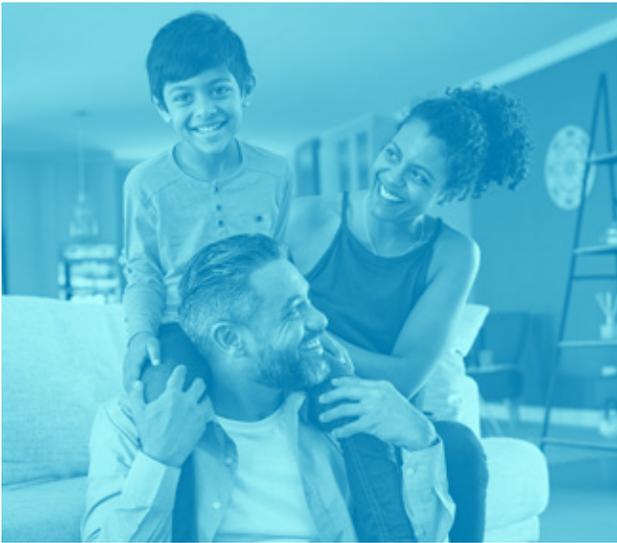


Our Pathway to Using **Business as a Force for Good**



Published June 3, 2022



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An Introduction from Our CEO

Welcome to Our Pathway to Using Business as a Force for Good Report (Our Pathway Report). This report captures the progress that the Cashco team has made in creating better financial pathways for our clients. As a force for social good, we believe that our company can do great things for our clients and our community.

With the support of our team and our Board, we have clearly defined our Big Hairy Audacious Goal (BHAG) for the years ahead: **to put one million Canadians on a path to financial health.**

It is estimated that up to 25% of adult Canadians are underbanked – they have been denied access to financial services from the big banks and credit unions. They are turned away, unable to access emergency funds, consumer credit, insurance, and services that can help them plan for a financially

secure future. Our clients come to us with real financial challenges, and we work hard to say yes when everyone else says no.

Our team is the champion of these underbanked Canadians, providing them with credit, savings, and financial planning services that can make a positive difference in their lives. We have innovative products like the Mom's Match Account which matches up to \$120 in savings every year. Our Village membership provides our clients with Need Milk Money loans: \$50 no-interest emergency loans with no credit approval required. Our clients pay the loans back when they can, and they often leave a tip to pay it forward for the next family that needs emergency funds.

Most importantly, we provide these innovative services with compassion and empathy. We hire associates who have genuine care and compassion for others. We train our front-line teams to be experts at guiding our clients through their goals and budgets. We find the right product, in the right amounts, to help them achieve their goals. All of this comes together when our clients understand that a financially healthy future is within their grasp.

I am honoured to take on the role of leading the Cashco team to achieve positive outcomes for our clients and our community.

It has been an incredible first year, and as I hope you will see in our Pathway Report, we are making progress in putting one million Canadians on a path to financial health.

Thank you for joining us on our journey as a force for social good.

Sincerely,



Lindsay Dodd
Chief Executive Officer
Cashco Financial Inc.



Who We Are

At Cashco, our purpose is to provide relief today and hope for tomorrow – that’s why we offer our clients quick access to short-term and flexible instalment loans when they need them the most. With 56 branches across four provinces and a nation-wide online network, our goal is to be as accessible as possible.

More than just a loan provider, Cashco also offers accessible and affordable banking services. By providing these services, Cashco can help clients reach their financial goals, giving them the hope they often don't get anywhere else.



 **27,500+**
Clients across Canada

 **200+**
Employees across Canada

 **4**
Provinces of operation

 **55+**
Branches across Canada

 **A Great Place to Work®**

 In operation since...
2009

Our Highlights from 2021

 **3,500+**
Members of The Village

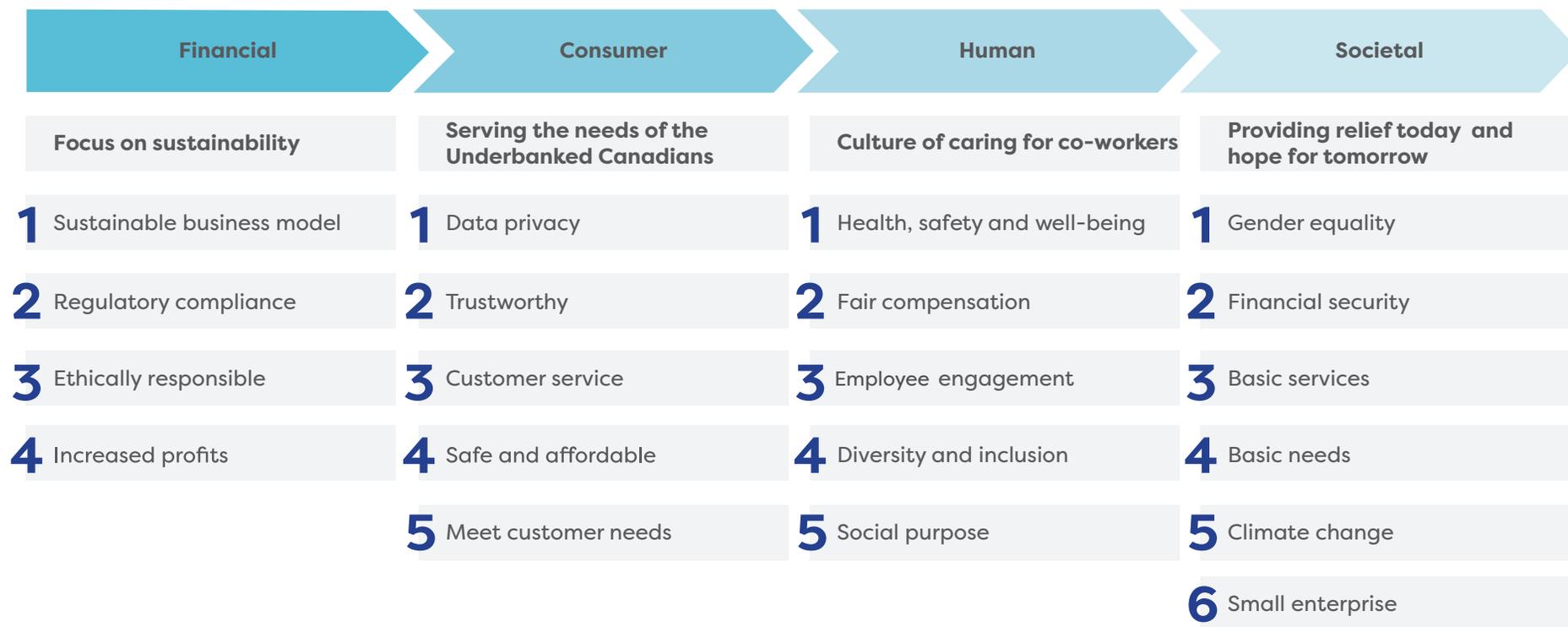
 **Over \$50,000**
Given to Our Communities

 **\$85,583.25**
of Matched Savings

What Drives Us

In 2020, Cashco partnered with EY-Parthenon to review our material topics. With their help, we surveyed hundreds of internal and external stakeholders including clients, employees, and the Board, to determine the most important material topics to focus on.

