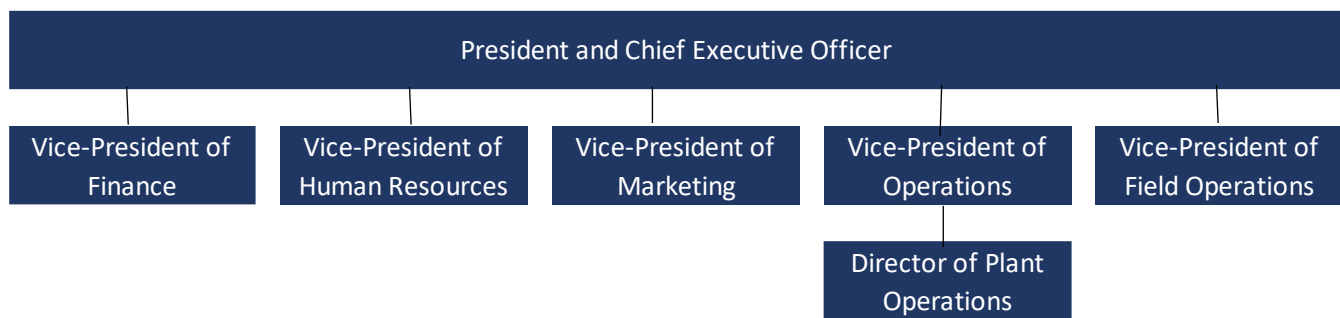
FFMC reimburses Board members for all reasonable out of pocket expenses incurred while performing their duties related to FFMC, including travel, accommodation, and meals. FFMC posts associated travel and hospitality expenses for Board members and senior leadership on its website monthly. The Corporation conducts weekly operational reviews, with senior management focusing on operational key performance indicators (KPI's) that include fish deliveries, material yield, labour efficiency, inventory management, accident frequency, absenteeism, and overtime levels. Progress against the Corporation's strategic goals is monitored and appropriate follow-up action is taken to meet

the objectives of FFMC’s strategic plan. Comprehensive monthly performance reviews with senior management and quarterly reviews with the Board focus on financial and species performance, field operations, fish deliveries, marketing performance, processing operations and human resources.

While the President receives an annual salary, the Chair of the Board earns an annual retainer and a per diem set by the Governor-in-Council pursuant to the *Financial Administration Act (FAA)*. Directors earn a per diem also set by the Governor-in-Council in accordance with the *FAA*.

Board member	Term	Committee membership	Committee meeting attendance to 2023.01.31	Board meeting attendance to 2023.01.31	Retainer (A)	Per diem (B)	Total remuneration (A+B)	Travel and related expenses
David Bevan	2018-03-26 - 2022-10-31	Audit and Risk	1/1	8/8	\$ 2,500	\$ 1,350	\$ 3,850	\$ 1,658
Karlene Debance	2021-07-01 - 2025-06-30	Governance	1/1	9/11	\$ -	\$ 1,375	\$ 1,375	\$ -
Thomas Colosimo	2019-06-19 - 2026-06-18	Governance	1/1	11/11	\$ -	\$ -	\$ -	\$ -
Vincent Crate	2019-06-19 - 2025-09-14	Audit and Risk	2/2	9/11	\$ -	\$ 1,719	\$ 1,719	\$ -
Dana Gregoire	2018-06-29 - 2023-06-28	Governance	1/1	10/11	\$ -	\$ 1,375	\$ 1,375	\$ -
Stanley Lazar	2017-04-12 -	The CEO is not a member of any specific Committee		11/11	The CEO does not receive separate remuneration for duties as a Board member			
Micah Melnyk	2018-06-29 - 2023-06-28	Audit and Risk	2/2	11/11	\$ -	\$ 1,787	\$ 1,787	\$ 3,738
Kevin Stringer	2022-11-01 - 2024-10-31	Audit and Risk	1/1	3/3	\$ 1,250	\$ 600	\$ 1,850	\$ 2,495

Senior Leadership Team (SLT)



The SLT consists of the President and CEO, five Vice-Presidents and one Director. Members of the SLT conduct themselves according to FFMC’s Code of Conduct and Conflict of Interest policies as well as ethical standards of business and professional and personal conduct. Information about the SLT is available on the Corporation’s website at <https://www.freshwaterfish.com/leadership/>.

