



The Last Two Years

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Report of the National President



REPORT OF THE NATIONAL PRESIDENT 2019 – 2021

Sisters, Brothers and Friends:

Article 9.2 (d) of the National Constitution requires that I report to convention on the administration of my office and the affairs of the union and, as such, this is my report to the 30th constitutional convention of our union.

When we met for convention in Montréal in October 2019, nobody could have predicted that we would soon be hit with the biggest health crisis in generations. Our country was turned upside down by COVID-19, as was the world. Nobody was really prepared for the pandemic, nor were we prepared for its persistence.

While we saw the worst from some folks at the outset – with hoarding and price-gauging – we also saw heroes emerge all across Canada. Frontline workers, including our members, stepped up in spite of their fears and helped their communities through this crisis. Many workers put in extremely long hours and many didn't see their families for weeks and months, out of fear of infecting their families.

Our governments and employers were not ready and didn't react nearly quickly enough. PPE was not available. Ventilation was inadequate. The reliance of many employers on precarious workers who worked at multiple sites increased the spread of the virus amongst the most vulnerable. The public services that we have always been proud of as Canadians stretched and very nearly broke because of decades of inadequate funding. The early days of the pandemic wasn't the time to declare "we told you so", but damn it, we did!

Long-term care homes, where our parents, our grandparents, our loved ones lived and received care, became COVID traps. The differences across the country, and especially between private and public care homes, was so stark when it came to infection rates and numbers of deaths. The blame for this lies squarely on the corporations who prioritized greed and profit over care, and on the governments that allowed this to happen.

Our members in acute care, despite lacking the necessary resources, put their lives at risk caring for us and our families. Child care workers continued

their work so other frontline workers could go to work. Municipal workers kept our neighbourhoods safe, the water running and the roads clear for all of us. Flight attendants repatriated Canadians from all over the globe, risking their health doing so. Energy workers made sure we had power at home and could stay connected. Social service workers kept showing up, providing important supports for the most vulnerable in our communities. Education workers made sure schools and campuses were clean and safe, and helped students adapt as the world changed around them. Paramedics and other emergency services workers continued to save lives in even more difficult circumstances.

Hundreds of our members contracted COVID on the job while providing these services, and ten of them paid for it with their lives. I think of those ten workers every day. I think of their families. I think of the workers they left behind and how they continued to show up every day, even after losing a co-worker, a colleague, a friend. We will never forget your sacrifices.

I have always been in awe of the work our members do across the country, but the past twenty months have increased my appreciation for your work ten-fold. Thank you, thank you, thank you!

In every sector, in every community, CUPE members from coast to coast to coast stepped up, and did what it took to keep our communities, and our country, going. I will never forget that. And we will not let our governments and our employers forget it either!

Shortly after our last National Convention, I had an incredible opportunity to travel to Colombia and spend time with a couple of amazing organizations we partner with there. We went to places the Canadian government tells folks not to go. We met with amazing trade union activists, peace activists, and community activists. We saw firsthand the devastation caused by a government that does not value nor care about its citizens, but rather is guided by the interests of corporations and the ultra wealthy and ignores the illegal drug trade.

While we were in Colombia, five Indigenous leaders were gunned down by members of a paramilitary group. One was a young woman, an elected governor

of her community. The other four were territorial guards, who patrol their communities armed only with a ceremonial staff. We joined a gathering of Indigenous leaders and activists to mourn the murder of these five souls and bore witness as they discussed how to respond and carry on. It was one of the most solemn and yet inspiring events I have attended.

COVID-19 wasn't the only pandemic we have experienced in the past two years. Hate and prejudice rose to unprecedented levels in our country. I have always considered myself a proud Canadian, but I am much less proud these days. There is much to love about our country, but we need to come to terms with the racism that has been built into our society and the genocide we have committed on the Indigenous peoples whose lands we work and live on.

We have seen a marked increase in prejudice and violence against racialized people, especially those who are Asian and Black, over the past couple of years. We have seen systemic racism devastate families and communities, through the decisions and actions of our institutions, courts, and police.

We are just now starting to come to grips with our dark past of ripping apart Indigenous families, allowing their children to be raped, abused, and murdered by those supposedly doing god's work. I have learned a lot over the past couple years of our atrocities and crimes, as I know you have too. We must commit to both truth and reconciliation, and we must first uncover and acknowledge the truths of our action before we can begin the difficult work of reconciliation.

The past two years saw changes in our labour movement. In June 2021, we helped elect a progressive team to the leadership of the Canadian Labour Congress. I am so proud of the role CUPE played in electing these leaders, and the opportunity it presents to take our movement back to where we need to be – in the trenches, supporting workers and rebuilding a strong relationship with our party, the NDP. I am grateful for our activists and staff who played a role in electing these amazing leaders, and extend a special thanks to Gloria Lepine, Gina MacKay and Deena Kapacila who were elected to CLC equity positions and will join me and Candace Rennick on the CLC's Canadian Council.

Over the summer of 2021, we also had a federal election that no-one really wanted and ended up with

pretty much the same government we went into the election with. It's déjà vu all over again, with the Liberals in a minority government, the Conservatives in opposition, and the NDP and Bloq Quebecois holding the balance of power. We will continue to work the NDP and the Bloq, along with our allies in the labour movement and progressive coalitions, to push the Liberals for universal pharmacare, to remove profit from our systems of long-term care, and for a pandemic recovery that supports and invests in workers. And we will hold them to their promises to invest in public child care, and for meaningful reconciliation.

I'm sure many of you have heard me refer to our staff as the greatest staff of any union. Over the past two years, they have proved this over and over. Our staff, just like our members, stepped up and adapted. CUPE staff worked with all of you to ensure members received the support they needed, fighting for PPE and safe workplaces in the early days of the pandemic, negotiating layoff agreements when necessary, and ensuring a safe return to work as the pandemic progressed. We truly do have the best staff working with us.

My office also has amazing and dedicated staff that I am truly fortunate to work with. Johanne, Julie, Michel, Tanya, and Tinah continue to show there is no challenge too big. They all have worked so hard and adapted without hesitation to the challenges of the past two years. I appreciate their dedication, their resilience, and their support, and I thank them for their efforts and friendship. The same is true, of course, of my Executive Assistants, who have worked tirelessly and shown tremendous dedication and leadership since our last convention; I rely on them immensely. I have always known that I don't need to be the smartest person in a room or a role, but I do need to have smart, dedicated, and engaged people working with me in order to do the best job possible as your National President. With these folks working with me, I know I am in good hands, and so is our union!

I have known my good friend Charles since I joined the National Executive Board in 2005. Even though neither of us really spoke the other's language, we immediately became friends. I supported him in his election as National Secretary-Treasurer in 2011 and we have worked closely together since then, but especially after my election as National President four years later. There is no finer activist and leader

anywhere than my friend Charles. While he is much more than a treasurer and administrator, his work helping CUPE as an organization work through the challenges COVID-19 brought to our finances were key to us getting through this difficult time as well as we did. I know he will pass on much of the praise to the staff who work with him in his office, but there is no doubt he led this work. I am going to miss him, but I know he will enjoy the next chapter of his life. Charles, my friend, I wish you a happy, healthy, and long retirement.

I wouldn't be able to fill this role without the support of my family. My partner Leanne has helped me so much on this journey, has been my rock, my sounding board, my best friend, and my love. There is no doubt the job of a union activist is hard on our loved ones, especially when we are on the road so much, and even though we talk and text regularly, it's just not the same. Leanne – you make me smile. My children, Kaden and Kiara make me proud every day. They are not little kids any longer, and it's fun to watch as they grow into smart and amazing young adults. They are a big part of the reason I do what I do – I want to do everything I can to make the world a better place for them. To all my family and friends, thank you for your support and love always!

And finally, to you, our members, our leaders, our activists. Thank you for your strength and for your support! Thank you for being the fighters and the advocates that you are! Thank you for caring for our membership and always being there for our union! I am so proud to work with you all, and I know together we will make the world a better place.

The report that follows is a summary of the last two years, based on the quarterly reports that I present to meetings of the National Executive Board and send to all chartered organizations of CUPE.

Of course, there is no way to possibly capture all that has gone on in our union, so what follows is my attempt to share with you a small portion of the work, challenges, advocacy, activism, and victories of our union and our 700,000 members.

With love and solidarity,

A handwritten signature in black ink, appearing to read 'MH' followed by a stylized flourish.

MARK HANCOCK
National President

BUILDING OUR STRENGTH: A LOOK AT OUR LAST TWO YEARS

A Pandemic and the Political Landscape

While our National Executive Board was meeting in March 2021, the World Health Organization declared COVID-19 a global pandemic. The total number of cases in Canada had just reached 200, and it seemed that overnight, everything changed. Looking back, things moved a little more slowly than that. It took a few weeks before services were shut down, borders were closed, and “physical distancing” became the norm.

But the impacts on our members were immediate. CUPE members work on the frontline of public services, and that means they were front and centre in this pandemic. Regardless of where our members work, the ways in which they work changed.

Our members in health care, whether they work in acute care, in long-term care, or in clinics, worked long hours in incredibly stressful conditions, face-to-face with the coronavirus. Our members in emergency services, including paramedics, did the same.

Our members in public transportation made sure other essential workers could travel safely between work and home.

Our members working in the airlines sector worked to bring people home, from across the country and around the world, only to see the bottom fall out of their industry and be left facing an uncertain future.

Our members in social services continued to support our most vulnerable populations, in residential settings and in the community. Our members in child care supported parents who continued to work in health care and other essential services.

Our members in education, both K-12 and post-secondary, adjusted their work to support students as they learned from home, instead of in classrooms. And adjusted again as students returned to school in very changed circumstances.

Our municipal workers kept our neighbourhoods safe and clean, and library workers adapted the services they provided to their communities.

Our members in the energy sector ensured we were all able to continue working, no matter where we might be working from. And our members in the communications sector made sure we continued to receive the news of the day.

More than ten percent of CUPE members were affected in another way – they were laid off or furloughed, and some lost their jobs entirely. Many more CUPE members who would have returned to seasonal jobs were not recalled. Our members working in the airline sector were especially hard hit, as were municipal, library, education, and child care workers.

I am so proud of our activists, our leaders, and our staff who have worked tirelessly to support our 700,000 members in the face of the ever-changing landscape we are living in. Together, we supported our members to know and understand their rights to a safe workplace.

We fought to ensure they had access to the necessary personal protective equipment. We negotiated redeployment agreements that ensure our communities are safe, while keeping our members working. We forced employers and governments to recognize the inherent value in the work our members do and the importance of the public services we provide. We negotiated layoff provisions that protect our members’ rights and benefits. We helped our members understand and access government benefits. We negotiated remote work agreements, and vaccine policies. And through it all, we ensured our members felt more connected and supported by their union than ever, through digital communications and online meetings.

Lobbying and Legislation

Since October 19, 2019 a Liberal minority government has been in power in Ottawa. That is, perhaps, not the worst possible outcome we could have. Similar governments in the 1960s, with the NDP holding the balance of power, brought us universal medicare, the Canada and Québec Pension Plans, Canada Student Loans program, and federal labour standards that included the 40-hour work week.

The Liberals also held power in a minority government from 2004-2006, which brought about equal marriage. The NDP was able to negotiate amendments to the 2005 federal budget which saw a reversal in corporate tax cuts in favour of a \$4.6 billion investment in social programs and public transit.

This formula seems to have worked in our favour again, for the most part, through the pandemic. With a strong labour movement pushing at every turn, and the NDP again holding the balance of power, the federal government reacted quickly to put in place programs to support workers who were impacted by COVID-19. And while there were gaps in the supports provided, I will give the government credit for being willing to listen and respond to our concerns in the early days of the pandemic.

CUPE pushed at every turn to ensure that workers did not fall through the cracks of the patchwork of benefit programs and funding announcements. Working with allies in labour and other progressive movements, we wrote to and met with ministers and their senior staff far more than we have in recent years. And we got results. Together our advocacy, along with the work of Jagmeet Singh and the NDP, led to the expansion of the Canada Emergency Response Benefit (CERB), a streamlined application system, broader access to the Canada Emergency Wage Subsidy (CEWS), an interest-free moratorium on student loan payments, and a supplementary payment to seniors on Old Age Security.

Long-term Care

There is no doubt that the COVID-19 pandemic has disproportionately affected those living in long-term care homes across the country. The statistics are horrifying. Four out of five COVID-19-related deaths in Canada have either been residents or staff of a long-term care home. Our country has the highest proportion of deaths in long-term care settings in the world. The impacts on residents, workers, family members, and loved ones are devastating.

COVID-19 did not create the crisis unfolding in long-term care – it's laying bare the problems that have persisted across the sector for years. Decades of underfunding, understaffing, poor working conditions, high levels of violence, and a focus on profits over quality care have eroded Canada's system of long-term care to the breaking point, leaving us

tragically unprepared to protect the lives of our most vulnerable.

The pandemic has shown we need to recreate our system of long-term care to transform facilities into places that provide the quality of care we want for our loved ones, and for ourselves as we age.

CUPE was among the first to call on the federal government to show leadership and take action to fix the problems in long-term care now. This starts by bringing long-term care fully into the public health care system, regulating it under the *Canada Health Act*, and providing dedicated and adequate funding for its delivery. That funding needs to be tied to national standards of care, including staffing levels. We continue to call on governments to recognize the value of the work in the sector, by increasing wages and benefits and ensuring full-time work for those who want it. And finally, we need to eliminate the for-profit ownership of these homes and the contracting out of facility services.

Protecting Public Health Care

For years, CUPE has been working with the Canadian Health Coalition and other allies against a court challenge by Dr. Brian Day and his private health clinic, Cambie Surgeries Corporation, aimed at gutting our system of universal public health care.

On September 10, 2020 a long-awaited decision by the BC Supreme Court affirmed the deeply-rooted Canadian value that people should receive health care based on what they need, not what they can pay.

Dr. Day has argued that patients have a constitutional right to private care if they can afford it and public wait times are too long.

While the Court acknowledged that challenges sometimes exist in accessing timely care, they ruled against Dr. Day, finding that those delays do not equate to a violation of charter rights. Justice Stevens noted that our health care system is rooted in medically-necessary care, not an individual's ability to pay.

Dr. Day is appealing the ruling to the Supreme Court of Canada, and we continue to support our allies who are intervenors in the case.

Federal Election

On August 15, a federal election that almost no one wanted, but everyone expected, was called for September 20, 2021.

CUPE rolled out regional plans, developed in consultation with our provincial divisions, that focused on building member engagement and showing our strong support for candidates who understand our union and our key issues. Things like making corporations and the wealthy pay their fair share of taxes, so we can invest in critical programs like pharmacare, long-term care, and child care.

Outside of Québec, that meant highlighting the commitments and campaign of Jagmeet Singh and the New Democratic Party. Throughout the campaign, we also promoted volunteer participation in the campaigns of the many CUPE members and staff who were seeking election as NDP candidates.

We were active across digital platforms, providing members with the resources they need to make informed decisions around how to vote. We also distributed and promoted informational products focusing on the NDP as the party best positioned to support all workers. We facilitated connecting members with volunteer opportunities on local campaigns and participated in many labour canvasses across the country.

Third party election financing rules and restrictions required that our activities across the country were coordinated and approved through, and will be reported by, National Office.

I am so proud of the CUPE members and staff who stepped up to run in this election, and those who dedicated many hours to support them and other labour and NDP candidates. And I am proud of the positive and energetic campaign run by Jagmeet Singh and the NDP. I was also pleased to see the work our new CLC officers did to engage union members in support of NDP candidates in key seats across the country.

The election results saw a few seats change hands, but otherwise we have a parliament that, in terms of seat-count, is almost a mirror-image of the last one. It seems that Trudeau was successful with his cynical pitch for “progressive” voters to vote Liberal in order

to stop the Conservatives. And O’Toole made an equally cynical pitch that he was somehow on the side of workers. I was most disturbed, though, by the emergence of the PPC, who conducted an ugly campaign and convinced 5% of Canadians to vote for them.

We will continue, with the CLC and our allies in labour, to push our agenda forward – on child care, but also on long-term care and pharmacare, on climate change and a just transition, and on making corporations and wealthy Canadians pay their fair share through taxes.

Canadian Labour Congress (CLC)

The CLC has played an important role in coordinating labour’s response to government throughout the pandemic. They pulled unions together to talk about sector-specific problems and solutions, and coordinated communications with the federal government, ensuring our collective voices were heard by the powers that be.

This serves as an important reminder of the value of a strong labour movement and why keeping our house of labour united, with CUPE’s full participation at all levels, remains one of my priorities.

It is also why CUPE played a key role in the election of new CLC officers at the 29th Constitutional Convention of the CLC, which was held virtually from June 16-18, 2021.

Lily Chang, a member of CUPE 79, was elected to the position of Secretary-Treasurer as a part of Team Unite. Joining her as newly elected officers are Beatrice Bruske as President and Siobhan Vipond as Executive Vice-President. Larry Rousseau was re-elected as Executive Vice-President. I very much look forward to working with all of them.

Anti-Racism Strategy

At our last National Convention, delegates voted to build upon the work our union has done to address racism in the workplace and in our union, when they adopted a resolution calling for the creation of an anti-racism strategy. Indigenous, Black and racialized CUPE members from across the country helped to draft this document, through online consultations, committee meetings, and discussions at our National Human Rights conference.

The end result is a strategy that is rooted in the knowledge and experiences of our members, and has as its base ten specific goals that, together, chart a path to break down barriers and create a stronger, more inclusive union and position us to make those changes in our workplaces and society as well.

The last two years have seen a rise in racism, white supremacy, and violence across Canada. Which is, sadly, not surprising given research that shows hatred, violence and harassment spike during times of crisis. The work we have done on this front over the last two years could not be more timely.

Our Anti-Racism Strategy is being brought before this convention for debate and adoption by our delegates, with the full support of our National Executive Board.

CUPE Conferences & Meetings

All Committees Meeting

This meeting of our 18 national advisory committees was the first formal meeting we were forced to cancel due to the pandemic. As the months went by our committees found ways to meet virtually, adjusting to the new format as well as the challenge of accommodating members from across five time zones. While it is somewhat jarring to realize that these committees never had the opportunity to meet in person, I am pleased that their meaningful work continued.

National Sector Council Conference

CUPE's National Sector Council Conference was held virtually in October of 2020, as a series of eleven separate sector meetings. It provided a mid-pandemic opportunity for our leaders and activists to come together and discuss emerging trends and issues within their sectors. It was also our first experience in planning and hosting large virtual meetings in both official languages, and there were definitely some lessons learned about the benefits and pitfalls of virtual platforms.

National Human Rights Conference

Our 2021 Human Rights Conference, held March 1-4, saw 700 members gather online to hear reflections from some incredible guest speakers and from member activists across the country, on how the events of the last year have impacted equity-seeking

groups. The theme of the conference, *Human Rights in the time of COVID: Organizing for Change* offered participants the opportunity to chart a course for a better future as we come out of this pandemic, for a more progressive union, more equal workplaces, and a more equal country. Activists shared ideas and strategies on how to make that a reality.

The conference also allowed us to consult members broadly on a draft anti-racism strategy. The comments and feedback guided in developing an even stronger document for adoption at National Convention.

Truth and Reconciliation: Conversations for CUPE members

On September 28, 2021, CUPE hosted two webinars (one in English and one in French) for our members to discuss our role as a union, and as union members, in truth and reconciliation. Members heard from Indigenous leaders both from within CUPE and from outside of our union, about their experiences and activism. It was an important learning opportunity for our members and provided a forum to ask questions and discuss how we can each contribute to reconciliation and support the fight for justice for today's generation of Indigenous peoples.

National Pension Summit

On October 27, 2001, CUPE convened a National Pension Summit focused on improving access to pensions for part-time and other precarious workers. CUPE members met online to learn from pension specialists about the scope of the problem, discuss the obstacles that stand in the way of equal access to pensions and share strategies for overcoming them. Participants had the opportunity to share their experiences and hear about successful pension campaigns.

Global Justice & International Solidarity

Public Services International

Public Services International (PSI) is a Global Union Federation of more than 700 trade unions representing 30 million public sector workers in 154 countries. PSI works to defend trade union and workers' rights and fight for universal access to quality public services, and is an important voice at the United Nations, International Labour

Organization, World Health Organization and other regional and global organisations.

PSI is playing a leading role in pushing governments to support a proposal backed by India, South Africa, Kenya, and close to a hundred other countries for a World Trade Organization (WTO) waiver on COVID-19 vaccines. There is great concern that the monopoly given to pharmaceutical companies by the WTO agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS) will result not only in these companies making extravagant profits, but also prevent other manufacturers from producing COVID-19 vaccines and medicines, impeding the scaling up of production and access to affordable vaccines to everyone across the globe, no matter where they live or work.

At the beginning of 2020, I was honoured to assume the leadership of the Canadian affiliates to Public Services International (PSI) and now represent Canada on their Executive Board. In non-pandemic times, that would have meant occasional travel overseas to attend board meetings; instead, I have had the pleasure of joining virtual meetings at 3:00 in the morning! I have also joined, at more reasonable hours, meetings with PSI affiliates across North America as well as the Inter-American region.

Colombia

In October 2019, I travelled to Colombia at the invitation of two organizations we partner with through our Global Justice Fund. It was an important opportunity to learn first-hand about the vital work they do.

We travelled with NOMADESC, a research and human rights organization lead by the fearless Berenice Celeita, into several communities facing incredible challenges.

We went to the port city of Buenaventura, the hub of the country's most important trade routes, where development by foreign-owned resource companies has forced thousands of Indigenous and Afro-Colombian peoples from their communities, into a city that doesn't have the housing, the services, or the jobs to support them. Two years ago, these people banded together and shut the city down for 22 days, demanding safety, security, and essential services like water, sanitation, health care and education for the over-grown community. We met with members of

the civic strike committee, and heard about their continuing struggles, and watched as one of the leaders of that strike, Victor Vidal, was elected Mayor of Buenaventura.

We spent time with SINTRACUAVALLE – the union representing workers at Colombia's only public water provider, who have been bravely fighting water privatization in Colombia in the face of sometimes violent opposition. We toured a water treatment facility and attended a meeting the union hosted for community members who are fighting for public water services.

We met with Indigenous leaders in the province of Cauca, and travelled to the community of Tacueyo, where just the day before, five Indigenous leaders had been gunned down by members of a paramilitary group. There, we witnessed hundreds of members from the surrounding communities come together, to grieve but also to organize and determine, collectively, their path forward.

I found such deep inspiration in the remarkable courage of the women and men I met in Colombia, who organize and fight for human rights, and who stand against corruption and corporate aggression in the face of such adversity and violent opposition.

Their courage reminds me that there are too many places in this world, still today, where it isn't always safe to speak out for the things you believe in, and where you risk your life just being a union activist.

Picket lines and protests

Over the last two years, despite the pandemic, we have seen an increase in collective actions, as environmentalists and Indigenous, Black and racialized peoples exercised their Charter rights to freedom of expression and assembly. Protests have been held in support of the Wet'suwet'en on the west coast as they fight to defend their land. Black Lives Matter protests grew following murders of black people at the hands of police in the US and here at home. Actions to call attention to the perils of climate change are now a regular occurrence in many cities.

We are seeing increased actions by workers, too. Just look at our 22,000 members who are walking the line in New Brunswick for fair wages and respect!

On the evening of January 20, 2020, thirteen Unifor members were arrested on the Co-op Refinery picket line in Regina. I was so proud of our CUPE 21 members who, as the Regina Police Service attempted to break the Unifor picket line that night, exercised their right to refuse the work. That show of solidarity was vital to Unifor's ability to hold the line. That kind of solidarity is the cornerstone of our movement, and it is the reason why I flew to Regina the next day. When worker and labour rights and freedoms are on the line, you better believe that CUPE is going to show up and join the fight!

The time has come for us to have a conversation about the importance of picket lines and protests. Our rights to organize, collectively, as a union and as a movement, are what give us our strength. And while those rights are not absolute, we need to examine the impact of the restrictions being placed on those rights by the courts.

We also need to re-engage with our members about the role protests and picket lines have played in our history, and the gains we have made because of them – not just for our members but for workers across the country. It's time to reinvigorate our picket line culture in this union, to get more creative, and to reinforce the mantra that I learned in my early days as an activist: "A picket line is a picket line, and we do not cross."

Collective Bargaining

Collective bargaining is a key purpose of any union, and it is at the core of the work done by CUPE locals across the country.

There is no doubt that bargaining was made more difficult by the pandemic. But we pressed on. It is good to see our local leaders and staff securing good collective agreements, and making gains for our members, despite the challenges posed by public health restrictions and financial uncertainty.

CUPE's bargaining policy continues to serve us well. Time and again, our members are standing up against employers who peddle concessions and try to take away our hard-earned rights and working conditions. And they are winning. Not only are we resisting concessions, but we are also negotiating gains for precarious workers, as mandated by that same policy. We are expanding benefits, vacation, and seniority

rights to members working in part-time, casual, and temporary jobs.

When locals consult our members as part of preparing for bargaining, they learn more about what is really important to our members. As a result, we are breaking new ground at the bargaining table. Our locals are expanding benefits that invest in our members' mental health and wellness. They're securing domestic violence leave, leave for trans-affirming care, expanding bereavement leave to include those beyond the western concept of immediate family, and paid leave for Indigenous employees requiring time off for spiritual or ceremonial responsibilities.

By engaging our members, by being strategic and planning ahead, and by ensuring our activists have access to the best union education on offer, we are better prepared than ever to push back and secure good collective agreements that move us, and our members, forward.

As we start to put this pandemic behind us, we know governments and employers across the country will call for austerity. Our collective agreements will be under attack, and we will be ready to defend them.

Our bargaining rights will continue to be under attack, too. We will keep working with our allies in the labour movement to fight government legislation in the courts. Despite Supreme Court decisions in our favour in recent years, we cannot be complacent.

Strikes & Lockouts

Local 375 – The Port of Montréal Longshoremen's Union – Québec

In the summer of 2020, CUPE 375 (The Port of Montréal Longshoremen's Union) and the Maritime Employers Association (MEA) reached a tentative seven-month truce ending the 12-day strike that began on August 10, 2021. The parties agreed to set aside their actions and focus on reaching a collective agreement but our members retained their right to strike. Employees had been without a contract since December 2018 and there had been little progress on the key issues of wages and life-work balance.

On April 10, 2021, the employer served lockout notice, announced they would not honour job security provisions in the collective agreement, and extended workers' shifts by up to 100 minutes. CUPE 375 served strike notice in response to escalating pressure tactics by their employer.

Before our members were able to begin their strike, the federal government announced they would introduce legislation to end the dispute. This took any remaining leverage the workers had away, and the MEA refused to continue bargaining, knowing the government would resolve the strike for them through back to work legislation. Once again, the Liberals showed their true colours.

The legislation was drafted, subject to severely limited debate in the House of Commons and Senate and given royal assent in just five days. Our members were forced back to work on April 30, 2021 and their collective agreement will now be determined by a third party arbitrator. CUPE is challenging the legislation in the courts and at the International Labour Organization.

Local 441 – Saanich School District – British Columbia

The collective agreement for CUPE 441 expired June 30, 2019. The local has approximately 460 members, is part of the K-12 President's Council and was party to the Provincial Framework Agreement which was ratified in the summer of 2018. Local bargaining, which largely centered on monetary items, began April 29, 2019, and the parties reached impasse on June 26. This strike ended on November 17, 2019, when a new collective agreement was ratified that included the Framework wage increases of two percent increases per year in a three-year agreement, as well as significant steps to address the wage disparity in the region.

Local 508 – City of Fredericton – New Brunswick

Fredericton made history on February 13, 2020 by serving a lockout notice to its outside workers, who keep the city moving, which includes snowplow and other heavy equipment operators, water and sewer systems operators, and engineering and service technicians. The lockout notice came when CUPE 508 issued strike notice earlier in the day, following

another futile day at the bargaining table with no enhanced offer by city management. The collective agreement had expired in December 2018, and the main issue at the bargaining table was fair wages. Fredericton outside workers are paid less than their counterparts in Moncton and other municipalities in the province. An agreement was reached, and the workers were back on the job on February 18, 2020.

Local 1282 – City of Bathurst – New Brunswick

Just before our 2019 National Convention, CUPE 1282 ratified a new five-year collective agreement with the City of Bathurst following a 61-day lockout. The deal called for a signing bonus as well as increases for all classifications (the employer had proposed to freeze some out). Support across the country for this small local of 22 workers was strong and went a long way to promoting their solidarity on the line.

Local 1294 – Université du Québec à Montréal – Québec

CUPE 1294 represents more than 1,700 UQAM support staff, namely, office, technical and professional personnel, who together ensure the smooth functioning of the university. CUPE 1294 went out on strike to disrupt the launch of the university's fall session, beginning in the first week of September 2019. The parties had been unable to agree on the matter of compensation. After 11 days on strike, the Local Union reached an agreement in principle that stipulates salary increases of 2% in 2018 and 0.75% plus a lump sum payment of 1% for 2019. From 2020 to 2023, the members will receive a 1.25% increase for the first year and then 1.5% for the following years, or the Government's compensation policy, should the latter be greater. Other interesting gains were made including a review of the agreement to improve work and personal life balance, notably with the launch of a pilot flexible schedule project for everyone, and increased flexibility in terms of taking personal leaves.

Local 1349 – Town of Grand Falls-Windsor – Newfoundland and Labrador

CUPE 1349 members were locked out on July 15, 2021 by their employer, the Town of Grand Falls-Windsor. Among other demands, the employer was asking for concessions on the benefit plan and wanted to eliminate joint committees. This employer

did not want to hear from their employees regarding the work they do and the public services they deliver. Members fought back for respect and had the support of the community behind them.

Despite that support, the dispute continued well into the fall. After more than 14 weeks on picket lines, an agreement was reached that provided wage increases as well as improvements to call-in language, and the creation of a joint committee to review the benefits plan.

Local 1505 – Wood Buffalo Housing – Alberta

Wood Buffalo Housing (WBH) in Fort McMurray locked out its 49 employees on May 10, 2019; employees were forced to hit the picket lines. On October 22, after 165 days on the line, a new two-year agreement was ratified by the membership. WBH is a non-profit subsidiary of the Regional Municipality of Wood Buffalo which provides housing to residents of Fort McMurray.

Local 1761 – Town of Placentia – Newfoundland and Labrador

CUPE 1761, workers with the Town of Placentia, Newfoundland and Labrador ratified a new collective agreement on August 28, 2019, ending their strike that started on July 16. The local was able to push back against the employer's insistence that wage increases be frozen for four years, and achieved a signing bonus plus increases in the third and fourth year of the contract. The local was also successful at pushing back the town's demand to control employees' work schedules and made gains that include access to sick days for part-time and casual employees.

Local 2348 – Manitoba Interfaith Immigration Council (Welcome Place) – Manitoba

Seventeen members of CUPE 2348 who provide critical services to recent immigrants to Winnipeg stood strong together and walked a picket line for 12 weeks to stave off the concessionary demands of their employer – Manitoba Interfaith Immigration Council (Welcome Place). They were facing concessions that included an increase in their share of benefit costs, reduced paid time off, the elimination of maternity leave top-up, and a two-tier vacation entitlement proposal.

After mediation failed, and with no path forward, CUPE filed a request to the Manitoba Labour Board following 60 days of the lockout. This allowed our members to return to their vital community work while an arbitrator is appointed to help the parties reach what is hoped to be a fair agreement. This right to access arbitration is currently being threatened by Manitoba's conservative government under Bill 16, which could prevent arbitrators from settling labour disputes, resulting in prolonged lockouts or strikes.

Local 3625 – Something Special Children's Centre – Ontario

CUPE 3625 were locked out by their employer on November 1, 2019. The employer was demanding concessions to health benefits from these eight workers. The lockout ended November 18, after a new deal was ratified, without the concessions demanded.

Local 3768 – Town of Holyrood – Newfoundland and Labrador

Municipal workers at the Town of Holyrood were locked out by their employer after several failed attempts at conciliation. The 15 employees, members of CUPE 3768, voted in favour of strike action just hours before arriving at work to locked facilities.

The employees provide snow clearing, water and sewage treatment, and clerical and accounting services to the town. An agreement was reached on February 13, 2020, after 10 days on the line, providing for a 6.5% increase over the term of the agreement.

Local 4193 – Nepisiquit – Chaleur Solid Waste Commission – New Brunswick

CUPE 4193 (Commission des services régionaux Chaleur: Gestion des déchets solides) ended a 165-day lockout on July 28, 2020, with the ratification of a 5-year collective agreement. The agreement broke the wage pattern in the Chaleur Region by negotiating a raise of 2% for the first 3 years and 1.75% in the 4th and 5th years of the contract, while also resisting concessions and two-tier proposals.

The negotiated return to work protocol included the withdrawal of disciplinary measures against eight members, the withdrawal of legal action against the local, and protection against further discipline of

members related to the labour dispute. The employer had used every tactic in the book to break our members' solidarity: they hired replacement workers and had an injunction issued to limit picketing. Members of CUPE 4193 fought back and held strong despite the challenges of being locked-out during a pandemic.

Local 5257– Blaisdale Montessori School - Ontario

On the morning of November 16, 2020, the 130 members of CUPE 5257 commenced strike action against their employer, Blaisdale Montessori School, at seven campuses across Oshawa, Ajax, Pickering, and Bowmanville. More than 55% of workers at Blaisdale Montessori School were earning minimum wage and the employer was refusing to offer any wage improvements for the first two years of the agreement.

The workers, who had been without a contract since August 31, 2019, voted overwhelmingly to commence job action following a series of unsuccessful contract negotiation meetings with the employer. CUPE 5257 reached an agreement on November 30.

Québec Education Sector Support Staff - Québec

Support staff in Québec's education sector announced 11 strike days in 18 school service centres, school boards, and colleges (CEGEPs) in May and June, 2021. Unhappy with the offers from the Legault government, they mobilized to stand up to the province. Rotating strikes commenced on May 25, with support staff in Abitibi-Témiscamingue and James Bay walking off the job. In total, 12,900 workers took strike action across the province.

Since negotiations began in December 2019, offers from the Québec government had practically gone unchanged. The strike action had the desired effect – after four days on the line, a tentative agreement was reached.

Organizing

The organizing of unorganized workers is vital to increasing our strength as a union, ensuring we have a strong voice in our workplaces and at the bargaining table. It is also key to increasing the collective power of workers and the labour movement.

Which is why I am so proud of our organizing success over the last two years, and the hard work of our member organizers, inside organizers, and staff, to grow our union.

Our organizing efforts have been met with a significant increase in legal and labour board challenges by employers. They have been made more difficult by pandemic restrictions which have required us to rethink what an organizing drive might look like, and adapt to ever-changing circumstances.

Despite these challenges, we have welcomed more than 7,000 new members into our CUPE family since our last convention!

These workers are choosing to join our great union because they see the work we do to defend and advance workers' rights and human rights. They know that we will always fight for the strong public services that our communities rely on. And they know we have a proven record of standing up to employers who are hell-bent on seeking concessions. They join CUPE because we stand up for workers, and we win.

Regional Updates

ATLANTIC REGION

Newfoundland and Labrador

As the pandemic hit Newfoundland and Labrador, workers struggled with shortages of personal protective equipment (PPE) in all sectors. The acute PPE shortage brought health care unions in the province together to demand meaningful discussions with government on decisions affecting the health and safety of essential workers. CUPE pushed the government to ensure the precautionary principle is being followed at all workplaces, health care and otherwise.

Sector calls allowed CUPE members to share their pandemic experiences and concerns with respect to this issue, and CUPE NL worked with TaskForce NL, who produce PPE in Newfoundland and Labrador, to help keep our frontline workers safe. The pandemic also led to the creation of a CUPE Social Services Sector group, comprised of locals representing workers in transition houses, shelters and group homes, housing, and the John Howard Society.

The resignation of Premier Dwight Ball and the resulting Liberal leadership race saw a new premier take the provincial reigns in the summer of 2020. Andrew Furey promptly introduced a new health care task force to “reimagine the health care system in order to best deliver services to meet the needs of people in communities across the province”. This “reimagining” is to take place on a ten-year horizon, and work on issues related to aging population, digital technology, hospital services, primary health care, quality of care, and social determinants of health. CUPE will be watching this work closely to ensure that no austerity and privatization agenda dominates the “reimagining”.

In the meantime, we are calling on regional health authorities to cancel their deal with an American corporation hired to cut approximately \$70 million from the province’s public system. In return, the company (Change Healthcare), is guaranteed to receive half of that amount as payment for their services over a 5-year term. Services have already been reduced substantially, and people are suffering from those service cuts. If the province really wants to save money without affecting the health of its citizens, it should be hiring more staff to reduce overtime and sick pay costs instead of lining the pockets of US consultants.

The new premier also struck an “Economic Recovery Team” that released a report in May 2021. Their recommendations read like a list of every neoliberal idea from the last 20 years. Titled “The Big Reset”, the report is a plan of action to privatize public services and taking them away from small communities through centralization. The report uses unconventional accounting practices and non-standard measures to create public panic and justify radical measures that will leave communities across Newfoundland and Labrador with virtually no public infrastructure or services.

This approach has been debunked by decades of research. The spending cuts, privatization, and centralization measures contained in the report are not only unnecessary, they are detrimental to the economy overall. Instead of growing revenues to support public services and invest in public infrastructure, the report proposes that services be reduced or eliminated altogether. Over a six-year period, less than \$500 million in savings can be found in this plan, while the proposed cuts are more than

\$3.5 billion. To deal with the deficit, we need a strong economy and confidence, not panic and austerity.

In the budget presented later in May, Premier Furey and Finance Minister Coady followed the same approach and inflated the provincial debt with misleading calculations to justify privatization and shedding public services. This budget is based on accounting measures that do not make sense for public financing.

CUPE NL is ready to fight back, with a campaign to “Reject the Reset” aimed at promoting public services and resisting privatization while at the same time building member capacity for mobilizing and supporting bargaining for the next round of public sector negotiations.

Nova Scotia

Continuing the fight against a public-private partnership (P3) highway project, CUPE Nova Scotia was appalled to see the Department of Transportation block its application to view the Request for Proposals for the twinning of Highway 104 in Pictou County in the fall of 2019. Although they had first promised to provide a redacted version of the document, the Transportation and Infrastructure Renewal Deputy Minister eventually refused to disclose any information, based on exemptions in the *Freedom of Information and Protection of Privacy Act*. This lack of transparency is one more example of why P3 highways are a bad idea. The government provided no compelling reason why the proposed 38-kilometre stretch of highway couldn’t be built, financed and managed as a public highway.

As COVID-19 infection rates in the province dropped to almost zero over the summer of 2020, the focus in the health sector shifted from pandemic to achieving wage parity for licensed practical nurses (LPNs), after the Liberal government announced a 12% pay increase for a group of LPNs who had filed a grievance in 2014 – but with no intention of ensuring the increase was provided to all LPNs across the province. A multi-union campaign quickly ramped up and met with success: the pay increase was extended to all LPNs working in acute care, long-term care, developmental services and home support.

February 2021 saw a change in the leadership of the province, with Ian Rankin winning the Liberal leadership race and ascending to the role of Premier. The resulting cabinet shuffle raised concerns especially regarding the portfolios of health and education, given that acute care, long-term care, and home support sectors were all preparing to commence bargaining.

A month later, the Rankin government presented a budget that was a disappointment for our members in the long-term care and child care sectors, as well as community services. These sectors already faced recruitment and retention issues directly related to the devaluing of care work performed by women, and there was no concrete commitment to address these significant concerns. One of the important lessons learned from the COVID-19 pandemic is that we must invest in and fully support these 'care' sectors. They are essential public services and public sector workers that keep our economy going but have been undervalued by governments.

On July 17, 2021, the government called a general election for August 17. I was in Nova Scotia for meetings during the election and, along with CUPE NS President Nan McFadgen, made time to meet and campaign with five incredible CUPE members running for the NDP. Unfortunately, the election results were quite disappointing, with the Conservatives unexpectedly winning a majority mandate. On a more positive note, the NDP increased their seat count to six and the legislature is now somewhat more diverse, with four racialized MLAs elected.

Prior to calling the election, the Liberal government had signed a bilateral agreement on child care with the federal government. The Conservatives have not committed to the early childhood educator grants, nor have they indicated when the agreement will be implemented. We will continue to push them to follow through on this agreement.

MARITIMES REGION

New Brunswick

New Brunswickers went to the polls in September 2020 and CUPE ensured the issues our members face at work were front and centre in this election. The Conservatives had shown they have no interest in public services, and pushed their austerity agenda like never before, despite the fact that the pandemic

demonstrated that strong public services are truly essential. CUPE encouraged New Brunswickers to make a different choice and elect a progressive government that will allow New Brunswick to grow as it should. Unfortunately, the Conservatives achieved a majority government on election night.

In December 2020, Premier Higgs announced a province-wide wage freeze and wage restriction plan affecting over 90% of public sector workers. CUPE New Brunswick responded immediately, calling out the government's attack on frontline workers who clearly deserve better.

Members of CUPE locals 963, 1190, 1251, 1252, 1253, 1418, 1840, 1866, 2745, 5017, and 5026, public sector workers covered by the premier's wage freeze, have been without a contract for far too long – between two and five years. Our members are losing money every year because their wages do not keep up with the rising cost of living. Hundreds of union positions are left unfilled as qualified New Brunswickers choose to work outside the province where wages are fair.

In May 2021, CUPE New Brunswick gave the Higgs government an ultimatum back: they had 100 days to fix this and offer fair wages to the 22,000 CUPE members in bargaining.

The 100 days expired on Labour Day. CUPE locals agreed in good faith to centralized bargaining on the wage mandate, hoping that the government would come to the table to bargain in good faith as well. But that wasn't the case. The first week of September, the government asked for concessions on benefits from our central bargaining team, despite an agreement that only wages would be discussed at the central table.

Our members were, to say the least, extremely frustrated. Locals held strike votes and received an overwhelming mandate.

I headed to New Brunswick at the end of August to participate in CUPE New Brunswick's successful bargaining summit. On August 28. I walked through Fredericton with hundreds of activists, CUPE leaders and community member in honor of frontline workers who received recognition for their work and dedication, especially over the last 18 months.

While the Conservatives are pushing their austerity agenda and refusing to fix the recruitment and

retention problem in public services, they are giving away over \$100 million in a secret deal with pulp mills. The industry got unnecessary subsidies through a power buy-back scheme that will hurt the province's economy, as well as workers and their families.

After incredibly intense negotiations, we reached an impasse and served strike notice. As I write this, 22,000 CUPE members are walking the line across the province, standing strong for public services, fairness, and a real wage increase. And they know that CUPE and the full strength of our 700,000 members are with them in spirit and solidarity.

Prince Edward Island

In PEI, Islanders are benefitting from a minority government that has enjoyed relative economic and demographic growth, and is willing to listen and collaborate – something that is in short supply across the country, especially in the midst of a pandemic.

The government, elected in the spring of 2019, has since made public commitments to reinstate elected school boards, implement half-day pre-kindergarten for four-year-olds, review recruitment and retention practices in the health care sector, explore an Island-wide public transportation system. They also were one of the first governments in Canada to introduce domestic violence leave legislation.

PEI has invested 5 times more than its neighbouring provinces in COVID-19 measures to help communities, and has been respectful and responsive to CUPE's submissions. They have integrated several of our recommendations into their provincial budgets, including health care improvements, and investments in education and child care spaces.

Health care investments included increased access to care for rural residents, seniors' care, and mental health and addictions. More funding in education will lead to the creation of 80 new frontline positions in schools, including teachers, autism consultants, educational assistants, and bus drivers.

CUPE PEI had lobbied government to develop a comprehensive public transit system in the province, and the government agreed to fund the necessary study to development a public transit plan.

We continue to push the government to commit to progressive measures, including changing the

statute of limitations to better protect survivors of sexual or gender-based violence, encourage the development of gender diversity guidelines in the public school system, and improve conditions for temporary workers.

CUPE 3324, representing PEI paramedics, raised alarm bells regarding delays in service and ambulances being tied up at hospitals because there are no beds available for their patients. Health PEI has acknowledged the significant delays and attributed them to staffing shortages in hospitals. The union has been lobbying the province for more resources for the past five years. We continue to push the government to address the staffing and funding shortfalls and improve working conditions in order to retain existing health care and emergency response workers, and recruit new ones.

Québec

Our union made significant gains in the province of Québec over the last two years, despite the pandemic.

After months of difficult bargaining, with a government that refused to make the wage adjustments necessary to address recruitment and retention issues in the health and education sectors, we reached an agreement at the central bargaining table in the spring of 2021. Member mobilization and rotating strikes by CUPE and other FTQ affiliates were able to bring the government to accept our proposal for a new salary structure. This new structure makes wage adjustments to the lowest classifications that were very much undervalued. We also achieved general wage increases above the cost of living and a higher employer contribution to benefits.

The significance of pay equity legislation, and dedicated efforts by our locals and staff to pursue enforcement of that legislation, is evident in the gains we have made in Québec. University teaching assistants in the health sector have had the fair value of their jobs recognized following a complaint alleging that the government had incorrectly evaluated their work. Our members will be receiving a 4.75% salary increase retroactively to January 2011. An entire decade of salary discrimination, but finally a well-deserved adjustment. We had a similar win in the education sector, where school secretaries and daycare technicians will change pay bands and will receive retroactive pay to 2010. This outcome was

possible thanks to CUPE's constitutional challenge of amendments made to the *Pay Equity Act* by the Liberal government in 2009.

Our ground transportation sector in the province is campaigning against a plan by the Autorité régionale de transport métropolitain (ARTM) to cut public transportation services in the Greater Montréal area, which could lead to a 15% to 20% reduction in service. While specialists and world leaders are stressing the importance of a green economic recovery, the Québec Ministry of Transport would be responsible for a major decline in public transit throughout the city, while investing over \$10 billion in an unnecessary double-decker tunnel in the Québec City area, encouraging urban sprawl and the use of personal cars instead of public transit. This irresponsible approach shows how little interest the CAQ government has in the environment and well-being of future generations.

A campaign coalition has formed with a goal of denouncing the offshoring of jobs in the telecommunications sector. The two largest unions in this sector, Unifor and CUPE, have joined forces to organize demonstrations and call upon the federal government to take action. The provincial Communications Sector Council also submitted a position paper on the matter during pre-budget consultations. During the federal election campaign, we proposed to the federal parties that Canada's legislative framework be modified so that foreign companies doing business in Canada via the internet be required to pay taxes on their profits, or a 3% tax on digital services. In addition, we are demanding that governments that subsidize the industry must prohibit the offshoring of jobs.

Ontario

In November 2019, Ontario's provincial government passed Bill 124 which empowers the Ford Conservatives to override collective bargaining and impose settlements that lock frontline workers into wages that cannot keep up with inflation. In December, ten Ontario unions, representing more than 250,000 affected broader public sector employees, launched a coordinated Charter challenge against the bill.

As the pandemic was unleashed on Ontario, the Ontario Council of Hospital Unions (OCHU) stepped up as a leader in the fight for availability and proper

use of PPE. They engaged members in the workplace with a campaign to raise awareness for the need for proper workplace safety protocols for health care workers facing COVID-19 every day.

The Ontario School Board Council of Unions (OSBCU) was equally busy defending the rights of education workers, successfully negotiating redeployment parameters that made redeployments voluntary and ensuring workers who chose to be redeployed had access to emergency child care funds as well as the "top-up" when working in designated facilities.

CUPE members in Ontario have been leading the fight for a legislated care standard in long-term care for decades, ever since Mike Harris removed it in 1996. In November 2020, ahead of their budget, the Ford Conservatives announced they would be moving toward four hours of care. They are not planning to legislate this, which is something we have been adamant about – we don't want this standard of care to be signed away with the stroke of a pen. But a public commitment, and assurances that we will be involved in the process moving forward, is a significant step forward.

In March 2021, Laurentian University in Sudbury filed for creditor protection under the Companies' Creditors Arrangement Act (CCAA). This was the result of years of underfunding by the province and fiscal mismanagement by the university's Board of Governors. This has broad implications for public sector institutions, who should never be brought to the brink of bankruptcy when government funding can be made readily available.

Laurentian University could have recovered had the Ford government injected a healthy dose of funding. But the government instead chose to let it fail, and the university found itself unable to pay its debts, leaving them with no option. Senior management and the Board, responsible for running Laurentian into the ground, remain in place. To add insult to injury, the President has received approval from the courts to hire a Chief Restructuring Officer at \$650 per hour. Laurentian has cut hundreds of jobs, some of which are CUPE jobs. They have also cut many programs vital to the people and economy of Northern Ontario and Indigenous communities. The community impact of this crisis is predicted to be a loss of \$150 million per year.

The Election Finances Act has governed election funding and spending in Ontario provincial elections since 1990. For most of that time, the restrictions on campaign activity by “third parties” such as trade unions were confined to the election period. In 2017, the Ontario Liberal government amended the *Act* to further restrict third party political activity in a 6-month “pre-election period” – the longest such restriction in Canada.

In the spring of 2021, the Ontario government brought in further amendments via Bill 254 that, among other things, stretched the pre-election restrictions to a full year prior to a fixed election date – a move intended to stifle criticism of the Ford government in the lead up to the June 2022 provincial election. The legislation was immediately challenged in court by a number of unions along with the Canadian Civil Liberties Association and, on June 8, the Superior Court of Ontario struck down the legislative amendments in Bill 254, finding several of them violated the Charter rights of free speech and free association of third parties like trade unions.

The next day, Premier Doug Ford gave notice that he would recall the Ontario legislature and restore the Bill 254 amendments using the “notwithstanding clause”. The “notwithstanding clause” – Section 33 of the *Charter of Rights and Freedoms* – is a controversial measure that allows provincial legislatures to override portions of the *Charter* for a period of five years. On June 10, Bill 254 was reborn in the legislature as Bill 307 and, after a marathon weekend session, became law on June 14.

In May 2021 CUPE Ontario released a comprehensive report on OMERS underfunding investments returns, which have significantly underperformed other major defined benefit pension plans and funds over the long term, both pre-pandemic and post pandemic, underperforming its own internal benchmarks over 5 and 10-year periods, facts which are not disclosed in OMERS annual reporting.

The report shows that this is not a one-year, pandemic-related anomaly. OMERS investment performance also falls short over the last ten-year period and has underperformed against its own internal benchmarks. Clearly, there is a problem at OMERS that needs to be fixed.

We continue to call on OMERS to increase their transparency and be held accountable, by having an independent review of their investment failures.

Achieving strong investment returns is an issue in which CUPE and employers find common ground and a shared interest.

Manitoba

In March 2017, the Manitoba government introduced the *Public Services Sustainability Act* (PSSA), which would have frozen the wages of 120,000 public sector workers for two years and capped their pay for another two years. CUPE joined other unions in a partnership to defend public services and collective bargaining rights and took the government to court.

In June 2020, CUPE and other unions won a court victory when the Manitoba Court of Queen’s Bench ruled that the legislation directly interfered with free collective bargaining and declared it unconstitutional. This victory will immediately become important for CUPE locals that have faced the impact of the legislation at bargaining tables since it was introduced. As anticipated, the government has chosen to appeal the court’s decision and CUPE continues to play an important role in planning for the next steps in this court challenge.

In the meantime, collective bargaining continued with the government’s legislated mandate still looming over us. Finally, an arbitration award won by the Manitoba Teachers’ Society (MTS) broke that mandate, and this past summer we have been able to secure a number of new collective agreements with wage increases in line with that award, which now serves as a well-established wage settlement in the public sector.

Our education sector locals have banded together with a CUPE School Sector Solidarity Pact, an agreement between our locals in the sector that they will not accept any contract that will negatively impact other CUPE school sector locals. The Pact more specifically outlines that a local will not accept a monetary settlement less than that agreed to between School Divisions and the MTS.

Health care workers in Manitoba faced many of the same struggles as those across the country. After significant public pressure from CUPE, the government agreed in mid-2020 to provide 14-days paid administrative leave for health care workers who are sent home due to possible contact with COVID-19 in the workplace, retroactive to March 1. This ensured workers didn’t have to rely on their existing sick leave

provisions for these absences from work. Single-site rules meant reduced hours and earnings for our member in long-term care. And while the provincial government negotiated an initial redeployment agreement for other health care workers, they shunned future attempts at agreements and instead imposed orders under the *Emergency Measures Act* and Public Health Orders.

Our health care locals in Manitoba are deep in a difficult round of collective bargaining, made difficult by the pandemic and even more difficult by the mammoth task of negotiating a single collective agreement for workers who had previously been covered by 123 different ones. Coordination is a key part of the strategic approach to negotiations in this sector, with our four locals securing overwhelming strike votes in August, 2021. The employer still has not provided their wage mandate nor discussed monetary issues at the table, but we are hopeful a strong strike vote will help force their hand.

In November 2020 the provincial government introduced Bill 64 (*The Education Modernization Act*) at first reading in the legislature – but failed to provide the text of the proposed legislation to the opposition or the public. On March 15, they finally unveiled the contents of the bill - a massive overhaul of the province’s education system. The bill would eliminate Manitoba’s 37 English-language school divisions and their elected boards, and replace them with an appointed Provincial Education Authority, to be established by the summer of 2022.

Persistent and consistent work by the Manitoba NDP caucus in the legislature resulted in Bill 64, and four other problematic bills, being stalled in the legislature and “held over” for debate this fall. Because the NDP delayed passage of these bills, CUPE and our allies in labour and the community had time to mobilize fight back campaigns. In the meantime, general dissatisfaction and dismay with the lack of leadership shown by the government grew to the point where polling numbers forced Premier Brian Pallister to resign and force a leadership race within the governing provincial Progressive Conservative Party. Following Pallister’s resignation, the interim premier announced that all five of the offending bills will be withdrawn. While they could be brought back as new legislation in the future, CUPE is counting this as a major victory for workers in Manitoba.

Saskatchewan

The inherent disparity of the Canada Emergency Wage Subsidy (CEWS) was apparent in the child care sector in Saskatchewan. Awasis Child Care Co-operative (where workers are represented by CUPE 5371) applied for the CEWS and was approved, allowing the employer to recall 23 of our 34 members from layoff. However, the University of Saskatchewan Students’ Union Daycare (CUPE 5408) had its CEWS application denied because its payroll is contracted to the university and they have therefore been considered a public sector employer. This was one of the most evident holes in the patchwork of federal pandemic support programs, and was experienced across the country.

Saskatchewan went to the polls in the fall of 2020, voting in a provincial election called well before the fixed election date, and municipal and school board elections held as legislated.

The provincial election saw Premier Scott Moe and the Saskatchewan Party holding on to a majority government with 48 seats, and the NDP maintaining 13 seats. It was great to see two members of our CUPE family win their seats: CUPE 1949 member Meara Conway joined Vicki Mowat, a former member of CUPE 3287, in the legislature as NDP MLAs. Of concern, the Buffalo Party of Saskatchewan (a far-right and renamed version of the “Wexit” movement) received almost 3% of the votes and did much better in some races.

At the municipal level in Regina, while Mayor Fougere was defeated by Sandra Masters, who ran on a platform of bringing in 15% efficiencies, 5 new labour-endorsed council candidates were elected, including former CUPE researcher Cheryl Stadnichuk. In Prince Albert, CUPE representative Tony Head joined two other CUPE members on council. In Saskatoon, Mayor Charlie Clark was re-elected and we have good relationships with a majority on council.

The Saskatchewan Party government’s 2021 budget was steeped in austerity and reliant on federal funding to address the effects of COVID-19. At the same time, the budget ignores the province’s responsibility to provide stable, long-term funding for health care and education. There were no new commitments in the budget to address mental health and addictions, no long-term funding commitments for post-secondary education or community-based organizations. And the commitment of an additional

90 continuing care assistants, while welcome, will do little to alleviate the critical workload issues and chronic short-staffing challenges in the health care system.

In the meantime, privatization and contracting out continues to be a concern in the health sector. There are numerous structural issues at the new P3 hospital in North Battleford, resulting in genuine concern for the safety of our members as well as patients. The former Prairie North Health Region (fPNHR) has engaged in contracting out EMS services. And as the fourth-wave of the pandemic hit Saskatchewan's health care system hard, the government took advantage of the crisis to expand private health services like diagnostics.

Alberta

The United Conservative Party (UCP) government was elected in the spring of 2019 and wasted little time in attacking workers. They started by cutting the minimum wage for young workers and workers in the service industry, and reversed protections that ensured fair payment of overtime hours. They also passed and implemented the *Public Sector Wage Arbitration Deferral Act*, which delayed access to a negotiated wage reopener and binding arbitration in provincial collective agreements. A report by a "Blue Ribbon Panel on Alberta's Finances" to find ways to balance the provincial budget without raising taxes took direct aim at public services and the workers who deliver them, laying out a strategy to legislate public sector wages.

While other governments increased their spending in order to provide pandemic support for communities, the Alberta government remained committed to budget cuts. In the midst of the pandemic, the Kenney government cut 15 of 36 grants provided to school districts, and slashed pre-kindergarten funding for special needs children. The cutbacks led to numerous layoffs and hiring freezes across the province and left our members in the education sector reeling, with over 5,500 CUPE members and thousands of other employees from other unions being laid off.

Of course, governing is about choices, and shortly after the education funding cuts were announced, the same government invested \$7 billion in the Keystone Pipeline project.

Premier Jason Kenney accelerated his attack on workers and unions in July 2020 when he forced Bill 32 through the provincial legislature. This legislation will radically transform labour relations in Alberta, undermine the Canadian consensus, and pave the way for anti-union "right-to-work" legislation. It is an unprecedented attack on union finances, disrupts the way we represent our members' interests, and has the potential to substantially restrict how unions can support their communities and participate in the public discourse.

One of the biggest changes to be implemented is how unions can collect dues. Bill 32 includes an American-style opt-in requirement which means unions must obtain permission from every member to collect union dues destined for political and charitable donations, increasing the burden of financial reporting and tying up our resources. The changes are an attempt to weaken unions and limit our ability to engage in political activity – a direct attack on free collective bargaining and freedom of association in Alberta.

CUPE has joined forces with other unions to challenge the legislation in court. And we are still waiting for the bill to come into force. But in the meantime, we are working with our locals to ensure they have personal contact information for all of their members, and are prepared to ask those members to opt-in.

A study released in May, 2021 by the Parkland Institute, titled *Time to Care: Staffing and Workloads in Alberta's Long-term Care Facilities*, revealed that many seniors continuing care centres are chronically understaffed and unable to meet the basic care needs of seniors.

For far too long, the provincial government has ignored the warning signs of an underfunded and understaffed health care system. The chronically inadequate staffing levels in long-term care may have been somewhat manageable prior to the pandemic, but resulted in facilities being thrown into crisis once COVID-19 hit. The study also revealed a significant disparity across ownership/profit categories: 34 per cent of respondents based in for-profit facilities reported they never have adequate staff-to-resident ratios to meet resident needs, compared to just seven per cent for public facilities. This reinforces CUPE's call to remove profit from the long-term care system.

British Columbia

Heading into the pandemic BC, under the leadership of John Horgan's BC NDP government, was leading the country in economic indicators with the lowest unemployment rate in Canada and the best economic growth, having eliminated the operating debt for the first time in 40 years – all while continuing to invest in public services and the workers who provide them. That economic stability has served the province well, as it leads the economic pandemic recovery. It also challenges the stereotype that NDP governments are fiscally irresponsible.

BC led the way in more than just the economy. In November 2019, British Columbia became the first jurisdiction in the country to adopt legislation implementing the United Nations Declaration on Indigenous Peoples (UNDRIP), requiring that Indigenous peoples are included in all decisions that impact their rights. The legislation was developed in collaboration with BC's First Nations Leadership Council.

BC was another province that went to the polls mid-pandemic, resulting in the election of the first BC NDP majority government since 1996. With 47.7% of the popular vote, they gained an impressive 16 new seats in the legislature. The election results are significant for CUPE members across the country, as Premier John Horgan and members of his cabinet bring an important progressive perspective to the table when they meet with their federal, provincial and territorial counterparts. CUPE 4078 member Lisa Beare and CUPE staffer Rachna Singh were both re-elected and were joined in the legislature by CUPE 3787 member Dan Coulter and former CUPE member and HEU Secretary Business Manager Jennifer Whiteside.

BC was the first province to reach a funding agreement with the federal government, in July 2021, that builds on investments the Horgan government had already made in early learning and child care. The agreement will bring an additional \$3.2 billion for child care over the next five years, and moves the province closer to their goal of achieving \$10 a day child care. It also makes our campaign for public early learning and child care delivery through the public school system even more important. Our goal is to ensure the success of the existing 24 "seamless day" pilot projects for before- and after-school care, and bring us closer to the goal of securing 10,000 new

public child care spaces in public schools across the province.

Premier Horgan has since taken on the role of Chair of the Council of the Federation, which includes Canada's 13 provincial and territorial premiers and provides a means of coordination of activities and advocacy with the federal government.

Of course, not everything was rosy on the west coast. Our members at the Pacific National Exhibition (PNE) were facing the loss of their jobs as public health restrictions forced closure of the fair in 2020. The PNE, as a government entity, was not eligible for federal financial support and was facing a \$20 million shortfall, and the threat of privatization loomed large. CUPE 1004, which represents these workers, launched a robust campaign that received national media attention. The provincial government came to the table with \$1 million dollars to support the PNE, but this falls well short of the money needed for ongoing financial stability. Being able to open for the 2021 summer season helped the bottom line a little, but assistance from all levels of government is still needed. The PNE is one of the region's most important seasonal employers, with more than 4,200 workers at the peak of the summer season.

Hospital Employees' Union (HEU)

Early in the COVID-19 pandemic, HEU succeeded in pushing the BC government to level-up wages of long-term care workers across the province. In a sector with an ongoing shortage of qualified workers, these temporary increases meant that facilities with lower wages continued to be adequately staffed and residents did not suffer because workers chose to work at higher paying jobs. It was a decision that played a key role in reducing the transmission of COVID infections between facilities.

Later in the pandemic, it led to organizing victories at homes such as the Lynn Valley Care Centre in North Vancouver, which was the site of Canada's first COVID-related death and an outbreak that claimed 20 lives before it was declared over. These care aides were employed by Pro Vita Care Management – a subcontracting company established after the previous BC Liberal government opened up long-term care homes to contracting out in 2002.

In 2002, Bills 29 and 94 brought in sweeping and unprecedented legislation that reached into public sector health and social services collective agreements, ripping out anti-contracting out protections and allowing for sub-contracting. Public sector employers were replaced by multi-national corporations who slashed wages to half their previous rates and provided minimal health and welfare benefits and no pensions.

HEU set about organizing and re-organizing the private sector workforce, as work was contracted out and contracts were flipped. After almost two decades, HEU represents the vast majority of workers in the contracted-out health sector.

On August 30, 2021 the BC NDP government announced that they were repatriating health authority owned and operated hospital and long-term care contracted out support services to the public sector. After an epic battle, where support service workers still make less in 2021 than they did in 2002, this is a massive victory for the more than 4,500 mostly racialized and mostly women members who work in contracted support services. Union organizers who worked so hard to sign-up these members will work alongside other HEU staff over the coming months, to implement the transition plan.

Airlines

Our members in the airline industry were among the first workers hit by the impacts of the global pandemic. In March 2021 flight attendants were tasked with getting Canadians safely back from abroad, but their employers and federal authorities were not putting in place the most basic preventive measures against the spread of the virus in airports and airplanes, and were failing to ensure proper protection for our members.

CUPE supported our airline locals and flight attendants in making sure their rights were protected, through the exercise of the right to refuse unsafe work and by intervening with the Ministers of Labour and Transportation, and the Public Health Agency of Canada. Finally, a decision was issued that requiring flight attendants to come into close proximity with passengers during the COVID-19 outbreak, in order to provide regular service with no possibility of social distancing, presented a serious threat to their health.

It wasn't long before airlines announced massive layoffs. CUPE called for expanded support for airline workers. With the CLC and other unions representing workers in the industry, CUPE demanded federal relief for the airlines focussed on maintaining and returning employees to payroll and protecting collective bargaining rights, with legal guarantees that financial support from the government would go first to support workers' wages, salaries, and benefits. We were successful in securing some, but not all, of what we were asking.

We continued to push government for support, calling on key ministers to bring industry stakeholders together and develop a Canadian aviation strategy to respond to the crisis that would include sectoral labour-force planning and clear communication to ensure public adherence to health recommendations, but also to instill consumer confidence.

In the end, we were very disappointed with the \$5.9 billion aid package for Air Canada that was announced in April 2021. The deal featured repayable loans to the airline conditional on reopening regional routes and refunding passengers for cancelled trips. However, the agreement betrayed the government's commitment to support airline workers. Less than a month after the aid package was announced, we learned that Air Canada's Board of Directors had approved a total of \$10 million in bonuses to middle management and top executives. Half of that sum had already been paid out, in the middle of the pandemic, while over 8,000 CUPE members were laid off and were not receiving any help through the Canada Emergency Wage Subsidy (CEWS) program – because Air Canada didn't want to extend the subsidy to laid off personnel. Paying out millions in executive bonuses while they kick their workers to the curb and ask the taxpayer to bail them out isn't just wrong, it's morally bankrupt.

It hasn't all been bad news for our members in this sector. This past summer, CUPE 4070 ratified first collective agreements for their members working at WestJet Encore and Swoop. The five-year deals include wage improvements and momentum towards industry-standard scheduling and pay rules. All three CUPE 4070 bargaining units have now achieved a first collective agreement. This would be a notable accomplishment at any time, but given the context in which the airline sector has operated in the last 20 months, this is a true testament to the hard work and dedication of our members and staff.

In Memoriam

Many members of our CUPE family have passed since our last convention. Below is a list of those members, staff, and retirees we know we have lost since October 2017.

As a union, we salute each of them and offer a collective message of solidarity and appreciation to their families and loved ones.

Members

Lorraine Evette Belanger – Local 5271 (Ontario)
Henry Montpellier – Local 4705 (Ontario)
Gordon (Cody) Cote – Local 709 (Alberta)
Rick Bourre – Local 4807 (Ontario)
Donald Anthony Watts – Retired Secretary-Treasurer (CUPE Ontario)
Michel Ethier – Local 503 (Ontario)
James Wilbur Martin – Local 1190 (New Brunswick)
William Rose – Local 416 (Ontario)
Ian Irwin - Local 2359 (Saskatchewan)
Ted Jager – Local 1505 (Alberta)
Debbie Onwu – Local 4731 (Alberta)
Dave Armstrong – Local 3007 (Alberta)
Warren St. Peter – Local 2157 (Alberta)
Paul St. Cyr – Local 2559 (Alberta)
Moreno (Mo) Cerra – Local 1004 (British Columbia)
Lucy Phua – Local 4879 (British Columbia)
Jenny VanHorne – Local 1858 (British Columbia)
Linda Joyce – Local 1158 (Alberta)
Peter Dahl – Local 787 (Alberta)
Wayne Edgerton – Local 30 (Alberta)
John Fraser – HEU (British Columbia)
Dennis Malone – Local 831 (Ontario)
Wade Kidd – Local 4642 (Manitoba)
Ronaldo David – Local 145 (Ontario)
Warlito Valdez – Local 1936 (British Columbia)
Steve Stone – Local 150 (Ontario)
Victoria Salvan – Local 2881 (Québec)
Jean-Guthro Joseph – Local 2199 (Ontario)
Roger Desautels – Local 416 (Ontario)
Mike Osborne – Local 2745 (New Brunswick)
Steve Howard – Local 626 (British Columbia)
Mariyan Beile – Local 2199 (Ontario)
Pei-Yun (Joyce) Liu – Local 4816 (British Columbia)
Debra Nichol – Local 2329 (Newfoundland)
Stuart Nanabush – Local 416 (Ontario)
Anthony Richards - Local 1190 (New Brunswick)
Ray Charles Macmillan – Local 8920 (Nova Scotia)
Natalie Dempsey – Local 8920 (Nova Scotia)
Kurtis Cleaveley – Local 1000 (Ontario)

Cathy Lynn Cooke – Local 1472 (Nova Scotia)
Bob Davies – Local 498 (British Columbia)
Tonya Sweetapple – Local 2559 (Alberta)
Timothy Cline – Local 110 (Manitoba)
John Dodic – Local 416 (Ontario)
Glenna Casavechia – Local 4814 (Nova Scotia)
Jean Claude Dianzenza – Local 204 (Manitoba)
Aurele Poirier – Local 4721 (Ontario)
Diane Vandervelde – Local 3403 (British Columbia)
Traci Roy – Local 2141 (Ontario)
Monique Buote – Local 4270 (Manitoba)
Robyn Crane – Local 488 (Newfoundland and Labrador)
Ingrid Salt – Local 1329 (Ontario)
Richard Sangster - Local 4184 (Nova Scotia)
Malcolm MacKay – Local 1867 (Nova Scotia)
Giuseppe (Joe) Sottile – Local 2 (Ontario)
Shihab Shams – Local 2191 (Ontario)
Ma Crestina (Bobby) Tejeda-Baguio – Local 8 (Alberta)
Cecilia Cabanilla – Local 8 (Alberta)
Jarett Brumsey Sr. – Local 5247 (Newfoundland and Labrador)
Karen Robertson – Local 2875 (Ontario)
Antonio Gaerlan – Local 145 (Ontario)
Tom Thomas – Local 5430 (Saskatchewan)
Carlo Martelli – Local 416 (Ontario)
Emily McLaughlin – Local 3890 (Nova Scotia)
Mary-Jo (MJ) Nadeau – Local 1281 (Ontario)
Michel Lizée – Local 1294 (Retired)
Brian Morgan – Local 416 (Ontario)
Bill Ferguson – Local 900 (British Columbia)
Jim Drysdale – Local 1858 (British Columbia)
Alan Lillie – Local 129 (Ontario)
Gary Woods – Local 3251 (Ontario)
Dave Long – Local 1004 (British Columbia)
Claudiu Danciu – Local 793 (Ontario)
Gary Waysome – Local 5205 (Ontario)
Barb Storrington – Local 1479 (Ontario)
Saeed Hassan – Local 416 (Ontario)
Jacquie Clark – Local 1936 (British Columbia)
Sam Basi – Local 37 (Alberta)
John Michael Mingle – Local 4400 (Ontario)
Rob Sagrati – Local 2544 (Ontario)
Jeff Stewart – Local 8911 (British Columbia)
Karen Underhill – Local 882 (Saskatchewan)
Cameron (Troy) McDougall – Local 917 (British Columbia)
Michael Drenzo – Local 2544 (Ontario)
Jack Rodie – Retired President – (CUPE Manitoba)
Margaret Miller – Local 3500 – (Alberta)
Joan Ashton – Local 3500 – (Alberta)
Gordon Steel – Local 3500 (Alberta)

Katherine Barnes – Local 3500 (Alberta)
Donna Nicholson – Local 3500 (Alberta)
Randa Kalat-Melho – Local 3500 (Alberta)
Kathleen Rutledge – Local 3500 (Alberta)
Andrea Whamond – Local 3500 (Alberta)
Eva Barclay – Local 3500 (Alberta)
Audrey Letourneau – Local 3500 (Alberta)
Cheryl Charun – Local 3500 (Alberta)
Sherril Jeffrey – Local 3500 (Alberta)

Active Staff

Kristine Taggart – National Representative – Red Deer Area Office
Barb Bryant – Administrative Assistant – National Office

Retired Staff

Lynn McKenzie – Secretary - Peterborough Area Office
Margaret Rose – Secretary - Kelowna Area Office
Jean-Marie Beaudry – Machine Operator - National Office
Melanie Medlicott – Regional Director - Saskatchewan Regional Office
Michel Sauvé – National Representative - North Bay Area Office
Robert Gingras – Secretary - Québec Regional Office
Léopold Arseneault – National Representative - Dalhousie Area Office
Sister Evelyn Wilson – Secretary - London Area Office
Stanley “Stan” Marshall – Managing Director - National Office
Francis (Alex) Somerville – National Representative - Atlantic Regional Office
Lorne Saunders – National Representative - Saint John’s Area Office
Yvonne Fast – Regional Director - Alberta Regional Office
Normand Fraser – Assistant Director - Québec Regional Office
Eugene Kostyra – Regional Director - Manitoba Regional Office
Harold Martell – National Representative - Nova Scotia
Shirley Mannion – Administrative Officer – National Office
Sheila Mantell – Secretary – Nanaimo Area Office
Roger Laramée – Regional Director – Québec Regional Office
Joan Blacquier – Regional Director – Maritimes Regional Office

Joseph Mele – National Representative – Ontario Regional Office
Ruby Chisholm – National Representative – Ontario Regional Office
Catherine Cheeseman – Secretary – Peterborough Area Office
Judith Wegren – Collective Agreement Analyst – National Office
John Malthouse – National Representative – Alberta Regional Office
Susan Barton – National Representative – Maritimes Regional Office
Richard Anderson – National Representative – Atlantic Regional Office
Hélène Bourbonnais – Administrative Support – National Office
Yvette Painchaud – Stenographer – Québec Regional Office
Ed Finn – Communications Branch – National Office
Sherry Neis – Secretary - Calgary Area Office
Wilma Costain – Secretary - Terrace Area Office

Retirements

Our staff are dedicated to our union and the members they serve. The following staff have retired since our 2019 convention, and they deserve our appreciation:

Wendy Hill – Hamilton Area Office – September 1, 2019
Marie Mona Terry Parker – Ottawa Area Office – October 1, 2019
Wendy Johnston – Maritimes Regional Office – November 1, 2019
Patricia Mack – Comox Valley Area Office – November 1, 2019
Nancy Patchell – Ontario Regional Office – November 1, 2019
Ellen Williams – Ontario Regional Office – December 1, 2019
Sandra McNama – Ontario Regional Office – January 1, 2020
Charlotte Monardo – Peterborough Area Office – January 1, 2020
Jennifer Moniz – Ontario Regional Office – January 1, 2020
Marilyn Mottola – Manitoba Regional Office – January 1, 2020
Jo-Anne Tremblay – National President’s Office – January 1, 2020

Martine Busque – Ottawa Area Office – February 1, 2020
Luce Charbonneau – Québec Regional Office – February 1, 2020
Francis Dagenais – Research, Job Evaluation, Health and Safety Branch – February 1, 2020
Liette Garceau – Québec Regional Office – February 1, 2020
Peter Paulekat – Ontario Regional Office – February 1, 2020
Céline Poitras – Moncton Area Office – February 1, 2020
Carol Proulx – National Services Department – February 1, 2020
Carol Reardon – British Columbia Regional Office – February 1, 2020
Karen Carle – Prince Albert Area Office – March 1, 2020
Ann Duprey – Accounting Branch – March 1, 2020
John Gillies – Sydney Area Office – March 1, 2020
Gwen Hewitt – Organizing & Regional Serviced Department – March 1, 2020
Catherine Remus – Union Education Branch – March 1, 2020
Guy De Blois – Québec Regional Office – April 1, 2020
Lise Pheaton – Peel Area Office – April 1, 2020
Éric-Jan Zubrzycki – Québec Area Office – April 1, 2020
Isabel Hermano-Lau – Accounting Branch – May 1, 2020
Derek Lue – Ontario Regional Office, Local 79 – May 1, 2020
Beverley Patchell – Barrie Area Office – May 1, 2020
Audrey Benoit – Fort McMurray Area Office – July 1, 2020
Laurie Guertin – Finance & Administration Branch – July 1, 2020
Alain Richard – Trois-Rivières Area Office – July 1, 2020
Cheryl Colborne – British Columbia Regional Office – August 1, 2020
Jo-AL Dench – British Columbia Regional Office – August 1, 2020
Carole Larone – Québec Regional Office – August 1, 2020
Denis Régimbald – Sudbury Area Office – October 1, 2020
Janice Valentine – Red Deer Area Office – October 1, 2020
Leanne MacMillan – Ontario Regional Office – December 1, 2020
Audrey Barr – Alberta Regional Office – January 1, 2021

Sharleen Rayner – Saskatoon Area Office – January 1, 2021
Jackie Routh – Alberta Regional Office – January 1, 2021
Doreen Beath – Ottawa Area Office – February 1, 2021
Louis Bergeron – Québec Regional Office – February 1, 2021
Robert LeMoignan – Bathurst Area Office – February 1, 2021
John Lepine – Human Resources Department – February 1, 2021
Alain Tessier – Québec Regional Office – February 1, 2021
Loree Wilcox – Victoria Area Office – February 1, 2021
Linda Duchesne – Saguenay Area Office – March 1, 2021
Brian Edgecombe – Research, Job Evaluation, Health and Safety Branch – March 1, 2021
Walter Skomoroh – Manitoba Regional Office – March 1, 2021
Christopher Watson – Ontario Regional Office – March 1, 2021
Allen Bleich – Manitoba Regional Office – April 1, 2021
Jacqueline Bramwell – Atlantic Regional Office – April 1, 2021
Stéphan Meloche – Québec Regional Office – April 1, 2021
John Strohmaier – British Columbia Regional Office – April 1, 2021
Daria Ivanochko – Organizing and Regional Service – May 1, 2021
Claire Fortier – Québec Regional Office – June 1, 2021
Richard Panciera – National President's Office – June 1, 2021
Berthold Gagnon – Québec Regional Office – July 1, 2021
Irene Jansen – Human Rights Branch – July 1, 2021
Blain Morin – Ontario Regional Office – July 1, 2021
James Morrison – Kitchener Area Office – July 1, 2021
Madeleine Vachon – Human Rights Branch – July 1, 2021
Shelley Douan – Saskatchewan Regional Office – August 1, 2021
Ross Idler – British Columbia Regional Office – August 1, 2021
William McKinnon – Charlottetown Area Office – August 1, 2021
Dianne Serran – Windsor Area Office – August 1, 2021
Darlene Stone – British Columbia Regional Office – August 1, 2021
Greg Burkitt – British Columbia Regional Office – September 1, 2021

Céline Giguère – Québec Regional Office – October 1, 2021

Carole Bouchard – Québec Regional Office – November 1, 2021

Linda Hanton – Kenora Area Office – November 1, 2021

Vanessa Kelly – Research, Job Evaluation, Health and Safety Branch – November 1, 2021



Report of the National Secretary-Treasurer



**Report of The National Secretary-Treasurer
The Last Two Years
2019-2020**

Introduction

Dear Sisters, Brothers, and Friends:

I am honoured to submit this report of my fifth term of office to the delegates of CUPE's 30th National Convention.