In 2021, we discovered the four main topics to keep us on track! These topics are what inspired Cashco's priority and strategic planning for the year.



Our Commitment to the SDGs

Now more than ever, companies must consider their social and environmental impacts. To make sure we're headed down the right path, Cashco has leaned on the United Nation's (UN) Sustainable Development Goals (SDGs) for guidance.

We recognize that every SDG is important; however, our sustainability efforts directly touch nine of the UN's SDGs. These nine SDGs

address: no poverty, good health and well-being, quality education, gender equality, decent work and economic growth, industry, innovation and infrastructure, reduced inequalities, responsible consumption and production, and partnerships for the goals.

Throughout this report, we've earmarked initiatives that support our SDGs!

SUSTAINABLE DEVELOPMENT GOALS



Our BHAG, Purpose, and Financial Wellness Framework

Before we get any further, there are some things you should know about us. To start, **our Big, Hairy, Audacious Goal is to put one million Canadians on a path to financial health**. In other words, we want all Canadians to have the access they deserve to adequate banking and credit.

With a purpose to provide relief today and hope for tomorrow, Cashco products and services are designed to:

1. Give our clients access to immediate financial relief through resources like a loan or a new bank account. Our job is to get them the help they need as soon as possible.
2. Help our clients on their pathway to financial health. This one is a little trickier; financial health means something different to every person, but it starts with supporting our clients so they learn about personal finances, reach financial goals, and create budgets they can stick to for a healthy financial future.

We all deserve a healthy relationship with our finances. Let us use our Financial Wellness Framework to show you what that relationship should look like.

The Financial Wellness Framework has four parts:

1. **Financial Stability**
2. **Financial Literacy**
3. **Financial Community**
4. **Financial Inclusion**

When a client meets all four requirements in the framework, we can feel confident in their financial health. In other words, a client has a healthy relationship with their finances when they can absorb a financial shock, have financial goals and be on track to meet them, make choices that allow them to enjoy life, and have control over their finances.



How We Deliver on Our Purpose

We believe we have a responsibility to use our financial expertise to help all Canadians find the financial relief they need and inspire them to reach for the financial future they could have.

We meet our purpose in three ways: serving clients, lending responsibly, and giving back.

Serving Clients



We give clients access to alternative financing solutions when traditional methods are inaccessible – and we do so with empathy and respect every step of the way. At Cashco, we aim to educate clients in financial literacy, so they have the power to make lasting changes with their personal finances.



Lending Responsibly



Our clients rely on us, so we manage our business with them in mind. By practicing responsible lending, we work with each client individually to find the right balance when getting them the dollars they need, without loaning them an amount they can't handle when it's time to repay their loan.



Giving Back



We share our wallets and our hearts! At Cashco, that means giving back to the community anytime we can. We seek opportunities to support organizations that are doing meaningful work, as well as hosting our own initiatives to give back and strengthen our communities.



Our Partnerships

We've built strategic partnerships to strengthen our ability to support our clients in all four parts of our Financial Wellness Framework.

Sometimes the relationship between our partners and our clients is indirect, but each organization plays an important role in our clients' journey. You'll read more about our partnerships throughout this report.

Financial Stability Partners

ATB Financial

EY Parthenon

Results.

A|C
ALBERTA COUNSEL

Financial Literacy Partners

EVERFI

Credit Verify

Financial Product Partners

The VILLAGE
by Cashco

cosignsimple

Financial Community Partners

H&R BLOCK

Venue FINANCIAL CENTRES

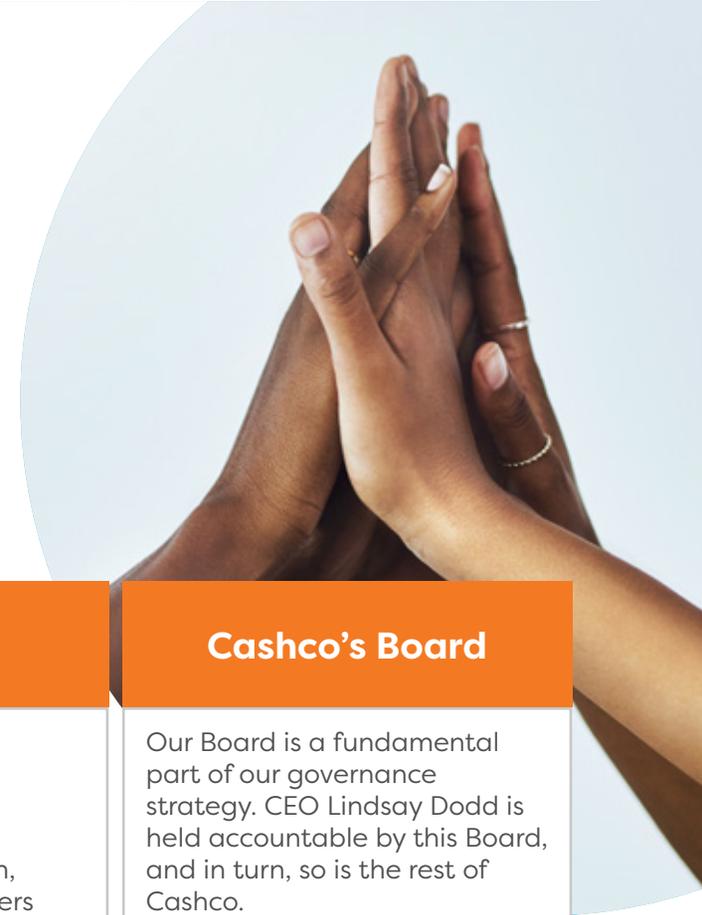
Herb'n'Hetty

LADY LOANS

How We Stay Accountable

There are four groups we rely on to hold us accountable: Our Board, Government Regulators, Alberta Counsel, and Results.