Appendix 3 - Financial statements

Annual Statement of Comprehensive Income

FRESHWATER FISH MARKETING CORPORATION Annual Statement of Comprehensive Income (Loss) ('000's)	Forecast	Budget	Plan	Plan	Plan	Plan
	FY 2022/2023 1/May/2022 30/Apr/2023	FY 2023/2024 1/May/2023 30/Apr/2024	FY 2024/2025 1/May/2024 30/Apr/2025	FY 2025/2026 1/May/2025 30/Apr/2026	FY 2026/2027 1/May/2026 30/Apr/2027	FY 2027/2028 1/May/2027 30/Apr/2028
Delivered weight to customers (Kgs.)	6,386	6,845	6,982	6,982	6,982	6,982
Revenue	\$ 72,371	\$ 75,898	\$ 78,964	\$ 80,544	\$ 82,154	\$ 83,798
Cost of Sales						
Opening inventory of processed fish products	8,446	11,348	11,273	10,427	9,428	8,385
Fish purchases	31,745	34,351	35,038	35,739	36,454	37,183
Plant operating expenses	31,498	32,902	33,857	34,594	35,256	36,085
Depreciation of production assets	1,722	1,728	1,728	1,728	1,728	1,728
	73,411	80,329	81,896	82,488	82,866	83,381
Less ending inventory of processed fish products, net of write downs	-11,348	-11,273	-10,427	-9,428	-8,385	-7,296
	62,063	69,056	71,469	73,060	74,481	76,085
Gross profit on operations	10,308	6,842	7,495	7,484	7,673	7,713
Marketing and administrative expenses						
Salaries and benefits	3,287	3,189	3,253	3,318	3,384	3,452
Agent commissions, advertising and promotions	1,511	1,682	1,715	1,749	1,784	1,820
Other administrative costs	1,593	1,646	1,681	1,716	1,752	1,789
Finance costs	753	1,014	1,034	1,055	1,076	1,098
	7,144	7,531	7,683	7,838	7,996	8,159
Other income and expenses						
	1,084	83	175	175	175	175
	8,228	7,614	7,858	8,013	8,171	8,334
Profit before provision for final payment and income tax	2,080	-772	-363	-529	-498	-621
Provision for final payment	1,000	0	0	0	0	0
Income tax expense (recovery)	355	-190	-91	-132	-125	-155
	1,355	-190	-91	-132	-125	-155
Total comprehensive income (loss)	\$ 725	-\$ 582	-\$ 272	-\$ 397	-\$ 373	-\$ 466

