

MISSION POSSIBLE

INSPIRE, INNOVATE, IMPLEMENT



BWU CO-OPERATIVE CREDIT UNION LIMITED

SUPPLEMENTARY REPORT 2022

A conference room with a large screen and a table. The screen is mounted on a stand and displays a blurred image. The table is long and white, with several black chairs around it. A blue VGA cable and other cables are on the table.

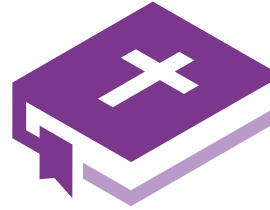
CONTENTS

4 Minutes of Meeting

28 Supervisory Committee

31 Credit Committee

you're Better
With *Us!*



Prayer of St Francis of Assisi

*Lord, make me an instrument of your peace;
where there is hatred, let me sow love;
where there is injury, pardon;
where there is doubt, faith;
where there is despair, hope;
where there is darkness, light;
and where there is sadness, joy.*

*O Divine Master,
grant that I may not so much seek to be consoled as to console;
to be understood, as to understand;
to be loved, as to love;
for it is in giving that we receive,
it is in pardoning that we are pardoned,
and it is in dying that we are born to Eternal Life.*

This prayer of Saint Francis of Assisi is often used by Credit Union members' at the beginning or at the end of their meetings. It is even referred to in some places as the "Credit Union Prayer".



1. ASCERTAINMENT OF QUORUM

1.1. The President, Bro. Dalton Medford, confirmed the presence of a quorum.

2. CALL TO ORDER

2.1. The meeting was called to order at 10:12 a.m.

3. PRAYERS

3.1. Sis. Michelle Hamblin said the invocation and then invited those present to recite the prayer of St. Francis of Assisi.

4. APOLOGIES FOR ABSENCE

4.1. Excuses for absence were submitted on behalf of the President, Barbados Workers’ Union, Sis. Linda Brookes; Chairman, Credit Committee, Sis. Dacea Bailey, and Vice Chairman, Credit Committee, Sis. Charmine Ottley.

5. WELCOME AND ACKNOWLEDGEMENT OF OTHER ORGANIZATIONS

- 5.1. The President officially welcomed all to the 37th Annual General Meeting of the Barbados Workers’ Union Co-operative Credit Union Ltd.
- 5.2. He acknowledged the efforts of the management and staff who worked under the particularly challenging circumstances brought on by the COVID-19 pandemic during the past year.
- 5.3. The Credit Committee and the Supervisory Committee were also commended for their commitment to attending several virtual meetings despite the personal challenges they would have encountered.
- 5.4. The President acknowledged the presence of the Auditors, Baker Tilly, Lt. Col. Trevor Browne of the Barbados Sustainable Co-op Energy, and the Elections Sheriff Mr. Kevin Lashley.

6. PRESIDENTIAL ADDRESS

- 6.1 The President commenced by highlighting some of the Credit Union’s achievements over the past fiscal year despite the economic circumstances under which the company had to operate:
 - 1. *Net Surplus of \$2.7 Million*
 - 2. *Assets of \$184 Million*
 - 3. *Membership growth of 1,083 persons*
- 6.2 He noted that further financial details would be provided in the Treasurer’s Report.
- 6.3 Regulations (Help or Hindrance) – The President noted that several members had complained about the current regulations. He however



Minutes of a Meeting of the Annual General Meeting of the Barbados Workers’ Union Co-operative Credit Union Ltd. in the Frangipani Room at the Lloyd Erskine

Two Mile Hill, Barbados on Saturday, June 26, 2021

reminded the meeting that the Credit Union was now operating under a more highly regulative environment that challenged how things were previously done. Staff and Volunteers also had to adapt to the increasingly more detailed standard in the global financial industry. The Credit Union therefore had to change its way of doing business and its processes and procedures were constantly being reviewed and modified to meet these new regulatory demands. As a result of this, one of the requirements by law, was to acquire and update all customers’ information more stringently than before. These requirements were now standard in the business world especially with the rise in money laundering and the financing of terrorism and weapons of mass destruction.

6.4 The President noted that Credit Unions had become an important part of the financial industry of Barbados and hence the new financial rules would also apply to them. As the Credit Union endeavored to enhance online business for its members and had implemented the new Debit Mastercard to give members easier access to their funds, this would result in more rigorous

Annual General Meeting of the
Credit Union Limited held in the
Sandiford Conference Centre,

St. Michael
2021 at 10:00 a.m.



regulations being placed on the Credit Union to remain compliant.

- 6.5 The President empathized with the members' frustrations which he believed stemmed from having to provide so much additional personal information. However, he reminded them that this was a global requirement that financial institutions know the source of their members' funds and implored them to co-operate.
- 6.6 Based on the queries that he had received, the President promised that in the coming year the Credit Union would host sessions to educate its members on the relevance of Regulations. He assured the members that though the requirements seemed daunting and discouraging, the Credit Union, in conjunction with its Legal and Compliance department would help its members to navigate what seemed to be intimidating circumstances.
- 6.7 **Deposit Insurance** – the President noted that this matter needed to be addressed with the utmost urgency. It was unacceptable and unfortunate that after so much time the savings of over two hundred and ten thousand (210,000) members

could not be insured under the deposit insurance scheme.

- 6.8 He cited that it was futile to continue negotiations if no action could be taken on this matter. The Credit Union movement had accepted changes from both governments, from the removal of claims for personal income tax and savings to the implementation of tax on Credit Union assets and to the paying for its own regulations.
- 6.9 The President stressed that the government, elected by the people to represent them, should ensure that the members received this deposit insurance.
- 6.10 He stated that the Credit Unions could not afford to continue waiting indefinitely for this to materialize and urged the President of the Barbados Co-operative Credit Union League Ltd, to agitate for this cause which was afforded to other financial institutions.
- 6.11 In his closing remarks the President advised the members to reject any division that threatened the movement and encouraged them to strive for the unity which was necessary for the Credit Union's survival.



7 CREDENTIALS COMMITTEE REPORT

7.1 The President invited Bro. Ashton Turney, Chairman of the Credentials Committee to present the Committee’s Report.

7.2 Bro. Turney acknowledged all those in attendance; particularly Lt. Col. Browne whom he highlighted as the former President of the Barbados Co-operative and Credit Union League Ltd. (BCCUL) and one of the founding members of Co-operators General Insurance Company Limited. Bro. Turney considered it a privilege to present the Committee’s Report and he identified the other Committee members, Sis. Linda Brookes and Bro. Henderson Scott. He outlined that the Committee had been appointed by the Board of Directors in accordance with the By-laws. Bro. Turney proceeded to mention the Committee’s responsibilities which included:

• Receiving the Nominations

Vetting each Nominee to ensure that he/she met all qualification criteria pursuant to the Act, the Regulations and the By-laws of the Credit Union

7.3 Bro. Turney reported that there were six (6) positions to be filled under the By-laws:

1. *Board member Bro. Vere Rock, whose term had expired and who was therefore ineligible for re-election to the Board of Directors and neither was he seeking election to any other Committee.*
2. *Board member Sis. Faye Arthur, who had served one term and had not been nominated for any position.*
3. *Supervisory Committee member, Bro. Sean Scott had served one term and was not seeking re-election*
4. *Supervisory Committee member, Sis. Juliet Pollard had served one term and was seeking election to the Board of Directors and the Credit Committee*
5. *Credit Committee member, Sis. Charmine Ottley had served one term and was not seeking re-election*
6. *Credit Committee member Bro. Ryan Reece had resigned from the Committee with one year of service remaining.*

7.4 Bro. Turney advised that as a result the following positions were available:

1. *Board of Directors had two (2) vacancies with a term of three (3) years each*
2. *Supervisory Committee had two (2) vacancies with a term of three (3) years each*
3. *Credit Committee had two (2) vacancies, one for a term of three (3) years and one for a term of one (1) year*

7.5 The Credentials Committee had received and reviewed the following documents:

1. *three (3) Nominations for the Board of Directors*
2. *two (2) for the Supervisory Committee*
3. *four (4) for the Credit Committee*

7.6 All of the Nominees had signed consenting to their Nomination, under the By-Laws of the Credit Union and had been assessed against the Act, Regulations and the By-Laws of the Credit Union.

7.7 A virtual Orientation session had been held with the four (4) Nominees on Saturday April 10, 2021 which focused on:

1. *Meeting the Nominees*
2. *Educating the Nominees on the Credit Union’s standards, terms and financial position*
3. *Highlighting the Credit Union’s governing bodies and regulations.*
4. *Reviewing the responsibilities of the Board of Directors, the Supervisory Committee and Credit Committee*
5. *Question and answer session*

7.8 The members of the Credentials Committee had been satisfied that the four (4) Nominees had met all requirements necessary under the Act, the Financial Services Commission (FSC) guidelines and the Credit Union’s By-laws to run for elections.

7.9 The final list of nominees for 2021 was as follows:

Board of Directors
Bro. Eric Smith
Bro. Damian Mascoll
Sis. Juliet Pollard
Supervisory Committee
Sis. Serena Browne
Bro. Damian Mascoll
Credit Committee
Bro. Damian Mascoll
Bro. Eric Smith
Sis. Serena Browne
Sis. Juliet Pollard

7.10 Bro. Turney invited each Nominee to stand in order to be identified.

7.11 A motion was moved for the adoption of the Credentials Committee Report by Bro. Sherwin Greenidge and seconded by Bro. Michael Homer.

7.12 The motion was carried by a majority vote.

8 APPOINTMENT OF ELECTION CHAIRMAN

8.1 The President invited the Election Chairman, Bro. Kevin Lashley to guide the membership through the voting process, outline the vacancies and the corresponding terms, share information on the COVID-19 protocols that would govern the voting process and then ultimately report on the results.

8.2 The Election Chairman (“the Chairman”) acknowledged that Bro. Turney had already introduced the Nominees and proceeded to confirm the following vacancies:

- 2 vacancies on the Board of Directors for a three-year term
- 2 vacancies on the Supervisory Committee for a three-year term
- 2 vacancies on the Credit Committee, one for a term of three (3) years and one for a term of one (1) year

8.3 The Chairman advised that voting would be conducted using the Electronic Tabulator Machine created by Dominion Voting and provided by the Delian Project.

8.4 COVID-19 PROTOCOLS

8.4.1 The Chairman shared with the membership the following COVID-19 protocols:

1. *Members were reminded that while queuing to vote, they must maintain the 3ft distance apart*
2. *Follow the instruction of the Ushers who would manage the flow of members to use the voting booths.*
3. *Use the marker received in the AGM package for voting as no markers would be distributed by the Ushers.*
4. *After voting, ensure that hands were sanitized before re-entering the meeting room using the sanitizer stations located at the main entrance of the room.*

8.5 VOTING INSTRUCTIONS

8.5.1 The Chairman provided the detailed steps of the voting instructions.

9 COMMENCEMENT OF VOTING FOR ELECTION TO THE BOARD OF DIRECTORS, SUPERVISORY COMMITTEE AND CREDIT COMMITTEE

9.1 The President declared that voting was open.

10 ADOPTION OF STANDING ORDERS

10.1 A motion for the adoption of the Standing Orders was moved by Bro. Overton Franklyn and seconded by Bro. Michael Homer.