These parties come together for a governance strategy tailored to Cashco. However, each partnership serves its own unique purpose.



Alberta Counsel

We lean on Alberta Counsel to support us when it comes to Alberta's Consumer Protection Act (CPA).

In 2017, Section 124.3 was introduced to the CPA. This section hinders our clients' option to repay their short-term loan on their next pay day. Our clients are frustrated with this policy because it impacts their ability to pay on their terms – and since it matters to our clients, it matters to us too.



ALBERTA COUNSEL

Government Regulators

Cashco works with provincial and federal governments to ensure we comply with all current regulations and abide by all standards with proper licensing.

Our connections with the government help guide us to make sure we're lending responsibly and doing right by our business. This partnership also allows the government to see into the lives of the underbanked and financially excluded living in Canada.

Results.

Results is an external organization focused on guiding our business to success. Through the Building Leaders Program, our directors and managers receive valuable coaching to increase leadership skills, effectively drive succession planning, and improve alignment, engagement, and communication at all levels of the organization.

Their guidance has allowed us to accelerate growth and keep our leadership team striving towards one common goal: End Financial Exclusion.



Cashco's Board

Our Board is a fundamental part of our governance strategy. CEO Lindsay Dodd is held accountable by this Board, and in turn, so is the rest of Cashco.

The Board is made up of a group of directors who are well-versed in Cashco's business model and experts in the financial industry. This expertise helps drive Cashco's strategic planning.

A Letter from Our Board Chair

I have the great pleasure and honour of writing this letter on behalf of Cascho's Board. Our Board is a collection of people with industry backgrounds and market experiences that complement Cashco. The job of the Board is two-fold; firstly, we regularly work with Cashco's leadership team on their three-to-five-year strategic plan. Our meetings serve as an opportunity to bring up innovative business ideas and challenge processes that no longer seem to serve.

Secondly, we make sure Cashco's leadership team never loses sight of their clients and employees. Our job is to push the teams to maintain their integrity and continue to operate under a Servant Leadership Model. We represent all stakeholders, and their material topics are what guide us.

The rest of the Board and I are thrilled that we get the chance to watch Cashco thrive and evolve over the next few years. We're here to support them however we can, and we're grateful to be along for the ride.

Sincerely,



Gerard McInnis
Board Chair
Cashco Board



Gerard McInnis
ICD.C, Board Chair

With a technical underpinning and proficiency as a finance and valuation professional, Gerard understands how the development and execution of strategic plans impact value creation. He is a leader in risk management, financial analysis, and stakeholder communications, making him the perfect fit as Cashco's Board Chair.

Also Serving on Our Board



**Denise Carpenter,
ICD.D, GCB.D, Director**

An experienced board chair, board director, and executive coach, Denise has broad experience in several business sectors. Her savvy coaching style enables executives to analyze issues, generate and test different courses of action, identify obstacles, and move toward successful implementation.



**Dave Chen,
Director**

Founder of Blue Copper Capital, Dave is a champion of helping people on their way to financial freedom. In line with Cashco's purpose, he serves as an excellent advocate with an array of relevant experience on our Board.



**Gail Stepanik-Keber,
ICD.D, Director**

With 30 years at a leadership level, Gail offers a diverse background in data science, digital banking, innovation, marketing, communications, and corporate social responsibility. Her vast experience and knowledge bring a unique perspective to the Cashco Board.



**Jonathan Bennett,
C. Dir., Director**

A B Corp founder, Jonathan is an expert in leadership coaching and strategic counsel to CEOs, executive teams, politicians, and boards of directors across Canada. With experience in urban and rural communities, his expertise in social purpose, business strategy, governance, branding, and communications is the perfect addition to our Board.



**Tim Latimer,
Director**

Founder of Cashco Financial, Tim is one of the original founders of the Canadian Payday Loan Association and serves on the board of directors of MANCAP, a non-profit foundation that raises scholarship funds for young entrepreneurs. He has a passion for making a difference and helping those in need.



**Who We Serve &
How We Serve Them**

Financial Exclusion in Canada

Like our CEO said, we consider ourselves the champions for the millions of underbanked Canadians who are financially excluded from traditional lenders or banks.

There are two major reasons why our clients are financially excluded.

1

Considered Too Risky:

Our clients are often judged because of their credit history (or lack of it). Banks consider them too risky to lend to, restricting access to credit cards, lines of credit, or overdraft protection.

2

Can't Meet Conditions:

Bank fees can be expensive; especially for the working poor. Non-Sufficient Fund fees, overdraft fees, and monthly account fees are often daunting for our clients, stopping them from accessing financial resources.

“

The bank rejected my request for a credit card because I don't have a credit history. How am I supposed to build a credit history without a credit card?

- Cashco Client (EY Parthenon Research)

We strive to support our financially excluded Albertan clients by providing affordable banking services – services they need, but can't get anywhere else.



2,500+

clients have a savings account with us



2,400+

clients have a chequing account with us



Our clients have saved

\$535,000+

with us



We matched

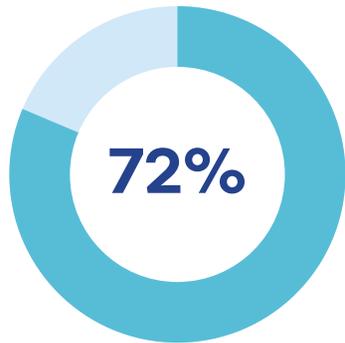
\$22,000+

in savings in 2021.

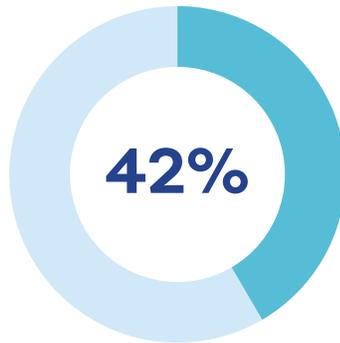


Source: Acorn Canada. May 2016. It's expensive to be poor: How Canadian banks are failing low income communities.