Annual Statement of Financial Position

FRESHWATER FISH MARKETING CORPORATION

Annual Statement of Financial Position

	Actual	Forecast	Budget	Plan	Plan	Plan	Plan
	FY 2021/2022	FY 2022/2023	FY 2023/2024	FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
('000's)	30/Apr/2022	30/Apr/2023	30/Apr/2024	30/Apr/2025	30/Apr/2026	30/Apr/2027	30/Apr/2028
ASSETS							
Current							
Cash	21,480	1,500	1,275	1,000	1,100	1,150	1,200
Accounts receivable	7,175	12,114	13,145	13,727	14,339	14,981	15,655
Income taxes receivable	570	-	351	442	574	699	854
Inventory	10,811	13,705	13,630	12,827	11,828	10,785	9,696
Prepaid expenses	232	350	350	350	350	350	350
	<u>40,268</u>	<u>27,669</u>	<u>28,751</u>	<u>28,346</u>	<u>28,191</u>	<u>27,965</u>	<u>27,755</u>
Non-current							
Property, plant and equipment	18,687	19,336	20,125	21,588	22,336	22,384	22,332
Intangible assets	196	140	80	115	115	115	115
	<u>18,883</u>	<u>19,476</u>	<u>20,205</u>	<u>21,703</u>	<u>22,451</u>	<u>22,499</u>	<u>22,447</u>
Total Assets	<u>59,151</u>	<u>47,145</u>	<u>48,956</u>	<u>50,049</u>	<u>50,642</u>	<u>50,464</u>	<u>50,202</u>
LIABILITIES AND EQUITY							
Current							
Accounts payable and accrued liabilities	5,036	4,000	4,040	5,000	5,250	5,500	5,750
Accrued obligation for employee benefits	570	570	579	579	579	579	579
Income taxes payable	-	289	-	-	-	-	-
Provision for final payment to fishers	1,000	1,000	-	-	-	-	-
Term Loan	8,375	7,445	6,789	5,856	4,923	3,990	3,057
Working Capital Loan	25,500	13,920	18,234	19,572	21,245	22,123	23,010
Provision for environmental liability	25	25	-	-	-	-	-
Derivative-related liabilities	326	636	636	636	636	636	636
	<u>40,832</u>	<u>27,885</u>	<u>30,278</u>	<u>31,643</u>	<u>32,633</u>	<u>32,828</u>	<u>33,032</u>
Non-current							
Deferred tax liabilities	1,964	1,964	1,964	1,964	1,964	1,964	1,964
Accrued obligation for employee benefits	115	108	108	108	108	108	108
	<u>2,079</u>	<u>2,072</u>	<u>2,072</u>	<u>2,072</u>	<u>2,072</u>	<u>2,072</u>	<u>2,072</u>
Equity							
Retained earnings	16,240	17,188	16,606	16,334	15,937	15,564	15,098
Total Liabilities and Equity	<u>59,151</u>	<u>47,145</u>	<u>48,956</u>	<u>50,049</u>	<u>50,642</u>	<u>50,464</u>	<u>50,202</u>

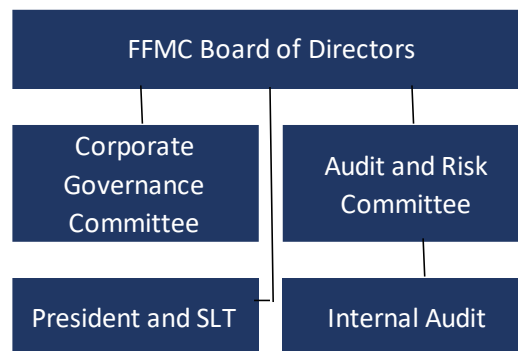
Annual Statement of Cash Flow

FRESHWATER FISH MARKETING CORPORATION Annual Statement of Cash Flows ('000's)	Actual FY 2021/2022 1/May/2021 30/Apr/2022	Forecast FY 2022/2023 1/May/2022 30/Apr/2023	Budget FY 2023/2024 1/May/2023 30/Apr/2024	Plan FY 2024/2025 1/May/2024 30/Apr/2025	Plan FY 2025/2026 1/May/2025 30/Apr/2026	Plan FY 2026/2027 1/May/2026 30/Apr/2027	Plan FY 2027/2028 1/May/2027 30/Apr/2028
Operating activities							
Comprehensive income (loss) for the year	-223	948	-582	-272	-397	-373	-466
Add (deduct) items not affecting cash:							
Future tax expense (recovery)	197	0	0	0	0	0	0
Depreciation and amortization	1,843	2,354	1,952	2,052	2,152	2,252	2,352
Fixed asset retirements	23	0	0	0	0	0	0
Write-down of inventory	231	355	355	355	355	355	355
Increase (decrease) in net derivative-related liabilities	-168	310	0	0	0	0	0
Increase (decrease) in provision for final payment to fishers	1,000	0	-1,000	0	0	0	0
Net changes in non-cash working capital:							
Decrease (increase) in accounts receivable	-1,096	-4,939	-1,031	-582	-611	-642	-674
Decrease (increase) in inventories	7,028	-3,249	-635	448	644	688	734
Decrease (increase) in prepaid expenses	-104	-118	0	0	0	0	0
Increase (decrease) in accounts payable and accrued liabilities	517	-1,036	1,040	960	250	250	250
Increase (decrease) in income taxes receivable/payable	-689	859	-640	-91	-132	-125	-155
Decrease in provision for environmental liability	-360	0	-25	0	0	0	0
Increase (decrease) in obligation for employee benefits	-48	-7	9	0	0	0	0
Cash provided by (used in) operating activities	8,151	-4,523	-557	2,870	2,261	2,405	2,396
Investing activities							
Additions to property, plant and equipment and intangible assets	-2,093	-2,947	-2,681	-3,550	-2,900	-2,300	-2,300
Proceeds on disposal of property, plant and equipment	0	0	0	0	0	0	0
Cash used in investing activities	-2,093	-2,947	-2,681	-3,550	-2,900	-2,300	-2,300
Financing activities							
Loans payable issued	15,300	5,545	4,314	1,338	1,672	878	887
Repayment of loans	-933	-18,055	-656	-933	-933	-933	-933
Cash provided by (used in) financing activities	14,367	-12,510	3,658	405	739	-55	-46
Increase (decrease) in cash during the year	20,425	-19,980	-225	-275	100	50	50
Cash at the beginning of the year	1,055	21,480	1,500	1,275	1,000	1,100	1,150
Cash at the end of the year	21,480	1,500	1,275	1,000	1,100	1,150	1,200