10.2 The motion was carried by a majority vote.

10.3 The Standing Orders were adopted.

11 ADOPTION AND CONFIRMATION OF MINUTES OF THE ANNUAL GENERAL MEETING OF NOVEMBER 7, 2020

11.1 The Minutes were taken as read on a motion moved by Bro. Vere Rock and seconded by Bro. Joel Franklyn.

11.2 The motion was carried by a majority vote

11.3 Errors and Omissions

11.3.1 There were no errors or omissions

11.4 The Minutes were adopted on a motion moved by Sis. Althea Bishop and seconded by Bro. Overton Franklyn.

11.5 The Minutes were adopted by a majority vote.

12 MATTERS ARISING FROM THE MINUTES OF NOVEMBER 7, 2020

12.1 WE CARE PROGRAM UPDATE

12.1.1 Sis. Novaline Brewster requested an update on the We Care Program. The General Manager did not have the exact figures on hand for the amount of funds disbursed or the number of recipients, but indicated that he would provide that information before the close of the meeting.

12.1.2 The General Manager shared that the Credit Union had revamped the Program which was initially to assist members impacted by COVID-19 – especially those with school-aged children. The Program had been expanded to the wider community and would be ongoing. The Credit Union had allotted funds exclusively for this venture and members would be able to apply for this support shortly.

12.2 DEPOSIT INSURANCE

12.2.1 In response to a status query from Sis. Novaline Brewster, the President expressed his dissatisfaction with the slow pace at which this matter was being addressed despite prolonged discussions. He then gave a brief history on the promises that had been made by previous administrations.

12.2.2 The President invited Bro. Sherwin Greenidge, the representative of the BCCUL, which also represented the Credit Union, to provide an update. Bro. Greenidge outlined that the BCCUL had engaged an international Consultant to provide a report on the framework that could be



used locally to provide similar coverage to what the banks presently enjoyed. Two options had been provided, one which would be administered under the government and one where the Credit Union would contribute, administer and provide its own protection.

12.2.3 The BCCUL had submitted proposals to the government through the then Minister of Finance who had promised to peruse the information and revert to the BCCUL. A response was still pending.

12.2.4 Bro. Greenidge gave assurance that the BCCUL, through its two (2) representatives sitting on the Social Committee and the Committee responsible for overseeing the deposit insurance, were agitating on behalf of the Credit Unions. Additionally he stated that monthly reminders were sent from the BCCUL to the Ministry of Finance relating to the matter.

12.3 RENEWABLE ENERGY PROJECT

12.3.1 The BWUCCUL had made an investment in the Barbados Energy Co-op in order to secure an opportunity in that market. The General Manager was currently in discussions with an entity regarding a renewable energy project.

12.3.2 Sis. Novaline Brewster expressed her full support of this venture which would benefit the environment and potentially provide investments opportunities for the Credit Union.

12.3.3 Bro. Joseph Tull observed that arrangements had been made with whom he considered a "big flyer" and queried whether there were not enough "small flyers" within the movement who could have been engaged. The President acknowledged the comment and used the opportunity to highlight that Bro. Lt. Col. Trevor Browne had been invited to the AGM to enlighten members on the Barbados Sustainable Energy Co-op initiative. The President addressed the reference to "big flyers" and stated that the Board had recognized the need to grow its surplus given the negative effect that the economy had had on its members..

12.4 LEGAL AND COMPLIANCE

12.4.1 In response to the query from Sis. Novaline Brewster, the General Manager affirmed that the Credit Union was working towards maintaining

its compliance with. a multi-faceted approach which included:

1. *Collecting information from all members in accordance with the "Know Your Customer" (KYC) requirements*
2. *Identifying and contacting high-risk members; in the absence of their response, accounts had been restricted*

12.4.2 The BWUCCUL was constantly in contact with and reporting to the FSC who was pleased with what they had seen to date.

12.4.3 Approximately 16% of the information had been updated.

12.5 DEBIT MASTERCARD

12.5.1 The President complimented the staff on their appearance in the branded shirts

12.5.2 He further informed that the online application process had commenced.

12.5.3 Sis. Novaline Brewster recommended that the BWUCCUL conduct an intense education program for its members on the correct use of the debit MasterCard to avoid the members incurring more debt from exorbitant fees.

12.5.4 The General Manager confirmed that plans were in place to instruct the members on the correct use of the card. He proceeded to explain that the fees associated with the use of the debit MasterCard at automatic teller machines would be higher than what the members currently paid since international cards always attracted higher fees at ATMs. The members would be encouraged to use their existing debit cards for ATM transactions and reserve the MasterCard for point-of-sale and international transactions.

12.5.5 In his response to Bro. Damian Mascoll, the General Manger confirmed that there would be two separate networks and further explained that the reason for going with MasterCard was twofold:

1. *CarlFS, the Company currently responsible for the normal ATM network, would eventually cease to exist*
2. *The MasterCard afforded members additional functionality*

12.5.6 Bro. Damian Mascoll inquired whether the Credit Union would be acquiring its own ATM machine. The President replied that the Credit Union intended to move in that direction.

12.5.7 Sis. Althea Bishop congratulated the Credit Union on its performance during the difficult economic time. She suggested a survey be done to determine who were the first-time MasterCard owners and ensure there was education prior to distribution. The General Manager again confirmed that such a plan was in place.

12.5.8 In response to Sis. Novaline Brewster, the General Manager stated that the timeline for the roll out of the MasterCard would be the end of July 2021, to which Sis. Novaline Brewster countered that the educational process should already have been in progress.

12.6 APPOINTMENT OF AUDITORS

12.6.1 The President affirmed that the audit had been conducted by the Auditors, Baker Tilly for the 2020/2021 financial year.

12.7 CREDENTIALS COMMITTEE REPORT

12.7.1 Sis. Novaline Brewster questioned the level of satisfaction the Credit Union should have with the response to volunteerism and issued the challenge that members, particularly the younger ones, needed to be energized to become interested in volunteering to help the Credit Union. She stressed that diversity, whether in age, gender or ethnicity, was necessary to take the movement forward. She proposed that the Credit Union needed to implement a program to generate more interest in volunteerism for the Credit Union.

12.7.2 The President accepted the comments and stated that among the revisions to the By-laws which would be presented later that day, provision had been made for a Nominating Committee whose role would be to solicit suitable candidates to fill existing vacancies on the Board and Supervisory and Credit Committees.

12.7.3 Bro. Sherwin Greenidge expressed his concern over the response for nominations that year compared to previous years and surmised that the reluctance and lack of interest could be attributed to the Covid-19 pandemic or the extent of personal information which had to be shared. He reiterated that this information was necessary to ensure that those who volunteered were fit and proper to serve on the members' behalf.

12.7.4 He suggested that prior to the onset of AGM elections, the Board conduct a survey of its members to ascertain those who would be interested in serving and invite that cadre to receive training from the BCCUL. The Nominating Committee would then liaise with these members and ensure that the legacy of sound leadership was maintained.

12.7.5 Sis. Novaline Brewster endorsed Bro. Sherwin Greenidge's comments and stressed that volunteerism within the Credit Union needed urgent review to make it more attractive.

12.7.6 Sis. Kianna Martin, who had been a member for approximately five (5) years had been unaware of the volunteerism aspect of the Credit Union and expressed her interest.

13 REPORTS 2020 – 2021

13.1 BOARD OF DIRECTORS' REPORT

13.1.1 The President invited the membership to move a motion for all of the Reports to be taken as read.

13.1.2 A motion was moved by Bro. Joseph Tull for all of the Reports to be taken as read and seconded by Bro. Overton Franklyn.

13.1.3 The motion was carried by a majority vote.

13.1.4 Bro. Herbert Harewood, Vice President, Board of Directors, welcomed the membership to the 37th Annual General Meeting. He presented the Board Report, on what he stated had been one of the most difficult years which the BWUCCUL, Barbados or the entire globe economy had experienced in decades. The reported rise in unemployment in Barbados by the International Labor Organization to a record 12.7% had also impacted the Credit Union's membership. The Credit Union was making steady strides to increase its membership and maximize its loan potential. To accomplish this Credit Union would ensure that its products and services remained inclusive.

Financial Performance and Overview

13.1.5 The Vice President shared some of the positive financial developments which the BWUCCUL had accomplished despite the challenges associated with the COVID-19 pandemic.

1. *generated a surplus of \$2.7 Million*
2. *maintained a strong capital base*
3. *experienced growth in assets and deposits*
4. *remained stable and profitable*



- 13.1.6** BWUCCUL anticipated that the technological advances would present several opportunities for the Credit Union to increase its competitiveness and provide improved service to its members. He referred to the recently launched Debit/MasterCard which would afford members a host of benefits both locally and internationally.
- 13.1.7** The BWUCCUL understood the importance of having current and accurate information on its members and hence the Retrospective Due Diligence (RDD) was being conducted to satisfy the regulatory requirements of the FSC.
- 13.1.8** The BWUCCUL was applauded for welcoming 1,083 new members into the Credit Union family during the last fiscal year, which had brought the total membership to 26,934 and accounted for an additional \$1.3 Million in deposits. An operational surplus was recorded for the year, after distribution and before disbursements of \$2.7 Million. The BWUCCUL had approved \$36.8 Million in loans and the Collections department had worked assiduously to ensure that the non-performing loans which were recorded at 5.05% remained well within the Industry standards.
- 13.1.9** Gratitude was extended to the loyal members for their continued commitment to the BWUCCUL. The Board again expressed sincere thanks to the management and staff who facilitated members remotely and particularly those who served members physically on the frontline despite the potential risks involved.

Rebranding

- 13.1.10** The Board had observed the inability of the public to differentiate between the BWUCCUL and other institutions with similar names. This had adversely impacted its business operations and the Board had engaged a company to analyze the situation and based on their findings the BWUCCUL could possibly acquire a new name in the New Year – the BWUCCUL needed to increase its competitiveness. The membership would be kept abreast of this initiative and the members and staff would be actively involved in this strategic decision. An award would be given to the individual who conceptualized the Credit Union's new name.

