



# Vancouver Film Studios

Setting the Stage for Green Production

Vancouver Film Studios  
3500 CORNETT ROAD

## 2023 IMPACT REPORT

POWERED BY



CONNECTED BY



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674 

TONNES OF CO<sup>2</sup>  
EMISSIONS OFFSET



50 LBS OF HONEY  
HARVESTED



ELECTRIC GENERATORS

145 mWh

SOLAR ENERGY

\$12k

CONTINUING EDUCATION  
BURSARIES

\$40k

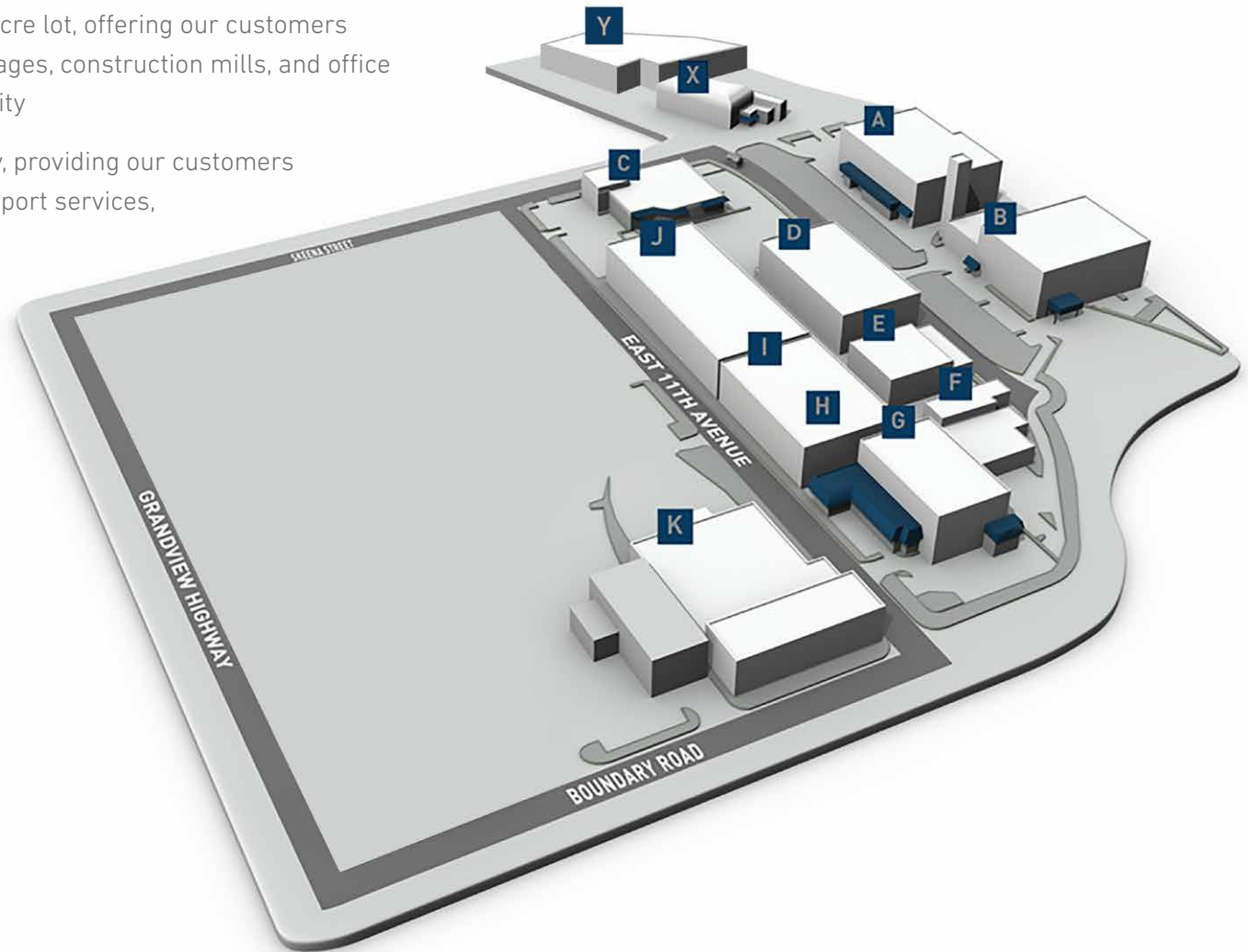
ADDITIONAL DONATIONS TO  
COMMUNITY PARTNERS



## VANCOUVER FILM STUDIOS – AT A GLANCE

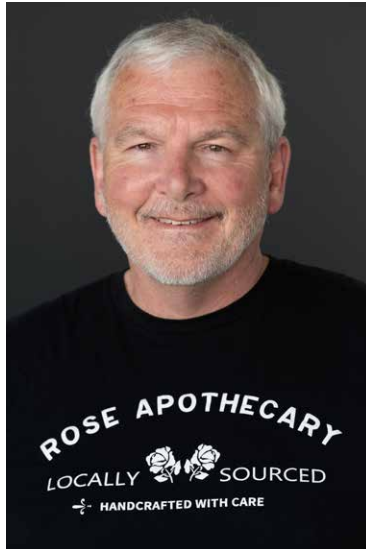
Comprised of Vancouver Film Studios, Pacific Backlot Services, and Signal Systems, Vancouver Film Studios was a family owned company from 1999 to 2023 and then in July 2023, was sold to Hackman Capital Partners, a group of companies which includes MBS Studios and MBS Equipment.