Appendix 4 – Risk and risk responses

The Board of Directors has overall responsibility for the establishment and oversight of the Corporation’s risk management framework. The Audit and Risk Committee assists the Board of Directors and is responsible for: review, approval, and monitoring of the Corporation’s risk management policies, including the development of a risk management program which involves establishing corporate risk tolerance; identifying and measuring the impact of various risks; and developing risk management action plans to mitigate risks that exceed corporate risk tolerance. The Audit and Risk Committee regularly reports to the Board of Directors on its activities.

Under the guidance of the Board of Directors and the Audit and Risk Committee, FFMC relies on effective leadership and engaged employees utilizing effective business tools and stakeholder engagement to ensure the disciplined execution of initiatives. It focuses on the identification and management of the key risks that could impact the achievement of FFMC’s strategic objectives. As part of its oversight process, the Audit and Risk Committee of the Board of Directors reviews Freshwater’s risk profile on a quarterly basis and actively contributes to the risk management process. FFMC’s risk management framework and practice are consistent with guidance issued by Treasury Board and are subject to review by internal audit. A register of risks is maintained and updated regularly; it evolves as new risks are identified and existing ones are mitigated.



Risks are identified with the assistance of external consultants through a thorough analysis of FFMC’s environment. Any existing mitigation to help reduce the likelihood or impact of the risk is considered and additional mitigation is identified where practicable for each risk. The risks and categories identified are not static and are reviewed regularly by the ARC. The review may identify new risks, may determine that risks have decreased through sufficient mitigation to reduce their likelihood or impact, or may determine that the risk level has increased due to changes in the environment. The ARC monitors management’s progress on implementing the mitigation plans for each risk. The ARC retains an external consultant to perform internal audits and report on management’s progress on risk mitigation plans.

Appendix 5 – Compliance with legislative and policy requirements

FFMC is governed by the *Freshwater Fish Marketing Act*. FFMC is also subject to other federal legislation. FFMC complies with Treasury Board policies, Governor in Council directives, ministerial directives, and other federal, provincial, and municipal legislation such as land titles, individual property, environmental protection, food safety, and occupational health and safety legislation. The following illustrates FFMC’s efforts to comply with legislation and directives to which it is subject.

Access to Information Act

FFMC processes requests received under the *Access to Information Act*. FFMC posts summaries of all ATIP records released on its website at <https://www.freshwaterfish.com/reports/>. The public may make an access request in writing, by calling, or by emailing the FFMC ATIP co-ordinator at ATIP@freshwaterfish.com.

Employment Equity Act

FFMC is committed to building a workforce that reflects the diversity of the Canadian workforce. FFMC maintains policies to ensure equitable employment opportunities are provided to all applicants. Our staffing policy ensures that recruitment and selection rules and tools are non-discriminatory and that applications are reviewed and evaluated based on objective and established criteria. FFMC is an inclusive workplace that strives to attract, hire, and retain talent from diverse backgrounds.