Legal and Compliance

- 13.1.11** The newly developed Legal and Compliance department had made significant strides during the period under review to ensure that the BWUCCUL had established and maintained the necessary compliance protocols which included:
- *Revisions to the Anti-Money Laundering/Counter-Financing of Terrorism/Counter-Proliferation Financing policy.*
 - *Continuous sensitization of staff on AML/CFT/CPF, in relation to improvement in detecting unusual and suspicious transactions.*
 - *Support to the Board in the proposed amendments to the By-laws*
 - *Developing improved processes in the treatment, processing and reporting on legal matters to assist with mortgages and bills-of-sale.*

Credit Management

- 13.1.12** Series of Loans Moratoria – In anticipation of a possible economic fallout resulting from the pandemic, the Board had decided to institute a series of loan moratoria for the Credit Union membership. The programme was officially launched in March 2020 for members who needed assistance with their loan payments. In the initial phase four hundred and twenty-three (423) members benefitted from this offering. Due to the further financial constraints which members experienced because of layoffs and reduced hours, the loan moratorium was extended for another three months and ended in August 2020. However, since the true impact of the pandemic continued to affect the members, a decision was made to extend the moratorium for a further three months and the programme ended in November 2020.
- 13.1.13** **Ease-the-Burden Loan** – In addition to the loans moratorium, members also had an opportunity to apply for an "Ease-the-Burden" loan of fifteen hundred dollar (\$1,500.00) to assist them with certain urgent needs.

Member Experience

- 13.1.14** **Webinars** – Members were encouraged to apply for online banking in order to maintain access to and control of their accounts. During the year in review, through a series of webinars, the Credit

Union educated its membership on topics such as financial counselling and budgeting.

- 13.1.15 4% Increase in Total Membership (1,083 New Members)** – The Vice President updated on the increase in membership which included six (6) corporate members – an achievement worthy of applause since this occurred despite the rigorous requirements and amount of information associated with opening these types of accounts. Twenty-five (25) micro businesses applied for membership; this increase reflected the desire of persons to own their own businesses due to the retrenchments caused by COVID-19.

Operations

- 13.1.16** Refitting of all Branches – all of the branches were retrofitted with the necessary safety infrastructure to minimize the exposure of both staff and members to the COVID-19 virus.
- 13.1.17** Temporary Relocation to Lower Broad Street – Since the refurbishment of the head office on Fairchild Street, the Credit Union had witnessed some defects. In January 2021 the head office was temporarily relocated to Trident House on Lower Broad Street; this was to avoid any environmental hazards to staff and also to facilitate the renovations and maintenance required on the building.
- 13.1.18** The Board of Directors was extremely concerned that soon after the renovations to the building they had to embark on a remediation plan to correct a number of defects. The Board of Directors has sought legal redress to ensure that the Credit Union was not disadvantaged.

Human Resources

- 13.1.19** During the reporting period the Credit Union revamped a number of its governance policies and procedures.
- 13.1.20** In keeping with the protocols, many staff members worked remotely. The Employee Assistance Programme was enhanced to confront the challenges that the staff faced in the new COVID-19 work environment.

Corporate Social Responsibility

- 13.1.21 Community Outreach** – As part of its commitment to youth and community, the Credit Union staff, spearheaded by its Social Club, came

together to paint the Roland Edwards Primary School in St. Peter.

- 13.1.22 Scholarships** – Eleven (11) scholarships had been awarded to members from primary school to university level for their achievements in exams ranging from the Barbados Secondary School Entrance Exam, through to the tertiary level exams. They collectively received Barbados Workers' Union Co-operative Credit Union Scholarship Awards which totaled approximately ten thousand dollars (\$10,000.00).
- 13.1.23 We Care Programme** – The "We-Care" outreach programme had been conceptualized to assist members during the recent adverse times. In May 2020 all eligible members who were affected by any crisis were encouraged to apply for the grant. The Vice President took the opportunity to thank those members who had contributed to the programme to support their fellow members.
- 13.1.24 Stay-at-Home Series** – Following a number of restrictions which affected Barbadians in January 2021, the Credit Union instituted a "Stay-at-Home" series. This featured playlists and workout routines which were designed to ensure that the members remained motivated.
- 13.1.25 Money-Saving Challenge** – The Credit Union launched a Money-Savings challenge which welcomed all Credit Union members to save at least one thousand dollars (\$1,000.00). A Money-Savings Challenge Booklet was prepared with financial tips to assist members in this monthly savings venture.
- 13.1.26 Partnerships** – The Credit Union maintained its partnerships with two (2) main facilities, SurePay and Co-operators General Insurance Company Limited to ensure that the Credit Union members could continue to benefit from the services these partners offered. The Vice President informed that the Credit Union would be partnering with more entities in the upcoming year in order to provide its members with more valuable opportunities.

Technological Advances

- 13.1.27** The Credit Union had concentrated on improving its online banking platform, focused on increasing the number of ATM card holders and upgraded its firewall.



13.1.28 The launch of the online applications successfully coincided with the launch of registration for the Debit MasterCard.

Deposit Insurance

13.1.29 The Barbados Co-operative Credit Union League (BCCUL) had received assurance from the Government of Barbados that there was support for deposit insurance. The BCCUL had facilitated meetings between the Consultants Dave Grace and Associates, the Ministry of Finance, Economic Affairs and Investment, the Barbados Deposit Insurance Corporation, the Central Bank of Barbados and the Financial Services Commission. These sessions all went well and there was broad support for the Credit Unions to be granted access to the public deposit insurance scheme but with a separate fund. It was agreed that Credit Unions' members should also benefit from the coverage limit of twenty-five thousand dollars (\$25,000.00) which the customers of other financial institutions enjoyed. Additionally there was support for equality in respect to the seed capital for the Fund which would involve contributions from Government. However the Vice President noted that no definitive commitment was received from Government for seed capital support.

Commitment

13.1.30 The Board of Directors acknowledged the resilience of its members, and looked to the future with cautious optimism realizing that the current crisis had pushed both the Credit Union and its members to reassess, make changes in routines and embrace new ways of doing business.

13.1.31 He pledged the Credit Union's full commitment to its entire membership and invited them to share their feedback which would provide a platform that would help the Credit Union to provide continuous improvements to its service.

13.1.32 The Vice President concluded by thanking the loyal members.

Comments From Members On Board Report

13.1.33 Operational Surplus—Bro. Robert Gibson referred to page seventeen (17) of the Annual Report 2021 and sought clarification on the statement "We recorded an operational surplus for the year after distribution, before disbursements from funds, of \$2.7 million". In her response the Finance and Accounting Manager explained that distribution referred to funds normally given to the Common Good and Education Fund, hence the net surplus mentioned was before any payouts to these funds.

13.1.34 Building Remediation – in response to Bro. Gibson's query on the status of the building remediation at the Fairchild Street office, the President referred to the Vice President's remarks in the just concluded Board of Directors' Report. He informed that subsequent to moving back into the building after the completion of the renovations, defects were observed. The contractors were summoned but in their estimation the snag period had elapsed and they did not feel obligated to finance the repairs. The Board of Directors had sought the opinions of independent engineers who gave an assessment and that report was now with the Board. The President also updated on the legal redress which was sought and the reason for relocating the staff. The restrictions associated with COVID-19 had also hampered the progress of the engineers in accumulating the information for their report. The President reiterated that the Board was conscious of the costs that could be incurred with litigation and would weigh that against the cost of repairs once the amount was confirmed. He assured that the Board would not rest until the Credit Union received satisfaction.

13.1.35 Customer Service – A member commented that during a recent visit to the Credit Union office to update her information the process was lengthy and queried whether the procedure could be shortened. In his response the General Manager apologized for the lengthy wait but informed that the process could now be completed online and he also used the opportunity to encourage all members to utilize the technology and update their information. The General Manager noted that although the process appeared to be lengthy, all the information being requested of them was what the Credit Union was required to collect.

13.1.36 With reference to the availability of wire transfers, the General Manager explained that the Credit Union would need to have access to the Automatic Clearing House (ACH) and was currently in the process of completing this to facilitate local transfers.

13.1.37 Medical Plan – Sis. Karen Bynoe queried whether the Credit Union intended to upgrade the current medical plan to provide other services for members' wellbeing. The General Manager referred to the Stay-at-Home series conducted by the Credit Union which had included a wellness session. Although there was no ongoing program, with regard to other types of insurances he recommended the Co-operators General

Insurance Company, of which the BWUCCUL was a shareholder.

- 13.1.38 Building Remediation** – Bro. Joseph Tull again addressed the issue of building remediation and the President acknowledged his concerns. The timeframe in the contract for snagging was one (1) year. A professional project team had been engaged to do the remediation. The President indicated that he was not aware of any issues of the appearance of moisture before the renovations. The Board would be guided by legal advice as to who would ultimately be responsible for compensation of the costs associated with the rental of alternative accommodation for the head office.
- 13.1.39** In response to Sis. Sandra Mayers' query about the observation of the snagging period, the President explained that the issues which arose during the one-year snagging period were addressed, however after that period ended there was significant rainfall which resulted in leaks.
- 13.1.40 Deposit Insurance** – In response to a query on the percentage of coverage, the General Manager informed that, once implemented, the coverage would be up to twenty-five thousand dollars (\$25,000.00) for a member in the event that the BWUCCUL failed; this was also standard with commercial banks.
- 13.1.41 Rebranding** – Sis. Brewster highlighted the need for the BWUCCUL to have strategies in place to:
- *link scholarships with e-commerce*
 - *help small businesses in e-commerce*
 - *reposition its brand (not just a name change)*
 - *differentiate itself from the competition*
 - *keep in tune with what is happening internationally*
- 13.1.42 Market Share** – Bro. Joseph Tull commented that there were smaller Credit Unions who were struggling due to lack of adequate resources, He suggested that the BWUCCUL could increase its market share by reaching out to those who were willing. The President informed that a Committee had been established to offer shared services to smaller Credit Unions, however the majority of them were conservative and not willing to change. Despite this response from these smaller Credit Unions, discussions were still continuing.
- 13.1.43 Youth Outreach** – Bro. Adero Daniel queried whether the BWUCCUL
- *had programs in place to educate its younger members on financial matters*
 - *had a communication outlet for the younger | members apart from the Facebook page*
 - *had less conservative investment products*
- 13.1.44** The President commended Bro. Daniel for his participation. The President and the General Manger agreed that more effort was needed by BWUCCUL regarding member education targeting the demographic to which Bro. Daniel referred. The General Manager hoped that the BWUCCUL would soon be able to resume their in-person session and he noted that participating in the BWUCCUL's events was also a way to connect with the BWUCCUL.
- 13.1.45** In responding to the query about investments, the General Manager explained that due to the regulations under which they were governed, Credit Unions were limited in what they could invest in. The General Manager added that although the Credit Union was currently more liquid and could potentially be more aggressive in the percentage of funds it invested, it could not participate in the more risky investments to which Bro. Daniel had alluded.
- 13.1.46** Bro. Joel Franklyn suggested that the BWUCCUL should have visual tutorials on its webpage to guide members in the use of the various applications.
- 13.1.47** Sis Brewster endorsed the preceding comments and stressed the need to embrace technology. She also cited the need for the BWUCCUL to have a youth arm.
- 13.1.48** The President acknowledged all the contributions and promised that a post mortem would be conducted after the AGM.
- 13.1.49** Bro. Sherwin Greenidge also endorsed the contributions of the younger members. He challenged the Board to engage the young members, who had just participated, to commit to creating the youth arm Sis. Brewster had suggested and he anticipated a Report from a Youth Committee at the next AGM.
- 13.1.50 Training** – Bro. Greenidge suggested that financial literacy could be facilitated online.
- 13.1.51 Online Business** – Sis. Gabriel Bailey stated that the ease and convenience with which business could be transacted online was one of the determining factors for joining a financial institution and reiterated the need for the BWUCCUL to acquire its own ATM. Bro. Robert Gibson enlightened members that they could still access their funds from other ATMs through the CarIFS network. The General Manager added that the BWUCCUL had given consideration to acquiring its own ATM machine however the acquisition and maintenance costs were high. He envisioned that the acquisition of the automated clearing house (ACH) would offer more convenience to members. In response



to a query from Sis. Brewster on the ACH, the General Manager informed that the BWUCCUL would not be operating independently but the venture would be in conjunction with CAPITA Financial Services Inc. Bro. Kemar Holder stated that members should not have to be punished by way of incurring a fee because the BWUCCUL did not own an ATM. The President acknowledged the comments and noted that there was presently space for an ATM at the Fairchild Street office and the BWUCCUL intended to acquire its own ATM. The BWUCCUL had weighed the costs of using other financial institutions' ATMs against acquiring its own and at that time the infrastructure costs were prohibitive.