After careful and considerable reflection, I have decided to retire and so will not be reoffering for another term at this convention. I have had the very great privilege of being your CUPE National Secretary-Treasurer since I was elected at the CUPE National Convention in the fall of 2011. These ten years have been some of the most rewarding and challenging of my life.

Since 2003 I had the pleasure of serving on the CUPE National Executive Board where I experienced the incredible diversity and richness of CUPE across the country. I can say with full confidence that it has been an honor to hold this position and to represent CUPE members every day.

When we last met in person at our last National Convention in the fall of 2019, we could never have imagined what was about to unfold.

Over the past two years CUPE has faced unprecedented challenges caused by the COVID-19 pandemic that swept the world. At the same time, I have never been prouder of CUPE as our collective resilience is unparalleled.

In the spring of 2020 at the height of the first wave of the pandemic, 80,000 CUPE members were laid off. As 2020 ended, we still had over 50,000 members out of work. At the same time many of our members had never worked harder and longer in extremely difficult circumstances. Indeed, a number of members lost their lives paying the ultimate price for continuing to provide extraordinary public services to the community.

I am extremely proud of the dedication of our leaders, members, and staff as we found creative and innovative solutions to deal with our new reality. We were very fortunate that CUPE was in such solid financial health going into the pandemic. Nevertheless, our revenues declined over the course of 2020.

Throughout the pandemic I took the position that we would do everything in our power to maintain

the servicing and supports to our locals and members. The National Executive Board supported my commitment to do whatever we could to find savings in our operations to keep all our staff at work and our services intact.

Our goal was to make significant reductions in the areas of travel and in-person events so that our front-line services to members was not affected. Reducing travel had the added benefit of serving to meet some of our environmental goals as we significantly reduced our environmental footprint.

I am extremely proud of the way each part of CUPE came together to find solutions to our challenges. Even though we faced seemingly insurmountable obstacles, CUPE has many things to be proud of and we have achieved many victories and accomplished many things.

I continue to be honoured to serve CUPE members and to work side by side with our dedicated President Mark Hancock. Mark works tirelessly for CUPE every single day and inspires CUPE leaders and staff across the country.

My deep thanks are also extended to the CUPE National Executive Board members. These colleagues, sisters and brothers continued to provide invaluable support and advice to me throughout the past term.

I am honoured to work with an exceptional group of CUPE National Staff at the National Office in Ottawa and across the country. I recognize their dedication and commitment to safeguarding the resources and strengthening the administration of our great union as well as all the assistance and support they provide to me in all the projects we take on.

CUPE's Finances – The Big Picture

CUPE's finances remain stable and secure. In 2019, CUPE's resources grew as a result of increased membership growth from successful new member organizing, and from investment income growth. This growth was achieved in the face of continued austerity from conservative governments across Canada, who promised tax cuts and spending restraint. The COVID-19 pandemic presented considerable challenges to CUPE's finances, and CUPE members weathered significant layoffs as a result of the COVID-19 pandemic.

The impact of COVID-19 on the Canadian labour market was severe. Lockdowns began mid-March 2020, and by April close to 30 per cent of workers, 5.5 million people, had lost their jobs or most of their hours of work. This rivaled the depth of unemployment during the Great Depression. By August, the labour market situation improved significantly, but there were still 1.8 million workers that had lost hours or employment due to COVID-19.

The impact on CUPE members varied significantly by sector and province. For example, airline workers experienced the largest decrease in employment, and the sector continues to face a great deal of uncertainty. By region, the Atlantic bubble successfully kept COVID-19 case rates low, which minimized the impact of layoffs for CUPE members in these provinces. At the peak, more than 10 per cent of CUPE membership across Canada had been laid off or had no hours of work. By August 2020, about one-third of these workers had returned to work. We expect the majority of CUPE membership to return to work over the course of 2021.

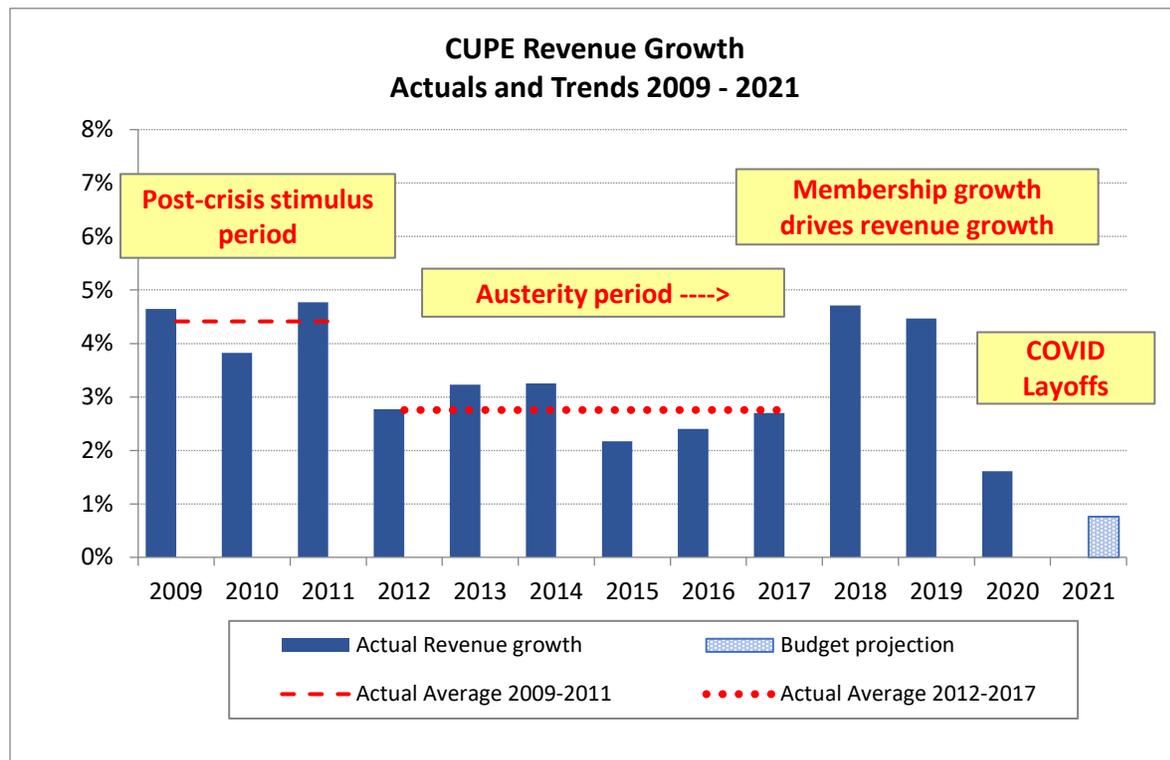
CUPE has come through some very difficult times in recent years. Economic growth following the 2008 financial crisis relied on low interest rates, inflated housing markets, and consumer borrowing. Canadians now owe nearly \$1.78 for every dollar of disposable

income. Overall, average wages have grown very little, and public sector wages in particular have stagnated as provinces turned to austerity.

In the wake of the economic impact of the COVID-19 pandemic, too many governments are focusing on spending restraint – telling public sector workers that we have to tighten our belts and accept concessions and two-tier contracts. CUPE’s bargaining policy, Moving Forward, is helping workers fight back at the bargaining table.

CUPE’s Revenue Growth

Between 2012 and 2017, austerity measures severely constricted our members’ wages and membership growth, resulting in CUPE’s per capita revenues slowing to an average of 2.8 per cent. Despite ongoing austerity of provincial governments, revenues rose to over 4 per cent in 2018 and 2019, mostly due to membership growth. Prior to the onset of the COVID-19 pandemic, CUPE continued to forecast strong revenue growth for 2020. Some growth was achieved in 2020 compared to 2019 despite continued austerity from the majority of provincial governments – a testament to CUPE’s organizing and bargaining strategies. These trends are shown in the chart below.



Revenue should stabilize as members return to work throughout the recovery process. We are continuing to carefully monitor the situation as we also know

that governments will implement austerity measures in efforts to have public sector workers pay for the

pandemic recovery instead of raising corporate taxes.

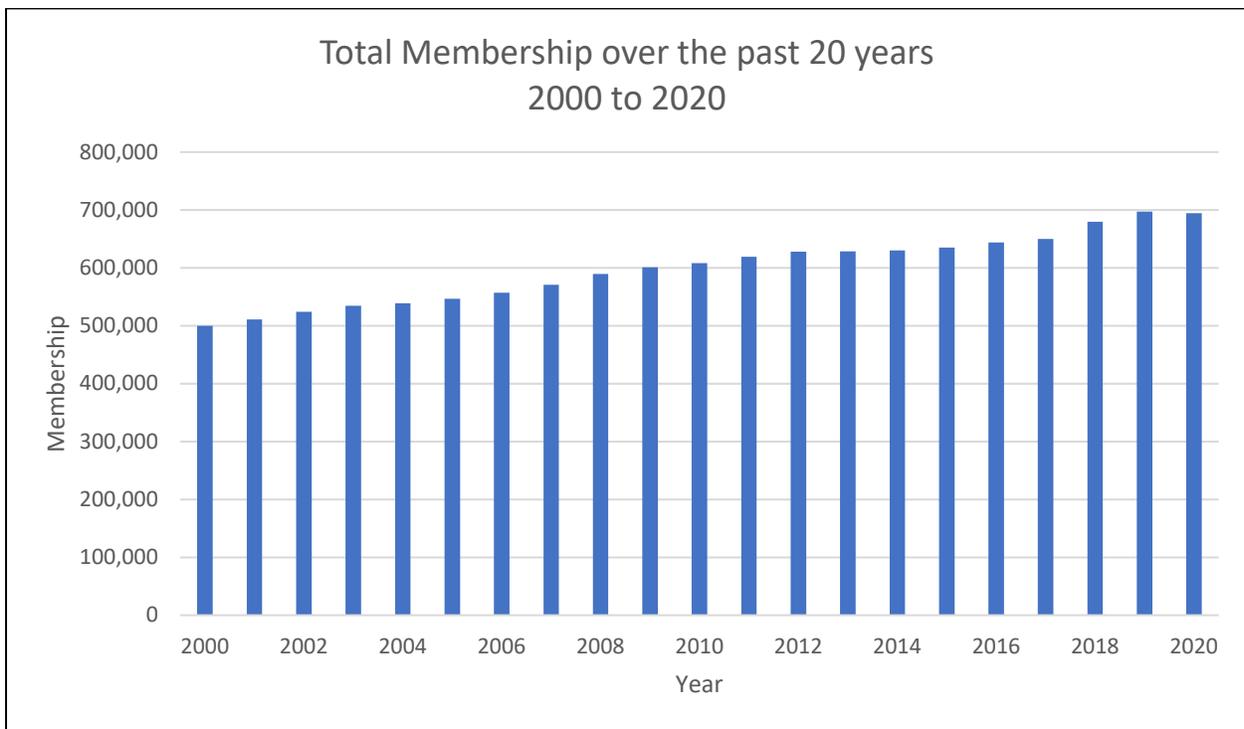
Projections of per capita revenues are based on forecasts of membership and average wage growth by region and province. However, actual revenues, especially by province, are heavily affected by specific events and other factors, including length of time agreements are open, retroactive wage payments, representation votes or government restructuring. There is a significant amount of uncertainty in future projections, due to various factors, such as timing of widespread vaccine availability, and government willingness to invest in an economic recovery.

Immediately after the 2008 financial crisis the federal government responded with stimulus spending, but during the prolonged recovery provincial governments instituted austerity budgeting. It is too soon to tell if all levels of government in Canada will have the courage to reject austerity in the wake of COVID-19.

CUPE Membership Growth

After five years of membership growth of less than 1% annually, CUPE’s membership grew by nearly 4.6 per cent in 2018 and then another 2.6 per cent in 2019. Growth came from new organizing efforts, successful representation vote campaigns, and growth of existing locals.

CUPE members faced significant layoffs because of the COVID-19 pandemic – at the peak, more than 10 per cent of CUPE membership across Canada had been laid off or had no hours of work. Employment levels throughout the COVID-19 pandemic were strongly impacted by public health restrictions. Jobs in some sectors, such as retail and food services, rebounded quickly when public health restrictions were lifted. The airlines sector has been deeply impacted, and is expected to take longer to recovery fully from the crisis.



General Fund Budget 2019

My office remained diligent in the continued oversight of CUPE National's finances. Immediately following our last convention, we began the process of developing the financial and strategic plans needed to allocate the necessary resources to support the national initiatives mandated by convention.

Our General Fund takes care of the day-to-day operations of the union and also includes money for many other areas such as: Strengthening Divisions, Strengthening District Councils, Anti-Privatization, the Fightback Fund, some of our international solidarity work and Election Spending.

As we began 2019, we focused on our ongoing challenge in CUPE to find creative ways to resist the austerity agenda by increased solidarity within our union, the broader labour movement and our communities, while stabilizing and growing our internal capacity to take on these challenges. This is the fundamental duty we face when we make budget decisions.

After more than a decade of slower revenue growth and lower rates of membership growth, the rate of per capita revenue growth strongly increased in the couple of years before the pandemic. The foundation of our 2019 budget assumptions was based on projections of \$8.9 million in new per capita revenues compared to the prior year. After including all cost increases, there was approximately \$3 million of new money left to spend. While we factor in the significant cost of beginning a new year as operational costs continue to rise, increased membership growth through successful new member organizing, resulted in more resources available to incorporate into the 2019 budget.

Staffing Increases 2019

Having in mind the September 2018 CUPE National Secretary-Treasurer's Task Force on Staffing recommendation on the importance to increase the direct support to locals, I was extremely proud to be able to add 17 new positions to our staffing compliment in the 2019 budget and as a result the vast majority of our new revenue was allocated directly to servicing our members in all regions. In addition, two clerical positions were increased from part-time to full-time and one position was reallocated from the National Office to the Ontario Region.

Our recruitment plan for Servicing Representatives was updated as we knew we would have significant challenges in this area over the coming years. In addition to filling an additional 17 new positions from this budget, each year, more and more CUPE National staff reached their retirement age and are eligible to retire. This will continue to be one of the biggest challenges facing CUPE in the years ahead.

We ramped up our recruitment processes to replace these senior and very experienced staff in addition to providing the necessary training, orientation and guidance for the new Servicing Representatives who replace them.

Other Expenditures in 2019

For many budget categories, increases were required to continue the current level of staffing and programs, and to meet commitments that have already been made or which flow from decisions previously taken.

Assumptions for base budget expenditure adjustments include those necessary to:

- Provide funding for the Strategic Directions initiatives adopted by National Convention.
- Adjust expenditures related directly to projected CUPE membership and revenue growth, such as CLC per capita.
- Provide for anticipated rate increases in both our employee benefit plans as well as statutory rates prescribed by Canada Revenue Agency.
- Increase the Retiree Health Benefit claims to be more in line with 2018 actual experience. This cost ran significantly over budget in 2018 as health care costs continue to rise and our retiree population continues to grow.
- Adjust the vacation, severance and LTD expenses in line with the new projections provided by our actuary.
- Provide for an increase in the Liability for Future Benefits provision, in accordance with the "Roadmap" approved by the NEB.
- Add in the cost of the National Conference (\$525,000) as the National Bargaining conference was held in the spring of 2019.

- Reduce the National Sector Conference Budget line by \$650,000 as this conference was not held in 2019.
- Provide for expected cost/price increases in all areas where costs are forecast to rise as a result of price increases (such as National Committee expenses, NEB expenses, car leasing costs, professional fees, materials, translation, etc.).
- Adjust the Technology budget in the Finance and Administration Department to reflect the amortization commitments resulting from capital spending on various software program projects in past years.
- Complete several extensive CUPE office renovation projects to be undertaken in 2019. In keeping with past practice, office furniture continue to be upgraded where needed.
- Reflect increases (or decreases) that have been committed or are anticipated in 2019, such as in rents, equipment, insurance costs, etc.

The cost to incorporate the expenditure assumptions above into the 2019 budget was \$6.4 million, leaving just under \$3.2 million of the new revenue available to spend on 2019 priorities.

General Fund Budget 2020

As we prepared the 2020 budget, we began the new decade with a renewed sense of cautious optimism. CUPE membership numbers had continued steady growth so that CUPE National was over 700,000 members strong. With the increased membership comes increased revenues.

On the revenue side, we anticipated a 5.3% growth in revenues for 2020 over the 2019 budgeted amounts. For the fourth year in a row since the financial and economic crisis of 2008-2009 and ensuing austerity, revenue growth appeared to be stabilizing in the short term. This is primarily due to economic, membership and revenue growth in our largest provinces of Ontario, Quebec and British Columbia as well as significant growth in Manitoba. Although we anticipated that this stability would be short lived due to the agendas of right-wing provincial governments.

At the same time, we witnessed the rising tide of right-wing forces across the country unleashing racist, misogynist and hate filled ideology on an unprecedented scale in recent times. Our members face this backlash with disproportionately detrimental

impact on equity seeking members. CUPE's role in challenging these forces is critical. Therefore, the NEB adopted a budget that dealt aggressively with some of our main challenges.

Immediately following the conclusion of National Convention, I began an extensive budget consultation process. When I crossed the country and speak with leadership from coast to coast, the clear and unequivocal priority of our chartered bodies was to continue to increase the direct servicing support to locals. This was the priority for how the newly created positions were allocated in the 2020 budget.

For many budget categories, increases were required to continue the current level of staffing and programs, and to meet commitments that were already made or which flow from decisions previously taken.

Assumptions for base budget expenditure adjustments include those necessary to:

- Provide funding for the Strategic Directions initiatives adopted by National Convention.
- Adjust expenditures related directly to projected CUPE membership and revenue growth, such as CLC per capita.
- Adjust the amount of our International Affiliation dues paid to PSI to more accurately reflect the growth in our membership.
- Add in the cost of the National Sector Council meeting (\$700,000) which was scheduled to be held in 2020.
- Reduce the National Conference Budget line by \$525,000 as a National Conference would not be held in 2020.
- Adjust the Election Spending Budget based on election activity expected in 2020.
- Provide for expected cost/price increases in all areas where costs are forecast to rise as a result of price increases (such as National Committee expenses, NEB expenses, car leasing costs, professional fees, materials, translation, etc.).
- Adjust the Technology budget in the Finance and Administration Department to reflect the amortization commitments resulting from capital spending on various software program projects in past years and to provide for new capital spending in much needed areas. We

continue to rebuild in key areas due to a long period of underinvestment in technology.

- Complete necessary CUPE office renovation projects where leases have expired and current premises are no longer suitable. Where it makes sense to do so, office renovation projects now include the addition of meeting space for our members. In keeping with past practice, office furniture will also continue to be upgraded where needed.
- Provide funding for our new preventative maintenance program in all of our owned offices.

Our 2020 budget assumptions were based on projections of \$8.2 million in new per capita revenues compared to the prior year projected actuals and \$11.2 million compared to the 2019 budget. The cost of beginning a new year, as operational costs continue to rise, was \$7.4 million leaving approximately \$3.8 million in new money.

Staffing Increases 2020

In the 2020 budget, I was extremely proud to announce one of the highest number of new staff positions in CUPE's history. We were able to add 22.5 new positions, (20 were permanent and 2.5 were temporary) to our staffing complement and the vast majority of our increased revenue were allocated directly to servicing our members in all regions.

2020 Budget Revision due to COVID-19 Pandemic

As National Secretary-Treasurer, my main role in this crisis was to ensure CUPE National had the resources to continue to offer the critical services our members count on. Fortunately, CUPE's finances were very strong going into this crisis. That meant we had the foundation to continue to provide the campaign resources necessary to back the important fights that we needed to take on. Despite revenue reductions, we worked very hard to keep all staff on payroll to provide critical services to our locals, members and the community.

For the first few weeks of the crisis, immediate and significant attention was redirected to shifting CUPE National's operations to deal with closing our office spaces and to working remotely. This was no small feat. Thanks to recent significant investments in technology we were able to pivot very quickly and to shift our operations. With 850 staff working from 68 offices across the country the logistics were significant – only to be surpassed by the logistics of preparing to reopen the offices.

We finalized an office reopening plan which happens in phases as we adhere to public health parameters and guidelines in all jurisdictions while taking into consideration the needs of staff and our specific operational needs. Our plan puts the health and safety of our staff and members at the forefront and is designed to go slow and is flexible enough to be able to retract to a previous stage if COVID-19 cases start to rise in any region.

Financial Impact

As of mid-May 2020, we had almost 80,000 members laid off because of the pandemic. We knew that many more would not be recalled over the summer months. We had no idea how long this situation would continue to affect our members; we did know that our revenues were declining. Often the economic impacts on the public sector are delayed and the impact is felt twelve to eighteen months after an economic downturn. We anticipate this trend will continue as governments face declining revenues. This will particularly affect municipal services since municipalities have had higher costs due to the pandemic, have not received adequate assistance from higher levels of government, and have limited revenue options to fill the gap. We know there will be long-lasting economic effects of this crisis.

We knew that CUPE National would be ready to face the challenges ahead, and that we needed to be very careful with our spending. As we monitored decreasing revenues, we focused on where and how to save money in our operations. We therefore adjusted our national budget to find savings, mainly in our operational costs. Social distancing imperatives and postponements of all CUPE physical events and training and education programs also reduced our travel and meeting costs in the short to medium term. While significant costs were incurred in arrangements related to the safe office reopening, any discretionary spending was postponed such as: technology improvements, building and office construction projects, off-site staff meetings and training, non-mandatory travel, large CUPE gatherings such as the All Committees meeting, and many other savings.

As is the case with most public sector organizations, over 70% of our costs are related to staffing. This is how it should be. We did not have to lay off any staff and instead committed to working on finding various other additional savings for example by not backfilling some vacancies and eliminating overtime where possible.

I would like to make special mention of the exceptional work of our senior management team and Directors who, from day one, stepped up, supported our staff to

almost completely transform how we work in our regions and departments.

I recognize the incredible work of our leaders and staff who face extraordinary upheaval in their work, new challenges, unprecedented situations in our workplaces, devastating lay-offs in our membership, COVID-19 related deaths and illnesses, workplace transformations, and fundamental shifts in the operations of our chartered organizations – all while also managing the childcare and family responsibilities on the home front.

Employee Future Benefits – Making Steady Progress

The Roadmap for Employee Future Benefits was a key strategy adopted by the National Executive Board in 2005. It is a long-term plan designed to ensure that CUPE sets aside the financial resources needed to ensure we can pay the benefit obligations promised to staff in their retirement years. In 2005, we budgeted \$580,000 toward this expense and this amount has been increased in each and every budget year since. The budget for 2020 was \$12.5 million and will

continue to grow by \$900,000 each year until the liability is fully recognized.

The updated projections done last fall tell us that our perseverance is paying off and due to the good financial governance, the organization has shown over the past 16 years, the end goal is now in sight. The portion of the liability recognized on our financial statements stands at almost 80% at the end of 2020. Current actuarial projections predict that continuing to follow the Roadmap set up by the NEB will see the full liability recorded on our Balance Sheet by 2024.

Staff changes

CUPE continues to deal with very high number of staffing changes at all levels of the organization as many long-term staff reach the retirement age and new staff come on to replace them. The following are the numbers of staff retiring over the last two years as well as the new permanent hires during the same time.

Date	Retirements	New Permanent Hires
2019	46	52
2020	38	66

Labour Relations

Over the past two years, Labour Relations has been focused on resolving workplace concerns, settling grievances, holding semi-annual labour management meetings, and standardizing the labour relations process. The Labour Relations teams is currently researching and preparing for the upcoming bargaining sessions.

CUPE Employees’ Pension Plan (CEPP)

Starting in April 2020, due to the pandemic situation related to the COVID-19 virus, the Joint Board of Trustees’ (JBT) meetings have been held via conference call to respect social distancing as requested by the Federal and Provincial Governments. 2020 was a year marked by the increased volatility and uncertainty in the markets of the global economy due to COVID-19. It was also marked by a major investment restructuring conducted by the JBT following an Asset Liability Study (ALS). The ALS led to the termination of the two Balanced Investment Mandates and to the introduction of new Specialized Investment Mandates (Core Plus Bonds, Canadian Targeted Risk Strategy, Emerging Markets Equities and Green Bonds).

In 2020, the overall Plan’s performance was lower than expected with a gross rate of return of 4.61% and total assets of over \$868 million.

In May 2020, a one-time special employer contribution of \$24,263,700 was made to the CEPP to bring the solvency ratio over 85%. In September 2020, an Actuarial Valuation Report effective January 1, 2020, was filed with the regulators. Two types of valuations must be conducted for that report. The Going Concern Valuation showed a healthy funding ratio of 122.3% and the Solvency Valuation disclosed a solvency ratio of 85.2%. Based on these results, the employer required contribution rate increased from 13.63% to 14.92% of pensionable earnings. An Actuarial Valuation Report must be filed with the regulators every three years. The next report to be filed will be effective January 1, 2023.

Effective January 1, 2020, an indexation rate of 1.98% (proportionately for those who retired during 2019) was applied to monthly pension benefits.

Because of the COVID-19 situation, the 2020 Pre-Retirement Planning Seminars were cancelled. In the fall of 2021, a pilot seminar was delivered by Zoom. An analysis of a survey completed by the participants to evaluate this new format is being

conducted to ensure we continue to provide quality Pre-Retirement Seminars in the future.

The CEPP continues to be well managed by our Joint Board of Trustees and continues to be in a healthy position.

National Defence Fund

Throughout 2019 and 2020 hundreds of thousands of CUPE members have benefited from our campaign work. Together, locals, divisions, district councils, and bargaining councils have partnered with CUPE National on cost-shared and other types of campaigns.

A total of 80 cost-shared campaigns were approved by the National Executive Board in 2019, and 60 campaigns were approved in 2020. These campaigns were for bargaining support, member mobilization, advocating for improved health and safety, pandemic protections, promoting public services, fighting concessions, contracting out, P3's and privatization. There was an increase in the development of campaigns addressing violence in our workplaces, restructuring and fighting concessions. Many also effectively celebrated our members and the work that they do.

I recognize the incredible amount of work that goes into these campaigns and I congratulate all those who have designed and carried out some of the most innovative and high impact campaigns across Canada over this time period.

The National Defence Fund expenditures include Cost-shared Campaigns, Major Organizing Campaigns; National Strategic Initiatives that come out of the Strategic Directions document approved by convention and Regional Strategic Initiatives including distinct budgetary envelopes for the three largest regions and HEU.

I continue to be reassured by the decision taken at the 2015 convention, where the delegates approved a constitutional amendment submitted by the National Executive Board to "change the split" so as of January 1, 2016, 5% of per capita went into the National Strike Fund and 5% to the National Defence Fund. Previously, 6% went into the National Strike Fund with 4% to the National Defence Fund.

The change resulted in approximately \$2 million more per year going into the National Defence Fund projects. The constitutional amendment includes triggers to reverse the split back to 6% for the Strike Fund and 4% for the Defence Fund in the event that the Strike Fund falls below \$50 million.

Coalition and Movement-Building Support

To broaden our reach and support for public services and the work of our members, CUPE offers financial support through our National Defence Fund and National Services Department, working with coalition partners and civil society organizations that defend public services to help us build a better society and a better world.

Throughout 2019 and 2020, despite the financial and other constraints imposed by the COVID-19 pandemic, CUPE National provided significant financial contributions to many coalition partners and allies such as: the Broadbent Institute, Canadian Centre for Policy Alternatives, Canadian Doctors for Medicare, Canadian Anti-Hate Network, Coalition of Black Trade Unionists, Health Coalitions across Canada, Canadians for Tax Fairness, Doctors without Borders, Friends of Medicare, Egale Canada, Fierté Canada Pride, Native Women's Association of Canada, Feminist Alliance for International Action, Women's Human Rights Institute, Stephen Lewis Foundation, AIDS Free World, Mayworks, Workers' Arts and Heritage Centre, Youth Action Now, Droit à l'énergie SOS Futur, National Disability Summit, National Black Canadian Summit, Dignity Network Canada, Canada Without Poverty, Canadian Aids Society, Canadian Civil Liberties Association, Canadian Federation of Students, Amnesty International, Trade Justice Network, and others.

CUPE National provided hundreds of thousands of dollars to many other organizations and projects across the country and around the world that advocate for: social justice, student rights, disability rights, indigenous issues, those fighting anti-black racism and other forms of racial injustice and hate, migrant workers' organizing, anti-violence against women initiatives and many more. We are proud to be strong allies with those who also support the services our members provide and help build a more equal and just society for all, and fight oppression and inequality in Canada and around the world.

Due to the increasing demands for campaign support to regions, we also increased the budget for cost-shared campaigns by \$150,000 in 2019, and \$350,000 in 2020. Cost-shared campaign requests continue to grow, both in number and size of budget.

Organizing resources have increased significantly over the last period. Our 2019 budget for Organizing was increased by \$100,000, and a further \$350,000 in 2020. These significant increases were due to the demands faced by government imposed

restructuring challenges across the country and increase in non-union organizing activities and the need to focus resources in these critical areas.

Further increases were made to the National Strategic Initiatives budget line as we increased campaign and coalition work.

The funds were spent as follows:

NDF Budget	2019	2020
	Actual/Budget	Actual/Budget
Cost-shared Campaigns	\$5.2/3.6 million	\$4.0/4.0 million
Major Organizing Campaigns	\$6.8/3.6 million	\$2.5/4.0 million
National Strategic Priorities	\$2.1/2.8 million	\$1.6/2.8 million
Regional Strategic Priorities	\$2.1/2.3 million	\$2.0/2.3 million

At December 31, 2020, the National Defence Fund Balance was \$6.8 million. Despite the challenges caused by the pandemic, CUPE was nevertheless able to successfully carry out significant campaigns and projects across the country.

National Strike Fund

In this report you will see that the CUPE National Strike Fund continues to grow and has reached the point where our investments generate a significant annual income. The strength of our National Strike Fund provides forceful reassurance to all who face concessions and struggles at the bargaining table. Governments and employers also know that CUPE has the resources to back up our locals and bargaining councils when they face tough fights.

By the end of 2019, the Strike Fund Balance was \$114.6 million. Income for the year totalled \$15.6 million. The expenses totalled \$4.2 million and included: strike averting campaigns, strike pay and benefits, strike related legal costs, and Interest Arbitration costs. Over \$1.6 million was spent on Strike Averting campaigns and 11 strikes and lockouts took place during 2019 and six strikes and lockouts took place during 2020.

The Strike Fund remained healthy and by the end of 2020, the Fund Balance was \$128.2 million. The annual income generated was \$16.0 million, and expenditures totalled \$3.3 million. Over \$1.5 million was spent on Strike Averting campaigns and six strikes or lockouts took place during 2020.

2021 NEB Sub-Committee on the Strike Fund Review

At the 2015 National Convention in Vancouver British Columbia, the Strategic Directions document adopted for 2015-2017 called for the setting up of a National Task Force to review the National Strike Fund.

The National Task Force presented a report for adoption by the National Executive Board at its September 2016

meeting. One of the recommendations adopted called for the introduction of an automatic review of the Strike Fund Regulations every four years commencing in 2020. The review is to look at strike pay, waiting period, strike fund assets and any other issues arising from the four-year period. Due to the pandemic this review was postponed and occurred over the spring of 2021.

The following recommendations of the 2021 NEB sub-committee were adopted at the June 2021 NEB meeting.

- 1) Send a National Strike Appeal to all CUPE chartered organizations one month after the start of the strike (reduced from 2 months).
- 2) Increase the weekly strike pay as follows: \$350 at week 8, \$375 at week 12 and \$400 at week 16 (Article 6.2 of the National Strike Fund Regulations).
- 3) Provide financial assistance for some miscellaneous expenses directly related to the conduct of the strike for local in financial difficulty (Article 8.1 of the National Strike Fund Regulations).
- 4) The National Strike Fund will cover legal expenses directly related to legislated attacks against the right to free bargaining and back to work legislation including essential services legislation. Those requests approved by the NEB will be paid out of the Strike Fund instead of the General Fund (Article 11.1 of the National Strike Fund Regulations).
- 5) Increase the percentage reimbursed for the cost of representation before an interest arbitration board or arbitrator to 100% (increased from 90%) (Article 11.4 of the National Strike Fund Regulations).

6) Review of National Strike Fund Regulations every two years commencing in 2023. This review will look at strike pay, waiting period,

strike fund assets and any other issues arising from the two-year period.

Strikes, Lockouts and Settlements

2019					
Prov.	Local	Employer	Members Participating	Strike / Lockout Dates	# of Weeks
BC	15-16	Vancouver Art Gallery	113	Feb. 5 -12, 2019	1
QC	2118	Ville de Mascouche (Rotating)	78	Feb. 12 - 14, 2019	2 days
QC	1186	Université de Montréal	14	Mar. 13 - July 10, 2019	17
AB	1505-06	Municipality of Wood Buffalo LOCKOUT	44	May 13 - Oct 23, 2019	23
NL	1761	Town Council of Placentia	14	Jul. 16 - Aug 30, 2019	7
NB	1282	City of Bathurst (Inside Workers) LOCKOUT	22	Jul. 25 - Sept 30, 2019	10
QC	1294	Université du Québec à Montréal (UQAM)	1,200	Sept. 3 - 18, 2019	2.2
BC	441	Saanich School District #63	500	Oct. 28 - Nov 18, 2019	3
ON	3625	Something Special Children's Daycare LOCKOUT	8	Nov. 1 - 18, 2019	2
BC	2278	University of Northern British Columbia (Teacher Assistants)	50	Nov. 7 - Dec 2, 2019	3
BC	3799	University of Northern British Columbia (Support Staff) cannot cross the line	235	Nov. 7 - Dec 2, 2019	4

2020					
Prov.	Local	Employer	Members Participating	Strike / Lockout Dates	# of weeks
NL	3768	Town of Holyrood LOCKOUT	13	Feb. 4 -14, 2020	1.6
NB	508	City of Fredericton (Outside workers) LOCKOUT	11	Feb. 14 - 18, 2020	0
NB	4193	Commission des services régionaux Chaleur LOCKOUT	18	Feb. 13 - Aug 5, 2020	27
QC	375	Association des Employeurs Maritimes (Rotating)	1,151	Jul. 2 - Aug 24, 2020	7
ON	5257	Blaisdale Montessori School	100	Nov. 16- Dec 1, 2020	2
NS	4963	Queens Association for Supported Living	11	Dec. 20 - 21, 2020	1 day

National Events

The following CUPE National events took place during 2019 and 2020.

2019	
CUPE Bargaining Conference March 18-21, 2019	TCU Place Saskatoon, Saskatchewan 556 members registered
CUPE National Convention October 7-11, 2019	Palais des congrès de Montréal Montreal, Québec 1849 registered delegates 193 registered alternates

2020	
All Committees Meeting March 24-26, 2020	Shaw Centre Ottawa Ottawa, Ontario <i>Cancelled due to COVID-19</i>
CUPE Sector Council Meeting October 19-22, 2020	Virtual Conference 852 members registered

Financial Support to Locals

The National Convention and National Events Assistance Fund Regulations guide the financial support that CUPE National can provide to local unions experiencing financial difficulties which prohibit them from attending national events. Most locals who access this fund are small locals who

without this assistance would not have the financial resources to attend. The associated costs have risen over the past years as more locals access the fund. In addition, the increase is also due to the change in regulations where we expanded the entitlement to two participants per local (one alternate was added) so that members feel safe travelling and comfortable participating in the event.

The following are the amounts paid out under this fund:

National Events Assistance Fund		
2019		
Bargaining Conference	33 locals approved	\$156,662.93
2019 National Convention	61 locals approved	\$409,649.66
2020		
There were no related expenditures in 2020 as all events were held virtually due to the pandemic.		
Total:		\$566,312.59

The above costs do not include the cost of flights and hotels as we now pay these directly and they are billed as part of the event costs.

assistance to establish themselves and reach a first collective agreement.

CUPE National also provides interest free loans to newly chartered locals who require financial

Over 2019 and 2020, approximately \$45,000 was provided in support.

Interest-Free Loans		
2019		
104 - RCMP Telecom Operators	ON	\$16,000.00
5270 - Municipalité de Saint-Odilon	ON	\$5,000.00
5369 - Employees of the Town of Rothesay	ON	\$4,000.00
5392 - Employees of Groves Park Lodge	ON	\$5,000.00
5404 - Employees of Cdn Deafblind Association	ON	\$15,000.00
2020		
No requests received		
Total:		\$45,000.00

District Councils

In the regions where District Councils are active, they make a significant contribution to increasing solidarity and coordination between locals in communities.

CUPE National provides support to many of these projects when they take on campaigns, political action, provide coordination to locals and improve affiliations. Over the last two years, eight projects were funded to a total of approximately \$23,000.

District Council Funding		
2019		
VIDC	BC	\$5,000.00
Durham Northumberland	ON	\$1,458.23
Northwestern Ontario (Thunder Bay)	ON	\$4,108.18
Calgary	AB	\$1,916.13
Kootenay DC	BC	\$2,951.06
Sault Ste. Marie	ON	\$1,844.41
Niagara DC	ON	\$1,333.13
Sub-Total:		\$18,611.14
2020		
Durham Northumberland	ON	\$4,776.51
Sub-Total:		\$4,776.51

Report on National Convention 2019's Environment and Climate Impact

Our 2019 National Convention was well attended with over 2,000 delegates and alternates registered. For the first time, we moved our convention bulletin entirely online and made all materials available online and through our app, continuing our work to reduce paper use and improve communication about convention to members in attendance and across the country.

For the fifth time, CUPE operated a carbon-neutral National Convention. CUPE quantified greenhouse gas (GHG) emissions from the 2019 National Convention in Montreal working with CarbonZero to provide a comprehensive assessment of the convention.

The process identified sources of carbon emissions linked to hosting the National Convention to then offset those emissions with investments in environmental projects, and to consider steps to

reduce emissions and their subsequent harmful climate impacts at future CUPE National Conventions. Some key results included:

- 2019 CUPE National Convention emitted a total of 1,746.88 carbon equivalent tonnes, compared to 2,142.76 carbon equivalent tonnes in 2017. This marks a decrease in emissions by approximately 22 per cent.
- Air travel to convention remains the greatest source of emissions, with 96.5 per cent of all emissions generated by convention coming from delegates, guests and staff travel to and from convention by airplane.
- 2019 emissions were down compared to 2017 emissions and continued a trend whereby the climate impact of convention is much lower when the host city is centrally located in Canada and well serviced by inter-city rail,

commuter rail and public transit. With Montreal as the host city in 2019, emissions were 57.1 per cent lower compared to 2015 when Vancouver was the host city.

- 3,967 kilograms of materials from convention were either recycled or composted. 2,277 kilograms of materials went to landfill. This works out to approximately 63.5 per cent of materials collected in the waste stream at the convention centre were recycled or composted.

Additionally, 339 delegates were surveyed on climate change, revealing several key findings during the 2019 convention. 87.1 per cent of delegates who completed the survey expect their job to be affected or somewhat affected by climate change. Expected impacts on community were nearly unanimous, with 98.5 per cent of delegates expecting their community will be affected or somewhat affected by climate change over the coming years. Given a choice of one action, delegates reported they are looking for these leading elements from their union in the fight to tackle the climate crisis:

- 24.6 per cent of delegates want education, guidance, and support from their union.
- 18.3 per cent of delegates expect their union to advance the fight and show leadership on climate change.
- 12.1 per cent of delegates expect their union to improve its environmental practices.

CUPE also operated a Green Stewards Program at convention to encourage good environmental behaviour by everyone who attended the 2019 convention.

Political Action

CUPE National was involved in mobilizing members around the previous federal election that took place in Fall of 2019. We worked in collaboration with the CUPE federal election planning group, staff leads in each province and divisions to encourage CUPE members to become active in the federal election and support the NDP.

In collaboration with Union Education, we updated CUPE's *Using our Power during Election Time* workshop and facilitated these sessions with members. We also did a direct member contact where hundreds of members signed up to take concrete action to become further involved with the electoral process.

In spring of 2020, we worked with staff to support the NDP in by-elections occurring in the Ottawa Vanier and Ottawa Orleans ridings in Ontario and Cape Breton Centre and Truro-Bible Hill-Millbrook-Salmon River in Nova Scotia.

Fall of 2020 saw a flurry of election activity, namely in British Columbia and Saskatchewan. We provided substantial resources to both provincial campaigns. In British Columbia, we assisted the NDP in forming a strong majority government ensuring they can continue to improve the lives of working people across the province.

In Saskatchewan, we supported a variety of efforts to bolster support for the Saskatchewan NDP resulting in three additional seats being gained. We also provided resources for municipal campaigns across Saskatchewan. Many progressive voices were re-elected, and many new ones were elected.

We also provided resources to support the Newfoundland and Labrador NDP during their provincial election held in the spring of 2021.

Mobilization and lobbying efforts took place both within an in-person context as well as virtually. We consulted and shared recommendations with the federal NDP on anti-scab legislation they were preparing to propose before COVID-19 forced a suspension of regular parliamentary sessions.

We coordinated the CUPE delegation to the Canadian Labour Congress lobby day held in person on February 25, 2020, on pharmacare and pension protection attended by hundreds of labour activists. More recently, we also helped plan the Canadian Health Coalitions' virtual lobby day on pharmacare of which many CUPE activists participated from across the country.

Over the course of the pandemic, we have been monitoring the federal government's COVID-19 pandemic response and keeping key CUPE staff and branches updated on developments. We have organized lobbying efforts to pressure the government to fill the gaps and missing supports in government responses to the pandemic crisis, to ensure none of our members and no workers are left behind during this challenging period and will continue this work to shape the post-pandemic recovery.

We have also provided ongoing support with the Communications and Research Branch on the ongoing national Long-Term Care campaign.

Global Solidarity

We spent \$356,260.71 in 2019, and \$328,300.71 in 2020 from our General Fund on international solidarity work. Most of these resources were allocated to delegations, international gatherings, campaign support, COVID-19 relief, and support for the core work of allied organizations (\$244,602.85 in 2019 and \$206,816.26 in 2020).

As per the budget mandated by the National Executive Board at the beginning of each year, \$100,000 is transferred from the National Defence Fund into the General Fund for the CUPE National Global Justice Fund to support ongoing worker-to-worker solidarity projects. In 2019 CUPE participated in five international delegations. All travel was cancelled in 2020 due to COVID-19, and some funds were reallocated to support COVID-19 relief efforts.

In 2020, COVID-19 relief (\$47,582) was provided to organizations in Bangladesh, Colombia, Palestine, Philippines, Zimbabwe, and to migrant farmworkers in Canada. In 2019 we provided project funding (\$10,276.59) to the water workers union in Cameroon and the childcare workers union in Palestine. In 2020, project funds (\$20,080) were again provided to the water workers union in Cameroon, and also for a multi-union project in Bangladesh and to the Workers Advice Center in East Jerusalem. The National Executive Board passed a resolution for \$15,000 in emergency aid to Lebanon following the devastating explosion in the Port in Beirut in 2020.

Support for Financial Officers

My office continues to dedicate significant resources to enforcing the CUPE National constitutional requirement for each chartered body to submit an annual Trustees' Report (B.3.12 c). Each submission is now reviewed with correspondence outlining if the report is accepted, what further information is required to make it complete or if the report is not accepted and needs to be resubmitted.

CUPE National continues to provide significant support such as training for Trustees and orienting new Secretary-Treasurers. In cooperation with our Union Education Branch and our Organizing and Regional Services Department, we are addressing these important issues and support where requested.

I would like to make special mention of the extensive work undertaken by our Union Education Branch throughout the pandemic. They made sure that Trustees and Secretary-Treasurers were supported in new and innovative ways during the pandemic:

- Developed online orientations for new Trustees and Treasurers.
 - Adapted the Financial Essentials workshop for local executives to be delivered online.
 - Adapted the Financial Officers workshop to be delivered as online training modules for Trustees and Treasurers.
 - Launched online clinics to provide one-on-one support to financial officers.
 - Launched topic-specific clinics for Secretary-Treasurers to provide hands-on support on using the electronic ledger, advanced reporting, budgeting, and year-end and audit preparation.
- Our Financial Officers Handbook continues to be available online in both official languages.
 - Work has been ongoing over the past year to develop a new PCT system that will make processing per capita payments more efficient and give us better information on our membership and our revenue. As part of this new system, we will be able to enhance our offering for locals and employers to remit their PCT dues electronically. The introduction of this new aspect of the system is expected sometime in 2022. On the payments side, a couple years ago CUPE introduced the capability for locals to receive any monies owed to them by CUPE electronically. Once the new PCT system is implemented this will mean that all financial transactions between CUPE and its' locals will be able to be done electronically.
 - The sample Electronic Ledger is online, available to all chartered organizations and is updated with important notes, tips and directions for Treasurers.

Information Technology (IT)

CUPE's investment in and governance of our Information Management and Information Technology (IM/IT) is yielding significant results.

COVID-19 has presented unprecedented challenges for all organizations across the globe. At CUPE, because of the foresight and planning that has been at the forefront of our IT initiatives over the past number of years, we were well poised to meet the challenge. Because of our investment in Skype for Business and then Microsoft Teams, we were able to respond to the requirement to close physical offices quickly.

On March 17, 2020, all CUPE staff were asked to work remotely and they proceeded to pack up what they needed and took their work home with them. The next day everyone was up and running from home, including keeping the main telephone lines open in every office with the receptionists able to answer and transfer calls from home.

For CUPE's Member Relationship Management System (MRMS), major achievements over the past two years include:

- With Alberta's Bill 32 as a catalyst, we are in the final stages of allowing locals, starting with Alberta, to access to the MRMS LUI module to manage their own membership information.
- In the Collective Agreement module, a new Researcher dashboard was released which allows for quicker analysis of Collective agreements and Settlement information.
- Events Management Module in now operational and manages our National events and conferences (either in person or virtual). Features include tracking participant online registration and payment, sending correspondence, assigning workshops to rooms, and distribution of participants to workshops.
- Enhancements to the Education module that manages all the CUPE workshop events across Canada included designing a better workflow for multi-event workshops, enhanced email notifications and reminders to participants and facilitators.

CUPE's Finance, HR and Payroll systems were transitioned to a secure cloud location to support disaster recovery principles and 7/24 system availability.

CUPE's new Per Capita Information System is moving through to the final stages of testing and training. Implementation is expected to occur in early 2022.

CUPE's first bilingual intranet was launched at the end of 2020. It allows employees across the organization to access key official documents, hosts a centralized calendar of events and most importantly, provides dedicated space that includes all key messages from senior management to enable staff to keep up with the latest updates from CUPE so as to put information they need right at their fingertips.

CUPE Properties and Leases

CUPE operates 68 offices throughout Canada, 18 of which are owned facilities

(307,500 ft²), 9 are leased-to-own (56,350 ft²), and 41 are leased (152,625 ft²).

The net book value of our properties at December 31, 2020 was \$103 million with total mortgages and capital leases payable of \$48 million. Overall, our net investment in properties at December 31, 2020 was \$55 million.

Lease Administration

During 2019-2020, we successfully negotiated 12 lease renewals and leased 8 new premises. CUPE took advantage of these negotiations to improve our premises, where necessary, and ensure they meet our operational requirements moving forward.

Due to COVID-related budgetary restrictions and associated uncertainties, in 2020, CUPE has been opting for short to medium term lease renewal strategies where possible, which has resulted in significant reductions in leasehold improvement costs. This allows for a better medium and long-term evaluation of the impacts of the pandemic and to give time to re-evaluate real estate markets and examine and re-define operational goals and objectives moving forward.

In line with the real estate transaction strategy, the services of a real estate brokerage firm assist in all real estate transactions. This allows CUPE to establish strong positions in all our negotiations and ensures better decisions by having access to more information on local real estate markets. This also adds significant credibility to our decisions ensuring a standardized approach relating to our leased portfolio of properties. We also continue to use our newly developed standard CUPE lease when appropriate.

CUPE established new administrative practices for lease documentation to improve our ability to properly plan lease turnovers, foresee and budget rental cost increases, and improve our efficiency in dealing with our leased portfolio. We have organized our leasing management information in a comprehensive lease administration database which contains all pertinent information for each of our leases.

Construction Management

During 2019, there were significant construction activities, including the construction of new leasehold improvements in Yarmouth, Calgary, Prince Albert and Sherbrooke. Major renovations took place in Trail, Winnipeg, and at the Ontario Regional Office where we expanded our finished spaces and built offices for the OSBCU.

During 2020, construction activities slowed due to the pandemic, and associated budgetary restrictions. The leasehold improvements of our new office facilities in Nanaimo and Yorkton, were completed in quite challenging circumstances with various delays in construction material delivery, as well as labour shortages, all due to the COVID-19 situation.

CUPE continues to use the project management contract model with large national contractors, which allows for better control of the quality of construction, maximizes unionized labour content, leverages the contractor's reputation and knowledge of local markets and significantly reduce the risks associated with construction.

COVID-19 Preventive Protocol

The CUPE Properties team was instrumental in helping establish and implement the CUPE COVID-19 Preventive Measures Protocol. They researched and procured personal protective products and equipment such as hand sanitizers with distributors, disinfecting wipes, disinfecting cleaning products and masks for all our offices, and staff. The team worked with the Communications Branch to prepare special health & safety COVID-19 signage for all our offices.

They worked with local staff to arrange for the distribution of all these products, and for the implementation of the CUPE COVID-19 protocol. They continue to work with Directors, health & safety committees and staff to make our offices as safe as possible.

Our HVAC contractors assisted us in maximising the ventilation in all our offices. Our cleaning staff at the National Office, as well as our cleaning contractors across the country, have stepped up in a major way to make our offices safe for all staff. CUPE owes them a great deal of gratitude for all the amazing work performed in this difficult time.

In solidarity,



CHARLES FLEURY
National Secretary-Treasurer

Conclusion

I would like to express my sincere appreciation for the diligent work conducted by our National Trustees. Fulfilling their role during the pandemic with the additional challenges of the restrictions and operating in a hybrid semi-virtual mode presented additional challenges. You will see their report contained in this document. They work hard on behalf of all CUPE members and their work is very much appreciated.

I also pay special tribute to the thousands of Secretary-Treasurers, Trustees and elected leaders who dedicate themselves to overseeing and effectively managing the financial and administrative resources of our great union. Their work is often unseen but extremely important to the success of CUPE. These dedicated CUPE leaders have gone above and beyond during these challenging times.

I can never pay justice to the depth of my gratitude however, I recognize the NSTO staff team for their significant contribution and commitment to the work we do together. Their efforts day in and day out are invaluable both to me personally, and to the success of CUPE National.

As your Secretary-Treasurer I am honoured to serve CUPE in this role which permits me to work with you to support the thousands of campaigns, legal battles, coalitions, community events, and workplace struggles that we are privileged to take on.

As we prepare to rebuild in the post-pandemic world, I am extremely proud of the work we have done together. I know that CUPE will continue our life's mission of working toward a brighter and more prosperous future for all CUPE members and their communities across Canada.

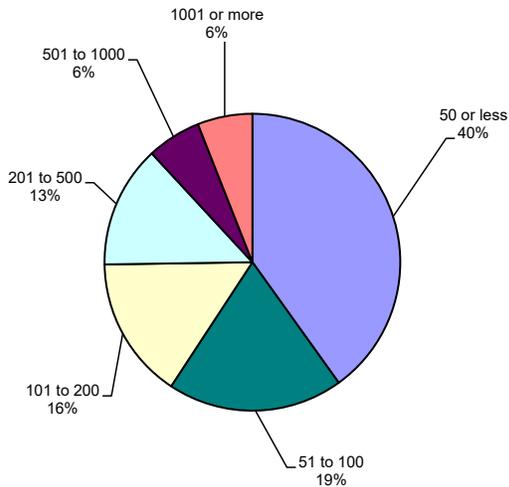
Although I am retiring, I will continue to be active in the movement and will see you on the picket lines and anywhere union members are standing up for themselves and fighting for a better future for all.

The following table shows a comparison of membership statistics by province/service division between December 2018 and December 2020.

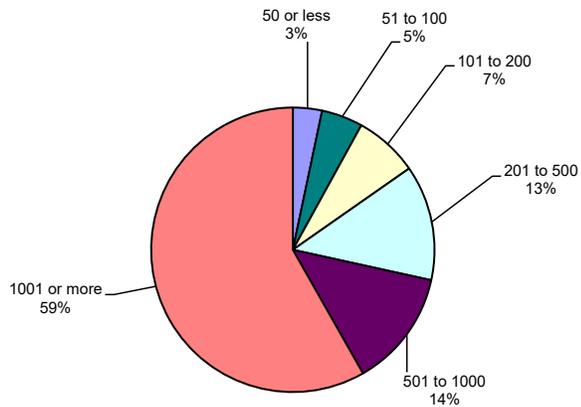
Province/Service Division	December 2018			December 2020			% Growth		
	F/T	P/T	Total	F/T	P/T	Total	F/T	P/T	Total
Airline Division	10,648	3	10,651	11,964	187	12,151	12.4	6,133.3	14.1
Local 1000	12,591		12,591	12,801	-	12,801	1.7		1.7
HEU (B.C.)	17,989	22,787	40,776	18,587	23,544	42,131	3.3	3.3	3.3
Nova Scotia	13,270	5,288	18,558	13,867	5,473	19,340	4.5	3.5	4.2
Newfoundland	5,330	820	6,150	5,230	621	5,851	(1.9)	(24.3)	(4.9)
New Brunswick	22,457	5,949	28,406	22,041	5,391	27,432	(1.9)	(9.4)	(3.4)
Prince Edward Island	1,583	1,600	3,183	1,553	1,699	3,252	(1.9)	6.2	2.2
Quebec	91,305	25,767	117,072	93,384	25,849	119,233	2.3	0.3	1.9
Ontario	156,413	98,419	254,832	160,064	91,687	251,751	2.3	(6.8)	(1.2)
Manitoba	20,410	5,764	26,174	27,623	4,920	32,543	35.3	(14.6)	24.3
Saskatchewan	23,314	6,821	30,135	22,347	9,917	32,264	(4.2)	45.4	7.1
Alberta	27,137	9,441	36,578	24,905	10,034	34,939	(8.2)	6.3	(4.5)
British Columbia	54,566	40,028	94,594	56,519	42,559	99,078	3.6	6.3	4.7
Total	457,013	222,687	679,700	470,885	221,881	692,766	3.0	(0.4)	1.9

The following pie charts demonstrate the breakdown of local unions by membership size and the total members these locals had as at December 31, 2020.

DISTRIBUTION OF LOCAL UNIONS BY MEMBERSHIP SIZE



DISTRIBUTION OF MEMBERSHIP BY LOCAL UNION SIZE



CUPE PERMANENT STAFF COMPLEMENT		
<i>Budgeted for 2021</i>		
POSITIONS	COUNT	TOTAL
President's Office		
National President	1	
Executive Assistant	3	
Administrative Officer	1	
Clerical	3	8
Secretary-Treasurer's Office		
National Secretary-Treasurer	1	
Executive Assistant	2	
Administrative Officer	3	
Clerical	6	12
Finance and Administration Department		
Managing Director	1	1
Administration Branch		
Director	1	
Administrative Officer	2	
Fleet Manager	1	
Building Systems Specialist	1	
Clerical	5	
Cleaner	6	16
Accounting Branch		
Director	1	
Accountant	4	
Clerical	17	22
Technology Branch		
Director	1	
Senior Officer	3	
Systems Analyst	4	
Administrative Officer	1	
Technical Systems Support Specialist	2	
Clerical	2	13

Human Resources Department		
Managing Director	1	
Director	1	
Assistant Director	1	
Senior Advisor	2	
Administrative Officer	3	
Clerical	9	17
National Services Department		
Managing Director	1	
Senior Economist	1	
Senior Officer	3	
Administrative Officer	1	
Clerical	2	8
Union Education Branch		
Director	1	
Senior Officer	5	
Clerical	4	10
Communications Branch		
Director	1	
Senior Officer	8	
Graphic Designer	2	
Clerical	3	14
Human Rights Branch		
Director	1	
Senior Officer	3	
Clerical	2	6
Legal Branch		
Director	1	
Senior Officer	1	
Articling Student	1	
Clerical	2	5
Research, Job Evaluation, and Health & Safety Branch		
Director	1	
Senior Officer	15	
Systems Analyst	1	
Clerical	12	29

Organizing & Regional Services Department		
Managing Director	1	
Assistant Director	3	
Clerical	2	6
Airline Division		
Senior Officer	1	
Ontario Representative	1	
Clerical	1	3
Atlantic Region (6 offices)		
Director	1	
Representative	16	
Education Representative	1	
Communications Representative	1	
Health and Safety Representative	1	
Research Representative	1	
Legal Representative	1	
Human Rights Representative	1	
Clerical	11.5	34.5
Maritimes Region (7 offices)		
Director	1	
Representative	21	
Education Representative	1	
Communications Representative	1	
Research Representative	1	
Legal Representative	1	
Human Rights Representative	1	
Clerical	13	40
Quebec Region (9 offices)		
Director	1	
Assistant Director	3	
Representative	100	
Education Representative	2	
Communications Representative	3	
Health and Safety Representative	1	
Research Representative	1	
Job Evaluation Representative	2	
Legal Representative	1	
Human Rights Representative	1	
Technical Systems Support Specialist	1	
Clerical	26	142

Ontario Region (20 offices)		
Director	1	
Assistant Director	5	
Representative	138	
Education Representative	3	
Communications Representative	6	
Health and Safety Representative	2	
Research Representative	8	
Job Evaluation Representative	3	
Legal Representative	7	
WSIB Representative	2	
Human Rights Representative	2	
Clerical	63	240
Manitoba Region (3 offices)		
Director	1	
Representative	18	
Education Representative	1	
Communications Representative	1	
Research Representative	1	
Legal Representative	1	
Human Rights Representative	1	
Clerical	9.5	33.5
Saskatchewan Region (4 offices)		
Director	1	
Representative	19	
Education Representative	1	
Communications Representative	1	
Research Representative	1	
Legal Representative	1	
Clerical	9	33

Alberta Region (7 offices)		
Director	1	
Representative	20	
Education Representative	1	
Communications Representative	1	
Research Representative	1	
Legal Representative	2	
Clerical	13	39
British Columbia Region (10 offices)		
Director	1	
Assistant Director	2	
Representative	50	
Education Representative	2	
Communications Representative	4	
Health and Safety Representative	1	
Research Representative	4	
Job Evaluation Representative	1	
Legal Representative	6	
Human Rights Representative	1	
Clerical	29	101
		<u>833</u>

UPDATE ON INTERNAL EMPLOYMENT EQUITY

Resolution No. 58 adopted at the 1995 National Convention requires that CUPE report regularly to its membership on its employment equity goals and on the extent to which it had achieved these goals.

We have been reporting to the National Convention since 1997.

A self-identification survey was concluded in early 2019 surveying 875 employees and we

received a 78% participation rate. The survey has continued to be sent out to new employees. Currently, 1022 employees have been surveyed and we have an 82% participation rate.

The following table provides the survey results, as of June 11, 2021, detailing the staff representation across the surveyed 5 equity groups.

Equity Groups	Initial responses (2019)	Total Respondents* (2021)
Women	65%	63%
Members of Racialized Groups	11%	12%
Persons with Disabilities	14.5%	13.5%
Indigenous People	7%	7%
LGBTQ2+	12%	12%
	78% (682)	82% (834)

**Total respondents = all permanent + temporary employees who were actively employed for at least 3 months, as of February 2019 who had completed the self-identification survey.*

In summary:

- At 63%, CUPE continues to have a strong representation of women on staff in comparison to just over 50% of the Canadian population who identify as women.
- 7% of CUPE staff self-identified as Indigenous; in comparison to 4.9% of the Canadian population who identify as Indigenous.
- 12% of CUPE staff self-identify as being racialized. This is well below the 22.3% of Canadians who consider themselves to be racialized.
- 13% of CUPE staff identified that they as people with disabilities, while 18.8% of all Canadian identify themselves as people with disabilities.
- 12% of staff identified as LGBTQ2+ which is nominally higher than the Canadian average of 10%.

**Statistics derived from 2016 Canadian census data.*

Completing and returning the surveys is done on a voluntary basis; further, the survey included several staff who are on long-term leaves and who may not be responding to their CUPE emails. As such, this survey is a snapshot in time. However, apart from its statistical usage, the survey provides a unique opportunity to inform new staff of the value we place on employment equity. We found that, over the last few years, the number of staff who participate in the survey has increased.

CUPE has for many years been committed to advancing workers' rights, social justice, human

rights, and equality, including employment equity principles and initiatives. CUPE believes that this commitment applies and exists within our workplace. We value the diversity of our employees and support the goals of employment equity and diversity in our workforce. We feel encouraged that some of our results, on a total workforce basis, reflect good representation when compared to overall Canadian workforce external availability but there is room for significant improvement.

Employment equity is an ongoing journey and we need to continue to strive towards our goal

of having a national union workforce that is reflective of CUPE's membership and of Canadian workers, generally. CUPE has continued to make progress on implementing our Employment Systems Review within our workplace. We are taking leadership in ensuring our workplace is one that works for all. The intent of an Employment Systems Review is to ensure that potential barriers in the workplace are removed and to implement initiatives that will support achieving and maintaining designated group representation in the workplace. The Joint Employment Equity Committee is working diligently to support this initiative.

We will also continue to educate our staff and provide them with tools to seek and involve equity-seeking members in all aspects of the important work our national union carries out on behalf of its members.

Financial statements of
États financiers du
Canadian Union of Public
Employees – General Fund
Syndicat canadien de la fonction
publique – Caisse générale

December 31, 2020
31 décembre 2020

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Statement of operations	5	État des résultats
Statement of changes in fund balance	6	État de l'évolution du solde du fonds
Statement of cash flows	7	État des flux de trésorerie
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Supporting schedules	26-28	Annexes

Independent Auditor's Report

To the Members of
Canadian Union of Public Employees

Qualified Opinion

We have audited the financial statements of Canadian Union of Public Employees (the "Union") – General Fund, which comprise the statement of financial position as at December 31, 2020, and the statements of operations, changes in fund balance and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, except for the possible effects of the matters described in the Basis for Qualified Opinion section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Union – General Fund as at December 31, 2020, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Qualified Opinion

As disclosed in Note 7 to the financial statements, the December 31, 2020 valuation for the pension plan has not been able to be completed as key assumptions required for the valuation report were not finalized. Accordingly, there is no disclosure included for the accrued benefit obligations, provision for adverse deviation, provision for future indexing or the Plan assets as well as key assumptions used. Also, it is therefore not possible to determine if the Plan is in a deficit or surplus position as at December 31, 2020 which could require that an accrued benefit liability or asset be recorded on the statement of financial position of the Union as at December 31, 2020. These elements constitute departures from Canadian accounting standards for not-for-profit organizations.

As disclosed in Note 2 to the financial statements, the Union – General Fund has employee future benefits that have not been recorded in the financial statements. Had these benefits been recorded in the financial statements, the fund balance as at December 31, 2020, would have decreased and liabilities would have increased by \$49,825,072 (2019 - \$47,478,603) and the excess of revenue over expenses for the year ended December 31, 2020, would have increased by \$7,361,514 (2019 - increased by \$17,526,689). However, these amounts could differ depending on final assumptions confirmed by the Union with regards to the pension plan valuation as at December 31, 2020. Our audit opinion on the financial statements for the year ended December 31, 2019 was modified because of the effects of this departure from Canadian accounting standards for not-for-profit organizations

Rapport de l'auditeur indépendant

Aux membres du
Syndicat canadien de la fonction publique

Opinion avec réserve

Nous avons effectué l'audit des états financiers du Syndicat canadien de la fonction publique (le « Syndicat ») – Caisse générale, qui comprennent l'état de la situation financière au 31 décembre 2020, et les états des résultats, de l'évolution du solde du fonds et des flux de trésorerie pour l'exercice terminé à cette date, ainsi que les notes complémentaires, y compris le résumé des principales méthodes comptables (appelés collectivement les « états financiers »).

À notre avis, à l'exception des incidences possibles des problèmes décrit dans la section « Fondement de l'opinion avec réserve » de notre rapport, les états financiers ci-joints donnent, dans tous leurs aspects significatifs, une image fidèle de la situation financière du Syndicat – Caisse générale au 31 décembre 2020, ainsi que des résultats de ses activités et de ses flux de trésorerie pour l'exercice terminé à cette date, conformément aux Normes comptables canadiennes pour les organismes sans but lucratif.

Fondement de l'opinion avec réserve

Comme indiqué à la note 7 des états financiers, le rapport d'évaluation au 31 décembre 2020 du régime de retraite n'a pas pu être complétée car les principales hypothèses requises pour le rapport d'évaluation n'ont pas été finalisées. Par conséquent, aucune information n'est incluse relativement aux obligations au titre des prestations constituées, la provision pour écarts défavorables, la provision pour indexation future ou les actifs du régime ainsi que les principales hypothèses utilisées. De plus, il n'est donc pas possible de déterminer si le régime est en situation de déficit ou d'excédent au 31 décembre 2020, ce qui exigerait qu'un passif ou un actif au titre des prestations constituées soit inscrit à l'état de la situation financière du Syndicat au 31 décembre. Ces éléments constituent une dérogation aux normes comptables canadiennes pour les organismes sans but lucratif.

Comme indiqué à la note 2 des états financiers, le Syndicat – Caisse générale a des avantages sociaux futurs qui n'ont pas été inscrits aux états financiers. Si ces avantages avaient été comptabilisés dans les états financiers, le solde du fonds au 31 décembre 2020 aurait diminué et le passif aurait augmenté de 49 825 072 \$ (47 478 603 \$ en 2019) et l'excédent des revenus sur les dépenses pour l'exercice terminé le 31 décembre 2020, aurait augmenté de 7 361 514 \$ (2019 - augmenté de 17 526 689 \$). Toutefois, ces montants pourraient différer en fonction des hypothèses finales confirmées par le Syndicat quant à l'évaluation du régime de retraite au 31 décembre 2020. Notre opinion d'audit sur les états financiers de l'exercice clos le 31 décembre 2019 a été modifiée en raison des effets de cette dérogation aux normes comptables canadiennes pour les organismes sans but lucratif.

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Union – General Fund in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Union – General Fund's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Union – General Fund or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Union – General Fund's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Nous avons effectué notre audit conformément aux normes d'audit généralement reconnues (NAGR) du Canada. Les responsabilités qui nous incombent en vertu de ces normes sont plus amplement décrites dans la section « Responsabilités de l'auditeur à l'égard de l'audit des états financiers » du présent rapport. Nous sommes indépendants du Syndicat – Caisse générale conformément aux règles de déontologie qui s'appliquent à notre audit des états financiers au Canada et nous nous sommes acquittés des autres responsabilités déontologiques qui nous incombent selon ces règles. Nous estimons que les éléments probants que nous avons obtenus sont suffisants et appropriés pour fonder notre opinion d'audit avec réserve.

Responsabilités de la direction et des responsables de la gouvernance à l'égard des états financiers

La direction est responsable de la préparation et de la présentation fidèle des états financiers conformément aux Normes comptables canadiennes pour les organismes sans but lucratif, ainsi que du contrôle interne qu'elle considère comme nécessaire pour permettre la préparation d'états financiers exempts d'anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs.

Lors de la préparation des états financiers, c'est à la direction qu'il incombe d'évaluer la capacité du Syndicat – Caisse générale à poursuivre son exploitation, de communiquer, le cas échéant, les questions relatives à la continuité de l'exploitation et d'appliquer le principe comptable de continuité d'exploitation, sauf si la direction a l'intention de liquider le Syndicat – Caisse générale ou de cesser son activité ou si aucune autre solution réaliste ne s'offre à elle.

Il incombe aux responsables de la gouvernance de surveiller le processus d'information financière du Syndicat – Caisse générale.

Responsabilités de l'auditeur à l'égard de l'audit des états financiers

Nos objectifs sont d'obtenir l'assurance raisonnable que les états financiers pris dans leur ensemble sont exempts d'anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs, et de délivrer un rapport de l'auditeur contenant notre opinion. L'assurance raisonnable correspond à un niveau élevé d'assurance, qui ne garantit toutefois pas qu'un audit réalisé conformément aux NAGR du Canada permettra toujours de détecter toute anomalie significative qui pourrait exister. Les anomalies peuvent résulter de fraudes ou d'erreurs et elles sont considérées comme significatives lorsqu'il est raisonnable de s'attendre à ce qu'elles, individuellement ou collectivement, puissent influencer sur les décisions économiques que les utilisateurs des états financiers prennent en se fondant sur ceux-ci.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Union – General Fund's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Union – General Fund's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Union – General Fund to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Deloitte LLP

Chartered Professional Accountants
Licensed Public Accountants
June 22, 2021

Dans le cadre d'un audit réalisé conformément aux NAGR du Canada, nous exerçons notre jugement professionnel et faisons preuve d'esprit critique tout au long de cet audit. En outre :

- Nous identifions et évaluons les risques que les états financiers comportent des anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs, concevons et mettons en œuvre des procédures d'audit en réponse à ces risques, et réunissons des éléments probants suffisants et appropriés pour fonder notre opinion. Le risque de non-détection d'une anomalie significative résultant d'une fraude est plus élevé que celui d'une anomalie significative résultant d'une erreur, car la fraude peut impliquer la collusion, la falsification, les omissions volontaires, les fausses déclarations ou le contournement du contrôle interne
- Nous acquérons une compréhension des éléments du contrôle interne pertinents pour l'audit afin de concevoir des procédures d'audit appropriées aux circonstances, et non dans le but d'exprimer une opinion sur l'efficacité du contrôle interne du Syndicat – Caisse générale.
- Nous apprécions le caractère approprié des méthodes comptables retenues et le caractère raisonnable des estimations comptables faites par la direction, de même que des informations y afférentes fournies par cette dernière.
- Nous tirons une conclusion quant au caractère approprié de l'utilisation par la direction du principe comptable de continuité d'exploitation et, selon les éléments probants obtenus, quant à l'existence ou non d'une incertitude significative liée à des événements ou situations susceptibles de jeter un doute important sur la capacité du Syndicat – Caisse générale à poursuivre son exploitation. Si nous concluons à l'existence d'une incertitude significative, nous sommes tenus d'attirer l'attention des lecteurs de notre rapport sur les informations fournies dans les états financiers au sujet de cette incertitude ou, si ces informations ne sont pas adéquates, d'exprimer une opinion modifiée. Nos conclusions s'appuient sur les éléments probants obtenus jusqu'à la date de notre rapport. Des événements ou situations futurs pourraient par ailleurs amener le Syndicat – Caisse générale à cesser son exploitation.
- Nous évaluons la présentation d'ensemble, la structure et le contenu des états financiers, y compris les informations fournies dans les notes, et apprécions si les états financiers représentent les opérations et événements sous-jacents d'une manière propre à donner une image fidèle.

Nous communiquons aux responsables de la gouvernance notamment l'étendue et le calendrier prévus des travaux d'audit et nos constatations importantes, y compris toute déficience importante du contrôle interne que nous aurions relevée au cours de notre audit.

Deloitte S.E.N.C.R.L./s.r.l.

Comptables professionnels agréés
Experts-comptables autorisés
Le 22 juin 2021

**Canadian Union of Public Employees
– General Fund**

Statement of financial position

As at December 31, 2020

**Syndicat canadien de la fonction publique
– Caisse générale**

État de la situation financière

Au 31 décembre 2020

	2020	2019	
	\$	\$	
Assets			Actif
Current assets			À court terme
Cash	25,397,140	19,093,807	Encaisse
Per capita tax receivable	37,001,591	33,388,773	Capitation à recevoir
Accounts receivable	4,859,873	2,691,269	Débiteurs
Due from National Strike Fund	570,570	—	Montant dû de la Caisse nationale de grève
Due from National Defence Fund	1,610,303	674,532	Montant dû de la Caisse nationale de défense
Prepaid expenses	3,675,347	3,046,869	Frais payés d'avance
	73,114,824	58,895,250	
Trust assets	302,527	185,953	Actifs en fidéicommis
Loan receivable (Note 4)	50,000	300,000	Prêt à recevoir (note 4)
Investments – Restricted for employee future benefits (Note 3)	103,129,238	114,590,648	Placements – restreint aux avantages sociaux futurs (note 3)
Investments – General Fund (Note 3)	4,347,386	5,294,022	Placements – Caisse générale (note 3)
Capital assets (Note 5)	112,505,475	115,522,428	Immobilisations corporelles (note 5)
Intangible assets (Note 6)	5,670,835	6,376,103	Actifs incorporels (note 6)
	299,120,285	301,164,404	
Liabilities			Passif
Current liabilities			À court terme
Accounts payable – trade and accrued liabilities	14,610,311	15,533,001	Créditeurs – fournisseurs et charges à payer
Provision for convention	2,007,249	6,000	Provision pour congrès
Funds held for others	1,644,581	1,285,975	Fonds conservés pour des tiers
Due to National Strike Fund	—	970,402	Montant dû à la Caisse nationale de grève
Current portion of obligations under capital leases (Note 8)	575,377	542,531	Tranche à court terme des obligations découlant de contrats de location-acquisition (note 8)
Current portion of mortgages payable (Note 9)	13,586,195	3,129,974	Tranche à court terme des hypothèques à payer (note 9)
	32,423,713	21,467,883	
Trust liabilities	302,527	185,953	Passifs en fidéicommis
Accrued benefit liability (Note 7)	194,774,106	175,334,796	Passif au titre des prestations constituées (note 7)
Obligations under capital leases (Note 8)	4,284,331	4,859,790	Obligations découlant de contrats de location-acquisition (note 8)
Mortgages payable (Note 9)	29,565,968	43,206,019	Hypothèques à payer (note 9)
	261,350,645	245,054,441	
Contingencies and guarantees, and commitments (Notes 10 and 11)			Éventualités et garanties, et engagements (notes 10 et 11)
Fund balance			Solde du fonds
Invested in capital and intangible assets	70,164,439	70,160,217	Investi en immobilisations corporelles et incorporelles
Internally restricted (Note 12)	3,147,778	2,260,742	Affecté d'origine interne (note 12)
Unrestricted	(35,542,577)	(16,310,996)	Non affecté
	37,769,640	56,109,963	
	299,120,285	301,164,404	

The accompanying notes and schedules are an integral part of the financial statements.

Les notes complémentaires et les annexes font partie intégrante des états financiers.