- We are the only film studio physically located in the City of Vancouver, just 15 minutes from downtown and 25 minutes from the Vancouver International Airport
- We are located on a multi-acre lot, offering our customers 13 state of the art sound stages, construction mills, and office space providing 24/7 security
- We are a full-service facility, providing our customers with an array of on-site support services, including grip, lighting and lifts from Pacific Backlot Services, IT, phone and radio support from Signal Systems.





## MESSAGE FROM THE PRESIDENT



Dear Partners and Stakeholders,  
As we step into Earth Day 2024, I want to update you on Vancouver Film Studios' commitment to sustainability, corporate responsibility, and governance.

This Impact Report provides an update on our progress, outlining successes and areas for improvement as we are committed to continuous self-examination. In order to encourage accountability, part of the process is performance

relative to baseline measurements. I'm happy to report our 2 studio bee hives once again produced over 50 lbs of all-natural free-range honey, and our roof panels pumped out 145 megawatt hours of solar energy. So the bees and the sun performed, what about our staff? From tending the community garden, to volunteering at Aunt Leah's tree lot, to participation in our Indigenous Filmmaker bursary, raising money for the Take a Hike Foundation, being diligent around waste-diversion, and many other wide-ranging activities, I can say with full confidence they have done a great job.

In 2021, we earned B Corporation status, emphasizing our dedication to environmental responsibility and transparent business practices. This certification reflects our belief that business success should align with positive contributions to

our employees, community, and the environment. In 2023 we began our re-certification process under a new ownership banner, reflecting well on their willingness to support our work to date and into the future. I am optimistic the foundational work we have done over a significant period of time can serve as a catalyst for change in our new larger environment, where investors are looking at corporate responsibility as a significant component of asset appeal. Producers, studios and productions have never been so aware of the impact made by their work. Our commitment of time and money to sustainability makes Vancouver Film Studios the perfect fit for a mutual drive to reduce impact wherever possible.

In our recent annual employee survey over 83% of respondents felt environmental initiatives, charitable giving and staff social events were important components of their job satisfaction. I am fortunate to work with this engaged group, and enthusiastically echo their feelings.

A big thanks to our team for putting sustainability at the core of our operations. We welcome your thoughts on this report; it's an opportunity for open dialogue about our impact as a company, and the film and television industry in general.

*Pete Mitchell*

Pete Mitchell,  
President





## ABOUT THIS REPORT

*“The future is uncertain...  
but this uncertainty is at the very heart of human creativity.”*

ILYA PRIGOGINE

We are pleased and proud to present the fourth edition of our annual Corporate Responsibility Report. More than ever our commitment of providing a transparent account of our social, environmental, and economic practices is important to share and grow from. In 2023, some of the goals we hoped to achieve were:

- Convert all buildings to renewable natural gas fuel.
- Maintain our B Corp commitment and prepare for our first B Corp Recertification
- Increase engagement in our employee volunteering opportunities
- Lower carbon emissions thereby decreasing carbon offsets
- Award the first Vancouver Film Studios Continuing Education Bursaries in partnership with Aged Out
- Engage with our suppliers through a code of conduct and sustainability meetings
- Continue to promote educational opportunities to staff, for example, certificates, and ongoing training

In 2023 the film and television industry faced some unprecedented challenges. A labour strike by the Writers Guild of America in May 2023 being joined by the Screen Actors Guild in July. Both unions had not been on strike at the same time in over 50 years and this caused an industry wide stoppage of international production for almost 6 months until matters were resolved in November 2023.

Within the same time period, in July 2023, Vancouver Film Studios faced its own challenge changing ownership after 24 years from the McLean Group of Companies to Hackman Capital Partners (HCP). The McLean family decided that this change would allow a group with the international reach to take the business to the next level.

While these two significant changes were occurring simultaneously, Vancouver Film Studios, Pacific Backlot Services and Signal Systems remained strong in their commitment to maintaining their status as leaders in the industry. This report is a reflection upon our last year and an ongoing source of motivation for us to continue to grow and look forward.





# OUR HISTORY TIMELINE



1987

McLean Group purchases Northstar International Studios at Grandview location

Let's Do This!

After stumbling into becoming studio owners, the concept to build a full service, multi-sound stage studio begins to develop

Signal Systems

In 2005, Signal Systems is created to provide communication services to VFS Customers

Premier Film & TV Studio

Now one of the premier film & TV studios in North America, VFS has 12 purpose sound stages and has hosted over 100 feature films and TV series

New Ownership

VFS, PBS & SIG change ownership from the McLean Group to Hackman Capital Partners



1980

1990

2000

2010

2020

2021

2022

2023

The McLean Group

McLean Group begins acquiring an array of buildings and land at the corner of Boundary Rd & Grandview, Vancouver

Studios Emerge

In somewhat of a happy accident, by 1990, 4 of the 15 buildings purchased are committed to the film & television business

VFS is Born!