- 13.1.52** Sis. Serena Browne commended the BWUCCUL for the care which it extended to its staff during the pandemic. She recommended the introduction of savings programs into primary and secondary schools. The General Manager confirmed that such an initiative had been undertaken before but had been curtailed by the onset of COVID-19. Efforts would be made to revitalize it under the current protocols.
- 13.1.53** A motion for the adoption of the Board of Directors' Report was moved by Bro. Damian Mascoll and seconded by Sis. Faye Arthur.
- 13.1.54** The motion was unanimously carried.

13.2 CREDIT COMMITTEE REPORT.

- 13.2.1** The President invited Bro. Eric Smith, Member, Credit Committee, to present the Credit Committee's Report.
- 13.2.2** Bro. Smith again apologized for the absence of Sis. Daceaia Bailey and Sis. Charmine Ottley, the Committee's Chairman and Vice Chairman, respectively.
- 13.2.3** Bro. Smith outlined the duties of the Committee as set out in the Co-operatives Societies Act CAP 378A, Section 206, which were carried out during the year under review.
- 13.2.4** Bro. Smith informed that the previous Chairman Bro. Ryan Reece had resigned from the Credit Committee in December 2020 having accepted a job which conflicted with his volunteering on the Committee. Bro. Smith was subsequently chosen to fill the vacancy as he was the next person with the highest votes at the previous AGM.

13.2.5 Loans Portfolio – The COVID-19 pandemic had a significant impact on the Credit Union's Loans Department, and this was reflected in the decrease in the personal loans category which recorded \$13 Million, a 46% reduction. Members were reluctant to borrow due to job insecurity manifested in significant job losses and reduced work hours which resulted in a downturn in the economy and ultimately reduced household income.

13.2.6 The Credit Union, however, recorded a 56% increase in loan applications in the Real Estate category with ninety-two (92) applications for the period under review as opposed to the fifty-one (51) from the previous year. The loan value increased to \$23.2 Million in 2020-2021 compared to \$11 Million in the prior year. Members clearly took advantage of the housing solutions offered across the island, as the BWUCCUL became their financial provider of choice.

13.2.7 Business loans remained flat despite the interest of some microbusinesses joining the Credit Union. The Line-of-Credit (LOC) with a value of \$2.3 Million remained steady with a slight decrease from the previous year.

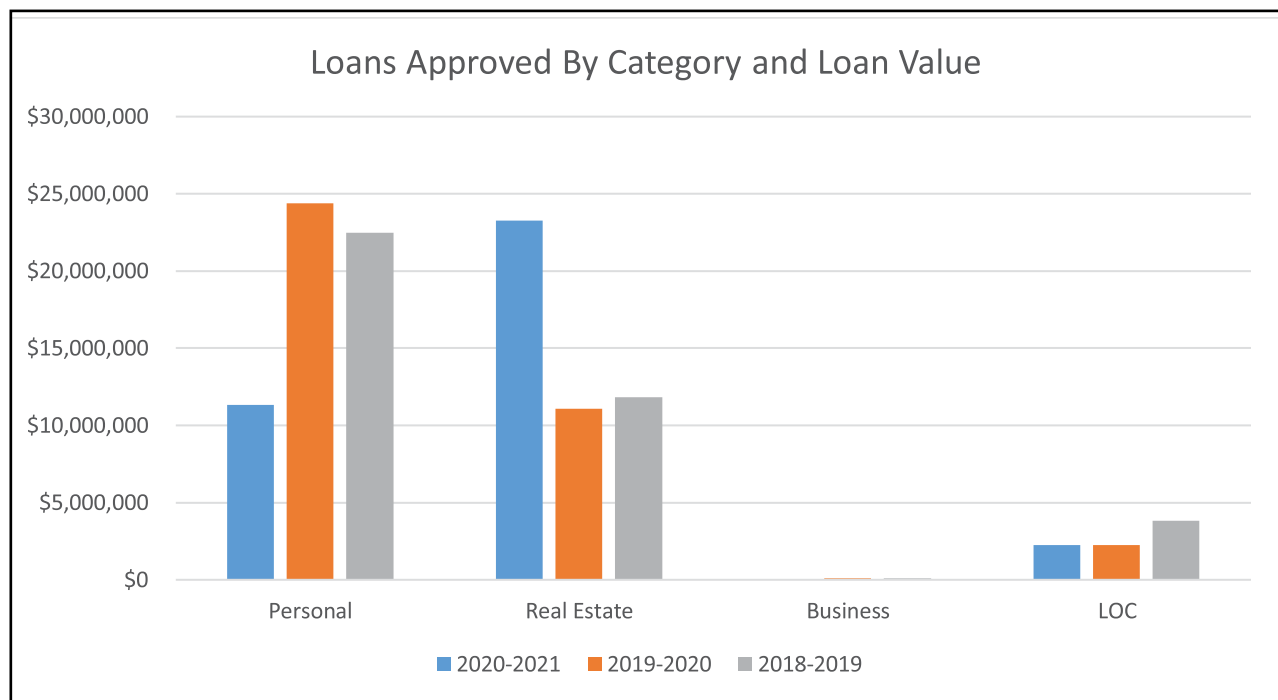
13.2.8 Despite an increase in the Real Estate category, the Credit Union registered a 38% decrease in overall loan applications received that year and a 3% decrease in the loan value, much of which can be attributed to the pandemic which brought "lockdowns" and a "national pause." These factors resulted in many businesses being closed for protracted periods and in many members being unemployed. In order to assist, the Credit Union offered deferred Mortarium for an initial three months and extended it to six months on a case-by-case basis. The members took advantage of the Moratorium to help them navigate the period of uncertainty. As business activity resumed several members were proactive in dealing with their financial situation; they resumed repayments and improved their position by consolidating debt and restructuring loans to reduce expenditures caused by the precarious economic environment especially in the hospitality sector where many of the members were employed.

13.2.9 **Table 1** depicts loans approved for the financial year categorized into the four (4) loan types, both in number and value compared with those of the two previous years.

TABLE 1: APPROVED LOANS BY CATEGORY
April 2020 – March 2021 (Compared with prior years)

Loans Approved by Category						
Financial Year	2020-2021		2019-2020		2018-2019	
Loan Type	No. of Loans	Loan Value	No. of Loans	Loan Value	No. of Loans	Loan Value
Personal	773	\$11,341,436	1,554	\$24,364,848	1,448	\$22,466,426
Real Estate	91	\$23,254,772	51	\$11,088,200	58	\$11,818,209
Business	1	\$35,000	7	\$103,500	3	\$98,000
LOC	322	\$2,233,275	327	\$2,250,500	607	\$3,818,200
Total	1,187	\$36,864,483	1,939	\$37,807,048	2,116	\$38,200,835

13.2.10 The following Charts provide pictorial representation of the approved loans as compared with the two previous financial years.



13.2.11 The loans portfolio by category as at March 31, 2021 as seen in Table 2, depicts that the highest number of loans was in the Personal Loan category representing 31% of the total loan portfolio. Real Estate loans were the most significant in value with a total of \$73.6 Million, representing 60% of the total portfolio.

TABLE 2 TOTAL LOANS PORTFOLIO BY CATEGORY

Loans Approved by Category				
Loan Type	# of Loans	% of Total Loans	Loan Value	% of Loan Value
Personal	2,300	45%	\$ 38,318,952	31%
Real Estate	466	9%	\$ 73,637,954	60%
Business	28	1%	\$ 152,15	71%
Line of Credit	2,293	45%	\$ 10,050,389	8%
TOTAL	5,087	100%	\$ 123,579,452	100%

13.2.12 **Delinquency** – the Credit Union offers four types of loans: Personal, Mortgages, Business and Lines-of-Credit. The chart below shows the delinquency by days ranging from 1 to 9999 days including reclassified loans.

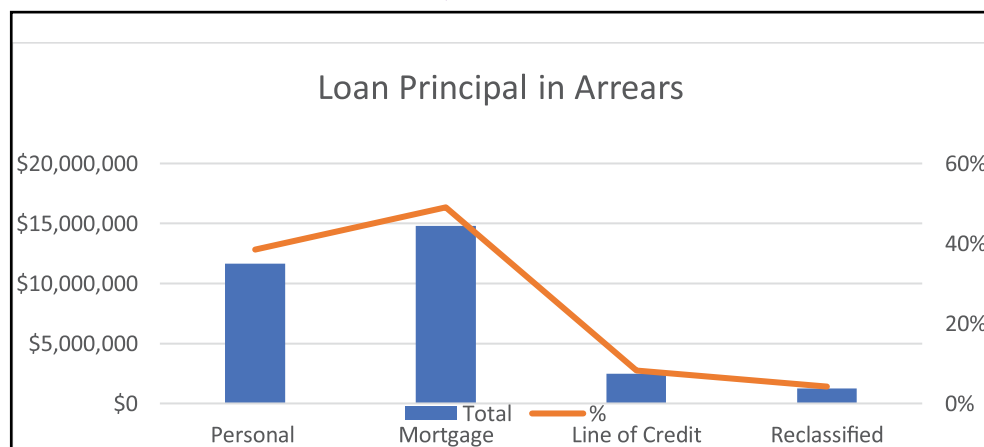
DAYS DELINQUENT BY CATEGORY

Loan Type	1-30 Days		31 - 89 Days		> 90 Days		Total	
	Number	Value	Number	Value	Number	Value	Number	Value
Personal	292	\$ 5,039,432	193	\$ 4,055,185	123	\$ 2,536,296	608	\$ 11,630,913
Mortgage	67	\$ 8,990,127	23	\$ 3,973,567	11	\$ 1,843,864	101	\$ 14,807,558
Line of Credit	227	\$ 1,111,868	158	\$ 788,015	124	\$ 588,295	509	\$ 2,488,178
Reclassified	0	\$ 0.00	0	\$ 0.00	50	\$ 1,273,840	50	\$ 1,273,840
Total	586	\$15,141,426	374	\$ 8,816,767	308	\$ 6,242,296	1,268	\$30,200,489

13.2.13 The table above shows the principal balance which is delinquent in each portfolio.

13.2.14 The chart below indicates that the Real Estate Loans category comprises the highest principle with 49%, as mortgages usually have higher balances than loan repayments amounts. This was followed by the personal loans category with 38% and Line-of-Credit (LOC) with 8% and reclassified loans 4%.