On behalf of the National Executive Board

Au nom du Conseil exécutif national



National President, Président national



National Secretary-Treasurer, Secrétaire-trésorier national

	Budget 2020 \$	2020 \$	2019 \$	
	(Unaudited) (non audité)			
Revenue				Revenus
Per capita tax and initiation fees	221,236,371	216,459,514	212,597,456	Capitation et droits d'initiation
Investment income				Revenus de placement
Employee future benefits	4,250,000	1,721,183	3,832,132	Avantages sociaux futurs
General	375,000	284,342	438,714	Général
Unrealized (losses) gains on investments	—	(2,416,139)	6,523,706	(Pertes) gains non réalisées sur les placements
Interest on per capita tax arrears	65,000	64,304	76,110	Intérêts sur les arrérages de capitation
Miscellaneous	67,000	288,380	508,754	Divers
	225,993,371	216,401,584	223,976,872	
Expenses				Dépenses
General (Schedule A)	13,052,365	12,621,173	12,668,255	Générales (annexe A)
Per capita tax - C.L.C.	5,035,003	4,994,951	4,943,405	Capitation - C.T.C.
Salaries (Schedule B)	92,815,839	90,507,393	87,318,318	Salaires (annexe B)
Employee benefits - current (Schedule B)	25,099,964	48,900,202	23,832,346	Avantages sociaux du personnel - courant (annexe B)
Employee benefits - future (Schedule B)	30,473,727	31,412,566	38,294,190	Avantages sociaux du personnel - futur (annexe B)
Operational travel	8,067,748	2,440,344	8,170,368	Déplacements opérationnels
Fixed staffing costs	8,801,806	7,070,317	8,320,714	Frais de personnel fixes
Rent and property expenses	17,147,926	16,203,444	15,758,870	Loyers et dépenses des immeubles
Office	2,878,329	1,931,078	2,805,338	Bureau
Equipment leases and maintenance	1,661,118	1,825,870	1,810,265	Location et entretien d'équipement
Telecommunications	1,233,379	1,458,983	1,435,805	Télécommunications
Postage	434,984	201,504	386,977	Affranchissement
Professional fees	1,472,721	1,426,579	1,985,718	Honoraires
Programs (Schedule C)	17,067,217	13,747,503	15,495,891	Programmes (annexe C)
	225,242,126	234,741,907	223,226,460	
(Deficiency) excess of revenue over expenses *	751,245	(18,340,323)	750,412	(Insuffisance) excédent des revenus sur les dépenses *

* From the deficiency of revenue over expenses of \$18,340,323 (2019 - excess of \$750,412) and the budgeted excess of revenue over expenses of \$751,245, an amount of \$750,000 (2019 - \$750,000) was internally restricted for the Regional Building Fund as indicated in the statement of changes in fund balances.

* Du déficit des revenus sur les dépenses de 18 340 323 \$ (2019 - excédent de 750 412 \$) et de l'excédent des revenus sur les dépenses budgété de 751 245 \$, un montant de 750 000 \$ (2019 - 750 000 \$) a été affecté à l'interne pour le Fonds d'immobilisations régionales tel qu'indiqué à l'état de l'évolution du solde du fonds.

The accompanying notes and schedules are an integral part of the financial statements.

Les notes complémentaires et les annexes font partie intégrante des états financiers.

Canadian Union of Public Employees
- General Fund
Statement of changes in fund balance
Year ended December 31, 2020

Syndicat canadien de la fonction publique
- Caisse générale
État de l'évolution du solde du fonds
Exercice terminé le 31 décembre 2020

	Invested in capital and intangible assets	Internally restricted	Unrestricted	Total	Total	
	Investi en immobilisations corporelles et actifs incorporels	Affecté d'origine interne	Non affecté	2020	2019	
	\$	\$	\$	\$	\$	
		(Note 12)				
Balance, beginning of year	70,160,217	2,260,742	(16,310,996)	56,109,963	55,359,551	Solde au début
(Deficiency) excess of revenue over expenses	—	—	(18,340,323)	(18,340,323)	750,412	(Insuffisance) excédent des revenus sur les dépenses
Internal restrictions for National Convention and National Events Assistance Fund	—	216,215	(216,215)	—	—	Affectations d'origine interne pour la Caisse de participation au congrès et aux événements nationaux
Expenses incurred for National Convention and National Events Assistance Fund	—	(79,179)	79,179	—	—	Dépenses engagées pour la Caisse de participation au congrès et aux événements nationaux
Internal restrictions for Regional Building Fund	—	750,000	(750,000)	—	—	Affectations d'origine interne pour le Fonds d'immobilisations régionales
Amortization of capital and intangible assets	(8,089,618)	—	8,089,618	—	—	Amortissement des immobilisations corporelles et actifs incorporels
Net acquisitions of capital and intangible assets	4,367,397	—	(4,367,397)	—	—	Acquisition nette d'immobilisations corporelles et actifs incorporels
Net decrease in obligations under capital leases	542,613	—	(542,613)	—	—	Diminution nette des obligations découlant de contrats de location-acquisition
Net decrease in mortgages payable	3,183,830	—	(3,183,830)	—	—	Diminution nette des hypothèques à payer
Balance, end of year	70,164,439	3,147,778	(35,542,577)	37,769,640	56,109,963	Solde à la fin

The accompanying notes and schedules are an integral part of the financial statements.

Les notes complémentaires et les annexes font partie intégrante des états financiers.

	2020 \$	2019 \$	
Operating activities			Activités de fonctionnement
(Deficiency) excess of revenue over expenses	(18,340,323)	750,412	(Insuffisance) excédent des revenus sur les dépenses
Items not affecting cash			Éléments sans effet sur l'encaisse
Change in unrealized gains on investments	2,416,139	(6,523,706)	Variation des gains non réalisés sur les placements
Amortization of capital and intangible assets	8,089,618	7,523,620	Amortissement des immobilisations corporelles et actifs incorporels
	(7,834,566)	1,750,326	
Changes in non-cash operating working capital items (Note 13)	(5,331,341)	(4,649,829)	Variation des éléments hors caisse du fonds de roulement de fonctionnement (note 13)
Change in accrued benefit liability	19,439,310	24,643,501	Variation du passif au titre des prestations constituées
	6,273,403	21,743,998	
Investing activities			Activités d'investissement
Acquisition of capital assets	(2,554,431)	(5,657,275)	Acquisition d'immobilisations corporelles
Acquisition of intangible assets	(1,812,966)	(1,858,633)	Acquisition d'actifs incorporels
Decrease in loans receivable	250,000	400,000	Diminution des prêts à recevoir
Acquisition of investments	(84,447,745)	(89,289,567)	Acquisition de placements
Disposal of investments	94,439,652	75,881,593	Cession de placements
(Decrease) increase in due from National Defence and Strike Funds	(1,506,341)	(515,593)	(Diminution) augmentation du montant dû de la Caisse nationale de défense et la Caisse nationale de grève
	4,368,169	(21,039,475)	
Financing activities			Activités de financement
Issuance of mortgages	—	22,000,000	Émission d'hypothèques
Repayment of mortgages	(3,183,830)	(20,790,604)	Remboursement d'hypothèques
Decrease in obligations under tangible capital leases	(542,613)	(511,640)	Diminution des obligations découlant de contrats de location-acquisition
(Decrease) increase in due to National Defence and Strike Funds	(970,402)	907,402	(Diminution) augmentation du montant dû à la Caisse nationale de défense et la Caisse nationale de grève
Increase in funds held for others	358,606	270,040	Augmentation des fonds conservés pour des tiers
Funds received for the OSBCU-ELHT	—	690,220	Fonds reçus pour le OSBCU-ELHT
Funds disbursed for the OSBCU-ELHT	—	(1,695,523)	Fonds décaissés pour le OSBCU-ELHT
	(4,338,239)	869,895	
Net increase in cash	6,303,333	1,574,418	Augmentation nette de l'encaisse
Cash, beginning of year	19,093,807	17,456,389	Encaisse au début
Cash, end of year	25,397,140	19,093,807	Encaisse à la fin

The accompanying notes and supporting schedules are an integral part of the financial statements.

Les notes complémentaires et les annexes font partie intégrante des états financiers.

1. Purpose of the organization

The Canadian Union of Public Employees (the "Union") is a national labour organization representing workers in a variety of jurisdictions throughout the public sector and areas of the private sector. The Union is an unincorporated association with rights and responsibilities regulated by provincial and federal labour laws and is exempt from income tax as a labour organization under the *Income Tax Act* (Canada).

2. Accounting policies

Except where noted, the financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

Basis of accounting and presentation

The financial statements have been prepared using the deferral method of accounting. Under this method, revenue and expenses are reflected in the year in which they have been earned and incurred respectively, whether or not such transactions have been finally settled by the receipt or payment of money.

The Union has adopted fund accounting as a basis of reporting its activities and separate financial statements are prepared for the General Fund, National Defence Fund and National Strike Fund. The Union also prepares combined financial statements which include all three funds.

These financial statements present the activities of the General Fund only.

Revenue recognition

The Union's principal sources of revenue consist of per capita tax and investment income.

Revenue from per capita tax is recognized over the period to which the revenue relates. Revenue received in advance is deferred to the period to which the revenue relates.

Investment revenue and other revenue are recognized over the period to which the revenue relates.

1. Nature de l'organisme

Le Syndicat canadien de la fonction publique (le « Syndicat ») est un syndicat national qui représente les travailleuses et travailleurs d'une variété de champs dans le secteur public et de certains domaines dans le secteur privé. Le Syndicat est une association non constituée en société par actions dont les droits et responsabilités sont réglementés par les lois du travail fédérales et provinciales et est exempt d'impôt selon la *Loi de l'impôt sur le revenu* (Canada).

2. Méthodes comptables

Mis à part aux endroits indiqués, les états financiers ont été dressés conformément aux Normes comptables canadiennes pour les organismes sans but lucratif et tiennent compte des principales méthodes comptables suivantes :

Méthode de comptabilité et présentation

Les états financiers ont été préparés selon la méthode du report. Selon cette méthode, les revenus et les dépenses sont imputés à l'exercice où ils sont gagnés ou engagés, sans considération du moment où les opérations auxquelles ils se rapportent sont réglées par un encaissement ou un décaissement.

Le Syndicat a adopté la comptabilité par fonds comme norme de présentation de ses activités et des états financiers distincts sont préparés pour la Caisse générale, la Caisse nationale de défense et la Caisse nationale de grève. Le Syndicat prépare aussi des états financiers cumulés qui incluent les trois fonds.

Ces états financiers ne présentent que les activités de la Caisse générale.

Constatation des produits

Le Syndicat a comme sources principales de revenus la capitation et les revenus de placement.

Les revenus de capitation sont constatés dans la période à laquelle ils se rapportent. Les revenus reçus en avance sont reportés dans la période à laquelle ils se rapportent.

Les revenus de placement et autres revenus sont constatés dans la période à laquelle ils se rapportent.

2. Accounting policies (continued)

Presentation of a controlled entity

The CUPE Global Justice Fund Inc., which is controlled by the Union, is not consolidated in the Union's financial statements. The Union has elected not to consolidate its results, but to provide summarized financial statements.

Financial instruments

The Union initially measures its financial assets and financial liabilities at fair value. The Union subsequently measures all its financial assets and financial liabilities at amortized cost except for cash and investments which are measured at fair value. Changes in fair value are recognized in the statement of operations.

Transaction costs related to investments are expensed as incurred.

With respect to financial assets measured at cost or amortized cost, the Union recognizes an impairment loss, if any, in net earnings when there are indicators of impairment and it determines that a significant adverse change has occurred during the period in the expected timing or amount of future cash flows. When the extent of impairment of a previously written-down asset decreases and the decrease can be related to an event occurring after the impairment was recognized, the previously recognized impairment loss is reversed to net earnings in the period the reversal occurs.

Capital and intangible assets

Land and buildings are capitalized in the year of purchase. Land is not amortized due to its infinite life. Buildings are amortized on a straight-line basis over their estimated useful life of forty years. Constructions in progress are recorded at cost and amortized when the asset is put into service.

Computer equipment and computer software and licenses having a unit cost of \$1,000 or more are capitalized and amortized on a straight-line basis over their estimated useful life of three to five years. Furniture and equipment having a unit cost of \$2,500 or more are capitalized and amortized on a straight-line basis over their estimated useful life of five to ten years.

2. Méthodes comptables (suite)

Présentation d'une entité contrôlée

Le Fonds du SCFP pour la justice mondiale Inc., qui est contrôlé par le Syndicat, n'est pas consolidé dans les états financiers du Syndicat. Le Syndicat a choisi de ne pas consolider les résultats, mais de présenter les états financiers condensés.

Instruments financiers

Le Syndicat évalue initialement ses actifs financiers et ses passifs financiers à la juste valeur. Il évalue ultérieurement tous ses actifs financiers et ses passifs financiers au coût après amortissement à l'exception de son encaisse et de ses placements qui sont évalués à la juste valeur. Les variations de la juste valeur sont enregistrées à l'état des résultats.

Les frais d'opérations reliés aux placements sont passés en charges à mesure qu'ils sont engagés.

Dans le cas des actifs financiers évalués au coût ou au coût après amortissement, la Syndicat comptabilise en résultat net une perte de valeur, le cas échéant, lorsqu'il y a des indications de dépréciation et lorsqu'elle observe un changement défavorable important au cours de la période dans le calendrier ou le montant prévu des flux de trésorerie futurs. Lorsque l'ampleur de la dépréciation d'un actif précédemment déprécié se réduit et que cette réduction peut être rattachée à un événement postérieur à la comptabilisation de la moins-value, la moins-value déjà comptabilisée fait l'objet d'une reprise à même le résultat net de l'exercice au cours duquel la reprise a lieu.

Immobilisations corporelles et actifs incorporels

Les édifices et les terrains sont capitalisés durant l'année de l'achat. Les terrains ne sont pas amortis en raison de leur durée de vie infinie. Les édifices sont amortis selon la méthode de l'amortissement linéaire sur leur durée de vie utile estimée à quarante ans. Les constructions en cours sont comptabilisées au coût et sont amorties lorsque l'actif est mis en service.

L'équipement informatique et les logiciels et licences dont le coût unitaire est de 1 000 \$ ou plus sont capitalisés et amortis en utilisant la méthode de l'amortissement linéaire sur la durée de vie utile estimée de trois à cinq ans. Le mobilier et l'équipement dont le coût unitaire est de 2 500 \$ ou plus sont capitalisés et amortis en utilisant la méthode de l'amortissement linéaire sur la durée de vie utile estimée de cinq à dix ans.

2. Accounting policies (continued)

Capital and intangible assets (continued)

Leasehold improvements are amortized on a straight-line basis over the term of the lease for rented properties or over twenty-five years for owned properties under capital leases.

Property owned in all provinces (with the exception of Québec) is registered in the name of Canadian Union of Public Employees Realty Holdings Incorporated for legal purposes, but is held solely for the benefit of all members, and is therefore included in these financial statements.

Impairment of long-lived assets

Long-lived assets are tested for recoverability whenever events or changes in circumstances indicate that their carrying amount may not be recoverable. An impairment loss is recognized when the asset no longer has long-term service potential. The amount of the impairment loss is determined as the excess of the carrying value of the asset over its residual value.

Provision for convention

Provisions are liabilities accrued over a reasonable period prior to their anticipated dates of payment. The estimated cost of a biennial convention is amortized over the 24-month period ending on December 31 of the year of the convention.

Employee benefit plans

The Union has a number of defined benefit plans providing pension, long-term disability, and other retirement and post-employment benefits to its employees. The Union recognizes as a pension expense only the amount of contributions made. The Union recognizes as a non-pension employee future benefit expense the amounts budgeted for the current year and investment income earned and unrealized gains on investments designated for employee future benefits during the year. The effect of this departure from Canadian accounting standards for not-for-profit organizations is disclosed in Note 7.

2. Méthodes comptables (suite)

Immobilisations corporelles et actifs incorporels (suite)

Les améliorations locatives sont amorties selon la méthode de l'amortissement linéaire sur la durée du bail dans le cas des locations ou sur une période de vingt-cinq ans dans le cas des propriétés détenues en vertu de contrats de location-acquisition.

Les propriétés détenues dans toutes les provinces (à l'exception du Québec) sont légalement enregistrées au nom de Canadian Union of Public Employees Realty Holdings Incorporated, et ne servent exclusivement qu'aux membres; elles sont donc comprises dans les présents états financiers.

Dépréciation d'actifs à long terme

Les actifs à long terme sont soumis à un test de recouvrabilité lorsque des événements ou des changements de situation indiquent que leur valeur comptable pourrait ne pas être recouvrable. Une perte de valeur est constatée lorsque l'actif n'a plus de potentiel de service à long terme. La perte de valeur constatée est mesurée comme étant l'excédent de la valeur comptable de l'actif sur sa valeur résiduelle.

Provision pour congrès

Les provisions sont des passifs accumulés sur une période raisonnable avant leurs dates prévues de paiement. Les frais estimatifs du congrès biennal sont amortis sur la période de 24 mois se terminant le 31 décembre de l'année du congrès.

Régimes d'avantages sociaux du personnel

Le Syndicat a établi un certain nombre de régimes de retraite à prestations déterminées offrant un régime de retraite, des prestations d'invalidité de longue durée et d'autres avantages relatifs à la retraite ou postérieurs à l'emploi. Le Syndicat ne comptabilise comme charge de retraite que les montants de contributions effectuées. Le Syndicat comptabilise comme charge d'avantages sociaux futurs non liés à la retraite les montants qui ont été prévus au budget pour l'exercice en cours et des revenus de placement gagnés ainsi que les gains non réalisés sur les placements désignés pour le passif au titre des prestations constituées au cours de l'exercice. L'incidence de cette dérogation aux Normes comptables canadiennes pour les organismes sans but lucratif est décrite à la note 7.

2. Accounting policies (continued)

Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from these estimates. Assumptions are used in estimating the fair value of investments, the collectibility of accounts receivable, the determination of per capita tax receivable, the estimated useful life of capital assets, the amount of certain accrued liabilities, the provision for convention and the estimates underlying the accrued benefit liability.

2. Méthodes comptables (suite)

Utilisation d'estimations

Dans le cadre de la préparation des états financiers, conformément aux Normes comptables canadiennes pour les organismes sans but lucratif, la direction doit établir des estimations et des hypothèses qui ont une incidence sur les montants des actifs et des passifs présentés et sur la présentation des actifs et des passifs éventuels à la date des états financiers, ainsi que sur les montants des produits des activités et des charges constatés au cours de la période visée par les états financiers. Les résultats réels pourraient varier par rapport à ces estimations. Les estimations sont utilisées pour établir la juste valeur des placements, le recouvrement des débiteurs, l'établissement du montant de capitation à recevoir, la durée de vie utile estimative des immobilisations corporelles, le montant de certaines charges à payer, la provision pour congrès et les hypothèses qui sous-tendent le passif au titre des prestations constituées.

3. Investments

Investments are summarized as follows:

3. Placements

Les placements se répartissent comme suit :

							2020	
	Employee future benefits Avantages sociaux futurs		General Fund Caisse générale		Total			
	Fair value Juste valeur	Cost Coût	Fair value Juste valeur	Cost Coût	Fair value Juste valeur	Cost Coût		
	\$	\$	\$	\$	\$	\$	%	
Cash on hand	281,084	281,084	6,324	6,324	287,408	287,408	—	Encaisse
Short-term investments	1,372,624	1,372,624	2,588,659	2,588,768	3,961,283	3,961,392	4	Placements à court terme
Term deposits	—	—	1,114,999	1,114,999	1,114,999	1,114,999	1	Dépôts à terme
Accrued interest	212,641	212,641	4,453	4,453	217,094	217,094	—	Intérêts courus
Short-term investments	1,866,349	1,866,349	3,714,435	3,714,544	5,580,784	5,580,893	5	Placements à court terme
Bonds								Obligations
Government	18,411,082	18,577,577	—	—	18,411,082	18,577,577	17	Gouvernement
Corporate and others	19,023,384	17,140,653	532,951	535,451	19,556,335	17,676,104	18	Sociétés et autres
	37,434,466	35,718,230	532,951	535,451	37,967,417	36,253,681	35	
Equities	63,828,423	57,487,532	100,000	100,000	63,928,423	57,587,532	59	Actions
Long-term investments	101,262,889	93,205,762	632,951	635,451	101,895,840	93,841,213	95	Placements à long terme
	103,129,238	95,072,111	4,347,386	4,349,995	107,476,624	99,422,106	100	
							2019	
	Employee future benefits Avantages sociaux futurs		General Fund Caisse générale		Total			
	Fair value Juste valeur	Cost Coût	Fair value Juste valeur	Cost Coût	Fair value Juste valeur	Cost Coût		
	\$	\$	\$	\$	\$	\$	%	
Cash on hand	237,678	237,678	9,649	9,649	247,327	247,327	—	Encaisse
Short-term investments	6,564,038	6,564,038	2,014,803	2,014,803	8,578,841	8,578,841	7	Placements à court terme
Term deposits	—	—	2,093,605	2,093,605	2,093,605	2,093,605	2	Dépôts à terme
Accrued interest	260,507	260,507	6,985	6,985	267,492	267,492	—	Intérêts courus
Short-term investments	7,062,223	7,062,223	4,125,042	4,125,042	11,187,265	11,187,265	9	Placements à court terme
Bonds								Obligations
Government	23,840,111	24,241,819	—	—	23,840,111	24,241,819	20	Gouvernement
Corporate and others	7,246,000	7,272,928	1,068,980	1,069,536	8,314,980	8,342,464	7	Sociétés et autres
	31,086,111	31,514,747	1,068,980	1,069,536	32,155,091	32,584,283	27	
Equities	76,442,314	65,542,465	100,000	100,000	76,542,314	65,642,465	64	Actions
Long-term investments	107,528,425	97,057,212	1,168,980	1,169,536	108,697,405	98,226,748	91	Placements à long terme
	114,590,648	104,119,435	5,294,022	5,294,578	119,884,670	109,414,013	100	

Investments restricted for employee future benefits

As at December 31, 2020, investments totalling \$103,129,238 (2019 - \$114,590,648) are restricted for the sole purpose of financing employee future benefits. These include vacation and severance payout at termination of employment or retirement, long-term disability payments, and extended health, dental and life insurance benefits for retirees. Please refer to Note 7 for more details on these plans.

Placements restreints aux avantages sociaux futurs

Au 31 décembre 2020, des placements totalisant 103,129,238 \$ (2019 - 114 590 648 \$) étaient restreints aux seules fins de financer les avantages sociaux futurs. Ceux-ci comprennent les indemnités de départ en vacances et indemnités de fin de contrat de travail ou de départ à la retraite, les indemnités d'invalidité de longue durée et les prestations d'assurance-maladie, dentaire et vie étendue pour les retraités. Veuillez-vous reporter à la note 7 pour plus de détails sur ces régimes.

3. Investments (continued)

Determination of fair value

Short-term investments consist of money market pooled funds and term deposits. The fair value of these short-term investments is approximately equal to their cost.

Bonds are debt obligations of governments and corporate entities paying interest at rates appropriate to the market at their date of purchase. Bonds are valued at the year-end quoted market prices.

The bonds mature at face value on a staggered basis over the next 7 years (2019 - 7 years). Effective interest rates to maturity for these securities range from 1.34% to 10.95% (2019 - from 1.15% to 11.00%).

Equities consist of listed securities recorded at prices based upon public market quotations.

Market risk

Investment in financial instruments renders the Union susceptible to the potential risk arising from the failure of a party to a financial instrument to discharge its obligation when due. The maximum investment risk to the Union is equal to the fair value of the investments.

Concentration of risk

Concentrations of risk exist when a significant proportion of the portfolio is invested in securities with similar characteristics or subject to similar economic, political or other conditions. Management believes that the concentrations described above do not represent excessive risk.

3. Placements (suite)

Détermination de la juste valeur

Les placements à court terme sont composés de fonds communs de placement dans les marchés monétaires et de dépôts à terme. La juste valeur de ces placements à court terme est comparable à leur coût.

Les obligations représentent des instruments d'emprunt de gouvernements et de sociétés par actions, produisant des rendements en intérêts comparables à ceux du marché au moment de leur achat. Les obligations sont évaluées au cours du marché en date de fin d'exercice.

L'échéance des obligations s'échelonne sur une période de 7 ans (2019 - 7 ans). Les taux d'intérêt effectifs pour ces titres varient de 1,34 % à 10,95 % jusqu'à leur échéance (2019 - 1,15 % à 11,00 %).

Les placements en actions sont constitués de titres cotés à des prix basés sur des cours du marché public.

Risque lié aux marchés

En investissant dans des instruments financiers, le Syndicat s'expose au risque inhérent qu'un émetteur d'instrument financier ne puisse faire face à ses obligations à la date convenue. Le risque maximal auquel s'expose le Syndicat est égal à la juste valeur des placements.

Concentration du risque

Il y a concentration du risque lorsqu'une tranche importante du portefeuille est constituée de placements dans des valeurs présentant des caractéristiques semblables ou sensibles aux mêmes facteurs économiques, politiques ou autres. La direction est d'opinion que les concentrations décrites ci-dessus ne représentent pas de risque excessif.

4. Loan receivable

4. Prêt à recevoir

	2020 \$	2019 \$	
CUPE BC Division, non-interest-bearing, repayable in annual instalments of \$100,000	150,000	400,000	SCFP C.-B., sans intérêt, remboursable en versements annuels de 100 000 \$
Current portion	100,000	100,000	Tranche à court terme
	50,000	300,000	

The current portion is included in accounts receivable. In 2020, additional payments of \$150,000 were received (2019 – additional payments of \$300,000 were received). Subsequent to year-end, the loan was repaid in full.

La tranche à court terme est incluse dans les débiteurs. En 2020, des paiements additionnels de 150 000 \$ ont été reçus (2019 – paiements additionnels de 300 000 \$ ont été reçus). Suite à la fin de l'année, le prêt a été remboursé en totalité.

5. Capital assets

5. Immobilisations corporelles

	2020			2019	
	Cost	Accumulated amortization	Net book value	Net book value	
	Coût	Amortissement cumulé	Valeur comptable nette	Valeur comptable nette	
	\$	\$	\$	\$	
Land					Terrains
National office					Bureau national
St-Laurent	2,427,951	—	2,427,951	2,427,951	St-Laurent
Ottawa	260,894	—	260,894	260,894	Ottawa
Halifax	600,000	—	600,000	600,000	Halifax
Charlottetown	108,353	—	108,353	108,353	Charlottetown
Moncton	47,725	—	47,725	47,725	Moncton
Saint-John	179,225	—	179,225	179,225	Saint-Jean
Fredericton	353,147	—	353,147	353,147	Fredericton
Edmundston	24,500	—	24,500	24,500	Edmundston
Cornwall	36,698	—	36,698	36,698	Cornwall
Kingston	88,735	—	88,735	88,735	Kingston
Brandon	137,945	—	137,945	137,945	Brandon
Toronto	4,924,000	—	4,924,000	4,924,000	Toronto
Regina	118,642	—	118,642	118,642	Regina
Saskatoon	83,781	—	83,781	83,781	Saskatoon
Cranbrook	88,543	—	88,543	88,543	Cranbrook
Trail	61,881	—	61,881	61,881	Trail
Comox	193,033	—	193,033	193,033	Comox
Buildings					Édifices
National office					Bureau national
St-Laurent	22,334,886	7,232,085	15,102,801	15,664,667	St-Laurent
Ottawa	8,588,424	1,670,252	6,918,172	7,132,575	Ottawa
Halifax	3,608,527	1,058,323	2,550,204	2,610,786	Halifax
Charlottetown	802,036	225,737	576,299	607,008	Charlottetown
Moncton	454,046	173,383	280,663	291,510	Moncton
Saint John	1,448,672	440,421	1,008,251	1,047,481	Saint-Jean
Fredericton	2,630,941	800,599	1,830,342	1,896,816	Fredericton
Edmundston	86,902	51,995	34,907	39,645	Edmundston
Cornwall	387,100	145,977	241,123	252,262	Cornwall
Kingston	727,830	257,593	470,237	490,651	Kingston
Brandon	806,276	292,003	514,273	541,626	Brandon
Toronto	29,103,648	6,136,132	22,967,516	23,774,362	Toronto
Regina	1,453,198	671,659	781,539	844,437	Regina
Saskatoon	873,461	257,226	616,235	621,574	Saskatoon
Cranbrook	749,706	249,171	500,535	519,859	Cranbrook
Trail	639,367	144,550	494,817	512,955	Trail
Burnaby	32,819,820	2,457,868	30,361,952	31,173,027	Burnaby
Comox	442,099	190,503	251,596	268,485	Comox
Leasehold improvements	16,680,775	8,507,513	8,173,262	7,898,489	Améliorations locatives
Computer equipment	11,421,441	10,396,331	1,025,110	1,308,709	Équipement informatique
Furniture and equipment	8,454,772	6,768,679	1,686,093	1,551,324	Mobilier et équipement
Balance, carry-forward	154,248,980	48,128,000	106,120,980	108,783,300	Solde à reporter

5. Capital assets (continued)

5. Immobilisations corporelles (suite)

	Cost	Accumulated amortization	2020 Net book value	2019 Net book value	
	Coût	Amortissement cumulé	Valeur comptable nette	Valeur comptable nette	
	\$	\$	\$	\$	
Balance, carried forward	154,248,980	48,128,000	106,120,980	108,783,300	Solde, reporté
Assets under capital leases					Actifs sous contrats de location-acquisition
Office space					Locaux à bureaux
Sept-Îles	46,239	19,420	26,819	28,664	Sept-Îles
Baie-Comeau	89,946	44,997	44,949	47,199	Baie-Comeau
Rimouski	211,000	92,383	118,617	123,897	Rimouski
Saguenay	272,237	122,201	150,036	156,845	Saguenay
Québec	1,028,725	430,813	597,912	623,633	Québec
Trois-Rivières	503,787	221,666	282,121	302,272	Trois-Rivières
Montréal	9,319,774	4,537,707	4,782,067	5,042,327	Montréal
Gatineau	151,192	73,656	77,536	81,312	Gatineau
Rouyn-Noranda	570,821	266,383	304,438	332,979	Rouyn-Noranda
	12,193,721	5,809,226	6,384,495	6,739,128	
	166,442,701	53,937,226	112,505,475	115,522,428	

6. Intangible assets

6. Actifs incorporels

	Cost	Accumulated amortization	2020 Net book value	2019 Net book value	
	Coût	Amortissement cumulé	Valeur comptable nette	Valeur comptable nette	
	\$	\$	\$	\$	
Computer software and licences	18,454,995	12,784,160	5,670,835	6,376,103	Logiciels et licences

7. Employee future benefits

7. Passif au titre des prestations constituées

The Union has a number of benefit plans providing pension and other retirement and post-employment benefits to its employees.

Pension plan

A contributory defined benefit pension plan, which covers substantially all of the Union's employees, provides pensions based on the length of service and average annual earnings of the best three years. Pensions are subject to indexing contingent on the level of going concern funding. The benefits are financed through a pension fund administered by a joint board of trustees.

Le Syndicat a établi un certain nombre de régimes offrant à ses employés un régime de retraite et autres prestations de retraite et avantages postérieurs à l'emploi.

Régime de retraite

Un régime de retraite contributif à prestations déterminées qui couvre la quasi-totalité des employés du Syndicat procure une pension basée sur la durée de service des employés et sur leur salaire moyen annuel au cours des trois meilleures années. Les régimes font l'objet d'une indexation qui dépend du niveau de financement sur la base de la continuité. Les prestations sont financées par un fonds de pension administré par un conseil conjoint de fiduciaires.

7. Employee future benefits (continued)

Other plans

The Union provides its employees with long-term disability benefits, severance pay and payment of unused vacation entitlements on termination of employment or retirement, and post-retirement medical and life insurance benefits, in accordance with the provisions of collective agreements with its staff unions. The post-retirement medical and dental benefits are provided to employees, their spouses and dependent family members. The Union pays the full cost of these benefits, except for certain contributions for post-retirement medical and dental benefits that are paid by employees retiring with less than a minimum period of service. The Union finances some of these benefits internally, some under administrative services only arrangements and some through insurance policies. The Union holds investments that are restricted to financing the benefits expected to be paid under these plans as detailed in Note 3.

Effect of applying Canadian accounting standards

The table on the following page shows the Union's obligations and value of plan assets, determined in accordance with the *CPA Canada Handbook Part II, Section 3462, Employee Future Benefits*, and Part III, Section 3463, *Employee Future Benefits for Not-for-Profit Organizations*. For the pension plan, the obligations include the value of future contingent indexing benefits. Actuarial valuations to determine these obligations are carried out at year-end, by independent actuaries using the projected benefit cost method prorated on services on a basis consistent with the most recent going concern actuarial valuation of the pension plan for funding purposes. As noted in page 19, the pension valuation report for the year-ended December 31, 2020 was not completed. Accordingly, there is no disclosure included in the table for the accrued benefit obligations, provision for adverse deviation, provision for future indexing or the Plan assets as well as key assumptions used.

7. Passif au titre des prestations constituées (suite)

Autres régimes

Le Syndicat offre à ses employés des prestations d'invalidité à long terme, d'indemnité de départ et le remboursement de congés non utilisés lors de la cessation d'emploi ou du départ à la retraite, ainsi que des prestations d'assurance-maladie et d'assurance-vie après la retraite, conformément aux dispositions de conventions collectives avec ses syndicats. Les prestations dentaires et d'assurance-maladie après emploi sont offertes aux employés, le conjoint et les membres de la famille à charge. Le Syndicat verse le montant total de ces prestations dentaires et d'assurance-maladie, sauf dans les cas où les employés sont partis à la retraite en ayant moins que la durée de service minimale à leur effectif. Le Syndicat finance certaines prestations à l'interne, certaines sous les services administratifs seulement et encore certaines par l'intermédiaire de ses polices d'assurance. Le Syndicat détient des placements limités aux paiements liés au financement des avantages attendus au titre de ces régimes, comme indiqué à la note 3.

Effet lié à l'application des Normes comptables canadiennes

Le tableau ci-dessous présente les obligations au titre des prestations constituées et la valeur des actifs du régime du Syndicat, déterminées conformément au *Manuel de CPA Canada, Partie II, chapitre 3462 intitulé Avantages sociaux futurs* et Partie III, chapitre 3463 intitulé *Avantages sociaux futurs pour les organismes sans but lucratif*. Pour le régime de retraite, les obligations incluent la valeur des futures prestations d'indexation conditionnelles. Les évaluations actuarielles pour déterminer ces obligations sont effectuées à la fin de l'exercice, par des actuaires indépendants selon la méthode du coût des prestations projetées au prorata des services sur une base cohérente avec la plus récente évaluation actuarielle en continuité du régime de retraite à des fins de capitalisation. Tel qu'indiqué à la page 19, le rapport d'évaluation des régimes de retraite pour l'exercice terminé le 31 décembre 2020 n'était pas terminé. Par conséquent, le tableau ne contient aucune information concernant les obligations au titre des prestations constituées, la provision pour écarts défavorables, la provision pour indexation future ou les actifs du régime ainsi que les principales hypothèses utilisées.

7. Employee future benefits (continued)

The obligations as determined by independent actuaries and the market value of the assets are as follows:

	2020			2019		
	Pension plan	Other plans	Total	Pension plan	Other plans	Total
	Régime de retraite	Autres régimes		Régime de retraite	Autres régimes	
	\$	\$	\$	\$	\$	\$
Accrued benefit obligations	*	244,599,178	244,599,178	643,301,800	222,813,399	866,115,199
Provision for adverse deviation	*	—	—	84,272,500	—	84,272,500
Provision for future pension indexing	*	—	—	32,774,600	—	32,774,600
Accrued benefit obligations, end of year	—	244,599,178	244,599,178	760,348,900	222,813,399	983,162,299
Plan assets, at fair value, end of year	*	—	—	760,348,900	—	760,348,900
Plan deficit	—	(244,599,178)	(244,599,178)	—	(222,813,399)	(222,813,399)
Calculated benefit expense	*	24,051,052	24,051,052	9,261,600	20,767,501	30,029,101
Provision for future pension indexing	*	—	—	2,409,400	—	2,409,400
Expenses recorded in the financial statements	*	31,412,566	31,412,566	11,671,000	38,294,190	49,965,190
Overstatement of expenses in the financial statements	—	7,361,514	7,361,514	—	17,526,689	17,526,689
Calculated accrued benefit liability	*	244,599,178	244,599,178	—	222,813,399	222,813,399
Accrued benefit liability reported on the financial statements	*	194,774,106	194,774,106	—	175,334,796	175,334,796
Understatement of the accrued benefit liability	—	(49,825,072)	(49,825,072)	—	(47,478,603)	(47,478,603)
Calculated remeasurements and other items relating to employee future benefits	*	(12,272,522)	(12,272,522)	—	(10,813,902)	(10,813,902)
Understatements of changes in fund balance	—	(12,272,522)	(12,272,522)	—	(10,813,902)	(10,813,902)

7. Passif au titre des prestations constituées (suite)

Les obligations établies par des actuaires indépendants et la valeur marchande de l'actif sont les suivantes :

Obligations au titre des prestations constituées
Provision pour écarts défavorables
Provision pour indexation future des prestations
Obligations au titre des prestations constituées à la fin
Juste valeur des actifs des régimes à la fin
Déficit des régimes

Le tableau suivant divulgue l'incidence sur les états financiers du Syndicat si celui-ci avait appliqué de façon cohérente le *Manuel de CPA Canada* à l'égard des obligations au titre des prestations constituées.

Incidence sur l'état des résultats

Calcul de la charge au titre des prestations constituées
Provision pour indexation future des prestations
Dépenses comptabilisées dans les états financiers
Surévaluation des dépenses aux états financiers

Incidence sur l'état de la situation financière

Passif calculé au titre des prestations constituées
Passif au titre des prestations constituées inscrit dans les états financiers
Sous-évaluation du passif au titre des prestations constituées

Incidence sur l'état de l'évolution du solde du fonds

Calcul de la réévaluation et autres éléments liés au passif au titre des prestations constituées
Sous-évaluation de l'évolution du solde du fonds

7. Employee future benefits (continued)

The significant assumptions used in the actuarial valuations of the pension and other plans are:

Assumptions	Pension plan		Other plans		
	Régime de retraite		Autres régimes		
	2020	2019	2020	2019	
	%	%	%	%	
Rate of salary increase	*	3.00	3.00	3.00	Taux d'augmentation sur les salaires
Inflation	*	2.00	2.00	2.00	Inflation
Discount rate	*	5.85	5.40	5.70	Taux d'escompte
Medical cost trend rate**	*	n.a	5.13	5.31	Taux d'évolution des coûts médicaux**

** Trending to 4.00% in 2026 and remaining at that level thereafter. Tendence à 4,00% en 2026 et à ce niveau par la suite.

* As of the date of approval of these audited financial statements, the December 31, 2020 valuation for the pension plan has not been able to be completed as key assumptions required for the valuation report were not finalized. Accordingly, there is no disclosure included in the financial statements for the accrued benefit obligations, provision for adverse deviation, provision for future indexing or the Plan assets as well as key assumptions used. As a result, it is not possible to determine if the Plan is in a deficit or surplus position as at December 31, 2020 which could require that an accrued benefit liability or asset be recorded on the statement of financial position of the Union as at December 31, 2020.

The mortality table used is the 2014 Private Sector Canadian Pensioners' Mortality Table, without size adjustment factor, and improvement scale MI-2017.

Under the terms of the Union's collective agreements with its staff unions, any special payments that the Union is required to make in respect of pension plan solvency deficiencies, plus interest, are required to be returned to the Union in the form of reduced contributions when the deficiencies are eliminated. The accumulated amount of the Union's special payments, plus interest net of investment expenses, as at December 31, 2020, is \$6,757,904 (2019 - \$6,486,757).

On May 27, 2020, the Union made a onetime special contribution of \$24.3 million to the Plan in order to bring the solvency ratio of the Plan to 85% as at January 1, 2020. A portion of this payment amounting to \$1,831,105 was attributable to other employers who participate in the Plan and was repaid to the Union. The net amount of \$22,468,895 is recorded as a pension expense as shown in schedule B.

7. Passif au titre des prestations constituées (suite)

Les hypothèses importantes retenues pour les évaluations actuarielles des régimes de retraite et des autres régimes sont les suivantes :

* À la date d'approbation de ces états financiers vérifiés, le rapport d'évaluation au 31 décembre 2020 du régime de retraite n'a pas pu être complétée, car les principales hypothèses requises pour le rapport d'évaluation n'ont pas été finalisées. Par conséquent, aucune information n'est incluse dans les états financiers pour les obligations au titre des prestations constituées, la provision pour écarts défavorables, la provision pour indexation future ou les actifs du régime ainsi que les principales hypothèses utilisées. Par conséquent, il n'est pas possible de déterminer si le régime est en situation de déficit ou d'excédent au 31 décembre 2020, ce qui exigerait qu'un passif ou un actif au titre des prestations constituées soit comptabilisé dans l'état de la situation financière du Syndicat au 31 décembre 2020.

La table de mortalité utilisée est la table de mortalité des rentiers canadiens du secteur privé de 2014, sans facteur d'ajustement, ni échelle d'amélioration de la mortalité MI-2017.

Aux termes des conventions collectives du Syndicat avec ses employés, les paiements spéciaux que le Syndicat est tenu de faire en ce qui concerne le déficit de solvabilité du régime de retraite, plus les intérêts, doivent être retournés au Syndicat sous la forme de contributions réduites lorsque le déficit de solvabilité est éliminé. Le montant cumulé des paiements spéciaux du Syndicat, plus les intérêts déduction faite des dépenses de gestion de placement, au 31 décembre 2020 est 6 757 904 \$ (2019 - 6 486 757\$).

Le 27 mai 2020, le Syndicat a fait une contribution spéciale ponctuelle de 24,3 millions de dollars au régime afin de porter le ratio de solvabilité du régime à 85% au 1er janvier 2020. Une partie de cette un paiement de 1 831 105 \$ était attribuable à d'autres employeurs qui participent au régime et a été remboursé au syndicat. Le montant net de 22 468 895 \$ est comptabilisé à titre de charges de retraite figurant à l'annexe B.

8. Obligations under capital leases

8. Obligations découlant de contrats de location-acquisition

	2020 \$	2019 \$	
Capital leases obligations for office space in:			Obligations de location-acquisition pour un espace à bureaux à :
- Saguenay, repayable in monthly instalments of \$1,779, including interest at 6.00%, maturing in June 2022.	32,186	50,834	- Saguenay, remboursable par versements mensuels de 1 779 \$, intérêts compris à 6,00 %, échéant en juin 2022.
- Baie-Comeau, repayable in monthly instalments of \$613, including interest at 6.58%, maturing in March 2023.	15,438	20,884	- Baie-Comeau, remboursable par versements mensuels de 613 \$, intérêts compris à 6,58 %, échéant en mars 2023.
- Gatineau, repayable in monthly instalments of \$1,030, including interest at 6.58%, maturing in February 2026.	54,363	61,705	- Gatineau, remboursable par versements mensuels de 1 030 \$, intérêts compris à 6,58 %, échéant en février 2026.
- Montréal, repayable in monthly instalments of \$52,456, including interest at 5.99%, maturing in November 2027.	3,343,668	3,763,719	- Montréal, remboursable par versements mensuels de 52 456 \$, intérêts compris à 5,99 %, échéant en novembre 2027.
- Rimouski, repayable in monthly instalments of \$1,361, including interest at 6.00%, maturing in June 2028.	98,709	108,024	- Rimouski, remboursable par versements mensuels de 1 361 \$, intérêts compris à 6,00 %, échéant en juin 2028.
- Québec, repayable in monthly instalments of \$6,195, including interest at 5.30%, maturing in March 2029.	495,936	542,625	- Québec, remboursable par versements mensuels de 6 195 \$, intérêts compris à 5,30 % échéant en mars 2029.
- Trois-Rivières, repayable in monthly instalments of \$3,223, including interest at 6.00%, maturing in November 2034.	365,992	381,113	- Trois-Rivières, remboursable par versements mensuels de 3 223 \$, intérêts compris à 6,00 %, échéant en novembre 2034.
- Sept-Îles, repayable in monthly instalments of \$268, including interest at 5.00%, maturing in July 2035.	33,476	35,005	- Sept-Îles, remboursable par versements mensuels de 268 \$, intérêts compris à 5,00 %, échéant en juillet 2035.
- Rouyn-Noranda, repayable in monthly instalments of \$3,242, including interest at 4.80%, maturing in January 2036.	419,940	438,412	- Rouyn-Noranda, remboursable par versements mensuels de 3 242 \$, intérêts compris à 4,80 %, échéant en janvier 2036.
	4,859,708	5,402,321	
Current portion	575,377	542,531	Tranche à court terme
	4,284,331	4,859,790	

Principal payments and interests required over the upcoming years:

Versements en capital et intérêts requis au cours des prochains exercices :

	\$	
2021	575,377	2021
2022	599,233	2022
2023	616,871	2023
2024	613,618	2024
2025 and thereafter	2,454,609	2025 et par la suite
	<u>4,859,708</u>	

9. Mortgages payable

9. Hypothèques à payer

	2020 \$	2019 \$	
Mortgage payable for the national office building on St-Laurent, repayable in monthly instalments of \$45,127, including interest at 5.35%, maturing in January 2033.	4,825,165	5,103,349	Hypothèque à payer pour le bureau national sur St-Laurent, remboursable en versements mensuels de 45 217 \$, incluant les intérêts à 5,35 %, échéant en janvier 2033.
Mortgage payable for the Toronto office building, repayable in monthly instalments of \$89,895, including interest at 4.65%, maturing in November 2021.	12,410,808	12,905,381	Hypothèque à payer pour le bureau de Toronto, remboursable en versements mensuels de 89 895 \$, incluant les intérêts à 4,65 %, échéant en novembre 2021.
Mortgage payable for the Halifax office building, repayable in monthly instalments of \$12,208, including interest at 5.37%, repaid in full in 2020.	—	1,566,405	Hypothèque à payer pour le bureau d'Halifax, remboursable en versements mensuels de 12 208 \$, incluant les intérêts à 5,37 %, repayé en totalité en 2020.
Mortgage payable for the Ottawa office building, repayable in monthly instalments of \$44,217, including interest at 4.94%, maturing in January 2033.	4,835,167	5,121,697	Hypothèque à payer pour le bureau d'Ottawa, remboursable en versements mensuels de 44 217 \$, incluant les intérêts à 4,94 %, échéant en janvier 2033.
Mortgage payable for the British Columbia Regional Office (BCRO) building, repayable in monthly instalments of \$112,273, including interest at 3.68%, maturing in March 2024.	21,081,023	21,639,161	Hypothèque à payer pour le bureau régional de la Colombie-Britannique (BCRO) remboursable en versements mensuels de 112 273 \$, incluant les intérêts à 3,68 %, échéant en mars 2024.
	43,152,163	46,335,993	
Current portion	13,586,195	3,129,974	Tranche à court terme
	29,565,968	43,206,019	

Principal payments required over the upcoming years:

Versements en capital requis au cours des prochains exercices :

	\$	
2021	13,586,195	2021
2022	1,228,088	2022
2023	1,283,217	2023
2024	19,963,045	2024
2025 and thereafter	7,091,618	2025 et par la suite
	43,152,163	

10. Contingencies and guarantees

Legal actions

In the ordinary course of business, the Union becomes involved in various legal actions. While the ultimate effect of such actions cannot be ascertained at this time, management believes that their resolution will not have a material adverse effect on the financial statements.

11. Commitments

The Union is committed under operating leases for office space, office equipment and vehicles over the next five years as follows:

	Office space	Office equipment	Vehicles	Total	
	Locaux à bureaux	Équipement de bureau	Automobiles	Total	
	\$	\$	\$	\$	
2021	5,764,523	537,489	3,614,761	9,916,773	2021
2022	5,479,727	510,191	2,868,801	8,858,719	2022
2023	4,630,875	272,643	1,962,374	6,865,892	2023
2024	3,434,753	181,932	1,124,379	4,741,064	2024
2025	2,814,680	47,463	484,689	3,346,832	2025
	<u>22,124,558</u>	<u>1,549,718</u>	<u>10,055,004</u>	<u>33,729,280</u>	

10. Éventualités et garanties

Poursuites en justice

Dans le cours normal de ses activités, le Syndicat fait l'objet de diverses poursuites en justice. Bien que l'issue de ces poursuites ne puisse être connue à l'heure actuelle, la direction est d'avis que celles-ci n'auront pas d'effet défavorable significatif sur les états financiers.

11. Engagements

Le Syndicat s'est engagé en vertu de contrats de location-exploitation pour des locaux à bureaux, de l'équipement de bureau et des automobiles pour les cinq prochains exercices de la façon suivante :

12. Fund balance – internally restricted

The internally restricted balance represents internal restrictions for:

	2020 \$	2019 \$
National Convention and National Events Assistance Fund	710,278	573,242
Regional Building Fund	2,437,500	1,687,500
	3,147,778	2,260,742

12. Solde du fonds – affecté d'origine interne

Le solde affecté d'origine interne représente les affectations d'origine interne de :

Caisse de participation au congrès et aux événements nationaux
Fonds d'immobilisations régionales

13. Changes in non-cash operating working capital items

	2020 \$	2019 \$
Per capita tax receivable	(3,612,818)	(1,548,616)
Accounts receivable	(2,168,604)	2,118,791
Prepaid expenses	(628,478)	(1,279,795)
Accounts payable – trade and accrued liabilities	(922,690)	(1,977,534)
Provision for convention	2,001,249	(1,962,675)
	(5,331,341)	(4,649,829)

13. Variation des éléments hors caisse du fonds de roulement de fonctionnement

Capitation à recevoir
Débiteurs
Frais payés d'avance
Créditeurs – fournisseurs et charges à payer
Provision pour congrès

14. Financial instruments

Fair value

The carrying value of per capita tax receivable, accounts receivable, accounts payable – trade and accrued liabilities and funds held for others approximates their fair value due to the relatively short periods to maturity of those instruments.

Refer to Notes 3, 4 and 9 for fair values related to the Union's other financial instruments.

Interest rate risk

Interest rate risk is the exposure of the Union's earnings that arises from fluctuations in interest rates. The Union is exposed to interest rate risk on its investments, capital leases and mortgages payable.

14. Instruments financiers

Fair value

La valeur comptable de la capitation à recevoir, des débiteurs, des créditeurs – fournisseurs et charges à payer et des fonds conservés pour des tiers se rapproche de leur juste valeur étant donné leur courte échéance.

Voir les notes 3, 4 et 9 pour les justes valeurs afférentes aux autres instruments financiers du Syndicat.

Risques de taux d'intérêt

Les risques de taux d'intérêt auxquels les bénéficiaires du Syndicat sont exposés surviennent à cause des fluctuations des taux d'intérêt. Le Syndicat est exposé à des risques dus aux taux d'intérêt de ses placements, des contrats de location-acquisition et de ses hypothèques à payer.

14. Financial instruments (continued)

Credit risk

Credit risk arises from the potential that locals and other parties will fail to honour their obligations. The Union is exposed to credit risk through per capita tax receivable, accounts receivable and loans receivable. The Union limits the amount of credit extended when considered necessary.

15. Capital management

The Union's objectives when managing capital are to safeguard its ability to continue as a labour organization in an effort to carry out its mission. Capital consists of the fund balance. The Union is not subject to any externally imposed capital requirements or restrictions.

16. Controlled entity and related party transactions

The Union is the sole voting member of the CUPE Global Justice Fund Inc., a corporation incorporated without share capital under the *Business Corporations Act* (Ontario) that has a mandate to enhance the struggle for social justice by organized workers internationally and in Canada. The CUPE Global Justice Fund Inc. is deemed a non-profit organization under the *Income Tax Act* (Canada), and accordingly, is not subject to income taxes.

The Union's financial statements have not been prepared on a consolidated basis with the entity.

14. Instruments financiers (suite)

Risques de crédit

Des risques de crédit se présentent lorsque certaines sections locales et autres groupes ne font pas face à leurs obligations. Le Syndicat est exposé au risque de crédit provenant de la capitation à recevoir, des débiteurs et des prêts à recevoir. Le Syndicat limite le montant de crédit avancé si nécessaire.

15. Gestion du capital

Les objectifs du Syndicat quant à la gestion de son capital sont de continuer ses opérations comme organisme syndical afin de pouvoir réaliser sa mission. Le capital du Syndicat se compose du solde du fonds. Le Syndicat n'est pas soumis à des exigences externes en matière de gestion du capital.

16. Entité contrôlée et opérations entre apparentés

Le Syndicat est le seul membre votant du Fonds du SCFP pour la justice mondiale Inc., une compagnie incorporée sans capital-actions en vertu de la *Loi sur les sociétés par actions* (Ontario) qui a pour mandat de renforcer sur le plan international et au Canada la lutte des syndiqués pour la justice sociale. Le Fonds du SCFP pour la justice mondiale Inc. est considéré comme un organisme sans but lucratif selon la *Loi de l'impôt sur le revenu* (Canada) et, par conséquent, n'est pas sujet à l'impôt sur le revenu.

Les états financiers du Syndicat n'ont pas été préparés sur une base consolidée avec cette entité.

16. Controlled entity and related party transactions (continued)

The summarized financial statements of the CUPE Global Justice Fund Inc. are as follows:

Summarized statement of financial position

	2020	2019
	\$	\$
Assets	296,051	296,717
Liabilities	26,452	20,433
Net assets		
Unrestricted	269,599	276,284
	296,051	296,717

Summarized statement of operations

	2020	2019
	\$	\$
Revenue	179,877	180,582
Expenses	186,562	166,198
(Deficiency) excess of revenue over expenses	(6,685)	14,384

16. Entité contrôlée et opérations entre apparentés (suite)

Les états financiers condensés du Fonds SCFP pour la justice mondiale Inc. se résument comme suit :

État résumé de la situation financière

Actif

Passif

Actif net

Non affecté

État résumé des résultats

Revenus

Dépenses

(Insuffisance) excédent des revenus sur les dépenses

17. COVID-19

On March 11, 2020 the World Health Organization characterized the outbreak of a strain of the novel coronavirus (COVID-19) as a pandemic which has resulted in a series of public health and emergency measures that have been put in place to combat the spread of the virus. While the ultimate duration and impact of COVID-19 continue to be unknown at this time and although there continues to be uncertainty, management expects that much of the revenue losses experienced over the course of 2020 will return to normal levels by the end of the following fiscal year.

17. COVID-19

Le 11 mars 2020, l'Organisation mondiale de la santé a qualifié l'épidémie d'une souche du nouveau coronavirus (COVID-19) de pandémie qui a entraîné une série de mesures de santé publique et d'urgence mises en place pour lutter contre la propagation du virus. Bien que la durée et l'impact ultimes du COVID-19 continuent d'être inconnus pour le moment et bien que l'incertitude persiste, la direction s'attend à ce qu'une grande partie des pertes de revenus subies au cours de 2020 reviennent à des niveaux normaux d'ici la fin du prochain exercice fiscal.

18. Comparative figures

Certain comparative figures have been reclassified to conform to the current year's presentation.

18. Chiffres comparatifs

Certains chiffres de l'exercice précédent ont été reclassés afin que leur présentation soit conforme à celle adoptée pour l'exercice courant.

**Canadian Union of Public Employees
– General Fund**

Supporting schedules

Year ended December 31, 2020

**Syndicat canadien de la fonction publique
– Caisse générale**

Annexes

Exercice terminé le 31 décembre 2020

General expenses – Schedule A

Dépenses générales – Annexe A

	Budget 2020 \$	2020 \$	2019 \$	
	(Unaudited) (non audité)			
National Executive Board and Committee Meetings	500,000	204,206	494,283	Conseil et comité exécutif national Rencontres
Other expenses	368,724	84,379	265,039	Autres dépenses
National Committee expenses	1,072,475	258,730	1,083,073	Dépenses des comités nationaux
National conferences	—	1,614	424,219	Conférences nationales
National Sector Council	700,000	118,635	45,210	Conseil du secteur national
National trustees	40,000	5,481	12,521	Syndics nationaux
Insurance	170,689	94,516	61,054	Assurances
International affiliations	249,903	221,244	164,794	Affiliations internationales
Convention	2,007,249	2,032,533	1,970,718	Congrès
C.L.C. convention and committees	69,027	52,049	57,878	Congrès du C.T.C. et comités
Scholarship Fund – labour college	80,000	66,437	109,903	Fonds / bourses – collège des employés
Constitution printing	21,027	6,526	20,615	Impression des statuts
Employee assistance program	1,043,983	1,808,745	1,608,092	Programme d'aide aux employés
Moving expenses	172,700	166,709	147,659	Frais de déménagement
COPE local 491: Education Fund	11,952	12,300	13,888	Fonds d'éducation – section locale 491 SEPB
Translation	550,000	622,192	572,133	Traduction
Donations	140,000	16,075	55,672	Dons
Miscellaneous	519,000	503,838	528,262	Divers
Global Justice Fund	83,518	66,598	65,912	Fonds de justice mondiale
Pension Benefit Guarantee Fund	—	1,170,144	419,875	Fonds de garantie des prestations de retraite
Sabbatical leave	175,221	175,221	169,246	Congés sabbatiques
Strengthening provincial divisions	1,138,414	1,138,412	1,118,600	Renforcer les divisions provinciales
Strengthening district councils	70,000	7,975	23,946	Renforcer les conseils régionaux
Overtime	183,483	114,843	272,218	Temps supplémentaire
Special donations	—	265,000	—	Dons spéciaux
Election spending	435,000	284,267	285,137	Élections
Strategic directions	2,250,000	1,631,659	1,734,238	Directions stratégiques
Fightback expenses	1,000,000	782,459	457,627	Dépenses de riposte
COVID-19 expenses	—	625,902	—	Dépenses COVID-19
Total general expenses, before internally restricted expenses	13,052,365	12,538,689	12,181,812	Total des dépenses générales, avant les dépenses affectées d'origine interne
National Convention Assistance Fund	—	82,484	486,443	Caisse de participation au congrès national
Total general expenses	13,052,365	12,621,173	12,668,255	Total des dépenses générales

**Canadian Union of Public
Employees – General Fund**

Supporting schedules

Year ended December 31, 2020

**Syndicat canadien de la fonction
publique – Caisse générale**

Annexes

Exercice terminé le 31 décembre 2020

Salaries and benefits – Schedule B

	Budget 2020 \$	2020 \$	2019 \$
	(Unaudited)		
	(non audité)		
Salaries			
National Officers	398,156	398,583	393,151
Directors and Representatives	60,294,740	59,694,949	55,915,263
Administrative and Technical	11,681,616	11,317,881	10,748,400
Clerical	18,793,162	18,161,052	18,575,540
Vacation Relief	1,648,165	934,928	1,685,964
	92,815,839	90,507,393	87,318,318
Employee Benefits - Current			
Pension Plans	14,518,295	15,980,769	13,791,096
Special contribution	—	22,432,595	—
Group Insurance	9,165,198	9,117,740	8,545,969
Employment Insurance	1,045,480	1,057,530	1,032,496
Workers' Compensation	370,991	311,568	462,785
	25,099,964	48,900,202	23,832,346
Employee Benefits - Future			
Vacation Pay Provision	2,482,476	4,930,424	2,697,797
Severance Pay Provision	2,607,942	3,453,552	3,080,021
Long Term Disability	2,203,309	4,770,906	4,611,593
Retiree Health Benefits	6,450,000	6,508,217	5,924,872
Employee Future Benefits Provision	12,480,000	12,480,000	11,580,000
Future Ben. Prov. – Investments	4,250,000	1,716,377	3,875,896
Future Ben. Prov. – Unrealized (losses) gains	—	(2,446,910)	6,524,011
	30,473,727	31,412,566	38,294,190

Salaires et avantages sociaux – Annexe B

Salaires

Officiers nationaux
Directeurs et représentants
Administratif et technique
Clérical
Réduction de vacance

Avantages sociaux du personnel – courant

Régimes de retraites
Contribution spéciale
Assurance de groupe
Assurance emploi
Indemnisation des travailleurs

Avantages sociaux du personnel – futur

Provision pour vacances
Provision pour indemnité de départ
Invalidité de longue durée
Avantages pour la santé des retraités
Provision pour avantages sociaux futurs
Provision pour avantages futurs – placements
Provision pour avantages futurs – (pertes) gains non réalisés

**Canadian Union of Public
Employees – General Fund**

Supporting schedules

Year ended December 31, 2020

**Syndicat canadien de la fonction
publique – Caisse générale**

Annexes

Exercice terminé le 31 décembre 2020

Program expenses – Schedule C

Dépenses de programmes – Annexe C

	Budget 2020	2020	2019	
	\$	\$	\$	
	(Unaudited) (non audité)			
Finance and administration	4,181,979	4,177,931	4,144,055	Finances et administration
National services	9,864,315	8,707,300	9,614,290	Services nationaux
Human resources	1,866,868	445,244	1,165,859	Ressources humaines
Organizing and regional services	1,045,843	305,153	460,694	Organisation et services régionaux
Regions and service division	108,212	111,875	110,993	Régions et service de division
	17,067,217	13,747,503	15,495,891	

**REPORT ON THE GENERAL FUND
AS AT
DECEMBER 31, 2020**

Sisters, Brothers, and Friends:

What follows are the Financial Statements for the General Fund for the year ended December 31, 2020. Note that the Statement of Financial Position, Statement of Operations, Statement of Changes in Fund Balance, Statement of Cash Flows, General Expense, Salaries and Benefits and Program Expense Schedules and Notes to the Financial Statements have been audited by Deloitte LLP. In addition, we have included supplementary financial schedules that provide a more detailed picture of the revenue and expenses.

STATEMENT OF FINANCIAL POSITION

ASSETS

The total assets in the General Fund at December 31, 2020 were \$299.1 million compared to \$301.2 million at December 31, 2019. The items of significance are discussed below.

Bank

The bank balance at December 31, 2020 was \$25.4 million as compared to \$19.1 million at December 31, 2019. This balance includes cash reserves set aside to fund retirement payouts, future benefits funding, the National Convention, a property management reserve and the Regional Building Fund.

Per Capita Tax Receivable

The per capita tax receivable was \$37 million at December 31, 2020, up from the December 31, 2019 balance of \$33.4 million. An analysis of the aging of the per capita tax receivable is set out below:

<i>Per Capita Tax Receivable</i>						
TOTAL CUPE	December 31, 2020		December 31, 2019		December 31, 2018	
(\$\$ in millions)	\$\$	% of total	\$\$	% of total	\$\$	% of total
Current Month	17.6	47.4%	15.9	47.7%	15.2	47.7%
Arrears of 2 months	17.1	46.2%	15.6	46.5%	15.6	48.9%
Arrears in excess of 2 months	2.3	6.4%	1.9	5.8%	1.0	3.4%
Total	37.0	100%	33.4	100%	31.8	100%

Investments – At Market Value

Investments are separated into General and those restricted for Employee Future Benefits on the Statement of Financial Position. General investments totaled \$4.3 million at December 31, 2020. Investments restricted for Employee Future Benefits totaled \$103.1 million at December 31, 2020 compared to \$114.6 million the year before, for an overall investment value of \$107.5 million at December 31, 2020 compared to \$119.9 million the year before.

Fixed Assets

Capital assets total \$112.5 million at December 31, 2020 and have remained stable over the year. This is primarily attributable to total depreciation on all assets being close to capital purchases during the year.

During the year, development work continued on the new Per Capita System as well as work on key enhancements to the Member Relationship Management System (MRM) including finetuning the investment in our Events Management Module.

LIABILITIES

The total liabilities in the General Fund were \$261.4 million at December 31, 2020 compared to \$245.1 million at the end of the prior year.

The Accrued Benefit Liability stands booked at \$194.8 million at the end of 2020 compared to \$175.3 million at the end of 2019. The actual liability for these employee future benefit expenses as detailed in Note 7 to the audited financial statements is valued at \$244.6 million at December 31, 2020 meaning there is still \$49.8 million of the liability not recorded on the Balance Sheet. However, significant progress has been made over the past 15 years to record the full amount on the books and the amount of the liability now recorded stands at 80%. In 2020 a total of \$12.5 million was put toward the liability and this amount will increase annually by \$900,000 until the full liability is recognized on the books.

STATEMENT OF OPERATIONS

The operating deficit for the year was \$18.3 million, compared to a budgeted surplus of \$751,000. The primary reason for the large deficit was a special contribution made to the pension plan to bring it to a solvency ratio of greater than 85%.

Total revenue was under budget by \$9.6 million largely attributable to Per Capital tax coming in at \$4.8 million below budget and a \$2.4 million unrealized loss on our investments. Total expenses were over budget by \$9.3 million.

Per Capita Revenue

In aggregate, per capita revenue was under budget by \$4.8 million or 2%. The detail by region is illustrated as follows:

<i>Per Capita Revenue</i>				
Region	Actual \$	Budget \$	Over / (Under) Budget \$	Variance from budget
Airline	2,505,714	3,509,297	(1,003,583)	(28.6%)
Local 1000	1,278,806	1,277,028	1,778	0.1%
BC HEU	3,249,042	3,164,783	84,259	2.7%
Atlantic	7,558,409	7,415,517	142,892	1.9%
Maritimes	8,834,640	8,832,763	1,877	0.0%
Quebec	46,394,488	46,862,664	(468,176)	(1.0%)
Ontario	86,678,382	89,206,448	(2,528,066)	(2.8%)
Manitoba	8,837,743	8,838,784	(1,041)	0.0%
Saskatchewan	8,857,149	9,187,968	(330,819)	(3.6%)
Alberta	13,778,965	13,571,876	207,089	1.5%
British Columbia	28,486,174	29,369,243	(883,069)	(3.0%)
Total CUPE	\$216,459,514	\$221,236,371	(\$4,776,857)	(2.2%)

Investment Income

In 2020, we earned \$284,000 in investment income on our general investments compared to \$438,000 in 2019. In addition, there was \$1.7 million earned on funds set aside for Employee Future Benefit costs, which was allocated in full into the investment account. During 2020, the financial markets suffered significantly in the first part of the year due to the COVID-19 pandemic. As a result, we experienced an unrealized loss for the year of \$2.4 million on our investments for future benefit liabilities.

Expenses

Total Expenses for the year ended December 31, 2020 were \$234.7 million, which was \$9.5 million over budget. The distribution of expenses is set out below:

Category	Actual Expense \$	Budgeted Expense \$	Variance Over / (Under) \$
General Expenses	11,451,209	13,052,365	(1,601,336)
Salaries and Benefits	171,990,305	148,389,530	23,600,775
Operating Expenses	37,553,070	46,733,014	(9,179,944)
Programs Expenses	13,747,503	17,067,217	(3,319,714)
Total	234,741,907	225,242,126	9,499,781

General Expenses

The most noteworthy items in the General Expenses are as follows:

- National Committee expenses were \$813,000 under budget largely due to cancelling the All Committees meeting due to the COVID outbreak in March 2020.
- The Employee Assistance Program was \$765,000 over budget largely due to the extra assistance provided to staff and retirees and their families due to the pandemic.
- Strategic Directions and the Fightback Fund came in \$840,000 under budget.

Salaries & Benefits

The primary reasons for the variances in salaries and benefits is:

- Salaries were under budget by \$2.3 million due to the pandemic which resulted in CUPE making efforts made to reduce vacation and sick leave replacements where they were deemed not immediately essential.
- Pension Plans expenses were over budget by \$25.1 million due to the \$24.9 special pension contribution made in 2020 to bring the solvency ratio over 85%.

Operating Expenses

Items of note under Operating Expenses are:

- Travel expenses came in \$7.4 million under budget due to the significant reduction in travel during the pandemic.
- Rent & Property and Office expenses were \$1.89 million under budget due to a shift in strategy to achieve cost savings by postponing all non-essential construction and maintenance.
- COVID-19 expenses totaled 626,000 which primarily included PPE purchased for all offices across Canada as well as enhanced cleaning services in all offices that were open for voluntary attendance.

Program Expenses

National Services programs were \$1.2 million under budget largely due to closing a number of very old, inactive legal and arbitration files.

This concludes my report on the General Fund Financial Statements for the year ended December 31, 2020.

Respectfully submitted,



CHARLES FLEURY
National Secretary-Treasurer

The following pages contain unaudited schedules which give a more detailed picture of the expenditures for 2020.