In 1999, building of the first new studio begins and Northstar is rebranded to **Vancouver Film Studios & Pacific Backlot** is established

VFS Expands

Demand for space is large for Hollywood North and VFS builds 6 more multi-purpose sound stages

New Stage

January we broke ground for new stage build

B Corp

February Awarded B Corp certification

New Stage

First LEED Gold Certified Stage in Canada is opened in June



**Vancouver Film Studios**  
Canada's First Carbon Neutral Film Studios

Certified  
**B**  
Corporation  
This company meets the highest standards of social and environmental impact

climatesmart certified2020  
THE PACT  
CLEARING  
HIGHLIGHTS  
2022-2023  
PERFORMANCE  
REPORT



## BACKGROUND

Back the early 1980's, the McLean Family acquired land in and around the current VFS site. In 1999 Vancouver Film Studios was created, quickly followed by Pacific Backlot Services that same year, and Signal Systems in 2005. The McLean Group owned Vancouver Film Studios for 24 years until in July 2023, when ownership transitioned to Hackman Capital Partners.

Vancouver Film Studios is committed to engaging and supporting local community initiatives and organizations. Some of our ongoing and most long-standing community partnerships include:

- Take a Hike Foundation
- Greater Canadian Food Bank
- Templeton Secondary School's Dream Big Productions
- Collingwood Neighbourhood House
- Aunt Leah's

VFS currently employs approximately 31 full-time staff in security, operations, production services, IT technology, administration, and management. It is the dedication to community, inclusion, and financial support that is the foundation upon which VFS is built and we are proud that our employees follow by example. Our employees are actively engaged in community, whether it be volunteering for their favourite charity, coaching, fundraising, or mentoring youth. We are proud that our employees set an example for all, particularly in regard to inclusion, diversity and equity ideals and principles. For the coming year, we will continue toward bettering ourselves in our commitment to social equality, economic and financial sustainability, and environmental protection mandates and practices.







## ABOUT OUR MOTIVATION & VALUES

At Vancouver Film Studios, our commitment to client satisfaction is a top priority. Right from our inception, customer service has been ingrained in our values. Each member of our team meticulously tends to every detail with the aim of surpassing our customers' expectations, striving to create a superior experience. Recognizing the demanding nature of our customers' tasks, we aim to provide a seamless and well-managed foundation, allowing them to focus on their objectives. We believe that customer service isn't merely a department—

it's an ethos. Our reputation is built daily, upheld by each employee's dedication, and we take great pride in the results.

Every employee's role in maintaining this reputation is pivotal to our ongoing prosperity. We are dedicated to continually enhancing our customer service protocols and welcome feedback to refine their experience. While doing so we are also deeply committed to supporting our employees, prioritizing their well-being to ensure our service objectives are consistently met.





## OUR VALUES



### COMMUNITY

We believe in engaged corporate citizenship and vigorously pursue opportunities that support the environmental and social health of our community.



### HEALTH & SAFETY

We value the well-being of every individual and are committed to providing a workplace for our employees and customers that is healthy and safe.



### EDUCATION

We are committed to lifelong learning, and offer our employees educational avenues that will improve their skills and increase the value and quality of our services.



### CLIENT FOCUSED

We know that going the extra mile for our customers makes the difference between a good operator and a great enterprise.



### ACCOUNTABILITY

We hold our vendors and suppliers to a high standard meeting our sustainability expectations.



### RESPECT

We value positive change and respect the opinions, knowledge and experience of our customers and colleagues.



### DIVERSITY & INCLUSION

We are constantly striving towards a diverse employee group that reflects the community in which we work and live.



### QUALITY

Committing to delivering high-quality services and class-A facilities that meet or exceed customer expectations.



### TRANSPARENCY

Providing clear and accurate information about business practices, performance and impacts to foster trust and accountability.



### INTEGRITY

Upholding honesty, transparency, and ethical behaviour in all business dealings, regardless of the circumstances.

# OUR BUSINESS HIGHLIGHTS

VFS

15   
ACRES

Certified  
  
Corporation

  
climatesmart  
certified2023

450   
PARKING SPACES

16   
ELECTRIC CAR  
CHARGING STATIONS

100%   
RENEWABLE NATURAL GAS

31  
EMPLOYEES

60%  
FEMALE SR. MANAGERS

  
SIGNATORY TO THE CREATIVE  
INDUSTRIES PACT FOR  
SUSTAINABLE ACTION

  
BEE POLLINATOR  
FRIENDLY SITE


13   
PURPOSE BUILT  
SOUND STAGES

100%  
EMPLOYEES TRAINED  
CARBON LITERACY



## PBS & SIGNAL SYSTEMS

45%



LIGHTING INVENTORY IS LED

- Investing in LED lighting, electric fleet
- **GOAL:** transition generators to hybrid models in future