DAYS DELINQUENT BY CATEGORY



- 13.2.15** The Delinquency portfolio was impacted by the COVID-19 Pandemic. However, the Collections Department staff, as previously mentioned by the Vice President, Board of Directors, continued to work assiduously to assist Members and this has been represented by the delinquency ratio being recorded at 5.05% which is below the industry standard of 10%. Bro. Smith invited the members to applaud the staff for this achievement.
- 13.2.16** The Credit Committee pledged to continue to make a concerted effort to assist in the reduction in delinquency by adding quality loans to the portfolio.
- 13.2.17 Credit Committee Attendance and Activity** – the Credit Committee was very active during the past financial year and held 37 meetings. Bro. Smith expressed gratitude to all those Committee members who had served during that period.
- 13.2.18 The Way Forward** – The Credit Committee continued to ensure that the Members were provided assistance and support during these changing and challenging economic and financial conditions. As a result, the Credit Union had adjusted its product and service offerings to provide better opportunities for empowering our Members to enhance their personal and financial management. The Credit Union improved their IT Infrastructure to allow most loans products to be offered online for members to submit applications, documents, receive automated disbursements and make online payments through bank transfers and SurePay Online. The Loans Department would continue pursuing many partnerships in the Real Estate, Vehicles, Furniture, Hardware and Energy Solutions to benefit its members.
- 13.2.19** The Covid-19 Pandemic had severely impacted the core members in the Hospitality and Service industries and the Credit Union would continue to work with these members to ensure they met their financial commitments. The Credit Union would endeavor to continue to assist its members who had been impacted and members were encouraged to reach out to the Loans team in a timely manner for assistance and to obtain any information and/ or requirements on specific loans and to visit the Website and Social Media platforms on Facebook and Instagram.
- 13.2.20 Appreciation** – The Credit Committee was thankful to the Board of Directors for the training sessions from which its members benefitted and also the Credit Union's Legal Team for their assistance and co-operation throughout the year. Gratitude was also expressed to the management and staff, particularly the loans department staff, for their professionalism during the period. Bro. Smith commented that it was evident that the loans staff were not only interested in the members' financial wellbeing, but cared for the members holistically. Since Sis. Charmine Ottley, Vice Chairman, Credit Committee, was not seeking re-election, special appreciation was expressed to her for her service as a dedicated volunteer.
- 13.2.21 Conclusion** – As the Barbados economy continued to feel the negative impact from the pandemic, the Committee would continue to monitor ways to provide support and approve loans which would enhance the Credit Union's portfolio. The Committee encouraged the BWUCCUL members to continue to use the Credit Union as their financial provider as the loan process would be streamlined for easier access to its products and services. Bro. Smith emphasized that the BWUCCUL cared and implored all present to remain safe.
- 13.2.22** The President took the opportunity to publicly thank Bro. Smith for accepting the mantle to serve on the Committee after Bro. Reece's resignation from the Committee. Additionally, he wished Bro. Reece all the best in his future endeavors.
- 13.2.23** Bro. Mascoll testified to the excellent service he had received from the BWUCCUL since joining at the onset of the pandemic.
- 13.2.24** Bro. Mascoll expressed his concern on the low number of business loans reported and inquired about the borrowing limit for this category. The General Manager responded that it was approximately \$250K and the BWUCCUL was currently endeavoring to book more business loans. This effort was primarily hampered by the members' inability to adequately evidence their source of income. The BWUCCUL intended to address this challenge by partnering with entities such as the Small Business Association who could offer financial education support in this area.
- 13.2.25** In response to further queries from Bro. Mascoll, the General Manager informed that the Credit Union offered financing for green energy.
- 13.2.26** Bro. Kevin Hunte had also become a Credit Union member during the onset of the pandemic and commended the loans department for their excellent service in providing him with a vehicular loan. He sought clarification regarding having to pay the full car insurance premium up front as opposed to installments. The President took note and assured that the office could facilitate a more



feasible arrangement through its partnership with Co-operators General Insurance.

13.2.27 Interest Rates – Sis. Brewster queried what consideration was being given to revisiting the interest rate regime. The General Manager replied that the Credit Union had not recently considered moving its interest rate, however the market was being monitored to decipher if or when a response was necessary. Bro. Robert Gibson suggested it was time for the Credit Union to lead the market with regards to the interest rates offered to its members instead of depending on the market for guidance. The President assured that these comments would be taken up after financial assessment by the BWUCCUL.

13.2.28 Real Estate – in response to Sis. Brewster regarding partnerships, the General Manager notified that the Credit Union had initially indicated an interest in providing mortgage financing for the Hope Project, however phase 1 had already been taken over by another larger Credit Union but the BWUCCUL would be participating in phase 2. The potential partnership with the National Housing Corporation (NHC) which Sis. Brewster had queried, had not yet materialized but the BWUCCUL’s loans team had participated in several land fairs hosted by the NHC.

13.2.29 A motion for the adoption of the Credit Committee’s Report was moved by Bro. Vere Rock and seconded by Bro. Ashton Turney.

13.2.30 The motion was carried by a majority vote.

13.3 SUPERVISORY COMMITTEE REPORT

13.3.1 The President invited Bro. Sherwin Greenidge, Vice Chairman, Supervisory Committee, to present the Supervisory Committee’s Report.

13.3.2 Bro. Greenidge publicly acknowledged the Committee members who had served the previous year, particularly Bro. Sean Scott who had not sought re-election and Sis. Juliet Pollard who was seeking election to the Board of Directors or the Credit Committee.

13.3.3 He advised that the Supervisory Committee had acted in accordance with Section 212 of the Co-operatives Societies Act CAP 378A, and Regulation 17 of the Co-operatives Societies Regulations 2008.

13.3.4 The Committee had met virtually each month and reviewed the following:

- *Minutes of the meetings of the Board of Directors*
- *Monthly Bank Reconciliations*

- *Monthly Financial Statements*
- *Investments Portfolio*
- *Monthly Operations Reports*
- *Monthly Financial Service Commission Reports*
- *The Internal Audit Reports*

13.3.5 The Committee had worked intimately with the Internal Auditor during the past year during which they had asked him to review and report on:

- *Teller Operations*
- *Declaration Source of Funds Forms*
- *Term Deposits*
- *Bills of Sale*
- *Cash Management*
- *Loans Processing*
- *Collections*
- *Loans to Volunteers and Staff*
- *Anti-Money Laundering (AML) procedure*
- *FSC Review Maintenance of pertinent Documents*
- *Legal and Compliance Department*

13.3.6 Highlights – The Internal Auditor had worked closely with the new Legal and Compliance Manager,

Sis. Shelley Nicholls-Hunte, towards eliminating some of the challenges the BWUCCUL had encountered with the Anti-Money Laundering/Counter-Financing of Terrorism/Counter-Proliferation Financing (AML/CFT/CPF) procedures.

13.3.7 The Credit Union continued its focus in this area by hosting several training seminars for management and staff as well as the Board and elected Committee members. The Committee also benefitted from the Anti-Money Laundering training hosted by the Credit Union and conducted by the Legal and Compliance Manager.

13.3.8 The Internal Auditor also conducted an audit of the Legal and Compliance Department and expressed satisfaction with the operations of that Department. The Committee thanked Sis. Nicholls-Hunte for ensuring that the BWUCCUL was fully compliant at that time.

13.3.9 During the period under review, there was a significant decline in complaints received from members as a total of 20 complaints was received compared to 51 complaints in the prior year. No complaints were received during the months of April and May 2020, nor February and March 2021. The Committee commended the Board, management and staff of the BWUCCUL for their continuous efforts in dealing with the pandemic

and echoed the sentiments of appreciation already mentioned.

13.3.10 The Committee further recommended that the Credit Union should continue on its path to develop services that created wealth for its members, while educating them on personal financial planning. Achieving such initiatives should retard the growth in delinquency, especially as members sought to adjust to a new norm; brought about by the COVID-19 pandemic.

13.3.11 The members of the Supervisory Committee expressed their sincere appreciation to the hard working and dedicated staff, especially, Mrs. Giselle Saunders and Mrs. Sharon Murrell, the officers who were assigned to that Committee.

13.3.12 The Supervisory Committee also thanked the members for their unwavering support of the Credit Union. They encouraged the members to share their views/concerns as the Committee sought to ensure that the BWUCCUL remained the preferred Credit Union of choice for financial empowerment, being ever mindful that "You Are Better With Us."

13.3.13 A motion for the adoption of the Supervisory Committee's Report was moved by Sis. Faye Arthur and seconded by Bro. Damian Mascoll.

13.3.14 The motion was carried by a majority vote.

13.4 AUDITOR'S REPORT

13.4.1 The Vice President invited Mr. Ayub Kola of Baker Tilly, to present the Auditor's Report.

13.4.2 Mr. Kola thanked the BWUCCUL for giving Baker Tilly, an international company, the opportunity to participate in the audit that year.

13.4.3 Audit Report – Basis for Opinion – Page 30 – Mr. Kola noted that the statement "We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion" would be amended to read. "We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion".

13.4.4 Mr. Kola referred to the Audit Report, located on pages 30 – 32 in the Annual Report. Baker Tilly's had reviewed the BWUCCUL using all their relevant standards and in their opinion the accounts for the BWUCCUL for the year ended March 31, 2021 were fairly stated.

13.4.5 A motion for the adoption of the Auditor's Report was moved by Bro. Michael Homer and seconded by Sis. Faye Arthur.

13.4.6 The motion was carried by a majority vote.

13.5 TREASURER'S REPORT

13.5.1 The President invited Sis. Faye Arthur, Treasurer, to present the financial review for the year 2020/2021.

13.5.2 Sis. Arthur acknowledged and thanked the members of the Finance and Accounting Committee who had served during the last fiscal year; ably supported by the General Manager, Bro. Zandre Bowen along with the Finance and Accounting Manager, Sis. Alana Cadogan and the Assistant Accountant, Sis. Dana Wilson. The team had focused on reviewing and analyzing monthly financial statements, policies and procedures of the BWUCCUL inclusive of the Liquidity policy, Investment policy, revision and implementation of additional operation ratios and Teller operation procedures. There had been a 96% attendance rate for meetings held.

13.5.3 Factors Affecting the Credit Union – During the year under review, the COVID-19 pandemic was the major external factor which impacted the BWUCCUL. During this period of uncertainty the members had focused on long-term borrowing; as a result there was low loan growth due to the lengthy legal process associated with processing mortgage applications. However the Credit Union recorded a solid performance in other areas such as cash, investments, membership and deposits with marginal growth in loans.