The Underbanked in Canada



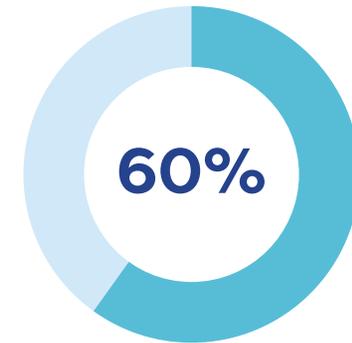
of the underbanked are **employed or students**



of the underbanked are **female**



of the underbanked earn **greater than \$75,000 per year**

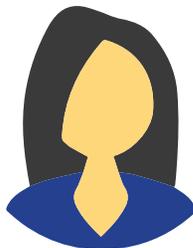


of the underbanked have a **post-secondary education**

Our Clients



69%
of Cashco's clients are **employed or students**



52%
of Cashco's clients are **female**



60%
of Cashco's clients earn **less than \$24,000 per year**



Cashco's clients have an average education level of a **high school graduate**

Hurdles Our Clients Face

You've heard us say our BHAG is to End Financial Exclusion, but what does financial exclusion look like for each individual client? In September 2021, we went straight to the source to find out. We wanted to answer the question:

“what is our clients' biggest problem to solve?”

We discovered that many of our clients are struggling to pay for everyday essentials—like food and living expenses—or they're knocked off their feet because of an emergency.

Big dreams feel impossible when you can't afford the basics of life or you're derailed by the unexpected. We want to get our clients out of the cycle of living paycheck to paycheck, losing sleep over finances, and making sacrifices for their needs.

Our Clients' 3 Major Problems

1

Ability to **pay their bills on time** and **stop living paycheck to paycheck.**

64.2% identified this issue as “somewhat a problem” or a “major problem”.

2

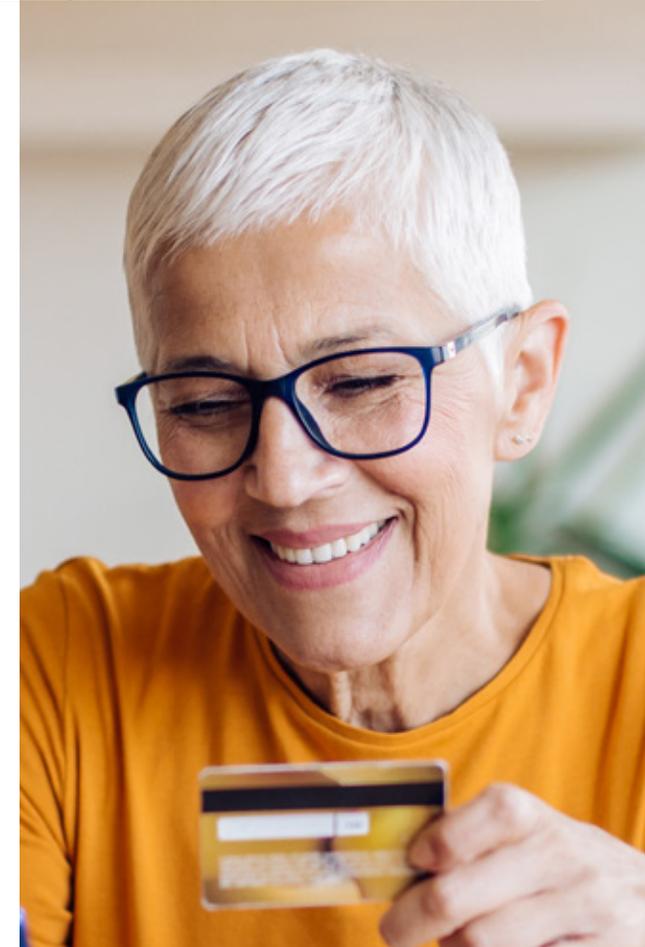
Enough money or a proper account to **save for their future.**

72.6% identified this issue as “somewhat a problem” or a “major problem”.

3

Improvements to their **credit score** to **increase opportunity.**

69.6% identified this issue as “somewhat a problem” or a “major problem”.



Steps to Financial Inclusion

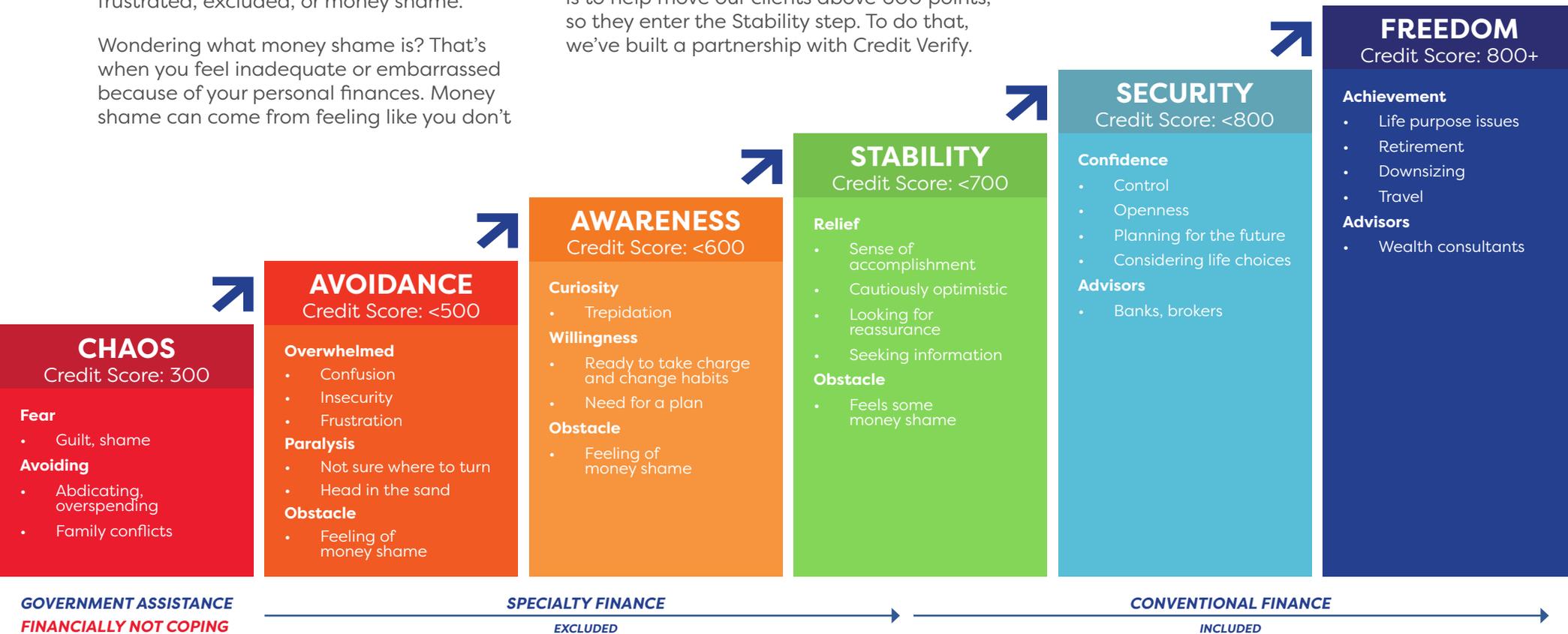
Most of our clients fall on the Avoidance or Awareness steps of the Financial Steps to Inclusion, meaning our clients often have negative associations with their personal finances. They're likely to feel confused, frustrated, excluded, or money shame.