**Canadian Union of Public Employees
National Headquarters
12/31/20**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/19</u>
Salaries					
National Officers	398,583	398,145	438	0.1%	\$393,151
Administrative and Technical	11,317,881	11,681,601	(363,720)	(3.1%)	10,748,400
Clerical	5,219,852	5,495,607	(275,755)	(5.0%)	5,269,049
Vacation Relief	78,225	113,884	(35,659)	(31.3%)	311,444
Employee Benefits					
Pension Plans	3,305,347	2,984,797	320,550	10.7%	2,926,208
Group Insurance	1,794,303	1,789,007	5,296	0.3%	1,698,025
Employment Insurance	190,539	194,550	(4,011)	(2.1%)	188,427
Workers' Compensation	57,010	83,826	(26,816)	(32.0%)	118,612
Fixed Staffing Costs	632,707	903,672	(270,965)	(30.0%)	786,908
Operational Travel	523,819	2,134,912	(1,611,093)	(75.5%)	2,150,553
CUPE Property					
Mortgage Interest	507,403	507,259	144	0.0%	536,768
Utilities and Maintenance	987,497	1,133,917	(146,420)	(12.9%)	1,110,145
Depreciation	789,745	782,550	7,195	0.9%	782,163
Realty Taxes	320,937	332,040	(11,103)	(3.3%)	322,263
Rental Income	(524,412)	(524,412)	0	0.0%	(533,226)
Office Expenses	201,318	487,650	(286,332)	(58.7%)	407,349
Equipment Leases and Maintenance	624,955	584,388	40,567	6.9%	648,736
Telecommunications	349,949	233,376	116,573	50.0%	230,500
Postage	87,164	238,440	(151,276)	(63.4%)	237,013
Professional Fees	829,973	647,832	182,141	28.1%	1,113,396
Programs					
Human Resources	436,321	1,866,861	(1,430,540)	(76.6%)	1,585,734
Finance and Administration	4,177,931	4,181,952	(4,021)	(0.1%)	4,144,055
National Services	8,709,079	9,864,342	(1,155,263)	(11.7%)	9,607,492
Organizing and Regional Services	305,153	1,045,848	(740,695)	(70.8%)	460,694
Total - Programs	<u>13,628,484</u>	<u>16,959,003</u>	<u>(3,330,519)</u>	<u>(19.6%)</u>	<u>15,797,975</u>
Total Expenses	<u>41,321,279</u>	<u>47,162,044</u>	<u>(5,840,765)</u>	<u>(12.4%)</u>	<u>45,243,858</u>

**Canadian Union of Public Employees
National President's Office
12/31/20**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/19</u>
Salaries					
National Officer	196,586	196,369	217	0.1%	\$193,925
Administrative and Technical	617,159	623,781	(6,622)	(1.1%)	603,241
Clerical	230,316	244,895	(14,579)	(6.0%)	214,365
Vacation Relief	4,637	0	4,637	100.0%	24,768
Employee Benefits					
Pension Plans	171,527	162,127	9,400	5.8%	159,619
Group Insurance	101,000	94,586	6,414	6.8%	101,411
Employment Insurance	8,289	8,926	(637)	(7.1%)	8,608
Workers' Compensation	2,915	4,169	(1,254)	(30.1%)	6,776
Fixed Staffing Costs	61,624	85,632	(24,008)	(28.0%)	74,303
Operational Travel	177,965	520,200	(342,235)	(65.8%)	617,133
Office Expenses	4,834	10,152	(5,318)	(52.4%)	13,565
Total Expenses	<u>1,576,854</u>	<u>1,950,837</u>	<u>(373,983)</u>	<u>(19.2%)</u>	<u>2,017,714</u>

**Canadian Union of Public Employees
National Secretary-Treasurer's Office
12/31/20**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/19</u>
Salaries					
National Officer	201,997	201,776	221	0.1%	\$199,226
Administrative and Technical	702,339	710,042	(7,703)	(1.1%)	701,484
Clerical	428,050	469,410	(41,360)	(8.8%)	471,339
Vacation Relief	0	0	0	0.0%	3,035
Employee Benefits					
Pension Plans	238,536	215,116	23,420	10.9%	199,479
Group Insurance	132,966	135,736	(2,770)	(2.0%)	125,016
Employment Insurance	12,836	13,625	(789)	(5.8%)	14,171
Workers' Compensation	3,872	6,243	(2,371)	(38.0%)	8,278
Fixed Staffing Costs	54,526	65,472	(10,946)	(16.7%)	66,250
Operational Travel	89,918	314,520	(224,602)	(71.4%)	347,449
Office Expenses	8,466	14,676	(6,210)	(42.3%)	21,266
Total Expenses	<u>1,873,505</u>	<u>2,146,616</u>	<u>(273,111)</u>	<u>(12.7%)</u>	<u>2,156,993</u>

**Canadian Union of Public Employees
Human Resources
12/31/20**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/19</u>
Salaries					
Administrative and Technical	954,387	1,100,581	(146,194)	(13.3%)	\$1,038,485
Clerical	577,864	644,033	(66,169)	(10.3%)	592,991
Vacation Relief	21,387	5,841	15,546	266.2%	8,711
Employee Benefits					
Pension Plans	292,161	274,340	17,821	6.5%	279,194
Group Insurance	164,616	178,240	(13,624)	(7.6%)	165,021
Employment Insurance	17,471	18,218	(747)	(4.1%)	19,428
Workers' Compensation	5,408	8,336	(2,928)	(35.1%)	13,848
Fixed Staffing Costs	75,290	97,644	(22,354)	(22.9%)	97,663
Operational Travel	18,527	91,344	(72,817)	(79.7%)	78,450
Office Expenses	5,061	9,996	(4,935)	(49.4%)	14,358
Programs					
Professional Fees	120,558	414,588	(294,030)	(70.9%)	315,316
IT Training Program	4,662	245,135	(240,473)	(98.1%)	61,889
Recruiting Costs	55,620	110,556	(54,936)	(49.7%)	50,056
Labour Relations	117,025	155,136	(38,111)	(24.6%)	263,343
Mgt Training & Dev.	18,641	150,051	(131,410)	(87.6%)	123,241
Staff Development	119,815	791,395	(671,580)	(84.9%)	756,780
Staff Bargaining	0	0	0	0.0%	15,109
Total - Programs	<u>436,321</u>	<u>1,866,861</u>	<u>(1,430,540)</u>	<u>(76.6%)</u>	<u>1,585,734</u>
Total Expenses	<u>2,568,493</u>	<u>4,295,434</u>	<u>(1,726,941)</u>	<u>(40.2%)</u>	<u>3,893,883</u>

**Canadian Union of Public Employees
Finance and Administration
12/31/20**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/19</u>
Salaries					
Administrative and Technical	2,358,923	2,499,353	(140,430)	(5.6%)	\$1,973,418
Clerical	1,953,722	2,085,998	(132,276)	(6.3%)	2,132,618
Vacation Relief	24,464	54,908	(30,444)	(55.4%)	72,303
Employee Benefits					
Pension Plans	793,222	732,622	60,600	8.3%	682,778
Group Insurance	495,611	500,260	(4,649)	(0.9%)	467,163
Employment Insurance	53,077	56,440	(3,363)	(6.0%)	47,627
Workers' Compensation	15,571	23,923	(8,352)	(34.9%)	29,481
Fixed Staffing Costs	119,126	212,448	(93,322)	(43.9%)	165,855
Operational Travel	15,201	85,836	(70,635)	(82.3%)	76,108
Office Expenses	34,324	46,500	(12,176)	(26.2%)	34,002
Professional Fees	445,043	452,784	(7,741)	(1.7%)	820,880
Technology Programs					
Projects Costs - Software Dev.					
MRMS	366,341	477,540	(111,199)	(23.3%)	354,332
MRM - LUI	622,663	611,580	11,083	1.8%	798,679
MRM - Education	295,098	291,948	3,150	1.1%	272,798
MRM - CA	216,587	225,588	(9,001)	(4.0%)	216,587
MRM - Arbitration	0	0	0	0.0%	38,246
MRM - Events	382,014	280,776	101,238	36.1%	179,423
Electronic Doc Mgt / CUPE Cloud	559,229	509,124	50,105	9.8%	564,399
CUPE Intranet	0	23,004	(23,004)	(100.0%)	0
HR Information System	12,007	206,328	(194,321)	(94.2%)	17,987
Accounting System Upgrade	101,339	147,096	(45,757)	(31.1%)	87,187
PCT Tax System Upgrade	0	75,012	(75,012)	(100.0%)	25,610
Projects Costs - Infrastructure					
Office 365 Rollout	46,226	46,224	2	0.0%	89,961
Video Conferencing	0	14,328	(14,328)	(100.0%)	0
Enterprise Wireless Network	2,518	2,520	(2)	(0.1%)	10,061
Quebec Email Migration	0	0	0	0.0%	9,905
Network Equipment >\$1,000	0	20,400	(20,400)	(100.0%)	0
Total - Projects Costs	<u>2,604,022</u>	<u>2,931,468</u>	<u>(327,446)</u>	<u>(11.2%)</u>	<u>2,665,175</u>
Operating Costs					
IT Consulting Fees	5,650	0	5,650	100.0%	9,605
HQ Network Maintenance	16,037	0	16,037	100.0%	15,310
Microsoft Enterprise Licence	952,472	639,996	312,476	48.8%	867,941
IT Service Desk	212,435	264,996	(52,561)	(19.8%)	237,963
Software Support & Maintenance	324,160	309,996	14,164	4.6%	273,392
Hardware Support & Maintenance	63,155	35,496	27,659	77.9%	74,667
Total - Operating Costs	<u>1,573,909</u>	<u>1,250,484</u>	<u>323,425</u>	<u>25.9%</u>	<u>1,478,878</u>
Total - Technology Programs	<u>4,177,931</u>	<u>4,181,952</u>	<u>(4,021)</u>	<u>(0.1%)</u>	<u>4,144,053</u>
Total Expenses	<u>10,486,215</u>	<u>10,933,024</u>	<u>(446,809)</u>	<u>(4.1%)</u>	<u>10,646,286</u>

**Canadian Union of Public Employees
National Services
12/31/20**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/19</u>
Salaries					
Administrative and Technical	6,072,517	6,152,846	(80,329)	(1.3%)	\$5,809,520
Clerical	1,886,434	1,886,633	(199)	0.0%	1,779,268
Vacation Relief	25,681	49,091	(23,410)	(47.7%)	142,569
Employee Benefits					
Pension Plans	1,441,048	1,262,012	179,036	14.2%	1,239,879
Group Insurance	828,514	810,385	18,129	2.2%	762,084
Employment Insurance	91,537	89,917	1,620	1.8%	91,033
Workers' Compensation	26,891	38,022	(11,131)	(29.3%)	55,218
Fixed Staffing Costs	258,311	365,712	(107,401)	(29.4%)	292,745
Operational Travel	189,246	902,752	(713,506)	(79.0%)	845,318
Office Expenses	21,600	59,897	(38,297)	(63.9%)	48,125
Telecommunications	338	0	338	100.0%	0
Professional Fees	278,557	195,048	83,509	42.8%	80,508
Programs					
National Services	11,019	125,136	(114,117)	(91.2%)	24,447
Communications	495,521	1,001,088	(505,567)	(50.5%)	866,960
Human Rights	8,261	112,198	(103,937)	(92.6%)	87,255
Legal	2,606,315	1,744,080	862,235	49.4%	2,050,815
Research, Job Evaluation and H&S	2,446,185	2,664,210	(218,025)	(8.2%)	2,426,529
Union Education	3,150,734	4,217,630	(1,066,896)	(25.3%)	4,158,286
Total - Programs	<u>8,718,034</u>	<u>9,864,342</u>	<u>(1,146,308)</u>	<u>(11.6%)</u>	<u>9,614,290</u>
Total Expenses	<u>19,838,708</u>	<u>21,676,657</u>	<u>(1,837,949)</u>	<u>(8.5%)</u>	<u>20,760,557</u>

**Canadian Union of Public Employees
National Services - Director's Office
12/31/20**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/19</u>
Salaries					
Administrative and Technical	801,264	805,843	(4,579)	(0.6%)	\$759,711
Clerical	155,291	154,280	1,011	0.7%	183,171
Vacation Relief	25,681	49,091	(23,410)	(47.7%)	142,569
Employee Benefits					
Pension Plans	168,574	148,584	19,990	13.5%	141,143
Group Insurance	87,552	86,562	990	1.1%	81,026
Employment Insurance	11,320	9,880	1,440	14.6%	10,174
Workers' Compensation	3,233	4,170	(937)	(22.5%)	6,702
Fixed Staffing Costs	33,474	41,964	(8,490)	(20.2%)	42,979
Operational Travel	45,460	108,492	(63,032)	(58.1%)	92,589
Office Expenses	5,086	7,992	(2,906)	(36.4%)	5,981
Telecommunications	315	0	315	100.0%	0
Programs					
National Services Programs	11,019	125,136	(114,117)	(91.2%)	24,447
Total - Programs	<u>11,019</u>	<u>125,136</u>	<u>(114,117)</u>	<u>(91.2%)</u>	<u>24,447</u>
Total Expenses	<u>1,348,270</u>	<u>1,541,994</u>	<u>(193,724)</u>	<u>(12.6%)</u>	<u>1,490,492</u>

**Canadian Union of Public Employees
Communications
12/31/20**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/19</u>
Salaries					
Administrative and Technical	1,400,574	1,443,732	(43,158)	(3.0%)	\$1,207,564
Clerical	235,196	228,500	6,696	2.9%	230,312
Employee Benefits					
Pension Plans	288,548	258,994	29,554	11.4%	243,245
Group Insurance	168,720	160,086	8,634	5.4%	155,010
Employment Insurance	17,136	17,285	(149)	(0.9%)	16,978
Workers' Compensation	5,041	7,300	(2,259)	(30.9%)	10,998
Fixed Staffing Costs	51,210	70,632	(19,422)	(27.5%)	53,455
Operational Travel	18,009	118,596	(100,587)	(84.8%)	62,627
Rent	0	0	0	0.0%	226
Office Expenses	3,919	12,816	(8,897)	(69.4%)	8,451
Programs					
General Operating	26,833	310,188	(283,355)	(91.3%)	265,674
News Releases	226,883	224,004	2,879	1.3%	305,224
Print Advertising	59,254	64,596	(5,342)	(8.3%)	94,148
National Publication - Counterpoint	46,734	268,248	(221,514)	(82.6%)	110,054
Electronic Communications	52,675	30,780	21,895	71.1%	14,421
Quebec Publications	83,973	103,272	(19,299)	(18.7%)	77,438
Total - Programs	<u>496,351</u>	<u>1,001,088</u>	<u>(504,737)</u>	<u>(50.4%)</u>	<u>866,960</u>
Total Expenses	<u>2,684,704</u>	<u>3,319,029</u>	<u>(634,325)</u>	<u>(19.1%)</u>	<u>2,855,826</u>

**Canadian Union of Public Employees
Human Rights
12/31/20**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/19</u>
Salaries					
Administrative and Technical	505,747	523,203	(17,456)	(3.3%)	\$497,455
Clerical	149,496	149,504	(8)	0.0%	145,577
Employee Benefits					
Pension Plans	115,673	105,286	10,387	9.9%	106,573
Group Insurance	72,481	67,356	5,125	7.6%	69,734
Employment Insurance	6,967	7,396	(429)	(5.8%)	7,444
Workers' Compensation	2,131	3,125	(994)	(31.8%)	4,101
Fixed Staffing Costs	23,232	39,300	(16,068)	(40.9%)	24,610
Operational Travel	16,795	69,396	(52,601)	(75.8%)	86,595
Office Expenses	1,474	3,713	(2,239)	(60.3%)	5,831
Programs					
Library	467	49,630	(49,163)	(99.1%)	60
Consulting Fees	4,365	0	4,365	100.0%	31,831
Publications	2,929	62,568	(59,639)	(95.3%)	55,364
Total - Programs	<u>7,761</u>	<u>112,198</u>	<u>(104,437)</u>	<u>(93.1%)</u>	<u>87,255</u>
Total Expenses	<u>901,758</u>	<u>1,080,477</u>	<u>(178,719)</u>	<u>(16.5%)</u>	<u>1,035,175</u>

**Canadian Union of Public Employees
Legal
12/31/20**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/19</u>
Salaries					
Administrative and Technical	325,184	360,018	(34,834)	(9.7%)	\$296,481
Clerical	153,839	155,742	(1,903)	(1.2%)	149,505
Employee Benefits					
Pension Plans	78,511	81,902	(3,391)	(4.1%)	73,952
Group Insurance	50,403	54,857	(4,454)	(8.1%)	48,274
Employment Insurance	5,736	6,151	(415)	(6.7%)	6,855
Workers' Compensation	1,571	2,600	(1,029)	(39.6%)	3,619
Fixed Staffing Costs	17,854	25,908	(8,054)	(31.1%)	18,876
Operational Travel	17,047	59,364	(42,317)	(71.3%)	73,955
Office Expenses	2,757	7,896	(5,139)	(65.1%)	8,010
Professional Fees	278,557	195,048	83,509	42.8%	80,508
Programs					
Consulting Fees	500	0	500	100.0%	0
Library	28,541	35,844	(7,303)	(20.4%)	24,696
Professional Memberships	0	8,232	(8,232)	(100.0%)	0
Legal and Arbitration	2,577,773	1,700,004	877,769	51.6%	2,026,118
Total - Programs	2,606,815	1,744,080	862,735	49.5%	2,050,815
Total Expenses	3,538,273	2,693,566	844,707	31.4%	2,810,848

**Canadian Union of Public Employees
Research, Job Evaluation and Health and Safety
12/31/20**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/19</u>
Salaries					
Administrative and Technical	2,293,215	2,237,263	55,952	2.5%	\$2,251,444
Clerical	895,238	903,489	(8,251)	(0.9%)	797,830
Employee Benefits					
Pension Plans	599,297	497,440	101,857	20.5%	494,544
Group Insurance	343,391	330,486	12,905	3.9%	311,408
Employment Insurance	37,987	36,914	1,073	2.9%	37,644
Workers' Compensation	11,248	15,622	(4,374)	(28.0%)	22,225
Fixed Staffing Costs	98,369	140,652	(42,283)	(30.1%)	109,984
Operational Travel	54,322	416,928	(362,606)	(87.0%)	392,826
Office Expenses	4,642	17,244	(12,602)	(73.1%)	12,902
Programs					
News Releases	(831)	0	(831)	(100.0%)	0
Consulting Fees - H&S	0	9,024	(9,024)	(100.0%)	0
Library - H&S	0	12,243	(12,243)	(100.0%)	1,227
Resource Materials - H&S	9,661	44,469	(34,808)	(78.3%)	16,747
Posters & Badges - H&S	0	9,024	(9,024)	(100.0%)	916
Quebec Membership Training - H&S	752,006	776,046	(24,040)	(3.1%)	761,580
Resource Materials - Job Evaluation	0	10,956	(10,956)	(100.0%)	576
Quebec Job Evaluation Services	1,054,902	1,088,616	(33,714)	(3.1%)	1,068,324
Consulting Fees - Research	77,823	142,452	(64,629)	(45.4%)	33,057
Library - Research	24,341	27,072	(2,731)	(10.1%)	9,947
Quebec Research Services	527,452	544,308	(16,856)	(3.1%)	534,156
Total - Programs	<u>2,445,354</u>	<u>2,664,210</u>	<u>(218,856)</u>	<u>(8.2%)</u>	<u>2,426,529</u>
Total Expenses	<u>6,783,064</u>	<u>7,260,248</u>	<u>(477,184)</u>	<u>(6.6%)</u>	<u>6,857,335</u>

**Canadian Union of Public Employees
Union Education
12/31/20**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/19</u>
Salaries					
Administrative and Technical	746,533	782,787	(36,254)	(4.6%)	\$796,866
Clerical	315,828	295,118	20,710	7.0%	282,779
Employee Benefits					
Pension Plans	190,445	169,806	20,639	12.2%	180,422
Group Insurance	105,965	111,038	(5,073)	(4.6%)	96,633
Employment Insurance	12,390	12,291	99	0.8%	11,938
Workers' Compensation	3,666	5,205	(1,539)	(29.6%)	7,573
Fixed Staffing Costs	34,173	47,256	(13,083)	(27.7%)	42,841
Operational Travel	37,613	129,976	(92,363)	(71.1%)	136,727
Office Expenses	3,722	10,236	(6,514)	(63.6%)	6,950
Telecommunications	23	0	23	100.0%	0
Programs					
Member Facilitator	168,699	519,696	(350,997)	(67.5%)	607,288
Schools and Workshops	(21,905)	206,472	(228,377)	(110.6%)	209,672
Member Facilitator Training	77,921	150,168	(72,247)	(48.1%)	195,726
Materials	11,189	112,622	(101,433)	(90.1%)	138,231
Online Education	6,480	93,852	(87,372)	(93.1%)	8,446
Consulting Fees	8,956	0	8,956	100.0%	6,798
Literacy Project	500	100,104	(99,604)	(99.5%)	57,262
Ombudsperson Program	9,164	54,480	(45,316)	(83.2%)	10,199
Quebec - Education Services	527,451	544,308	(16,857)	(3.1%)	534,156
Quebec - Education Fund	1,488,373	1,535,928	(47,555)	(3.1%)	1,507,296
Quebec - Member Facilitator	872,128	900,000	(27,872)	(3.1%)	883,212
Total - Programs	<u>3,148,955</u>	<u>4,217,630</u>	<u>(1,068,675)</u>	<u>(25.3%)</u>	<u>4,158,286</u>
Total Expenses	<u>4,599,312</u>	<u>5,781,343</u>	<u>(1,182,031)</u>	<u>(20.4%)</u>	<u>5,721,015</u>

**Canadian Union of Public Employees
Organizing and Regional Services
12/31/20**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/19</u>
Salaries					
Administrative and Technical	590,924	594,998	(4,074)	(0.7%)	\$597,598
Clerical	162,304	164,638	(2,334)	(1.4%)	146,508
Vacation Relief	2,056	4,044	(1,988)	(49.2%)	60,058
Employee Benefits					
Pension Plans	146,225	116,580	29,645	25.4%	146,961
Group Insurance	71,596	69,800	1,796	2.6%	77,331
Employment Insurance	7,328	7,424	(96)	(1.3%)	7,561
Workers' Compensation	2,352	3,133	(781)	(24.9%)	5,011
Fixed Staffing Costs	63,831	76,764	(12,933)	(16.8%)	90,092
Operational Travel	31,950	220,260	(188,310)	(85.5%)	182,621
Office Expenses	4,248	6,300	(2,052)	(32.6%)	8,879
Programs					
Regional Directors Conference	39,476	78,888	(39,412)	(50.0%)	33,951
Internship Program	265,678	966,960	(701,282)	(72.5%)	426,743
Total - Programs	<u>305,153</u>	<u>1,045,848</u>	<u>(740,695)</u>	<u>(70.8%)</u>	<u>460,694</u>
Total Expenses	<u>1,387,968</u>	<u>2,309,789</u>	<u>(921,821)</u>	<u>(39.9%)</u>	<u>1,783,313</u>

**Canadian Union of Public Employees
Airline Division
12/31/20**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/19</u>
Income					
Per Capita Tax and Initiation Fees	2,505,714	3,509,297	(1,003,583)	(28.6%)	\$2,929,818
Affiliation Fees	10	0	10	100.0%	10
	<u>2,505,724</u>	<u>3,509,297</u>	<u>(1,003,573)</u>	<u>(28.6%)</u>	<u>2,929,828</u>
Expenses					
Per Capita Tax - C.L.C.	108,987	125,566	(16,579)	(13.2%)	123,553
Salaries					
Directors and Representatives	122,101	132,060	(9,959)	(7.5%)	117,334
Clerical	0	0	0	0.0%	43,044
Employee Benefits					
Pension Plans	21,320	20,138	1,182	5.9%	30,073
Group Insurance	12,306	7,980	4,326	54.2%	20,860
Employment Insurance	1,199	1,240	(41)	(3.3%)	1,173
Workers' Compensation	515	525	(10)	(1.9%)	747
Fixed Staffing Costs	18,250	17,220	1,030	6.0%	18,187
Operational Travel	3,787	25,956	(22,169)	(85.4%)	29,766
Rent	16,425	16,428	(3)	0.0%	16,425
Office Expenses	7,768	11,196	(3,428)	(30.6%)	8,012
Telecommunications	900	600	300	50.0%	900
Professional Fees	4,615	40,020	(35,405)	(88.5%)	7,292
Programs					
Membership Fees - ITWF	27,875	24,216	3,659	15.1%	26,993
Health and Safety	24,000	24,000	0	0.0%	24,000
Total - Programs	<u>51,875</u>	<u>48,216</u>	<u>3,659</u>	<u>7.6%</u>	<u>50,993</u>
Total Expenses	<u>370,048</u>	<u>447,145</u>	<u>(77,097)</u>	<u>(17.2%)</u>	<u>468,358</u>
Surplus (Deficit) for the period	<u>2,135,676</u>	<u>3,062,152</u>	<u>(926,476)</u>	<u>(30.3%)</u>	<u>2,461,470</u>

**Canadian Union of Public Employees
Local 1000
12/31/20**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/19</u>
Income					
Per Capita Tax and Initiation Fees	1,278,806	1,277,028	1,778	0.1%	\$1,237,287
	<u>1,278,806</u>	<u>1,277,028</u>	<u>1,778</u>	<u>0.1%</u>	<u>1,237,287</u>
Expenses					
Per Capita Tax - C.L.C.	115,102	114,103	999	0.9%	114,258
	<u>115,102</u>	<u>114,103</u>	<u>999</u>	<u>0.9%</u>	<u>114,258</u>
Total Expenses	<u>115,102</u>	<u>114,103</u>	<u>999</u>	<u>0.9%</u>	<u>114,258</u>
Surplus (Deficit) for the period	<u>1,163,704</u>	<u>1,162,925</u>	<u>779</u>	<u>0.1%</u>	<u>1,123,029</u>

**Canadian Union of Public Employees
Hospital Employees Union
12/31/20**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/19</u>
Income					
Per Capita Tax and Initiation Fees	3,249,042	3,164,783	84,259	2.7%	\$3,145,266
	3,249,042	3,164,783	84,259	2.7%	3,145,266
Expenses					
Per Capita Tax - C.L.C.	273,231	273,228	3	0.0%	282,020
Salaries					
Directors and Representatives	247,368	246,992	376	0.2%	235,069
Employee Benefits					
Pension Plans	42,459	38,049	4,410	11.6%	36,512
Group Insurance	16,745	15,636	1,109	7.1%	17,096
Employment Insurance	2,398	2,473	(75)	(3.0%)	2,290
Workers' Compensation	732	759	(27)	(3.6%)	723
Fixed Staffing Costs	13,950	15,973	(2,023)	(12.7%)	14,138
Operational Travel	3,180	15,162	(11,982)	(79.0%)	10,981
Office Expenses	(71)	0	(71)	(100.0%)	0
Total Expenses	599,990	608,272	(8,282)	(1.4%)	598,829
Surplus (Deficit) for the period	2,649,052	2,556,511	92,541	3.6%	2,546,437

**Canadian Union of Public Employees
Region Summary
12/31/20**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/19</u>
Income					
Per Capita Tax and Initiation Fees	209,425,551	213,285,263	(3,859,712)	(1.8%)	\$205,284,685
Affiliation Fees	390	0	390	100.0%	390
Interest on Per Capita Tax Arrears	64,304	0	64,304	100.0%	76,110
	<u>209,490,244</u>	<u>213,285,263</u>	<u>(3,795,019)</u>	<u>(1.8%)</u>	<u>205,361,185</u>
Expenses					
Per Capita Tax - C.L.C.	4,497,631	4,522,109	(24,478)	(0.5%)	4,423,574
Salaries					
Directors and Representatives	59,314,936	59,915,713	(600,777)	(1.0%)	55,553,692
Clerical	12,903,909	13,297,530	(393,621)	(3.0%)	13,185,501
Vacation Relief	856,703	1,534,279	(677,576)	(44.2%)	1,374,520
Employee Benefits					
Pension Plans	12,611,643	11,475,310	1,136,333	9.9%	10,798,303
Group Insurance	7,294,386	7,352,590	(58,204)	(0.8%)	6,809,987
Employment Insurance	863,394	847,220	16,174	1.9%	840,606
Workers' Compensation	253,312	285,885	(32,573)	(11.4%)	342,702
Fixed Staffing Costs	6,405,410	7,864,920	(1,459,510)	(18.6%)	7,501,481
Operational Travel	1,909,558	5,891,724	(3,982,166)	(67.6%)	5,979,068
Rent	14,105,849	14,900,153	(794,304)	(5.3%)	13,524,105
Office Expenses	1,722,063	2,379,468	(657,405)	(27.6%)	2,389,978
Equipment Leases and Maintenance	1,200,914	1,076,748	124,166	11.5%	1,161,529
Telecommunications	1,108,135	999,396	108,739	10.9%	1,204,405
Postage	114,340	196,524	(82,184)	(41.8%)	149,964
Professional Fees	452,088	564,276	(112,188)	(19.9%)	702,366
Technical Support	68,541	135,072	(66,531)	(49.3%)	98,496
WCB Advocates	0	73,824	(73,824)	(100.0%)	0
ASL Support	69,549	11,712	57,837	493.8%	64,169
Communications Sector	60,000	60,000	0	0.0%	60,000
Total Expenses	<u>125,812,361</u>	<u>133,384,453</u>	<u>(7,572,092)</u>	<u>(5.7%)</u>	<u>126,164,447</u>
Surplus (Deficit) for the period	<u>83,677,883</u>	<u>79,900,810</u>	<u>3,777,073</u>	<u>4.7%</u>	<u>79,196,738</u>

**Canadian Union of Public Employees
Atlantic Region
12/31/20**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/19</u>
Income					
Per Capita Tax and Initiation Fees	7,558,409	7,415,517	142,892	1.9%	\$7,285,683
Affiliation Fees	50	0	50	100.0%	50
Interest on Per Capita Tax Arrears	2,952	0	2,952	100.0%	553
	<u>7,561,412</u>	<u>7,415,517</u>	<u>145,895</u>	<u>2.0%</u>	<u>7,286,287</u>
Expenses					
Per Capita Tax - C.L.C.	189,956	190,734	(778)	(0.4%)	190,031
Salaries					
Directors and Representatives	2,933,422	2,864,315	69,107	2.4%	2,762,479
Clerical	811,951	838,671	(26,720)	(3.2%)	831,280
Vacation Relief	80,775	121,361	(40,586)	(33.4%)	156,477
Employee Benefits					
Pension Plans	713,783	583,901	129,882	22.2%	634,577
Group Insurance	266,912	264,180	2,732	1.0%	256,016
Employment Insurance	45,208	42,292	2,916	6.9%	41,835
Workers' Compensation	11,169	12,454	(1,285)	(10.3%)	10,491
Fixed Staffing Costs	348,267	408,756	(60,489)	(14.8%)	400,550
Operational Travel	94,758	420,636	(325,878)	(77.5%)	334,835
Rent	923,425	946,481	(23,056)	(2.4%)	902,890
Office Expenses	119,745	172,500	(52,755)	(30.6%)	183,131
Equipment Leases and Maintenance	58,064	49,308	8,756	17.8%	49,990
Telecommunications	84,638	83,520	1,118	1.3%	108,647
Postage	8,719	13,764	(5,045)	(36.7%)	11,765
Professional Fees	18,747	27,828	(9,081)	(32.6%)	8,044
Total Expenses	<u>6,709,539</u>	<u>7,040,701</u>	<u>(331,162)</u>	<u>(4.7%)</u>	<u>6,883,037</u>
Surplus (Deficit) for the period	<u>851,873</u>	<u>374,816</u>	<u>477,057</u>	<u>127.3%</u>	<u>403,250</u>

**Canadian Union of Public Employees
Maritimes Region
12/31/20**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/19</u>
Income					
Per Capita Tax and Initiation Fees	8,834,640	8,832,763	1,877	0.0%	\$8,653,012
Affiliation Fees	50	0	50	100.0%	50
Interest on Per Capita Tax Arrears	2,000	0	2,000	100.0%	3,851
	<u>8,836,690</u>	<u>8,832,763</u>	<u>3,927</u>	<u>0.0%</u>	<u>8,656,913</u>
Expenses					
Per Capita Tax - C.L.C.	232,087	239,466	(7,379)	(3.1%)	232,513
Salaries					
Directors and Representatives	3,458,820	3,503,842	(45,022)	(1.3%)	3,237,520
Clerical	978,563	999,231	(20,668)	(2.1%)	959,114
Vacation Relief	68,315	119,865	(51,550)	(43.0%)	154,124
Employee Benefits					
Pension Plans	764,123	704,255	59,868	8.5%	653,131
Group Insurance	321,098	308,076	13,022	4.2%	288,235
Employment Insurance	48,058	49,127	(1,069)	(2.2%)	47,175
Workers' Compensation	20,783	24,515	(3,732)	(15.2%)	22,057
Fixed Staffing Costs	417,797	459,696	(41,899)	(9.1%)	445,749
Operational Travel	107,720	311,376	(203,656)	(65.4%)	296,605
Rent	643,163	735,165	(92,002)	(12.5%)	643,539
Office Expenses	112,082	169,116	(57,034)	(33.7%)	167,094
Equipment Leases and Maintenance	80,275	54,048	26,227	48.5%	55,179
Telecommunications	88,769	87,984	785	0.9%	108,001
Postage	4,616	12,276	(7,660)	(62.4%)	12,367
Professional Fees	30,227	80,412	(50,185)	(62.4%)	86,480
Total Expenses	<u>7,376,495</u>	<u>7,858,450</u>	<u>(481,955)</u>	<u>(6.1%)</u>	<u>7,408,883</u>
Surplus (Deficit) for the period	<u><u>1,460,195</u></u>	<u><u>974,313</u></u>	<u><u>485,882</u></u>	<u><u>49.9%</u></u>	<u><u>1,248,030</u></u>

**Canadian Union of Public Employees
Quebec
12/31/20**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/19</u>
Income					
Per Capita Tax and Initiation Fees	46,394,488	46,862,664	(468,176)	(1.0%)	\$45,300,652
Affiliation Fees	25	0	25	100.0%	25
Interest on Per Capita Tax Arrears	20,245	0	20,245	100.0%	34,186
	46,414,758	46,862,664	(447,906)	(1.0%)	45,334,863
Expenses					
Per Capita Tax - C.L.C.	936,382	938,681	(2,299)	(0.2%)	922,296
Salaries					
Directors and Representatives	13,413,746	13,354,853	58,893	0.4%	12,723,035
Clerical	2,250,543	2,352,363	(101,820)	(4.3%)	2,389,607
Vacation Relief	165,583	164,373	1,210	0.7%	370,742
Employee Benefits					
Pension Plans	2,809,320	2,454,432	354,888	14.5%	2,406,001
Group Insurance	2,296,798	2,210,899	85,899	3.9%	2,109,077
Employment Insurance	222,370	209,070	13,300	6.4%	230,632
Workers' Compensation	84,519	66,834	17,685	26.5%	88,658
Fixed Staffing Costs	1,466,308	1,764,072	(297,764)	(16.9%)	1,787,771
Operational Travel	472,539	1,043,268	(570,729)	(54.7%)	1,134,913
Rent	1,855,358	1,912,608	(57,250)	(3.0%)	1,855,460
Office Expenses	232,089	366,228	(134,139)	(36.6%)	313,785
Equipment Leases and Maintenance	480,641	404,328	76,313	18.9%	471,597
Telecommunications	231,023	101,256	129,767	128.2%	175,831
Postage	22,866	49,032	(26,166)	(53.4%)	30,751
Professional Fees	297,384	255,480	41,904	16.4%	337,003
Technical Support	68,541	135,072	(66,531)	(49.3%)	98,496
Communications Sector	60,000	60,000	0	0.0%	60,000
Total Expenses	27,366,010	27,842,849	(476,839)	(1.7%)	27,505,655
Surplus (Deficit) for the period	19,048,748	19,019,815	28,933	0.2%	17,829,208

**Canadian Union of Public Employees
Ontario
12/31/20**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/19</u>
Income					
Per Capita Tax and Initiation Fees	86,677,982	89,206,448	(2,528,466)	(2.8%)	\$84,889,937
Affiliation Fees	115	0	115	100.0%	115
Interest on Per Capita Tax Arrears	24,441	0	24,441	100.0%	21,790
	86,702,538	89,206,448	(2,503,910)	(2.8%)	84,911,842
Expenses					
Per Capita Tax - C.L.C.	1,740,101	1,787,781	(47,680)	(2.7%)	1,743,600
Salaries					
Directors and Representatives	21,764,758	22,391,168	(626,410)	(2.8%)	20,624,676
Clerical	4,624,164	4,674,249	(50,085)	(1.1%)	4,623,239
Vacation Relief	161,626	574,306	(412,680)	(71.9%)	341,470
Employee Benefits					
Pension Plans	4,513,921	4,237,554	276,367	6.5%	3,910,789
Group Insurance	2,602,342	2,713,811	(111,469)	(4.1%)	2,431,266
Employment Insurance	295,934	297,164	(1,230)	(0.4%)	283,716
Workers' Compensation	84,317	126,096	(41,779)	(33.1%)	170,436
Fixed Staffing Costs	2,292,472	2,872,488	(580,016)	(20.2%)	2,712,142
Operational Travel	603,406	1,930,500	(1,327,094)	(68.7%)	1,980,565
Rent	5,323,111	5,482,078	(158,967)	(2.9%)	5,155,907
Office Expenses	510,157	774,660	(264,503)	(34.1%)	761,566
Equipment Leases and Maintenance	275,987	274,680	1,307	0.5%	276,271
Telecommunications	297,767	311,052	(13,285)	(4.3%)	382,088
Postage	36,384	55,956	(19,572)	(35.0%)	43,003
Professional Fees	56,563	63,360	(6,797)	(10.7%)	87,027
WCB Advocates	0	73,824	(73,824)	(100.0%)	0
ASL Support	69,549	11,712	57,837	493.8%	64,169
Total Expenses	45,252,559	48,652,439	(3,399,880)	(7.0%)	45,591,930
Surplus (Deficit) for the period	41,449,979	40,554,009	895,970	2.2%	39,319,912

**Canadian Union of Public Employees
Manitoba
12/31/20**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/19</u>
Income					
Per Capita Tax and Initiation Fees	8,837,743	8,838,784	(1,041)	0.0%	\$7,351,899
Affiliation Fees	25	0	25	100.0%	25
Interest on Per Capita Tax Arrears	1,968	0	1,968	100.0%	5,680
	<u>8,839,737</u>	<u>8,838,784</u>	<u>953</u>	<u>0.0%</u>	<u>7,357,604</u>
Expenses					
Per Capita Tax - C.L.C.	267,356	241,584	25,772	10.7%	201,352
Salaries					
Directors and Representatives	2,920,902	2,996,377	(75,475)	(2.5%)	2,535,142
Clerical	670,556	694,496	(23,940)	(3.4%)	626,095
Vacation Relief	78,539	119,865	(41,326)	(34.5%)	19,149
Employee Benefits					
Pension Plans	605,996	579,357	26,639	4.6%	474,110
Group Insurance	344,019	337,582	6,437	1.9%	294,403
Employment Insurance	39,830	41,091	(1,261)	(3.1%)	36,558
Workers' Compensation	3,976	4,716	(740)	(15.7%)	3,587
Fixed Staffing Costs	311,303	385,620	(74,317)	(19.3%)	325,600
Operational Travel	62,452	213,480	(151,028)	(70.7%)	203,733
Rent	482,059	587,705	(105,646)	(18.0%)	499,897
Office Expenses	99,012	118,008	(18,996)	(16.1%)	131,853
Equipment Leases and Maintenance	39,367	43,884	(4,517)	(10.3%)	39,776
Telecommunications	46,848	53,388	(6,540)	(12.2%)	57,724
Postage	11,603	12,336	(733)	(5.9%)	12,172
Professional Fees	17,334	12,792	4,542	35.5%	65,819
Total Expenses	<u>6,001,152</u>	<u>6,442,281</u>	<u>(441,129)</u>	<u>(6.8%)</u>	<u>5,526,970</u>
Surplus (Deficit) for the period	<u><u>2,838,584</u></u>	<u><u>2,396,503</u></u>	<u><u>442,081</u></u>	<u><u>18.4%</u></u>	<u><u>1,830,635</u></u>

**Canadian Union of Public Employees
Saskatchewan
12/31/20**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/19</u>
Income					
Per Capita Tax and Initiation Fees	8,857,149	9,187,968	(330,819)	(3.6%)	\$8,969,493
Affiliation Fees	25	0	25	100.0%	25
Interest on Per Capita Tax Arrears	5,017	0	5,017	100.0%	1,124
	<u>8,862,191</u>	<u>9,187,968</u>	<u>(325,777)</u>	<u>(3.5%)</u>	<u>8,970,642</u>
Expenses					
Per Capita Tax - C.L.C.	230,813	232,759	(1,947)	(0.8%)	228,773
Salaries					
Directors and Representatives	3,046,525	2,987,814	58,711	2.0%	2,797,223
Clerical	564,399	655,478	(91,079)	(13.9%)	602,217
Vacation Relief	118,877	119,865	(988)	(0.8%)	124,139
Employee Benefits					
Pension Plans	638,962	571,682	67,280	11.8%	514,463
Group Insurance	234,779	254,472	(19,693)	(7.7%)	214,808
Employment Insurance	43,833	40,476	3,357	8.3%	42,537
Workers' Compensation	7,150	7,670	(520)	(6.8%)	7,418
Fixed Staffing Costs	294,211	418,104	(123,893)	(29.6%)	384,770
Operational Travel	133,571	388,188	(254,617)	(65.6%)	372,073
Rent	660,149	706,286	(46,137)	(6.5%)	409,124
Office Expenses	79,362	172,344	(92,982)	(54.0%)	116,481
Equipment Leases and Maintenance	48,244	46,308	1,936	4.2%	48,595
Telecommunications	107,750	111,852	(4,102)	(3.7%)	107,332
Postage	7,541	16,956	(9,415)	(55.5%)	13,736
Professional Fees	7,784	12,684	(4,900)	(38.6%)	0
Total Expenses	<u>6,223,948</u>	<u>6,742,938</u>	<u>(518,990)</u>	<u>(7.7%)</u>	<u>5,983,689</u>
Surplus (Deficit) for the period	<u><u>2,638,243</u></u>	<u><u>2,445,030</u></u>	<u><u>193,213</u></u>	<u><u>7.9%</u></u>	<u><u>2,986,952</u></u>

**Canadian Union of Public Employees
Alberta
12/31/20**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/19</u>
Income					
Per Capita Tax and Initiation Fees	13,778,965	13,571,876	207,089	1.5%	\$14,545,995
Affiliation Fees	45	0	45	100.0%	45
Interest on Per Capita Tax Arrears	355	0	355	100.0%	6,925
	<u>13,779,365</u>	<u>13,571,876</u>	<u>207,489</u>	<u>1.5%</u>	<u>14,552,965</u>
Expenses					
Per Capita Tax - C.L.C.	254,327	252,234	2,093	0.8%	269,483
Salaries					
Directors and Representatives	3,178,302	3,234,807	(56,505)	(1.7%)	2,868,322
Clerical	927,574	947,665	(20,091)	(2.1%)	1,005,003
Vacation Relief	93,957	134,848	(40,891)	(30.3%)	60,741
Employee Benefits					
Pension Plans	714,160	659,603	54,557	8.3%	606,771
Group Insurance	316,838	299,664	17,174	5.7%	292,695
Employment Insurance	48,726	47,834	892	1.9%	43,514
Workers' Compensation	6,473	6,614	(141)	(2.1%)	5,723
Fixed Staffing Costs	341,878	417,900	(76,022)	(18.2%)	380,277
Operational Travel	128,654	406,296	(277,642)	(68.3%)	334,156
Rent	1,063,569	1,162,984	(99,415)	(8.5%)	960,795
Office Expenses	124,435	151,476	(27,041)	(17.9%)	152,547
Equipment Leases and Maintenance	72,609	68,052	4,557	6.7%	69,478
Telecommunications	82,255	99,072	(16,817)	(17.0%)	89,982
Postage	4,927	11,208	(6,281)	(56.0%)	4,433
Professional Fees	7,837	21,936	(14,099)	(64.3%)	16,931
Total Expenses	<u>7,366,520</u>	<u>7,922,193</u>	<u>(555,673)</u>	<u>(7.0%)</u>	<u>7,160,851</u>
Surplus (Deficit) for the period	<u>6,412,845</u>	<u>5,649,683</u>	<u>763,162</u>	<u>13.5%</u>	<u>7,392,114</u>

**Canadian Union of Public Employees
British Columbia
12/31/20**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/19</u>
Income					
Per Capita Tax and Initiation Fees	28,486,174	29,369,243	(883,069)	(3.0%)	\$28,288,013
Affiliation Fees	55	0	55	100.0%	55
Interest on Per Capita Tax Arrears	7,324	0	7,324	100.0%	2,001
	<u>28,493,553</u>	<u>29,369,243</u>	<u>(875,690)</u>	<u>(3.0%)</u>	<u>28,290,069</u>
Expenses					
Per Capita Tax - C.L.C.	646,610	638,870	7,740	1.2%	635,527
Salaries					
Directors and Representatives	8,598,462	8,582,537	15,925	0.2%	8,005,294
Clerical	2,076,159	2,135,377	(59,218)	(2.8%)	2,148,947
Vacation Relief	89,031	179,796	(90,765)	(50.5%)	147,678
Employee Benefits					
Pension Plans	1,851,378	1,684,526	166,852	9.9%	1,598,462
Group Insurance	911,600	963,906	(52,306)	(5.4%)	923,485
Employment Insurance	119,436	120,166	(730)	(0.6%)	114,639
Workers' Compensation	34,925	36,986	(2,061)	(5.6%)	34,332
Fixed Staffing Costs	933,174	1,138,284	(205,110)	(18.0%)	1,064,622
Operational Travel	306,458	1,177,980	(871,522)	(74.0%)	1,322,188
Rent	3,155,014	3,366,846	(211,832)	(6.3%)	3,096,494
Office Expenses	445,180	455,136	(9,956)	(2.2%)	563,520
Equipment Leases and Maintenance	145,728	136,140	9,588	7.0%	150,644
Telecommunications	169,086	151,272	17,814	11.8%	174,800
Postage	17,685	24,996	(7,311)	(29.2%)	21,737
Professional Fees	16,213	89,784	(73,571)	(81.9%)	101,062
Total Expenses	<u>19,516,137</u>	<u>20,882,602</u>	<u>(1,366,465)</u>	<u>(6.5%)</u>	<u>20,103,432</u>
Surplus (Deficit) for the period	<u><u>8,977,416</u></u>	<u><u>8,486,641</u></u>	<u><u>490,775</u></u>	<u><u>5.8%</u></u>	<u><u>8,186,637</u></u>

Financial statements of
États financiers de
Canadian Union of
Public Employees –
National Defence Fund
Syndicat canadien de
la fonction publique –
Caisse nationale de défense

December 31, 2020
31 décembre 2020

Independent Auditor's Report	1-3	Rapport de l'auditeur indépendant
Statement of financial position	4	État de la situation financière
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Notes to the financial statements	7-11	Notes complémentaires

Independent Auditor's Report

To the Members of
Canadian Union of Public Employees

Opinion

We have audited the financial statements of Canadian Union of Public Employees (the "Union") – National Defence Fund, which comprise the statement of financial position as at December 31, 2020, and the statements of operations and changes in fund balance and cash flows for the year then ended, and notes to the financial statements including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Union – National Defence Fund as at December 31, 2020, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Union – National Defence Fund in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Union – National Defence Fund's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Union – National Defence Fund or to cease operations, or has no realistic alternative but to do so.

Rapport de l'auditeur indépendant

Aux membres de
Syndicat canadien de la fonction publique

Opinion

Nous avons effectué l'audit des états financiers de Syndicat canadien de la fonction publique (le « Syndicat ») – Caisse nationale de défense, qui comprennent l'état de la situation financière au 31 décembre 2020, et les états des résultats et de l'évolution du solde du fonds et des flux de trésorerie pour l'exercice terminé à cette date, ainsi que les notes complémentaires, y compris le résumé des principales méthodes comptables (appelés collectivement les « états financiers »).

À notre avis, les états financiers ci-joints donnent, dans tous leurs aspects significatifs, une image fidèle de la situation financière du Syndicat – Caisse nationale de défense au 31 décembre 2020, ainsi que des résultats de ses activités et de ses flux de trésorerie pour l'exercice terminé à cette date, conformément aux Normes comptables canadiennes pour les organismes sans but lucratif.

Fondement de l'opinion

Nous avons effectué notre audit conformément aux normes d'audit généralement reconnues (NAGR) du Canada. Les responsabilités qui nous incombent en vertu de ces normes sont plus amplement décrites dans la section « Responsabilités de l'auditeur à l'égard de l'audit des états financiers » du présent rapport. Nous sommes indépendants du Syndicat – Caisse nationale de défense conformément aux règles de déontologie qui s'appliquent à notre audit des états financiers au Canada et nous nous sommes acquittés des autres responsabilités déontologiques qui nous incombent selon ces règles. Nous estimons que les éléments probants que nous avons obtenus sont suffisants et appropriés pour fonder notre opinion d'audit.

Responsabilités de la direction et des responsables de la gouvernance à l'égard des états financiers

La direction est responsable de la préparation et de la présentation fidèle des états financiers conformément aux Normes comptables canadiennes pour les organismes sans but lucratif, ainsi que du contrôle interne qu'elle considère comme nécessaire pour permettre la préparation d'états financiers exempts d'anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs.

Lors de la préparation des états financiers, c'est à la direction qu'il incombe d'évaluer la capacité du Syndicat – Caisse nationale de défense à poursuivre son exploitation, de communiquer, le cas échéant, les questions relatives à la continuité de l'exploitation et d'appliquer le principe comptable de continuité d'exploitation, sauf si la direction a l'intention de liquider le Syndicat – Caisse nationale de défense ou de cesser son activité ou si aucune autre solution réaliste ne s'offre à elle.

Those charged with governance are responsible for overseeing the Union – National Defence Fund's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Union – National Defence Fund's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

Il incombe aux responsables de la gouvernance de surveiller le processus d'information financière du Syndicat – Caisse nationale de défense.

Responsabilités de l'auditeur à l'égard de l'audit des états financiers

Nos objectifs sont d'obtenir l'assurance raisonnable que les états financiers pris dans leur ensemble sont exempts d'anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs, et de délivrer un rapport de l'auditeur contenant notre opinion. L'assurance raisonnable correspond à un niveau élevé d'assurance, qui ne garantit toutefois pas qu'un audit réalisé conformément aux NAGR du Canada permettra toujours de détecter toute anomalie significative qui pourrait exister. Les anomalies peuvent résulter de fraudes ou d'erreurs et elles sont considérées comme significatives lorsqu'il est raisonnable de s'attendre à ce qu'elles, individuellement ou collectivement, puissent influencer sur les décisions économiques que les utilisateurs des états financiers prennent en se fondant sur ceux-ci.

Dans le cadre d'un audit réalisé conformément aux NAGR du Canada, nous exerçons notre jugement professionnel et faisons preuve d'esprit critique tout au long de cet audit. En outre :

- Nous identifions et évaluons les risques que les états financiers comportent des anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs, concevons et mettons en œuvre des procédures d'audit en réponse à ces risques, et réunissons des éléments probants suffisants et appropriés pour fonder notre opinion. Le risque de non-détection d'une anomalie significative résultant d'une fraude est plus élevé que celui d'une anomalie significative résultant d'une erreur, car la fraude peut impliquer la collusion, la falsification, les omissions volontaires, les fausses déclarations ou le contournement du contrôle interne.
- Nous acquérons une compréhension des éléments du contrôle interne pertinents pour l'audit afin de concevoir des procédures d'audit appropriées aux circonstances, et non dans le but d'exprimer une opinion sur l'efficacité du contrôle interne du Syndicat – Caisse nationale de défense.
- Nous apprécions le caractère approprié des méthodes comptables retenues et le caractère raisonnable des estimations comptables faites par la direction, de même que des informations y afférentes fournies par cette dernière.

- Conclude on the appropriateness of management’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Union – National Defence Fund’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Union – National Defence Fund to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Deloitte LLP

Chartered Professional Accountants
Licensed Public Accountants
June 22, 2021

- Nous tirons une conclusion quant au caractère approprié de l’utilisation par la direction du principe comptable de continuité d’exploitation et, selon les éléments probants obtenus, quant à l’existence ou non d’une incertitude significative liée à des événements ou situations susceptibles de jeter un doute important sur la capacité du Syndicat – Caisse nationale de défense à poursuivre son exploitation. Si nous concluons à l’existence d’une incertitude significative, nous sommes tenus d’attirer l’attention des lecteurs de notre rapport sur les informations fournies dans les états financiers au sujet de cette incertitude ou, si ces informations ne sont pas adéquates, d’exprimer une opinion modifiée. Nos conclusions s’appuient sur les éléments probants obtenus jusqu’à la date de notre rapport. Des événements ou situations futurs pourraient par ailleurs amener le Syndicat – Caisse nationale de défense à cesser son exploitation.
- Nous évaluons la présentation d’ensemble, la structure et le contenu des états financiers, y compris les informations fournies dans les notes, et apprécions si les états financiers représentent les opérations et événements sous-jacents d’une manière propre à donner une image fidèle.

Nous communiquons aux responsables de la gouvernance notamment l’étendue et le calendrier prévus des travaux d’audit et nos constatations importantes, y compris toute déficience importante du contrôle interne que nous aurions relevée au cours de notre audit.

Deloitte S.E.N.C.R.L./s.r.l.

Comptables professionnels agréés
Experts-comptables autorisés
Le 22 juin 2021

**Canadian Union of Public Employees
– National Defence Fund**

Statement of financial position

As at December 31, 2020

**Syndicat canadien de la fonction publique
– Caisse nationale de défense**

État de la situation financière

au 31 décembre 2020

	2020 \$	2019 \$	
Assets			Actif
Current assets			À court terme
Cash	1,817,331	1,012,627	Encaisse
Per capita tax receivable	2,358,388	2,128,481	Capitation à recevoir
Short-term investments (Note 3)	3,400,122	1,962,341	Placements à court terme (note 3)
Accounts receivable	—	56,484	Débiteurs
Prepaid expenses	8,583	47,350	Frais payés d'avance
	7,584,424	5,207,283	
Investments (Note 3)	11,238,107	8,636,859	Placements (note 3)
	18,822,531	13,844,142	
Liabilities			Passif
Current liabilities			À court terme
Accounts payable and accrued liabilities	1,088,254	2,099,670	Créditeurs et charges à payer
Due to General Fund	1,610,303	674,532	Montant dû à la Caisse générale
Due to locals for cost-sharing programs	9,372,987	8,716,286	Montant dû aux sections locales pour les programmes à frais partagés
	12,071,544	11,490,488	
Fund balance			Solde du fonds
Unrestricted	6,750,987	2,353,654	Non affecté
	18,822,531	13,844,142	

The accompanying notes are an integral part of the financial statements.

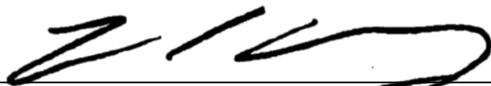
Les notes complémentaires font partie intégrante des états financiers.

On behalf of the National Executive Board

Au nom du Conseil exécutif national



National President, Président national



National Secretary-Treasurer, Secrétaire-Trésorier national

Canadian Union of Public Employees
– National Defence Fund
Statement of operations and
changes in fund balance
Year ended December 31, 2020

Syndicat canadien de la fonction publique
– Caisse nationale de défense
État des résultats et
de l'évolution du solde du fonds
Exercice terminé le 31 décembre 2020

	Budget 2020 \$	2020 \$	2019 \$	
	(unaudited)			
	(non audité)			
Revenue				Revenus
Per capita tax	13,185,963	13,033,248	12,660,545	Capitation
Investment income (Note 4)	—	290,627	277,637	Revenus de placement (note 4)
Cost-sharing campaigns unspent	—	1,018,125	1,206,868	Campagnes à frais partagés non dépensés
	13,185,963	14,342,000	14,145,050	
Expenses				Dépenses
Cost-sharing campaigns	4,000,000	4,058,786	5,216,169	Campagnes à frais partagés
Major organizing campaigns	4,000,000	2,523,647	6,775,758	Grandes campagnes d'organisation
National strategic initiatives	2,850,000	1,624,112	2,123,932	Initiatives nationales en matière de stratégie
Regional strategic initiatives	2,325,000	1,960,894	2,128,897	Initiatives régionales en matière de stratégie
	13,175,000	10,167,439	16,244,756	
Excess (deficiency) of revenue over expenses before the undernoted item:	10,963	4,174,561	(2,099,706)	Excédent (insuffisance) des revenus sur les dépenses avant l'incidence du poste ci-dessous :
Unrealized gains on investments	—	222,772	63,200	Gains non réalisés sur les placements
Excess (deficiency) of revenue over expenses	10,963	4,397,333	(2,036,506)	Excédent (insuffisance) des revenus sur les dépenses
Balance, beginning of year	2,353,654	2,353,654	4,390,160	Solde au début
Balance, end of year	2,364,617	6,750,987	2,353,654	Solde à la fin

The accompanying notes are an integral part of the financial statements.

Les notes complémentaires font partie intégrante des états financiers.

**Canadian Union of Public Employees
– National Defence Fund**

Statement of cash flows

Year ended December 31, 2020

**Syndicat canadien de la fonction publique
– Caisse nationale de défense**

État des flux de trésorerie

Exercice terminé le 31 décembre 2020

	2020 \$	2019 \$	
Operating activities			Activités de fonctionnement
Excess (deficiency) of revenue over expenses	4,397,333	(2,036,506)	Excédent (insuffisance) des revenus sur les dépenses
Unrealized gains on investments	(222,772)	(63,200)	Gains non réalisés sur les placements
Changes in non-cash operating working capital items			Variation des éléments hors caisse du fonds de roulement de fonctionnement
Per capita tax receivable	(229,907)	(43,156)	Capitation à recevoir
Accounts receivable	56,484	(48,860)	Débiteurs
Prepaid expenses	38,767	(8,065)	Frais payés d'avance
Accounts payable and accrued liabilities	(1,011,416)	330,848	Créditeurs et charges à payer
Due to locals for cost-sharing programs	656,701	620,990	Montant dû aux sections locales pour les programmes à frais partagés
	3,685,190	(1,247,949)	
Investing activities			Activités d'investissement
Acquisition of investments	(20,225,379)	(21,836,801)	Acquisition de placements
Disposal of investments	16,409,122	23,295,652	Cession de placements
	(3,816,257)	1,458,851	
Financing activities			Activités de financement
Increase in due to General Fund	935,771	520,041	Augmentation du montant dû à la Caisse générale
Increase in due from National Strike Fund	—	1,788	Augmentation du montant dû de la Caisse nationale de grève
	935,771	521,829	
Net increase in cash	804,704	732,731	Augmentation nette de l'encaisse
Cash, beginning of year	1,012,627	279,896	Encaisse au début
Cash, end of year	1,817,331	1,012,627	Encaisse à la fin

The accompanying notes are an integral part of the financial statements.

Les notes complémentaires font partie intégrante des états financiers.

1. Purpose of the organization

The Canadian Union of Public Employees (the "Union") is a national labour organization representing workers in a variety of jurisdictions throughout the public sector and areas of the private sector. The Union is an unincorporated association with rights and responsibilities regulated by provincial and federal labour laws and is exempt from income tax as a labour organization under the *Income Tax Act* (Canada).

The National Defence Fund (the "Fund") was established to provide financial assistance to members on strike or facing strike action and, on a cost-sharing basis, for coordinated informational and lobbying campaigns conducted in conjunction with collective bargaining or efforts to change restrictive legislation. On January 1, 2002, a separate National Strike Fund was established. The National Defence Fund transferred cash and the responsibility to provide financial assistance to members on strike or facing action to the National Strike Fund.

2. Accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

Basis of accounting and presentation

The financial statements have been prepared using the deferral method of accounting. Under this method, revenue and expenses are reflected in the period in which they have been earned and incurred respectively, whether or not such transactions have been finally settled by the receipt or payment of money.

The Union has adopted fund accounting as a basis of reporting its activities and separate financial statements are prepared for the General Fund, National Strike Fund and National Defence Fund. The Union also prepares combined financial statements which include the three funds. These financial statements present the activities of the National Defence Fund only.

1. Nature de l'organisme

Le Syndicat canadien de la fonction publique (le « Syndicat ») est un syndicat national qui représente les travailleuses et travailleurs d'une variété de champs dans le secteur public et de certains domaines dans le secteur privé. Le Syndicat est une association non constituée en société par actions dont les droits et responsabilités sont réglementés par les lois du travail fédérales et provinciales et est exempt d'impôt selon la *Loi de l'impôt sur le revenu* (Canada).

La Caisse nationale de défense (la « Caisse ») a été établie afin de fournir de l'aide financière aux membres en grève ou faisant face à une éventualité de grève et, sous une base de frais partagés, afin de coordonner les campagnes d'information et de lobbying conduites en conjonction avec la négociation de conventions collectives ou des efforts pour le changement de lois restrictives. Une Caisse nationale de grève a été établie séparément le 1^{er} janvier 2002. La Caisse nationale de défense a transféré à la Caisse nationale de grève des liquidités et la responsabilité de l'aide financière aux membres en grève ou confrontés à des procès.

2. Méthodes comptables

Les états financiers ont été dressés conformément aux Normes comptables canadiennes pour les organismes sans but lucratif et tiennent compte des principales méthodes comptables suivantes :

Méthode de comptabilité et présentation

Les états financiers ont été préparés selon la méthode du report. Selon cette méthode, les revenus et les dépenses sont imputés à l'exercice où ils sont gagnés ou engagés, sans considération du moment où les opérations auxquelles ils se rapportent sont réglées par un encaissement ou un décaissement.

Le Syndicat a adopté la comptabilité par fonds comme norme de présentation de ses activités et des états financiers distincts sont préparés pour la Caisse générale, la Caisse nationale de grève et la Caisse nationale de défense. Le Syndicat prépare aussi des états financiers cumulés qui incluent les trois fonds. Ces états financiers ne présentent que les activités de la Caisse nationale de défense.

2. Accounting policies (continued)

Financial instruments

The Union initially measures its financial assets and financial liabilities at fair value. The Union subsequently measures all its financial assets and financial liabilities at amortized cost except for cash and investments which are measured at fair value. Changes in fair value are recognized in the statement of operations.

Transaction costs related to investments are expensed as incurred.

Revenue recognition

The Union's principal sources of revenue consist of per capita tax and investment income.

Revenue from per capita tax is recognized over the period to which the revenue relates. Revenue received in advance is deferred to the period to which the revenue relates.

Investment revenue and other revenue are recognized over the period to which the revenue relates.

Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from these estimates. Assumptions are used in estimating the fair value of investments, the collectibility of accounts receivable, the determination of per capita tax receivable and the amount of certain accrued liabilities.

2. Méthodes comptables (suite)

Instruments financiers

Le Syndicat évalue initialement ses actifs financiers et ses passifs financiers à la juste valeur. Il évalue ultérieurement tous ses actifs financiers et les passifs financiers au coût après amortissement à l'exception de son encaisse et de ses placements qui sont évalués à la juste valeur. Les variations de la juste valeur sont enregistrées à l'état des résultats.

Les frais d'opérations reliés aux placements sont passés en charges à mesure qu'ils sont engagés.

Constatation des produits

Le Syndicat a comme sources principales de revenus la capitation et les revenus de placement.

Les revenus de capitation sont constatés à la période à laquelle ils se rapportent. Les revenus reçus en avance sont reportés à la période à laquelle ils se rapportent.

Les revenus de placement et autres revenus sont constatés dans la période à laquelle ils se rapportent.

Utilisation d'estimations

Dans le cadre de la préparation des états financiers, conformément aux Normes comptables canadiennes pour les organismes sans but lucratif, la direction doit établir des estimations et des hypothèses qui ont une incidence sur les montants des actifs et des passifs présentés et sur la présentation des actifs et des passifs éventuels à la date des états financiers, ainsi que sur les montants des produits d'exploitation et des charges constatés au cours de la période visée par les états financiers. Les résultats réels pourraient varier par rapport à ces estimations. Les estimations sont utilisées pour établir la juste valeur des placements, le recouvrement des débiteurs, l'établissement du montant de capitation à recevoir et le montant de certaines charges à payer.

3. Investments

Investments are summarized as follows:

	2020		
	Fair value Juste valeur \$	Cost Coût \$	
Cash	88,691	88,691	1
Short-term investments	3,259,162	3,258,905	22
Accrued interest	52,269	52,269	—
Short-term investments	3,400,122	3,399,865	23
Bonds			
Government	5,386,728	5,297,413	37
Corporate and others	5,851,379	5,682,559	40
Long-term investments	11,238,107	10,979,972	77
	14,638,229	14,379,837	100

Determination of fair value

Short-term investments consist of Canada Treasury bills. The market value of these short-term investments is approximately equal to their cost.

Bonds are debt obligations of governments and corporate entities paying interest at rates appropriate to the market at their date of purchase. Bonds are valued at the year-end quoted market prices.

The bonds mature at face value on a staggered basis over the next 57 years (2019 - 58 years). Effective interest rates to maturity for these securities range from 0.438% to 7.032% (2019 - 1.15% to 6.90%).

Market risk

Investment in financial instruments renders the Fund susceptible to the potential risk arising from the failure of a party to a financial instrument to discharge its obligation when due. The maximum investment risk to the Fund is equal to the fair value of the investments.

Concentration of risk

Concentrations of risk exist when a significant proportion of the portfolio is invested in securities with similar characteristics or subject to similar economic, political or other conditions. Management believes that the concentrations described above do not represent excessive risk.

3. Placements

Les placements se répartissent comme suit :

	2019			
	Fair value Juste valeur \$	Cost Coût \$	%	
Encaisse	49,622	49,622	—	Encaisse
Placements à court terme	1,876,116	1,876,116	18	Placements à court terme
Intérêts courus	36,603	36,603	—	Intérêts courus
Placements à court terme	1,962,341	1,962,341	18	Placements à court terme
Obligations				Obligations
Gouvernement	4,536,822	4,532,564	43	Gouvernement
Sociétés et autres	4,100,037	4,068,675	39	Sociétés et autres
Placements à long terme	8,636,859	8,601,239	82	Placements à long terme
	10,599,200	10,563,580	100	

Détermination de la juste valeur

Les placements à court terme sont composés de bons du Trésor du Canada. La valeur du marché des placements à court terme est comparable à leur coût.

Les obligations représentent des instruments d'emprunt de gouvernements et de sociétés par actions, produisant des rendements en intérêts comparables à ceux du marché au moment de leur achat. Les obligations sont évaluées au cours du marché en date de fin d'exercice.

L'échéance des obligations s'échelonne sur une période de 57 ans (2019 - 58 ans). Les taux d'intérêt effectifs pour ces titres varient de 0.438% à 7.032 % (2019 - 1,15 % à 6,90 %) jusqu'à leur échéance.

Risque de marché

En investissant dans des instruments financiers, la Caisse s'expose au risque inhérent qu'un émetteur d'instrument financier ne puisse faire face à ses obligations à la date convenue. Le risque maximal auquel s'expose la Caisse est égal à la juste valeur des placements.

Concentration du risque

Il y a concentration du risque lorsqu'une tranche importante du portefeuille est constituée de placements dans des valeurs présentant des caractéristiques semblables ou sensibles aux mêmes facteurs économiques, politiques ou autres. La direction est d'avis que les concentrations décrites ci-dessus ne représentent pas de risque excessif.

4. Investment income

The Fund presents its investment income net of investment expenses of \$45,172 (2019 - \$36,231).

5. Financial instruments

Fair value

The Fund's financial instruments consist of cash, investments, per capita tax receivable, accounts receivable, accounts payable and accrued liabilities, receivable from or due to other Funds and due to locals for cost-sharing programs. The fair value of these financial instruments is approximately equal to their carrying amount given their short-term maturity. The fair value of investments is disclosed in Note 3.

Interest rate risk

Interest rate risk is the exposure of the Fund's earnings that arises from fluctuations in interest rates. The Union is exposed to interest rate risk on its investments.

Credit risk

Credit risk arises from the potential that locals and other parties will fail to honour their obligations. The Fund is exposed to credit risk through per capita tax and accounts receivable. The Fund limits the amount of credit extended when considered necessary.

6. Capital management

The Union's objectives when managing capital are to safeguard its ability to continue as a labour organization in an effort to carry out its mission. Capital consists of the Fund balance. The Union is not subject to any externally imposed capital requirements or restrictions.

4. Revenus de placement

La Caisse présente ses revenus de placement déduction faite de ses dépenses de placement de 45 172 \$ (2019 - 36 231 \$).

5. Instruments financiers

Juste valeur

Les instruments financiers de la Caisse comprennent l'encaisse, les placements, la capitation à recevoir, les débiteurs, les frais payés d'avance, les créditeurs et charges à payer, le montant dû d'une Caisse, et les montants dus aux autres Caisses et aux sections locales pour les programmes à frais partagés. La juste valeur de ces instruments financiers est approximativement égale à leur valeur comptable tenu de leur brève échéance. La juste valeur des placements est divulguée à la note 3.

Risques de taux d'intérêt

Les risques de taux d'intérêt, auxquels les bénéfices de la Caisse sont exposés, surviennent à cause des fluctuations des taux d'intérêt. Le Syndicat est exposé à des risques de taux d'intérêt sur ses placements.

Risques de crédit

Des risques de crédit se présentent lorsque certaines sections locales et d'autres groupes ne font pas face à leurs obligations. La Caisse est exposée au risque de crédit provenant de la capitation à recevoir et des débiteurs. La Caisse limite le montant de crédit avancé si nécessaire.

6. Gestion du capital

Les objectifs du Syndicat quant à la gestion de son capital sont de continuer à opérer comme organisme syndical afin de pouvoir réaliser sa mission. Le capital du Syndicat se compose du solde du fonds. Le Syndicat n'est pas soumis à des exigences externes en matière de gestion du capital.

7. COVID-19

On March 11, 2020 the World Health Organization characterized the outbreak of a strain of the novel coronavirus (COVID-19) as a pandemic which has resulted in a series of public health and emergency measures that have been put in place to combat the spread of the virus. While the ultimate duration and impact of COVID-19 continue to be unknown at this time and although there continues to be uncertainty, management expects that much of the revenue losses experienced over the course of 2020 will return to normal levels by the end of the following fiscal year.

7. COVID-19

Le 11 mars 2019, l'Organisation mondiale de la santé a qualifié l'épidémie d'une souche du nouveau coronavirus (COVID-19) de pandémie qui a entraîné une série de mesures de santé publique et d'urgence mises en place pour lutter contre la propagation du virus. Bien que la durée et l'impact ultimes du COVID-19 continuent d'être inconnus pour le moment et bien que l'incertitude persiste, la direction s'attend à ce qu'une grande partie des pertes de revenus subies au cours de 2020 reviennent à des niveaux normaux d'ici la fin du prochain exercice fiscal.

**REPORT ON THE NATIONAL DEFENCE FUND
AS AT
DECEMBER 31, 2020**

Sisters, Brothers, and Friends:

You have before you the National Defence Fund Financial Statements for the year ended December 31, 2020. Note that the Statement of Financial Position, Statement of Operations and Changes in Fund Balance, Statement of Cash Flows and Notes to the Financial Statements have been audited by Deloitte LLP. In addition, we have included supplementary financial schedules that provide a more detailed picture of the revenue and expenses.

STATEMENT OF FINANCIAL POSITION

At December 31, 2020 the National Defence Fund had \$18.8 million in total assets, up from \$13.8 million at December 31, 2019. These assets consisted of \$5.2 million in cash and short-term investments, \$2.4 million in per capita and other receivables, and \$11.2 million in long-term investments.

Liabilities at December 31, 2020 were \$12.1 million compared to \$11.5 million at December 31, 2019. Liabilities in the Defence Fund consisted of accounts payable and accrued liabilities, amounts repayable to the General Fund, as well as amounts due to Locals for Cost-Share Campaigns.

At December 31, 2020 the Fund Balance was \$6.8 million compared to \$2.4 million at December 31, 2019.

STATEMENT OF OPERATIONS

The Statement of Operations shows a surplus for the year of \$4.2 million before unrealized investment gains. The expenditures are documented in detail on the supporting schedules which follow.

Cost-Sharing Campaigns (Schedule 1)

The schedule shows the new cost-share campaigns authorized by the National Executive Board in 2020. The Miscellaneous Revenue schedule shows the final adjustments relating to prior years cost-shared campaigns that ended during the year. In total there was \$1 million of recoveries from prior year campaigns and just over \$4.1 million in new cost-shares approved in 2020 which was \$59,000 over the annual budget

Major Organizing Campaigns (Schedule 2)

The schedule shows in detail the various organizing and restructuring campaigns by region. The spending in this envelope of the Defence Fund in 2020 totalled \$2.5 million.

National Strategic Initiatives (Schedule 3)

Expenditures on national strategic initiatives totalled \$1.6 million in 2020 and are listed by type of activity on this schedule.

Regional Strategic Initiatives (Schedule 4)

Expenditures on regional strategic initiatives totalled \$2.0 million in 2020 and are listed by type of activity on this schedule.

This concludes my report on the National Defence Fund Financial Statements for the year ended December 31, 2020.

Respectfully submitted,



CHARLES FLEURY
National Secretary-Treasurer

The following pages contain unaudited schedules which give a more detailed picture of the expenditures for 2020.

Miscellaneous Revenue

Canadian Union of Public Employees / Syndicat canadien de la fonction publique
Funds Unused From Prior Years' Campaigns / Fonds non-utilisés des campagnes antérieures
For the period ended December 31, 2020 / Pour l'exercice se terminant le 31 décembre 2020

Maritimes

Local 1252 - Against Privatization (2017)	\$ 12,855	
Local 3433 - Campaign to Raise Profile (2016)	(24,435)	
Local 1190 - Fightback Against Privatization (2016)	(8,630)	
CUPE N.B. - Phase II - Stronger Together (2016)	<u>41,127</u>	\$ 20,916

Quebec

CPAS - Awareness Campaign (2017)	\$ 14,101	
Local 2881 - Pay Equity Campaign (2017)	86	
Local 3535 - Fightback Against Privatization (2017)	16,962	
Local 4646 - Against Job Losses (2016)	18,118	
CPAS - Maintain and Protect Jobs (2016)	16,772	
Local 1500 - Member Mobilization (2017)	<u>3,430</u>	69,470

Ontario

Local 905 - Member Outreach Campaign (2018)	\$ 2,431	
Local 1281 - Member Mobilization and Outreach Campaign (2017)	5,085	
Local 82 - Positive Profile Campaign (2017)	89,150	
Local 241 - Against Priv.of Curbside Waste Collection Camp. (2017)	10,460	
Local 218 - Awareness of violence in workplace (2017)	5,650	
OSBCU - Bargaining Support - Phase 2 (2019)	56,566	
Local 1144 - Stop Contracting-out of Dietary Services (2017)	10,000	
Local 1144 - Member Organizing Campaign (2017)	10,800	
Local 1590 - Member Engagement and Outreach Campaign (2017)	29,223	
Local 4948 - Library Automation Fightback Campaign (2017)	220,186	
Local 543 - Positive Image Campaign (2017)	8,217	
Local 1974 - Visibility and Engagement Campaign (2017)	17,200	
Locals 1230-3261-3902 - "Vision 2020" Barg. Support Camp. (2017)	24,180	
Local 416 - Fightback Against Contracting out (2016)	5,089	
Local 503 - Awareness Campaign - Rock for Public Services (2016)	2,502	
Local 503 - Anti-privatisation Campaign (2016)	2,421	
Local 2204 - Raise Public Awareness Incr. Member Participation (2016)	1,717	
Local 4207-01 - Member Mobilization and Bargaining Support (2016)	1,234	
Local 4948 - Against Privatization and Cuts (2016)	(232)	
Local 5105 - Fightback Against Loss of Funding (2016)	(1,728)	

Miscellaneous Revenue (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique
Funds Unused From Prior Years' Campaigns / Fonds non-utilisés des campagnes antérieures
For the period ended December 31, 2020 / Pour l'exercice se terminant le 31 décembre 2020

Ontario (cont'd)

Local 146 - Let's Keep Cassellholme Public (2016)	(1,900)	
Local 2073 - It's Time for Fairness Campaign (2016)	(8,690)	
Local 3261 - Against Contracting out (2016)	(23,373)	
Local 1 - Against Privatization (2016)	(36,165)	
Local 3261 - Against Contracting-out (2017)	<u>17,744</u>	447,767

Manitoba

Local 737 - Fightback Against Proposed P3 Schools (2017)	\$ 6,233	
Local 204 - Member Outreach and Fightback Campaign (2017)	3,361	
Local 8600 - Fightback Against Provincial Government (2017)	5,325	
Local 745 - Northern Community Economic Development (2017)	2,500	
Local 998 - "Keep Manitoba Hydro Public" (2017)	28,453	
Provincial Health Care Council - Member Outreach (2017)	<u>86,723</u>	132,595

Saskatchewan

Local 3967 - "Connecting with our Members" (2017)	\$ 40,066	
Local 4777 - "Connecting with our Members" (2017)	11,634	
Local 5111 - "Connecting with our Members" (2017)	16,000	
Local 8443 - Fightback Against Cuts (2017)	4,615	
Health Care Council (HCC) - Barg. and Public Awareness Ph. 4 (2017)	64,501	
Local 2669 - Fight Layoffs and Cuts Campaign (2017)	3,938	
Health Care Council (HCC) - Barg. and Public Awareness Ph. 3 (2017)	13,881	
Local 1949 - Bargaining Support Campaign (2017)	9,750	
Health Care Council (HCC) - Bargaining Support (2017)	24,006	
CUPE Sask. EWSC - Ensure adequate funding of education (2017)	8,099	
CUPE Sask. MESC - Strengthen the municipal sector (2017)	<u>4,009</u>	200,500

Miscellaneous Revenue (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique
Funds Unused From Prior Years' Campaigns / Fonds non-utilisés des campagnes antérieures
For the period ended December 31, 2020 / Pour l'exercice se terminant le 31 décembre 2020

Alberta

Local 3550 - Promotion of Work Campaign (2019)	\$ 16,993	
Local 829 - "Bring a Child a Smile" Community Campaign (2017)	<u>4,068</u>	21,062

British Columbia

Local 498 - Image Campaign (2018)	\$ 3,320	
Local 15 - Awareness Campaign (2017)	4,750	
Local 1004 - Promote and Protect Public Services Campaign (2017)	5,500	
Local 1816 - "Time for a Change at PBC" Campaign (2017)	9,150	
Local 561 - Stop Two-Tier Post-retirement Benefit Campaign (2017)	9,635	
Local 338 - Support Public Services (2017)	3,474	
Local 339 - Fightback Against Wage Controls (2017)	2,489	
Local 391 - Awareness Campaign (2017)	14,258	
Local 556 - CUPE : Caring in the Comox Valley Campaign (2017)	10,000	
CUPE BC - Campaign gather, document info - RE : underfunding (2017)	25,000	
Local 728 - Bargaining Support (2017)	25,989	
Local 1285 - Member Engagement (2017)	<u>1,000</u>	114,565

Airline

Air Canada - Member Mob. and Passenger Awareness Camp. (2017)		<u>11,250</u>
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Total - Funds Unused from Prior Years' Campaigns

\$1,018,125

Schedule 1**Canadian Union of Public Employees / Syndicat canadien de la fonction publique****Cost-Sharing Campaigns / Campagnes à frais partagés****For the period ended December 31, 2020 / Pour l'exercice se terminant le 31 décembre 2020****Atlantic**

Local 4745 - Fight Expansion Universal Childcare in N.-S.	\$ 10,000	
	<hr/>	\$ 10,000

Maritimes

Local 1867 - Keep Highway Maintenance Public	\$ 41,113	
	<hr/>	41,113

Quebec

Local 2441 - Member Mobilization Campaign	\$ 11,325	
Locals 2656-4835 - Promotion Campaign	9,428	
Local 5425 - Pressure and Mobilization Campaign	31,000	
Local 9875 - Member Mobilization Campaign	111,094	
CPAS & CPSS - Bargaining Support Campaign	63,100	
	<hr/>	225,947

Ontario

Local 1750 - Anti-Privatization - Phase 1	\$ 53,800	
Local 3261 - Building a Vision : Beyond 2020 Campaign	50,000	
Local 3902 - Member Mobilization Campaign	19,059	
Local 82 - Community Campaign	17,735	
Local 543 - Campaign to Engage, Energize and Mobilize	58,410	
Local 905 - 2020 Community Engagement Campaign	111,588	
Local 1571 - Member Engagement Campaign	19,124	
OSBCU - Member Mobilization Campaign	38,995	
Local 87 - Campaign to Protect Public Services	43,959	
Local 416 - Anti-Privatization Member Mobilization Campaign	48,336	
OSBCU - Ensuring Safe Schools Campaign	190,935	
Local 416 - Anti-Privatization Member Mobilization 2021 Campaign	262,650	
Local 416 - Toronto Parking Authority Awareness & Education Campaign	20,050	
Local 905 - Campaign to Raise Awareness, Build Solidarity and Engagement	197,750	
Local 3906 - Bargaining Support Campaign	9,637	
Local 4392 - Campaign to Restore Day Programs	26,808	

Schedule 1 (cont'd)**Canadian Union of Public Employees / Syndicat canadien de la fonction publique****Cost-Sharing Campaigns / Campagnes à frais partagés****For the period ended December 31, 2020 / Pour l'exercice se terminant le 31 décembre 2020****Ontario (cont'd)**

Local 4400 - Defending Jobs 2021 Campaign	403,015	
Local 4400 - Defending Jobs 2020 Campaign	431,000	
Local 5441 - Mobilization and Community Awareness Campaign	31,823	
OSBCU - "Growing Members' Profile and Potential" Campaign	104,306	
		<hr/>
		2,138,978

Manitoba

Local 110 - Public Education Campaign	\$ 20,000	
Local 500 - Fightback Against Budget Cuts	75,000	
Local 737 - Public Education Campaign	20,000	
CUPE MB - Fight Back Against Education Cuts - Phase 1	50,000	
Local 500 - Municipal Issues Campaign "Changing the Course"	100,000	
CUPE MB - Awareness Campaign	57,500	
		<hr/>
		322,500

Saskatchewan

Local 21 - Campaign to raise the profile of their members	\$ 25,000	
Local 8443 - Vote for Education Campaign	26,500	
CUPE SASK - Municipal Election Campaign	10,000	
CUPE SASK - Provincial Election Campaign	25,000	
CUPE SASK - Public Relations Campaign - 2020	80,000	
CUPE SASK MESK - Public Awareness Campaign	12,000	
Local 5430 - Campaign to Raise Awareness	147,500	
CUPE SASK - Fight Back Campaign - Phase 4	80,000	
CUPE SASK - EWSC - Government Pressure Campaign	17,500	
		<hr/>
		423,500

Alberta

Locals 37-38 - Fightback Against Privatization Campaign	\$ 75,000	
Local 41 - Campaign to promote solidarity	5,850	
Local 4070 - Bargaining mobilization and support	53,618	
Locals 37-38 - Campaign to Fight Privatization	200,000	

Schedule 1 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique

Cost-Sharing Campaigns / Campagnes à frais partagés

For the period ended December 31, 2020 / Pour l'exercice se terminant le 31 décembre 2020

Alberta (cont'd)

CUPE AB - Messaging Campaign	28,375	
Local 30 - Bargaining Support	100,000	
Locals 37-38 - Anti-Privatization Campaign	75,000	
		<hr/>
		537,843

British Columbia

Local 358 - Awareness and Engagement Campaign	\$ 6,000	
Local 1050 - Public Awareness, Member Engagement Campaign	15,000	
Local 1858 - Raise Awareness and Member Engagement	15,000	
Local 2278 - Campaign to Engage, Educate and Build Solidarity	9,088	
Local 1004 - Campaign to Stop Cuts to Public Services	7,500	
Local 2773 - Campaign to Engage Members and Raise Awareness	2,818	
Local 459 - Member Engagement and Public Support Campaign	15,000	
Local 873 - Awareness Campaign	73,502	
Local 116 - Protect Funding and Promote Invest. Post-Sec. Education	145,000	
Local 403 - Raise Awareness of Threat of Privatization	20,000	
Local 728 - Campaign to Raise Awareness, Build Solidarity and Engagement	50,000	
		<hr/>
		358,907

Total - Cost-Sharing Programs

\$ 4,058,786

Schedule 2**Canadian Union of Public Employees / Syndicat canadien de la fonction publique****Major Organizing Campaigns / Grandes campagnes d'organisation****For the period ended December 31, 2020 / Pour l'exercice se terminant le 31 décembre 2020****National Initiatives**

Material	\$	99,793	
Organizers Meetings		10,686	
Maritimes - Temporary Organizing Representative		180,778	
Ontario - Temporary Organizing Representative Health Sector		167,492	
Ontario - Temporary Representative PLSRTA		215,499	
Ontario - Temporary Legal Representative		110,483	
Manitoba - Temporary Organizing Representative		78,323	
Saskatchewan - Temporary Health Care Organizing Rep.		68,589	
B.C. - Temporary Organizing Representative		170,277	
Alberta - Temporary Project Coordinator - Bill 32		62,218	
Alberta - Temporary Organizing Representative		166,084	\$1,330,222

Maritimes***Organizing***

Cannabis N.B.	\$	4,437	
Shannex Inc. - Canterbury Hall		199	
Garda World Vitalité		217	
N.B. LPN Campaign		35,134	
Garda World		7,289	
Member Organizing Training		666	
N.B. Legal Aid Commission		10,836	
Total Major Organizing - Maritimes			58,778

Quebec***Organizing***

Quebec General	\$	(1,063)	
Local 687 - Groupe TVA		366	
Local 5144 - Telus		1,219	
Autocars Gaudreault Inc.		14,545	
Ministry of Public Security (coroners)		4,475	
The Société québécoise du cannabis		200,385	
Société de transport de l'Outaouais		19,396	
Independent investigation office		607	
Organizing - Legal Defense		12,969	

Schedule 2 (cont'd)**Canadian Union of Public Employees / Syndicat canadien de la fonction publique****Major Organizing Campaigns / Grandes campagnes d'organisation****For the period ended December 31, 2020 / Pour l'exercice se terminant le 31 décembre 2020****Quebec (cont'd)*****Organizing (cont'd)***

Transbus	150
Hydro-Quebec preventionists	2,401
Bureau de la sécurité privée	50
Loto Québec	66
City of Sherbrooke	3,794
Student's Society of McGill University	344
OMHL	1,074
Duval Sport Centre	4,031
SAQ	23,231
Local 3624 - Cogeco Dery Telecom	690
STO Maintenance Employees	1,785
Public Sector (Negotiations)	18,432
<i>Total Organizing - Quebec</i>	<u>308,947</u>

Restructuring

Local 429 - City of Montréal	\$ 212
Local 5409 - Investigation office	2,708
<i>Total Restructuring - Quebec</i>	<u>2,920</u>

Total Major Organizing - Quebec

311,867

Ontario***Organizing***

General Organizing	\$ 60,282
Our Shared Purpose	113
Kingston Home Care (Pilot)	29,633
Trillium Health Partners	25,026
Canadian Deafblind Association (Ontario Chapter)	692
Campbellford Memorial Hospital - Clerical	755
Hospital Linen Services (HLS)	44,358
Public Health - Region 3 - Peel Region Public Health	17,674
Member Organizer Facilitator Training	4,981
Member Organizer Training	539
St. Elizabeth Health Homecare	6,272

Schedule 2 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique
Major Organizing Campaigns / Grandes campagnes d'organisation
For the period ended December 31, 2020 / Pour l'exercice se terminant le 31 décembre 2020

Ontario (cont'd)

Organizing (cont'd)

Toronto Transit Commission	3,200
University of Toronto	546
St.Felix Centre	550
Responsible Gambling Council (RGC)	5,594
University of Waterloo	2,992
Paramed Home Health Care of Cornwall	535
Community Living Haldimand	413
RNS Health Care Services Inc.	75
Glenn Hill Terrace	3,624
CONNECT Hamilton	350
Malton Neighbourhood Services	1,025
Kitchener Public Library	963
City of Toronto - Home Child Care Workers	805
Toronto Crossing Guards	2,415
West Park Healthcare Centre	2,637
Toronto Hospital Drives	243,871
<i>Total Organizing - Ontario</i>	\$ 459,917

Restructuring

PSLRTA St.Joe's & Providence & St.Mike's	\$ 49,067
PLSRTA General	2,480
<i>Total Restructuring - Ontario</i>	\$ 51,547

Total Major Organizing - Ontario

511,464

Manitoba

Organizing

Pembina Trails School Secretaries & Library Tech (PTANTE)	\$ 13,858
WANTE Winnipeg School Division	10,274
<i>Total Organizing - Manitoba</i>	\$ 24,132

Restructuring

Health Care	\$ 15,757
<i>Total Restructuring - Manitoba</i>	\$ 15,757

Total Major Organizing - Manitoba

39,889

Schedule 2 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique
Major Organizing Campaigns / Grandes campagnes d'organisation
For the period ended December 31, 2020 / Pour l'exercice se terminant le 31 décembre 2020

Saskatchewan

Organizing

Member Organizer Training	\$ (2,002)	
Greater Saskatoon School Division	268	
Total Major Organizing - Saskatchewan		(1,734)

Alberta

Organizing

Persons with Developmental Disabilities (PDD) Agencies	\$ 7,551	
Rocky View County	244	
Total Major Organizing - Alberta		7,795

British Columbia

Organizing

Quest University	339	
Willow Creek Child care	100	
North Vancouver Museum & Archives Commission	200	
B.C. Coroner Services (BCCS)	350	
PHS Community Services Society (Peers)	531	
Regional Animal Protection Society (RAPS)	889	
North Shore Disability Resource Centre Association	200	
Regional District of North Okanagan	300	
Local 388 - YMCA Okanagan (H2O Adventure Fitness Centre)	450	
University of Victoria - Research Assistants	11,764	
City of Richmond (Recreation Workers)	973	
Mosaic	1,139	
Vancouver Coastal Health Authority	2,700	
Member Organizer Training	4,973	
Local 1936 - WISH Drop-In Centre Society	22	
Alzheimer Society of B.C.	500	
Cowichan Valley Regional District	100	
Thompson Rivers University	3,389	
Township of Langley - Fitness and Cultural Instructors	1,106	
Fitness, Cultural and Aquatics Workers (Mapping)	21	
Whistler Public Library	783	
City of Surrey	870	

Schedule 2 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique

Major Organizing Campaigns / Grandes campagnes d'organisation

For the period ended December 31, 2020 / Pour l'exercice se terminant le 31 décembre 2020

British Columbia (cont'd)

Organizing (cont'd)

Child Care Mapping B.C.	2,762
Sunnyside Campground Seasonal Workers	760
Local 622 - City of Maple Ridge (Victim Services Dept)	122
Local 458 - Cultus Lake Park Board (Visitor Services/Cabins)	122
Prince George Public Library	43
Vancouver Association for Survivors of Torture (VAST)	100
Local 23 - City of Burnaby (Fitness Professionals)	68
Sources Community Resources Society	100
Langara College	294
<i>Total Organizing - British Columbia</i>	<u>36,071</u>

Restructuring

Inclusion Powell River of B.C.	\$ 61
<i>Total Restructuring - British Columbia</i>	<u>61</u>

Total Major Organizing - British Columbia

36,132

Airline

Organizing

WestJet	\$ 956
RCMP Telecommunications Operators	1,066
Sky Regional Airlines	2,213
<i>Total Major Organizing - Airline</i>	<u>4,234</u>

H.E.U.