13.5.4 Asset Growth – The assets of the Credit Union had increased by 6.31% to a total of \$184 Million due primarily to growth in investments and cash. Loans and mortgages to members, compared to prior year, had increased at a decreasing rate, an increase by only \$830K, or 0.68% to total \$123.6 Million. Net Loans constituted 65.74% of the total assets. Investments increased by \$5.9 Million to \$39.9 Million, which comprised of medium-term green energy bonds, term deposits, Government BOSS Bonds and medium-term corporate bonds. An increase in members' deposits resulted in the growth in cash resources by \$2.4 Million to \$14.3 Million. Property, plant and equipment increased by \$63K due primarily to the acquisition of computer equipment.

13.5.5 Delinquency Management – During the fiscal year under review, the Credit Union had achieved a reduction in delinquency from 5.8% to 5.05%. This was testament to the BWUCCUL's dedication to assisting its members during these difficult times. Some of the strategies employed to aid members included meeting with them and offering financial counseling which ultimately led to either restructuring their loans, offering



moratorium or enrolling them in the “Skip a Payment Plan.”

13.5.6 Liquidity – This consisted of payables and accrued expenses and totaled \$3.3 Million; the noted increase was due to accounts payable and member payroll payables. Membership had increased to 26,934 and as a result the regulatory capital had increased to \$2.5 Million.

13.5.7 Equity – The Treasurer was pleased to report the BWUCCU’s equity position, which had fallen to 2.95% in 2019, had strengthened as at March 31, 2021 to 6.38%.The FSC was expected to implement a risk-weighted capital structure in the near future. When this consultation model was employed to calculate the BWUCCUL’s risk-weighted capital, the equity ratio would be 11%, above the current benchmark of greater than 10%.

13.5.8 Income – The reduction in loan interest income of \$142K was directly related to low loan growth. Operating income had also decreased by 9.07%. However, investment income had increased by \$119K to \$732K due to the investment of surplus cash.

13.5.9 Expenses – In 2020 the BWUCCUL had adopted an Expected Credit Loss (ECL) model which was in line with that of the industry. The use of this model resulted in an ECL reversal of \$2.9 Million in the 2019/2020 period.

13.5.10 Summary – The BWUCCUL made a net profit for the year of \$2.7 Million. This was a reduction from the prior year and was attributed to slow loan growth and the effects of the COVID-19 pandemic. The Treasurer commented that the BWUCCUL had seen an acceptable performance during the period under review given the economic conditions. The Treasurer thanked the members, staff and volunteers for their commitment to the Credit Union.

13.5.11 A motion for the adoption of the Treasurer’s Report was moved by Bro. Eric Smith and seconded by Bro. Jeffrey Husbands.

13.5.12 The motion was carried by a majority vote.

13.5.13 Audit Fees – Bro. Joseph Tull referred to audit fees from 2018 and observed an increase in excess of \$50K in these fees for the current period. The Finance & Accounting Manager informed that the BWUCCUL had to get the IFRS-9 model reviewed and this contributed to the increased costs.

14 FIXING OF MAXIMUM LIABILITY

14.1 Sis. Arthur read the Resolution for the fixing of the Maximum Liability.

14.2 WHEREAS Section 31 (1) of the Co-operatives Societies Regulations 2008, requires the Credit Union to fix the maximum liability the society may incur in loans at a general meeting.

AND WHEREAS it will be necessary for the Board of Directors to borrow money from time to time to manage the business of the society.

Be it resolved that this, the 37th Annual General Meeting of the Barbados Workers’ Union Co-operative Credit Union Limited, fix the Society’s maximum liability at \$6.9 Million; up from the prior amount of \$5.4 Million.

14.3 A motion to adopt the Resolution was moved by Bro. Vere Rock and seconded by Sis. Althea Bishop.

14.4 There was a total of 48 votes, with no abstentions from the membership, to change the maximum liability from \$5.4Million to \$6.9Million.

14.5 The motion was carried by a majority vote.

15 APPROPRIATION OF SURPLUS

15.1 The Treasurer stated that the Credit Union proposed an appropriation of the net surplus as follows:

1. *“We-Care” Give Back Program - \$12,600.00*
2. *Interest Rebate of 0.75% to members whose loans were in good standing - \$70,762.00*

15.2 The total payout was \$83,362.00

15.3 The President informed that the Board of Directors had taken a decision to assist with the vaccine program and had donated \$20,000.00 towards that venture.

15.4 A motion to accept the appropriation of the surplus was moved by Sis. Fiona Goodridge and seconded by Bro. Vere Rock.

15.5 There were no abstentions.

16 APPOINTMENT OF THE AUDITORS

16.1 The Treasurer informed that the BWUCCUL intended to retain the services of Baker Tilly for the coming financial year 2021/2022.

16.2 The membership approved the appointment of Baker Tilly by a majority vote of 48 votes with no abstentions.

17 AMENDMENT TO BY-LAWS

17.1 The President invited Sis. Shelley Nicholls-Hunte, the Legal and Compliance Manager to read the Special Resolution to amend the By-Laws.

17.2 WHEREAS the Board of Directors of the Barbados Workers’ Union Co-operative Credit Union Limited considers that it is good governance practice to fully review the Societies’ By-Laws

from time to time and whereas the Board of Directors undertook the initiative to thoroughly review and revise the Societies' By-Laws to ensure that they were clear, concise and congruent with our growing Credit Union and whereas the Board of Directors has determined that it is desirable and in the best interest of the Society to recommend amendments to the current By-Laws and whereas in accordance with Section 10(a) of the Co-operative Societies Act Chapter 378A makes provision for the amendment of the By-Laws.

THEREFORE be it resolved that the Board of Directors is recommending approval for the implementation of amendments to the Societies' By-Laws.

- 17.3 Sis. Nicholls-Hunte presented the amendment to the By-Laws 14(3), 15(1), 33(a) (xii), 34(2), 41, 67, 68, 82, 83 and 88.
- 17.4 The motion to accept the Special Resolution was moved by Bro. Damian Mascoll and seconded by Sis. Faye Arthur.
- 17.5 There was a total of 47 votes, with no abstentions from the membership, for the adoption of the special resolution to amend the By-Laws.
- 17.6 The proposed By-Law amendments were taken as read on a motion moved by Bro. Ashton Turney and seconded by Sis. Fiona Goodridge.
- 17.7 Sis. Nicholls-Hunte read the proposed and existing By-Laws::

1. MEMBERSHIP

EXISTING BY-LAW

- 14 (3) The applicant, upon acceptance and the payment of at least one share, shall be enrolled as a member and shall be entitled to any of the rights or privileges of membership.

PROPOSED BY-LAW

- 14 (3) The applicant, upon acceptance and the payment of the respective qualifying shares as specified in the By-Law 23, shall be enrolled as a member and shall be entitled to any of the rights or privileges of membership.
- 17.8.1 There were 54 votes in favor, none against and no abstentions. The amendment to By-law 14(3) was passed.

2. JOINT MEMBERSHIP

EXISTING BY-LAW

- 15 (1) Persons who have the necessary qualifications for membership and are desirous of becoming joint members may apply in writing to the Secretary. The application shall state the residence and

occupation of each person, whether the tenancy will be a joint tenancy or a tenancy in common and shall contain such other information as the Board may from time to time decide.

PROPOSED BY-LAW

- 15 (1) Pursuant to Section 50 of the Act, persons who have the necessary qualifications for membership and are desirous of becoming joint members shall apply in writing to the Secretary. The application shall state the residence and occupation of each person, whether the tenancy will be a joint tenancy or a tenancy in common and shall contain such other information as the Board may from time to time decide.

- 17.8.2 The motion to approve the proposed amendment to By-Law 15(1) was moved by Sis. Faye Arthur and seconded by Sis. Marsha Greenidge. There were 50 votes in favor, none against and no abstentions. The amendment to By-law 15(1) was passed.

3. QUALIFICATIONS TO SERVE AS A VOLUNTEER

EXISTING BY-LAW

- 33(a) (xii) – is already Director of another Credit Union, or a member of the Credit or Supervisory Committee of another Credit Union:

PROPOSED BY-LAW

- 33(a) (xii) – is already a Director of another Credit Union, a member of the Credit Committee or the Supervisory Committee of another Credit Union or a paid employee of another Credit Union.

- 17.8.3 The motion to approve the proposed amendment to By-Law 33(a) (xii) was moved by Sis. Althea Bishop and seconded by Sis. Lucretia Hall. There were 48 votes in favor, none against and 1 abstention. The amendment to By-law 33(a) (xii) was passed.

4. RECEIPTS AND DISBURSEMENTS

EXISTING BY-LAW

- 34 (2) When passbooks are used, the member's permanent official record for all transactions shall be the entries in the passbook. Every entry in the passbook shall be initialed by the person receiving or paying out the money represented thereby. When a statement of account plan is used, the member's permanent official record for transactions shall be the statement of account, which will itemize all transactions and which must be issued to each member at least quarterly.



PROPOSED BY-LAW

34 (2) The member’s permanent official record for transactions shall be the statement of account, which will itemize all transactions. Members shall have access to their accounts and balances via online services and upon request, will be provided with an electronic or printed copy thereof.

17.8.4 The motion to approve the proposed amendment to By-Law 34(2) was moved by Sis. Althea Bishop and seconded by Sis. Faye Arthur. There were 56 votes in favor, none against and no abstentions; the amendment to By-law 34(2) was passed

5. ELECTIONS

EXISTING BY-LAW

41 (1) The following shall apply to the conduct of elections in keeping with the Act, Regulations and Credit Union’s By-Law:

(a) Not less than one hundred and eighty (180) days prior to an Annual General Meeting, the Board of Directors shall appoint a Credentials Committee of at least three (3) persons, of which not more than one (1) may be a member of the existing Board of Directors and who are not nominees for any vacancy;

(b) The Credentials Committee shall:
i. receive all nominations
ii. determine that all nominees meet the qualification criteria and are qualified pursuant to the Act, the Regulations and the By-Laws of the Credit Union.
iii. ensure that all nominees have consented to the nomination.

(c) Nominations shall not be accepted from the floor.

(i) In the event that a position on the Board of Directors or the Credit Committee has not been filled at the Annual General Meeting subject to the Act, the Board of Directors may fill such position until the next Annual General Meeting.

(ii) In the event that a position on the Supervisory Committee has not been filled at the Annual General Meeting subject to the Act, the Supervisory Committee may fill such position until the next Annual General Meeting.

(2) (a) (i) All elections shall be by ballot and shall be determined by a majority vote except where there is no contest.

(ii) Where elections are held at a General Meeting, whether through the conduct of an in-person meeting solely or the conduct

of the meeting utilising both in-person and virtual methods at the same time, the majority vote shall be calculated either:

(a) according to the total number of votes at the in-person meeting, or

(b) according to the total number of votes at the meeting held utilising both in-person and virtual methods at the same time, by use of a suitable voting system

(c) Where a person who has been nominated for a vacancy on the Board of Directors or other Committee is elected to the Board of Directors or that Committee, he shall be ineligible for election to any other Committee.