Conflict of Interest Act

FFMC ensures that Directors annually review and affirm their commitment to and compliance with the *Conflict-of-Interest Act*, the *Guidelines for Public Office Holders*, and the *Freshwater Fish Marketing Act*, as well as FFMC’s Code of Conduct policy through a formal process by providing conflict of interest declarations to Members.

Canadian Human Rights Act

FFMC conducts itself and provides experiences to its employees consistent with the expectations as set out in the *Canadian Human Rights Act*. FFMC has applicable policies such as a Code of Conduct, and policies pertaining to staffing, salary administration, violence in the workplace, harassment, and discrimination. FFMC also provides employees with a confidential means for disclosure through its Code of Conduct policy. FFMC’s staffing and recruitment policies consider equal opportunity initiatives for women, Indigenous peoples, and members of visible minorities.

Official Languages Act

FFMC strives to meet its commitments and obligations under the *Official Languages Act* and endeavours to balance its mandate of operating on a financially self-sustaining basis with spending requirements for bilingualism and compliance with Parts IV, V, VI and VII of the legislation.

Directive on Travel, Hospitality, Conference and Event Expenditures (DTHCEE)

Freshwater complies with the current DTHCEE and ensures compliance with Bill C-58 requirements, including the proactive disclosure of appropriate travel and hospitality expenses monthly. Controls include guidance and focused training, as well as oversight activities during the processing of claims.

Actual and projected travel and hospitality expenditures are in the following table:

TRAVEL AND HOSPITALITY	FY 2022/23 Plan	FY 2022/23 Forecast	FY 2023/24 Budget	FY 2024/25 Plan	FY 2025/26 Plan	FY 2026/27 Plan	FY 2027/28 Plan
Travel	218,000	273,000	315,000	315,000	315,000	315,000	315,000
Hospitality	35,000	23,000	25,000	25,000	25,000	25,000	25,000
Total Travel and Hospitality	253,000	296,000	340,000	340,000	340,000	340,000	340,000

Freshwater's travel expenditures involve supporting relationships with customers and fishers. FFMC continues to ensure that travel, hospitality, conference, and event expenditures are prudently managed with probity and represent the most economic and efficient use of funds given the nature of the activity in relation to the achievement of its mandate.

Trade agreements

Trade agreements continue to provide potential export opportunities for FFMC. FFMC supports the key principles that underpin the spirit of applicable trade agreements. Corporate processes and policies support FFMC's ongoing obligation to ensure compliance with applicable trade agreements including the Comprehensive Economic Trade Agreement (CETA), the Comprehensive and Progressive Trans-Pacific Partnership (CPTPP) and the Canada-United States-Mexico Agreement (CUSMA).

Canada Labour Code Part II and the Canada Occupational Health and Safety Regulations

FFMC is committed to providing a safe and healthy work environment for its employees. FFMC has a health and safety policy and comprehensive health and safety programs to identify, assess and control workplace hazards. These safety programs and practices are developed with the participation of the joint health and safety committee, management, and employees.

Pay Equity Act

The overwhelming majority of FFMC's employees are represented by collective agreements that incorporate pay equity legislation. As FFMC renegotiates its collective agreements, compliance with pay equity legislation is reviewed to ensure compliance. For FFMC's non-represented employees, compensation structure, job analysis and job descriptions include pay equity legislation and GBA+ considerations.

Government procurement obligations under trade agreements

FFMC maintains a corporate procurement policy to provide the Corporation with a flexible management framework that promotes the efficient, effective, open, fair, ethical, and transparent acquisition of goods and services while supporting its mandate and operational requirements.

Appendix 6 – Government priorities and direction

This appendix describes how FFMC's priorities and activities align with government-wide priorities and highlights notable activities in key areas. Government-wide priorities are outlined in the Speech from the Throne and the Budget Plan. FFMC contributes to government-wide priorities in the following ways:

Transparent and open government

FFMC is accountable and transparent to its shareholder and its stakeholders. The corporation adheres to legislative requirements regarding transparency and practises proactive disclosure of information on an ongoing basis. FFMC publishes on its website all annual and quarterly financial reports as well as the proactive disclosure of travel and hospitality expenses of Board members and the Senior Leadership Team. Detailed information is available on our website.