Wondering what money shame is? That's when you feel inadequate or embarrassed because of your personal finances. Money shame can come from feeling like you don't

have enough money, too much debt, or an unclear understanding of your finances.

You'll also see that our clients likely have a credit score between 500 and 600. Our goal is to help move our clients above 600 points, so they enter the Stability step. To do that, we've built a partnership with Credit Verify.

This partnership helps our clients access their credit score and report, monitor changes with their score, and gain access to incredible resources to help them climb the steps.



So, here's the big question... How do we get our clients to stability?



The Support They Need... And We Give

We have products and services for every step of our client's journey from Financial Exclusion to Financial Inclusion. By following this path, we're sure they'll make it to financial freedom.

Financial Exclusion

Financial Inclusion

Cashco Products for...

Responsible Lending

- Short-term Loans
- Instalment Loans (up to \$7,000)
- Loan Decision Engine Finding the Right Amount
- Loan Protection Plan Insurance
- Buy Some Time
- Credit Score Building

Cashco Products for...

Affordable Banking

- Everyday Use Account Minimal Fees
- Jumpstart Savings Account Immediate Savings Incentive
- Mom's Matched Savings Account Matched Savings Incentive

Cashco Products for...

Timely Support

- Western Union Money Transfers
- Immediate Cheque Cashing
- CosignSimple & Cosigning Options



Cashco Products for...

Everything Else

- Tax Support with H&R Block
- Credit Monitoring & More with Credit Verify
- Financial Literacy Resources for Adults & Children



Empathy, Respect, and Understanding

Although we take steps to ensure responsible lending, sometimes our clients fall into arrears. Our Collections Team is trained to treat our clients with respect and empathy at all stages of their journey with us. They create coach-and-counsel partnerships to uncover how each client can get back on track with their payments, without facing further financial hardships.

When a client visits a Cashco branch, we complete a one-of-a-kind Financial Health Score quiz with them to determine where they're at with their financial health.

In 2021, we surveyed more than **4000** clients with an average Financial Health score of **57 out of 100**. We aim to work with our clients to get them closer to 100, so they can be financially healthy.





What We Do & Why We Do It

Living & Breathing Our 5 Core Values

We have 5 Core Values at Cashco that inform everything we do and every decision we make.

1

Respect the Vision

▶ To work at Cashco, you need to respect what you're doing here. That means our people need to respect themselves too!

2

Embrace CANI

▶ CANI is an acronym for Constant and Never-Ending Improvement. Our people need to be passionate about learning, upskilling, and personal development.

3

Communicate Honestly

▶ Transparency is key to success in business, but it also requires tact. We believe in communicating honestly with candor and respect to make the most out of a conversation.

4

Own the Results

▶ This is how we celebrate our successes together and hold accountability. Whatever the outcome, we recognize that the results are an opportunity to learn.

5

Live the Golden Rule

▶ This is the way we interact with our clients and colleagues. We treat each other with the same respect we want in return. First and foremost, we try to do right by one another.



Prioritizing Diversity, Equity, and Inclusion

At Cashco, we're lucky to have a diverse group of employees – everyone has their own culture, background, and experiences that make them unique.

A diverse company is one that is innovative, compassionate, creative, and full of life. It's not a "nice-to-have" for us, but rather a necessity. We have three teams at Cashco that work together to make sure we're hiring and retaining a diverse staff.

People Services

Executive Leadership

DEI Committee

Our DEI Committee

In 2021, we were proud to create our own Diversity, Equity, and Inclusion Committee.

This new committee is composed of 12 seats with Cashco employees from all levels of the organizational chart. In 2022, this committee is working to secure a diverse panel of people and establish their objectives for the year.

Our DEI Committee's work has just begun, but we're already feeling the impacts of what this purposeful committee can have. This group of people is key to advising Cashco on a better path forward and ensuring accountability for our diversity, equity, and inclusion efforts.

We promise our people that they can come to work every day and be themselves – safe from discrimination and celebrated for who they are.



80% of all employees identify as female



63% of middle & senior management identify as female



22% identify as a visible minority



9% identify as LGBTQIA+



Believing In Our People

Like many of our clients, Cashco's employees have experienced financial hardships too.

We never want one of our own to fit into the categories of "underbanked" or "financially excluded," and to make sure this doesn't happen, we prioritize and emphasize financial literacy for all employees.

The goal for Cashco employees is to achieve a credit score of 675 or higher, be consumer debt-free, and work toward home ownership.

So, how can we help them achieve that?

The Great Place to Work Membership:

Our GPTW membership is exclusive to our employees and allows them to start their own financially inclusive journey. Members are given access to financial literacy tools, resources, and occasional monetary relief. They're set up to have a household budget that works for them.

Cashco Savvy Savers:

The Savvy Savers program encourages our people to dream about a bright financial future! Together, in small groups, our people make savings goals and stay on track to meet them. The Savvy Savers share their success stories in a monthly meeting. Our employees have saved a total of **\$22,200** because of this program!

Training & Development:

Our People Services team works with the Canada Alberta Job Grant (CAJG) program to help cover the cost of additional training and education for our team! Tailored personal development plans will help our people climb up the financial ladder and go far in their careers.

“

Cashco Financial is a very considerate employer with diversity encouraged in every department. I love the culture and how we live the core values every day.