Organizing

H.E.U. Organizing	<u>225,000</u>
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Total - Major Organizing Campaigns

\$2,523,647

Total - Organizing

\$2,453,363

Total - Restructuring

70,285

Total - Major Organizing Campaigns

\$2,523,647

Schedule 3

**Canadian Union of Public Employees / Syndicat canadien de la fonction publique
National Strategic Initiatives / Initiatives nationales en matière de stratégie
For the period ended December 31, 2020 / Pour l'exercice se terminant le 31 décembre 2020**

			Budget
<u>Meetings (Sector Issues & Meetings)</u>			
National Officers' Breakfasts at Division Conventions	\$ 6,383		
Human Rights - Joint Meeting	8,268		
Canada Pride	<u>1,924</u>	\$ 16,575	\$ 100,000
<u>External Events</u>			
Early Childhood Educators of B.C.	\$ 5,000		
Broadbent Institute	50,000		
World Congress on Health and Safety	7,000		
CHC Lobby Day	2,067		
CLC Convention	500		
Federation of Canadian Municipalities (FCM)	<u>1,978</u>	66,545	160,000
<u>Innovative Communication and Research</u>			
Our Times	\$ 10,000		
Rabble.ca	23,000		
Asking the Right Questions: Guide for Mun. Considering P3s	16,218		
Wall Of Remembrance Association	5,000		
LabourStart	5,000		
TVA Contracting-In Fight	<u>(529)</u>	58,689	200,000
<u>Initiatives and Sponsorships</u>			
Mayworks Festival Toronto	\$ 5,000		
Gil's May Day Hootenanny	5,000		
Repetitive strain injuries (RSI) Day	500		
Broadbent Institute	100,000		
LEAF Person's Day Breakfast	15,000		
Halifax Mayworks Festival	6,000		
Governor General's Canadian Leadership Conference	(540)		
CAWLS Conference	1,000		
National Black Canadian Summit 2020	1,092		
Executive Director Network Conference	5,962		
Mayworks Winnipeg	1,000		
Rising Together - Equal Pay Coalition	5,000		
Worker's Art and Heritage Centre	12,500		

Schedule 3 (cont'd)

**Canadian Union of Public Employees / Syndicat canadien de la fonction publique
National Strategic Initiatives / Initiatives nationales en matière de stratégie
For the period ended December 31, 2020 / Pour l'exercice se terminant le 31 décembre 2020**

			Budget
<u>Initiatives and Sponsorships (cont'd)</u>			
Canada Without Poverty	10,000		
Strike! The movie	64,500		
Alberta Workers Health Centre	7,500		
Ontario Equal Pay Equity	9,492		
Wellington Watershed Conference	1,709		
SHARE	2,500		
Disability and Work in Canada Conference	254		
Workers History Museum	<u>1,000</u>	254,468	550,000
 <u>Political Action (Lobbying)</u>			
OSBCU non-legal costs	\$ 12,478		
Saskatchewan Elections	<u>2,606</u>	15,084	290,000
 <u>Coalition Funding</u>			
CCPA N.S.	\$ 11,000		
N.B. Common Front Social Justice	10,000		
N.B. Pay Equity Coalition	5,000		
Canadian Research Institute for the Advancement of Women	5,000		
The Council of Canadians	25,000		
The Centre for Literacy	1,000		
N.B. Employment Insurance Coalition	5,000		
Canadian AIDS Society	10,000		
Somerset West Community Health Care	500		
Canadian Health Coalition	35,000		
Canadian Doctor for Medicare	7,500		
Trade Unions Energy Democracy (TUED)	20,851		
CCIC	3,638		
Canadians for Tax Fairness	25,000		
Manitoba Health Coalition	76,678		
Dignity Network Canada	4,000		
Ontario Health Coalition	10,000		
Parkland Institute	10,000		
Aspen Foundation for Labour Education	7,500		
Public Interest Alberta	13,000		

Schedule 3 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique
National Strategic Initiatives / Initiatives nationales en matière de stratégie
For the period ended December 31, 2020 / Pour l'exercice se terminant le 31 décembre 2020

			Budget
<u>Coalition Funding (cont'd)</u>			
Feminist Alliance International Action	5,000		
Trade	10,000		
ACORN	10,000		
Régie Énergie	35,000		
CCPA - Special Assessment	75,000		
N.S. Action Coalition for Community Well-being	5,000		
Canadian Federation of Students	10,000		
N.S. Health Coalition	10,000	445,667	600,000
 <u>Campaign Funding</u>			
Aboriginal Issues	\$ 4,500		
Governance Task Force	542		
N.B. Community Events, festivals and Labour Day	36,988		
N.S. Long-Term Care Video Campaign	3,032		
N.B. Community Support Worker Campaign	218		
CUPE N.L. Fightback Campaign	23,598		
Filipino Community Outreach	12,000		
N.S. Nursing Week	4,553		
Fighting for Safe Workplaces - CUPE 2099, Mount Pearl	4,664		
Long-Term Care Campaign	15,488		
N.L. Labour Day Events	13,897		
P.E.I. Strategic Initiatives	8,060		
P.E.I. Employment Insurance Reform	191		
N.L. Town Hall	3,454		
National Labour Day	13,533		
CRAT	100,000		
Anti-Privatization Survey - AB	(14,000)		
CUPE P.E.I. Literacy Campaign	6,400		
Ontario Coalition LTC Campaign	150,000		
N.L. Christmas Season Image Building Initiative	9,488		
OSBCU Mobilizing	36,304		
Disability Rights Campaign	400		
Staffing Model Task Force	2,502	435,811	600,000

Schedule 3 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique
National Strategic Initiatives / Initiatives nationales en matière de stratégie
For the period ended December 31, 2020 / Pour l'exercice se terminant le 31 décembre 2020

		Budget	
<u>Global Justice and International matters</u>			
ICLMG	\$ 12,500		
United Nations Commission on Status Women	3,731		
Common Frontiers	15,000		
International Centre for Trade Union Rights (ICTUR)	1,404		
Mining Watch Canada	18,500		
Maquila Solidarity Network	10,000		
Global Justice Fund	100,000		
TNI Conference in Amsterdam	475		
International Centre for Workers' Solidarity	500		
CICTAR	15,090		
Columbia Peace Forum (Common Frontiers)	3,000		
OCHRP	1,000		
Bangladesh Project	35,000		
Stephen Lewis Foundation	20,000		
NFLD Nursing Week	8,207		
COURAGE Harassment Campaign	5,040		
Humanitarian relief Palestine	5,040		
Workers Advice Center - WAC-MAAN	5,040		
Women's Human Rights Institute (WHRI)	10,414		
Canadian Network Corporate Accountability (CNCA)	2,500		
Canadian Council for Refugees	2,000		
CUPE Cameroon Water Project	5,040		
NOMADESC Security	5,000		
Justice for Migrant Workers (Covid Relief)	5,800		
PSI - Zimbabwe Health Sector (Covid Relief)	6,742		
March 8 Int'l Women's Day	12,500		
Alliance of Concerned Teachers (ACT) (Covid Relief)	5,000		
CoDev : Spotlight on Columbia	750		
Safe Return - Cihan Erdal	5,000		
MEC Appeal for Security Measures	4,200		
CoDev Hurricane Relief	1,500		
Amnesty International	5,000		
Centre for Philippines Concern	300	331,273	350,000
	<hr/>	<hr/>	<hr/>
Total - National Strategic Initiatives		\$ 1,624,112	\$ 2,850,000

Schedule 4

Canadian Union of Public Employees / Syndicat canadien de la fonction publique
Regional Strategic Initiatives / Initiatives régionales en matière de stratégie
For the period ended December 31, 2020 / Pour l'exercice se terminant le 31 décembre 2020

			Budget
<u>Quebec</u>			
Fight against austerity measures	\$ 397,847	\$	450,000
<u>Ontario</u>			
Community Fightback	\$ 400,633		
Campaign Coordinator	42,120		
Equality	71,566		
Sector Bargaining & Support	<u>323,727</u>	838,046	1,150,000
<u>British Columbia</u>			
Strong Communities Campaign	550,000		550,000
<u>H.E.U.</u>			
Contracting-Out Campaign / Legal Services	175,000		175,000
Total - Regional Strategic Initiatives	<u><u>\$ 1,960,894</u></u>	<u><u>\$</u></u>	<u><u>2,325,000</u></u>

Financial statements of
États financiers de
Canadian Union of Public Employees
– National Strike Fund
Syndicat canadien de la
fonction publique – Caisse nationale
de grève

December 31, 2020
31 décembre 2020

Independent Auditor's Report	1-3	Rapport de l'auditeur indépendant
Statement of financial position	4	État de la situation financière
Statement of operations and changes in fund balance	5	État des résultats et de l'évolution du solde du fonds
Statement of cash flows	6	État des flux de trésorerie
Notes to the financial statements	7-11	Notes complémentaires

Independent Auditor's Report

To the members of
Canadian Union of Public Employees

Opinion

We have audited the financial statements of Canadian Union of Public Employees (the "Union") – National Strike Fund, which comprise the statement of financial position as at December 31, 2020, and the statements of operations and changes in fund balance and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Union – National Strike Fund as at December 31, 2020, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Union – National Strike Fund in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Union – National Strike Fund's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Union – National Strike Fund or to cease operations, or has no realistic alternative but to do so.

Rapport de l'auditeur indépendant

Aux membres de
Syndicat canadien de la fonction publique

Opinion

Nous avons effectué l'audit des états financiers de Syndicat canadien de la fonction publique (le « Syndicat ») – Caisse nationale de grève, qui comprennent l'état de la situation financière au 31 décembre 2020, et les états des résultats et de l'évolution du solde du fonds et des flux de trésorerie pour l'exercice terminé à cette date, ainsi que les notes complémentaires, y compris le résumé des principales méthodes comptables (appelés collectivement les « états financiers »).

À notre avis, les états financiers ci-joints donnent, dans tous leurs aspects significatifs, une image fidèle de la situation financière du Syndicat – Caisse nationale de grève au 31 décembre 2020, ainsi que des résultats de ses activités et de ses flux de trésorerie pour l'exercice terminé à cette date, conformément aux Normes comptables canadiennes pour les organismes sans but lucratif.

Fondement de l'opinion

Nous avons effectué notre audit conformément aux normes d'audit généralement reconnues (NAGR) du Canada. Les responsabilités qui nous incombent en vertu de ces normes sont plus amplement décrites dans la section « Responsabilités de l'auditeur à l'égard de l'audit des états financiers » du présent rapport. Nous sommes indépendants du Syndicat – Caisse nationale de grève conformément aux règles de déontologie qui s'appliquent à notre audit des états financiers au Canada et nous nous sommes acquittés des autres responsabilités déontologiques qui nous incombent selon ces règles. Nous estimons que les éléments probants que nous avons obtenus sont suffisants et appropriés pour fonder notre opinion d'audit.

Responsabilités de la direction et des responsables de la gouvernance à l'égard des états financiers

La direction est responsable de la préparation et de la présentation fidèle des états financiers conformément aux Normes comptables canadiennes pour les organismes sans but lucratif, ainsi que du contrôle interne qu'elle considère comme nécessaire pour permettre la préparation d'états financiers exempts d'anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs.

Lors de la préparation des états financiers, c'est à la direction qu'il incombe d'évaluer la capacité du Syndicat – Caisse nationale de grève à poursuivre son exploitation, de communiquer, le cas échéant, les questions relatives à la continuité de l'exploitation et d'appliquer le principe comptable de continuité d'exploitation, sauf si la direction a l'intention de liquider le Syndicat – Caisse nationale de grève ou de cesser son activité ou si aucune autre solution réaliste ne s'offre à elle.

Those charged with governance are responsible for overseeing the Union – National Strike Fund's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Union – National Strike Fund's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

Il incombe aux responsables de la gouvernance de surveiller le processus d'information financière du Syndicat – Caisse nationale de grève.

Responsabilités de l'auditeur à l'égard des états financiers

Nos objectifs sont d'obtenir l'assurance raisonnable que les états financiers pris dans leur ensemble sont exempts d'anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs, et de délivrer un rapport de l'auditeur contenant notre opinion. L'assurance raisonnable correspond à un niveau élevé d'assurance, qui ne garantit toutefois pas qu'un audit réalisé conformément aux NAGR du Canada permettra toujours de détecter toute anomalie significative qui pourrait exister. Les anomalies peuvent résulter de fraudes ou d'erreurs et elles sont considérées comme significatives lorsqu'il est raisonnable de s'attendre à ce qu'elles, individuellement ou collectivement, puissent influencer sur les décisions économiques que les utilisateurs des états financiers prennent en se fondant sur ceux-ci.

Dans le cadre d'un audit réalisé conformément aux NAGR du Canada, nous exerçons notre jugement professionnel et faisons preuve d'esprit critique tout au long de cet audit. En outre :

- Nous identifions et évaluons les risques que les états financiers comportent des anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs, concevons et mettons en œuvre des procédures d'audit en réponse à ces risques, et réunissons des éléments probants suffisants et appropriés pour fonder notre opinion. Le risque de non-détection d'une anomalie significative résultant d'une fraude est plus élevé que celui d'une anomalie significative résultant d'une erreur, car la fraude peut impliquer la collusion, la falsification, les omissions volontaires, les fausses déclarations ou le contournement du contrôle interne.
- Nous acquérons une compréhension des éléments du contrôle interne pertinents pour l'audit afin de concevoir des procédures d'audit appropriées aux circonstances, et non dans le but d'exprimer une opinion sur l'efficacité du contrôle interne du Syndicat – Caisse nationale de grève.
- Nous apprécions le caractère approprié des méthodes comptables retenues et le caractère raisonnable des estimations comptables faites par la direction, de même que des informations y afférentes fournies par cette dernière.

- Conclude on the appropriateness of management’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Union - National Strike Fund’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Union – National Strike Fund to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Deloitte LLP

Chartered Professional Accountants
Licensed Public Accountants
June 22, 2021

- Nous tirons une conclusion quant au caractère approprié de l’utilisation par la direction du principe comptable de continuité d’exploitation et, selon les éléments probants obtenus, quant à l’existence ou non d’une incertitude significative liée à des événements ou situations susceptibles de jeter un doute important sur la capacité du Syndicat – Caisse nationale de grève à poursuivre son exploitation. Si nous concluons à l’existence d’une incertitude significative, nous sommes tenus d’attirer l’attention des lecteurs de notre rapport sur les informations fournies dans les états financiers au sujet de cette incertitude ou, si ces informations ne sont pas adéquates, d’exprimer une opinion modifiée. Nos conclusions s’appuient sur les éléments probants obtenus jusqu’à la date de notre rapport. Des événements ou situations futurs pourraient par ailleurs amener le Syndicat – Caisse nationale de grève à cesser son exploitation.
- Nous évaluons la présentation d’ensemble, la structure et le contenu des états financiers, y compris les informations fournies dans les notes, et apprécions si les états financiers représentent les opérations et événements sous-jacents d’une manière propre à donner une image fidèle.

Nous communiquons aux responsables de la gouvernance notamment l’étendue et le calendrier prévus des travaux d’audit et nos constatations importantes, y compris toute déficience importante du contrôle interne que nous aurions relevée au cours de notre audit.

Deloitte S.E.N.C.R.L./s.r.l.

Comptables professionnels agréés
Experts-comptables autorisés
Le 22 juin 2021

**Canadian Union of Public Employees
– National Strike Fund**
Statement of financial position
As at December 31, 2020

**Syndicat canadien de la fonction publique
– Caisse nationale de grève**
État de la situation financière
au 31 décembre 2020

	2020 \$	2019 \$	
Assets			Actif
Current assets			À court terme
Cash	2,501,384	7,539,890	Encaisse
Per capita tax receivable	2,358,041	2,127,992	Capitation à recevoir
Accounts receivable	—	27,311	Débiteurs
Due from General Fund	—	970,402	Montant dû de la Caisse générale
Short-term investments (Note 3)	13,278,153	8,580,271	Placements à court terme (note 3)
	18,137,578	19,245,866	
Investments (Note 3)	111,057,076	95,418,167	Placements (note 3)
	129,194,654	114,664,033	
Liabilities			Passif
Current liabilities			À court terme
Accounts payable and accrued liabilities	345,581	233,528	Créditeurs et charges à payer
Due to General Fund	570,570	—	Montant dû à la Caisse générale
	916,151	233,528	
Fund balance			Solde du fonds
Unrestricted	128,278,503	114,430,505	Non affecté
	129,194,654	114,664,033	

The accompanying notes are an integral part of the financial statements.

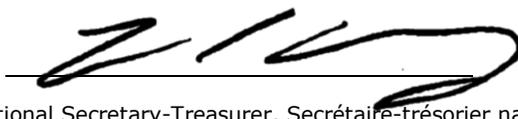
Les notes complémentaires font partie intégrante des états financiers.

On behalf of the National Executive Board

Au nom du Conseil exécutif national



National President, Président national



National Secretary-Treasurer, Secrétaire-trésorier national

Canadian Union of Public Employees
– National Strike Fund
Statement of operations and
changes in fund balance
Year ended December 31, 2020

Syndicat canadien de la fonction publique
– Caisse nationale de grève
État des résultats et
de l'évolution du solde du fonds
Exercice terminé le 31 décembre 2020

	2020	2019	
	\$	\$	
Revenue			Revenus
Per capita tax	13,037,722	12,661,369	Capitation
Investment income (Note 4)	2,937,177	2,951,414	Revenus de placement (note 4)
	15,974,899	15,612,783	
Expenses			Dépenses
Strike benefits	1,173,016	1,996,011	Indemnités de grève
Strike averting	1,560,467	1,687,921	Dépenses liées aux grèves évitées
Legal and arbitration	602,042	561,941	Frais juridiques et d'arbitrage
	3,335,525	4,245,873	
Excess of revenue over expenses before the undernoted item:	12,639,374	11,366,910	Excédent des revenus sur les dépenses avant l'incidence du poste ci-dessous :
Unrealized gains on investments	1,208,624	3,536,408	Gains non réalisés sur les placements
Excess of revenue over expenses	13,847,998	14,903,318	Excédent des revenus sur les dépenses
Balance, beginning of year	114,430,505	99,527,187	Solde au début
Balance, end of year	128,278,503	114,430,505	Solde à la fin

The accompanying notes are an integral part of the financial statements.

Les notes complémentaires font partie intégrante des états financiers.

Canadian Union of Public Employees
– National Strike Fund
Statement of cash flows
Year ended December 31, 2020

Syndicat canadien de la fonction publique
– Caisse nationale de grève
État des flux de trésorerie
Exercice terminé le 31 décembre 2020

	2020	2019	
	\$	\$	
Operating activities			Activités de fonctionnement
Excess of revenue over expenses	13,847,998	14,903,318	Excédent des revenus sur les dépenses
Unrealized gains on investments	(1,208,624)	(3,536,408)	Gains non réalisés sur les placements
Changes in non-cash operating working capital items			Variation des éléments hors caisse du fonds de roulement de fonctionnement
Per capita tax receivable	(230,049)	(43,156)	Capitation à recevoir
Accounts receivable	27,311	(27,311)	Débiteurs
Accounts payable and accrued liabilities	112,053	(126,824)	Créditeurs et charges à payer
	12,548,689	11,169,619	
Investing activities			Activités d'investissement
Acquisition of investments	(126,966,678)	(129,818,426)	Acquisition de placements
Disposal of investments	107,838,511	121,666,582	Cession de placements
Decrease (increase) in due from to General Fund	970,402	(970,402)	Diminution (augmentation) du montant dû par la Caisse générale
	(18,157,765)	(9,122,246)	
Financing activities			Activités de financement
Decrease in due to National Defence Fund	—	(1,788)	Diminution du montant dû à la Caisse nationale de défense
Increase (decrease) in due to General Fund	570,570	(4,448)	Augmentation (diminution) du montant dû à la Caisse générale
	570,570	(6,236)	
Net (decrease) increase in cash	(5,038,506)	2,041,137	(Diminution) augmentation nette de l'encaisse
Cash, beginning of year	7,539,890	5,498,753	Encaisse au début
Cash, end of year	2,501,384	7,539,890	Encaisse à la fin

The accompanying notes are an integral part of the financial statements.

Les notes complémentaires font partie intégrante des états financiers.

1. Purpose of the organization

The Canadian Union of Public Employees (the "Union") is a national labour organization representing workers in a variety of jurisdictions throughout the public sector and areas of the private sector. The Union is an unincorporated association with rights and responsibilities regulated by provincial and federal labour laws and is exempt from income tax as a labour organization under the *Income Tax Act* (Canada).

The National Strike Fund (the "Fund") was established in 2002 through a transfer from the National Defence Fund, to provide financial assistance to members on strike or facing strike action.

2. Accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

Basis of accounting and presentation

The financial statements have been prepared using the deferral method of accounting. Under this method, revenue and expenses are reflected in the accounts in the period in which they have been earned and incurred respectively, whether or not such transactions have been finally settled by the receipt or payment of money.

The Union has adopted fund accounting as a basis of reporting its activities and separate financial statements are prepared for the General Fund, National Defence Fund and National Strike Fund. The Union also prepares combined financial statements which include the three funds. These financial statements present the activities of the National Strike Fund only.

1. Nature de l'organisme

Le Syndicat canadien de la fonction publique (le « Syndicat ») est un syndicat national qui représente les travailleuses et travailleurs d'une variété de champs dans le secteur public et de certains domaines dans le secteur privé. Le Syndicat est une association non constituée en société dont les droits et responsabilités sont réglementés par les lois du travail fédérales et provinciales et est exempt d'impôt selon la *Loi de l'impôt sur le revenu* (Canada).

La Caisse nationale de grève (la « Caisse ») a été établie en 2002 grâce à un transfert provenant de la Caisse nationale de défense, afin de fournir de l'aide financière aux membres en grève ou confrontés à des mesures de grève.

2. Méthodes comptables

Les états financiers ont été dressés conformément aux Normes comptables canadiennes pour les organismes sans but lucratif et tiennent compte des principales méthodes comptables suivantes :

Méthode de comptabilité et présentation

Les états financiers ont été préparés selon la méthode du report. Selon cette méthode, les revenus et les dépenses sont imputés à l'exercice où ils sont gagnés ou engagés, sans considération du moment où les opérations auxquelles ils se rapportent sont réglées par un encaissement ou un décaissement.

Le Syndicat a adopté la comptabilité par fonds comme norme de présentation de ses activités et des états financiers distincts sont préparés pour la Caisse générale, la Caisse nationale de défense et la Caisse nationale de grève. Le Syndicat prépare aussi des états financiers combinés qui incluent les trois fonds. Ces états financiers ne présentent que les activités de la Caisse nationale de grève.

2. Accounting policies (continued)

Financial instruments

The Union initially measures its financial assets and financial liabilities at fair value. The Union subsequently measures all its financial assets and financial liabilities at amortized cost except for cash and investments which are measured at fair value. Changes in fair value are recognized in the statement of operations.

Transaction costs related to investments are expensed as incurred.

Revenue recognition

The Union's principal sources of revenue consist of per capita tax and investment income.

Revenue from per capita tax is recognized over the period to which the revenue relates. Revenue received in advance is deferred to the period to which the revenue relates.

Investment revenue and other revenue are recognized over the period to which the revenue relates.

Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from these estimates. Assumptions are used in estimating the fair value of investments, the collectability of accounts receivable, the determination of per capita tax receivable and the amount of certain accrued liabilities.

2. Méthodes comptables (suite)

Instruments financiers

Le Syndicat évalue initialement ses actifs financiers et ses passifs financiers à la juste valeur. Il évalue ultérieurement tous ses actifs financiers et ses passifs financiers au coût après amortissement à l'exception de son encaisse et de ses placements qui sont évalués à la juste valeur. Les variations de la juste valeur sont enregistrées à l'état des résultats.

Les frais d'opérations reliés aux placements sont passés en charges à mesure qu'ils sont engagés.

Constatation des produits

Le Syndicat a comme sources principales de revenus la capitation et les revenus de placement.

Les revenus de capitation sont constatés dans la période à laquelle ils se rapportent. Les revenus reçus en avance sont reportés dans la période à laquelle ils se rapportent.

Les revenus de placement et autres revenus sont constatés dans la période à laquelle ils se rapportent.

Utilisation d'estimations

Dans le cadre de la préparation des états financiers, conformément aux Normes comptables canadiennes pour les organismes sans but lucratif, la direction doit établir des estimations et des hypothèses qui ont une incidence sur les montants des actifs et des passifs présentés et sur la présentation des actifs et des passifs éventuels à la date des états financiers, ainsi que sur les montants des produits d'exploitation et des charges constatés au cours de la période visée par les états financiers. Les résultats réels pourraient varier par rapport à ces estimations. Les estimations sont utilisées pour établir la juste valeur des placements, le recouvrement des débiteurs, l'établissement du montant de capitation à recevoir et le montant de certaines charges à payer.

3. Investments

Investments are summarized as follows:

	2020			2019			
	Fair value Juste valeur \$	Cost Coût \$	%	Fair value Juste valeur \$	Cost Coût \$	%	
Cash	3,141,453	3,141,453	3	2,124,891	2,124,891	2	Encaisse
Short-term investments	9,698,892	9,695,305	8	6,118,326	6,118,326	6	Placements à court terme
Accrued interest	437,808	437,808	—	337,054	337,054	—	Intérêts courus
Short-term investments	13,278,153	13,274,566	11	8,580,271	8,580,271	8	Placements à court terme
Bonds							Obligations
Government	39,437,998	38,796,608	32	38,995,323	39,026,065	38	Gouvernement
Corporate and others	47,428,682	46,019,738	38	35,456,608	35,282,082	34	Sociétés et autres
Equities	24,190,396	21,095,448	19	20,966,236	17,169,775	20	
Long-term investments	111,057,076	105,911,794	89	95,418,167	91,477,922	92	Placements à long terme
	124,335,229	119,186,360	100	103,998,438	100,058,193	100	

Determination of fair value

Short-term investments consist of Canada Treasury bills. The market value of these short-term investments is approximately equal to their cost.

Bonds are debt obligations of governments and corporate entities paying interest at rates appropriate to the market at their date of purchase. Bonds are valued at the year-end quoted market prices.

Equities consist of listed securities recorded at prices based upon public market quotations.

The bonds mature at face value on a staggered basis over the next 57 years (2019 - 58 years). Effective interest rates to maturity for these securities range from 1.000% to 7.032% (2019 - 1.250% to 6.987%).

Market risk

Investment in financial instruments renders the Fund susceptible to the potential risk arising from the failure of a party to a financial instrument to discharge its obligation when due. The maximum investment risk to the Fund is equal to the fair value of the investments.

3. Placements

Les placements se répartissent comme suit :

Détermination de la juste valeur

Les placements à court terme sont composés de bons du Trésor du Canada. La valeur du marché des placements à court terme est comparable à leur coût.

Les obligations représentent des instruments d'emprunt de gouvernements et de sociétés par actions, produisant des rendements en intérêts comparables à ceux du marché au moment de leur achat. Les obligations sont évaluées au cours du marché en date de fin d'exercice.

Les placements en actions sont constitués de titres cotés à des prix basés sur des cours du marché public.

L'échéance des obligations s'échelonne sur une période de 57 ans (2019 - 58 ans). Les taux d'intérêt effectifs pour ces titres varient de 1,000 % à 7,032 % (2019 - 1,250 % à 6,987 %) jusqu'à leur échéance.

Risque de marché

En investissant dans des instruments financiers, la Caisse s'expose au risque inhérent qu'un émetteur d'instrument financier ne puisse faire face à ses obligations à la date convenue. Le risque maximal auquel s'expose la Caisse est égal à la juste valeur des placements.

3. Investments (continued)

Concentration of risk

Concentrations of risk exist when a significant proportion of the portfolio is invested in securities with similar characteristics or subject to similar economic, political or other conditions. Management believes that the concentrations described above do not represent excessive risk.

4. Investment income

The Fund presents its investment income net of investment expenses of \$280,070 (2019 - \$284,162).

5. Financial instruments

Fair value

The Fund's financial instruments consist of cash, investments, per capita tax receivable, accounts receivable, accounts payable and accrued liabilities and due to other Funds. The fair value of these financial instruments is approximately equal to their carrying amount given their short-term maturity. The fair value of investments is disclosed in Note 3.

Interest rate risk

Interest rate risk is the exposure of the Fund's earnings that arises from fluctuations in interest rates. The Union is exposed to interest rate risk on its investments.

Credit risk

Credit risk arises from the potential that locals and other parties will fail to honour their obligations. The Fund is exposed to credit risk through per capita tax. The Fund limits the amount of credit extended when considered necessary.

3. Placements (suite)

Concentration du risque

Il y a concentration du risque lorsqu'une tranche importante du portefeuille est constituée de placements dans des valeurs présentant des caractéristiques semblables ou sensibles aux mêmes facteurs économiques, politiques ou autres. La direction est d'avis que les concentrations décrites ci-dessus ne représentent pas de risque excessif.

4. Revenus de placement

La Caisse présente ses revenus de placement déduction faite de ses dépenses de placement de 280 070 \$ (2019 - 284 162 \$).

5. Instruments financiers

Juste valeur

Les instruments financiers de la Caisse comprennent l'encaisse, les placements, la capitation à recevoir, les débiteurs, les créditeurs et charges à payer et les montants dues aux autres Caisses. La juste valeur de ces instruments financiers est approximativement égale à leur valeur comptable tenu de leur brève échéance. La juste valeur des placements est divulguée à la note 3.

Risques de taux d'intérêt

Les risques de taux d'intérêt auxquels les bénéfices de la Caisse sont exposés surviennent à cause des fluctuations des taux d'intérêt. Le Syndicat est exposé à des risques de taux d'intérêt sur ses placements.

Risques de crédit

Des risques de crédit se présentent lorsque certaines sections locales et d'autres groupes ne font pas face à leurs obligations. La Caisse est exposée au risque de crédit provenant de la capitation à recevoir. La Caisse limite le montant de crédit avancé si nécessaire.

6. Capital management

The Union's objectives when managing capital are to safeguard its ability to continue as a labour organization in an effort to carry out its mission. Capital consists of the Fund balance. The Union is not subject to any externally imposed capital requirements or restrictions.

Should the Fund, at any time, be reduced below the level of \$15 million, an additional monthly per capita tax of 0.04% of the local or provincial Union's average monthly wages shall be levied and shall remain in place until such time as the Fund reaches the level of \$25 million.

7. COVID-19

On March 11, 2020 the World Health Organization characterized the outbreak of a strain of the novel coronavirus (COVID-19) as a pandemic which has resulted in a series of public health and emergency measures that have been put in place to combat the spread of the virus. While the ultimate duration and impact of COVID-19 continue to be unknown at this time and although there continues to be uncertainty, management expects that much of the revenue losses experienced over the course of 2020 will return to normal levels by the end of the following fiscal year.

6. Gestion du capital

Les objectifs du Syndicat quant à la gestion de son capital sont de continuer à être considéré comme organisme sans but lucratif pour pouvoir réaliser sa mission. Le capital du Syndicat se compose du solde du fonds. Le Syndicat n'est pas soumis à des exigences en matière de capital d'origine externe.

Si, à n'importe quel moment, la Caisse passait en dessous des 15 millions de dollars, une capitation mensuelle de 0,04 % du salaire mensuel des syndicats locaux et provinciaux sera perçue. Cette taxe sera maintenue jusqu'à ce que la Caisse atteigne à nouveau les 25 millions de dollars.

7. COVID-19

Le 11 mars 2019, l'Organisation mondiale de la santé a qualifié l'épidémie d'une souche du nouveau coronavirus (COVID-19) de pandémie qui a entraîné une série de mesures de santé publique et d'urgence mises en place pour lutter contre la propagation du virus. Bien que la durée et l'impact ultimes du COVID-19 continuent d'être inconnus pour le moment et bien que l'incertitude persiste, la direction s'attend à ce qu'une grande partie des pertes de revenus subies au cours de 2020 reviennent à des niveaux normaux d'ici la fin du prochain exercice fiscal.

**REPORT ON THE NATIONAL STRIKE FUND
AS AT
DECEMBER 31, 2020**

Sisters, Brothers, and Friends:

You have before you the National Strike Fund Financial Statements for the year ended December 31, 2020. Note that the Statement of Financial Position, Statement of Operations and Changes in Fund Balance, Statement of Cash Flows and Notes to the Financial Statements have been audited by Deloitte LLP. In addition, we have included supplementary financial schedules that provide a more detailed picture of the revenue and expenses.

STATEMENT OF FINANCIAL POSITION

Total Assets in the Strike Fund as of December 31, 2020 were \$129.2 million, compared to \$114.7 million at December 31, 2019. These assets consisted of \$15.8 million in cash and short-term investments, \$2.4 million in per capita and other receivables, and \$111.1 million in long term investments.

Total Liabilities in the Strike Fund as of December 31, 2020 were \$916,000 compared to \$234,000 at December 31, 2019 and consisted of accounts payable and accrued liabilities as well as amounts due to the General Fund.

At December 31, 2020, the Fund Balance was \$128.3 million, compared to \$114.4 million at December 31, 2019.

STATEMENT OF OPERATIONS

The Statement of Operations shows revenue of \$16 million and expenses of \$3.3 million resulting in a surplus for the year of \$12.6 million before taking into account unrealized gains on investments of \$1.2 million.

This concludes my report on the National Strike Fund Financial Statements for the year ended December 31, 2020.

Respectfully submitted,



CHARLES FLEURY
National Secretary-Treasurer

The following pages contain unaudited schedules which give a more detailed picture of the expenditures for 2020.

Schedule 1

Canadian Union of Public Employees / Syndicat canadien de la fonction publique

Strike Related Expenses / Dépenses reliées aux grèves

For the period ended December 31, 2020 / Pour l'exercice se terminant le 31 décembre 2020

Donations

Locals

4193	\$	20,000	
5257		5,000	\$ 25,000
		<hr/>	

Atlantic

Local

3768			6,240
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Maritimes

Locals

1190	\$	16,454	
1282		(338)	
4193		195,094	211,211
		<hr/>	

Quebec

Locals

375	\$	812,340	
1294		136,140	
2118		(6,660)	941,820
		<hr/>	

Ontario

Locals

3625	\$	151	
3903		(24,460)	
5257		62,564	38,254
		<hr/>	

British Columbia

Locals

15	\$	15,156	
441		(44,910)	
2278		(18,585)	
3799		(1,170)	(49,509)
		<hr/>	<hr/>

Total - Strike Related Expenses

\$ 1,173,016

Schedule 2

Canadian Union of Public Employees / Syndicat canadien de la fonction publique
Strike Averting Expenses / Dépenses pour éviter la grève
For the period ended December 31, 2020 / Pour l'exercice se terminant le 31 décembre 2020

Atlantic

Local

4963		\$	14,375
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Maritimes

Locals

51	\$ 4,600		
508	9,683		14,283

Quebec

Locals

1294	\$ 3,997		
1377	11,334		
3812	61,776		
5410	1,066		78,173

Ontario

Locals

191	\$ 411		
416	97,410		
905	4,586		
1022	8,145		
1479	8,294		
3625	2,122		
3906	4,798		
3908	12,985		
4400	520,000		
4948	936,413		
9229	17,342		1,612,506

Saskatchewan

Locals

600	\$ 41,756		
650	23,168		
3766	2,142		
5512	867		67,933

Alberta

Local

1505			(226,804)

Total - Strike Averting Expenses

\$ 1,560,467

Schedule 3

Canadian Union of Public Employees / Syndicat canadien de la fonction publique
Legal and Arbitration Expenses / Frais juridiques et d'arbitrage
For the period ended December 31, 2020 / Pour l'exercice se terminant le 31 décembre 2020

Maritimes*Locals*

3515	\$	18,695		
9208		809	\$	19,504

Quebec*Locals*

306	\$	3,415		
307		7,323		
1619		4,734		
1638		44,789		
5197		11,311		
5454		305		71,876

Ontario*Locals*

35	\$	1,978		
132		1,017		
543		23,681		
786		4,896		
1132		11,677		
1221		2,482		
1263		11,865		
1404		45,821		
1605		11,725		
1712		15,102		
2225-09		11,978		
2250		17,459		
2290		2,373		
2437		15,764		
2553		11,413		
3060		2,543		
3189		17,748		
3224		9,153		
3236		14,689		
3268		12,148		
3419		12,769		
3593		17,459		
3651		2,204		
3695		4,238		
3744		14,521		
4000		34,220		
4276		16,950		
4363		1,017		
4422		21,131		
4660		18,224		
4685		5,650		
4709		3,051		
4793		18,193		
4927		7,104		

Schedule 3 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique
Legal and Arbitration Expenses / Frais juridiques et d'arbitrage
For the period ended December 31, 2020 / Pour l'exercice se terminant le 31 décembre 2020

Ontario (cont'd)

Locals

5107	21,753	
5166	13,221	
5192	8,700	
5271	13,221	
5287	17,459	
5392	10,114	
5721	3,955	<u>510,662</u>

Total - Legal and Arbitration Expenses

\$ 602,042

Financial statements of
États financiers du
Canadian Union of Public
Employees – General Fund
Syndicat canadien de la fonction
publique – Caisse générale

December 31, 2019
31 décembre 2019

Independent Auditor's Report	1-3	Rapport de l'auditeur indépendant
Statement of financial position	4	État de la situation financière
Statement of operations	5	État des résultats
Statement of changes in fund balance	6	État de l'évolution du solde du fonds
Statement of cash flows	7	État des flux de trésorerie
Notes to the financial statements	8-26	Notes complémentaires
Supporting schedules	27-29	Annexes

Independent Auditor's Report

To the Members of
Canadian Union of Public Employees

Qualified Opinion

We have audited the financial statements of Canadian Union of Public Employees (the "Union") – General Fund, which comprise the statement of financial position as at December 31, 2019, and the statements of operations, changes in fund balance and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, except for the possible effects of the matters described in the Basis for Qualified Opinion section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Union – General Fund as at December 31, 2019, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Qualified Opinion

As disclosed in Note 2 to the financial statements, the Union – General Fund has employee future benefits that have not been recorded in the financial statements. Had these benefits been recorded in the financial statements, the fund balance as at December 31, 2019, would have decreased and liabilities would have increased by \$47,478,603 (\$54,424,449 in 2018) and the excess of revenue over expenses for the year ended December 31, 2019, would have increased by \$17,526,689 (decreased by \$625,396 in 2018). Our audit opinion on the financial statements for the year ended December 31, 2018 was modified because of the effects of this departure from Canadian accounting standards for private for not-for-profit organizations.

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Union – General Fund in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

Rapport de l'auditeur indépendant

Aux membres du
Syndicat canadien de la fonction publique

Opinion avec réserve

Nous avons effectué l'audit des états financiers du Syndicat canadien de la fonction publique (le « Syndicat ») – Caisse générale, qui comprennent l'état de la situation financière au 31 décembre 2019, et les états des résultats, de l'évolution du solde du fonds et des flux de trésorerie pour l'exercice terminé à cette date, ainsi que les notes complémentaires, y compris le résumé des principales méthodes comptables (appelés collectivement les « états financiers »).

À notre avis, à l'exception des incidences possibles du problème décrit dans la section « Fondement de l'opinion avec réserve » de notre rapport, les états financiers ci-joints donnent, dans tous leurs aspects significatifs, une image fidèle de la situation financière du Syndicat – Caisse générale au 31 décembre 2019, ainsi que des résultats de ses activités et de ses flux de trésorerie pour l'exercice terminé à cette date, conformément aux Normes comptables canadiennes pour les organismes sans but lucratif.

Fondement de l'opinion avec réserve

Comme divulgué à la note 2 aux états financiers, le Syndicat – Caisse générale a des avantages sociaux futurs qui n'ont pas été inscrits aux états financiers. Si ces avantages avaient été comptabilisés aux états financiers, le solde du fonds au 31 décembre 2019 aurait été diminué et les passifs auraient été augmentés d'un montant de 47 478 603 \$ (54 424 449 \$ en 2018) et l'excédent des revenus sur les dépenses pour l'exercice terminé le 31 décembre 2019 aurait été augmenté de 17 526 689 \$ (diminué de 625 396 \$ en 2018). Nous avons exprimé une opinion d'audit modifiée sur les états financiers de l'exercice terminé le 31 décembre 2018, en raison des incidences de cette dérogation aux normes comptables canadiennes pour les organismes sans but lucratif.

Nous avons effectué notre audit conformément aux normes d'audit généralement reconnues (NAGR) du Canada. Les responsabilités qui nous incombent en vertu de ces normes sont plus amplement décrites dans la section « Responsabilités de l'auditeur à l'égard de l'audit des états financiers » du présent rapport. Nous sommes indépendants du Syndicat – Caisse générale conformément aux règles de déontologie qui s'appliquent à notre audit des états financiers au Canada et nous nous sommes acquittés des autres responsabilités déontologiques qui nous incombent selon ces règles. Nous estimons que les éléments probants que nous avons obtenus sont suffisants et appropriés pour fonder notre opinion d'audit avec réserve.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Union – General Fund’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Union – General Fund or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Union – General Fund’s financial reporting process.

Auditor’s Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Responsabilités de la direction et des responsables de la gouvernance à l’égard des états financiers

La direction est responsable de la préparation et de la présentation fidèle des états financiers conformément aux Normes comptables canadiennes pour les organismes sans but lucratif, ainsi que du contrôle interne qu’elle considère comme nécessaire pour permettre la préparation d’états financiers exempts d’anomalies significatives, que celles-ci résultent de fraudes ou d’erreurs.

Lors de la préparation des états financiers, c’est à la direction qu’il incombe d’évaluer la capacité du Syndicat – Caisse générale à poursuivre son exploitation, de communiquer, le cas échéant, les questions relatives à la continuité de l’exploitation et d’appliquer le principe comptable de continuité d’exploitation, sauf si la direction a l’intention de liquider le Syndicat – Caisse générale ou de cesser son activité ou si aucune autre solution réaliste ne s’offre à elle.

Il incombe aux responsables de la gouvernance de surveiller le processus d’information financière du Syndicat – Caisse générale.

Responsabilités de l’auditeur à l’égard de l’audit des états financiers

Nos objectifs sont d’obtenir l’assurance raisonnable que les états financiers pris dans leur ensemble sont exempts d’anomalies significatives, que celles-ci résultent de fraudes ou d’erreurs, et de délivrer un rapport de l’auditeur contenant notre opinion. L’assurance raisonnable correspond à un niveau élevé d’assurance, qui ne garantit toutefois pas qu’un audit réalisé conformément aux NAGR du Canada permettra toujours de détecter toute anomalie significative qui pourrait exister. Les anomalies peuvent résulter de fraudes ou d’erreurs et elles sont considérées comme significatives lorsqu’il est raisonnable de s’attendre à ce qu’elles, individuellement ou collectivement, puissent influencer sur les décisions économiques que les utilisateurs des états financiers prennent en se fondant sur ceux-ci.

Dans le cadre d’un audit réalisé conformément aux NAGR du Canada, nous exerçons notre jugement professionnel et faisons preuve d’esprit critique tout au long de cet audit. En outre :

- Nous identifions et évaluons les risques que les états financiers comportent des anomalies significatives, que celles-ci résultent de fraudes ou d’erreurs, concevons et mettons en œuvre des procédures d’audit en réponse à ces risques, et réunissons des éléments probants suffisants et appropriés pour fonder notre opinion. Le risque de non-détection d’une anomalie significative résultant d’une fraude est plus élevé que celui d’une anomalie significative résultant d’une erreur, car la fraude peut impliquer la collusion, la falsification, les omissions volontaires, les fausses déclarations ou le contournement du contrôle interne.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Union – General Fund's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Union – General Fund's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Union – General Fund to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Nous acquérons une compréhension des éléments du contrôle interne pertinents pour l'audit afin de concevoir des procédures d'audit appropriées aux circonstances, et non dans le but d'exprimer une opinion sur l'efficacité du contrôle interne du Syndicat – Caisse générale.
- Nous apprécions le caractère approprié des méthodes comptables retenues et le caractère raisonnable des estimations comptables faites par la direction, de même que des informations y afférentes fournies par cette dernière.
- Nous tirons une conclusion quant au caractère approprié de l'utilisation par la direction du principe comptable de continuité d'exploitation et, selon les éléments probants obtenus, quant à l'existence ou non d'une incertitude significative liée à des événements ou situations susceptibles de jeter un doute important sur la capacité du Syndicat – Caisse générale à poursuivre son exploitation. Si nous concluons à l'existence d'une incertitude significative, nous sommes tenus d'attirer l'attention des lecteurs de notre rapport sur les informations fournies dans les états financiers au sujet de cette incertitude ou, si ces informations ne sont pas adéquates, d'exprimer une opinion modifiée. Nos conclusions s'appuient sur les éléments probants obtenus jusqu'à la date de notre rapport. Des événements ou situations futurs pourraient par ailleurs amener le Syndicat – Caisse générale à cesser son exploitation.
- Nous évaluons la présentation d'ensemble, la structure et le contenu des états financiers, y compris les informations fournies dans les notes, et apprécions si les états financiers représentent les opérations et événements sous-jacents d'une manière propre à donner une image fidèle.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Nous communiquons aux responsables de la gouvernance notamment l'étendue et le calendrier prévus des travaux d'audit et nos constatations importantes, y compris toute déficience importante du contrôle interne que nous aurions relevée au cours de notre audit.

Deloitte LLP

Chartered Professional Accountants
Licensed Public Accountants
September 24, 2020

Deloitte S.E.N.C.R.L./s.r.l.

Comptables professionnels agréés
Experts-comptables autorisés
Le 24 septembre 2020

**Canadian Union of Public Employees
– General Fund**

Statement of financial position
As at December 31, 2019

**Syndicat canadien de la fonction publique
– Caisse générale**

État de la situation financière
au 31 décembre 2019

	2019	2018	
	\$	\$	
Assets			Actif
Current assets			À court terme
Cash	19,093,807	17,456,389	Encaisse
Per capita tax receivable	33,388,773	31,840,157	Capitation à recevoir
Accounts receivable	2,691,269	4,810,060	Débiteurs
Due from National Strike Fund	–	4,448	Montant dû de la Caisse nationale de grève
Due from National Defence Fund	674,532	154,491	Montant dû de la Caisse nationale de défense
Prepaid expenses	3,046,869	1,767,074	Frais payés d'avance
	58,895,250	56,032,619	
Trust assets	185,953	376,965	Actifs en fidéicommis
Loan receivable (Note 4)	300,000	700,000	Prêt à recevoir (note 4)
Investments – Restricted for employee future benefits (Note 3)	114,590,648	95,739,692	Placements – restreint aux avantages sociaux futurs (note 3)
Investments – General Fund (Note 3)	5,294,022	4,213,298	Placements – Caisse générale (note 3)
Capital assets (Note 5)	115,522,428	114,799,510	Immobilisations corporelles (note 5)
Intangible assets (Note 6)	6,376,103	7,106,733	Actifs incorporels (note 6)
	301,164,404	278,968,817	
Liabilities			Passif
Current liabilities			À court terme
Accounts payable – trade and accrued liabilities	15,533,001	17,510,535	Créditeurs – fournisseurs et charges à payer
Provision for convention	6,000	1,968,675	Provision pour congrès
Funds held for others	1,285,975	1,015,935	Fonds conservés pour des tiers
Due to National Strike Fund	970,402	–	Montant dû à la Caisse nationale de grève
Current portion of obligations under capital leases (Note 8)	542,531	511,564	Tranche à court terme des obligations découlant de contrats de location-acquisition (note 8)
Current portion of mortgages payable (Note 9)	3,129,974	20,429,765	Tranche à court terme des hypothèques à payer (note 9)
Funds held for the OSBCU-ELHT (Note 10)	–	1,005,303	Fonds conservés pour le OSBCU-ELHT (note 10)
	21,467,883	42,441,777	
Trust liabilities	185,953	376,965	Passifs en fidéicommis
Accrued benefit liability (Note 7)	175,334,796	150,691,295	Passif au titre des prestations constituées (note 7)
Obligations under capital leases (Note 8)	4,859,790	5,402,397	Obligations découlant de contrats de location-acquisition (note 8)
Mortgages payable (Note 9)	43,206,019	24,696,832	Hypothèques à payer (note 9)
	245,054,441	223,609,266	
Contingencies and guarantees, and commitments (Notes 11 and 12)			Éventualités et garanties, et engagements (notes 11 et 12)
Fund balance			Solde du fonds
Invested in capital and intangible assets	70,160,217	70,865,685	Investi en immobilisations corporelles et incorporelles
Internally restricted (Note 13)	2,260,742	1,784,636	Affecté d'origine interne (note 13)
Unrestricted	(16,310,996)	(17,290,770)	Non affecté
	56,109,963	55,359,551	
	301,164,404	278,968,817	

The accompanying notes and schedules are an integral part of the financial statements.

Les notes complémentaires et les annexes font partie intégrante des états financiers.

On behalf of the National Executive Board

Au nom du Conseil exécutif national



National President, Président national



National Secretary-Treasurer, Secrétaire-trésorier national

	Budget		
	2019	2019	2018
	\$	\$	\$
	(Unaudited)		
	(non audité)		
Revenue			
Per capita tax and initiation fees	210,024,836	212,597,456	203,909,606
Investment income			
Employee future benefits	4,000,000	3,832,132	3,941,129
General	450,000	438,714	407,485
Increase (decrease) in unrealized gains on investments	—	6,523,706	(9,504,921)
Interest on per capita tax arrears	60,000	76,110	84,512
Miscellaneous	381,000	508,754	552,523
	214,915,836	223,976,872	199,390,334
Expenses			
General (Schedule A)	12,983,963	12,248,380	13,232,540
Per capita tax - C.L.C.	4,829,166	4,943,405	4,884,603
Salaries (Schedule B)	87,326,793	87,318,318	82,485,924
Employee benefits - current (Schedule B)	23,072,207	23,832,346	22,544,124
Employee benefits - future (Schedule B)	28,996,174	38,294,190	21,799,912
Travel	16,483,178	16,491,082	16,580,920
Rent and property expenses	15,918,486	15,758,870	15,689,507
Office	2,947,123	2,805,338	2,737,699
Equipment leases and maintenance	1,589,668	1,810,265	1,625,136
Telecommunications	1,302,697	1,435,805	1,404,749
Postage	490,980	386,977	386,401
Professional fees	1,640,336	1,985,718	2,183,349
Programs (Schedule C)	16,567,175	15,915,766	12,871,506
	214,147,946	223,226,460	198,426,370
Excess of revenue over expenses *	767,890	750,412	963,964
Revenus			
Capitation et droits d'initiation			
Revenus de placement			
Avantages sociaux futurs			
Général			
(Diminution) augmentation des gains non réalisés sur les placements			
Intérêts sur les arrérages de capitation			
Divers			
Dépenses			
Générales (annexe A)			
Capitation - C.T.C.			
Salaires (annexe B)			
Avantages sociaux du personnel - courant (annexe B)			
Avantages sociaux du personnel - futur (annexe B)			
Déplacements			
Loyers et dépenses des immeubles			
Bureau			
Location et entretien d'équipement			
Télécommunications			
Affranchissement			
Honoraires			
Programmes (annexe C)			
Excédent des revenus sur les dépenses *			

* From the excess of revenue over expenses of \$750,412 (2018 - \$963,964) and the budgeted excess of revenue over expenses of \$751,834, an amount of \$750,000 (2018 - \$750,000) was internally restricted for the Regional Building Fund as indicated in the statement of changes in fund balances.

* De l'excédent des revenus sur les dépenses de 750 412 \$ (2018 - 963 964 \$) et de l'excédent des revenus sur les dépenses budgété de 751 834 \$, un montant de 750 000 \$ (2018 - 750 000 \$) a été affecté à l'interne pour le Fonds d'immobilisations régionales tel qu'indiqué à l'état de l'évolution du solde du fonds.

The accompanying notes and schedules are an integral part of the financial statements.

Les notes complémentaires et les annexes font partie intégrante des états financiers.

Canadian Union of Public Employees
– General Fund
Statement of changes in fund balance
Year ended December 31, 2019

Syndicat canadien de la fonction publique
– Caisse générale
État de l'évolution du solde du fonds
Exercice terminé le 31 décembre 2019

	Invested in tangible capital and intangible assets	Internally restricted	Unrestricted	Total 2019	Total 2018	
	Investi en immobilisations corporelles et incorporelles	Affecté d'origine interne	Non affecté			
	\$	\$	\$	\$	\$	
		(Note 13)				
Balance, beginning of year	70,865,685	1,784,636	(17,290,770)	55,359,551	54,395,587	Solde au début
Excess of revenue over expenses	—	—	750,412	750,412	963,964	Excédent des revenus sur les dépenses
Internal restrictions for National Convention and National Events Assistance Fund	—	212,549	(212,549)	—	—	Affectations d'origine interne pour la Caisse de participation au congrès et aux événements nationaux
Expenses incurred for National Convention and National Events Assistance Fund	—	(486,443)	486,443	—	—	Dépenses engagées pour la Caisse de participation au congrès et aux événements nationaux
Internal restrictions for Regional Building Fund	—	750,000	(750,000)	—	—	Affectations d'origine interne pour le Fonds d'immobilisations régionales
Amortization of capital and intangible assets	(7,523,620)	—	7,523,620	—	—	Amortissement des immobilisations corporelles et actifs incorporels
Net acquisitions of capital and intangible assets	7,515,908	—	(7,515,908)	—	—	Acquisition nette d'immobilisations corporelles et actifs incorporels
Net decrease in obligations under capital leases	511,640	—	(511,640)	—	—	Diminution nette des obligations découlant de contrats de location-acquisition
Net increase in mortgages payable	(1,209,396)	—	1,209,396	—	—	Augmentation nette des hypothèques à payer
Balance, end of year	70,160,217	2,260,742	(16,310,996)	56,109,963	55,359,551	Solde à la fin

The accompanying notes and schedules are an integral part of the financial statements.

Les notes complémentaires et les annexes font partie intégrante des états financiers.

	2019	2018	
	\$	\$	
Operating activities			Activités de fonctionnement
Excess of revenue over expenses	750,412	963,964	Excédent des revenus sur les dépenses
Items not affecting cash			Éléments sans effet sur l'encaisse
Change in unrealized gains on investments	(6,523,706)	9,504,921	Variation des gains non réalisés sur les placements
Amortization of capital and intangible assets	7,523,620	6,870,939	Amortissement des immobilisations corporelles et actifs incorporels
	1,750,326	17,339,824	
Changes in non-cash operating working capital items (Note 14)	(4,649,829)	(4,430,048)	Variation des éléments hors caisse du fonds de roulement de fonctionnement (note 14)
Change in accrued benefit liability	24,643,501	10,612,893	Variation du passif au titre des prestations constituées
	21,743,998	23,522,669	
Investing activities			Activités d'investissement
Acquisition of capital assets	(5,657,275)	(5,973,746)	Acquisition d'immobilisations corporelles
Acquisition of intangible assets	(1,858,633)	(1,816,716)	Acquisition d'actifs incorporels
Decrease in loans receivable	400,000	100,000	Diminution des prêts à recevoir
Acquisition of investments	(89,289,567)	(93,695,363)	Acquisition de placements
Disposal of investments	75,881,593	80,567,013	Cession de placements
	(20,523,882)	(20,818,812)	
Financing activities			Activités de financement
Issuance of mortgages	22,000,000	—	Émission d'hypothèques
Repayment of mortgages	(20,790,604)	(6,421,401)	Remboursement d'hypothèques
Decrease in obligations under tangible capital leases	(511,640)	(482,441)	Diminution des obligations découlant de contrats de location-acquisition
Increase (decrease) in due to/from National Defence and Strike Funds	454,809	(170,125)	Augmentation (diminution) du montant dû de/à la Caisse nationale de défense et la Caisse nationale de grève
Increase (decrease) in funds held for others	270,040	(114,784)	Augmentation (diminution) des fonds conservés pour des tiers
Funds received for the OSBCU-ELHT	—	690,220	Fonds reçus pour le OSBCU-ELHT
Funds disbursed for the OSBCU-ELHT	(1,005,303)	(5,744,668)	Fonds décaissés pour le OSBCU-ELHT
	417,302	(12,243,199)	
Net increase (decrease) in cash	1,637,418	(9,539,342)	Augmentation (diminution) nette de l'encaisse
Cash, beginning of year	17,456,389	26,995,731	Encaisse au début
Cash, end of year	19,093,807	17,456,389	Encaisse à la fin

The accompanying notes and supporting schedules are an integral part of the financial statements.

Les notes complémentaires et les annexes font partie intégrante des états financiers.

1. Purpose of the organization

The Canadian Union of Public Employees (the "Union") is a national labour organization representing workers in a variety of jurisdictions throughout the public sector and areas of the private sector. The Union is an unincorporated association with rights and responsibilities regulated by provincial and federal labour laws and is exempt from income tax as a labour organization under the *Income Tax Act* (Canada).

2. Accounting policies

Except where noted, the financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

Adoption of Section 4433, Tangible capital assets held by not-for-profit organizations

Effective January 1, 2019, the Union adopted Handbook Section 4433, Tangible capital assets held by not-for-profit organizations ("Section 4433") replacing Section 4431 on the same topic. Section 4433 provides additional guidance related to componentization of tangible capital assets consisting of significant separable component parts, the recognition of partial impairments when the conditions indicate a tangible capital asset is impaired and related impairment disclosures. In accordance with the transition provisions, the Union has applied Section 4433 prospectively with no significant impact on the disclosures or amounts recorded in the financial statements of the Union.

1. Nature de l'organisme

Le Syndicat canadien de la fonction publique (le « Syndicat ») est un syndicat national qui représente les travailleuses et travailleurs d'une variété de champs dans le secteur public et de certains domaines dans le secteur privé. Le Syndicat est une association non constituée en société par actions dont les droits et responsabilités sont réglementés par les lois du travail fédérales et provinciales et est exempt d'impôt selon la *Loi de l'impôt sur le revenu* (Canada).

2. Méthodes comptables

Mis à part aux endroits indiqués, les états financiers ont été dressés conformément aux Normes comptables canadiennes pour les organismes sans but lucratif et tiennent compte des principales méthodes comptables suivantes :

Adoption du chapitre 4433, « Immobilisations corporelles détenues par les organismes sans but lucratif »

À compter du 1er janvier 2019, le Syndicat a adopté le chapitre 4433, « Immobilisations corporelles détenues par les organismes sans but lucratif » (chapitre 4433), qui remplace le chapitre 4431 sur le même sujet. Le chapitre 4433 fournit des indications supplémentaires relatives à la décomposition des immobilisations corporelles constituées d'importantes composantes distinctes, à la comptabilisation des dépréciations partielles lorsque les circonstances indiquent qu'une immobilisation corporelle a subi une dépréciation et aux informations connexes à fournir relatives à la dépréciation. Conformément aux dispositions transitoires, le Syndicat a appliqué le chapitre 4433 prospectivement et ceci n'a eu aucune incidence importante sur les informations ou les montants qu'il a présentés dans ses états financiers.

2. Accounting policies

Adoption of Section 4434, Intangible assets held by not-for-profit organizations

Effective January 1, 2019, the Union adopted Handbook Section 4434, Intangible assets held by not-for-profit organizations ("Section 4434") replacing Section 4432 on the same topic. Section 4434 provides additional guidance including the recognition of partial impairments when conditions indicate that an intangible asset is impaired, along with related impairment disclosures. In accordance with the transition provisions, the Union has applied Section 4434 prospectively with no significant impact on the disclosures or amounts recorded in the financial statements of the Union.

Basis of accounting and presentation

The financial statements have been prepared using the deferral method of accounting. Under this method, revenue and expenses are reflected in the year in which they have been earned and incurred respectively, whether or not such transactions have been finally settled by the receipt or payment of money.

The Union has adopted fund accounting as a basis of reporting its activities and separate financial statements are prepared for the General Fund, National Defence Fund and National Strike Fund. The Union also prepares combined financial statements which include all three funds.

These financial statements present the activities of the General Fund only.

Revenue recognition

The Union's principal sources of revenue consist of per capita tax and initiation fees and investment income.

Revenue from per capita tax is recognized over the period to which the revenue relates. Revenue received in advance is deferred to the period to which the revenue relates.

Investment revenue and other revenue are recognized over the period to which the revenue relates.

2. Méthodes comptables

Adoption du chapitre 4434, « Actifs incorporels détenus par les organismes sans but lucratif »

À compter du 1er janvier 2019, le Syndicat a adopté le chapitre 4434, « Actifs incorporels détenus par les organismes sans but lucratif » (« chapitre 4434 »), qui remplace le chapitre 4432 sur le même sujet. Le chapitre 4434 fournit des indications supplémentaires y compris la comptabilisation de dépréciations partielles lorsque les circonstances indiquent qu'un actif incorporel a subi une dépréciation ainsi que les informations à fournir connexes sur la dépréciation. Conformément aux dispositions transitoires, le Syndicat a appliqué le chapitre 4434 prospectivement et ceci n'a eu aucune incidence importante sur les informations ou les montants qu'il a présentés dans ses états financiers.

Méthode de comptabilité et présentation

Les états financiers ont été préparés selon la méthode du report. Selon cette méthode, les revenus et les dépenses sont imputés à l'exercice où ils sont gagnés ou engagés, sans considération du moment où les opérations auxquelles ils se rapportent sont réglées par un encaissement ou un décaissement.

Le Syndicat a adopté la comptabilité par fonds comme norme de présentation de ses activités et des états financiers distincts sont préparés pour la Caisse générale, la Caisse nationale de défense et la Caisse nationale de grève. Le Syndicat prépare aussi des états financiers cumulés qui incluent les trois fonds.

Ces états financiers ne présentent que les activités de la Caisse générale.

Constataion des produits

Le Syndicat a comme sources principales de revenus la capitation, les droits d'initiation et les revenus de placement.

Les revenus de capitation sont constatés dans la période à laquelle ils se rapportent. Les revenus reçus en avance sont reportés dans la période à laquelle ils se rapportent.

Les revenus de placement et autre revenus sont constatés dans la période à laquelle ils se rapportent.

2. Accounting policies (continued)

Presentation of a controlled entity

The CUPE Global Justice Fund Inc., which is controlled by the Union, is not consolidated in the Union's financial statements. The Union has elected not to consolidate its results, but to provide summarized financial statements.

Financial instruments

The Union initially measures its financial assets and financial liabilities at fair value. The Union subsequently measures all its financial assets and financial liabilities at amortized cost except for cash and investments which are measured at fair value. Changes in fair value are recognized in the statement of operations.

Transaction costs related to investments are expensed as incurred.

With respect to financial assets measured at cost or amortized cost, the Union recognizes an impairment loss, if any, in net earnings when there are indicators of impairment and it determines that a significant adverse change has occurred during the period in the expected timing or amount of future cash flows. When the extent of impairment of a previously written-down asset decreases and the decrease can be related to an event occurring after the impairment was recognized, the previously recognized impairment loss is reversed to net earnings in the period the reversal occurs.

Capital and intangible assets

Land and buildings are capitalized in the year of purchase. Land is not amortized due to its infinite life. Buildings are amortized on a straight-line basis over their estimated useful life of forty years. Constructions in progress are recorded at cost and amortized when the asset is put into service.

Computer equipment and computer software and licenses having a unit cost of \$1,000 or more are capitalized and amortized on a straight-line basis over their estimated useful life of three to five years. Furniture and equipment having a unit cost of \$2,500 or more are capitalized and amortized on a straight-line basis over their estimated useful life of five to ten years.

2. Méthodes comptables (suite)

Présentation d'une entité contrôlée

Le Fonds du SCFP pour la justice mondiale Inc., qui est contrôlé par le Syndicat, n'est pas consolidé dans les états financiers du Syndicat. Le Syndicat a choisi de ne pas consolider les résultats, mais de présenter les états financiers condensés.

Instruments financiers

Le Syndicat évalue initialement ses actifs financiers et ses passifs financiers à la juste valeur. Il évalue ultérieurement tous ses actifs financiers et ses passifs financiers au coût après amortissement à l'exception de son encaisse et de ses placements qui sont évalués à la juste valeur. Les variations de la juste valeur sont enregistrées à l'état des résultats.

Les frais d'opérations reliés aux placements sont passés en charges à mesure qu'ils sont engagés.

Dans le cas des actifs financiers évalués au coût ou au coût après amortissement, la Syndicat comptabilise en résultat net une perte de valeur, le cas échéant, lorsqu'il y a des indications de dépréciation et lorsqu'elle observe un changement défavorable important au cours de la période dans le calendrier ou le montant prévu des flux de trésorerie futurs. Lorsque l'ampleur de la dépréciation d'un actif précédemment déprécié se réduit et que cette réduction peut être rattachée à un événement postérieur à la comptabilisation de la moins-value, la moins-value déjà comptabilisée fait l'objet d'une reprise à même le résultat net de l'exercice au cours duquel la reprise a lieu.

Immobilisations corporelles et actifs incorporels

Les édifices et les terrains sont capitalisés durant l'année de l'achat. Les terrains ne sont pas amortis en raison de leur durée de vie infinie. Les édifices sont amortis selon la méthode de l'amortissement linéaire sur leur durée de vie utile estimée à quarante ans. Les constructions en cours sont comptabilisées au coût et sont amorties lorsque l'actif est mis en service.

L'équipement informatique et les logiciels et licences dont le coût unitaire est de 1 000 \$ ou plus sont capitalisés et amortis en utilisant la méthode de l'amortissement linéaire sur la durée de vie utile estimée de trois à cinq ans. Le mobilier et l'équipement dont le coût unitaire est de 2 500 \$ ou plus sont capitalisés et amortis en utilisant la méthode de l'amortissement linéaire sur la durée de vie utile estimée de cinq à dix ans.

2. Accounting policies (continued)

Capital and intangible assets (continued)

Leasehold improvements are amortized on a straight-line basis over the term of the lease for rented properties or over twenty-five years for owned properties under capital leases.

Property owned in all provinces (with the exception of Québec) is registered in the name of Canadian Union of Public Employees Realty Holdings Incorporated for legal purposes, but is held solely for the benefit of all members, and is therefore included in these financial statements.

Provision for convention

Provisions are liabilities accrued over a reasonable period prior to their anticipated dates of payment. The estimated cost of a biennial convention is amortized over the 24-month period ending on December 31 of the year of the convention.

Impairment of long-lived assets

Long-lived assets are tested for recoverability whenever events or changes in circumstances indicate that their carrying amount may not be recoverable. An impairment loss is recognized when the asset no longer has long-term service potential. The amount of the impairment loss is determined as the excess of the carrying value of the asset over its residual value.

Employee benefit plans

The Union has a number of defined benefit plans providing pension, long-term disability, and other retirement and post-employment benefits to its employees. The Union recognizes as a pension expense only the amount of contributions made. The Union recognizes as a non-pension employee future benefit expense the amounts budgeted for the current year and investment income earned and unrealized gains on investments designated for employee future benefits during the year. The effect of this departure from Canadian accounting standards for not-for-profit organizations is disclosed in Note 7.

2. Méthodes comptables (suite)

Immobilisations corporelles et actifs incorporels (suite)

Les améliorations locatives sont amorties selon la méthode de l'amortissement linéaire sur la durée du bail dans le cas des locations ou sur une période de vingt-cinq ans dans le cas des propriétés détenues en vertu de contrats de location-acquisition.

Les propriétés détenues dans toutes les provinces (à l'exception du Québec) sont légalement enregistrées au nom de Canadian Union of Public Employees Realty Holdings Incorporated, et ne servent exclusivement qu'aux membres; elles sont donc comprises dans les présents états financiers.

Provision pour congrès

Les provisions sont des passifs accumulés sur une période raisonnable avant leurs dates prévues de paiement. Les frais estimatifs du congrès biennal sont amortis sur la période de 24 mois se terminant le 31 décembre de l'année du congrès.

Dépréciation d'actifs à long terme

Les actifs à long terme sont soumis à un test de recouvrabilité lorsque des événements ou des changements de situation indiquent que leur valeur comptable pourrait ne pas être recouvrable. Une perte de valeur est constatée lorsque l'actif n'a plus de potentiel de service à long terme. La perte de valeur constatée est mesurée comme étant l'excédent de la valeur comptable de l'actif sur sa valeur résiduelle.

Régimes d'avantages sociaux du personnel

Le Syndicat a établi un certain nombre de régimes de retraite à prestations déterminées offrant un régime de retraite, des prestations d'invalidité de longue durée et d'autres avantages relatifs à la retraite ou postérieurs à l'emploi. Le Syndicat ne comptabilise comme charge de retraite que les montants de contributions effectuées. Le Syndicat comptabilise comme charge d'avantages sociaux futurs non liés à la retraite les montants qui ont été prévus au budget pour l'exercice en cours et des revenus de placement gagnés ainsi que les gains non réalisés sur les placements désignés pour le passif au titre des prestations constituées au cours de l'exercice. L'incidence de cette dérogation aux Normes comptables canadiennes pour les organismes sans but lucratif est décrite à la note 7.

2 Accounting policies (continued)

Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from these estimates. Assumptions are used in estimating the fair value of investments, the collectibility of accounts receivable, the determination of per capita tax receivable, the estimated useful life of capital assets, the amount of certain accrued liabilities, the provision for convention and the estimates underlying the accrued benefit liability.

2 Méthodes comptables (suite)

Utilisation d'estimations

Dans le cadre de la préparation des états financiers, conformément aux Normes comptables canadiennes pour les organismes sans but lucratif, la direction doit établir des estimations et des hypothèses qui ont une incidence sur les montants des actifs et des passifs présentés et sur la présentation des actifs et des passifs éventuels à la date des états financiers, ainsi que sur les montants des produits des activités et des charges constatés au cours de la période visée par les états financiers. Les résultats réels pourraient varier par rapport à ces estimations. Les estimations sont utilisées pour établir la juste valeur des placements, le recouvrement des débiteurs, l'établissement du montant de capitation à recevoir, la durée de vie utile estimative des immobilisations corporelles, le montant de certaines charges à payer, la provision pour congrès et les hypothèses qui sous-tendent le passif au titre des prestations constituées.