10%



OF POWER SUPPLIED ON LOCATION IS ELECTRIC



100% OF GENERATORS HAVE REMOTE MONITORING TO HELP GATHER INFORMATION AND EDUCATE CUSTOMERS ON MORE EFFICIENT USAGE

100%



OF GENERATORS AND FORKLIFTS ARE CARBON NEUTRAL

70%



OF LIFTS ARE ELECTRIC WITH A GOAL TO GET TO 80% BY 2025

1500+

2 WAY RADIOS

100+

TRUNK RADIOS

40

MOTOROLA WAVE TLK100 RADIOS

- Transitioned Signal radios to PBS umbrella

Intangible Resources: intellectual property assets, organizational assets, and reputational assets

## OUR SUPPLY CHAIN

VFS continues to be committed to doing business with vendors and suppliers who are in alignment with our corporate responsibility and goals. This is a new way of thinking for many companies and while we are making small inroads, there is still much work to do.

In June 2023 we held a vendor sustainability meeting. We invited our local vendors to a lunch and learn to discuss our sustainability practices, expectations and we hoped to provide resources to support their impact journey. We encouraged them to look at their operations and their carbon footprint and begin tracking emissions through the Climate Smart program that has been so informative and educational for us.

As we began our B Corp recertification process we became very aware of the responsibility we have to our supply chain to help learn from one another and to actively engage each other in best practices. A continued goal is to help support our vendors and suppliers to make informed environmental and social decisions and maintain ongoing conversations with them. We hope to perform a vendor audit in the coming years to create a baseline to help identify areas of growth and opportunity that would make the most impact. This will remain a work in progress, and as our conversations are more open and engaged, we hope to be able to see positive changes.





Our ongoing process will be based on the following:

### **AUDIT & INDEPENDENT ASSESSMENT**

As new vendors come to us, we are asking what their sustainability practices are or if the product itself is sustainable, recyclable etc.

### **SUPPLIER ENGAGEMENT**

Having open and honest conversations, changing their way of thinking, and pressuring them to consider more sustainable ways of business

### **SETTING TARGETS**

Establishing a Supplier Code of Conduct – also a requirement of B Corp recertification

### **SETTING EXPECTATIONS**

We expect all vendors to conduct responsible business practices including human rights, occupational health and safety protocols, and protection of the environment.





## STILL CREEK PROJECT & BEES

Since its inception, VFS has continued to make diligent efforts to clean up Still Creek, once considered to be among the most polluted streams in the province. Incredibly these efforts have resulted in the return of salmon to spawn for the first time in almost 100 years. Today the health of Still Creek remains incredibly fragile and the dumping of waste and toxic products continues to be an issue, but we are committed to educating our customers on its importance to the eco-system.

Bees are fundamental to our eco-system and their homes are constantly under threat due to city densification but as we all know, they are critical pollinators. Bees pollinate around 70 of 100 crops species that feed 90% of the world. In recognition of this important fact in 2021 we welcomed the arrival of roughly

15,000 bees in two hives to our VFS lot. Initially, the queens (named Thelma and Lou-bees) were put in their own pods with a few bees to start the “freeing” process. A hole was made in the queen pod, plugged with a marshmallow for the bees to eat to free her. Our bee keeper, Steven from East Van Bees, attends the bees every 7 to 10 days during the warmer months. In another record year, he harvested over 50 pounds of honey! This honey was then bottled and purchase by our staff and customers by donation with all funds going to selected local initiatives.

In 2023 we planted a bee pollinator friendly garden, allowing our bees resources to thrive year-round and we cant wait to see what the harvest looks like in 2024.









## TRUTH AND RECONCILIATION



In 2023 we were incredibly proud to launch the second annual Indigenous Filmmakers Bursary. This bursary offers the winner \$5000.00 towards their project as well as in kind donations in the way of grip and lighting where available. We once again promoted this on our social media and connected with a few community partners to amplify the reach and we were excited to receive 7 applications. We asked our employees to volunteer as reviewers of the applications and

deliberate to select a winner. Our employees awarded the 2023 prize to Shaelyn Johnston for her project Anishinaabemowin. We asked Shaelyn a bit about her experience developing and directing this project and this is what she had to say:

Anishinaabemowin is adapted from a short story that I wrote back in 2015 about a young girl learning how to speak her traditional Ojibwe language, while also coming to terms with the impending death of her grandmother. It's a story rooted in a collection of personal experiences retold through the eyes of an 8-year-old girl named Thea. To me, telling stories through the perspective of children allows me to reflect on my own experiences of growing up – what I remembered in moments of love and sorrow, and I hope that this short film will inspire the same in our audience.

Anishinaabemowin was my first time directing a live action narrative and I'm so grateful for the cast and crew that believed in this story just as much as I did. I felt so supported throughout this entire process and while I felt nervous blocking our first shot on the first day of production, that quickly gave way to confidence and joy.