- Cashco Employee
(Anonymous Survey; EY Parthenon Research)



We're a certified Great Place to Work® two years in a row! That means our employees voted us as somewhere they want to be. We were even recognized on some of their "Best Workplaces" lists! That makes us feel pretty good, so we had to tell you. These certifications show that Cashco has an outstanding culture and that our employees are respected and valued.



Helping Where We Can

Last year in our Report Card, we committed to allocating funds from our topline budget to support causes we believe in. We're proud to say we reached this goal to help organizations do meaningful work, as well as fund our own initiatives! Our share of heart is connected to our share of wallet.

Canadian Mental Health Association (CMHA) Edmonton



The Canadian Mental Health Association hosts fundraisers throughout the year that we want to support in any way we can. Financial health is tied to mental health, and therefore we want to give our support to an association that does so much for mental health.

14th Annual Mental Health Classic

Sponsorship: \$2,100

Distress Line Fundraiser

Sponsorship: \$2,000

Ride Don't Hide

Funds Raised: \$580

Ronald McDonald House Charities Alberta



We have been supporting Ronald McDonald House Charities for several years. Our team loves to volunteer their time to support these fundraisers. Even though volunteer activities have been interrupted due to COVID-19, we're happy we can still support with sponsorships throughout the year!

Holiday Gift Box Sponsorship

Sponsorship: \$1,000

Winterland Invitational

Sponsorship: \$1,000

Cashco's Pop-Up Pantries



One of our favourite initiatives at Cashco is our Pop-Up Pantry! Branches across our network give away free grocery packages to people in their community around holidays like Thanksgiving.

Back 2 School: Snacks n' Supplies

\$22,700

Thankful Pantry

\$20,000

GivingTuesday



This year for GivingTuesday, Cashco donated over \$4,500 worth of winter coats and essentials to United Way's Coats for Kids and Families and other charities across the country.

Letters to Santa



Every year, each of our 50+ branches choose a client who could use a little extra help during the holiday season and give a monetary gift. This year, we gifted \$6,500 to the clients we care about.

The Village by Cashco



Our membership program, The Village by Cashco, launched in September 2020. Throughout 2021, we are proud to have watched this program take off.

The Village is designed to help members improve their credit scores, access 24/7 counselling, take control of their personal finances, and provide them with the occasional financial windfall we all dream about (we call these HandUps).

All aspects of The Village are designed to meet the four parts of our Financial Wellness Framework: Financial Literacy, Stability, Inclusion, and Community.



\$263,700

Total
HandUp
Relief

\$147,400 for groceries
\$73,700 for gas
\$12,000 for rent &
mortgage payments
\$12,000 for utility bills
\$12,000 for cellphone bills
\$6,600 for back to school



3,500+

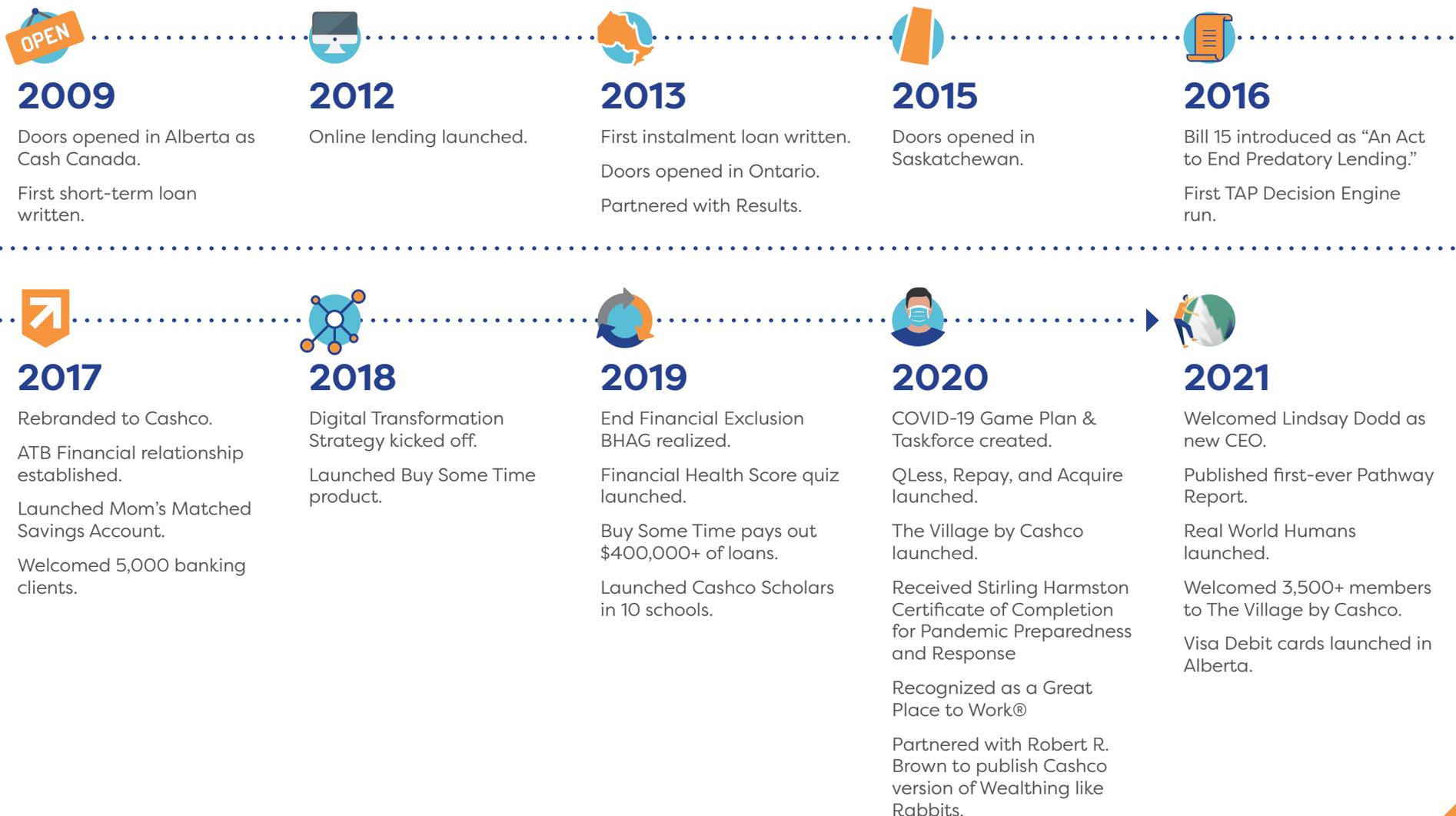
Members
Joined



**Where We're Going &
When We'll Get There**

Our History

We need to understand where we started to envision a clear path to where we want to go. Let us take you on a brief walk of our history.