3. Investments

Investments are summarized as follows:

	2019							
	Employee future benefits Avantages sociaux futurs		General Fund Caisse générale		Total			
	Fair value Juste valeur	Cost Coût	Fair value Juste valeur	Cost Coût	Fair value Juste valeur	Cost Coût		
	\$	\$	\$	\$	\$	\$		
Cash on hand	237,678	237,678	9,649	9,649	247,327	247,327	—	Encaisse
Short-term investments	6,564,038	6,564,038	2,014,803	2,014,803	8,578,841	8,578,841	7	Placements à court terme
Term deposits	—	—	2,093,605	2,093,605	2,093,605	2,093,605	2	Dépôts à terme
Accrued interest	260,507	260,507	6,985	6,985	267,492	267,492	—	Intérêts courus
Short-term investments	7,062,223	7,062,223	4,125,042	4,125,042	11,187,265	11,187,265	9	Placements à court terme
Bonds								Obligations
Government	23,840,111	24,241,819	—	—	23,840,111	24,241,819	20	Gouvernement
Corporate and others	7,246,000	7,272,928	1,068,980	1,069,536	8,314,980	8,342,464	7	Sociétés et autres
	31,086,111	31,514,747	1,068,980	1,069,536	32,155,091	32,584,283	27	
Equities	76,442,314	65,542,465	100,000	100,000	76,542,314	65,642,465	64	Actions
Long-term investments	107,528,425	97,057,212	1,168,980	1,169,536	108,697,405	98,226,748	91	Placements à long terme
	114,590,648	104,119,435	5,294,022	5,294,578	119,884,670	109,414,013	100	
	2018							
	Employee future benefits Avantages sociaux futurs		General Fund Caisse générale		Total			
	Fair value Juste valeur	Cost Coût	Fair value Juste valeur	Cost Coût	Fair value Juste valeur	Cost Coût		
	\$	\$	\$	\$	\$	\$	%	
Cash on hand	412,240	412,240	11,512	11,512	423,752	423,752	—	Encaisse
Short-term investments	8,228,231	8,228,231	2,209,489	2,209,489	10,437,720	10,437,720	11	Placements à court terme
Term deposits	—	—	1,072,897	1,072,897	1,072,897	1,072,897	1	Dépôts à terme
Accrued interest	248,767	248,767	7,159	7,159	255,926	255,926	—	Intérêts courus
Short-term investments	8,889,238	8,889,238	3,301,057	3,301,057	12,190,295	12,190,295	12	Placements à court terme
Bonds								Obligations
Government	23,477,741	24,057,416	71,522	71,516	23,549,263	24,128,932	24	Gouvernement
Corporate and others	4,582,776	4,632,408	740,719	740,436	5,323,495	5,372,844	5	Sociétés et autres
	28,060,517	28,689,824	812,241	811,952	28,872,758	29,501,776	29	
Equities	58,789,937	54,213,968	100,000	100,000	58,889,937	54,313,968	59	Actions
Long-term investments	86,850,454	82,903,792	912,241	911,952	87,762,695	83,815,744	88	Placements à long terme
	95,739,692	91,793,030	4,213,298	4,213,009	99,952,990	96,006,039	100	

Investments restricted for employee future benefits

As at December 31, 2019, investments totalling \$114,590,648 (\$95,739,692 in 2018) are restricted for the sole purpose of financing employee future benefits. These include vacation and severance payout at termination of employment or retirement, long-term disability payments, and extended health, dental and life insurance benefits for retirees. Please refer to Note 7 for more details on these plans.

Placements restreints aux avantages sociaux futurs

Au 31 décembre 2019, des placements totalisant 114 590 648 \$ (95 739 692 \$ en 2018) étaient restreints aux seules fins de financer les avantages sociaux futurs. Ceux-ci comprennent les indemnités de départ en vacances et indemnités de fin de contrat de travail ou de départ à la retraite, les indemnités d'invalidité de longue durée et les prestations d'assurance-maladie, dentaire et vie étendue pour les retraités. Veuillez-vous reporter à la note 7 pour plus de détails sur ces régimes.

3. Investments (continued)

Determination of fair value

Short-term investments consist of money market pooled funds and term deposits. The fair value of these short-term investments is approximately equal to their cost.

Bonds are debt obligations of governments and corporate entities paying interest at rates appropriate to the market at their date of purchase. Bonds are valued at the year-end quoted market prices.

The bonds mature at face value on a staggered basis over the next 7 years (8 years in 2018). Effective interest rates to maturity for these securities range from 1.15% to 11.00% (from 1.15% to 11.00% in 2018).

Equities consist of listed securities recorded at prices based upon public market quotations.

Market risk

Investment in financial instruments renders the Union susceptible to the potential risk arising from the failure of a party to a financial instrument to discharge its obligation when due. The maximum investment risk to the Union is equal to the fair value of the investments.

Concentration of risk

Concentrations of risk exist when a significant proportion of the portfolio is invested in securities with similar characteristics or subject to similar economic, political or other conditions. Management believes that the concentrations described above do not represent excessive risk.

3. Placements (suite)

Détermination de la juste valeur

Les placements à court terme sont composés de fonds communs de placement dans les marchés monétaires et de dépôts à terme. La juste valeur de ces placements à court terme est comparable à leur coût.

Les obligations représentent des instruments d'emprunt de gouvernements et de sociétés par actions, produisant des rendements en intérêts comparables à ceux du marché au moment de leur achat. Les obligations sont évaluées au cours du marché en date de fin d'exercice.

L'échéance des obligations s'échelonne sur une période de 7 ans (8 ans en 2018). Les taux d'intérêt effectifs pour ces titres varient de 1,15 % à 11,00 % jusqu'à leur échéance (1,15 % à 11,00 % en 2018).

Les placements en actions sont constitués de titres cotés à des prix basés sur des cours du marché public.

Risque lié aux marchés

En investissant dans des instruments financiers, le Syndicat s'expose au risque inhérent qu'un émetteur d'instrument financier ne puisse faire face à ses obligations à la date convenue. Le risque maximal auquel s'expose le Syndicat est égal à la juste valeur des placements.

Concentration du risque

Il y a concentration du risque lorsqu'une tranche importante du portefeuille est constituée de placements dans des valeurs présentant des caractéristiques semblables ou sensibles aux mêmes facteurs économiques, politiques ou autres. La direction est d'opinion que les concentrations décrites ci-dessus ne représentent pas de risque excessif.

4. Loan receivable

4. Prêt à recevoir

	2019	2018	
	\$	\$	
CUPE BC Division, non-interest-bearing, repayable in annual instalments of \$100,000	400,000	800,000	SCFP C.-B., sans intérêt, remboursable en versements annuels de 100 000 \$
Current portion	100,000	100,000	Tranche à court terme
	300,000	700,000	

The current portion is included in accounts receivable. In 2019, additional payments of \$300,000 were received (2018 – no additional payments were received).

La tranche à court terme est incluse dans les débiteurs. En 2019, des paiements additionnels de 300 000 \$ ont été reçus (2018 – aucun paiement additionnel n'a été reçu).

5. Capital assets

5. Immobilisations corporelles

	2019			2018	
	Cost	Accumulated amortization	Net book value	Net book value	
	Coût	Amortissement cumulé	Valeur comptable nette	Valeur comptable nette	
	\$	\$	\$	\$	
Land					Terrains
National office					Bureau national
St-Laurent	2,427,951	—	2,427,951	2,427,951	St-Laurent
Ottawa	260,894	—	260,894	260,894	Ottawa
Halifax	600,000	—	600,000	600,000	Halifax
Charlottetown	108,353	—	108,353	108,353	Charlottetown
Moncton	47,725	—	47,725	47,725	Moncton
Saint-John	179,225	—	179,225	179,225	Saint-Jean
Fredericton	353,147	—	353,147	353,147	Fredericton
Edmundston	24,500	—	24,500	24,500	Edmundston
Cornwall	36,698	—	36,698	36,698	Cornwall
Kingston	88,735	—	88,735	88,735	Kingston
Brandon	137,945	—	137,945	137,945	Brandon
Toronto	4,924,000	—	4,924,000	4,924,000	Toronto
Regina	118,642	—	118,642	118,642	Regina
Saskatoon	83,781	—	83,781	83,781	Saskatoon
Cranbrook	88,543	—	88,543	88,543	Cranbrook
Trail	61,881	—	61,881	61,881	Trail
Comox	193,033	—	193,033	193,033	Comox
Buildings					Édifices
National office					Bureau national
St-Laurent	22,321,411	6,656,743	15,664,667	16,197,028	St-Laurent
Ottawa	8,588,424	1,455,849	7,132,575	7,339,248	Ottawa
Halifax	3,550,920	940,135	2,610,786	2,862,606	Halifax
Charlottetown	802,036	195,029	607,008	637,716	Charlottetown
Moncton	454,046	162,537	291,510	302,356	Moncton
Saint John	1,448,672	401,190	1,047,481	1,080,952	Saint-Jean
Fredericton	2,630,941	734,125	1,896,816	1,963,114	Fredericton
Edmundston	86,902	47,257	39,645	33,334	Edmundston
Cornwall	387,100	134,838	252,262	263,400	Cornwall
Kingston	727,830	237,179	490,651	511,065	Kingston
Brandon	806,276	264,651	541,626	564,203	Brandon
Toronto	28,959,013	5,184,651	23,774,362	23,474,774	Toronto
Regina	1,439,037	594,600	844,437	847,656	Regina
Saskatoon	841,935	220,361	621,574	584,325	Saskatoon
Cranbrook	749,706	229,847	519,859	539,183	Cranbrook
Trail	632,699	119,745	512,955	133,075	Trail
Burnaby	32,804,095	1,631,068	31,173,027	31,805,386	Burnaby
Comox	442,099	173,614	268,485	281,009	Comox
Leasehold improvements	15,200,128	7,301,640	7,898,489	5,905,140	Améliorations locatives
Computer equipment	11,144,683	9,835,974	1,308,709	1,071,902	Équipement informatique
Furniture and equipment	8,628,537	7,077,213	1,551,324	1,573,217	Mobilier et équipement
Balance, carry-forward	152,381,544	43,598,244	108,783,300	107,705,742	Solde à reporter

5. Capital assets (continued)

	2019			2018	
	Cost	Accumulated amortization	Net book value	Net book value	
	Coût	Amortissement cumulé	Valeur comptable nette	Valeur comptable nette	
	\$	\$	\$	\$	
Balance, carried forward	152,381,544	43,598,244	108,783,300	107,705,742	Solde, reporté
Assets under capital leases					Actifs sous contrats de location-acquisition
Office space					Locaux à bureaux
Sept-Îles	46,239	17,575	28,664	30,518	Sept-Îles
Baie-Comeau	89,946	42,747	47,199	49,450	Baie-Comeau
Rimouski	211,000	87,103	123,897	129,178	Rimouski
Saguenay	272,237	115,392	156,845	163,655	Saguenay
Québec	1,028,725	405,092	623,633	649,354	Québec
Trois-Rivières	503,787	201,515	302,272	322,424	Trois-Rivières
Montréal	9,319,774	4,277,447	5,042,327	5,302,581	Montréal
Gatineau	151,192	69,880	81,312	85,088	Gatineau
Rouyn-Noranda	570,821	237,842	332,979	361,520	Rouyn-Noranda
	12,193,721	5,454,593	6,739,128	7,093,768	
	164,575,265	49,052,837	115,522,428	114,799,510	

6. Intangible assets

	2019			2018	
	Cost	Accumulated amortization	Net book value	Net book value	
	Coût	Amortissement cumulé	Valeur comptable nette	Valeur comptable nette	
	\$	\$	\$	\$	
Computer software and licences	16,642,029	10,265,926	6,376,103	7,106,733	Logiciels et licences

7. Employee future benefits

The Union has a number of benefit plans providing pension and other retirement and post-employment benefits to its employees.

7. Passif au titre des prestations constituées

Le Syndicat a établi un certain nombre de régimes offrant à ses employés un régime de retraite et autres prestations de retraite et avantages postérieurs à l'emploi.

7. Employee future benefits (continued)

Pension plan

A contributory defined benefit pension plan, which covers substantially all of the Union's employees, provides pensions based on the length of service and average annual earnings of the best three years. Pensions are subject to indexing contingent on the level of going concern funding. The benefits are financed through a pension fund administered by a joint board of trustees.

Other plans

The Union provides its employees with long-term disability benefits, severance pay and payment of unused vacation entitlements on termination of employment or retirement, and post-retirement medical and life insurance benefits, in accordance with the provisions of collective agreements with its staff unions. The post-retirement medical and dental benefits are provided to employees, their spouses and dependent family members. The Union pays the full cost of these benefits, except for certain contributions for post-retirement medical and dental benefits that are paid by employees retiring with less than a minimum period of service. The Union finances some of these benefits internally, some under administrative services only arrangements and some through insurance policies. The Union holds investments that are restricted to financing the benefits expected to be paid under these plans as detailed in Note 3.

Effect of applying Canadian accounting standards

The table on the following page shows the Union's obligations and value of plan assets, determined in accordance with the *CPA Canada Handbook Part II, Section 3462, Employee Future Benefits*, and Part III, Section 3463, *Employee Future Benefits for Not-for-Profit Organizations*. For the pension plan, the obligations include the value of future contingent indexing benefits. Actuarial valuations to determine these obligations were carried out as at December 31, 2019, by independent actuaries using the projected benefit cost method prorated on services on a basis consistent with the most recent going concern actuarial valuation of the pension plan for funding purposes.

7. Passif au titre des prestations constituées (suite)

Régime de retraite

Un régime de retraite contributif à prestations déterminées qui couvre la quasi-totalité des employés du Syndicat procure une pension basée sur la durée de service des employés et sur leur salaire moyen annuel au cours des trois meilleures années. Les régimes font l'objet d'une indexation qui dépend du niveau de financement sur la base de la continuité. Les prestations sont financées par un fonds de pension administré par un conseil conjoint de fiduciaires.

Autres régimes

Le Syndicat offre à ses employés des prestations d'invalidité à long terme, d'indemnité de départ et le remboursement de congés non utilisés lors de la cessation d'emploi ou du départ à la retraite, ainsi que des prestations d'assurance-maladie et d'assurance-vie après la retraite, conformément aux dispositions de conventions collectives avec ses syndicats. Les prestations dentaires et d'assurance-maladie après emploi sont offertes aux employés, le conjoint et les membres de la famille à charge. Le Syndicat verse le montant total de ces prestations dentaires et d'assurance-maladie, sauf dans les cas où les employés sont partis à la retraite en ayant moins que la durée de service minimale à leur effectif. Le Syndicat finance certaines prestations à l'interne, certaines sous les services administratifs seulement et encore certaines par l'intermédiaire de ses polices d'assurance. Le Syndicat détient des placements limités aux paiements liés au financement des avantages attendus au titre de ces régimes, comme indiqué à la note 3.

Effet lié à l'application des Normes comptables canadiennes

Le tableau ci-dessous présente les obligations au titre des prestations constituées et la valeur des actifs du régime du Syndicat, déterminées conformément au *Manuel de CPA Canada, Partie II, chapitre 3462 intitulé Avantages sociaux futurs* et Partie III, chapitre 3463 intitulé *Avantages sociaux futurs pour les organismes sans but lucratif*. Pour le régime de retraite, les obligations comprennent la provision pour l'indexation future des prestations. L'évaluation actuarielle réalisée pour déterminer ces obligations a été effectuée par un actuaire indépendant au 31 décembre 2019 selon la méthode actuarielle de répartition des prestations au prorata des services comparable avec la plus récente évaluation actuarielle consacrée au régime de retraite pour fins de financement.

7. Employee future benefits (continued)

The obligations as determined by independent actuaries and the market value of the assets are as follows:

	2019			2018		
	Pension plan	Other plans		Pension plan	Other plans	
	Régime de retraite	Autres régimes	Total	Régime de retraite	Autres régimes	Total
	\$	\$	\$	\$	\$	\$
Accrued benefit obligations	643,301,800	222,813,399	866,115,199	600,126,600	205,115,744	805,242,344
Provision for adverse deviation	84,272,500	—	84,272,500	66,013,900	—	66,013,900
Provision for future pension indexing	32,774,600	—	32,774,600	27,705,200	—	27,705,200
Accrued benefit obligations, end of year	760,348,900	222,813,399	983,162,299	693,845,700	205,115,744	898,961,444
Plan assets, at fair value, end of year	760,348,900	—	760,348,900	693,845,700	—	693,845,700
Plan deficit	—	(222,813,399)	(222,813,399)	—	(205,115,744)	(205,115,744)

The following table discloses the impact on the Union's financial statements had the Union consistently applied the *CPA Canada Handbook* with respect to its obligations for employee future benefits.

Impact on the statement of operations

Calculated benefit expense	9,261,600	20,767,501	30,029,101	9,429,500	22,425,309	31,854,809
Provision for future pension indexing	2,409,400	—	2,409,400	345,400	—	345,400
Expenses recorded in the financial statements	11,671,000	38,294,190	49,965,190	9,774,900	21,799,913	31,574,813
(Understatement) overstatement of expenses in the financial statements	—	17,526,689	17,526,689	—	(625,396)	(625,396)

Impact on the statement of financial position

Calculated accrued benefit liability	—	222,813,399	222,813,399	—	205,115,744	205,115,744
Accrued benefit liability reported on the financial statements	—	175,334,796	175,334,796	—	150,691,295	150,691,295
Understatement of the accrued benefit liability	—	(47,478,603)	(47,478,603)	—	(54,424,449)	(54,424,449)

Impact on the statement of changes in fund balance

Calculated remeasurements and other items relating to employee future benefits	—	(10,813,902)	(10,813,902)	—	(3,332,268)	(3,332,268)
Understatements of changes in fund balance	—	(10,813,902)	(10,813,902)	—	(3,332,268)	(3,332,268)

7. Passif au titre des prestations constituées (suite)

Les obligations établies par des actuaires indépendants et la valeur marchande de l'actif sont les suivantes :

	2019			2018		
	Pension plan	Other plans		Pension plan	Other plans	
	Régime de retraite	Autres régimes	Total	Régime de retraite	Autres régimes	Total
	\$	\$	\$	\$	\$	\$
Obligations au titre des prestations constituées	643,301,800	222,813,399	866,115,199	600,126,600	205,115,744	805,242,344
Provision pour écarts défavorables	84,272,500	—	84,272,500	66,013,900	—	66,013,900
Provision pour indexation future des prestations	32,774,600	—	32,774,600	27,705,200	—	27,705,200
Obligations au titre des prestations constituées à la fin	760,348,900	222,813,399	983,162,299	693,845,700	205,115,744	898,961,444
Juste valeur des actifs des régimes à la fin	760,348,900	—	760,348,900	693,845,700	—	693,845,700
Déficit des régimes	—	(222,813,399)	(222,813,399)	—	(205,115,744)	(205,115,744)

Le tableau suivant divulgue l'incidence sur les états financiers du Syndicat si celui-ci avait appliqué de façon cohérente le *Manuel de CPA Canada* à l'égard des obligations au titre des prestations constituées.

Incidence sur l'état des résultats

Calcul de la charge au titre des prestations constituées	9,261,600	20,767,501	30,029,101	9,429,500	22,425,309	31,854,809
Provision pour indexation future des prestations	2,409,400	—	2,409,400	345,400	—	345,400
Dépenses comptabilisées dans les états financiers	11,671,000	38,294,190	49,965,190	9,774,900	21,799,913	31,574,813
(Sous-évaluation) surévaluation des dépenses aux états financiers	—	17,526,689	17,526,689	—	(625,396)	(625,396)

Incidence sur l'état de la situation financière

Passif calculé au titre des prestations constituées	—	222,813,399	222,813,399	—	205,115,744	205,115,744
Passif au titre des prestations constituées inscrit dans les états financiers	—	175,334,796	175,334,796	—	150,691,295	150,691,295
Sous-évaluation du passif au titre des prestations constituées	—	(47,478,603)	(47,478,603)	—	(54,424,449)	(54,424,449)

Incidence sur l'état de l'évolution du solde du fonds

Calcul de la réévaluation et autres éléments liés au passif au titre des prestations constituées	—	(10,813,902)	(10,813,902)	—	(3,332,268)	(3,332,268)
Sous-évaluation de l'évolution du solde du fonds	—	(10,813,902)	(10,813,902)	—	(3,332,268)	(3,332,268)

7. Employee future benefits (continued)

The significant assumptions used in the actuarial valuations of the pension and other plans are:

Assumptions	Pension plan		Other plans		Hypothèses
	Régime de retraite		Autres régimes		
	2019	2018	2019	2018	
	%	%	%	%	
Rate of salary increase	3.00	3.00	3.00	3.00	Taux d'augmentation sur les salaires
Inflation	2.00	2.00	2.00	2.00	Inflation
Discount rate	5.85	6.10	5.70	6.00	Taux d'escompte
Medical cost trend rate*	n.a.	n.a.	5.31	5.31	Taux d'évolution des coûts médicaux*

* Trending to 4.00% in 2026 and remaining at that level thereafter. Tendence à 4,00 % en 2026 et à ce niveau par la suite.

The mortality table used is the 2014 Private Sector Canadian Pensioners' Mortality Table, without size adjustment factor, and improvement scale MI-2017.

Under the terms of the Union's collective agreements with its staff unions, any special payments that the Union is required to make in respect of pension plan solvency deficiencies, plus interest, are required to be returned to the Union in the form of reduced contributions when the deficiencies are eliminated. The accumulated amount of the Union's special payments, plus interest net of investment expenses, as at December 31, 2019, is \$6,486,757 (\$5,843,925 in 2018).

On May 27, 2020, the CUPE National Executive Board approved that the Union will make a onetime special contribution of \$24.3 million to the Plan in order to bring the solvency ratio of the Plan to 85% as at January 1, 2020. A portion of this payment amounting to \$1,831,105 is attributable to other employers who participate in the Plan and will be repaid to the Union.

7. Passif au titre des prestations constituées (suite)

Les hypothèses importantes retenues pour les évaluations actuarielles des régimes de retraite et des autres régimes sont les suivantes :

La table de mortalité utilisée est la table de mortalité des rentiers canadiens du secteur privé de 2014, sans facteur d'ajustement, ni échelle d'amélioration de la mortalité MI-2017.

Aux termes des conventions collectives du Syndicat avec ses employés, les paiements spéciaux que le Syndicat est tenu de faire en ce qui concerne le déficit de solvabilité du régime de retraite, plus les intérêts, doivent être retournés au Syndicat sous la forme de contributions réduites lorsque le déficit de solvabilité est éliminé. Le montant cumulé des paiements spéciaux du Syndicat, plus les intérêts déduction faite des dépenses de gestion de placement, au 31 décembre 2019 est 6 486 757\$ (5 843 925 \$ en 2018).

Le 27 mai 2020, le Conseil exécutif national du SCFP a approuvé que le Syndicat verse une contribution spéciale ponctuelle de 24,3 millions de dollars au régime afin de porter le ratio de solvabilité du régime à 85% au 1er janvier 2020. Une partie de ce paiement d'un montant de 1 831 105 \$ est attribuable à d'autres employeurs qui participent au régime et sera remboursée au Syndicat.

8. Obligations under capital leases

8. Obligations découlant de contrats de location-acquisition

	2019	2018	
	\$	\$	
Capital lease obligation for office space in:			Obligation de location-acquisition pour des locaux à bureaux à :
- Saguenay, repayable in monthly instalments of \$1,779, including interest at 6.00%, maturing in June 2022.	50,834	68,715	- Saguenay, remboursable par versements mensuels de 1 779 \$, intérêts compris à 6,00 %, échéant en juin 2022.
- Baie-Comeau, repayable in monthly instalments of \$613, including interest at 6.58%, maturing in March 2023.	20,884	26,494	- Baie-Comeau, remboursable par versements mensuels de 613 \$, intérêts compris à 6,58 %, échéant en mars 2023.
- Gatineau, repayable in monthly instalments of \$1,030, including interest at 6.58%, maturing in February 2026.	61,705	69,717	- Gatineau, remboursable par versements mensuels de 1 030 \$, intérêts compris à 6,58 %, échéant en février 2026.
- Montréal, repayable in monthly instalments of \$52,456, including interest at 5.99%, maturing in November 2027.	3,763,719	4,155,365	- Montréal, remboursable par versements mensuels de 52 456 \$, intérêts compris à 5,99 %, échéant en novembre 2027.
- Rimouski, repayable in monthly instalments of \$1,361, including interest at 6.00%, maturing in June 2028.	108,024	117,557	- Rimouski, remboursable par versements mensuels de 1 361 \$, intérêts compris à 6,00 %, échéant en juin 2028.
- Québec, repayable in monthly instalments of \$6,195, including interest at 5.30%, maturing in March 2029.	542,625	586,925	- Québec, remboursable par versements mensuels de 6 195 \$, intérêts compris à 5,30 %, échéant en mars 2029.
- Trois-Rivières, repayable in monthly instalments of \$3,223, including interest at 6.00%, maturing in November 2034.	381,113	396,701	- Trois-Rivières, remboursable par versements mensuels de 3 223 \$, intérêts compris à 6,00 %, échéant en novembre 2034.
- Sept-Îles, repayable in monthly instalments of \$268, including interest at 5.00%, maturing in July 2035.	35,005	36,461	- Sept-Îles, remboursable par versements mensuels de 268 \$, intérêts compris à 5,00 %, échéant en juillet 2035.
- Rouyn-Noranda, repayable in monthly instalments of \$3,242, including interest at 4.80%, maturing in January 2036.	438,412	456,026	- Rouyn-Noranda, remboursable par versements mensuels de 3 242 \$, intérêts compris à 4,80 %, échéant en janvier 2036.
	5,402,321	5,913,961	
Current portion	542,531	511,564	Tranche à court terme
	4,859,790	5,402,397	

Principal payments required over the upcoming years:

Versements en capital requis au cours des prochains exercices :

	\$	
2020	542,531	2020
2021	581,076	2021
2022	607,279	2022
2023 and thereafter	<u>3,671,435</u>	2023 et par la suite
	<u>5,402,321</u>	

9. Mortgages payable

9. Hypothèques à payer

	2019	2018	
	\$	\$	
Mortgage payable for the national office building on St-Laurent, repayable in monthly instalments of \$45,127, including interest at 5.35%, maturing in January 2033.	5,103,349	5,367,226	Hypothèque à payer pour le bureau national sur St-Laurent, remboursable en versements mensuels de 45 217 \$, incluant les intérêts à 5,35 %, échéant en janvier 2033.
Mortgage payable for the Toronto office building, repayable in monthly instalments of \$89,895, including interest at 4.65%, maturing in October 2036.	12,905,381	13,377,910	Hypothèque à payer pour le bureau de Toronto, remboursable en versements mensuels de 89 895 \$, incluant les intérêts à 4,65 %, échéant en octobre 2036.
Mortgage payable for the Halifax office building, repayable in monthly instalments of \$12,208, including interest at 5.37%, maturing in October 2020. The balance of the mortgage in October 2020 will be payable at that time.	1,566,405	1,627,927	Hypothèque à payer pour le bureau d'Halifax, remboursable en versements mensuels de 12 208 \$, incluant les intérêts à 5,37 %, échéant en octobre 2020. Le solde de l'hypothèque impayé en octobre 2020 devra être remboursé à cette date.
Mortgage payable for the Ottawa office building, repayable in monthly instalments of \$44,217, including interest at 4.94%, maturing in January 2033.	5,121,697	5,394,580	Hypothèque à payer pour le bureau d'Ottawa, remboursable en versements mensuels de 44 217 \$, incluant les intérêts à 4,94 %, échéant en janvier 2033.
Mortgage payable for the British Columbia Regional Office (BCRO) building, monthly interest to be paid at floating rate of prime plus 1.25%, repaid in full in 2019.	—	18,563,500	Hypothèque à payer pour le bureau régional de la Colombie-Britannique (BCRO) au taux préférentiel majoré de 1,25 %, repayé en totalité en 2019.
Mortgage payable for the BCRO, monthly interest to be paid at floating rate of prime plus 1.25%, repaid in full in 2019.	—	795,454	Hypothèque à payer pour le BCRO au taux préférentiel variable majoré de 1,25 %, repayé en totalité en 2019.
Mortgage payable for the British Columbia Regional Office (BCRO) building, repayable in monthly instalments of \$112,273, including interest at 3.68%, maturing in March 2024.	21,639,161	—	Hypothèque à payer pour le bureau régional de la Colombie-Britannique (BCRO) remboursable en versements mensuels de 112 273 \$, incluant les intérêts à 3,68 %, échéant en mars 2024.
	46,335,993	45,126,597	
Current portion	3,129,974	20,429,765	Tranche à court terme

Principal payments required over the upcoming years:

Versements en capital requis au cours des prochains exercices :

	\$	
2020	3,129,974	2020
2021	13,586,195	2021
2022	1,228,087	2022
2023	9,066,725	2023
2024 and thereafter	<u>19,325,012</u>	2024 et par la suite
	<u>46,335,993</u>	

10. Funds held for the OSBCU-ELHT

In 2016, the Union received \$7,000,000 from the Ontario Ministry of Education for the purposes of determining the feasibility of establishing an Employee Life and Health Trust (ELHT) for its members in the Ontario School Board Council of Unions (OSBCU). The Union is tasked with the fiduciary responsibility of ensuring the funds are disbursed on valid activities as contemplated by the agreement between the Ontario government and the Union. The work is to determine whether the ELHT is feasible and to assist with the start-up phase over the next year.

In 2018, an additional \$690,220 was received, and \$5,744,668 had been disbursed, leaving a balance in the ELHT of \$1,005,303 as at December 31, 2018. The balance of \$1,005,303 was paid into the Trust during 2019.

11. Contingencies and guarantees

Legal actions

In the ordinary course of business, the Union becomes involved in various legal actions. While the ultimate effect of such actions cannot be ascertained at this time, management believes that their resolution will not have a material adverse effect on the financial statements.

12. Commitments

The Union is committed under operating leases for office space, office equipment and vehicles over the next five years as follows:

	Office space	Office equipment	Vehicles	Total	
	Locaux à bureaux	Équipement de bureau	Automobiles	Total	
	\$	\$	\$	\$	
2020	5,741,586	608,564	4,259,668	10,609,818	2020
2021	5,262,283	509,022	3,186,753	8,958,058	2021
2022	4,605,781	484,327	2,171,704	7,261,812	2022
2023	3,654,247	273,829	1,075,678	5,003,754	2023
2024	2,604,016	192,417	305,806	3,102,239	2024
	<u>21,867,913</u>	<u>2,068,159</u>	<u>10,999,609</u>	<u>34,935,681</u>	

10. Fonds conservés pour le OSBCU-ELHT

En 2016, le Syndicat a reçu 7 000 000 \$ du ministère de l'Éducation de l'Ontario afin de déterminer s'il est possible d'établir une Fiducie pour la vie professionnelle et la santé des employés (ELHT) pour ses membres dans le Ontario School Board Council of Unions (OSBCU). Le Syndicat est chargé de la responsabilité fiduciaire de veiller à ce que les fonds soient décaissés sur des activités valides, comme le prévoit l'accord entre le gouvernement de l'Ontario et le Syndicat. Le travail consiste à déterminer si le ELHT est possible et à participer à la phase de démarrage au cours de l'année prochaine.

En 2018, un montant additionnel de 690 220 \$ a été reçu, et 5 744 668 \$ ont été décaissés, ce qui a laissé un solde dans le ELHT de 1 005 303 \$. Le solde de 1 005 303 \$ a été repayé à la Fiducie au courant de l'année 2019.

11. Éventualités et garanties

Poursuites en justice

Dans le cours normal de ses activités, le Syndicat fait l'objet de diverses poursuites en justice. Bien que l'issue de ces poursuites ne puisse être connue à l'heure actuelle, la direction est d'avis que celles-ci n'auront pas d'effet défavorable significatif sur les états financiers.

12. Engagements

Le Syndicat s'est engagé en vertu de contrats de location-exploitation pour des locaux à bureaux, de l'équipement de bureau et des automobiles pour les cinq prochains exercices de la façon suivante :

13. Fund balance – internally restricted

The internally restricted balance represents internal restrictions for:

	2019	2018
	\$	\$
National Convention and National Events Assistance Fund	573,242	847,136
Regional Building Fund	1,687,500	937,500
	<u>2,260,742</u>	<u>1,784,636</u>

National Convention and National Events Assistance Fund
Regional Building Fund

13. Solde du fonds – affecté d'origine interne

Le solde affecté d'origine interne représente les affectations d'origine interne de :

Caisse de participation au congrès et aux événements nationaux
Fonds d'immobilisations régionales

14. Changes in non-cash operating working capital items

	2019	2018
	\$	\$
Per capita tax receivable	(1,548,616)	(2,371,624)
Accounts receivable	2,118,791	(2,136,898)
Prepaid expenses	(1,279,795)	(66,053)
Accounts payable – trade and accrued liabilities	(1,977,534)	(1,762,961)
Provision for convention	(1,962,675)	1,907,488
	<u>(4,649,829)</u>	<u>(4,430,048)</u>

Per capita tax receivable
Accounts receivable
Prepaid expenses
Accounts payable – trade and accrued liabilities
Provision for convention

14. Variation des éléments hors caisse du fonds de roulement de fonctionnement

Capitation à recevoir
Débiteurs
Frais payés d'avance
Créditeurs – fournisseurs et charges à payer
Provision pour congrès

15. Financial instruments

Fair value

The carrying value of per capita tax receivable, accounts receivable, trust assets, accounts payable – trade and accrued liabilities, funds held for others, funds held for the OSBCU-ELHT and trust liabilities approximates their fair value due to the relatively short periods to maturity of those instruments.

Refer to Notes 3, 4 and 9 for fair values related to the Union's other financial instruments.

Interest rate risk

Interest rate risk is the exposure of the Union's earnings that arises from fluctuations in interest rates. The Union is exposed to interest rate risk on its investments and mortgages payable.

15. Instruments financiers

Fair value

La valeur comptable de la capitation à recevoir, des débiteurs, des actifs en fidéicommiss, des créditeurs – fournisseurs et charges à payer, des fonds conservés pour des tiers, des fonds conservés pour le OSBCU-ELHT et des passifs en fidéicommiss se rapproche de leur juste valeur étant donné leur courte échéance.

Voir les notes 3, 4 et 9 pour les justes valeurs afférentes aux autres instruments financiers du Syndicat.

Risques de taux d'intérêt

Les risques de taux d'intérêt auxquels les bénéficiaires du Syndicat sont exposés surviennent à cause des fluctuations des taux d'intérêt. Le Syndicat est exposé à des risques dus aux taux d'intérêt de ses placements et de ses hypothèques à payer.

15. Financial instruments (continued)

Credit risk

Credit risk arises from the potential that locals and other parties will fail to honour their obligations. The Union is exposed to credit risk through per capita tax receivable, accounts receivable and loans receivable. The Union limits the amount of credit extended when considered necessary.

16. Capital management

The Union's objectives when managing capital are to safeguard its ability to continue as a labour organization in an effort to carry out its mission. Capital consists of the fund balance. The Union is not subject to any externally imposed capital requirements or restrictions.

17. Controlled entity and related party transactions

The Union is the sole voting member of the CUPE Global Justice Fund Inc., a corporation incorporated without share capital under the *Business Corporations Act* (Ontario) that has a mandate to enhance the struggle for social justice by organized workers internationally and in Canada. The CUPE Global Justice Fund Inc. is deemed a non-profit organization under the *Income Tax Act* (Canada), and accordingly, is not subject to income taxes.

The Union's financial statements have not been prepared on a consolidated basis with the entity.

15. Instruments financiers (suite)

Risques de crédit

Des risques de crédit se présentent lorsque certaines sections locales et autres groupes ne font pas face à leurs obligations. Le Syndicat est exposé au risque de crédit provenant de la capitation à recevoir, des débiteurs et des prêts à recevoir. Le Syndicat limite le montant de crédit avancé si nécessaire.

16. Gestion du capital

Les objectifs du Syndicat quant à la gestion de son capital sont de continuer ses opérations comme organisme syndical afin de pouvoir réaliser sa mission. Le capital du Syndicat se compose du solde du fonds. Le Syndicat n'est pas soumis à des exigences externes en matière de gestion du capital.

17. Entité contrôlée et opérations entre apparentés

Le Syndicat est le seul membre votant du Fonds du SCFP pour la justice mondiale Inc., une compagnie incorporée sans capital-actions en vertu de la *Loi sur les sociétés par actions* (Ontario) qui a pour mandat de renforcer sur le plan international et au Canada la lutte des syndiqués pour la justice sociale. Le Fonds du SCFP pour la justice mondiale Inc. est considéré comme un organisme sans but lucratif selon la *Loi de l'impôt sur le revenu* (Canada) et, par conséquent, n'est pas sujet à l'impôt sur le revenu.

Les états financiers du Syndicat n'ont pas été préparés sur une base consolidée avec cette entité.

17. Controlled entity and related party transactions (continued)

The summarized financial statements of the CUPE Global Justice Fund Inc. are as follows:

Summarized statement of financial position

	2019	2018
	\$	\$
Assets	296,717	283,183
Liabilities	20,433	21,283
Net assets		
Unrestricted	276,284	261,900
	296,717	283,183

Summarized statement of operations

	2019	2018
	\$	\$
Revenue	180,582	179,734
Expenses	166,198	157,134
Excess of revenue over expenses	14,384	22,600

17. Entité contrôlée et opérations entre apparentés (suite)

Les états financiers condensés du Fonds SCFP pour la justice mondiale Inc. se résument comme suit :

État résumé de la situation financière

	2019	2018
	\$	\$
Actif	296,717	283,183
Passif	20,433	21,283
Actif net		
Non affecté	276,284	261,900
	296,717	283,183

État résumé des résultats

	2019	2018
	\$	\$
Revenus	180,582	179,734
Dépenses	166,198	157,134
Excédent des revenus sur les dépenses	14,384	22,600

18. COVID-19

Subsequent to the year-end, on March 11, 2020, the World Health Organization characterized the outbreak of a strain of the novel coronavirus ("COVID-19") as a pandemic which has resulted in a series of public health and emergency measures that have been put in place to combat the spread of the virus. The duration and impact of COVID-19 are unknown at this time and it is not possible to reliably estimate the impact that the length and severity of these developments will have on the financial results and condition of the Fund in future periods.

18. COVID-19

Après la clôture de l'exercice, le 11 mars 2020, l'Organisation mondiale de la santé a annoncé que la COVID-19 (maladie à coronavirus 2019) pouvait être qualifiée de « pandémie ». Cette annonce a déclenché la mise en place d'une série de mesures de santé publique et de mesures d'urgence pour lutter contre la propagation du virus. La durée et les incidences de la COVID-19 restent inconnues et il est impossible d'estimer de façon fiable les incidences que la durée et la gravité de la pandémie pourraient avoir sur les résultats financiers et la situation du Syndicat aux périodes futures.

19. Comparative figures

Certain comparative figures have been reclassified to conform to the current year's presentation.

19. Chiffres comparatifs

Certains chiffres de l'exercice précédent ont été reclassés afin que leur présentation soit conforme à celle adoptée pour l'exercice courant.

General expenses – Schedule A

Dépenses générales – Annexe A

	Budget 2019	2019	2018	
	\$	\$	\$	
	(Unaudited) (non audité)			
National Executive Board and Committee Meetings	552,446	494,283	529,608	Conseil et comité exécutif national Rencontres
Other expenses	368,724	265,039	346,416	Autres dépenses
National Committee expenses	1,051,446	1,083,073	1,337,263	Dépenses des comités nationaux
National conferences	525,000	424,219	28,774	Conférences nationales
National Sector Council	50,000	45,210	732,608	Conseil du secteur national
National trustees	33,953	12,521	12,923	Syndics nationaux
Insurance	132,048	61,054	111,627	Assurances
International affiliations	167,342	164,794	163,261	Affiliations internationales
Convention	1,967,892	1,970,718	1,941,645	Congrès
C.L.C. convention and committees	100,627	57,878	65,294	Congrès du C.T.C. et comités
Scholarship Fund – labour college	80,000	109,903	65,579	Fonds / bourses – collège des employés
Constitution printing	20,615	20,615	31,562	Impression des statuts
Employee assistance program	945,081	1,608,092	1,946,977	Programme d'aide aux employés
Moving expenses	169,314	147,659	280,297	Frais de déménagement
COPE local 491: Education Fund	11,952	13,888	13,408	Fonds d'éducation – section locale 491 SEPB
Translation	680,000	572,133	764,150	Traduction
Donations	140,000	55,672	82,631	Dons
Miscellaneous	519,000	528,262	506,695	Divers
Global Justice Fund	80,791	65,912	65,128	Fonds de justice mondiale
Sabbatical leave	169,246	169,246	114,891	Congés sabbatiques
Strengthening provincial divisions	1,118,601	1,118,600	1,007,064	Renforcer les divisions provinciales
Strengthening district councils	70,000	23,946	40,235	Renforcer les conseils régionaux
Overtime	179,885	272,218	281,942	Temps supplémentaire
Special donations	–	–	60,000	Dons spéciaux
Election spending	600,000	285,137	648,480	Élections
Strategic directions	2,250,000	1,734,238	1,761,840	Directions stratégiques
Fightback expenses	1,000,000	457,627	–	Dépenses de riposte
Total general expenses, before internally restricted expenses	12,983,963	11,761,937	12,940,298	Total des dépenses générales, avant les dépenses affectées d'origine interne
National Convention Assistance Fund	–	486,443	292,242	Caisse de participation au congrès national
Total general expenses	12,983,963	12,248,380	13,232,540	Total des dépenses générales

Salaries and benefits – Schedule B

Salaires et avantages sociaux – Annexe B

	Budget 2019	2019	2018	
	\$	\$	\$	
	(Unaudited) (non audité)			
Salaries				Salaires
National Officers	388,934	393,151	427,372	Officiers nationaux
Directors and Representatives	55,798,305	55,915,263	51,739,700	Directeurs et représentants
Administrative and Technical	11,233,112	10,748,400	10,375,549	Administratif et technique
Clerical	18,314,472	18,575,540	18,380,199	Clérical
Vacation Relief	1,591,970	1,685,964	1,563,104	Réduction de vacance
	87,326,793	87,318,318	82,485,924	
Employee Benefits - Current				Avantages sociaux du personnel – courant
Pension Plans	13,178,368	13,791,096	12,493,249	Régimes de retraites
Group Insurance	8,457,960	8,545,969	8,561,473	Assurance de groupe
Employment Insurance	1,009,891	1,032,496	1,077,062	Assurance emploi
Workers' Compensation	425,988	462,785	412,340	Indemnisation des travailleurs
	23,072,207	23,832,346	22,544,124	
Employee Benefits - Future				Avantages sociaux du personnel – futur
Vacation Pay Provision	2,232,896	2,697,797	3,166,653	Provision pour vacances
Severance Pay Provision	2,383,769	3,080,021	2,569,812	Provision pour indemnité de départ
Long Term Disability	2,349,509	4,611,593	3,276,133	Incapacité de longue durée
Retiree Health Benefits	6,450,000	5,924,872	6,412,258	Avantages pour la santé des retraités
Employee Future Benefits Provision	11,580,000	11,580,000	11,880,000	Provision pour avantages sociaux futurs
Future Ben. Prov. – Investments	4,000,000	3,875,896	4,002,643	Provision pour avantages futurs – placements
Future Ben. Prov. – Unrealized Gains (losses)	—	6,524,011	(9,507,587)	Provision pour avantages futurs – gains (pertes) non réalisés
	28,996,174	38,294,190	21,799,912	

Program expenses – Schedule C

Dépenses de programmes – Annexe C

	Budget 2019	2019	2018	
	\$	\$	\$	
	(Unaudited) (non audité)			
Finance and administration	3,893,068	4,144,055	3,566,720	Finances et administration
National services	9,710,296	9,614,290	6,610,942	Services nationaux
Human resources	1,830,263	1,585,734	2,007,906	Ressources humaines
Organizing and regional services	1,025,336	460,694	575,333	Organisation et services régionaux
Regions and service division	108,212	110,993	110,605	Régions et service de division
	16,567,175	15,915,766	12,871,506	

**REPORT ON THE GENERAL FUND
AS AT
DECEMBER 31, 2019**

Sisters, Brothers, and Friends:

What follows are the Financial Statements for the General Fund for the year ended December 31, 2019. Note that the Statement of Financial Position, Statement of Operations, Statement of Changes in Fund Balance, Statement of Cash Flows, General Expense, Salaries and Benefits and Program Expense Schedules and Notes to the Financial Statements have been audited by Deloitte LLP. In addition, we have included supplementary financial schedules that provide a more detailed picture of the revenue and expenses.

STATEMENT OF FINANCIAL POSITION

ASSETS

The total assets in the General Fund at December 31, 2019 were \$301.2 million compared to \$279.0 million at December 31, 2018. The items of significance are discussed below.

Bank

The bank balance at December 31, 2019 was \$19.1 million as compared to \$17.5 million at December 31, 2018. This balance includes cash reserves set aside to fund retirement payouts, future benefits funding, the National Convention, a property management reserve and the Regional Building Fund.

Per Capita Tax Receivable

The per capita tax receivable was \$33.4 million at December 31, 2019, up from the December 31, 2018 balance of \$31.8 million. An analysis of the aging of the per capita tax receivable is set out below:

<i>Per Capita Tax Receivable</i>						
TOTAL CUPE	December 31, 2019		December 31, 2018		December 31, 2017	
(\$\$ in millions)	\$\$	% of total	\$\$	% of total	\$\$	% of total
Current Month	15.9	47.7%	15.2	47.7%	16.3	55.3%
Arrears of 2 months	15.6	46.5%	15.6	48.9%	12.1	41.0%
Arrears in excess of 2 months	1.9	5.8%	1.0	3.4%	1.1	3.7%
Total	33.4	100%	31.8	100%	29.5	100%

Investments – At Market Value

Investments are separated into General and those restricted for Employee Future Benefits on the Statement of Financial Position. General investments have increased by \$1 million year over year totaling \$5.3 million at December 31, 2019. Investments restricted for Employee Future Benefits totalled \$114.6 million at December 31, 2019 compared to \$95.7 million the year before, for an overall investment value of \$119.9 million at December 31, 2019 compared to \$99.9 million the year before.

Fixed Assets

Capital assets total \$115.5 million at December 31, 2019 and have remained stable over the year. This is primarily attributable to total depreciation on all assets being close to capital purchases during the year. Intangible Assets which are comprised primarily of software systems developed in house total \$6.4 million at December 31, 2019 compared to \$7.1 million in the prior year. The decrease is due to amortization for the year exceeding the cost of new development initiatives.

LIABILITIES

The total liabilities in the General Fund were \$245.1 million at December 31, 2019 compared to \$223.6 million at the end of the prior year.

The Accrued Benefit Liability stands booked at \$175.3 million at the end of 2019 compared to \$150.7 million at the end of 2018. The actual liability for these employee future benefit expenses as detailed in Note 7 to the audited financial statements is valued at \$222.8 million at December 31, 2019. While the total amount of the liability is not recognized on our Statement of Financial Position, the amount of the provision put towards it will increase annually by \$900,000. In 2019 a total of \$11.5 million was booked toward the liability.

STATEMENT OF OPERATIONS

The operating surplus for the year before recognizing the provision for the Regional Building Fund was \$750,000, compared to a budgeted surplus of \$767,900.

Total revenue was above budget by \$9.1 million largely attributable to a \$6.5 million unrealized gain on our investments. Total expenses were over budget by \$9.1 million.

Per Capita Revenue

In aggregate, per capita revenue was over budget by \$2.6 million. The detail by region is illustrated as follows:

<i>Per Capita Revenue</i>					
Region	Actual \$	Budget \$	Over / (Under) Budget \$	Variance from budget	
Airline	2,929,818	2,239,336	690,482	30.8%	
Local 1000	1,237,287	1,230,204	7,083	0.6%	
BC HEU	3,145,266	2,587,143	558,123	21.6%	
Atlantic	7,285,683	7,114,576	171,107	2.4%	
Maritimes	8,653,012	8,824,507	(171,495)	(1.9%)	
Quebec	45,300,652	45,988,858	(688,206)	(1.5%)	
Ontario	84,889,937	83,140,579	1,749,358	2.1%	
Manitoba	7,351,899	7,090,231	261,668	3.7%	
Saskatchewan	8,969,493	8,709,070	260,423	3.0%	
Alberta	14,545,995	14,352,015	193,980	1.4%	
British Columbia	28,288,013	28,748,322	(460,309)	(1.6%)	
Total CUPE	\$212,597,056	\$210,024,841	\$2,572,215	1.2%	

Investment Income

In 2019, we earned \$439,000 in investment income on our general investments compared to \$407,000 in 2018. In addition, there was \$3.8 million earned on funds set aside for Employee Future Benefit costs. At the end of 2019 there was an unrealized gain of \$6.5 million on our investments for future benefit liabilities.

Expenses

Total Expenses for the year ended December 31, 2019 were \$223.2 million, which was \$9.1 million over budget. The distribution of expenses is set out below:

Category	Actual Expense \$	Budgeted Expense \$	Variance Over / (Under) \$
General Expenses	12,248,380	12,983,963	735,583
Salaries and Benefits	149,444,854	139,395,174	(10,049,680)
Operating Expenses	45,617,460	45,201,634	(415,826)
Programs Expenses	15,915,766	16,567,175	651,409
Total	223,226,460	214,147,946	(9,078,514)

General Expenses

The most noteworthy items in the General Expenses are as follows:

- National Conferences were \$100,000 under budget.
- Strategic Directions and the fightback Fund came in \$1 million below budget.
- The Employee Assistant Program was \$660,000 over budget.

Salaries & Benefits

The primary reasons for the overage in salaries and benefits is:

- Pension Plans were over budget by 600,000.
- Long Term Disability expenses were \$2.3 million over budget.

Operating Expenses

Items of note under Operating Expenses are:

- Rent expense came in 160,000 under budget.
- Equipment leases and maintenance come in 220,000 over budget.

Program Expenses

Organizing and Regional Services programs were under budget by \$564,000 due largely to working on a restructuring of the Trainee Rep program.

This concludes my report on the General Fund Financial Statements for the year ended December 31, 2019.

Respectfully submitted,



CHARLES FLEURY
National Secretary-Treasurer

The following pages contain unaudited schedules which give a more detailed picture of the expenditures for 2019.

**Canadian Union of Public Employees
National Headquarters
12/31/19**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/18</u>
Salaries					
National Officers	393,151	388,934	4,217	1.1%	\$427,372
Administrative and Technical	10,748,400	11,233,145	(484,745)	(4.3%)	10,375,549
Clerical	5,269,049	5,225,925	43,124	0.8%	5,486,254
Vacation Relief	311,444	110,004	201,440	183.1%	156,506
Employee Benefits					
Pension Plans	2,926,208	2,727,853	198,355	7.3%	2,731,723
Group Insurance	1,698,025	1,668,207	29,818	1.8%	1,775,420
Employment Insurance	188,427	194,819	(6,392)	(3.3%)	201,007
Workers' Compensation	118,612	110,253	8,359	7.6%	104,142
Fixed Staffing Costs	786,908	893,196	(106,288)	(11.9%)	1,050,177
Operational Travel	2,150,553	2,155,248	(4,695)	(0.2%)	1,986,795
CUPE Property					
Mortgage Interest	536,768	535,357	1,411	0.3%	563,336
Utilities and Maintenance	1,110,145	1,055,698	54,447	5.2%	1,054,807
Depreciation	782,163	771,552	10,611	1.4%	775,480
Realty Taxes	322,263	330,840	(8,577)	(2.6%)	312,052
Rental Income	(533,226)	(533,232)	6	0.0%	(533,226)
Office Expenses	407,349	507,936	(100,587)	(19.8%)	484,706
Equipment Leases and Maintenance	648,736	594,984	53,752	9.0%	596,895
Telecommunications	230,500	175,332	55,168	31.5%	252,018
Postage	237,013	253,440	(16,427)	(6.5%)	237,080
Professional Fees	1,113,396	635,136	478,260	75.3%	779,733
Programs					
Human Resources	1,585,734	1,830,263	(244,529)	(13.4%)	2,007,906
Finance and Administration	4,144,055	3,893,052	251,003	6.4%	3,566,720
National Services	9,607,492	9,710,322	(102,830)	(1.1%)	6,610,942
Organizing and Regional Services	460,694	1,025,340	(564,646)	(55.1%)	575,333
Total - Programs	<u>15,797,975</u>	<u>16,458,977</u>	<u>(661,002)</u>	<u>(4.0%)</u>	<u>12,760,902</u>
Total Expenses	<u>45,243,858</u>	<u>45,493,604</u>	<u>(249,746)</u>	<u>(0.5%)</u>	<u>41,578,728</u>

**Canadian Union of Public Employees
National President's Office
12/31/19**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/18</u>
Salaries					
National Officer	193,925	191,825	2,100	1.1%	\$212,122
Administrative and Technical	603,241	605,789	(2,548)	(0.4%)	660,360
Clerical	214,365	239,066	(24,701)	(10.3%)	240,479
Vacation Relief	24,768	0	24,768	100.0%	0
Employee Benefits					
Pension Plans	159,619	152,491	7,128	4.7%	163,830
Group Insurance	101,411	88,739	12,672	14.3%	114,033
Employment Insurance	8,608	8,740	(132)	(1.5%)	11,059
Workers' Compensation	6,776	5,485	1,291	23.5%	5,965
Fixed Staffing Costs	74,303	83,952	(9,649)	(11.5%)	85,407
Operational Travel	617,133	510,000	107,133	21.0%	514,370
Office Expenses	13,565	10,152	3,413	33.6%	21,622
Total Expenses	<u>2,017,714</u>	<u>1,896,239</u>	<u>121,475</u>	<u>6.4%</u>	<u>2,029,246</u>

**Canadian Union of Public Employees
National Secretary-Treasurer's Office
12/31/19**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/18</u>
Salaries					
National Officer	199,226	197,109	2,117	1.1%	\$215,250
Administrative and Technical	701,484	684,289	17,195	2.5%	669,826
Clerical	471,339	458,620	12,719	2.8%	453,329
Vacation Relief	3,035	0	3,035	100.0%	1,721
Employee Benefits					
Pension Plans	199,479	201,717	(2,238)	(1.1%)	188,790
Group Insurance	125,016	127,071	(2,055)	(1.6%)	136,592
Employment Insurance	14,171	13,647	524	3.8%	13,758
Workers' Compensation	8,278	8,215	63	0.8%	7,369
Fixed Staffing Costs	66,250	64,188	2,062	3.2%	93,392
Operational Travel	347,449	308,352	39,097	12.7%	315,252
Office Expenses	21,266	14,676	6,590	44.9%	24,791
Total Expenses	<u>2,156,993</u>	<u>2,077,884</u>	<u>79,109</u>	<u>3.8%</u>	<u>2,120,068</u>

**Canadian Union of Public Employees
Human Resources
12/31/19**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/18</u>
Salaries					
Administrative and Technical	1,038,485	1,043,270	(4,785)	(0.5%)	\$1,023,883
Clerical	592,991	552,112	40,879	7.4%	648,678
Vacation Relief	8,711	5,642	3,069	54.4%	6,631
Employee Benefits					
Pension Plans	279,194	242,774	36,420	15.0%	247,636
Group Insurance	165,021	156,688	8,333	5.3%	180,444
Employment Insurance	19,428	16,922	2,506	14.8%	18,552
Workers' Compensation	13,848	10,259	3,589	35.0%	10,632
Fixed Staffing Costs	97,663	82,644	15,019	18.2%	127,175
Operational Travel	78,450	101,340	(22,890)	(22.6%)	108,339
Office Expenses	14,358	9,996	4,362	43.6%	6,198
Programs					
Professional Fees	315,316	406,464	(91,148)	(22.4%)	397,097
IT Training Program	61,889	240,328	(178,439)	(74.2%)	32,991
Recruiting Costs	50,056	108,384	(58,328)	(53.8%)	99,367
Labour Relations	263,343	152,100	111,243	73.1%	485,272
Mgt Training & Dev.	123,241	147,109	(23,868)	(16.2%)	21,960
Staff Development	756,780	775,878	(19,098)	(2.5%)	809,098
Staff Bargaining	15,109	0	15,109	100.0%	162,121
Total - Programs	<u>1,585,734</u>	<u>1,830,263</u>	<u>(244,529)</u>	<u>(13.4%)</u>	<u>2,007,906</u>
Total Expenses	<u>3,893,883</u>	<u>4,051,910</u>	<u>(158,027)</u>	<u>(3.9%)</u>	<u>4,386,074</u>

**Canadian Union of Public Employees
Finance and Administration
12/31/19**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/18</u>
Salaries					
Administrative and Technical	1,973,418	2,304,659	(331,241)	(14.4%)	\$2,116,150
Clerical	2,132,618	1,890,733	241,885	12.8%	2,064,016
Vacation Relief	72,303	53,036	19,267	36.3%	5,304
Employee Benefits					
Pension Plans	682,778	652,196	30,582	4.7%	633,947
Group Insurance	467,163	453,120	14,043	3.1%	492,607
Employment Insurance	47,627	55,363	(7,736)	(14.0%)	55,467
Workers' Compensation	29,481	30,773	(1,292)	(4.2%)	27,997
Fixed Staffing Costs	165,855	224,568	(58,713)	(26.1%)	238,111
Operational Travel	76,108	90,840	(14,732)	(16.2%)	76,997
Office Expenses	34,002	55,896	(21,894)	(39.2%)	31,955
Professional Fees	820,880	443,904	376,976	84.9%	603,494
Technology Programs					
Projects Costs - Software Dev.					
Fairness Project	0	0	0	0.0%	77,683
MRMS	354,332	360,912	(6,580)	(1.8%)	339,922
MRM - LUI	798,679	768,084	30,595	4.0%	762,599
MRM - Education	272,798	271,548	1,250	0.5%	232,187
MRM - CA	216,587	224,592	(8,005)	(3.6%)	215,196
MRM - Arbitration	38,246	0	38,246	100.0%	22,917
MRM - Events	179,423	54,396	125,027	229.8%	0
Electronic Doc Mgt / CUPE Cloud	564,399	501,696	62,703	12.5%	494,494
HR Information System	17,987	170,496	(152,509)	(89.5%)	640
Accounting System Upgrade	87,187	62,160	25,027	40.3%	68,736
PCT Tax System Upgrade	25,610	17,496	8,114	46.4%	0
Projects Costs - Infrastructure					
Office 365 Rollout	89,961	93,804	(3,843)	(4.1%)	95,295
Video Conferencing	0	14,256	(14,256)	(100.0%)	0
Enterprise Wireless Network	10,061	10,068	(7)	(0.1%)	10,061
Quebec Email Migration	9,905	9,900	5	0.1%	11,649
Disaster Recovery Service Email	0	15,000	(15,000)	(100.0%)	0
Network Equipment >\$1,000	0	5,400	(5,400)	(100.0%)	0
Total - Projects Costs	2,665,175	2,579,808	85,367	3.3%	2,331,379
Operating Costs					
IT Consulting Fees	9,605	0	9,605	100.0%	2,501
HQ Network Maintenance	15,310	0	15,310	100.0%	7,579
Microsoft Enterprise Licence	867,941	638,880	229,061	35.9%	648,634
IT Service Desk	237,963	297,804	(59,841)	(20.1%)	241,161
Software Support & Maintenance	273,392	325,536	(52,144)	(16.0%)	244,326
Hardware Support & Maintenance	74,667	51,024	23,643	46.3%	91,139
Total - Operating Costs	1,478,878	1,313,244	165,634	12.6%	1,235,340
Total - Technology Programs	4,144,053	3,893,052	251,001	6.4%	3,566,719
Total Expenses	10,646,286	10,148,140	498,146	4.9%	9,912,764

**Canadian Union of Public Employees
National Services
12/31/19**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/18</u>
Salaries					
Administrative and Technical	5,809,520	6,029,433	(219,913)	(3.6%)	\$5,338,904
Clerical	1,779,268	1,928,957	(149,689)	(7.8%)	1,899,006
Vacation Relief	142,569	47,417	95,152	200.7%	137,658
Employee Benefits					
Pension Plans	1,239,879	1,209,205	30,674	2.5%	1,159,742
Group Insurance	762,084	777,605	(15,521)	(2.0%)	769,206
Employment Insurance	91,033	92,703	(1,670)	(1.8%)	95,351
Workers' Compensation	55,218	51,403	3,815	7.4%	48,096
Fixed Staffing Costs	292,745	362,580	(69,835)	(19.3%)	422,379
Operational Travel	845,318	909,456	(64,138)	(7.1%)	765,137
Office Expenses	48,125	70,908	(22,783)	(32.1%)	38,951
Professional Fees	80,508	191,232	(110,724)	(57.9%)	7,500
Programs					
National Services	24,447	122,688	(98,241)	(80.1%)	32,020
Communications	866,960	981,456	(114,497)	(11.7%)	664,756
Human Rights	87,255	110,883	(23,628)	(21.3%)	61,909
Legal	2,050,815	1,743,216	307,599	17.6%	(276,231)
Research, Job Evaluation and H&S	2,426,529	2,614,287	(187,758)	(7.2%)	2,319,676
Union Education	4,158,286	4,137,792	20,494	0.5%	3,808,814
Total - Programs	<u>9,614,290</u>	<u>9,710,322</u>	<u>(96,032)</u>	<u>(1.0%)</u>	<u>6,610,942</u>
Total Expenses	<u>20,760,557</u>	<u>21,381,221</u>	<u>(620,664)</u>	<u>(2.9%)</u>	<u>17,292,873</u>

**Canadian Union of Public Employees
National Services - Director's Office
12/31/19**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/18</u>
Salaries					
Administrative and Technical	759,711	764,448	(4,737)	(0.6%)	\$668,187
Clerical	183,171	150,737	32,434	21.5%	147,223
Vacation Relief	142,569	47,417	95,152	200.7%	133,983
Employee Benefits					
Pension Plans	141,143	137,292	3,851	2.8%	123,238
Group Insurance	81,026	80,534	492	0.6%	74,438
Employment Insurance	10,174	9,911	263	2.7%	10,140
Workers' Compensation	6,702	5,488	1,214	22.1%	5,124
Fixed Staffing Costs	42,979	41,136	1,843	4.5%	59,520
Operational Travel	92,589	106,368	(13,779)	(13.0%)	107,812
Office Expenses	5,981	9,996	(4,015)	(40.2%)	5,990
Programs					
National Services Programs	24,447	122,688	(98,241)	(80.1%)	32,020
Total - Programs	<u>24,447</u>	<u>122,688</u>	<u>(98,241)</u>	<u>(80.1%)</u>	<u>32,020</u>
Total Expenses	<u>1,490,492</u>	<u>1,476,015</u>	<u>14,477</u>	<u>1.0%</u>	<u>1,367,677</u>

**Canadian Union of Public Employees
Communications
12/31/19**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/18</u>
Salaries					
Administrative and Technical	1,207,564	1,387,805	(180,241)	(13.0%)	\$1,126,975
Clerical	230,312	223,255	7,057	3.2%	205,970
Vacation Relief	0	0	0	0.0%	527
Employee Benefits					
Pension Plans	243,245	241,461	1,784	0.7%	219,614
Group Insurance	155,010	149,581	5,429	3.6%	143,985
Employment Insurance	16,978	17,347	(369)	(2.1%)	18,386
Workers' Compensation	10,998	9,606	1,392	14.5%	9,199
Fixed Staffing Costs	53,455	69,252	(15,797)	(22.8%)	86,751
Operational Travel	62,627	128,592	(65,965)	(51.3%)	73,754
Rent	226	0	226	100.0%	0
Office Expenses	8,451	16,824	(8,373)	(49.8%)	8,635
Programs					
General Operating	265,674	304,104	(38,430)	(12.6%)	80,697
News Releases	305,224	219,612	85,612	39.0%	271,942
Print Advertising	94,148	63,324	30,824	48.7%	41,615
National Publication - Counterpoint	110,054	262,992	(152,938)	(58.2%)	168,768
Electronic Communications	14,421	30,180	(15,759)	(52.2%)	16,789
Quebec Publications	77,438	101,244	(23,806)	(23.5%)	84,946
Total - Programs	<u>866,960</u>	<u>981,456</u>	<u>(114,497)</u>	<u>(11.7%)</u>	<u>664,756</u>
Total Expenses	<u>2,855,826</u>	<u>3,225,179</u>	<u>(369,353)</u>	<u>(11.5%)</u>	<u>2,558,552</u>

**Canadian Union of Public Employees
Human Rights
12/31/19**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/18</u>
Salaries					
Administrative and Technical	497,455	507,438	(9,983)	(2.0%)	\$471,557
Clerical	145,577	146,070	(493)	(0.3%)	145,752
Vacation Relief	0	0	0	0.0%	256
Employee Benefits					
Pension Plans	106,573	98,831	7,742	7.8%	106,485
Group Insurance	69,734	63,052	6,682	10.6%	74,645
Employment Insurance	7,444	7,423	21	0.3%	9,102
Workers' Compensation	4,101	4,114	(13)	(0.3%)	4,902
Fixed Staffing Costs	24,610	39,300	(14,690)	(37.4%)	38,553
Operational Travel	86,595	69,396	17,199	24.8%	65,161
Office Expenses	5,831	3,708	2,123	57.2%	3,261
Programs					
Library	60	4,539	(4,479)	(98.7%)	0
Consulting Fees	31,831	45,000	(13,169)	(29.3%)	14,800
Publications	55,364	61,344	(5,980)	(9.7%)	47,109
Total - Programs	<u>87,255</u>	<u>110,883</u>	<u>(23,628)</u>	<u>(21.3%)</u>	<u>61,909</u>
Total Expenses	<u>1,035,175</u>	<u>1,050,215</u>	<u>(15,040)</u>	<u>(1.4%)</u>	<u>981,584</u>

**Canadian Union of Public Employees
Legal
12/31/19**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/18</u>
Salaries					
Administrative and Technical	296,481	464,675	(168,194)	(36.2%)	\$351,096
Clerical	149,505	152,166	(2,661)	(1.7%)	186,118
Employee Benefits					
Pension Plans	73,952	94,212	(20,260)	(21.5%)	76,607
Group Insurance	48,274	62,015	(13,741)	(22.2%)	55,950
Employment Insurance	6,855	7,412	(557)	(7.5%)	7,287
Workers' Compensation	3,619	4,112	(493)	(12.0%)	3,566
Fixed Staffing Costs	18,876	25,908	(7,033)	(27.1%)	32,656
Operational Travel	73,955	58,200	15,755	27.1%	57,245
Office Expenses	8,010	7,896	114	1.4%	4,570
Professional Fees	80,508	191,232	(110,724)	(57.9%)	7,500
Programs					
Library	24,696	35,148	(10,452)	(29.7%)	31,090
Professional Memberships	0	8,064	(8,064)	(100.0%)	0
Legal and Arbitration	2,026,118	1,700,004	326,114	19.2%	(307,321)
Total - Programs	<u>2,050,815</u>	<u>1,743,216</u>	<u>307,599</u>	<u>17.6%</u>	<u>(276,231)</u>
Total Expenses	<u>2,810,848</u>	<u>2,811,044</u>	<u>(196)</u>	<u>0.0%</u>	<u>506,362</u>

**Canadian Union of Public Employees
Research, Job Evaluation and Health and Safety
12/31/19**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/18</u>
Salaries					
Administrative and Technical	2,251,444	2,153,301	98,143	4.6%	\$2,006,188
Clerical	797,830	968,388	(170,558)	(17.6%)	940,703
Vacation Relief	0	0	0	0.0%	413
Employee Benefits					
Pension Plans	494,544	478,548	15,996	3.3%	477,242
Group Insurance	311,408	318,649	(7,241)	(2.3%)	328,755
Employment Insurance	37,644	38,274	(630)	(1.6%)	37,729
Workers' Compensation	22,225	21,234	991	4.7%	18,651
Fixed Staffing Costs	109,984	140,652	(30,668)	(21.8%)	155,187
Operational Travel	392,826	416,928	(24,102)	(5.8%)	336,795
Office Expenses	12,902	19,248	(6,346)	(33.0%)	9,202
Programs					
Consulting Fees - H&S	0	8,847	(8,847)	(100.0%)	5,763
Library - H&S	1,227	12,000	(10,773)	(89.8%)	1,093
Resource Materials - H&S	16,747	43,597	(26,850)	(61.6%)	24,928
Posters & Badges - H&S	916	8,847	(7,931)	(89.6%)	4,608
Quebec Membership Training - H&S	761,580	761,576	4	0.0%	726,981
Resource Materials - Job Evaluation	576	10,740	(10,164)	(94.6%)	13,029
Quebec Job Evaluation Services	1,068,324	1,068,324	0	0.0%	1,019,781
Consulting Fees - Research	33,057	139,656	(106,599)	(76.3%)	7,000
Library - Research	9,947	26,544	(16,597)	(62.5%)	6,596
Quebec Research Services	534,156	534,156	0	0.0%	509,897
Total - Programs	<u>2,426,529</u>	<u>2,614,287</u>	<u>(187,758)</u>	<u>(7.2%)</u>	<u>2,319,676</u>
Total Expenses	<u>6,857,335</u>	<u>7,169,509</u>	<u>(312,174)</u>	<u>(4.4%)</u>	<u>6,630,539</u>

**Canadian Union of Public Employees
Union Education
12/31/19**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/18</u>
Salaries					
Administrative and Technical	796,866	751,766	45,100	6.0%	\$714,902
Clerical	282,779	288,341	(5,562)	(1.9%)	273,240
Vacation Relief	0	0	0	0.0%	2,479
Employee Benefits					
Pension Plans	180,422	158,861	21,561	13.6%	156,557
Group Insurance	96,633	103,774	(7,141)	(6.9%)	91,432
Employment Insurance	11,938	12,336	(398)	(3.2%)	12,707
Workers' Compensation	7,573	6,849	724	10.6%	6,654
Fixed Staffing Costs	42,841	46,332	(3,491)	(7.5%)	49,712
Operational Travel	136,727	129,972	6,755	5.2%	124,369
Office Expenses	6,950	13,236	(6,286)	(47.5%)	7,294
Programs					
Member Facilitator	607,288	509,508	97,780	19.2%	684,963
Schools and Workshops	209,672	202,428	7,244	3.6%	50,141
Member Facilitator Training	195,726	147,216	48,510	33.0%	125,288
Materials	138,231	110,412	27,819	25.2%	120,963
Online Education	8,446	92,016	(83,570)	(90.8%)	0
Consulting Fees	6,798	0	6,798	100.0%	0
Literacy Project	57,262	98,148	(40,886)	(41.7%)	14,155
Ombudsperson Program	10,199	53,412	(43,213)	(80.9%)	18,608
Quebec - Education Services	534,156	534,156	0	0.0%	510,351
Quebec - Education Fund	1,507,296	1,507,284	12	0.0%	1,441,257
Quebec - Member Facilitator	883,212	883,212	0	0.0%	843,089
Total - Programs	<u>4,158,286</u>	<u>4,137,792</u>	<u>20,494</u>	<u>0.5%</u>	<u>3,808,814</u>
Total Expenses	<u>5,721,015</u>	<u>5,649,259</u>	<u>71,756</u>	<u>1.3%</u>	<u>5,248,159</u>

**Canadian Union of Public Employees
Organizing and Regional Services
12/31/19**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/18</u>
Salaries					
Administrative and Technical	597,598	565,705	31,893	5.6%	\$538,940
Clerical	146,508	156,437	(9,929)	(6.3%)	180,715
Vacation Relief	60,058	3,909	56,149	1436.4%	5,191
Employee Benefits					
Pension Plans	146,961	107,470	39,491	36.7%	123,281
Group Insurance	77,331	64,984	12,347	19.0%	82,538
Employment Insurance	7,561	7,444	117	1.6%	6,821
Workers' Compensation	5,011	4,118	893	21.7%	4,084
Fixed Staffing Costs	90,092	75,264	14,828	19.7%	83,712
Operational Travel	182,621	235,260	(52,639)	(22.4%)	203,438
Office Expenses	8,879	6,180	2,699	43.7%	11,964
Programs					
Regional Directors Conference	33,951	77,340	(43,389)	(56.1%)	47,586
Internship Program	426,743	948,000	(521,257)	(55.0%)	531,927
Total - Programs	<u>460,694</u>	<u>1,025,340</u>	<u>(564,646)</u>	<u>(55.1%)</u>	<u>579,513</u>
Total Expenses	<u>1,783,313</u>	<u>2,252,111</u>	<u>(468,798)</u>	<u>(20.8%)</u>	<u>1,820,196</u>

**Canadian Union of Public Employees
Airline Division
12/31/19**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/18</u>
Income					
Per Capita Tax and Initiation Fees	2,929,818	2,239,336	690,482	30.8%	\$2,158,073
Affiliation Fees	10	0	10	100.0%	10
	<u>2,929,828</u>	<u>2,239,336</u>	<u>690,492</u>	<u>30.8%</u>	<u>2,158,083</u>
Expenses					
Per Capita Tax - C.L.C.	123,553	95,589	27,964	29.3%	96,500
Salaries					
Directors and Representatives	117,334	127,113	(9,779)	(7.7%)	111,483
Clerical	43,044	70,253	(27,209)	(38.7%)	23,874
Vacation Relief	0	4,205	(4,205)	(100.0%)	0
Employee Benefits					
Pension Plans	30,073	30,368	(295)	(1.0%)	26,976
Group Insurance	20,860	14,304	6,556	45.8%	20,610
Employment Insurance	1,173	2,468	(1,295)	(52.5%)	2,386
Workers' Compensation	747	1,371	(624)	(45.5%)	1,148
Fixed Staffing Costs	18,187	16,884	1,303	7.7%	23,028
Operational Travel	29,766	90,960	(61,194)	(67.3%)	28,862
Rent	16,425	12,564	3,861	30.7%	16,425
Office Expenses	8,012	13,200	(5,188)	(39.3%)	9,300
Telecommunications	900	1,104	(204)	(18.5%)	900
Postage	0	1,000	(1,000)	(100.0%)	692
Professional Fees	7,292	39,237	(31,945)	(81.4%)	11,749
Programs					
Membership Fees - ITWF	26,993	24,212	2,781	11.5%	26,605
Health and Safety	24,000	24,000	0	0.0%	24,000
Total - Programs	<u>50,993</u>	<u>48,212</u>	<u>2,781</u>	<u>5.8%</u>	<u>50,605</u>
Total Expenses	<u>468,358</u>	<u>568,832</u>	<u>(100,474)</u>	<u>(17.7%)</u>	<u>424,539</u>
Surplus (Deficit) for the period	<u>2,461,470</u>	<u>1,670,504</u>	<u>790,966</u>	<u>47.3%</u>	<u>1,733,545</u>

**Canadian Union of Public Employees
Local 1000
12/31/19**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/18</u>
Income					
Per Capita Tax and Initiation Fees	1,237,287	1,230,204	7,083	0.6%	\$1,208,461
	1,237,287	1,230,204	7,083	0.6%	1,208,461
Expenses					
Per Capita Tax - C.L.C.	114,258	114,576	(318)	(0.3%)	112,693
Total Expenses	114,258	114,576	(318)	(0.3%)	112,693
Surplus (Deficit) for the period	1,123,029	1,115,628	7,401	0.7%	1,095,769

**Canadian Union of Public Employees
Hospital Employees Union
12/31/19**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/18</u>
Income					
Per Capita Tax and Initiation Fees	3,145,266	2,587,143	558,123	21.6%	\$2,751,446
	3,145,266	2,587,143	558,123	21.6%	2,751,446
Expenses					
Per Capita Tax - C.L.C.	282,020	246,864	35,156	14.2%	264,443
Salaries					
Directors and Representatives	235,069	237,756	(2,687)	(1.1%)	223,532
Employee Benefits					
Pension Plans	36,512	35,454	1,058	3.0%	33,179
Group Insurance	17,096	16,296	800	4.9%	14,365
Employment Insurance	2,290	2,480	(190)	(7.7%)	2,428
Workers' Compensation	723	624	99	15.9%	620
Fixed Staffing Costs	14,138	15,660	(1,522)	(9.7%)	22,183
Operational Travel	10,981	15,156	(4,175)	(27.5%)	5,723
Total Expenses	598,829	570,290	28,539	5.0%	566,471
Surplus (Deficit) for the period	2,546,437	2,016,853	529,584	26.3%	2,184,974