*We are all immensely thankful to Vancouver Film Studios for also believing in this story and providing support to us through office space, equipment rentals, and funds to help make this project the best it could be. This experience was truly a community coming together to help bring an important story to life and I'm very much looking forward to sharing the film with everyone.*

Additionally, our 2022 winner, Kira Doxtator went into production on her project "A Poem for My Future" in the Spring of 2023 and we couldn't be more excited to see both Kira and Shaelyn's finished projects in 2024.

2023 also saw the first recipients selected for the Vancouver Film Studios Continuing Education Bursary. This initiative began in 2022 when one of our staff on the panel for our Indigenous Filmmakers Bursary, Antonio Hutchison ("Hutch"), a Cree employee himself, came to us with an idea for a scholarship. This was to support status and non status Indigenous persons in need of financial support for continuing education programs. They connected us with an organization called Aged Out, a part of BC Adoption Services. As someone who had gone through the



foster care system, Hutch wanted to advocate for those who, once aged out of the system, have limited support and access to funds for continuing their education. As we talked to Hutch about their experience, we decided to implement a scholarship program with Aged Out. These scholarships would be open to all status and non status Indigenous people who, at any age, needed assistance to support further education towards their career goals in any industry, not just film or television. We allocated \$12,000 to this initiative with individual recipients eligible to receive up to \$3,000 each. Applications with Aged Out for the 2022 scholarships closed in December 2022 and in March 2023 the first 5 recipients were selected. 32 applications submitted were narrowed down to 15 and then eventually finalized to the 5 recipients. Three were awarded \$3,000, one was awarded \$2,000, and a further one with \$1,000. These applicants ranged in age and work experience and were seeking support for education in the following areas: welding, social services, business administration, kinesiology, and dental hygiene. We're so happy to see the success of this initiative and are looking forward to the next round in 2024.





## ABOUT OUR B CORP CERTIFICATION



B Corp certification is a rigorous and painstaking process requiring an evaluation of all business areas including but not limited to: governance, community, worker category (engagement, compensation, benefits, perks), finance, customers, and the environment. Certification requires a company to achieve 80+ points on a scale of 100, which is something only 2% of companies manage to do their first try. To appreciate how tough it is to achieve 80

points, the median score for most businesses who complete the evaluation is 50.9 points. However, VFS is proud to report that we achieved 84 points on our first attempt and were officially certified in February of 2021.

For those who do not know, what is a B Corp?

"A B Corp Certification is a designation that a business is meeting high standards of verified performance, accountability, and transparency on factors from employee benefits and charitable giving to supply chain practices and input materials". The "B" actually stands for "benefit" and B Corp includes the "B Lab", which is a network of individuals working for a movement of change. B Lab describes themselves as "a non-profit network transforming the global economy" and their values are to be inclusive and equitable.

As we continued our B Corp journey in 2023, bracing ourselves for our upcoming 2024 recertification, we began really looking at ways to grow and make further impact. This exploration reinforced that our next big targets should be within our supply chain, setting goals where we can and engaging with our suppliers about impact and reduction plans where possible.

We also aimed to continue to connect to our B Local Vancouver companies and engage with the B Corp community through various seminars, training sessions and feedback opportunities to connect on a variety of topics and be a voice in how the upcoming B Corp certifications changes are developed. We strongly believe our impact and commitment will only grow within the B Corp community and having the support of our new ownership to continue to set an example within our industry has strengthened our ability to continue to look ahead and be leaders.

We're excited for our recertification and the year ahead.



## FINANCIAL SUSTAINABILITY

The longest film and television industry strike in 35 years would make for an uncomfortable financial sustainability report in any year. Many local businesses in the industry did not have either the diversity of revenue or financial depth required to survive. Countless crew members went over 9 months without a paycheck. Difficult decisions had to be made to guard our long-term viability, and to say we weathered the storm and have a positive outlook for the future is about as much as anyone can ask under the very difficult circumstances we experienced.

Through it all we tried to balance financial considerations with our commitment to the talented and experienced people who helped build Vancouver Film Studios, Pacific Backlot Services and Signal Systems, and to our environmental, social and governance goals. It was not easy and not everyone came out a winner, but we feel we took the best path available to ensure the long-term health of the organization.

Looking ahead we see a very healthy 2024 for the BC film and television industry as the gap in new content created by the strikes is backfilled. Vancouver Film Studios will emerge with some scars but hopefully wiser, stronger and fully prepared for the challenges ahead.



HOSTED THE TOP-RATED NEW NETWORK TELEVISION SERIES OF THE YEAR

100%

UPTAKE ON INDIGENOUS BURSARIES

\$300M

TOTAL VALUE OF SHOWS PRODUCED ON THE VFS LOT

74%

LOCAL BC VENDORS

84%

CANADIAN VENDORS

146 MWH

SOLAR POWER GENERATED



# ENVIRONMENTAL SUSTAINABILITY



In 2023, we decided to continue our offsetting relationship with Climate Smart. Previously in 2022 we were able to support The Great Bear Rainforest in the Haida Gwaii area of British Columbia however in early 2023 that project was retired which left us looking for something new . Through Climate Smart we were able to find the Northwoods Pulp Recovery Boiler project in Prince George, BC. This project provides GHG emission reductions by displacing fossil fuel derived electricity with renewable electricity for a large lumber mill. This project allows for steam power to meet up to 90% of the plants needs and is anticipated to reduce 19,000 tonnes of carbon dioxide annually. Since we made the switch to renewable natural gas in August 2023, we've become much more aware of where are energy sources are coming from and want to make sure as many other groups and regions have access to renewable energy too!