(d) No member may be elected to the Board of Directors, the Credit Committee, or the Supervisory Committee, unless that member:

- (i) is a citizen or resident of Barbados
- (ii) holds twenty (20) qualifying shares in the Society in accordance with the By-Law 23;
- (iii) is not in otherwise in breach of the Act.
- (iv) Has been a member of the Society for at least six (6) months.

(3) The Board of Directors shall appoint a person who is not a member of the Board, the Credit Committee or the Supervisory Committee, not a candidate of any vacancy to Chair the elections.

(4) Nominations shall be made through the following procedures:

(i) Ninety (90) days before the date set for elections, a nomination in writing by not less than two (2) persons shall be submitted to the Society proposing a member for elections: and

(ii) (a) The nomination must be accompanied by proof of consent signed by that member confirming his willingness to be nominated as a candidate for the Board of Directors, the Credit Committee or Supervisory Committee and

(b) A completed Credit Union questionnaire and

(c) All relevant documents prescribed under the Financial Services Commission’s “fit and proper” regime. These include but shall not be limited to:-

- (i) completed “fit and proper” questionnaire;
- (ii) A resume;
- (iii) A Certificate of Character from the Royal Barbados Police Force;
- (iv) A certified copy of their passport picture page or either Government issued identification.

- (5) Nominees under By-Law 40 (4) (i) shall submit all documents required sixty (60) days prior to the Annual General Meeting.

PROPOSED BY-LAW

- 41 (1)** The following shall apply to the conduct of elections in keeping with the Act, Regulations and Credit Union's By-Law:

- (a) Not less than one hundred and eighty (180) days prior to an Annual General Meeting, the Board of Directors shall appoint a Credentials Committee of at least three (3) persons:

- (i) of which not more than one (1) shall be a member of the existing Board of Directors, and this person shall serve as Chairman;
- (ii) none of which is a nominee for any vacancy;
- (iii) none of which is a member of the Supervisory Committee;

- (b) Not less than one hundred and sixty (160) days prior to the AGM, the Credentials Committee shall:

- (i) notify the membership of the vacancies for the Board of Directors, Credit and Supervisory Committees.
- (ii) invite nominations from the membership to be made for each vacancy by nomination in the prescribed form, signed by at least two (2) members each of whom shall be a member in good standing with the Society.
- (iii) notify the membership of the closing date for receiving nominations .

- (c) The Credentials Committee shall:

- (i) Consider the vacancies on the Board of Directors, the Credit Committee and the Supervisory Committee that will arise at the Annual General Meeting;
- (ii) Consider all matters and procedures required to fill such vacancies;
- (iii) Receive and review all nominations;
- (iv) Ensure that all nominees have consented to the nomination;
- (v) Ensure that all nominees meet the qualification criteria and are qualified pursuant to Section 57 of the Act, the Regulations and the By-Laws of the Credit Union;
- (vi) Interview the nominees

- (d) Nominations shall not be accepted from the floor:

- (i) In the event that a position on the Board of Directors or the Credit Committee has not been filled at the Annual General Meeting subject to Section 56 of the Act, the Board of Directors may fill such position until the next Annual General Meeting.

- (ii) In the event that a position on the Supervisory Committee has not been filled at the Annual General Meeting subject to Section 211 of the Act, the Supervisory Committee may fill such position until the next Annual General Meeting.

- (2)(a) (i) All elections shall be by ballot and shall be determined by a majority vote except where there is no contest.

- (ii) Where elections are held at a General Meeting, whether through the conduct of an in-person meeting solely or the conduct of the meeting utilising both in-person and virtual methods at the same time, the majority vote shall be calculated either:

- (a) according to the total number of votes at the in-person meeting, or

- (b) according to the total number of votes at the meeting held utilising both in-person and virtual methods at the same time, by use of a suitable voting system.

- (b) Where a person who has been nominated for a vacancy on the Board of Directors or other Committee is elected to the Board of Directors or that Committee, he shall be ineligible for election to any other Committee.

- (c) No member shall be elected to the Board of Directors, the Credit Committee, or the Supervisory Committee, unless that member:

- (i) is a citizen or resident of Barbados
- (ii) holds twenty (20) qualifying shares in the Society in accordance with the By-Law 23;
- (iii) is not otherwise in breach of the Act.
- (iv) Has been a member of the Society for at least six (6) months.

- (3) (a) Not less than one hundred and eighty (180) days prior to the Annual General Meeting, a Nominating Committee shall be appointed by the Board of Directors and shall consist of at least three (3) members, one of whom shall be a Board Member who shall be the Chairman of the Committee. No member of the Supervisory Committee shall serve on the Nominating Committee.

- (4) (a) The Nominating Committee shall have the authority to nominate in the prescribed form, suitable candidates to fill each vacancy for the Board of Directors, Credit Committee and Supervisory Committees.

- (b) Members of the Nominating Committee shall not be eligible for nominations.

- (5) (a) Nominations shall be made through the following procedures:



- (i) *Ninety (90) days before the date set for elections, a nomination in writing by not less than two (2) persons shall be submitted either by a member or by the Nominating Committee, as the case may be, to the Credentials Committee proposing a member for elections: and*
- (ii) *(a) The nomination must be accompanied by proof of consent signed by that member confirming his willingness to be nominated as a candidate for the Board of Directors, the Credit Committee or Supervisory Committee and,*
- (b) A completed Credit Union questionnaire and
- (c) All relevant documents prescribed under the Financial Services Commission’s “fit and proper” regime. These include but shall not be limited to:-
 - (i) *completed “fit and proper” questionnaire;*
 - (ii) *A resume;*
 - (iii) *A Certificate of Character from the Royal Barbados Police Force;*
 - (iv) *A certified copy of their passport picture page or either Government issued identification.*
- (6) Nominees under By-Law 41 (5) shall submit all documents required sixty (60) days prior to the Annual General Meeting.
- (7) The Credentials Committee shall compile the list of qualified nominees who have been nominated under provision of By-Law 41 (5) and send to the Board of Directors forty (40) days before the Annual General Meeting.
- (8) The Secretary of the Credit Union twenty-eight (28) days before the Annual General Meeting, shall submit to the Financial Services Commission all documents received from the nominees.
- (9) The Credentials Committee shall present all valid nominations in a Report at the Annual General Meeting, for vacancies for which elections are to be held.
- (10) (1) A member seeking nomination to hold office shall be deemed ineligible if that member:
 - (a) fails to satisfy the Credentials Committee that he is a fit and proper person to accept the responsibilities and perform governance functions of the Credit Union;
 - (b) is delinquent in their loan or other obligations with the Society at the date of the application;
 - (c) is not in good financial standing with any other co-operative society at the date of the application.
- (11) (1) Elections to fill vacancies shall be in the following order:

- (a) Elections for members of the Board of Directors;
- (b) Elections for members of the Credit Committee;
- (c) Elections for members of the Supervisory Committee.
- (2) Prior to the Annual General Meeting at which the nominees will be placed before the members, a Returning Officer shall be appointed by the Board of Directors to preside over the elections at the Annual General Meeting. The Returning Officer shall not be a member of the Board of Directors, the Credit Committee or the Supervisory Committee, nor a candidate of any vacancy.
- (3) The Returning Officer shall be responsible for distributing ballots, conducting and tallying the votes and, any other action to ensure a valid, efficient and smooth election and thereafter announcing the results.
- (12) (1) Where an elected officer resigns from his position before the expiration of his term, that officer is not eligible to hold elected office for the ensuing year.
- 17.8.5 The motion to approve the amendment of By-Law 41 was moved by Sis. Marsha Greenidge and seconded by Sis. Juliet Pollard. There were 53 votes in favor, none against and no abstentions. The amendment to By-law 41 was passed.

**6. NEW HEADING
BUSINESS CONDUCT STANDARDS
NEW BY-LAW
CONFIDENTIALITY**

- 67 All officers, directors, members of committees, and employees shall hold in confidence all transactions of this Credit Union with its members and their personal affairs in accordance with the Standards of Business Conduct Policy.
- 17.8.6 The motion to approve the insertion of By-Law 67 was moved by Bro. Kemar Holder and seconded by Bro. Eric Smith. There were 54 votes in favor, none against and no abstentions. The new By-law 67 was passed

**7. NEW HEADING
TRAINING
NEW BY-LAW**

- 68 On an annual basis, the members of the Board of Directors, Credit and Supervisory Committees shall attend at least one training course related to their statutory duties.
- 17.8.7 The motion to approve the insertion of By-Law 68 was moved by Sis. Juliet Pollard and seconded by Sis. Michelle Hamblin. There were 58 votes in favor, none against and no abstentions; the new By-law 68 was passed.

8. BOOKS AND FORMS

EXISTING BY-LAW

- 82** The Society shall keep the following books and forms:
- (a) A Register of members;
 - (b) A Personal Ledger for each member;
 - (c) Members Passbook;
 - (d) A Cash Receipt Journal;
 - (e) A Cash Disbursement Journal;
 - (f) A General Ledger;
 - (g) A Register of Loans;
 - (h) Loan Application Forms;
 - (i) Loan Agreement Forms;
 - (j) Payment Vouchers;
 - (k) A file containing the Act, Regulations and these By-laws; application forms and check-off forms;
 - (l) Separate Minute Books for meetings of the Board, the Credit Committee, the Supervisory Committee, any other sub-committee appointed by the Board and meetings of members.

PROPOSED BY-LAW

- 82 82.** The Society shall keep the following books and forms:
- (a) A Register of members;
 - (b) A Personal Ledger for each member;
 - (c) A Cash Receipt Journal;
 - (d) A Cash Disbursement Journal;
 - (e) A General Ledger;
 - (f) A Register of Loans;
 - (g) Loan Application Forms;
 - (h) Loan Agreement Forms;
 - (i) Payment Vouchers;
 - (j) A file containing the Act, Regulations and these By-laws; application forms and check-off forms;
 - (k) Separate Minute Books for meetings of the Board, the Credit Committee, the Supervisory Committee, any other sub-committee appointed by the Board and meetings of members.
- 17.8.7** The motion to approve the deletion of By-Law 82(c) was moved by Sis. Althea Bishop and seconded by Sis. Lucretia Hall. There were 56 votes in favor, none against and no abstentions. The deletion of By-law 82 (c) was passed.

9. INSPECTION OF RECORDS

EXISTING BY-LAW

- 83** The corporate records of the Society, as stated in Section 26 (1) of the Act, shall be open to the inspection of any member having an interest in the funds of the Society. No person other than the member himself, his agent or legal representative, a member of the Board, the Credit Committee, the Supervisory Committee, the Registrar and

his staff or any person appointed by him shall be allowed to see the Personal Account, Loan agreement, Passbook, the register or papers relating to the loan of any member without the consent of such member in writing.