**Canadian Union of Public Employees
Region Summary
12/31/19**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/18</u>
Income					
Per Capita Tax and Initiation Fees	205,284,685	203,968,158	1,316,527	0.6%	\$197,791,220
Affiliation Fees	390	0	390	100.0%	395
Interest on Per Capita Tax Arrears	76,110	0	76,110	100.0%	84,512
	205,361,185	203,968,158	1,393,027	0.7%	197,876,127
Expenses					
Per Capita Tax - C.L.C.	4,423,574	4,372,141	51,433	1.2%	4,410,967
Salaries					
Directors and Representatives	55,553,692	55,433,417	120,275	0.2%	51,402,450
Clerical	13,185,501	13,018,303	167,198	1.3%	12,870,071
Vacation Relief	1,374,520	1,477,760	(103,240)	(7.0%)	1,406,598
Employee Benefits					
Pension Plans	10,798,303	10,384,683	413,620	4.0%	9,701,370
Group Insurance	6,809,987	6,759,122	50,865	0.8%	6,751,079
Employment Insurance	840,606	810,124	30,482	3.8%	871,241
Workers' Compensation	342,702	313,740	28,962	9.2%	306,429
Fixed Staffing Costs	7,501,481	7,471,272	30,209	0.4%	8,133,984
Operational Travel	5,979,068	5,824,776	154,292	2.6%	5,330,168
Rent	13,524,105	13,745,700	(221,595)	(1.6%)	13,500,632
Office Expenses	2,389,978	2,425,980	(36,002)	(1.5%)	2,243,692
Equipment Leases and Maintenance	1,161,529	994,680	166,849	16.8%	1,028,241
Telecommunications	1,204,405	1,126,272	78,133	6.9%	1,151,831
Postage	149,964	236,544	(86,580)	(36.6%)	148,426
Professional Fees	702,366	747,048	(44,682)	(6.0%)	1,134,896
Technical Support	98,496	135,072	(36,576)	(27.1%)	147,884
WCB Advocates	0	72,372	(72,372)	(100.0%)	0
ASL Support	64,169	11,472	52,697	459.4%	109,086
Communications Sector	60,000	60,000	0	0.0%	60,000
Total Expenses	126,164,447	125,420,478	743,969	0.6%	120,709,047
Surplus (Deficit) for the period	79,196,738	78,547,680	649,058	0.8%	77,167,080

**Canadian Union of Public Employees
Atlantic Region
12/31/19**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/18</u>
Income					
Per Capita Tax and Initiation Fees	7,285,683	7,114,576	171,107	2.4%	\$7,042,207
Affiliation Fees	50	0	50	100.0%	50
Interest on Per Capita Tax Arrears	553	0	553	100.0%	597
	<u>7,286,287</u>	<u>7,114,576</u>	<u>171,711</u>	<u>2.4%</u>	<u>7,042,854</u>
Expenses					
Per Capita Tax - C.L.C.	190,031	186,340	3,691	2.0%	185,474
Salaries					
Directors and Representatives	2,762,479	2,755,378	7,101	0.3%	2,622,506
Clerical	831,280	847,339	(16,059)	(1.9%)	823,279
Vacation Relief	156,477	117,223	39,254	33.5%	102,788
Employee Benefits					
Pension Plans	634,577	550,148	84,429	15.3%	570,105
Group Insurance	256,016	248,280	7,736	3.1%	278,883
Employment Insurance	41,835	43,045	(1,210)	(2.8%)	47,651
Workers' Compensation	10,491	10,844	(353)	(3.3%)	12,290
Fixed Staffing Costs	400,550	393,756	6,794	1.7%	428,697
Operational Travel	334,835	435,636	(100,801)	(23.1%)	339,367
Rent	902,890	916,867	(13,977)	(1.5%)	838,658
Office Expenses	183,131	169,116	14,015	8.3%	169,110
Equipment Leases and Maintenance	49,990	41,976	8,014	19.1%	44,846
Telecommunications	108,647	95,148	13,499	14.2%	99,088
Postage	11,765	18,768	(7,003)	(37.3%)	5,743
Professional Fees	8,044	27,276	(19,232)	(70.5%)	5,395
Total Expenses	<u>6,883,037</u>	<u>6,857,140</u>	<u>25,897</u>	<u>0.4%</u>	<u>6,573,882</u>
Surplus (Deficit) for the period	<u>403,250</u>	<u>257,436</u>	<u>145,814</u>	<u>56.6%</u>	<u>468,972</u>

**Canadian Union of Public Employees
Maritimes Region
12/31/19**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/18</u>
Income					
Per Capita Tax and Initiation Fees	8,653,012	8,824,507	(171,495)	(1.9%)	\$8,535,534
Affiliation Fees	50	0	50	100.0%	50
Interest on Per Capita Tax Arrears	3,851	0	3,851	100.0%	2,846
	<u>8,656,913</u>	<u>8,824,507</u>	<u>(167,594)</u>	<u>(1.9%)</u>	<u>8,538,430</u>
Expenses					
Per Capita Tax - C.L.C.	232,513	241,032	(8,519)	(3.5%)	239,513
Salaries					
Directors and Representatives	3,237,520	3,252,041	(14,521)	(0.4%)	2,912,077
Clerical	959,114	976,268	(17,154)	(1.8%)	919,730
Vacation Relief	154,124	115,778	38,346	33.1%	120,615
Employee Benefits					
Pension Plans	653,131	639,945	13,186	2.1%	578,806
Group Insurance	288,235	278,388	9,847	3.5%	294,431
Employment Insurance	47,175	48,052	(877)	(1.8%)	46,098
Workers' Compensation	22,057	13,934	8,123	58.3%	14,603
Fixed Staffing Costs	445,749	443,400	2,349	0.5%	462,767
Operational Travel	296,605	297,432	(827)	(0.3%)	297,158
Rent	643,539	725,198	(81,659)	(11.3%)	579,830
Office Expenses	167,094	192,516	(25,422)	(13.2%)	144,968
Equipment Leases and Maintenance	55,179	48,600	6,579	13.5%	46,543
Telecommunications	108,001	105,828	2,173	2.1%	136,628
Postage	12,367	17,280	(4,913)	(28.4%)	12,627
Professional Fees	86,480	78,828	7,652	9.7%	75,834
Total Expenses	<u>7,408,883</u>	<u>7,474,520</u>	<u>(65,637)</u>	<u>(0.9%)</u>	<u>6,882,228</u>
Surplus (Deficit) for the period	<u><u>1,248,030</u></u>	<u><u>1,349,987</u></u>	<u><u>(101,957)</u></u>	<u><u>(7.6%)</u></u>	<u><u>1,656,202</u></u>

**Canadian Union of Public Employees
Quebec
12/31/19**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/18</u>
Income					
Per Capita Tax and Initiation Fees	45,300,652	45,988,858	(688,206)	(1.5%)	\$43,905,882
Affiliation Fees	25	0	25	100.0%	25
Interest on Per Capita Tax Arrears	34,186	0	34,186	100.0%	25,745
	<u>45,334,863</u>	<u>45,988,858</u>	<u>(653,995)</u>	<u>(1.4%)</u>	<u>43,931,652</u>
Expenses					
Per Capita Tax - C.L.C.	922,296	915,215	7,081	0.8%	932,264
Salaries					
Directors and Representatives	12,723,035	12,543,302	179,733	1.4%	11,969,516
Clerical	2,389,607	2,296,875	92,732	4.0%	2,306,917
Vacation Relief	370,742	158,768	211,974	133.5%	354,446
Employee Benefits					
Pension Plans	2,406,001	2,243,106	162,895	7.3%	2,217,920
Group Insurance	2,109,077	2,034,461	74,616	3.7%	2,181,872
Employment Insurance	230,632	188,897	41,735	22.1%	240,624
Workers' Compensation	88,658	81,017	7,641	9.4%	88,079
Fixed Staffing Costs	1,787,771	1,683,876	103,895	6.2%	1,892,507
Operational Travel	1,134,913	1,088,268	46,645	4.3%	1,004,500
Rent	1,855,460	1,896,216	(40,756)	(2.1%)	1,854,458
Office Expenses	313,785	374,820	(61,035)	(16.3%)	306,006
Equipment Leases and Maintenance	471,597	401,508	70,089	17.5%	425,407
Telecommunications	175,831	173,748	2,083	1.2%	166,443
Postage	30,751	54,036	(23,285)	(43.1%)	24,858
Professional Fees	337,003	444,312	(107,309)	(24.2%)	494,306
Technical Support	98,496	135,072	(36,576)	(27.1%)	147,884
Communications Sector	60,000	60,000	0	0.0%	60,000
Total Expenses	<u>27,505,655</u>	<u>26,773,497</u>	<u>732,158</u>	<u>2.7%</u>	<u>26,668,008</u>
Surplus (Deficit) for the period	<u>17,829,208</u>	<u>19,215,361</u>	<u>(1,386,153)</u>	<u>(7.2%)</u>	<u>17,263,644</u>

**Canadian Union of Public Employees
Ontario
12/31/19**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/18</u>
Income					
Per Capita Tax and Initiation Fees	84,889,937	83,140,579	1,749,358	2.1%	\$81,281,082
Affiliation Fees	115	0	115	100.0%	120
Interest on Per Capita Tax Arrears	21,790	0	21,790	100.0%	47,080
	84,911,842	83,140,579	1,771,263	2.1%	81,328,282
Expenses					
Per Capita Tax - C.L.C.	1,743,600	1,711,116	32,484	1.9%	1,713,060
Salaries					
Directors and Representatives	20,624,676	20,601,828	22,848	0.1%	18,717,432
Clerical	4,623,239	4,566,605	56,634	1.2%	4,518,751
Vacation Relief	341,470	550,519	(209,049)	(38.0%)	334,449
Employee Benefits					
Pension Plans	3,910,789	3,814,275	96,514	2.5%	3,420,797
Group Insurance	2,431,266	2,460,229	(28,963)	(1.2%)	2,439,596
Employment Insurance	283,716	288,228	(4,512)	(1.6%)	287,213
Workers' Compensation	170,436	160,419	10,017	6.2%	146,171
Fixed Staffing Costs	2,712,142	2,742,084	(29,942)	(1.1%)	2,973,339
Operational Travel	1,980,565	1,866,504	114,061	6.1%	1,510,437
Rent	5,155,907	5,233,777	(77,870)	(1.5%)	4,893,061
Office Expenses	761,566	811,860	(50,294)	(6.2%)	665,879
Equipment Leases and Maintenance	276,271	250,836	25,435	10.1%	250,977
Telecommunications	382,088	369,984	12,104	3.3%	363,420
Postage	43,003	70,956	(27,953)	(39.4%)	51,664
Professional Fees	87,027	62,112	24,915	40.1%	122,606
WCB Advocates	0	72,372	(72,372)	(100.0%)	0
ASL Support	64,169	11,472	52,697	459.4%	109,086
Total Expenses	45,591,930	45,645,176	(53,246)	(0.1%)	42,517,940
Surplus (Deficit) for the period	39,319,912	37,495,403	1,824,509	4.9%	38,810,342

**Canadian Union of Public Employees
Manitoba
12/31/19**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/18</u>
Income					
Per Capita Tax and Initiation Fees	7,351,899	7,090,231	261,668	3.7%	\$7,060,204
Affiliation Fees	25	0	25	100.0%	25
Interest on Per Capita Tax Arrears	5,680	0	5,680	100.0%	1,859
	<u>7,357,604</u>	<u>7,090,231</u>	<u>267,373</u>	<u>3.8%</u>	<u>7,062,087</u>
Expenses					
Per Capita Tax - C.L.C.	201,352	201,697	(345)	(0.2%)	210,195
Salaries					
Directors and Representatives	2,535,142	2,525,860	9,282	0.4%	2,444,651
Clerical	626,095	678,548	(52,453)	(7.7%)	616,118
Vacation Relief	19,149	115,778	(96,629)	(83.5%)	3,145
Employee Benefits					
Pension Plans	474,110	487,590	(13,480)	(2.8%)	431,062
Group Insurance	294,403	286,593	7,810	2.7%	303,035
Employment Insurance	36,558	37,506	(948)	(2.5%)	39,160
Workers' Compensation	3,587	4,305	(718)	(16.7%)	3,493
Fixed Staffing Costs	325,600	336,720	(11,120)	(3.3%)	343,278
Operational Travel	203,733	189,480	14,253	7.5%	249,088
Rent	499,897	440,306	59,591	13.5%	397,708
Office Expenses	131,853	102,708	29,145	28.4%	114,005
Equipment Leases and Maintenance	39,776	27,792	11,984	43.1%	33,273
Telecommunications	57,724	54,084	3,640	6.7%	53,989
Postage	12,172	12,336	(164)	(1.3%)	9,098
Professional Fees	65,819	12,552	53,267	424.4%	41,124
Total Expenses	<u>5,526,970</u>	<u>5,513,855</u>	<u>13,115</u>	<u>0.2%</u>	<u>5,292,422</u>
Surplus (Deficit) for the period	<u>1,830,635</u>	<u>1,576,376</u>	<u>254,259</u>	<u>16.1%</u>	<u>1,769,666</u>

**Canadian Union of Public Employees
Saskatchewan
12/31/19**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/18</u>
Income					
Per Capita Tax and Initiation Fees	8,969,493	8,709,070	260,423	3.0%	\$9,048,820
Affiliation Fees	25	0	25	100.0%	25
Interest on Per Capita Tax Arrears	1,124	0	1,124	100.0%	663
	<u>8,970,642</u>	<u>8,709,070</u>	<u>261,572</u>	<u>3.0%</u>	<u>9,049,507</u>
Expenses					
Per Capita Tax - C.L.C.	228,773	223,040	5,733	2.6%	242,876
Salaries					
Directors and Representatives	2,797,223	2,874,259	(77,036)	(2.7%)	2,679,441
Clerical	602,217	640,429	(38,212)	(6.0%)	645,207
Vacation Relief	124,139	115,778	8,361	7.2%	104,252
Employee Benefits					
Pension Plans	514,463	533,547	(19,084)	(3.6%)	503,787
Group Insurance	214,808	235,896	(21,088)	(8.9%)	237,273
Employment Insurance	42,537	40,610	1,927	4.7%	41,567
Workers' Compensation	7,418	7,713	(295)	(3.8%)	7,608
Fixed Staffing Costs	384,770	401,808	(17,038)	(4.2%)	427,835
Operational Travel	372,073	380,184	(8,111)	(2.1%)	327,356
Rent	409,124	340,448	68,676	20.2%	324,772
Office Expenses	116,481	174,744	(58,263)	(33.3%)	158,004
Equipment Leases and Maintenance	48,595	35,484	13,111	36.9%	51,443
Telecommunications	107,332	96,228	11,104	11.5%	82,616
Postage	13,736	16,956	(3,220)	(19.0%)	9,409
Professional Fees	0	12,432	(12,432)	(100.0%)	87,660
Total Expenses	<u>5,983,689</u>	<u>6,129,556</u>	<u>(145,867)</u>	<u>(2.4%)</u>	<u>5,931,106</u>
Surplus (Deficit) for the period	<u><u>2,986,952</u></u>	<u><u>2,579,514</u></u>	<u><u>407,438</u></u>	<u><u>15.8%</u></u>	<u><u>3,118,402</u></u>

**Canadian Union of Public Employees
Alberta
12/31/19**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/18</u>
Income					
Per Capita Tax and Initiation Fees	14,545,995	14,352,015	193,980	1.4%	\$14,109,079
Affiliation Fees	45	0	45	100.0%	45
Interest on Per Capita Tax Arrears	6,925	0	6,925	100.0%	700
	14,552,965	14,352,015	200,950	1.4%	14,109,824
Expenses					
Per Capita Tax - C.L.C.	269,483	273,325	(3,843)	(1.4%)	272,781
Salaries					
Directors and Representatives	2,868,322	2,993,131	(124,809)	(4.2%)	2,716,841
Clerical	1,005,003	925,904	79,099	8.5%	988,677
Vacation Relief	60,741	130,250	(69,509)	(53.4%)	59,229
Employee Benefits					
Pension Plans	606,771	598,246	8,525	1.4%	561,728
Group Insurance	292,695	270,612	22,083	8.2%	301,204
Employment Insurance	43,514	46,753	(3,239)	(6.9%)	47,614
Workers' Compensation	5,723	6,067	(344)	(5.7%)	5,685
Fixed Staffing Costs	380,277	401,604	(21,327)	(5.3%)	379,293
Operational Travel	334,156	413,292	(79,136)	(19.1%)	312,630
Rent	960,795	960,684	111	0.0%	902,609
Office Expenses	152,547	174,876	(22,329)	(12.8%)	137,178
Equipment Leases and Maintenance	69,478	60,744	8,734	14.4%	67,144
Telecommunications	89,982	98,196	(8,214)	(8.4%)	80,735
Postage	4,433	16,212	(11,779)	(72.7%)	6,340
Professional Fees	16,931	21,504	(4,573)	(21.3%)	148,933
Total Expenses	7,160,851	7,391,400	(230,549)	(3.1%)	6,988,622
Surplus (Deficit) for the period	7,392,114	6,960,615	431,499	6.2%	7,121,202

**Canadian Union of Public Employees
British Columbia
12/31/19**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/18</u>
Income					
Per Capita Tax and Initiation Fees	28,288,013	28,748,322	(460,309)	(1.6%)	\$26,808,412
Affiliation Fees	55	0	55	100.0%	55
Interest on Per Capita Tax Arrears	2,001	0	2,001	100.0%	5,023
	<u>28,290,069</u>	<u>28,748,322</u>	<u>(458,253)</u>	<u>(1.6%)</u>	<u>26,813,491</u>
Expenses					
Per Capita Tax - C.L.C.	635,527	620,376	15,151	2.4%	614,805
Salaries					
Directors and Representatives	8,005,294	7,887,618	117,676	1.5%	7,339,984
Clerical	2,148,947	2,086,335	62,612	3.0%	2,051,393
Vacation Relief	147,678	173,666	(25,988)	(15.0%)	327,673
Employee Benefits					
Pension Plans	1,598,462	1,517,826	80,636	5.3%	1,417,165
Group Insurance	923,485	944,663	(21,178)	(2.2%)	714,783
Employment Insurance	114,639	117,033	(2,394)	(2.0%)	121,314
Workers' Compensation	34,332	29,441	4,891	16.6%	28,501
Fixed Staffing Costs	1,064,622	1,068,024	(3,402)	(0.3%)	1,226,268
Operational Travel	1,322,188	1,153,980	168,208	14.6%	1,289,630
Rent	3,096,494	3,232,204	(135,710)	(4.2%)	3,709,536
Office Expenses	563,520	425,340	138,180	32.5%	548,542
Equipment Leases and Maintenance	150,644	127,740	22,904	17.9%	108,606
Telecommunications	174,800	133,056	41,744	31.4%	168,913
Postage	21,737	30,000	(8,263)	(27.5%)	28,688
Professional Fees	101,062	88,032	13,030	14.8%	159,039
Total Expenses	<u>20,103,432</u>	<u>19,635,334</u>	<u>468,098</u>	<u>2.4%</u>	<u>19,854,840</u>
Surplus (Deficit) for the period	<u><u>8,186,637</u></u>	<u><u>9,112,988</u></u>	<u><u>(926,351)</u></u>	<u><u>(10.2%)</u></u>	<u><u>6,958,650</u></u>

Financial statements of
États financiers de
Canadian Union of
Public Employees –
National Defence Fund
Syndicat canadien de
la fonction publique –
Caisse nationale de défense

December 31, 2019
31 décembre 2019

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Independent Auditor's Report

To the Members of
Canadian Union of Public Employees

Opinion

We have audited the financial statements of Canadian Union of Public Employees (the "Union") – National Defence Fund, which comprise the statement of financial position as at December 31, 2019, and the statements of operations and changes in fund balance and cash flows for the year then ended, and notes to the financial statements including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Union – National Defence Fund as at December 31, 2019, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Union – National Defence Fund in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Union – National Defence Fund's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Union – National Defence Fund or to cease operations, or has no realistic alternative but to do so.

Rapport de l'auditeur indépendant

Aux membres du
Syndicat canadien de la fonction publique

Opinion

Nous avons effectué l'audit des états financiers du Syndicat canadien de la fonction publique (le « Syndicat ») – Caisse nationale de défense, qui comprennent l'état de la situation financière au 31 décembre 2019, et les états des résultats et de l'évolution du solde du fonds et des flux de trésorerie pour l'exercice terminé à cette date, ainsi que les notes complémentaires, y compris le résumé des principales méthodes comptables (appelés collectivement les « états financiers »).

À notre avis, les états financiers ci-joints donnent, dans tous leurs aspects significatifs, une image fidèle de la situation financière du Syndicat – Caisse nationale de défense au 31 décembre 2019, ainsi que des résultats de ses activités et de ses flux de trésorerie pour l'exercice terminé à cette date, conformément aux Normes comptables canadiennes pour les organismes sans but lucratif.

Fondement de l'opinion

Nous avons effectué notre audit conformément aux normes d'audit généralement reconnues (NAGR) du Canada. Les responsabilités qui nous incombent en vertu de ces normes sont plus amplement décrites dans la section « Responsabilités de l'auditeur à l'égard de l'audit des états financiers » du présent rapport. Nous sommes indépendants du Syndicat – Caisse nationale de défense conformément aux règles de déontologie qui s'appliquent à notre audit des états financiers au Canada et nous nous sommes acquittés des autres responsabilités déontologiques qui nous incombent selon ces règles. Nous estimons que les éléments probants que nous avons obtenus sont suffisants et appropriés pour fonder notre opinion d'audit.

Responsabilités de la direction et des responsables de la gouvernance à l'égard des états financiers

La direction est responsable de la préparation et de la présentation fidèle des états financiers conformément aux Normes comptables canadiennes pour les organismes sans but lucratif, ainsi que du contrôle interne qu'elle considère comme nécessaire pour permettre la préparation d'états financiers exempts d'anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs.

Lors de la préparation des états financiers, c'est à la direction qu'il incombe d'évaluer la capacité du Syndicat – Caisse nationale de défense à poursuivre son exploitation, de communiquer, le cas échéant, les questions relatives à la continuité de l'exploitation et d'appliquer le principe comptable de continuité d'exploitation, sauf si la direction a l'intention de liquider le Syndicat – Caisse nationale de défense ou de cesser son activité ou si aucune autre solution réaliste ne s'offre à elle.

Those charged with governance are responsible for overseeing the Union – National Defence Fund's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Union – National Defence Fund's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

Il incombe aux responsables de la gouvernance de surveiller le processus d'information financière du Syndicat – Caisse nationale de défense.

Responsabilités de l'auditeur à l'égard des états financiers

Nos objectifs sont d'obtenir l'assurance raisonnable que les états financiers pris dans leur ensemble sont exempts d'anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs, et de délivrer un rapport de l'auditeur contenant notre opinion. L'assurance raisonnable correspond à un niveau élevé d'assurance, qui ne garantit toutefois pas qu'un audit réalisé conformément aux NAGR du Canada permettra toujours de détecter toute anomalie significative qui pourrait exister. Les anomalies peuvent résulter de fraudes ou d'erreurs et elles sont considérées comme significatives lorsqu'il est raisonnable de s'attendre à ce qu'elles, individuellement ou collectivement, puissent influencer sur les décisions économiques que les utilisateurs des états financiers prennent en se fondant sur ceux-ci.

Dans le cadre d'un audit réalisé conformément aux NAGR du Canada, nous exerçons notre jugement professionnel et faisons preuve d'esprit critique tout au long de cet audit. En outre :

- Nous identifions et évaluons les risques que les états financiers comportent des anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs, concevons et mettons en œuvre des procédures d'audit en réponse à ces risques, et réunissons des éléments probants suffisants et appropriés pour fonder notre opinion. Le risque de non-détection d'une anomalie significative résultant d'une fraude est plus élevé que celui d'une anomalie significative résultant d'une erreur, car la fraude peut impliquer la collusion, la falsification, les omissions volontaires, les fausses déclarations ou le contournement du contrôle interne.
- Nous acquérons une compréhension des éléments du contrôle interne pertinents pour l'audit afin de concevoir des procédures d'audit appropriées aux circonstances, et non dans le but d'exprimer une opinion sur l'efficacité du contrôle interne du Syndicat – Caisse nationale de défense.
- Nous apprécions le caractère approprié des méthodes comptables retenues et le caractère raisonnable des estimations comptables faites par la direction, de même que des informations y afférentes fournies par cette dernière.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Union – National Defence Fund's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Union – National Defence Fund to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation
- Nous tirons une conclusion quant au caractère approprié de l'utilisation par la direction du principe comptable de continuité d'exploitation et, selon les éléments probants obtenus, quant à l'existence ou non d'une incertitude significative liée à des événements ou situations susceptibles de jeter un doute important sur la capacité du Syndicat – Caisse nationale de défense à poursuivre son exploitation. Si nous concluons à l'existence d'une incertitude significative, nous sommes tenus d'attirer l'attention des lecteurs de notre rapport sur les informations fournies dans les états financiers au sujet de cette incertitude ou, si ces informations ne sont pas adéquates, d'exprimer une opinion modifiée. Nos conclusions s'appuient sur les éléments probants obtenus jusqu'à la date de notre rapport. Des événements ou situations futurs pourraient par ailleurs amener le Syndicat – Caisse nationale de défense à cesser son exploitation.
- Nous évaluons la présentation d'ensemble, la structure et le contenu des états financiers, y compris les informations fournies dans les notes, et apprécions si les états financiers représentent les opérations et événements sous-jacents d'une manière propre à donner une image fidèle.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Nous communiquons aux responsables de la gouvernance notamment l'étendue et le calendrier prévus des travaux d'audit et nos constatations importantes, y compris toute déficience importante du contrôle interne que nous aurions relevée au cours de notre audit.

Deloitte LLP

Chartered Professional Accountants
Licensed Public Accountants
September 24, 2020

Deloitte S.E.N.C.R.L./s.r.l.

Comptables professionnels agréés
Experts-comptables autorisés
Le 24 septembre 2020

**Canadian Union of Public Employees
– National Defence Fund**

Statement of financial position
As at December 31, 2019

**Syndicat canadien de la fonction publique
– Caisse nationale de défense**

État de la situation financière
au 31 décembre 2019

	2019	2018	
	\$	\$	
Assets			Actif
Current assets			À court terme
Cash	1,012,627	279,896	Encaisse
Per capita tax receivable	2,128,481	2,085,325	Capitation à recevoir
Short-term investments (Note 3)	1,962,341	2,488,434	Placements à court terme (note 3)
Accounts receivable	56,484	7,624	Débiteurs
Prepaid expenses	47,350	39,285	Frais payés d'avance
Due from National Strike Fund	—	1,788	Montant dû de la Caisse nationale de grève
	5,207,283	4,902,352	
Investments (Note 3)	8,636,859	9,506,417	Placements (note 3)
	13,844,142	14,408,769	
Liabilities			Passif
Current liabilities			À court terme
Accounts payable and accrued liabilities	2,099,670	1,768,822	Créditeurs et charges à payer
Due to General Fund	674,532	154,491	Montant dû à la Caisse générale
Due to locals for cost-sharing programs	8,716,286	8,095,296	Montant dû aux sections locales pour les programmes à frais partagés
	11,490,488	10,018,609	
Fund balance			Solde du fonds
Unrestricted	2,353,654	4,390,160	Non affecté
	13,844,142	14,408,769	

The accompanying notes are an integral part of the financial statements.

On behalf of the National Executive Board

Les notes complémentaires font partie intégrante des états financiers.

Au nom du Conseil exécutif national



National President, Président national



National Secretary-Treasurer, Secrétaire-trésorier national

Canadian Union of Public Employees
– National Defence Fund
Statement of operations and
changes in fund balance
Year ended December 31, 2019

Syndicat canadien de la fonction publique
– Caisse nationale de défense
État des résultats et
de l'évolution du solde du fonds
Exercice terminé le 31 décembre 2019

	Budget 2019	2019	2018	
	\$	\$	\$	
	(unaudited)			
	(non audité)			
Revenue				Revenus
Per capita tax	12,485,963	12,660,545	12,061,495	Capitation
Investment income	—	277,637	125,100	Revenus de placement
Cost-sharing campaigns unspent	—	1,206,868	908,465	Campagnes à frais partagés non dépensés
	12,485,963	14,145,050	13,095,060	
Expenses				Dépenses
Cost-sharing campaigns	3,650,000	5,216,169	5,995,534	Campagnes à frais partagés
Major organizing campaigns	3,650,000	6,775,758	4,741,283	Grandes campagnes d'organisation
National strategic initiatives	2,850,000	2,123,932	2,136,421	Initiatives nationales en matière de stratégie
Regional strategic initiatives	2,325,000	2,128,897	2,075,732	Initiatives régionales en matière de stratégie
	12,475,000	16,244,756	14,948,970	
(Deficiency) excess of revenue over expenses before the undernoted item:	10,963	(2,099,706)	(1,853,910)	(Insuffisance) excédent des revenus par rapport aux dépenses avant l'incidence du poste ci-dessous :
Unrealized gains on investments	—	63,200	81,737	Gains non réalisés sur les placements
(Deficiency) excess of revenue over expenses	10,963	(2,036,506)	(1,772,173)	(Insuffisance) excédent des revenus par rapport aux dépenses
Balance, beginning of year	4,390,160	4,390,160	6,162,333	Solde au début
Balance, end of year	4,401,123	2,353,654	4,390,160	Solde à la fin

The accompanying notes are an integral part of the financial statements.

Les notes complémentaires font partie intégrante des états financiers.

Canadian Union of Public Employees
– National Defence Fund
Statement of cash flows
Year ended December 31, 2019

Syndicat canadien de la fonction publique
– Caisse nationale de défense
État des flux de trésorerie
Exercice terminé le 31 décembre 2019

	2019	2018	
	\$	\$	
Operating activities			Activités de fonctionnement
Deficiency of revenue over expenses	(2,036,506)	(1,772,173)	Insuffisance des revenus par rapport aux dépenses
Change in unrealized gains on investments	(63,200)	(81,737)	Variation des gains non réalisés sur les placements
Changes in non-cash operating working capital items			Variation des éléments hors caisse du fonds de roulement de fonctionnement
Per capita tax receivable	(43,156)	(202,990)	Capitation à recevoir
Accounts receivable	(48,860)	67,376	Débiteurs
Prepaid expenses	(8,065)	(20,895)	Frais payés d'avance
Accounts payable and accrued liabilities	330,848	(320,553)	Créditeurs et charges à payer
Due to locals for cost-sharing programs	620,990	2,515,079	Montant dû aux sections locales pour les programmes à frais partagés
	(1,247,949)	184,107	
Investing activities			Activités d'investissement
Acquisition of investments	(21,836,801)	(26,959,848)	Acquisition de placements
Disposal of investments	23,295,652	25,817,290	Cession de placements
	1,458,851	(1,142,558)	
Financing activities			Activités de financement
Increase in due to General Fund	520,041	75,452	Augmentation du montant dû à la Caisse générale
Decrease (increase) in due from National Strike Fund	1,788	(1,788)	Diminution (augmentation) du montant dû de la Caisse nationale de grève
	521,829	73,664	
Net increase (decrease) of cash	732,731	(884,787)	Augmentation (diminution) nette de l'encaisse
Cash, beginning of year	279,896	1,164,683	Encaisse au début
Cash, end of year	1,012,627	279,896	Encaisse à la fin

The accompanying notes are an integral part of the financial statements.

Les notes complémentaires font partie intégrante des états financiers.

1. Purpose of the organization

The Canadian Union of Public Employees (the "Union") is a national labour organization representing workers in a variety of jurisdictions throughout the public sector and areas of the private sector. The Union is an unincorporated association with rights and responsibilities regulated by provincial and federal labour laws and is exempt from income tax as a labour organization under the *Income Tax Act* (Canada).

The National Defence Fund (the "Fund") was established to provide financial assistance to members on strike or facing strike action and, on a cost-sharing basis, for coordinated informational and lobbying campaigns conducted in conjunction with collective bargaining or efforts to change restrictive legislation. On January 1, 2002, a separate National Strike Fund was established. The National Defence Fund transferred cash and the responsibility to provide financial assistance to members on strike or facing action to the National Strike Fund.

2. Accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

Basis of accounting and presentation

The financial statements have been prepared using the deferral method of accounting. Under this method, revenue and expenses are reflected in the accounts in the period in which they have been earned and incurred respectively, whether or not such transactions have been finally settled by the receipt or payment of money.

The Union has adopted fund accounting as a basis of reporting its activities and separate financial statements are prepared for the General Fund, National Strike Fund and National Defence Fund. The Union also prepares combined financial statements which include the three funds. These financial statements present the activities of the National Defence Fund only.

1. Nature de l'organisme

Le Syndicat canadien de la fonction publique (le « Syndicat ») est un syndicat national qui représente les travailleuses et travailleurs d'une variété de champs dans le secteur public et de certains domaines dans le secteur privé. Le Syndicat est une association non constituée en société dont les droits et responsabilités sont réglementés par les lois du travail fédérales et provinciales et est exempt d'impôt selon la *Loi de l'impôt sur le revenu* (Canada).

La Caisse nationale de défense (la « Caisse ») a été établie afin de fournir de l'aide financière aux membres en grève ou faisant face à une éventualité de grève et, sous une base de frais partagés, afin de coordonner les campagnes d'information et de lobbying conduites en conjonction avec la négociation de conventions collectives ou des efforts pour le changement de lois restrictives. Une Caisse nationale de grève a été établie séparément le 1^{er} janvier 2002. La Caisse nationale de défense a transféré à la Caisse nationale de grève des liquidités et la responsabilité de l'aide financière aux membres en grève ou confrontés à des procès.

2. Méthodes comptables

Les états financiers ont été dressés conformément aux Normes comptables canadiennes pour les organismes sans but lucratif et tiennent compte des principales méthodes comptables suivantes :

Méthode de comptabilité et présentation

Les états financiers ont été préparés selon la méthode du report. Selon cette méthode, les revenus et les dépenses sont imputés à l'exercice où ils sont gagnés ou engagés, sans considération du moment où les opérations auxquelles ils se rapportent sont réglées par un encaissement ou un décaissement.

Le Syndicat a adopté la comptabilité par fonds comme norme de présentation de ses activités et des états financiers distincts sont préparés pour la Caisse générale, la Caisse nationale de grève et la Caisse nationale de défense. Le Syndicat prépare aussi des états financiers combinés qui incluent les trois fonds. Ces états financiers ne présentent que les activités de la Caisse nationale de défense.

2. Accounting policies (continued)

Financial instruments

The Union initially measures its financial assets and financial liabilities at fair value. The Union subsequently measures all its financial assets and financial liabilities at amortized cost except for cash and investments which are measured at fair value. Changes in fair value are recognized in the statement of operations.

Transaction costs related to investments are expensed as incurred.

Revenue recognition

The Union's principal sources of revenue consist of per capita tax and investment income.

Revenue from per capita tax is recognized over the period to which the revenue relates. Revenue received in advance is deferred to the period to which the revenue relates.

Investment revenue and other revenue are recognized over the period to which the revenue relates.

Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from these estimates. Assumptions are used in estimating the fair value of investments, the collectability of accounts receivable, the determination of per capita tax receivable and the amount of certain accrued liabilities.

2. Méthodes comptables (suite)

Instruments financiers

Le Syndicat évalue initialement ses actifs financiers et ses passifs financiers à la juste valeur. Il évalue ultérieurement tous ses actifs financiers et les passifs financiers au coût après amortissement à l'exception de son encaisse et de ses placements qui sont évalués à la juste valeur. Les variations de la juste valeur sont enregistrées à l'état des résultats.

Les frais d'opérations reliés aux placements sont passés en charges à mesure qu'ils sont engagés.

Constatation des produits

Le Syndicat a comme sources principales de revenus la capitation et les revenus de placement.

Les revenus de capitation sont constatés à la période à laquelle ils se rapportent. Les revenus reçus en avance sont reportés à la période à laquelle ils se rapportent.

Les revenus de placement et autre revenus sont constatés dans la période à laquelle ils se rapportent.

Utilisation d'estimations

Dans le cadre de la préparation des états financiers, conformément aux Normes comptables canadiennes pour les organismes sans but lucratif, la direction doit établir des estimations et des hypothèses qui ont une incidence sur les montants des actifs et des passifs présentés et sur la présentation des actifs et des passifs éventuels à la date des états financiers, ainsi que sur les montants des produits d'exploitation et des charges constatés au cours de la période visée par les états financiers. Les résultats réels pourraient varier par rapport à ces estimations. Les estimations sont utilisées pour établir la juste valeur des placements, le recouvrement des débiteurs, l'établissement du montant de capitation à recevoir et le montant de certaines charges à payer.

3. Investments

Investments are summarized as follows:

	2019		
	Fair value Juste valeur	Cost Coût	%
	\$	\$	%
Cash	49,622	49,622	—
Short-term investments	1,876,116	1,876,116	18
Accrued interest	36,603	36,603	—
Short-term investments	1,962,341	1,962,341	18
Bonds			
Government	4,536,822	4,532,564	43
Corporate and others	4,100,037	4,068,675	39
Long-term investments	8,636,859	8,601,239	82
	10,599,200	10,563,580	100

Determination of fair value

Short-term investments consist of Canada Treasury bills. The market value of these short-term investments is approximately equal to their cost.

Bonds are debt obligations of governments and corporate entities paying interest at rates appropriate to the market at their date of purchase. Bonds are valued at the year-end quoted market prices.

The bonds mature at face value on a staggered basis over the next 58 years (59 years in 2018). Effective interest rates to maturity for these securities range from 1.15% to 6.9% (1.25% to 5.06% in 2018).

Investment risk

Investment in financial instruments renders the Fund susceptible to the potential risk arising from the failure of a party to a financial instrument to discharge its obligation when due. The maximum investment risk to the Fund is equal to the fair value of the investments.

Concentration of risk

Concentrations of risk exist when a significant proportion of the portfolio is invested in securities with similar characteristics or subject to similar economic, political or other conditions. Management believes that the concentrations described above do not represent excessive risk.

3. Placements

Les placements se répartissent comme suit :

	2018		
	Fair value Juste valeur	Cost Coût	%
	\$	\$	%
Encaisse	39,291	39,291	—
Placements à court terme	2,404,599	2,404,599	21
Intérêts courus	44,544	44,544	—
Placements à court terme	2,488,434	2,488,434	21
Obligations			
Gouvernement	5,430,199	5,432,169	45
Sociétés et autres	4,076,218	4,101,828	34
Placements à long terme	9,506,417	9,533,997	79
	11,994,851	12,022,431	100

Détermination de la juste valeur

Les placements à court terme sont composés de bons du Trésor du Canada. La valeur du marché des placements à court terme est comparable à leur coût.

Les obligations représentent des instruments d'emprunt de gouvernements et de sociétés par actions, produisant des rendements en intérêts comparables à ceux du marché au moment de leur achat. Les obligations sont évaluées au cours du marché en date de fin d'exercice.

L'échéance des obligations s'échelonne sur une période de 28 ans (59 ans en 2018). Les taux d'intérêt effectifs pour ces titres varient de 1,15 % à 6,9 % (1,25 % à 5,06 % en 2018) jusqu'à leur échéance.

Risque lié aux placements

En investissant dans des instruments financiers, la Caisse s'expose au risque inhérent qu'un émetteur d'instrument financier ne puisse faire face à ses obligations à la date convenue. Le risque maximal auquel s'expose la Caisse est égal à la juste valeur des placements.

Concentration du risque

Il y a concentration du risque lorsqu'une tranche importante du portefeuille est constituée de placements dans des valeurs présentant des caractéristiques semblables ou sensibles aux mêmes facteurs économiques, politiques ou autres. La direction est d'avis que les concentrations décrites ci-dessus ne représentent pas de risque excessif.

4. Financial instruments

Fair value

The Fund's financial instruments consist of cash, investments, per capita tax receivable, accounts receivable, accounts payable and accrued liabilities, receivable from or due to other Funds and due to locals for cost-sharing programs.

The fair value of these financial instruments is approximately equal to their carrying amount given their short-term maturity. The fair value of investments is disclosed in Note 3.

Interest rate risk

Interest rate risk is the exposure of the Fund's earnings that arises from fluctuations in interest rates. The Union is exposed to interest rate risk on its investments.

Credit risk

Credit risk arises from the potential that locals and other parties will fail to honour their obligations. The Fund is exposed to credit risk through per capita tax and accounts receivable. The Fund limits the amount of credit extended when considered necessary.

5. Capital management

The Union's objectives when managing capital are to safeguard its ability to continue as a labour organization in an effort to carry out its mission. Capital consists of the Fund balance. The Union is not subject to any externally imposed capital requirements or restrictions.

6. COVID-19

Subsequent to the year-end, on March 11, 2020, the World Health Organization characterized the outbreak of a strain of the novel coronavirus ("COVID-19") as a pandemic which has resulted in a series of public health and emergency measures that have been put in place to combat the spread of the virus. The duration and impact of COVID-19 are unknown at this time and it is not possible to reliably estimate the impact that the length and severity of these developments will have on the financial results and condition of the Fund in future periods.

4. Instruments financiers

Juste valeur

Les instruments financiers de la Caisse comprennent l'encaisse, les placements, la capitation à recevoir, les débiteurs, les frais payés d'avance, les créditeurs et charges à payer, le montant dû d'une Caisse, et les montants dus aux autres Caisses et aux sections locales pour les programmes à frais partagés. La juste valeur de ces instruments financiers est approximativement égale à leur valeur comptable compte tenu de leur brève échéance. La juste valeur des placements est divulguée à la note 3.

Risques de taux d'intérêt

Les risques de taux d'intérêt, auxquels les bénéficiaires de la Caisse sont exposés, surviennent à cause des fluctuations des taux d'intérêt. Le Syndicat est exposé à des risques de taux d'intérêt sur ses placements.

Risques de crédit

Des risques de crédit se présentent lorsque certaines sections locales et d'autres groupes ne font pas face à leurs obligations. La Caisse est exposée au risque de crédit provenant de la capitation à recevoir et des débiteurs. La Caisse limite le montant de crédit avancé si nécessaire.

5. Gestion du capital

Les objectifs du Syndicat quant à la gestion de son capital sont de continuer à opérer comme organisme syndical afin de pouvoir réaliser sa mission. Le capital du Syndicat se compose du solde du fonds. Le Syndicat n'est pas soumis à des exigences externes en matière de gestion du capital.

6. COVID-19

Après la clôture de l'exercice, le 11 mars 2020, l'Organisation mondiale de la santé a annoncé que la COVID-19 (maladie à coronavirus 2019) pouvait être qualifiée de « pandémie ». Cette annonce a déclenché la mise en place d'une série de mesures de santé publique et de mesures d'urgence pour lutter contre la propagation du virus. La durée et les incidences de la COVID-19 restent inconnues et il est impossible d'estimer de façon fiable les incidences que la durée et la gravité de la pandémie pourraient avoir sur les résultats financiers et la situation du Syndicat aux périodes futures.

**REPORT ON THE NATIONAL DEFENCE FUND
AS AT
DECEMBER 31, 2019**

Sisters, Brothers, and Friends:

You have before you the National Defence Fund Financial Statements for the year ended December 31, 2019. Note that the Statement of Financial Position, Statement of Operations and Changes in Fund Balance, Statement of Cash Flows and Notes to the Financial Statements have been audited by Deloitte LLP. In addition, we have included supplementary financial schedules that provide a more detailed picture of the revenue and expenses.

STATEMENT OF FINANCIAL POSITION

At December 31, 2019 the National Defence Fund had \$13.8 million in total assets, down from \$14.4 million at December 31, 2018. These assets consisted of \$3 million in cash and short-term investments, \$2.1 million in per capita and other receivables, and \$8.6 million in long-term investments.

Liabilities at December 31, 2019 were \$11.5 million compared to \$10 million at December 31, 2018. Liabilities in the Defence Fund consisted of accounts payable and accrued liabilities, amounts repayable to the General Fund, as well as amounts due to Locals for Cost-Share Campaigns.

At December 31, 2019 the Fund Balance was \$2.4 million compared to \$4.4 million at December 31, 2018.

STATEMENT OF OPERATIONS

The Statement of Operations shows a deficit for the year of \$2.1 million before unrealized investment gains. The expenditures are documented in detail on the supporting schedules which follow.

Cost-Sharing Campaigns (Schedule 1)

The schedule shows the new cost-share campaigns authorized by the National Executive Board in 2019. The Miscellaneous Revenue schedule shows the final adjustments relating to prior years cost-shared campaigns that ended during the year. In total there was \$1.2 million of recoveries from prior year campaigns and \$5.2 million in new cost-shares approved in 2019 which was \$1.6 million over the annual budget.

Major Organizing Campaigns (Schedule 2)

The schedule shows in detail the various organizing and restructuring campaigns by region. The spending in this envelope of the Defence Fund in 2019 totalled \$6.8 million.

National Strategic Initiatives (Schedule 3)

Expenditures on national strategic initiatives totalled \$2.1 million in 2019 and are listed by type of activity on this schedule.

Regional Strategic Initiatives (Schedule 4)

Expenditures on regional strategic initiatives totalled \$2.1 million in 2019 and are listed by type of activity on this schedule.

This concludes my report on the National Defence Fund Financial Statements for the year ended December 31, 2019.

Respectfully submitted,



CHARLES FLEURY
National Secretary-Treasurer

The following pages contain unaudited schedules which give a more detailed picture of the expenditures for 2019.

Miscellaneous Revenues

Canadian Union of Public Employees / Syndicat canadien de la fonction publique
Funds Unused From Prior Years' Campaigns / Fonds non-utilisés des campagnes antérieures
For the period ended December 31, 2019 / Pour l'exercice se terminant le 31 décembre 2019

Atlantic

Local 1867 - Fight P3 for Highway 104 (2018)	\$	10,630
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Maritimes

Local 3433 - Campaign to Raise Profile (2016)	\$	3,924	
Local 1190 - Fightback Against Privatization (2016)		11,469	
CUPE N.B. - Phase II - Stronger Together (2016)		<u>71,786</u>	87,179

Quebec

Local 4646 - Against Job Losses (2016)	\$	1,245	
CPAS - Maintain and Protect Jobs (2016)		<u>4,049</u>	
		-	5,294

Ontario

Local 416 - Fightback Against Contracting Out (2016)	\$	80,453	
Local 503 - Awareness Campaign - Rock for Public Services (2016)		37,560	
Local 503 - Anti-privatization Campaign (2016)		20,073	
Local 503 - Community Outreach (2016)		47,193	
Local 503 - Municipal Election (2016)		21,673	
Local 2204 - Raise Public Awareness Incr. Member Participation (2016)		6,835	
Local 3902 - Good Jobs on Campus Campaign (2016)		62,796	
Local 4207-01 - Member Mobilization and Bargaining Support (2016)		33,208	
Local 4948 - Against Privatization and Cuts (2016)		42,694	
Local 5105 - Fightback Against Loss of Funding (2016)		3,778	
OCHU - Bargaining Support - Phase 1 (2016)		228,573	
Local 146 - Let's Keep Cassellholme Public (2016)		5,336	
Local 2073 - It's Time for Fairness Campaign (2016)		16,738	
Local 3261 - Against Contracting Out (2016)		20,181	
Local 1 - Against Privatization (2016)		34,443	
Local 82 - Member Mobilization (2016)		2,272	
Local 122 - Raise Profile (2016)		7,317	
Local 543 - Public Image Campaign (2018)		23,373	
Local 543 - Image Campaign (2016)		<u>1,395</u>	695,890

Miscellaneous Revenue (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique
Funds Unused From Prior Years' Campaigns / Fonds non-utilisés des campagnes antérieures
For the period ended December 31, 2019 / Pour l'exercice se terminant le 31 décembre 2019

Manitoba

CUPE Manitoba - Protect and Defend Public Services (2016)	\$ 21,087	
Local 204 - Member Engagement - Phase 2 (2018)	1,900	
CUPE Manitoba - Building Strong Coalitions (2016)	<u>15,000</u>	37,987

Saskatchewan

Local 7 - Civic Election and Bargaining Support (2016)	\$ 5,000	
Saskatchewan HC - Support Med. Technologists and Technicians (2016)	12,948	
Local 4777 - Anti-privatization (2016)	10,355	
Local 5791 - Fightback Against Attacks on Pension Plan (2016)	15,150	
Local 1975 - Defend Pension Plan (2016)	24,215	
Local 4980 - Member Outreach (2016)	5,000	
HCC - Anti-privatization (2016)	<u>58,275</u>	130,943

Alberta

Local 41 - Public Relations Campaign (2017)		4,502
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British Columbia

Local 951 - Member Engagement and Awareness Campaign (2017)	\$ 2,349	
Local 410 - Public Awareness (2018)	12,500	
CUPE BC - K12 Build support for Bargaining Campaign (2018)	8,690	
Local 338 - Branding & Public Awareness (2018)	1,427	
Local 358 - Engagement and Public Awareness (2018)	4,994	
Local 338 - Campaign to Raise Profile and Connect with Community (2016)	11,000	
Local 374 - Campaign to Create Awareness and Increase Support (2016)	27,424	
Local 2950 - Member Engagement (2016)	10,000	
CUPE B.C. - Provincial Election (2016)	39,285	
Local 951 - Increase Visibility & Build relationship with Community (2016)	1,344	
Local 15 - Fightback Against School Closures (2016)	9,874	
Local 411 - Chilliwack School District #33 Employees (2016)	2,350	
Local 1978 - Keep Sewage Public - phase 2 (2016)	53,250	
Local 2450 - Community Engagement (2016)	4,089	
Local 3966 - Member Engagement (2016)	11,000	

Miscellaneous Revenue (cont'd)

**Canadian Union of Public Employees / Syndicat canadien de la fonction publique
Funds Unused From Prior Years' Campaigns / Fonds non-utilisés des campagnes antérieures
For the period ended December 31, 2019 / Pour l'exercice se terminant le 31 décembre 2019**

British Columbia (cont'd)

Kootenays Locals - Increase Community Profile (2016)	1,500	
CUPE BC - K12 Awareness Campaign (2018)	<u>18</u>	201,095

Airlines

Local 4055 - Strengthen Solidarity (2016)	19,550	
COCP - Safety-related Improvements (2016)	<u>13,800</u>	<u>33,350</u>

Total - Funds Unused from Prior Years' Campaigns **\$ 1,206,868**

Schedule 1**Canadian Union of Public Employees / Syndicat canadien de la fonction publique****Cost-Sharing Campaigns / Campagnes à frais partagés****For the period ended December 31, 2019 / Pour l'exercice se terminant le 31 décembre 2019****Atlantic**

Local 8920 - Fightback Campaign	\$ 25,500	
CUPE N.L. - Mass Mobilizing Campaign - Boots on the Ground	<u>90,000</u>	\$ 115,500

Maritimes

NBCHU - Violence Prevention Campaign	\$ 50,000	
Local 1770 - "RESPECT" Campaign to raise awareness violence in schools	<u>5,000</u>	55,000

Quebec

Local 301 - Awareness campaign	\$ 250,000	
Local 2815 - Bargaining Support Campaign	24,279	\$ -
Local 5222 - Campaigning to Promote Value of Guidance Counsellors	10,451	
CPAS - Mobilization Campaign	84,800	
CUPE QC - Promotion of Public Services	29,900	
Air Transat Component - Addressing Sector-wide issues like fatigue	13,250	
CPSM - Awareness Campaign	47,500	
Local 301 - Campaign to raise the profile of their members	250,000	
Local 308 - Bargaining Support Campaign	13,222	
CPAS - Promote Major Government Reinvestment University Sector	<u>54,179</u>	777,581

Ontario

Local 82 - Community Engagement	\$ 14,388	
Local 416 - "Tumbs Up 416"	333,583	
Local 1750 - Cover Me 2019	169,750	
Local 2191 - Member Engagement Campaign	14,612	
Local 2484-30 - Member Mobilization	4,195	
Local 12 - Awareness Campaign	1,291	
Local 416 - Bargaining and Contracting-In Campaign	137,750	
Local 543 - Positive Profile and Community Outreach Campaign	35,175	
Local 966 - Promote Members' Work and Build Solidarity	282,201	
Local 1281 - Common Front NOW! Campaign	19,775	

Schedule 1 (cont'd)**Canadian Union of Public Employees / Syndicat canadien de la fonction publique****Cost-Sharing Campaigns / Campagnes à frais partagés****For the period ended December 31, 2019 / Pour l'exercice se terminant le 31 décembre 2019****Ontario (cont'd)**

Local 1623 - Mobilization Campaign	5,255	
Local 1750 - Cover Me 2019 - Phase 2	20,905	
Local 1750 - Bargaining Mobilization 2019 Campaign	196,559	
Local 2316 - Anti-Racism and Harassment Campaign	19,888	
Local 3902 - Precarious Work Campaign	28,589	
Local 3902 - "Sick of Racism" Campaign	24,893	
Local 3903 - Member Engagement and Mobilization Campaign	7,345	
Local 4400 - Bargaining Support Campaign	282,488	
Local 503 - Community Outreach Campaign	56,500	
Local 1623 - Fight Privatization of Services	16,833	
Local 2331 - Bargaining Support Campaign	16,435	
Local 4948 - Campaign to Defend Against Staffless Libraries	58,760	
Local 4948 - Public Engagement - Word on the Street Campaign	67,518	
Local 905 - Bargaining Support - Member & Comm. Engagement Campaign	197,750	
Local 1590 - Member Outreach & Mobilization Campaign	61,950	
Local 3902 - Member Outreach & Mobilization Campaign	124,329	
Local 3902 - Member Mobilization Campaign	76,078	
Local 4891 - Bargaining Support Campaign	2,776	
Local 4948 - Staffless Libraries Campaign	57,630	
Local 4948 - Bargaining Support and High Profile Events Campaign	173,738	
OSBCU - Violence Awareness Campaign	87,709	
OCHU - Phase 1 - Bargaining Support Campaign	111,270	
OSBCU - Bargaining Support - Phase 2	307,255	3,015,171

Manitoba

Local 69 - Municipal Anti-Privatization Campaign	\$ 10,000	
Local 998 - Against the Privatization of Manitoba Hydro	75,000	
Local 4270 - "Get out the Vote Strategy"	115,000	
Local 5362 - "Get out the Vote Strategy"	15,000	
Local 8600 - "Get out the Vote Strategy"	30,000	

Schedule 1 (cont'd)**Canadian Union of Public Employees / Syndicat canadien de la fonction publique****Cost-Sharing Campaigns / Campagnes à frais partagés****For the period ended December 31, 2019 / Pour l'exercice se terminant le 31 décembre 2019****Manitoba (cont'd)**

Local 204 - Membership Outreach Campaign	100,000	
Local 500 - Campaign to Fightback Against Privatization	115,000	
CUPE MB - "Get out the Vote Strategy"	<u>40,000</u>	500,000

Saskatchewan

MESC - Raise Profile	\$ 23,225	
CUPE Sask. - Community Union 2019	80,000	
Local 3766 - Fightback Against Austerity Campaign	7,500	
Local 4784 - Build Public Support & Workplace Solidarity	10,000	
CUPE Sask. - Fightback Campaign - Phase 3	<u>80,000</u>	200,725

Alberta

Local 3550 - Promotion of Work Campaign	\$ 50,000	
Local 787 - Pressure the City fo Fully Fund DTS Services	10,000	
Local 787 - Campaign Against Cuts and Privatization of city services	48,000	
Local 3484 - Solidarity Building Campaign	10,000	
Local 4070 - Member Mobilization and Bargaining Support	<u>44,959</u>	162,959

British Columbia

Local 402 - Mobilize, Engage and Awareness	\$ 45,000	
Local 728 - Engage and Raise Awareness	24,480	
Local 1260 - Build Relationships & Solidarity	6,000	
Local 1698 - Building Solidarity, Engagement and Awareness	14,750	
Local 2278 - Engage, Educate and Build Solidarity	11,463	
Local 2773 - Engage Members and Raise Awareness	3,550	
Local 873 - Public Awareness Campaign	35,898	
Local 951 - Engage Members and Raise Awareness	12,000	
Local 458 - Campaign to Mobilize and Engage	19,750	
Local 1004 - Campaign to Promote Work and Raise Profile	140,000	
Local 2403 - Campaign to Promote Work and Push Back Against Cut	15,750	

Schedule 1 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique

Cost-Sharing Campaigns / Campagnes à frais partagés

For the period ended December 31, 2019 / Pour l'exercice se terminant le 31 décembre 2019

British Columbia (cont'd)

Local 4951 - Awareness and Engagement Campaign	12,050	
Local 622 - Campaign to Stop the Privatization of the Albion Rec Centre	25,000	
Local 900 - Membership and Community Outreach Campaign	10,000	
Local 7000 - "Move Forward Together"	13,543	389,233

Total - Cost-Sharing Programs

\$ 5,216,169

Schedule 2

Canadian Union of Public Employees / Syndicat canadien de la fonction publique

Major Organizing Campaigns / Grandes campagnes d'organisation

For the period ended December 31, 2019 / Pour l'exercice se terminant le 31 décembre 2019

National Initiatives

Material	\$	250,443	
Organizer Meeting		37,276	
RCMP Telecommunications Operators		53,566	
Maritimes - Temporary Organizing Representative		190,697	
Ontario - Temporary Organizing Representative Health Sector		154,858	
Ontario - Temporary Representative PLSRTA		181,159	
Ontario - Temporary Legal Representative		165,081	
Manitoba - Temporary Organizing Representative		28,281	
Manitoba - Temporary Organizing Representative		325,920	
Saskatchewan - Health Care Restructuring		134,807	
B.C. - Temporary Organizing Representative		172,060	
Alberta - Temporary Organizing Representative		155,559	\$ 1,849,708

Atlantic

Organizing

Organizing General	\$	345	
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Restructuring

LPN Campaign		732	
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Total Major Organizing - Atlantic 1,077

Maritimes

Organizing

N.B. Department of Social Development	\$	3,768	
Garda World		450	
Town of Rothesay		12,210	
Cannabis N.B.		566	
Town of Kedgwick		605	
Garda World Vitaliry		343	
N.B. LPN Campaign		69,274	
Fredericton Residential Youth Services		424	
N.B. Legal Aid Commission		3,990	
Member Organizing Training		901	

Total Major Organizing - Maritimes 92,531

Schedule 2 (cont'd)**Canadian Union of Public Employees / Syndicat canadien de la fonction publique****Major Organizing Campaigns / Grandes campagnes d'organisation****For the period ended December 31, 2019 / Pour l'exercice se terminant le 31 décembre 2019****Quebec****Organizing**

General	\$	29,966
Local 687 - Groupe TVA		1,653
City of Gatineau		4,528
Constitutional challenge - F.T.Q. Local 298		149
Local 2815 - Vidéotron		3,697
Ministry of Public Security (coroners)		559
The Société québécoise du cannabis		232,045
Bell Media Inc.		3,308
Daycare "La Rose des Vents"		328
Société de transport de l'Outaouais		173,631
Independent investigation office		4,334
Local 5414 - Municipality of Low		143
Local 687 - TVA Trois-Rivières and Rimouski		27,951
Local 5411 - Daycare "Mon Lac"		126
Organizing - Legal Defense		12,114
City of Beloeil		7,166
Laval University		914
Municipality of St-Michel-des-Saints		(450)
City of Sherbrooke		2,347
The Canadian Press		3,434
Transbus		72
Hydro-Quebec preventionists		138
Local 3812 - Garda		110,250
Public Sector (Negotiations)		792
<i>Total Organizing - Quebec</i>	\$	619,195

Restructuring

Health Care Sector Campaign	\$	137
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Total Major Organizing - Quebec

619,332

Schedule 2 (cont'd)**Canadian Union of Public Employees / Syndicat canadien de la fonction publique****Major Organizing Campaigns / Grandes campagnes d'organisation****For the period ended December 31, 2019 / Pour l'exercice se terminant le 31 décembre 2019****Ontario****Organizing**

General Organizing	\$	91,552
Markham Stouffville Hospital (Clerical)		19,529
University Health Network (Clerical)		358
St.Mike's Hospital (Clerical & Paramedic)		392
Workplace Safety & Prevention Services		1,734
Halton District School Board (Merger)		19,176
Our Shared Purpose		514
Kingston Home Care (Pilot)		99,904
Trillium Health Partners		66,554
City of Markham PT		16,109
West Park Healthcare Centre - Rehab. & Behavioural Therapists		233
Toronto Catholic District School Board (Support Staff)		95
University of Western Ontario Housing and Residence Serv.		2,321
Oneida of the Thames Emergency Medical Services		1,985
St. Elizabeth Health Centre		1,032
Town of Milton		251
Peel District School Board		1,023
York District School Board		6,938
Member Organizer Training - Paramedics & Public Health		13,200
Member Organizer Training		10,573
City of Toronto - Home Child Care Workers		1,058
Public Health - Region 3 - Peel Region Public Health		54,717
Member Organizer Facilitator Training		43,202
Member Organizer Training		3,435
UHN - Toronto Western Hospital - Part-time Clerical		336
Cast for Kids Childcare centre		46
Georgina Public Library		29
CarePartners		493
Whitchurch - Stouffville Public Library		184
Toronto Transit Commission (Route Supervisors)		425
St. Elizabeth Health Homecare		578
Sienna Senior Living - Kawartha Lakes Retirement Home		140
Toronto Hospital Drives		3,880

Schedule 2 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique

Major Organizing Campaigns / Grandes campagnes d'organisation

For the period ended December 31, 2019 / Pour l'exercice se terminant le 31 décembre 2019

Ontario (cont'd)

Organizing (cont'd)

City of Burlington	816
Flemingdon Neighbourhood Services	281
<i>Total Organizing - Ontario</i>	<u>\$ 463,090</u>

Restructuring

PSLRTA St.Joe's & Providence & St.Mike's	\$ 1,035,732
PSLRTA Kingston General Hospital & Hôtel Dieu	14,847
Amica at Newmarket	453
<i>Total Restructuring - Ontario</i>	<u>\$ 1,051,032</u>

Total Major Organizing - Ontario 1,514,122

Manitoba

Restructuring

Health Care	<u>\$ 1,972,206</u>
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Total Major Organizing - Manitoba 1,972,206

Saskatchewan

Organizing

Weyburn Group Homes Society Inc.	\$ 161
North East School Division	1,100
Good Spirit School Division	799
We Care Health Services LP	845
Yorkton Crossing Retirement Community	347
Northwest School Division No. 203	1,316
Town of Esterhazy	789
Prairie Spirit School Division	2,782
Member Organizer Training	4,180
Greater Saskatoon School Division	1,919
Town of La Ronge	291
<i>Total Organizing - Saskatchewan</i>	<u>14,529</u>

Restructuring

Town of Wadena	<u>\$ 297</u>
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Total Major Organizing - Saskatchewan 14,826

Schedule 2 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique

Major Organizing Campaigns / Grandes campagnes d'organisation

For the period ended December 31, 2019 / Pour l'exercice se terminant le 31 décembre 2019

Alberta

Organizing

Red Deer Catholic Schools	\$	111
City of Lacombe		390
Southern Alberta Institute of Technology		421
Wolf Creek School Division		368
City of Wetaskiwin		116
APL Lab Drivers		446
Town of Drayton Valley Day Care Workers		472
Mount Royal University		593
<i>Total Organizing - Alberta</i>	\$	<u>2,916</u>

Restructuring

Macleod Pioneer Lodge	\$	<u>105</u>
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Total Major Organizing - Alberta

3,021

British Columbia

Organizing

University of Northern B.C. (TAs & RAs)	\$	73
Together Again Proverty Society (TAPS)		100
District Fort St.James		200
Vancouver Symphony Orchestra		300
City of Vernon		300
NEED2 Suicide Prevention & Support		184
Bowen Island Municipality		400
Eterra Environmental		250
Carnegie Community Centre Association		933
Local 338 - YMCA Okanagan (H2O Adventure & Fitness Centre)		77
University of Victoria - Research Assistants		6,295
Local 900 - District of Barriere		100
Hornby Island Residents and Ratepayers' Association		189
Vancouver Coastal Health Authority		457
Member Organizer Training		21,008
Strathcoa Community Centre Association		1,173
Powell River School District (SD 47)		100
Vancouver Island Regional Library		300
Sources Community Resources Society		1,017
Nelson C.A.R.E.S. Society		1,493

Schedule 2 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique

Major Organizing Campaigns / Grandes campagnes d'organisation

For the period ended December 31, 2019 / Pour l'exercice se terminant le 31 décembre 2019

British Columbia (cont'd)

Organizing (cont'd)

Local 1936 - WISH Drop-In Centre Society	660	
Good Shepherd	132	
Alzheimer Society of B.C.	42	
Prince George Public Library	1,438	
Whistler Public Library	431	
Board of Education of School District No. 63 (Saanich)	661	
Squamish Public Library	615	
College of the Rockies	2,209	
Cowichan Valley Regional District	64	
Langara College	229	
Child Care Mapping B.C.	463	
City of Surrey	1,607	
	<hr/>	
Total Major Organizing - British Columbia		43,500

Airline

Organizing

WestJet	\$ 119,820	
Flair Airlines	6,101	
Skyregional Airlines	11,082	
Encore Airlines	16,954	
WestJet Post-Organizing	216,247	
Swoop Airlines	51,480	
	<hr/>	
Total Major Organizing - Airline		421,684

H.E.U.

Organizing

H.E.U. Organizing		<hr/>
		243,750

Total - Major Organizing Campaigns **\$ 6,775,758**

Total - Organizing **\$ 3,751,249**

Total - Restructuring **3,024,509**

Total - Major Organizing Campaigns **\$ 6,775,758**

Schedule 3

Canadian Union of Public Employees / Syndicat canadien de la fonction publique
National Strategic Initiatives / Initiatives nationales en matière de stratégie
For the period ended December 31, 2019 / Pour l'exercice se terminant le 31 décembre 2019

			Budget
<u>Meetings (Sector Issues & Meetings)</u>			
National Officers' Breakfasts at Division Conventions	\$ 58,052		
Canada Pride	5,016	\$ 63,068	\$ 100,000
	<hr/>		
<u>External Events</u>			
Early Childhood Educators of B.C.	\$ 5,000		
Quebec Aboriginal Gathering (Aboriginal Council)	735		
Union of N.S. Municipalities	5,000		
Atlantic/Maritimes Indigenous Gathering	12,005		
Broadbent Institute	25,000		
National Disability Summit	99	-	
World Congress on Health and Safety	10,000		
Federation of Canadian Municipalities (FCM)	95,597	153,436	160,000
	<hr/>		
<u>Innovative Communication and Research</u>			
Our Times	\$ 10,000		
LabourStart	5,000		
Canadian Federation of Students	16,290		
Rabble.ca	23,000		
Research Project CUPE AB	20,000		
Branded Items	7,703		
RadioLabour	5,000		
Membership Survey	85,380	172,373	200,000
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<u>Initiatives and Sponsorships</u>			
Mayworks Festival Toronto	\$ 6,500		
Worker's Art and Heritage Centre	12,500		
Gil's May Day Hootenanny	5,000		
Barbra Schlifer Clinic	10,000		
Assembly of First Nations - Special Assembly	7,901		
Andrew Kinsman Memorial Fund	1,000		
Repetitive strain injuries (RSI) Day	500		

Schedule 3 (cont'd)**Canadian Union of Public Employees / Syndicat canadien de la fonction publique****National Strategic Initiatives / Initiatives nationales en matière de stratégie****For the period ended December 31, 2019 / Pour l'exercice se terminant le 31 décembre 2019****Budget****Initiatives and Sponsorships (cont'd)**

Broadbent Institute	100,000
Local 429 - 100th Anniversary	20,000
G78 Conference	3,000
LEAF Person's Day Breakfast	10,000
Halifax Mayworks Festival	2,000
BloodWatch.org	10,511
Governor General's Canadian Leadership Conference	15,000
CanRoots Conference	1,000
COPE 493 Donation	1,000
Tour Paramedic Ride	1,000
WeAreNS	10,000
ILGA Conference	1,407
Sexual Assault Support Centre of Ottawa	2,000
Red Heeler Media Inc.	1,000
WTSF Films Inc.	1,000
Extended National Council of the Unemployed	1,500
Women Deliver International Conference	1,000
Egale Canada	5,000
SHARE	2,500
Workers History Museum	1,000
Alberta Workers Health Centre	7,500
Youth Action Now : Paul Dewar's Initiative	5,000
Canadian Labour International Film Festival (CLIFF)	1,000
Boomtalk Musical Production	2,000
Ottawa Pride Week	509
Black History Month - N.S.	3,058
CPATH Conference	2,196
YWCA Young Women Leadership Summit	750
Amnesty International	7,500
N.S. Child Care Coalition	5,000
Ottawa Women's Events Network	1,500

Schedule 3 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique
National Strategic Initiatives / Initiatives nationales en matière de stratégie
For the period ended December 31, 2019 / Pour l'exercice se terminant le 31 décembre 2019

			Budget
<u>Initiatives and Sponsorships (cont'd)</u>			
Canadian Anti-Hate Network	2,500		
Coalition of Black Trade Union	1,200		
Women's March Canada	<u>1,000</u>	274,032	550,000
<u>Political Action (Lobbying)</u>			
Cornell - LLI Program 2018-2019	\$ 14,028		
Health Care Lobbying	612		
Research 2019 Federal Election	48,964		
Summer Institute for Union Women - Gina McKay	1,420		
Canadian Federation of Students	30,000		
Canadian Club Luncheon - Jagmeet Singh	2,260		
Local 734 - Pension Consultation	7,211		
OSBCU non-legal costs	<u>46,725</u>	151,220	290,000
<u>Coalition Funding</u>			
CCPA N.S.	\$ 6,000		
Parkland Institute Conference	10,000		
Ontario Health Coalition	10,642		
N.B. Common Front Social Justice	10,000		
N.B. Pay Equity Coalition	5,000		
CCIC - Americas Policy Group	10,501		
Trade Justice Network	5,000		
LEAF Events	770		
Childcare Resource and Research Unit	10,000		
OCHU Workplace Violence	28,072		
Seniors and Nursing Homes Residents Rights	2,000		
Canadian Centre Occupational Health & Safety	3,000		
Harkat Committee	5,000		
Canadian Research Institute for the Advancement of Women	5,000		
Canadians for Tax Fairness	25,000		
Right to Energy	814		

Schedule 3 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique
National Strategic Initiatives / Initiatives nationales en matière de stratégie
For the period ended December 31, 2019 / Pour l'exercice se terminant le 31 décembre 2019

			Budget
<u>Coalition Funding (cont'd)</u>			
ACORN	10,000		
Amnesty International	1,000		
Canadian Doctors for Medicare	7,500		
Trade Unions Energy Democracy (TUED)	25,636		
Régie Énergie	135,000		
National Farmers Union	1,000		
LivingWork Analytics	6,000		
Manitoba Health Coalition	23,000		
Aspen Foundation for Labour Education	7,500		
Public Interest Alberta	13,000		
Canadian Civil Liberties Association	5,000		
Next Up!	25,000		
Migrant Workers Rights Canada	10,000		
Common Front NL	5,000		
P.E.I. Health Coalition	1,000		
Cooper Institute	2,000		
CCPA - Special Assessment	150,000		
N.S. Health Coalition	10,000	574,435	600,000
<u>Campaign Funding</u>			
Aboriginal Issues	\$ 8,061		
Independent Jewish Voices	5,926		
Governance Task Force	44,222		
National Labour Day	25,619		
Post Secondary Campaign	34,848		
N.B. Municipal Conference	1,755		
NBCSU	8,371		
Violence Response	25,060		
Task force on member mobilizing and participation	13,612		
MB Public Image Campaign	16,453		
MB Outreach Campaign	9,500		
N.S. Nursing Week	3,136		

Schedule 3 (cont'd)**Canadian Union of Public Employees / Syndicat canadien de la fonction publique****National Strategic Initiatives / Initiatives nationales en matière de stratégie****For the period ended December 31, 2019 / Pour l'exercice se terminant le 31 décembre 2019**

			Budget
<u>Campaign Funding (cont'd)</u>			
Strong Union MB	15,438		
NFLD Labour Day Events	19,763		
N.B. Community Events, festivals and Labour Day	15,000		
EI Reform Campaign P.E.I.	4,030		
N.S. Long-Term Care Video Campaign	20,067		
P.E.I. Summer events	9,547		
P.E.I. Strategic Initiatives	15,138		
Anti-Privatization Ont.	35,000		
CUPE NFLD Public Images Campaign	9,481		
Anti-Privatization Survey - AB	56,000		
Staffing Model Task Force	<u>2,120</u>	398,147	600,000
<u>Global Justice and International matters</u>			
ICLMG	\$ 12,500		
Womens Human Right Inst. (WHRI)	7,810		
United Nations Commission on Status Women	43,115		
Palestine Child Care Union	5,237		
Canadian Council for Refugee	2,000		
Alliance of Health Workers (Philippines)	1,368		
Canadian Network Corporate Accountability (CNCA)	5,000		
Symposium on Palestine	1,000		
OCHRP	2,500		
Common Frontiers	15,000		
International Centre for Trade Union Rights (ICTUR)	1,381		
Mining Watch Canada	14,500		
Maquila Solidarity Network	10,000		
Stephen Lewis Foundation	20,000		
Global Justice Fund	100,000		
Committee for Human Rights in Latin America	5,000		
CISO Conference	1,060		
South Korea Delegation	17,613		

Schedule 3 (cont'd)

**Canadian Union of Public Employees / Syndicat canadien de la fonction publique
National Strategic Initiatives / Initiatives nationales en matière de stratégie
For the period ended December 31, 2019 / Pour l'exercice se terminant le 31 décembre 2019**

			Budget
<u>Global Justice and International matters (cont'd)</u>			
PSI Interamerican Regional Conference - IAMRECON	23,946		
March 8 Int'l Women's Day	12,500		
CUPE Cameroon Water Project	5,040		
Delegation in Israel-Palestine	3,213		
Colombia Solidarity	11,190		
COP Conference	2,610		
AIDS Free World	12,500		
Cuba Delegation	4,227		
Asad Ismi	1,500		
Amsterdam Delegation	3,527		
Philippines Delegation	<u>(8,115)</u>	337,221	350,000
Total - National Strategic Initiatives		<u><u>\$ 2,123,932</u></u>	<u><u>\$ 2,850,000</u></u>

Schedule 4

Canadian Union of Public Employees / Syndicat canadien de la fonction publique
Regional Strategic Initiatives / Initiatives régionales en matière de stratégie
For the period ended December 31, 2019 / Pour l'exercice se terminant le 31 décembre 2019

			Budget
<u>Quebec</u>			
Fight against austerity measures	\$ 348,755	\$	450,000
<u>Ontario</u>			
Community Fightback	\$ 530,034		
Campaign Coordinator	73,794		
Equality	147,900		
Sector Bargaining & Support	<u>308,521</u>	1,060,250	1,150,000
<u>British Columbia</u>			
Strong Communities Campaign	544,892		550,000
<u>H.E.U.</u>			
Contracting-Out Campaign / Legal Services	175,000		175,000
Total - Regional Strategic Initiatives	<u>\$ 2,128,897</u>	<u>\$</u>	<u>2,325,000</u>

Financial statements of
États financiers de
Canadian Union of Public Employees
– National Strike Fund
Syndicat canadien de la
fonction publique – Caisse nationale
de grève

December 31, 2019
31 décembre 2019

Independent Auditor's Report	1-3	Rapport de l'auditeur indépendant
Statement of financial position	4	État de la situation financière
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Statement of cash flows	6	État des flux de trésorerie
Notes to the financial statements	7-11	Notes complémentaires

Independent Auditor's Report

To the members of
Canadian Union of Public Employees

Opinion

We have audited the financial statements of Canadian Union of Public Employees (the "Union") – National Strike Fund, which comprise the statement of financial position as at December 31, 2019, and the statements of operations and changes in fund balance and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Union – National Strike Fund as at December 31, 2019, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Union – National Strike Fund in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Union – National Strike Fund's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Union – National Strike Fund or to cease operations, or has no realistic alternative but to do so.

Rapport de l'auditeur indépendant

Aux membres du
Syndicat canadien de la fonction publique

Opinion

Nous avons effectué l'audit des états financiers du Syndicat canadien de la fonction publique (le « Syndicat ») – Caisse nationale de grève, qui comprennent l'état de la situation financière au 31 décembre 2019, et les états des résultats et de l'évolution du solde du fonds et des flux de trésorerie pour l'exercice terminé à cette date, ainsi que les notes complémentaires, y compris le résumé des principales méthodes comptables (appelés collectivement les « états financiers »).