## REEL GREEN INITIATIVES:

Unfortunately the industry strike was gearing up at the same time as the annual Reel Earth Day Challenge. Despite this Vancouver Film Studios was proud to donate \$5000 and 100% of the funds went to the Reel Earth Day projects. These projects are administered by the Pacific Parklands Foundation and the Challenge focuses on bringing awareness to productions regarding their impact on the environment when filming. Reel Earth Day Challenge projects raise money toward rehabilitation of those spaces and for the first time in 2023 went to support social initiatives like mental health and wellness through nature and celebrating Indigenous culture through art. We look forward to being able to continue to support this project in the future.



## COMMUNITY GARDENS:

Beeducation has improved both employee and production staff awareness of our community garden. Unlike in 2022 our bees thrived and by the end of the year we were able to harvest over 50 LBS of honey just from our 2 hives alone. We continue to sell this honey by donation and all proceeds go to support local community initiatives selected by staff.

## MANDATORY RECYCLING:

Recycling stations are set up throughout offices and sound stages to encourage productions to recycle plastic, metal, glass, tin, batteries, CFL and LED light bulbs, and ink cartridges.

## EV CHARGING STATIONS:

These stations support and encourage electrical vehicle use.

## SOLAR PANELS:

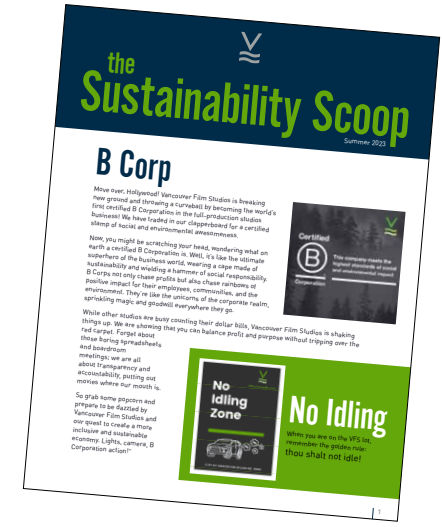
In 2023 they produced more than 145 mWh, and since installation have avoided emissions equivalent to planting 3,300 trees.

## LED LIGHTING:

LED lights, lightbulb recycling and light switch sensors provide a complete energy-efficient solution for washrooms, offices and stages.

## SUSTAINABILITY MEETINGS

In 2023 we continued to meet with our productions prior to their first day of shooting to discuss sustainable initiatives and programs on the lot as well as expectations of them while they are with us. We provided resources where necessary and are very excited to keep this up for each new show that comes our way in the future. We also developed "The Sustainability Scoop" our newsletter on all things sustainability. This is constantly being updated to reflect new and important information our productions need and to point them in the direction of resources should they have any questions or require solutions.