Financial Literacy... for Kids!

Teaching children healthy financial habits is more important than ever before. Canadians are living in a complex financial world and many of us struggle to manage our money. The COVID-19 pandemic showed us that financial vulnerability can target any one at any moment.

We're dedicated to finding solutions that set young Canadians up for financial success as adults.

The Bunnies Talk Money



We partnered with Canadian author, Trina Rathbeger, to write a children's book called *The Bunnies Talk Money!* This bedtime story introduces money with fun rhymes and eye-catching illustrations.

The book includes four fun activities for kids to practice their money habits. But we don't stop there! Adults are armed with monthly challenges to keep the lessons going long after they've closed the book.

We've handed out hundreds of copies across our branch network!

My #FinLit Box



In honour of Financial Literacy Month 2021, we delivered 250 free #FinLit boxes to Canadian families!

These boxes were designed as a building block to help kids learn financial resilience. Jam-packed with activities, information, and a copy of *The Bunnies Talk Money*, the #FinLit box can help kids and their parents embrace a financially healthy lifestyle.

Cashco Scholars



We've partnered with Everfi to bring Canadian students Cashco Scholars!

This online portal brings gamified financial literacy right to the classroom or kitchen table. Students can go at their own pace and choose the lessons they want to tackle. Cashco Scholars is officially in 25 K-9 schools - that means approximately 549 students have completed 1,562 lessons to improve their financial knowledge!

EVERFI

These three initiatives are just the beginning. We're looking for more ways to enrich the lives of Canadian children so that they can become financially responsible adults.



Next Stop: B Corp Certification

Throughout 2021, our team has been working with B Corp to achieve our certification. We are pleased to share with you that we're currently in the verification stage – that's almost at the finish line!

What does it mean to be a B Corp Certified business?

This certification will confirm that our company is meeting high standards when it comes to accountability, transparency, and actions across the board. Basically, a B Corp company must use their business as a force for good, with the intent of making the world a better place.

Our hope is to have this certification before the end of 2022 so we can share the news in next year's Pathway Report.



Following Up on Our 1st Report Card

In our last Pathway Report, we shared some of our aspirations for the 2021 fiscal year. We are honoured to reflect on this past year with you and share how we progressed with each goal.

 Achieved
  On Track
  Partial Progress
  Not achieved

| Financial Drivers | SDG | Timeframe | Progress |
|--|---|-----------------|---|
| Repeal or adjust Section 124.3 of the Alberta Consumer Protection Act. |     | Ongoing |  Our work with Alberta Counsel continued throughout 2021. We had meaningful discussions about repealing Section 124.3 and look forward to continuing this partnership! |
| Allocate 1% of our topline budget to do good. give back. initiatives. |  | February 2021 |  This allocation is a part of our 2021 fiscal year discussions and is worked into our budget. |
| Install SMART ATMs at 3 branch locations |  | By January 2021 |  Successful installation of 3 SMART ATMs at our locations. |
| Consumer Drivers | SDG | Timeframe | Progress |
| Maintain our Net Promoter Score (NPS) at 90% throughout 2021. |   | Ongoing |  We're proud to share that our average NPS score for 2021 was 91.52%! |

Following Up on Our 1st Report Card Continued...



Achieved



On Track



Partial Progress



Not achieved

| Consumer Drivers | SDG | Timeframe | Progress |
|---|-----|------------------|---|
| Make improvements to NPS collection questions for a wider scope of customer satisfaction levels. | | By July 2021 | Our team is working on improving our NPS collection system! Our team decided to shift our timeframe so that we can explore different platforms and find the one that best meets our needs. |
| Understand our clients' values better by partnering with EY Parthenon for external research. | | By February 2021 | Data gathered and analyzed by EY Parthenon. |
| Make a fully comprehensive customer journey map with all communication touch points to better serve our clients. | | By March 2021 | In late 2021, our Marketing & Communications department shifted to a new Customer Relationship Management system. |
| Expand our partnership with Alberta Blue Cross to other Blue Cross associations across the country. | | By February 2021 | Our test program showed that Alberta Blue Cross health benefits are not as in demand as we had hypothesized. We will reassess this offering and review alternative providers. |
| Begin actively tracking how many clients regularly contribute (i.e. monthly) to their Jumpstart Savings Account or Mom's Match Savings Account. | | By May 2021 | Our accounting department has access to this information and will begin reporting on this information regularly. |
| Begin actively tracking how many clients transition from short-term loans to instalment loans. | | By May 2021 | Our business analysis team created a dashboard that now provides these insights! We are currently tracking this number each month so we can observe trends and future goals. |
| Human Drivers | SDG | | Progress |
| Distribute Employee Survey 2021 and have 90% of employees respond that they can be themselves at work. | | By July 2021 | While we didn't quite reach 90%, we did have 89% of our employees respond saying they are comfortable being themselves at work. This feedback helped us recertify as a Great Place to Work® so it's a win in our books! |

Following Up on Our 1st Report Card Continued...



Achieved



On Track



Partial Progress



Not achieved

| Human Drivers | SDG | Timeframe | Progress |
|--|---|------------------|--|
| Offer mentorship program to all employees focused on financial well-being. |   | By December 2021 |  Currently in a 6-month test phase of our program The Big 3. |
| Establish an Equality, Diversity, and Inclusion Committee with representation from all levels of our business. |  | By December 2021 |  One of our major highlights this year is that we formed our DEI Committee! This committee is strategizing what 2022 will look like for diversity, equity, and inclusion. |
| Societal Drivers | SDG | Timeframe | Progress |
| Shift our in-branch documentation processes to paperless. |  | By February 2022 |  Our software team is currently working to install tablets at each of our locations so that we can collect our clients' signatures electronically. |
| Begin tracking energy & water usage within our rental properties. |  | By August 2021 |  Our team is currently assessing the best way to track energy and water usage across the board. |
| Reassess our suppliers and make a formal commitment to use more environmentally-friendly products wherever possible. |  | By August 2021 |  This is currently under review. |
| Work with industry specialists to align ourselves with UN Sustainable Development Goals and other industry benchmarks. |   | Ongoing |  Currently under review to receive B Corp designation. |
| Release Pathway Report to all stakeholders. |  | By April 2021 |  We're proud to announce we will continue to release Our Pathway Report every year! We cannot wait to see how the report evolves over the coming years. |

A Message from Our Founder

2021 was a year of great change and fresh starts. I chose to step away as Cashco's leader and assume a position on Cashco's Board. I put a lot of thought into my decision to transition onto Cashco's Board, but I knew it was the right move. That decision became a heck of a lot easier when it was decided that Lindsay Dodd would become my successor.