Access to information

As a federal Crown corporation, FFMC is subject to the *Access to Information Act (ATIA)*. The *ATIA* creates an enforceable right of access to records under the control of a government entity in accordance with the principle that government information should be available to the public. By providing access to government information, the *ATIA* serves the important public interest of enabling public debate on the conduct of government institutions, strengthening the accountability of government to its citizens.

Privacy

Privacy is of vital importance to Canadians and controlling the collection, use and disclosure of personal information has become a pressing issue. FFMC is subject to the *Privacy Act*, which is administered by the Office of the Privacy Commissioner of Canada. Under the *Privacy Act*, FFMC 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 that FFMC holds about them. Concerns or complaints about FFMC's privacy practices or its compliance with the *Privacy Act* can be escalated to the federal government's Privacy Commissioner, who acts as an independent authority to resolve privacy problems and oversee compliance with the *Privacy Act*.

Info Source

FFMC, along with all government institutions, is subject to the *Access to Information Act* and the *Privacy Act*. FFMC publishes an inventory of its information holdings as well as relevant details about personal information under its control. The Info Source inventory can assist the public in making an access to information or personal information request, or in exercising their privacy rights.

Code of Conduct and Ethics

Fairness, respect, and integrity are core values for FFMC. FFMC's Code of Conduct guides how employees operate and sets out the process to report violations of this code.

Access to fishers and Canadians

FFMC holds an annual public meeting to share financial and operational results as well as information on the future of the Corporation. The meeting is open and accessible to the public annually in November. FFMC continues to develop a strong social network in the Canadian inland fishery. Regular fisher meetings are held with agents, co-operatives, and fishers to share information and develop stronger working relationships. Through e-mail distribution and FFMC's website, information is shared with fishers that deliver fish to the Corporation.

Gender-based analysis plus

FFMC uses and considers GBA+ when developing policies, practices and negotiating collective agreements. Collective bargaining agreements for represented employees address gender-based biases and wage equality. Approximately

44% of FFMC employees identify as women and are paid equal wages. 51% of FFMC employees have recently immigrated to Canada bringing a diversity of cultural backgrounds. 16% of men and 6% of women employed by FFMC are Indigenous. FFMC is committed to supporting a workforce that reflects the diversity of Canada's population. This includes continuously reviewing and revising FFMC policies, practices, and behaviours to ensure the Corporation does not discriminate against individuals or groups and operates with inclusiveness. During its annual reviews of corporate policies, GBA+ data is reviewed to ensure compliance.

Diversity and employment equity

Diversity means a rich pool of backgrounds, abilities, strengths, and schools of thought working together. As a federal Crown corporation, FFMC is committed to building a workforce that reflects the diversity of its industry and of the Canadian workforce. FFMC is a welcoming and inclusive workplace that attracts and retains talent from diverse backgrounds. FFMC's diversity strategy supports the Government of Canada's commitment to diversity, and FFMC is working toward having a workforce that reflects the diversity of the industry and communities our employees work in. FFMC's Board of Directors has one Director who self-declares as Indigenous.

In terms of FFMC's broader diversity, FFMC employs up to 400 employees with peak employment in June and throughout September and October. Our workforce includes 44% women, 22% Indigenous, 3% persons with disabilities and 38% members of visible minorities. Individuals can identify in more than one equity group and all disclosures are voluntary.

Sustainable development and greening government operations

In Canada and abroad, the effects of climate change are becoming evident. Impacts such as coastal erosion, thawing permafrost, increases in heat waves, droughts and flooding, ecosystem changes, and risks to critical infrastructure and food and water security are being felt in Canada and globally. The Government of Canada's response to climate change requires action to reduce greenhouse gas emissions to the atmosphere and increase the resiliency of assets, services, and operations to adapt to the changing climate. Greening government operations support Canada's sustainability goals already established under the Paris Agreement on climate change and in the Pan-Canadian Framework on Clean Growth and Climate Change. It also contributes to objectives in the federal government's Greening Government Strategy, including those to reduce environmental impacts beyond carbon, including on waste and water.