Helped eliminate waste from

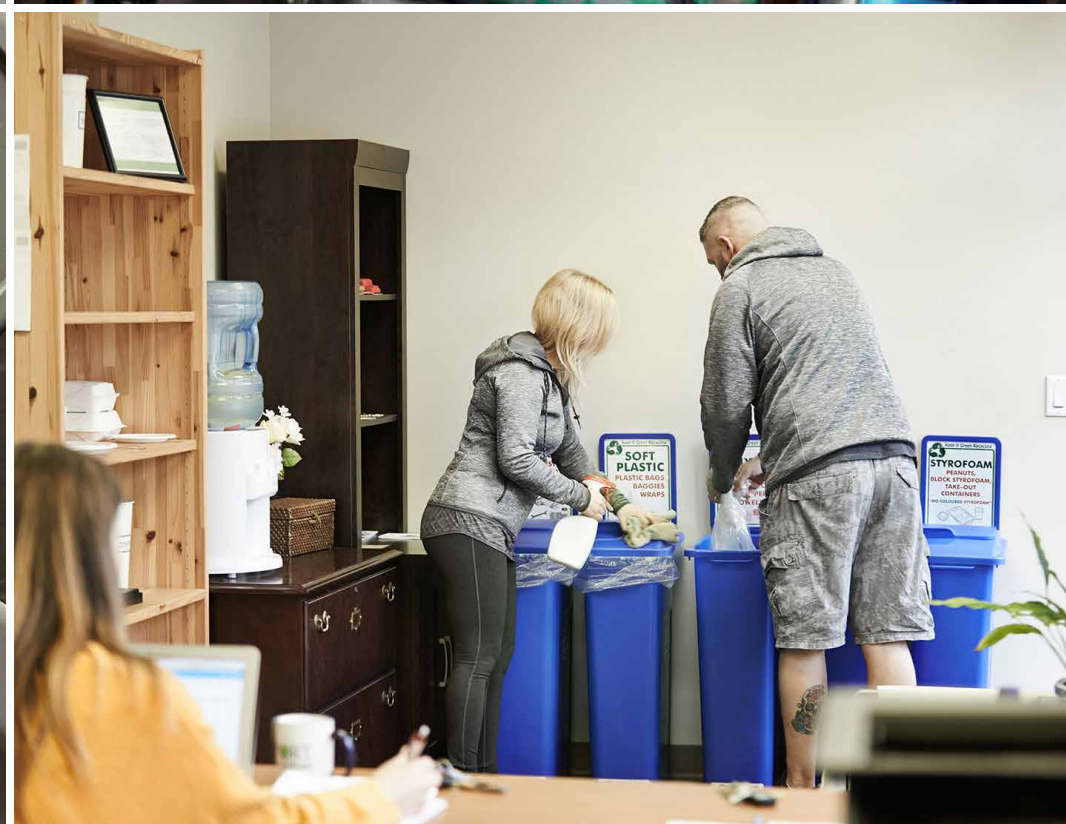

00012318

disposable plastic bottles

ELIMINATED

**12,318+**

DISPOSABLE PLASTIC BOTTLES



# ENVIRONMENTAL MANAGEMENT PROGRAMS

Our in-house waste reduction and recycling program extends beyond municipal minimums in the following ways:

- **Grey Water:** ensuring customers, vendors, suppliers do not dump water into catch basins
- **Cigarette butt recycling:** waste is turned into plastic pallets for industrial use.
- **Composting** turns organic matter into a sustainable solution for our gardens.
- **Recycling stations** set up throughout offices and sound stages to encourage productions to recycle plastic, metal, glass, tin, batteries, CFL and LED light bulbs and ink cartridges.
- **Reusing, recycling or donating film set materials.** We participate in the Sustainable Lockup (an industry initiative to recycle sets and furniture).
- **E-waste collection program.**
- Forty yard roll-off bins provide access for **facility-wide cardboard recycling.**
- **Policy on single use items** for staff (i.e. water bottles)
- **Waste pick-up management** resulting in a decrease in the frequency of waste collection and haulage.
- **Removal of desk-side garbage bins** in all production offices.
- **Centralized cardboard recycling.** Single point for cardboard collection for the entire site to decrease the frequency of haulage. This also encourages better waste segregation and recycling practices among the employees and occupants of the site.
- **We encourage bicycle commuting** with bicycle rooms, on site showers
- **Energy conservation:**
  - Policy on turning lights off when not in use.
  - All phones and computers go to sleep in the evening.
  - Occupancy light sensors in all washrooms that are high frequency use
  - Low voltage security equipment (cameras)
- **Education:** lunch and learns about sustainability

## WE PARTNER WITH:







# SOCIAL SUSTAINABILITY

## THREE FACETS:



**Employee  
Engagement**



**Community  
Engagement**



**Wellness,  
Health & Safety**



# SOCIAL SUSTAINABILITY



## Our Approach:

We are not satisfied with just being an employer. We want to extend the learning and experiences of our employees so they not only feel productive as employees, but they are also productive citizens in our community.

## Culture:

Workplace culture is the character and personality of an organization - it is what makes the business unique and is the sum of its values, traditions, beliefs, interactions, behaviors, and attitudes. It is now widely recognized that in addition to more concrete elements like ownership structure, access to capital and strategy, the health of an organization's culture is essential to its ability to thrive and endure.

At VFS, we believe we have a strong and positive workplace culture and we want to ensure we listen to every employee. Outside consultants conduct in-person interviews with employees, focusing on questions related to their employee experience. Questions include: "What keeps you committed to the work and the company?" or "When you really need a decision to be made, who do you go to and why?" We ask our employees for full honesty as we want to know the whole truth, including the good, the bad, and the ugly. Only by listening to everyone, can we grow together as an organization.



## Celebrations & Social Events:

Due largely to the ongoing impacts of the labour strikes and our ownership transition, unfortunately we cannot say 2023 saw many major celebrations and social events.

Our staff though are a social bunch and we couldn't keep them from finding ways to connect with one another. Whether it was a summer BBQ at lunch or a Friday afternoon "wine down" these small moments are what helped everyone to stay connected through the past year.

This year, we decided to go back to our format of our client appreciation event in Whistler in November. We invited a small group of clients who held on with us during the labour strikes for a casual reception style event at the Fairmont Chateau Whistler. This event served more as an opportunity to get everyone together and connect to look forward on all the opportunities that will be forthcoming now that the strikes have ended.

We are looking forward to 2024, particularly to our 25th Anniversary! This event this year will surely serve as a celebration of epic proportions connecting all those in the industry who have helped us make it to this milestone.