À notre avis, les états financiers ci-joints donnent, dans tous leurs aspects significatifs, une image fidèle de la situation financière du Syndicat – Caisse nationale de grève au 31 décembre 2019, ainsi que des résultats de ses activités et de ses flux de trésorerie pour l'exercice terminé à cette date, conformément aux Normes comptables canadiennes pour les organismes sans but lucratif.

Fondement de l'opinion

Nous avons effectué notre audit conformément aux normes d'audit généralement reconnues (NAGR) du Canada. Les responsabilités qui nous incombent en vertu de ces normes sont plus amplement décrites dans la section « Responsabilités de l'auditeur à l'égard de l'audit des états financiers » du présent rapport. Nous sommes indépendants du Syndicat – Caisse nationale de grève conformément aux règles de déontologie qui s'appliquent à notre audit des états financiers au Canada et nous nous sommes acquittés des autres responsabilités déontologiques qui nous incombent selon ces règles. Nous estimons que les éléments probants que nous avons obtenus sont suffisants et appropriés pour fonder notre opinion d'audit.

Responsabilités de la direction et des responsables de la gouvernance à l'égard des états financiers

La direction est responsable de la préparation et de la présentation fidèle des états financiers conformément aux Normes comptables canadiennes pour les organismes sans but lucratif, ainsi que du contrôle interne qu'elle considère comme nécessaire pour permettre la préparation d'états financiers exempts d'anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs.

Lors de la préparation des états financiers, c'est à la direction qu'il incombe d'évaluer la capacité du Syndicat – Caisse nationale de grève à poursuivre son exploitation, de communiquer, le cas échéant, les questions relatives à la continuité de l'exploitation et d'appliquer le principe comptable de continuité d'exploitation, sauf si la direction a l'intention de liquider le Syndicat – Caisse nationale de grève ou de cesser son activité ou si aucune autre solution réaliste ne s'offre à elle.

Those charged with governance are responsible for overseeing the Union – National Strike Fund's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Union – National Strike Fund's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

Il incombe aux responsables de la gouvernance de surveiller le processus d'information financière du Syndicat – Caisse nationale de grève.

Responsabilités de l'auditeur à l'égard des états financiers

Nos objectifs sont d'obtenir l'assurance raisonnable que les états financiers pris dans leur ensemble sont exempts d'anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs, et de délivrer un rapport de l'auditeur contenant notre opinion. L'assurance raisonnable correspond à un niveau élevé d'assurance, qui ne garantit toutefois pas qu'un audit réalisé conformément aux NAGR du Canada permettra toujours de détecter toute anomalie significative qui pourrait exister. Les anomalies peuvent résulter de fraudes ou d'erreurs et elles sont considérées comme significatives lorsqu'il est raisonnable de s'attendre à ce qu'elles, individuellement ou collectivement, puissent influencer sur les décisions économiques que les utilisateurs des états financiers prennent en se fondant sur ceux-ci.

Dans le cadre d'un audit réalisé conformément aux NAGR du Canada, nous exerçons notre jugement professionnel et faisons preuve d'esprit critique tout au long de cet audit. En outre :

- Nous identifions et évaluons les risques que les états financiers comportent des anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs, concevons et mettons en œuvre des procédures d'audit en réponse à ces risques, et réunissons des éléments probants suffisants et appropriés pour fonder notre opinion. Le risque de non-détection d'une anomalie significative résultant d'une fraude est plus élevé que celui d'une anomalie significative résultant d'une erreur, car la fraude peut impliquer la collusion, la falsification, les omissions volontaires, les fausses déclarations ou le contournement du contrôle interne.
- Nous acquérons une compréhension des éléments du contrôle interne pertinents pour l'audit afin de concevoir des procédures d'audit appropriées aux circonstances, et non dans le but d'exprimer une opinion sur l'efficacité du contrôle interne de le Syndicat – Caisse nationale de grève.
- Nous apprécions le caractère approprié des méthodes comptables retenues et le caractère raisonnable des estimations comptables faites par la direction, de même que des informations y afférentes fournies par cette dernière.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Union - National Strike Fund's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Union - National Strike Fund to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Nous tirons une conclusion quant au caractère approprié de l'utilisation par la direction du principe comptable de continuité d'exploitation et, selon les éléments probants obtenus, quant à l'existence ou non d'une incertitude significative liée à des événements ou situations susceptibles de jeter un doute important sur la capacité du Syndicat - Caisse nationale de grève à poursuivre son exploitation. Si nous concluons à l'existence d'une incertitude significative, nous sommes tenus d'attirer l'attention des lecteurs de notre rapport sur les informations fournies dans les états financiers au sujet de cette incertitude ou, si ces informations ne sont pas adéquates, d'exprimer une opinion modifiée. Nos conclusions s'appuient sur les éléments probants obtenus jusqu'à la date de notre rapport. Des événements ou situations futurs pourraient par ailleurs amener le Syndicat - Caisse nationale de grève à cesser son exploitation.
- Nous évaluons la présentation d'ensemble, la structure et le contenu des états financiers, y compris les informations fournies dans les notes, et apprécions si les états financiers représentent les opérations et événements sous-jacents d'une manière propre à donner une image fidèle.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Nous communiquons aux responsables de la gouvernance notamment l'étendue et le calendrier prévus des travaux d'audit et nos constatations importantes, y compris toute déficience importante du contrôle interne que nous aurions relevée au cours de notre audit.

Deloitte LLP

Chartered Professional Accountants
Licensed Public Accountants
September 24, 2020

Deloitte S.E.N.C.R.L./s.r.l.

Comptables professionnels agréés
Experts-comptables autorisés
Le 24 septembre 2020

	2019	2018	
	\$	\$	
Assets			Actif
Current assets			À court terme
Cash	7,539,890	5,498,753	Encaisse
Per capita tax receivable	2,127,992	2,084,836	Capitation à recevoir
Accounts receivable	27,311	—	Débiteurs
Due from General Fund	970,402	—	Montant dû de la Caisse générale
Short-term investments (Note 3)	8,580,271	7,748,172	Placements à court terme (note 3)
	19,245,866	15,331,761	
Investments (Note 3)	95,418,167	84,562,014	Placements (note 3)
	114,664,033	99,893,775	
Liabilities			Passif
Current liabilities			À court terme
Accounts payable and accrued liabilities	233,528	360,352	Créditeurs et charges à payer
Due to Defence Fund	—	1,788	Montant dû à la Caisse de défense
Due to General Fund	—	4,448	Montant dû à la Caisse générale
	233,528	366,588	
Fund balance			Solde du fonds
Unrestricted	114,430,505	99,527,187	Non affecté
	114,664,033	99,893,775	

The accompanying notes are an integral part of the financial statements.

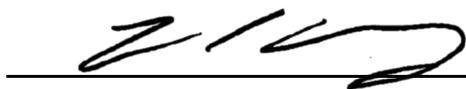
Les notes complémentaires font partie intégrante des états financiers.

On behalf of the National Executive Board

Au nom du Conseil exécutif national



National President, Président national



National Secretary-Treasurer, Secrétaire-trésorier national

Canadian Union of Public Employees
– National Strike Fund
Statement of operations and
changes in fund balance
Year ended December 31, 2019

Syndicat canadien de la fonction publique
– Caisse nationale de grève
État des résultats et
de l'évolution du solde du fonds
Exercice terminé le 31 décembre 2019

	2019	2018	
	\$	\$	
Revenue			Revenus
Per capita tax	12,661,369	12,062,079	Capitation
Investment income (Note 4)	2,951,414	1,109,532	Revenus de placement (note 4)
	15,612,783	13,171,611	
Expenses			Dépenses
Strike benefits	1,996,011	8,814,013	Indemnités de grève
Strike averting	1,687,921	1,272,998	Dépenses liées aux grèves évitées
Legal and arbitration	561,941	785,859	Frais juridiques et d'arbitrage
	4,245,873	10,872,870	
Excess of revenue over expenses before the undernoted item:	11,366,910	2,298,741	Excédent des revenus sur les dépenses avant l'incidence du poste ci-dessous :
Unrealized gains (losses) on investments	3,536,408	(1,611,334)	Gains (pertes) non réalisés sur les placements
Excess of revenue over expenses	14,903,318	687,407	Excédent des revenus sur les dépenses
Balance, beginning of year	99,527,187	98,839,780	Solde au début
Balance, end of year	114,430,505	99,527,187	Solde à la fin

The accompanying notes are an integral part of the financial statements.

Les notes complémentaires font partie intégrante des états financiers.

Canadian Union of Public Employees
– National Strike Fund
Statement of cash flows
Year ended December 31, 2019

Syndicat canadien de la fonction publique
– Caisse nationale de grève
État des flux de trésorerie
Exercice terminé le 31 décembre 2019

	2019	2018	
	\$	\$	
Operating activities			Activités de fonctionnement
Excess of revenue over expenses	14,903,318	687,407	Excédent des revenus sur les dépenses
Unrealized gains (losses) on investments	(3,536,408)	1,611,334	Gains (pertes) non réalisés sur les placements
Changes in non-cash operating working capital items			Variation des éléments hors caisse du fonds de roulement de fonctionnement
Per capita tax receivable	(43,156)	(202,502)	Capitation à recevoir
Accounts receivable	(27,311)	37,800	Débiteurs
Accounts payable and accrued liabilities	(126,824)	(85,898)	Créditeurs et charges à payer
	11,169,619	2,048,141	
Investing activities			Activités d'investissement
Acquisition of investments	(129,818,426)	(119,046,954)	Acquisition de placements
Disposal of investments	121,666,582	119,147,555	Cession de placements
	(8,151,844)	100,601	
Financing activities			Activités de financement
(Decrease) increase in due to National Defence Fund	(1,788)	1,788	(Diminution) augmentation du montant dû à la Caisse nationale de défense
(Increase) decrease in due to General Fund	(974,850)	94,673	(Augmentation) diminution du montant dû à la Caisse générale
	(976,638)	96,461	
Net increase of cash	2,041,137	2,245,203	Augmentation nette de l'encaisse
Cash, beginning of year	5,498,753	3,253,550	Encaisse au début
Cash, end of year	7,539,890	5,498,753	Encaisse à la fin

The accompanying notes are an integral part of the financial statements.

Les notes complémentaires font partie intégrante des états financiers.

1. Purpose of the organization

The Canadian Union of Public Employees (the "Union") is a national labour organization representing workers in a variety of jurisdictions throughout the public sector and areas of the private sector. The Union is an unincorporated association with rights and responsibilities regulated by provincial and federal labour laws and is exempt from income tax as a labour organization under the *Income Tax Act* (Canada).

The National Strike Fund (the "Fund") was established in 2002 through a transfer from the National Defence Fund, to provide financial assistance to members on strike or facing strike action.

2. Accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

Basis of accounting and presentation

The financial statements have been prepared using the deferral method of accounting. Under this method, revenue and expenses are reflected in the accounts in the period in which they have been earned and incurred respectively, whether or not such transactions have been finally settled by the receipt or payment of money.

The Union has adopted fund accounting as a basis of reporting its activities and separate financial statements are prepared for the General Fund, National Defence Fund and National Strike Fund. The Union also prepares combined financial statements which include the three funds. These financial statements present the activities of the National Strike Fund only.

1. Nature de l'organisme

Le Syndicat canadien de la fonction publique (le « Syndicat ») est un syndicat national qui représente les travailleuses et travailleurs d'une variété de champs dans le secteur public et de certains domaines dans le secteur privé. Le Syndicat est une association non constituée en société dont les droits et responsabilités sont réglementés par les lois du travail fédérales et provinciales et est exempt d'impôt selon la *Loi de l'impôt sur le revenu* (Canada).

La Caisse nationale de grève (la « Caisse ») a été établie en 2002 grâce à un transfert provenant de la Caisse nationale de défense, afin de fournir de l'aide financière aux membres en grève ou confrontés à des mesures de grève.

2. Méthodes comptables

Les états financiers ont été dressés conformément aux Normes comptables canadiennes pour les organismes sans but lucratif et tiennent compte des principales méthodes comptables suivantes :

Méthode de comptabilité et présentation

Les états financiers ont été préparés selon la méthode du report. Selon cette méthode, les revenus et les dépenses sont imputés à l'exercice où ils sont gagnés ou engagés, sans considération du moment où les opérations auxquelles ils se rapportent sont réglées par un encaissement ou un décaissement.

Le Syndicat a adopté la comptabilité par fonds comme norme de présentation de ses activités et des états financiers distincts sont préparés pour la Caisse générale, la Caisse nationale de défense et la Caisse nationale de grève. Le Syndicat prépare aussi des états financiers combinés qui incluent les trois fonds. Ces états financiers ne présentent que les activités de la Caisse nationale de grève.

2. Accounting policies (continued)

Financial instruments

The Union initially measures its financial assets and financial liabilities at fair value. The Union subsequently measures all its financial assets and financial liabilities at amortized cost except for cash and investments which are measured at fair value. Changes in fair value are recognized in the statement of operations. Transaction costs related to investments are expensed as incurred.

Transaction costs related to investments are expensed as incurred.

Revenue recognition

The Union's principal sources of revenue consist of per capita tax and investment income.

Revenue from per capita tax is recognized over the period to which the revenue relates. Revenue received in advance is deferred to the period to which the revenue relates.

Investment revenue and other revenue are recognized over the period to which the revenue relates.

Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from these estimates. Assumptions are used in estimating the fair value of investments, the collectability of accounts receivable, the determination of per capita tax receivable and the amount of certain accrued liabilities.

2. Méthodes comptables (suite)

Instruments financiers

Le Syndicat évalue initialement ses actifs financiers et ses passifs financiers à la juste valeur. Il évalue ultérieurement tous ses actifs financiers et ses passifs financiers au coût après amortissement à l'exception de son encaisse et de ses placements qui sont évalués à la juste valeur. Les variations de la juste valeur sont enregistrées à l'état des résultats. Les frais d'opérations reliés aux placements sont passés en charges à mesure qu'ils sont engagés.

Les frais d'opérations reliés aux placements sont passés en charges à mesure qu'ils sont engagés.

Constatation des produits

Le Syndicat a comme sources principales de revenus la capitation et les revenus de placement.

Les revenus de capitation sont constatés dans la période à laquelle ils se rapportent. Les revenus reçus en avance sont reportés dans la période à laquelle ils se rapportent.

Les revenus de placement et autre revenus sont constatés dans la période à laquelle ils se rapportent.

Utilisation d'estimations

Dans le cadre de la préparation des états financiers, conformément aux Normes comptables canadiennes pour les organismes sans but lucratif, la direction doit établir des estimations et des hypothèses qui ont une incidence sur les montants des actifs et des passifs présentés et sur la présentation des actifs et des passifs éventuels à la date des états financiers, ainsi que sur les montants des produits d'exploitation et des charges constatés au cours de la période visée par les états financiers. Les résultats réels pourraient varier par rapport à ces estimations. Les estimations sont utilisées pour établir la juste valeur des placements, le recouvrement des débiteurs, l'établissement du montant de capitation à recevoir et le montant de certaines charges à payer.

3. Investments

Investments are summarized as follows:

	2019			2018			
	Fair value Juste valeur	Cost Coût	%	Fair value Juste valeur	Cost Coût	%	
	\$	\$	%	\$	\$	%	
Cash	2,124,891	2,124,891	2	2,053,554	2,053,554	2	Encaisse
Short-term investments	6,118,326	6,118,326	6	5,368,999	5,368,999	6	Placements à court terme
Accrued interest	337,054	337,054	—	325,619	325,619	—	Intérêts courus
Short-term investments	8,580,271	8,580,271	8	7,748,172	7,748,172	8	Placements à court terme
Bonds							Obligations
Government	38,995,323	39,026,065	38	34,558,617	34,455,468	37	Gouvernement
Corporate and others	35,456,608	35,282,082	34	32,770,167	33,190,078	36	Sociétés et autres
Equities	20,966,236	17,169,775	20	17,233,230	16,512,631	19	Placements en actions
Long-term investments	95,418,167	91,477,922	92	84,562,014	84,158,177	92	Placements à long terme
	103,998,438	100,058,193	100	92,310,186	91,906,349	100	

Determination of fair value

Short-term investments consist of Canada Treasury bills. The market value of these short-term investments is approximately equal to their cost.

Bonds are debt obligations of governments and corporate entities paying interest at rates appropriate to the market at their date of purchase. Bonds are valued at the year-end quoted market prices.

Equities consist of listed securities recorded at prices based upon public market quotations.

The bonds mature at face value on a staggered basis over the next 58 years (59 years in 2018). Effective interest rates to maturity for these securities range from 1.25% to 6.987% (1.15% to 5.06% in 2018).

Investment risk

Investment in financial instruments renders the Fund susceptible to the potential risk arising from the failure of a party to a financial instrument to discharge its obligation when due. The maximum investment risk to the Fund is equal to the fair value of the investments.

3. Placements

Les placements se répartissent comme suit :

Détermination de la juste valeur

Les placements à court terme sont composés de bons du Trésor du Canada. La valeur du marché des placements à court terme est comparable à leur coût.

Les obligations représentent des instruments d'emprunt de gouvernements et de sociétés par actions, produisant des rendements en intérêts comparables à ceux du marché au moment de leur achat. Les obligations sont évaluées au cours du marché en date de fin d'exercice.

Les placements en actions sont constitués de titres cotés à des prix basés sur des cours du marché public.

L'échéance des obligations s'échelonne sur une période de 58 ans (59 ans en 2018). Les taux d'intérêt effectifs pour ces titres varient de 1,25 % à 6,987 % (1,15 % à 5,06 % en 2018) jusqu'à leur échéance.

Risque lié aux placements

En investissant dans des instruments financiers, la Caisse s'expose au risque inhérent qu'un émetteur d'instrument financier ne puisse faire face à ses obligations à la date convenue. Le risque maximal auquel s'expose la Caisse est égal à la juste valeur des placements.

3. Investments (continued)

Concentration of risk

Concentrations of risk exist when a significant proportion of the portfolio is invested in securities with similar characteristics or subject to similar economic, political or other conditions. Management believes that the concentrations described above do not represent excessive risk.

4. Investment income

The Fund presents its investment income net of investment expenses of \$284,162 (\$328,794 in 2018).

5. Financial instruments

Fair value

The Fund's financial instruments consist of cash, investments, per capita tax receivable, accounts payable and accrued liabilities and receivable from or due to other Funds. The fair value of these financial instruments is approximately equal to their carrying amount given their short-term maturity. The fair value of investments is disclosed in Note 3.

Interest rate risk

Interest rate risk is the exposure of the Fund's earnings that arises from fluctuations in interest rates. The Union is exposed to interest rate risk on its investments.

Credit risk

Credit risk arises from the potential that locals and other parties will fail to honour their obligations. The Fund is exposed to credit risk through per capita tax. The Fund limits the amount of credit extended when considered necessary.

3. Placements (suite)

Concentration du risque

Il y a concentration du risque lorsqu'une tranche importante du portefeuille est constituée de placements dans des valeurs présentant des caractéristiques semblables ou sensibles aux mêmes facteurs économiques, politiques ou autres. La direction est d'avis que les concentrations décrites ci-dessus ne représentent pas de risque excessif.

4. Revenus de placement

La Caisse présente ses revenus de placement déduction faite de ses dépenses de placement de 284 162 \$ (328 794 \$ en 2018).

5. Instruments financiers

Juste valeur

Les instruments financiers de la Caisse comprennent l'encaisse, les placements, la capitation à recevoir, les débiteurs, le montant dû d'une Caisse et les montants dues aux autres Caisses. La juste valeur de ces instruments financiers est approximativement égale à leur valeur comptable tenu de leur brève échéance. La juste valeur des placements est divulguée à la note 3.

Risques de taux d'intérêt

Les risques de taux d'intérêt auxquels les bénéficiaires de la Caisse sont exposés surviennent à cause des fluctuations des taux d'intérêt. Le Syndicat est exposé à des risques de taux d'intérêt sur ses placements.

Risques de crédit

Des risques de crédit se présentent lorsque certaines sections locales et d'autres groupes ne font pas face à leurs obligations. La Caisse est exposée au risque de crédit provenant de la capitation à recevoir. La Caisse limite le montant de crédit avancé si nécessaire.

6. Capital management

The Union's objectives when managing capital are to safeguard its ability to continue as a labour organization in an effort to carry out its mission. Capital consists of the Fund balance. The Union is not subject to any externally imposed capital requirements or restrictions.

Should the Fund, at any time, be reduced below the level of \$15 million, an additional monthly per capita tax of 0.04% of the local or provincial Union's average monthly wages shall be levied and shall remain in place until such time as the Fund reaches the level of \$25 million.

7. COVID-19

Subsequent to the year-end, on March 11, 2020, the World Health Organization characterized the outbreak of a strain of the novel coronavirus ("COVID-19") as a pandemic which has resulted in a series of public health and emergency measures that have been put in place to combat the spread of the virus. The duration and impact of COVID-19 are unknown at this time and it is not possible to reliably estimate the impact that the length and severity of these developments will have on the financial results and condition of the Fund in future periods.

6. Gestion du capital

Les objectifs du Syndicat quant à la gestion de son capital sont de continuer à être considéré comme organisme sans but lucratif pour pouvoir réaliser sa mission. Le capital du Syndicat se compose du solde du fonds. Le Syndicat n'est pas soumis à des exigences en matière de capital d'origine externe.

Si, à n'importe quel moment, la Caisse passait en dessous des 15 millions de dollars, une capitation mensuelle de 0,04 % du salaire mensuel des syndicats locaux et provinciaux sera perçue. Cette taxe sera maintenue jusqu'à ce que la Caisse atteigne à nouveau les 25 millions de dollars.

7. COVID-19

Après la clôture de l'exercice, le 11 mars 2020, l'Organisation mondiale de la santé a annoncé que la COVID-19 (maladie à coronavirus 2019) pouvait être qualifiée de « pandémie ». Cette annonce a déclenché la mise en place d'une série de mesures de santé publique et de mesures d'urgence pour lutter contre la propagation du virus. La durée et les incidences de la COVID-19 restent inconnues et il est impossible d'estimer de façon fiable les incidences que la durée et la gravité de la pandémie pourraient avoir sur les résultats financiers et la situation du Syndicat aux périodes futures.

**REPORT ON THE NATIONAL STRIKE FUND
AS AT
DECEMBER 31, 2019**

Sisters, Brothers, and Friends :

You have before you the National Strike Fund Financial Statements for the year ended December 31, 2019. Note that the Statement of Financial Position, Statement of Operations and Changes in Fund Balance, Statement of Cash Flows and Notes to the Financial Statements have been audited by Deloitte LLP. In addition, we have included supplementary financial schedules that provide a more detailed picture of the revenue and expenses.

STATEMENT OF FINANCIAL POSITION

Total Assets in the Strike Fund as of December 31, 2019 were \$114.7 million, compared to \$99.9 million at December 31, 2018. These assets consisted of \$16.1 million in cash and short-term investments, \$2.1 million in per capita and other receivables, and \$95.4 million in long term investments.

Total Liabilities in the Strike Fund as of December 31, 2019 were \$234,000 compared to \$367,000 at December 31, 2018 and consisted of accounts payable and accrued liabilities.

At December 31, 2019, the Fund Balance was \$114.4 million, compared to \$99.5 million at December 31, 2018.

STATEMENT OF OPERATIONS

The Statement of Operations shows revenue of \$15.6 million and expenses of \$4.2 million resulting in a surplus for the year of \$11.4 million before taking into account unrealized gains on investments of \$3.5 million.

This concludes my report on the National Strike Fund Financial Statements for the year ended December 31, 2019.

Respectfully submitted,



CHARLES FLEURY
National Secretary-Treasurer

The following pages contain unaudited schedules which give a more detailed picture of the expenditures for 2019.

Schedule 1

Canadian Union of Public Employees / Syndicat canadien de la fonction publique

Strike Related Expenses / Dépenses reliées aux grèves

For the period ended December 31, 2019 / Pour l'exercice se terminant le 31 décembre 2019

Donations

Locals

378	\$	1,000	
721		1,700	
1282		5,000	
1505		12,000	
1761		5,000	
7085		500	
ABI + Local 1186		62,379	
UFCW		1,316	
		<hr/>	\$ 88,896

Atlantic

Local

1761			33,697
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Maritimes

Locals

1190	\$	9,141	
1282		70,996	
9208		146,196	226,333
		<hr/>	

Quebec

Locals

306	\$	908	
375		6,229	
1186		182,417	
1294		648,000	
2118		15,600	
4545		(4,950)	848,204
		<hr/>	

Ontario

Locals

234	\$	(16,524)	
3251		(20,377)	
3625		6,919	
3903		59,473	
5734		(26,860)	2,632
		<hr/>	

Alberta

Local

1505			298,638
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Schedule 1 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique
Strike Related Expenses / Dépenses reliées aux grèves

For the period ended December 31, 2019 / Pour l'exercice se terminant le 31 décembre 2019

British Columbia

Locals

15	\$	34,090	
441		338,394	
1816		(100,756)	
2278		47,415	
3799		178,470	497,612
		<hr/>	<hr/>

Total - Strike Related Expenses

\$ 1,996,011

Schedule 2

Canadian Union of Public Employees / Syndicat canadien de la fonction publique
Strike Averting Expenses / Dépenses pour éviter la grève
For the period ended December 31, 2019 / Pour l'exercice se terminant le 31 décembre 2019

Atlantic

Locals

108	\$ 250	
227	31,524	
1761	21,968	
3336	17,034	
4764	<u>2,437</u>	\$ 73,213

Maritimes

Locals

5103	\$ 3,823	
9208	<u>81,149</u>	84,973

Quebec

Locals

301	\$ 7,799	
306	1,423	
375	20,108	
1294	103,730	
2301	26,249	
2999	1,304	
3434	34,529	
3959	<u>25,660</u>	220,802

Ontario

Locals

911	\$ 22,951	
966	4,305	
1521	4,767	
1750	23,635	
2936	8,136	
3903	915	
4419	6,596	
5441	120,835	
9229	<u>143,811</u>	335,951

Saskatchewan

Locals

650	\$ 528	
1975	47,569	
3766	29,824	
5512	<u>32,585</u>	110,506

Alberta

Local

1505		821,439
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Schedule 2 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique
Strike Averting Expenses / Dépenses pour éviter la grève
For the period ended December 31, 2019 / Pour l'exercice se terminant le 31 décembre 2019

British Columbia

Locals

441	\$ 12,276	
1978	7,278	
4060	(1,634)	
4163	21,740	
4163	<u>1,378</u>	<u>41,037</u>

Total - Strike Averting Expenses

\$ 1,687,921

Schedule 3

Canadian Union of Public Employees / Syndicat canadien de la fonction publique
Legal and Arbitration Expenses / Frais juridiques et d'arbitrage
For the period ended December 31, 2019 / Pour l'exercice se terminant le 31 décembre 2019

Maritimes

Locals

501	\$	6,037	
3515		20,478	
8920		28,177	
9208		36,136	
9200		3,355	\$ 94,183

Quebec

Locals

306	\$	1,545	
307		12,767	
1114		2,041	
1619		3,925	
1638		60,617	
2231		126	
3247		4,426	
5454		22,425	107,872

Ontario

Locals

145	\$	6,428	
148		3,390	
503		11,930	
966		9,441	
1214		1,020	
1370		16,396	
1404		5,734	
1748		11,763	
2037		7,192	
2191		3,770	
2199		10,185	
2290		(5,847)	
2453		10,147	
2481		2,634	
2543		3,975	
2553		2,927	
2717		12,301	
2764		13,525	
3014		381	
3389		9,881	
3791		11,591	
3874		9,440	

Schedule 3 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique
Legal and Arbitration Expenses / Frais juridiques et d'arbitrage
For the period ended December 31, 2019 / Pour l'exercice se terminant le 31 décembre 2019

Ontario (cont'd)

Locals

3881	12,779	
4000	11,550	
4513	5,971	
4751	12,779	
4762	11,503	
4793	883	
4811	11,591	
4844	12,819	
4886	5,198	
4922	13,888	
4927	4,593	
4987	763	
5166	8,970	
5205	15,142	
5287	17,684	
9209	55,570	359,886

Total - Legal and Arbitration Expenses

\$ 561,941



Reports of the National Trustees



NATIONAL TRUSTEES' REPORT
January 1 to December 31, 2020

INTRODUCTION

This year's audit meeting took place at the CUPE National Office in Ottawa and virtually online, from May 27 to June 4, 2021. One of us was on site in Ottawa, while one (1) joined virtually from Victoria, British Columbia and one (1) joined virtually from Montréal, Quebec. We had the opportunity to meet with CUPE National President Mark Hancock and CUPE National Secretary-Treasurer Charles Fleury to review and discuss this year's Trustees' Report. We also met with external auditors and external actuaries, which was all done virtually this year.

To perform our audit, we had access to the minutes of all National Executive Committee (NEC) meetings and all National Executive Board (NEB) meetings, as well as the draft financial statements dated

December 31, 2020 for the General Fund, the National Defence Fund, and the National Strike Fund. The Global Justice Fund draft financial statements with sample expenses was reviewed. We also reviewed files on per capita payments and arrears, National Strike and Defence Funds, National Defence Fund expenses, post-employment and post-retirement benefit plans for 2020 and any other documents deemed necessary for our audit. We met with Deloitte to review the draft financial statements and the Audit Results report. Secondly, we met with the consulting and actuarial firm Eckler which reviewed the actuarial valuation of the post-retirement and post-employment benefit plans. Finally, we met with Smith Pension & Actuarial Consultants who reviewed the financing of the post-retirement benefits and roadmap for funding.

General Fund

The Trustees reviewed entries made to the General Fund and found them to be in good order. The total assets of the General Fund are \$299,120,285. Highlights are listed below:

Accounts	Balances
National General Fund revenue	\$216,401,584
National General Fund expenses	\$234,741,907
Excess of revenue over expenses (deficiency)	(\$18,340,323)

National Defence Fund

The Trustees reviewed entries made to the National Defence Fund and found them to be in compliance with National Defence Fund Regulations. The total assets have increased and currently there is an excess over last year's deficiency. The Defence Funds are currently at \$18,822,531. Highlights are listed below:

Accounts	Balances
National Defence Fund revenue	\$14,342,000
National Defence Fund expenses	\$10,167,439
Unrealized gains (losses)	\$222,772

Excess of revenue over expenses (deficiency)

\$4,397,333

National Strike Fund

The Trustees reviewed entries made to the National Strike Fund and found them to be in compliance with the National Strike Fund Regulations. The total assets in the Strike Fund are \$129,194,654. Highlights are listed below:

Accounts	Balances
National Strike Fund revenue	\$15,974,899
National Strike Fund expenses	\$3,335,525
Unrealized gains (losses)	\$1,208,624
Excess of revenue over expenses (deficiency)	\$13,847,998

FINDINGS

Per Capita Receivables, Per Capita Arrears

The per capita receivables as of December 31, 2020 were \$37,001,591. Only a small portion of that amount (8.65%) is actually in arrears (more than 90 days overdue).

Expense Forms

The Trustees reviewed the expense forms of National Executive Board members, Executive Assistants, Senior Management and a random selection of staff. The staff expenses are now all processed electronically and we were given access to Moniroo to view them. This made it easier to view and allowed us to sample and review expenses randomly across the country, making it more transparent. Overall, the expenses are in good order.

Overall, there is inconsistency on how expenses are recorded and paid out. After sample reviews in Moniroo, it was found that not all departments practice the same policies in recording expenses and allowances. As well, with National Executive Board members, the expenses do not seem to be dispersed equally and with accountability.

CUPE Corporate Credit Card Statements

We also reviewed the CUPE Corporate Credit Card Policy and the credit card statements of nine (9) cardholders and found them to be in good order.

Cost-Shared Campaigns

The Trustees reviewed the cost-shared campaigns and found the files to be well kept and in compliance with the regulations of the various funds.

Accrued Benefit Liability - Other Plans

In 2020, the accrued benefit liability amounted to \$244,599,178 of which CUPE reported \$194,774,106 on the balance sheet. The understatement of the accrued benefit liability is therefore \$49,825,072. This information can be found in the 2020 financial statements of the General Fund (please refer to Note 7).

The actuaries continue to use a discount rate to express future liability in today's dollars. The new standards allow them to use a discount rate in line with the rate of return of the organization's assets.

CUPE continues to acknowledge the shortfall of the liability for future benefits and is addressing it in accordance with the roadmap approved by the NEB by providing increased funding. By 2020, the amount allocated to the roadmap increased to \$12,480,000, and will continue to increase by \$900,000 per year

until the accrued liability for employee future benefits is fully accounted for.

Smith Pension & Actuarial Consultants (SPAC) project that CUPE's future employee benefits liability will be fully recognized in its financial statements by 2024 if the roadmap is followed. This projection has increased by one (1) year since the last report.

Accounting Standards

CUPE is in compliance with the Canadian Accounting Standards for not-for-profit organizations, with a qualification concerning the recognition and measurement of the employee future benefits referred to in the previous section (please refer to the 2020 Financial Statements of the General Fund, Note 7).

During the audit and meetings, the Trustees were informed that accounting practices would be changing regarding the recording of future employee benefits that would take effect in January 2022. This could have an impact on the index rate.

Actuaries

The Trustees discussed the post-retirement and post-employment benefit plans and the CUPE Employees' Pension Plan with Eckler Consultants. As well, we reviewed the financing of post-employment benefits with Don Smith from Smith Pension & Actuarial Consultants (SPAC). Both actuaries provided detailed explanations of their actuarial valuations.

- **Eckler – CUPE Employees' Pension Plan (CEPP)**

"The valuation of the pension plan has not been able to be completed as key assumptions required for the valuation report were not finalized. Accordingly, there is no disclosure included for the accrued benefit obligations, provision for adverse deviation, provision for future indexing or the Plan assets as well as key assumptions used. It is therefore not possible to determine if the Plan is in a deficit or surplus position as at December 31, 2020 which could require a statement of financial position of the Union as at December 31, 2020."

~ quote taken from Deloitte financial statements

- **Eckler – Benefit Plans**

We reviewed the 2020 actuarial valuation of the post-retirement and post-employment benefit plans. 2020 saw an increase in defined benefit obligations with post-retirement, long-term disability and severance benefit plans all seeing an increase during the pandemic.

- **Smith Pension & Actuarial Consultants – Financing of Post-Employment Benefits**

The financing of the post-employment benefits was presented and reviewed. The strategy behind the roadmap was discussed, and the unrecognized past service liability was outlined. The roadmap schedule has been extended by one (1) year to be fully funded in 2024. The extension is in part due to the increase in accrued vacation and the 2020 investments not meeting targets (COVID-19).

RECOMMENDATIONS

The Trustees have the following recommendations after the 2020 audit:

- Practices implemented to insure consistency with electronic expense reports across the organization.
- Gift and/or prize policies within CUPE be explained to all department heads and adhered to within the CRA guidelines.
- Bank reconciliations need to be addressed and regularly balanced.
- Trustees debrief with National Officers and the Administrative Officer to review 2020 audit.
- In the debrief to discuss implementing a Trustees' Procedure and Policy Guidelines to include an orientation for newly elected Trustees.

Updates for Past Recommendations

Audit Year	Recommendation	Status
2016	That updated policies be bolded and reflected in the Table of Contents.	Completed in 2020
2019	Policies need to be updated to reflect current information.	Completed in 2021
2019	That the 2019 financial files online be archived in a 2019 folder in the shared documents for trustees. This folder should include the following folders: Cost-Shared Requests, CUPE Global Justice Fund, Financial Documents, Financial Statements, NEB Minutes, NEC Minutes, PCT Arrears, and Roadmap – Post-Employment Benefits.	Completed in 2021

As of the 2020 audit, there are no past recommendations outstanding that need to be addressed going forward.

CONCLUDING REMARKS

The Trustees found the books to be in good order. We congratulate Brothers Charles and Mark for their efforts in a very challenging year. We would also like to thank the CUPE staff in the Accounting, Administration and IT branches for preparing the

majority of documents to be accessible electronically.

Special thanks to Sister Danielle Jennings for making this audit as smooth as possible with the virtual restrictions in place and new challenges that were faced.

Shireen Clark
Luc Cyr
Christian Trudeau

INTERNAL AUDIT PLAN 2020

AUDITABLE PROCESS OR UNIT	RELATIVE RISK RATING	NATURE OF WORK	KEY AUDIT AREAS OR ISSUES	SCHEDULE	TASKS
Per Capita Arrears Over 3 months	2018: Medium 2019: Medium 2020: Medium	Financial review	Membership stats	Three years	NEB + NEC Internal staff Reps Local union Trustees
	2018: Low 2019: Low 2020: Low				
Pension Liability	Going-Concern Report: 2018: Low 2019: Low	Financial review	Review investment policy	Five years	NEB + NEC Settlers Trustees
	Solvency Report: 2018: Medium 2019: Medium	The solvency gap has decreased to 14.8%	Actuarial valuation 2019: Trustees met with the actuaries	January 2023	NEB Settlers Trustees
	2020: High	Report not completed in time for audit	Actuarial Valuation Report for 2020 has not been completed	January 2024	
Post-Retirement and Post-Employment Employee Benefits	2018: Medium 2019: Medium 2020: Medium	Financial review <i>See Trustees' report</i>	2020: Trustees met with the actuaries	Five years	NEB + NEC Trustees

NATIONAL TRUSTEES' REPORT
January 1 to December 31, 2019

INTRODUCTION

This year's audit meeting took place at the CUPE National Office in Ottawa and virtually online, from August 31 to September 4, 2020. Two (2) of us were on site in Ottawa and one (1) joined virtually from Victoria, British Columbia. We had the opportunity to meet with CUPE National President Mark Hancock and CUPE National Secretary-Treasurer Charles Fleury to review and discuss last year's Trustees' Report. We also met with external auditors and external actuaries, which was all done virtually this year.

To perform our audit, we had access to the minutes of all National Executive Committee (NEC) meetings and all National Executive Board (NEB) meetings, as well as the draft financial statements dated December 31, 2019 for the General Fund, the

National Defence Fund and the National Strike Fund. We also reviewed files on per capita payments and arrears, National Strike and Defence Funds, National Defence Fund expenses, actuarial valuations of the CUPE Employees' Pension Plan (CEPP), post-employment and post-retirement benefit plans for 2019 and any other documents deemed necessary for our audit.

We met with Deloitte to review the draft financial statements and the Audit Results report. Secondly, we met with the consulting and actuarial firm Eckler which reviewed the most current valuation of the CEPP as well as the actuarial valuation of the post-retirement and post-employment benefit plans. Finally, we met with Smith Pension & Actuarial Consultants who reviewed the financing of the post-retirement benefits and roadmap for funding.

General Fund

The Trustees reviewed entries made to the General Fund and found them to be in good order. The total assets of the General Fund are \$307,164,404. Highlights are listed below:

Accounts	Balances
General Fund revenue	\$223,976,872
General Fund expenses	\$223,226,460
Excess of revenue over expenses	\$750,412

National Defence Fund

The Trustees reviewed entries made to the National Defence Fund and found them to be in compliance with National Defence Fund Regulations. The total assets in the Defence Fund are \$13,844,142. Highlights are listed below:

Accounts	Balances
National Defence Fund revenue	\$14,145,050
National Defence Fund expenses	\$16,244,756
Unrealized gains (losses)	\$63,200

Excess of revenue over expenses (deficiency)

(\$2,036,506)

National Strike Fund

The Trustees reviewed entries made to the National Strike Fund and found them to be in compliance with the National Strike Fund Regulations. The total assets in the Strike Fund are \$114,664,033. Highlights are listed below:

Accounts	Balances
National Strike Fund revenue	\$15,612,783
National Strike Fund expenses	\$4,245,873
Unrealized gains (losses)	\$3,536,408
Excess of revenue over expenses	\$14,903,318

FINDINGS

Per Capita Receivables, Per Capita Arrears

The per capita receivables as of December 31, 2019 were \$33,388,773. Only a small portion of that amount (10.14%) is actually in arrears (more than 90 days overdue).

Expense Forms

The Trustees reviewed the expense forms of NEB members, Executive Assistants, Senior Management and a random selection of staff. The staff expenses are now all processed electronically and we were given access to Moniroo to view them. This made it easier to view and allowed us to sample and review expenses randomly across the country, making it more transparent. Overall, the expenses are in good order.

CUPE Corporate Credit Card Statements

We also reviewed the CUPE Corporate Credit Card Policy and the credit card statements of nine (9) cardholders and found them to be in good order.

Cost-Shared Campaigns

The Trustees reviewed the cost-shared campaigns and found the files to be well kept and in compliance with the regulations of the various funds.

Accrued Benefit Liability - Other Plans

In 2019, the accrued benefit liability amounted to \$222,813,399 of which CUPE reported \$175,334,796 on the balance sheet. The understatement of the accrued benefit liability is therefore \$47,478,603. This information can be found in the 2019 financial statements of the General Fund (please refer to Note 7).

The actuaries continue to use a discount rate to express future liability in today's dollars. The new standards allow them to use a discount rate in line with the rate of return of the organization's assets.

CUPE continues to acknowledge the shortfall of the liability for future benefits and is addressing it in accordance with the roadmap approved by the NEB by providing increased funding. By 2019, the amount allocated to the roadmap increased to \$11,580,000, and will continue to increase by \$900,000 per year until the accrued liability for employee future benefits is fully accounted for.

Smith Pension & Actuarial Consultants (SPAC) project that CUPE's future employee benefits liability will be fully recognized in its financial statements by 2023 if the roadmap is followed.

Accounting Standards

CUPE is in compliance with the Canadian Accounting Standards for not-for-profit organizations, with a

qualification concerning the recognition and measurement of the employee future benefits referred to in the previous section (please refer to the 2019 Financial Statements of the General Fund, Note 7).

Actuaries

The Trustees discussed the post-retirement and post-employment benefit plans and the CUPE Employees' Pension Plan with Eckler Consultants. As well, we reviewed the financing of post-employment benefits with Don Smith from Smith Pension & Actuarial Consultants (SPAC). Both actuaries provided detailed explanations of their actuarial valuations.

- **Eckler – CUPE Employees' Pension Plan (CEPP)**

For a valuation performed after January 1, 2019, given the current market conditions, a discount rate of 6.10% can no longer be justified from an actuarial standpoint. All results are presented with the new rate (5.85%).

We discussed the solvency valuation of the CEPP and the decrease in the solvency funded position which fell from 89.5% to 82.6%. As per the Ontario pension legislation, there is a reduced solvency deficiency as of January 1, 2020 which results in an additional special payment of \$24,263,700. This payment changed the solvency from 17.4% to 14.8% for reporting purposes.

- **Eckler – Benefit Plans**

We reviewed the 2019 actuarial valuation of the post-retirement and post-employment benefit plans. We also discussed the impacts of COVID-19 on the 2020 benefits and what to see in the coming year(s) ahead.

- **Smith Pension & Actuarial Consultants – Financing of Post-Employment Benefits**

The financing of the post-employment benefits was presented and reviewed. The strategy behind the roadmap was discussed, and the unrecognized past service liability was outlined. The roadmap is still on schedule to be fully funded in 2023.

RECOMMENDATIONS

After the first virtual audit, we recommend that the 2019 financial files online be archived in a 2019 folder in the shared documents for trustees. This folder should include the following folders: Cost-Share Requests, CUPE Global Justice Fund, Financial Documents, Financial Statements, NEB Minutes, NEC Minutes, PCT Arrears, and Roadmap – Post-Employment Benefits.

Updates for 2017

In 2016, we recommended that updated policies be bolded and reflected in the Table of Contents. This was not completed. During the 2017 audit, we found that many of the policies were outdated and it was not clear when many of the policies were last revised. We further recommended the policy manual be reviewed and any new policies or revisions be dated. We were advised that these updates would be completed by the 2019 National Convention.

At this year's audit, we were advised that the policies have now been reviewed and updated, where needed, with the revision date indicated at the bottom of the document. During our audit this year, we found a few items that were outdated in the policies. During the week, it was confirmed that these policies will be updated to reflect current information.

CONCLUDING REMARKS

The Trustees found the books to be in excellent order. We congratulate Brothers Charles and Mark for their efforts over the past year. We would also like to thank the CUPE staff in the Accounting, Administration and IT branches, Brothers Nelson Campbell and Brad King and Sisters Marie-Anne Ruelland and Tammy Griffin.

Special thanks to Sister Danielle Jennings for making this audit as smooth as possible with the virtual restrictions in place and new challenges that were faced

Karen Ranalletta / Shireen Clark
Luc Cyr
Christian Trudeau

INTERNAL AUDIT PLAN 2019

AUDITABLE PROCESS OR UNIT	RELATIVE RISK RATING	NATURE OF WORK	KEY AUDIT AREAS OR ISSUES	SCHEDULE	TASKS
Per Capita Arrears Over 3 months	2017: Medium 2018: Medium 2019: Medium	Financial review	Membership stats	Three years	NEB + NEC Internal staff Reps Local union Trustees
	2017: Low 2018: Low 2019: Low				
Pension Liability	Going-Concern Report: 2015: Low 2016: Low 2017: Low 2018: Low 2019: Low	Financial review	Review investment policy	Five years	NEB + NEC Settlers Trustees
	Solvency Report: 2017: Medium 2018: Medium 2019: Medium	The solvency gap has decreased to 14.8%	Actuarial valuation 2019: Trustees met with the actuaries	January 2023	NEB Settlers Trustees
Post-Retirement and Post-Employment Employee Benefits	2015: High 2016: High 2017: High	Financial review <i>See Trustees' report</i>	2019: Trustees met with the actuaries	Five years	NEB + NEC Trustees
	2018: Medium 2019: Medium				



Report on Administrations



REPORT ON ADMINISTRATIONS

CUPE Manitoba

CUPE Manitoba was placed under administration on February 2, 2021 partly as the result of criminal charges being placed against former CUPE Manitoba President Abe Araya, and as an action deemed necessary with respect to the functioning of the CUPE Manitoba Executive Board.

Planning began immediately in consultation with the National President's Office, as well as the National Secretary-Treasurer's Office, to determine the scope of the administration, which included a review of governance structures, mechanisms for oversight, and accountability.

An external auditing firm, the Exchange Group, was retained to review the finances of the Division and its practices for a period dating back to 2018.

In addition to governance and administrative functioning of the Board, examining affiliation to the Division and member participation was an important part of the restructuring process. Given expressed concerns that barriers to involvement included instances of gender-based harassment that were not being appropriately addressed, it was further determined that this would be an intensive area of focus for the administration. Concerns were also expressed that the existence of a culture of behavior at CUPE schools and events undermined the creation of safe and inclusive spaces for union activism and participation.

A plan was prepared whereby staff were assigned to member committees, each tasked with specific objectives. Given the particular importance placed upon exploring barriers to member engagement, an Assistant Managing Director provided additional support focused on this aspect of the administration.

Locals participated in facilitating members from across the region to put their names forward for selection to committees. Members were appointed from across sectors and locals to achieve a committee composition representative and inclusive of CUPE's diverse membership in the Manitoba region.

The work of each of the member committees will provide implementation recommendations for the administration. Barring unforeseen circumstances, the Administrator plans to be able to recommend in that report that the administration be lifted following the successful election of a new Division Executive Board. At the time of writing this report, administration is ongoing.

CUPE Hamilton District Council – Ontario

The CUPE Hamilton District Council was placed under administration as there were not enough affiliated locals to continue the work of a District Council. Due to the lack of affiliated locals, other locals were withholding per capita. Financial audits going back to 2013 had not been completed and there had been no meeting of the District Council for some time. Administration was imposed on November 23, 2017.

The Administrator worked towards getting Council Executive Officers elected. The required number of affiliates as per the National Constitution was met, and reach out continued with other locals. The Administrator reported that the new executive had worked very diligently and strategically to position the Council to achieve the goal of working with CUPE locals and other councils to ensure that the needs of our locals were met, and the members voices were heard. As the Ford government continued their unprecedented cuts, the Council Executive saw a real need to bring locals together to fight back.

The bylaw committee completed its work and a draft proposal was ready to be presented to the membership in September 2019. The group was ready to take on all duties and responsibilities assigned via the National Constitution and the bylaws. The administration was lifted on September 19, 2019.

CUPE Sault Ste. Marie District Council – Ontario

The assigned National Representative reported that the President and Secretary-Treasurer of the CUPE Sault Ste. Marie District Council had resigned and despite efforts to recruit new executive members, the District Council had not been able to form a new

executive. As a result, administration was imposed on January 9, 2020.

The Administrator updated the financial affairs of the Council and collected fees from locals in arrears. In June 2020, a scheduled meeting did not meet quorum. In July and August, positions for acting President, acting Secretary-Treasurer, and acting Vice-President were filled.

The Administrator and staff from the region continued to engage with affiliated locals to fill the remaining vacant position so that the District Council could be returned to independent functioning. Administration was lifted effective December 14, 2020.

CUPE 61 – New Brunswick – Saint John Police Protective Association

Members of CUPE 61, following the same practice as former members of the Grand Falls Police and Bathurst Police locals, had decertified from CUPE to form an association and be serviced by the New Brunswick Police Association. As a result, administration was imposed on June 1, 2010. The former executive of CUPE 61 refused to cooperate with the Administrator.

CUPE filed a lawsuit to recuperate monies owed by the New Brunswick Police Association. We had provided complete disclosure as directed by the courts and had received records from the opposing party, which allowed us to have a preliminary expert report prepared to document the value of the assets.

With that assessment, we entered into negotiations with the NBPA and reached an agreement to recuperate monies owed. The settlement agreement was finalized and the Administration was lifted effective December 14, 2020.

CUPE 301 – Quebec – City of Montréal

Following complaints of harassment, threats and intimidation, a non-binding vote of non-confidence with respect to the President at a December 2016 membership meeting, serious internal governance issues, and a dysfunctional executive, CUPE 301 was placed under administration on May 28, 2017.

An external audit was conducted and recommendations were made to correct a number of inappropriate practices and policies. Member committees were set up and training was offered.

A complete governance review and member consultations took place over a period of two years. A new set of bylaws was adopted by the membership, with substantial changes to the local's governance and electoral process. The National President approved the new bylaws, except for a few elements that contradicted the National Constitution, and made a number of recommendations for their next review. The Administrator reported that information meetings and the actual vote went well.

Nominations for executive positions took place in July 2020. Members were engaged and many candidates ran for Officers' positions. Elections forums took place online in August of 2020. Voting was done through mail-in ballots. Once the executive positions were filled and the Administrator reported that the local was ready to function, administration was lifted effective December 14, 2020.

CUPE 926 – Ontario – Wilfrid Laurier University

The local had been unable to fill executive vacancies after numerous attempts to do so, and had only one elected member on the Executive Board, the Secretary-Treasurer. Further attempts to have the local schedule membership meetings to hold elections had not been successful. The local was not filing grievances and properly representing its members and was placed under administration on February 14, 2018.

After the revised bylaws were approved, the Administrator scheduled meetings for nominations in September 2019. In October, the 40 members in good standing, elected a full executive where many members were nominated, and some stood for election.

The Administrator arranged training opportunities for each of the elected Officers, and held a strategic planning day for the executive. The Administrator continued to work with the stewards as well as the newly elected executive to train and support them. The employer and the union started to work out labour relations.

The Administrator reported that the local would be ready to assume their own governance and administration was lifted effective February 14, 2020.

CUPE 1280 – Ontario – Toronto Catholic District School Board Employees

Despite repeated interventions by National staff, the local had failed to hold elections, executive meetings, membership meetings or otherwise comply with the local's bylaws, and was therefore placed under administration on February 24, 2021.

CUPE 1280 represents two bargaining units. The largest one is comprised of over 750 trades, maintenance, and custodial employees at the Toronto Catholic District School Board. The relationship was extremely fractured between the local and this employer, largely caused by the employer's inability to respond to the local in a timely manner, if at all, on all matters. This had led to several outstanding unresolved grievances and a membership that had little to no confidence in their local.

The other bargaining unit is comprised of approximately 30 childcare workers for a non-profit childcare centre. There was no involvement from this unit's members in the affairs of the local. They held their own meetings and were never invited nor notified of the general membership meetings and therefore had no say in the operation of the local and no ability to participate.

The larger unit membership was deeply divided, and the two factions had been very disruptive, resulting in several members avoiding involvement due to the toxicity of membership meetings. This had also resulted in the inability to meet quorum at meetings. The membership is very diverse, but this diversity was not represented in the leadership of the local.

The Administrator appointed a committee of volunteers to rebuild the local and review the bylaws. Several updates were proposed to address the large number of concerns regarding representation. Communications with members were improved significantly, membership lists updated with contact info, and member engagement increased since the beginning of the administration.

Two virtual membership meetings were held, and training was offered to 14 new stewards.

The next step is to revise the financial practices of the local, which hadn't presented a budget in years. The Administrator will strike a committee and have volunteers register for financial officer training, looking for volunteers to participate in financial officers training with the intent to build a stronger understanding of duties and obligations of the local. Administration is ongoing.

CUPE 1535 – Quebec – Batshaw Youth and Family Services

This local was merged with CUPE 2881. The Treasurer had failed to do the necessary work in order to close the bank account, prepare reports for members, and transfer the funds to CUPE 2881. Administration was imposed on September 25, 2018.

Although Laurentian Bank granted access to bank records to the Administrator, they had denied access to the funds and staff turnover at the bank had created challenges in getting responses to the Administrator's requests. The funds finally became available and transferred and the administration was lifted effective September 25, 2020.

CUPE 1560 – Newfoundland English School District Employees

CUPE 1560 members are employed by the Newfoundland and Labrador English School District (NLESD). There are approximately 500 members who work at more than 60 worksites. The local had been dealing with internal struggles within the Executive Board. Between March 8 and 11, 2020, six of the seven CUPE 1560 Executive Board members had resigned. As a result, administration was imposed on April 2, 2020.

An outside accounting firm performed an audit of the local's financial records and the overriding theme of their report was that the local was not following proper accounting practices.

Renewed bylaws were approved by the membership in March 2021 and a new executive was elected in May. The Administrator guided the new executive members on financial record keeping, minutes and motions at meetings, roles of the executive, required

training, as well as the need for an effective Shop Steward structure going forward. The executive worked on a plan for that structure and will have it approved by the membership and elections will be held thereafter.

The newly elected stewards will participate in CUPE's Intro to Stewarding workshop and Executive members will participate in local executive training, including financial officer training for the Secretary-Treasurer and Trustees. Officers will meet with the accounting firm that performed the audit and they will provide some additional training based on their recommendations. Administration is ongoing.

CUPE 1623 – Ontario – Health Sciences North

CUPE 1623 represents members across three bargaining units – two units with Health Sciences North and one unit with St. Joe's Long-Term Care facility in Sudbury. The Local Union executive had become embroiled in conflict between Officers which hampered the ability to represent its members adequately. CUPE 1623 was placed under administration on November 13, 2018.

Bylaws were updated, with the last series of amendments adopted by the membership at the beginning of July 2020. This allowed the Administrator to call elections, which were held electronically during the summer.

The local's newly-elected executive had their first meeting virtually on August 26, 2020. A general membership meeting took place in September and was well attended. Members brought motions forward and debated them respectfully. The finances of the local are in order, a final audit had been conducted, and administration was lifted effective September 25, 2020.

CUPE 1674 – Alberta – Black Gold Regional School Division #18

The local had not held regular meetings, and the talk of disaffiliation had brought about the need for administration, which was imposed on May 10, 2019.

CUPE 1674 represented 12 members, maintenance and trade workers, for 31 schools in the Black Gold School Division. Members made an application for decertification

on July 3, 2020. The Labour Board accepted the application.

The President made the application and 10 members signed on. The Administrator attempted to discuss this with the members on July 15, 2020. The meeting was not successful and the local voted to decertify as of August 11, 2020. The Administrator wound up the affairs of the local and administration was lifted effective December 14, 2020.

CUPE 1759 – Ontario – Thunder Bay District Health Unit (Thunder Bay)

Administration was put in place when the Executive Board of the local resigned after several Officers of the local were charged with an offence under the CUPE National Constitution. The charges were filed after the President filed an action against CUPE in small claims court. That action in the courts and the charges under the CUPE National Constitution have since been withdrawn. The Administrator reported that there was a lack of trust between different groups in the local. Threats of breaking up the Local Union over classification issues continued because of the last round of bargaining. Administration began March 18, 2019.

The Administrator reviewed the local finances and prepared documents for audit by the Trustees, and no issues were found.

Elections were held at the general membership meeting on November 12, 2019. All positions on the Executive Board were filled. The Administrator reported that the new executive would receive appropriate training and would be ready to manage the affairs of the local at the end of January 2020. Administration was lifted effective February 1, 2020.

CUPE 2027 – Ontario – Glengarry Memorial Hospital

CUPE 2027 represents approximately 25 full-time and 65 part-time hospital workers in rural Eastern Ontario. During the open period in 2020, staff reported that there were deep divisions within the local that had impeded the local's ability to represent its members. There had also been allegations of financial impropriety as well as a failure to adhere to the local's bylaws. A number of executive positions were vacant, including the President and Treasurer positions, as well as two

Trustees' positions. There were concerns that some members within the local had reached out to CLAC in an attempt to initiate a raid of the local. As a result, CUPE 2027 was placed under administration on July 13, 2020.

Upon appointment, the Administrator secured the funds and had an external audit performed. The audit found generally poor record keeping, duplicate payments for union leaves billed to the local (the repayment has now been received from the employer), inconsistencies in per diem and mileage payments, and general inappropriate spending.

Elections took place in November of 2020, and in March 2021, the Administrator reported that the local was ready to function without supervision. Administration was lifted effective April 30, 2021.

CUPE 2122 – Quebec – Ordre des Infirmières et Infirmiers Auxiliaires du Québec

CUPE 2122 represents approximately 15 employees of the Quebec Nursing Assistants Corporation. Several positions on the local executive had been vacant for nearly a year. After the Treasurer resigned, the local had no Officers or members with signing authority and administration was imposed on July 6, 2020. Members had not shown any interest in running for any of the positions, partly due to the work environment and the state of labour relations with the employer. Several psychological harassment grievances were pending.

The local had been dysfunctional for quite a while and several attempts to improve and resolve matters had failed. The local's finances were not up to date, there were no Trustees' reports, the payment of per capita was three years in arrears, and arbitrators' bills were outstanding.

The Administrator was not able to access the funds for almost a year, as the financial institution refused to recognize the Trusteeship and the former Officers refused to cooperate. A bargaining committee was struck to prepare for negotiations that would start in the fall. The Administrator will now arrange for a full financial audit and administration is ongoing.

CUPE 2184 – Quebec – Julius Richardson Convalescent Hospital (CSSS Cavendish)

This local was decertified following the

representation votes in the health sector in 2017 but was not dissolved at the time. The former President reported that the successor union, affiliated to the CSN, was arguing that the remaining local funds belonged to the membership and should be transferred to the certified union. He was the only remaining Officer with signing authority. Administration was imposed on May 14, 2020.

Administration was necessary to access the funds and transfer the money to CUPE to be held in trust according to Article 13.2 of the National Constitution. The Administrator was able to access the bank account and an audit was conducted. Administration was lifted effective December 14, 2020.

CUPE 2771 – Alberta – Lakeland Lodge and Housing Foundation Employees

All but two members of this local were part-time and 75% of the members were either new or temporary. Due to the make-up of this local and a high staff turnover rate, it had become increasingly difficult to keep executive Officers. Members were not willing to take office. The financial records of the local were not being kept up to date. CUPE 2771 was placed under administration on March 29, 2011.

A new Administrator was appointed at the beginning of 2021. In early February they began contacting the members individually based on the information collected by the previous Administrator. After multiple attempts, they were successful in connecting with a member who agreed to help contact and mobilize their colleagues. This was essential in encouraging the membership to get involved in the local by attending a virtual membership meeting and to stand for election for local Officer positions.

A special general membership meeting to conduct executive and Trustee elections was held virtually on February 23, 2021. All executive Officer and Trustee positions were successfully filled by acclamation.

The local has been under administration for approximately 10 years. It has limited financial resources and newly-elected Trustees who have yet to receive training or orientation. Therefore, the Administrator reviewed the local's financial records up to the end of February and everything was in order.

Though the local will require a review of bylaws to ensure compliance with the CUPE National Constitution, the local is prepared to manage its affairs in accordance with the current bylaws until a review can be completed. The newly-elected Executive Board has committed to undertaking this review as soon as possible when administration is lifted. Administration was lifted effective March 29, 2021.

CUPE 3040 – New Brunswick – City of Bathurst Firefighters

CUPE 3040 represented 21 members who worked as firefighters at the City of Bathurst. The collective agreement expired on December 31, 2019. On January 7, 2020, we received a Labour Board application for certification filed on December 30, 2019 by the Bathurst Professional Firefighters Association and the local was placed under administration. CUPE 3040's certification was revoked by the New Brunswick Labour Board on February 20, 2020 following a representation vote.

The Administrator secured the assets, transferred the funds, and the local was dissolved. Administration was lifted effective September 25, 2020.

CUPE 3102 – New Brunswick – Employees of Revenues Properties Company Limited

This local represented employees of Saint John Services Limited, a private contractor that performs general maintenance and cleaning for the Saint John City Hall building.

We were notified that the business was ceasing operations and would no longer exist. The employer issued layoff notices to all the members of CUPE 3102. There were only two members actively at work, two employees had been laid off in April 2020 because of the lack of work due to COVID-19 restrictions, and a third member had been laid off due to operational changes. Administration was imposed on October 19, 2020.

Successor rights under Section 58 of the *Industrial Relations Act* would not apply in the situation because the employer was not merging, amalgamating, or transferring jurisdiction. Administration was needed to dissolve the local and transfer the funds to CUPE National in trust. The

Administrator reported that the process had been completed and the bank accounts had been closed. Administration was lifted effective June 24, 2021.

CUPE 3114 – Ontario – Creedan Valley Nursing Home Employees

The local had become dysfunctional. No membership meetings had been held since 2014. The last Trustees' reports were filed in 2011 after an investigation confirmed misappropriation of funds. It was a member who contacted National Office to discuss the possibility of financial mismanagement.

There were, at the time of administration, no Officers in the workplace due to sickness and terminations, and, as a result, far too many grievances had been left pending and unattended to. The only solution was a period of administration, beginning November 7, 2017, wherein the Administrator could rebuild this local.

CUPE 2380 rejected a merger with this local. The Administrator proceeded with the non merger plan and elections were held in September. CUPE 3114 members dealt independently with membership issues and labour relations, supported/mentored by the Administrator and the National Representative. Leadership Executive Training of full executive took place in September 2019. The new executive was to continue the work on updating bylaws for presentation to members. Administration was lifted effective November 7, 2019.

CUPE 3179 – New Brunswick – Youth Evolution Centre

The National Representative was advised by the Local Union President via correspondence that, effective June 2, 2017, members of this local voted unanimously to decertify from CUPE. Members believed that they had a collaborative working relationship with their employer and therefore no longer needed a union to represent them. Administration was imposed on July 27, 2017.

The newly appointed Administrator worked on a union education plan with the view of engaging members to elect a new executive, and this is still underway.

Although the last round of bargaining was successful, and the bargaining unit scope was broadened to include casual workers, the Administrator reported that the employer continued to interfere and that the members were not ready to uphold the integrity of the local. Elections were scheduled for April 16, 2021 but unfortunately the meeting did not reach quorum.

The Administrator is of the view that administration cannot be lifted until a new executive has completed an extensive education program. As a result, administration is ongoing.

CUPE 3207 – Saskatchewan – Cheshire Homes of Regina Society Employees

There had been internal conflict within this local for a number of years and, despite various attempts by different Regional Directors and National Representatives, it had remained unresolved. The local President had refused to provide CUPE with names and contact information of the local executive members and refused to involve or include the National Representative in bargaining and labour relations. The local had rarely completed and filed Trustees' reports. We had received complaints from members who felt they were not receiving representation from their local executive. CUPE 3207 was placed under administration on July 6, 2020.

The collective agreement expired on March 31, 2020. The employer was served with a notice to bargain, a survey was created for the membership, proposals were prepared and ratified by the membership.

The Administrator is of the view that the executive members are not ready to manage the affairs of the local and provide the members with proper representation. They are not quite yet functioning as an executive and although they are slowly starting to work together, more time is needed for training. Before the administration can be lifted, the local will need to review and update their bylaws, and a committee was appointed to do so. Administration is ongoing.

CUPE 3350 – Quebec – Batshaw Youth and Family Services

This local was decertified because of the health care

votes in Quebec. The local refused to dissolve voluntarily and was placed under administration on January 8, 2018.

The Administrator reviewed the books and collected dues owed by the employer before the decertification. Funds and properties were transferred to CUPE National to be held in trust as per Article 13.2 of the National Constitution. Administration was lifted effective September 19, 2019.

CUPE 3495 – British Columbia – Positive Living BC

CUPE 3495 represents approximately 12 members employed by Positive Living BC and the same number of members employed by Qmunity. Positive Living BC announced that it would cease operations in its entirety on March 31, 2020. CUPE 3495 was placed under administration on February 13, 2020.

The former executive cooperated with the Administrator. Virtual membership meetings were held regularly and were well attended. Shop Stewards for Qmunity remained in their role and members elected a bargaining committee. The Qmunity employer was cooperative and the parties commenced collective bargaining on August 20, 2020. Outstanding issues with Positive Living BC were resolved.

The Administrator arranged for a transfer of jurisdiction to Local 1936, and members voted in favour. Local 3495 was dissolved and administration was lifted effective December 14, 2020.

CUPE 3812 – Quebec – GardaWorld

For several months, an internal dispute had been undermining the local's ability to represent its members. The executive was divided and dysfunctional to the point where there was a fear that acts of violence would occur. The membership had turned down a tentative agreement and the local was incapable of restarting the bargaining process. Administration had become necessary in order to ensure that services be safely and reliably provided to the members, as the executive was unable to make decisions and to move forward in the interest of the membership. Administration was imposed on March 26, 2020.

The Administrator led the bargaining committee and after a few months of member mobilization and a strike aversion campaign, a tentative agreement was reached in October 2020. The Administrator reported that the implementation of the new collective agreement went well and that the local and employer had started to deal with the backlog of grievances going back to 2015.

A financial audit was conducted by an accounting firm. Their interim report did not reveal any element of concern. The bylaws were revised and elections were held, with a new executive sworn in on May 28, 2021. The newly-elected Officers will undergo some training as recommended by the Administrator.

The Administrator reported that the local was ready to regain its autonomy and administration was lifted effective June 28, 2021.

CUPE 3931 – Ontario – Ottawa Regional Hospital Linen Services

Election complaints from members were received in November 2017. An investigation into the election complaints led to discovering that this local, chartered 26 years ago, had never adopted additional bylaws. It also became clear that the executive did not follow Appendix B of the CUPE National Constitution as mandated in the absence of their own bylaws.

New elections were ordered, and the executive refused to conduct the elections for six months after the directive. During the summer months, the Assistant Regional Director, National Representative, and National President's Office representative met with the local executive to assist in moving the local forward. Agreements were reached with respect to education for Executive Board members, creating bylaws, and receiving proper approvals from the members for expenditures. None of these agreements were honoured by the executive.

There had never been any consistency in regular membership meetings. Meetings that did take place had no agenda, no meeting minutes, no Treasurer reports, no approved budgets, and so on. Audits had not been done. The local was six months in per capita arrears.

Since minutes of meetings had not been kept, there were no records of approval for expenditures. Administration was imposed on November 13, 2018.

In February 2020, the local sent notice to start bargaining for the renewal of the collective agreements, therefore the bargaining units were in open season for raiding. This local was raided by the CSN. A vote took place in March and the OLRB issued a certification order to the CSN in June.

The forensic audit showed elements of fraud by former Officers and a complaint was filed with the police. Cooperators, as the bonding insurance provider, accepted the local's claim in part. The Administrator will wind up the affairs of the local once the final dues payment is received from the employer. Administration was lifted effective November 13, 2020.

CUPE 4044 – Ontario – CanJet Flight Attendants

CanJet Airlines ceased operating and laid off all CUPE members. As a result, CUPE 4044 was placed under administration on September 2, 2015. Those members retain recall rights. Only one member who is on long term disability continues to pay dues.

The Administrator secured the agreement. All grievances have been resolved. The parties have rolled the collective agreement over for an additional three years with an expiry date of June 30, 2023. We are unsure of the future plans of CanJet, but do not foresee operations resuming in the near future.

Since the bargaining rights belong to CUPE, there is no need to keep this local active and under administration. The Administrator was dissolved and administration was lifted effective September 2, 2020.

CUPE 4059 – Ontario – Air Georgian

On January 31, 2020, Air Georgian filed for protection of the *Bankruptcy and Insolvency Act*. The local was placed under administration on August 12, 2020 after all its members were laid off due to the bankruptcy and COVID-19. In March 2020, Air Georgian received court approval for an asset purchase agreement with Pivot Airlines for substantially all the assets, properties, and undertakings of the company. In October 2020, a

MoA was signed with Pivot Airlines to secure CUPE as the bargaining agent for all in-flight workers and to acknowledge the successorship of Pivot Airlines and the application of the current collective agreement. Since then, two members were recalled to Pivot to fly between two and five charters per month.

As with other airlines in the country, we await the lifting of travel restrictions as the country continues to vaccinate the public. We have been provided little certainty regarding the business plan of Pivot Airlines once the skies start to open. The two active members do not want to become active in the union.

The collective agreement expires on November 30, 2021. The Administrator will be preparing for bargaining in the fall. It is unlikely that we will be able to build back capacity before then given we only have two active members. We are also dealing with a membership that has or is currently seeking work elsewhere, and since receiving their severance pay have had little to no engagement with the local. Administration is ongoing.

CUPE 4088 – British Columbia – Cathay Pacific Airways

This local represented flight attendants and ground staff at Cathay Pacific and had no active members after the employer laid off the remaining 137 employees. Administration was imposed on March 17, 2020. In March, the local had a membership meeting where an anti-union group of members tried to sabotage the local and have it donate all its funds. Motions were ruled out of order by the local President, but the group of members organized against the union, prepared notice of motions for bylaw amendments in order to access the funds and spend the money inappropriately.

The Administrator took control of the finances and assets; with the assistance of the local's Trustees, the audits for 2018 and 2019 were completed.

The Administrator retained the services of recruitment specialists and provided support to members in their reorientation as part of the adjustment program under the Canada Labour Code. All grievances have been resolved and administration was lifted effective December 14, 2020.

CUPE 4614 – New Brunswick – Turnbull Nursing Home Inc.

CUPE 4614 represents close to 60 employees of the Turnbull Nursing Home Inc. who provide nursing, dietary, laundry, and housekeeping services to the residents. The local is part of the New Brunswick Council of Nursing Home Unions.

We were notified that the executive members had all resigned from their positions on the executive of the local because the employer had been targeting employees who sat on the local executive by disciplining or bullying them. Throughout the years, this had caused many members to avoid reaching out to the union and to even file grievances because of the fear of reprisal.

Financial records were obtained, no ledger or record keeping has been completed by the local for 2020. The financial institution provided copies of all cashed cheques and statements. Next step will be to perform an audit.

Communication with the membership was made a key point in rebuilding this local; the increase of communication to the members has provided a very positive result. Members are starting to come forward showing interest in getting involved and even interested in taking on leadership positions. Moving forward general member education workshops will be organized as another tool to entice member participation.

Monthly labour management meetings have been scheduled. Scheduling and vacation are areas of concern because of COVID-19's ever changing protocols. Administration began March 11, 2021 and is ongoing.

CUPE 4678 – Saskatchewan – Rilling Bus Limited (Humboldt)

Rilling Bus Line lost its contract to provide bus services to another provider in 2018. Attempts to organize the new service provider have failed. The local was defunct and the administration became necessary to settle the financial affairs of the local as the former executive was not collaborating. CUPE 4678 was placed under administration on March 27, 2019.

The final audit was completed, bank accounts have been closed and remaining funds were transferred to CUPE in trust. Administration was lifted effective September 25, 2020.

CUPE 4848 – New Brunswick – Employees of New Brunswick Ambulance Services

This local represented over 950 paramedics employed with Ambulance NB who were reclassified by government in a bargaining unit represented by the New Brunswick Union of Public and Private Employees (NBU).

In New Brunswick, the legislation divides the public service workers in five categories that include several occupational groups. The New Brunswick Council of Hospital Unions (NBCHU, better known as CUPE 1252) is certified to represent the Patient Services group within the Operational category. This group included the paramedics working for Ambulance NB, as well as the dispatchers who were represented by CUPE 4848 which is included in the NBCHU (CUPE 1252).

The Higgs government reclassified the paramedics as part of the Medical Science Professionals group included in the Technical category. NBU is certified to represent that occupational group.

The transfer of bargaining unit was challenged at the Labour Board, but the Board concluded that the paramedics scope of practice had increased significantly and had evolved over the years to become that of skilled professionals, and our application was dismissed.

The executive of CUPE 4848 was comprised of paramedics who are not employed in the bargaining unit anymore, therefore the local had to be put under administration in order to restructure it to represent the remaining members, i.e. dispatchers, and hold elections for a new executive. Administration was imposed on May 31, 2021 and is ongoing.

CUPE 4943 – Ontario – Employees of the Student Federation of the University of Ottawa

The local had ongoing problems since the fall of 2007 when the former executive resigned amidst allegations of bullying and harassment. The

subsequent elections were carried out improperly which required a second by-election.

Subsequent to these elections, there had been a litany of complaints such as members being terminated with little or no union representation, new positions created out of scope without challenge, vacancies not being posted, Officers of the local missing in action and attending a mediation-arbitration for fear they would fall out of favour with the employer. As a result, CUPE 4943 was placed under administration on July 23, 2018.

The new University of Ottawa Student Union (UOSU) replaced the Student Federation University of Ottawa (SFUO). Price Waterhouse continues to monitor the winding up of SFUO.

A membership meeting was held in December 2019, where elections took place for a new executive. A workplan was prepared for training for the newly-elected Officers.

The bylaws were reviewed, and amendments were adopted by the membership in January. The bylaws were approved by the National President with recommendations. The Administrator reported that the local could regain its autonomy and administration was lifted effective March 27, 2020.

CUPE 5051 – Quebec – Optimist Club of Lafleche

The Optimist Club provided contract services for the Quebec Automobile Insurance Corporation in the form of a service desk. The Optimist Club laid off members, including two Local Union Officers who accepted a buyout and resigned. No other members wished to be involved and therefore the Local Union was without Officers. As a result, administration was imposed on August 30, 2018.

The local was decertified by the Labour Tribunal in December 2018. The Administrator's audit of the finances of the local revealed unauthorized expenses in the amount of \$2,120. The Administrator filed a complaint with the Longueuil Police and we are still awaiting the conclusion of this investigation. Administration was lifted effective August 30, 2020.

CUPE 5083 – New Brunswick – Employees of Aramark Canada Ltd. Custodians at St. Thomas University

CUPE 5083 represented light duty, heavy duty, and supervisor custodians working for Aramark at St. Thomas University in Fredericton. The local had a membership of approximately 30 members prior to the university's COVID-19 shutdown. The contract with Aramark expired in August 2020 and GDI Canada was awarded the new contract for the provision of custodial services. With this change of employer, all employees were sent termination notices. As a result, administration was imposed on September 8, 2020. GDI Canada offered CUPE 5083 members the first opportunity to interview for new positions, but not all members were hired back.

Our application for successorship rights with the GDI was dismissed by the New Brunswick Labour Relations Board on February 24, 2021.

The finances were reviewed and were in order. The bank account has been closed with all remaining funds sent to CUPE National in trust and administration was lifted effective June 24, 2021.

CUPE 5254 – Quebec – Municipalité du Lac-des-Seize Îles

The local President resigned from her position on February 12, 2020 and the two other members told effective December 14, 2020.

us that they were not interested in taking over and wished to file for decertification. CUPE 5254 was placed under administration on April 23, 2020.

The Administrator held a meeting with the members and settled grievances with the employer. There is still no interest from the membership in remaining unionized.

The Administrator will service the local until the expiry of the collective agreement and will seek direction from the members when the open period begins at the end of 2022. Administration is ongoing.

CUPE 5361 – Saskatchewan – Employees of Saskatchewan Writers' Guild

CUPE 5361 was certified in September 2017 to represent three workers at the Saskatchewan Writers' Guild in Regina. Since that time, there has been a complete turnover of staff and none of the members involved in the original organizing drive remained. We have not been able to achieve a first collective agreement with the Employer. Administration was imposed on June 2, 2020.

An application to cancel the certification order for this employer was filed with the Saskatchewan Labour Relations Board, a vote was held and, on July 16, 2020, the Board issued the decertification order. The Administrator wound up the affairs of the local and administration was lifted.