In support of the Government of Canada's commitment to address climate change and reducing the environmental impacts of government, FFMC continues to implement sustainability initiatives. FFMC is recycling batteries, paper, cardboard, and printer cartridges. The Winnipeg processing facility uses recirculated water from the heat exchanger that would normally be discharged to melt ice in the winter months. FFMC is installing a wastewater treatment facility at the Winnipeg plant to mitigate the amount of effluent being discharged to the municipal sewer system. All lighting at the Winnipeg facility has been updated to LED. The Corporation utilizes an environmental waste management company to pick up oils, paints, filters and computers and contracts with another recycler for broken plastics such as totes, tubs, and pallets. New engines installed on the Poplar River barge were upgraded and now meet EPA commercial marine tier three exhaust emission standards.

FFMC is conducting a pilot project to divert industrial volumes of fish by-product away from landfill into an economically viable, sustainable, carbon friendly compost process. Five hundred metric tons of fish processing by-product will be used for the pilot utilizing a variety of recipes to determine the most economical recipe for composting FFMC fish processing by-product. The current disposal method is to send the waste to a landfill and bury the by-product. This method of disposal is costly and produces large volumes of methane gas. Composting will provide significantly higher environmental value as finished product that will be used for agricultural production. Further, conservative estimates are that FFMC could save up to \$800 per 25 metric tonnes using the new process. Carbon offsets would also be available to be utilized by the Corporation. The results of the composting pilot are expected in time for the spring 2023 fishing season.

Indigenous issues – consultations

Consultations with Indigenous peoples are occurring due to FFMC's action to divest of its assets in Hay River, NWT. Supporting the social and economic inclusion of Indigenous peoples is a priority for the Corporation. FFMC's role in fostering the inland Canadian fishery ensures that Indigenous communities and peoples have greater access to opportunities. Commercial fishing is often one of the primary economic opportunities available to residents in the many remote and northern communities the Corporation serves. In many communities where Freshwater operates delivery points, the fishery is the only opportunity for economic development. FFMC's presence fosters independent business ownership and increases employment in rural and remote regions of Canada.

Safe and respectful workplaces

As a federal employer, FFMC has an obligation to provide a workplace that is civil, respectful, and free of harassment. FFMC is committed to providing a harassment-free workplace and endeavours to provide a work environment that is supportive of the dignity and self-esteem of every person. FFMC is also committed to providing a violence-free workplace where any act of violence is unacceptable and will not be tolerated.

Factors that may contribute to violence or harassment in the workplace that FFMC is made aware of or that are reported are dealt with or investigated. Any deliberate acts of violence and harassment in the workplace by an employee is subject to discipline.

FFMC maintains a workplace violence prevention and respectful workplace policy to ensure that employees and management understand that disciplinary action will occur for those who commit or contribute to workplace violence or harassment. Those employees subjected to violence or harassment in the workplace understand there are procedures for recourse and that assistance and counselling is available. Employees and management understand that everyone has a responsibility to report factors that may contribute to violence or harassment in the workplace and that all incidents of workplace violence and harassment must be reported.

FFMC is committed to resolving workplace violence and harassment situations to the best of our ability and, if they cannot be resolved, having a third party investigate to arrive at conclusions and recommendations for corrective action. FFMC is also committed to using the required resources to prevent and to respond to incidents of workplace violence and harassment and communicating to employees any factors contributing to workplace violence and harassment. FFMC provides support for employees affected by workplace violence and harassment and does what is practical to achieve a violence-free and harassment-free workplace.

Ethical and sustainable supply chains

FFMC is committed to upholding human rights and international labour standards. FFMC has policies that ensures goods produced by forced labour do not enter Canada and that operations are not contributing to human rights abuses. FFMC has set standards and norms that suppliers and sub-contractors of goods and services apply the highest ethical and sustainability standards across their supply chains.