Lindsay is a man who truly respects our vision here. He is in full agreement that we'll be the ones who end financial exclusion and do incredible things along the way. I know that he will keep that goal in his heart as he leads this team that I cherish dearly.

While exploring options for a new CEO at Cashco, I knew that the next leader would need to keep our BHAG and purpose alive, while making sure Cashco's culture thrives. That meant they needed to demonstrate Cashco's Core Values, embrace the purpose

and BHAG, as well as have a dream for what Cashco could be in the future. Lindsay checked all the boxes.

Immediately, he understood that Cashco operates under a Servant Leadership Model, and that his job was to work for the people within our company. He is here to serve them. He seemed to instantly "get" the direct relationship between autonomous, confident employees and their ability to build strong connections with our clients.

I felt many things when I left Cashco, but I mostly felt a sense of fulfillment and confidence that I was leaving my business in good hands. I am humbled and overjoyed that I could contribute to welcoming you to Cashco's second Pathway to Using Business as a Force for Good report. I look forward to more of these milestone reports in the years to come.

Sincerely,



Tim Latimer
Founder & Board Director
Cashco Board



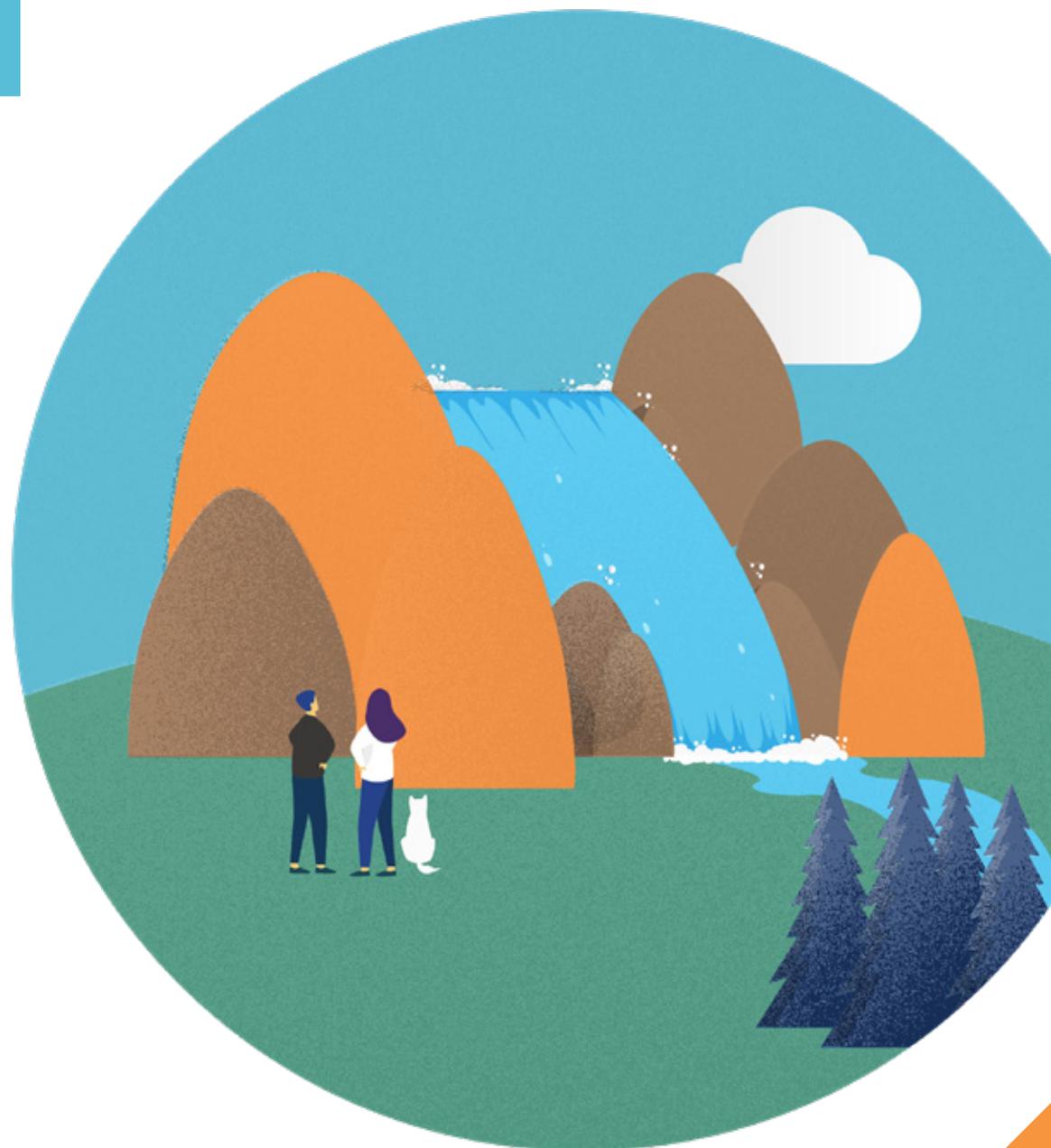
Conclusion & Our Intention

Thank you for reading! We're honoured to share the incredible things we've accomplished this past year, while giving you a little insight into our intentions for the future.

The reason we publish this report is to keep you informed and hold us accountable. A report like this is 100% optional for us since we're a privately owned company. However, not sharing our achievements, failures, and intentions doesn't feel right for a company that highly values communicating honestly.

We promise we'll continue to publish these reports in the coming years.

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Cashco treats clients
with **DIGNITY!**

- Shelly B., Cashco Client

Our Pathway to Using
**Business as a
Force for Good**

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Cashco