## Training & Talent Development

VFS continues to invest in our employee training and talent development. We believe that true performance development is only effective when it includes professional and personal goals and reviews including an Individual Performance Plan (IPP). An IPP is when managers and employees work together to identify objectives for the coming year. In 2023, our employees participated in a variety of courses including:

- Lift and forklift certifications
- Occupational First Aid Training
- College and University Courses
- Accounting Designation work
- ESG fundamentals micro credential
- Diversity and Inclusion training
- Engaged Leadership & Innovation training
- Carbon Literacy Certification
- Conferences and Professional Designation Update

## Feedback

Each year VFS conducts an Employee Engagement Survey to get direct and anonymous feedback from our employee group. In 2023, 61% of employees completed the survey. Responses included the following:

- On a scale of 1-10 for happiness at work, the average score was 7.9
- 88% of employees agree they feel valued and respected at work
- Our environmental initiatives were important to 83% of our staff
- 68% strongly agreed that the company clearly communicates goals and strategies

Communication continues to be an area employees identify as needing improvement however, compared to 68%, in 2022 this number was 58% and in 2021 it was 31% so we are improving.

We did not do our annual customer survey in 2023 due to the impact of the labour strikes but we will conduct one in 2024 to continue to learn from our customers how we can provide the best service to them.



## Diversity and Human Rights

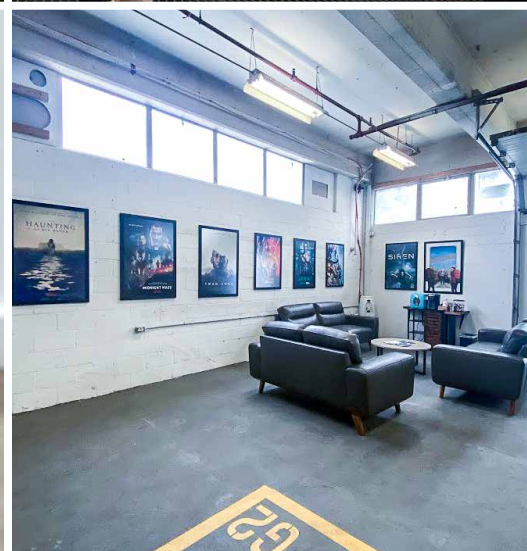
Respect for human rights is a fundamental value at VFS and is reflected through our policies and practices. We expect every individual to be treated with respect and dignity and strive to make our work environment a better place to be, which includes consistently reviewing and updating company policies and codes of ethics to ensure we are adapting to current and upcoming laws and social nuances. We expect our employees to hold us accountable and accept and act upon feedback in real time.

Instilling sound justice, equality, diversity and inclusion (JEDI) practices takes work, and we still have much room for improvement, but we have made some inroads such as:

- Increase in female-identifying individuals in traditionally male-held roles
- Increase in female-identifying supervisors
- Increase in % of visible minorities on staff
- Supporting individuals considering gender transition
- Revised and enhances Respect in the Workplace Policies
- Barrier-free external recruitment practices
- In 2022 we welcomed the installation of the Progress Pride flag to our lot to let our crew and community on the lot that this is a safe workplace for all













## SOCIAL SUSTAINABILITY



- New Employee Training
- 100% employer paid extended health and dental benefits
- On-site gym
- Sport scholarships and sponsorships
- Promote bike or bus/train to work
- On-site showers and changerooms
- Weekly safety committee meetings
- Healthcare spending account for additional benefit



Giving back to our community also continued to be a major focus of our staff. This year we were proud to show our support by making donations to:

- Take A Hike Foundation
- Vancouver Asian Film Festival
- Aunt Leah's Tree Lot
- Vancouver Black Therapy and Advocacy Foundation
- Qmunity
- 2 Spirit Collective
- Arc Foundation

We also actively encourage employees to take advantage of the Company's two paid days off to volunteer. This year employees took time to support the Vancouver Food Bank, Reel Earth Day Challenge and Aunt Leah's Place.





**VAFF** VANCOUVER ASIAN FILM FESTIVAL



A few of the events and organizations we support.





## LOOKING FORWARD

2023 was a challenging year for our industry, a phrase we heard a lot during the pandemic of 2020. As we looked forward at the start of 2023 we saw no signs of an industry slow down and instead braced for a change in ownership. Well, we were 50% right. If 2023 taught us anything it was to expect the unexpected. While 2023 was a difficult year, 2024 has us positioned for success with room to grow.

In 2024 we hope to become further integrated with our new ownership and learn from the community of studios we now share that ownership with. 2024 is also a big year for us. In 2024 Vancouver Film Studios celebrates its 25th Anniversary! Over the past 25 years we have grown to become integral to the industry, locally and internationally and we're just getting started.

Goals for the coming year:

- Successfully complete B Corp recertification
- Become leaders on ESG impact within our new ownership
- Continue to engage suppliers and vendors on best practices for social and environmental goals
- Continue to improve diversity and inclusion
- Further develop our Indigenous Filmmakers and Continuing Education Bursaries through partnerships
- Develop partnerships with related environmental organizations related to film to help assist productions in reducing their footprint