PROPOSED BY-LAW

- 83** The corporate records of the Society, as stated in Section 26 (1) of the Act, shall be open to the inspection of any member having an interest in the funds of the Society. No person other than the member himself, his agent or legal representative, a member of the Board, the Credit Committee, the Supervisory Committee, the Registrar and his staff or any person appointed by him shall be allowed to see the Personal Account, Loan agreement, the register or papers relating to the loan of any member without the consent of such member in writing.
- 17.8.9** The motion to approve the deletion of "Passbook" from By-Law 83 was moved by Bro. Vere Rock and seconded by Sis. Lucretia Hall. There were 55 votes in favor, none against and no abstentions. The deletion of By-law 82 (c) was passed.

10. EXISTING BY-LAW

INTERPRETATION

PROPOSED INCLUSION

- 88** References to completing, filling, maintaining forms, applications, nominations, books, records and other documents physically or in writing also includes doing so electronically in accordance with the Electronic Transactions Act, 308B.
- 17.8.10** The motion to approve the inclusion into By-Law 88 was moved by Sis. Althea Bishop and seconded by Bro. Dalton Medford. There were 54 votes in favor, none against and no abstentions. The inclusion into By-law 88 was passed.
- 17.8** Bro. Turney thanked and applauded the By-Laws Committee, particularly Sis. Nicholls-Hunte and Sis. Fiona Goodridge, Sis. Novaline Brewster; Bro. Anthony Pilgrim, General Manager of the Barbados Co-operative and Credit Union League; Mr. Trevor Colucci, former Deputy Registrar; Mr. Ralph Wharton, former Manager of the Caribbean Confederation of Credit Unions; Mr. Curtis Lowe, and Ms. Tricia Briggs of the Financial Services Commission and all others who had contributed. He stated that their participation in, and contribution to this arduous task of amending the By-Laws was greatly appreciated.



18 ELECTION RESULTS

18.1 Board of Directors

18.1.1 There were two vacancies on the Board of Directors to serve for a three-year term of office

18.1.2 The Chairman declared that Bro. Eric Smith and Bro. Damian Mascoll were duly elected to serve on the Board of Directors for a term of three years.

Nominees Votes	
Eric Smith	65
Damian Mascoll	44
Juliet Pollard	40

18.2 Supervisory Committee

18.2.1 There were two vacancies on the Supervisory Committee to serve for a three-year term of office

18.2.2 Since Bro. Damian Mascoll had already been elected to the Board of Directors, the Chairman declared that Sis. Serena Browne was duly elected to serve on the Supervisory Committee for a term of three years.

Nominees Votes	
Serena Browne	58
Damian Mascoll	68

18.3 Credit Committee

18.3.1 There were two vacancies on the Credit Committee to serve for a three-year term of office.

18.3.2 Since both Bro. Damian Mascoll and Bro. Eric Smith had already been elected to the Board of Directors, and Sis. Serena Browne had already been elected to the Supervisory Committee, the Chairman declared that Sis. Juliet Pollard was duly elected to serve on the Credit Committee for a term of three years.

Nominees Votes	
Damian Mascoll	37
Eric Smith	56
Serena Browne	28
Juliet Pollard	34

18.4 Bro. Kevin Lashley congratulated the newly elected officers and volunteers on the Board of Directors, Supervisory Committee and the Credit Committee and he also extended thanks to the Delian Project team.

18.5 Bro. Turney informed that there was still a vacancy on the Supervisory and Credit Committee. The

vacancy on the Supervisory Committee and the Credit Committee would be filled by the Supervisory Committee and Board of Directors respectively. Bro. Turney again reiterated the need to have persons volunteer their services for the various Committees.

20 SPECIAL PRESENTATIONS

20.1 Bro. Ashton Turney was invited to make a presentation to Bro. Kevin Lashley, President of the United Enterprise Credit Union, for his contribution to the Credit Union movement.

Recognition of Outgoing Officials

20.2 Bro. Turney gave a glowing tribute to Bro. Vere Rock's sterling contribution to the Credit Union movement

Recognition of Outgoing Officials

20.2 Bro. Turney gave a glowing tribute to Bro. Vere Rock's sterling contribution to the Credit Union movement and invited him to accept a token of appreciation on behalf of the BWUCCUL. The President added similar sentiments concerning Bro. Rock's invaluable contribution to the Board of Directors.

19 PRIZE GIVING

19.1 Sis. Lucretia Hall was invited to preside over the prize giving segment of the meeting as follows:

PRIZE TYPE	DRAWN BY	PRESENTED BY	RECIPIENT
Member Prize	Sis. Lucretia Hall	Sis. Cheryl-Ann Vaughn	Bro. Lionel Brewster
Junior Member Prize	Sis. Lucretia Hall Sis.	Cheryl-Ann Vaughn	Sis. Sayifa Wilkinson
Staff Prize	Sis. Lucretia Hall	Sis. Cheryl-Ann Vaughn	Bro. Neville Nurse
Visitor Prize	Sis. Lucretia Hall	Mr. Kelvin Whittaker Co-operators General Insurance Company Ltd.	Bro. Keith Jones

21 PRESENTATION BY LT. COL. TREVOR BROWNE

21.1 The Vice President welcomed Lt. Col. Trevor Browne of Barbados Sustainable Energy Co-operative Society. Ltd. (BSECSL).

21.2 Lt. Col. Browne thanked the BWUCCUL for the opportunity to present that day. On behalf of the BSECSL he also congratulated the BWUCCUL on their exceptional performance during the past year despite difficult and challenging circumstances, and stressed that this again demonstrated the viability of Credit Unions.

21.3 Lt. Col. Browne gave a brief history on the BSECSL, a renewed energy co-operative, which was registered in June 2020. The purpose of the Society was to create an institution to empower Barbadians through Barbados' new renewable energy policy (Barbados National Energy Policy 2019 – 2030).

21.4 Lt. Col. Browne shared four (4) points regarding the BSECSL;

1. **Barbados' ambitious energy policy**
1.1. To convert existing fossil energy systems in Barbados to renewable.

2. **Government's stated position on local participation**
2.1. An opportunity for all Barbadians to participate and own

3. **The weaknesses of previous attempts at local enfranchisement in Barbados**
3.1. To ensure that this venture did not suffer the same fate as other homegrown enterprises (being taken over by foreign investors).

4. **The vital role that the Co-operative movement and Credit Unions in Barbados have to play in addressing these weaknesses**

4.1. The Government concluded that the Co-operative movement offered the best model to support local investment and to keep it local.

21.5 The current status of the BSECSL and its future plans

21.5.1 the current pandemic had caused the Society to go fully online and Members could use this platform to register.

21.5.2 the membership fee was currently one hundred dollars (\$100.00) but if one joined via the Credit Union the fee would be seventy-five dollars (\$75.00). The minimum investment was one thousand dollars (\$1,000.00) in shares. This investment could be accumulated over one (1) year. Membership was open to all Barbadians locally and in the diaspora.

21.5.3 the BSECSL intended to become a member of the BWUCCUL.

21.6 The President thanked Lt. Col. Browne for his presentation.

22 ANY OTHER BUSINESS

22.1 On behalf of the Board of Directors, the President expressed heartfelt thanks to Sis. Faye Arthur, who was not seeking re-election, for her dedication and commitment to ensuring that the financials were in order. Sis. Brewster endorsed these sentiments.

22.2 Sis. Brewster recommended that the BWUCCUL seek to partner with an International or regional Credit Union to get ideas. Bro. Turney would follow up on this.

23 ADJOURNMENT

23.1 There being no other business, the President terminated the meeting at 3:44 p.m. on a motion moved by Bro Ashton Turney and seconded by Bro. Damian Mascoll.



SUPERVISORY COMMITTEE

for the period
April 1, 2021 to March 31, 2022

REPORT

By section 212, of the Co-operatives Societies Act CAP 378A, and Regulation 17 of the Co-operatives Societies Regulations 2008, The Supervisory Committee is required to:

- Examine the books of the Credit Union
- Confirm the Credit Union's cash instruments, property and securities.
- Confirm Members' deposits
- Appraise the policies and operating procedures of the Credit Union and make recommendations to the Board and the Credit Committee.
- Attest to the monthly returns filed in compliance with Section 127 (2) of the Act.
- Receive and investigate any complaints made by members about the management of the Credit Union.
- Monitor the management of the Credit Union.
- Ensure that the Credit Union complies with provisions of the Act, Regulations and By-Laws, and
- Verify the assets of the Credit Union and monitor whether the assets are properly protected.

Hence, the Committee is responsible for the safety of the Credit Union by ensuring compliance with the Co-operatives Societies (Amendment) Act, 2007-39 and the By-Laws of the Credit Union.

OPERATIONS

Over the period under review, the Committee fulfilled its mandate by conducting examinations of the following areas:

- Minutes of the Meetings of the Board of Directors
- Monthly Bank Reconciliations
- Monthly Financial Statements
- Investments Portfolio
- Monthly Operations Reports
- Monthly Financial Service Commission Reports
- The Internal Audit Reports

Having reviewed the above listed reports, the Committee was able to evaluate the effectiveness of management and staff in carrying out their assigned responsibilities. Based on our reviews, the Committee was generally satisfied that current management practices are aligned with good corporate governance.

The Committee commends the Credit Union on the growth in loans disbursements and members' deposits, the pillars of membership financial institutions.

The Internal Auditor reported to the Committee on his review and evaluation of the following reports/activities during the year:

CASH HANDLING

- Teller Operations
- Cash Counts
- Declaration Source of Funds (DSF) Forms
- Term Deposits
- Collections Process
- Cash Management
- Investment Portfolio

LOANS MANAGEMENT

- *Loans Processing*
- *Loans to volunteers and staff*
- *Mortgage Processing*
- *Bills of Sale Processing*
- *Securities – (Mortgages and Bills of Sales)*

PAYROLL MANAGEMENT

- *Members Payroll Submissions*
- *Staff Payroll & HR Matters*

OTHER

- *Debit Card Operations*
- *Contracts*
- *Insurance Policies*
- *Assets Register*

GOVERNANCE

- *Policies and Procedures Manual*
- *Legal and Compliance Operations*
- *Retroactive Due Diligence Review*
- *Anti-Money Laundering (AML)/Counter Financing Terrorism (Cft) Procedures*
- *FSC Review Maintenance of pertinent Documents*
- *Enterprise Risk Management (ERM)*

During the period under review, the Supervisory Committee, in conjunction with the Internal Auditor, examined the records of the Credit Union and hereby reports that there were no major discrepancies found with the operations.

As it relates to mortgages, the Committee was satisfied that the statutory and other payments (property taxes and insurance) were honoured in a timely manner to mitigate any non-compliant exposure to the Credit Union. It is recommended, however, that the Credit Union explore and invests in an electronic system to keep track of the securities especially relating to renewals and statutory annual payments required.

The Committee was further satisfied that the investment portfolio was well managed.

Following its review of the Insurance Policies and Contracts, the Committee was satisfied that the assets were adequately insured in a timely manner and that relevant contracts were duly negotiated.

CARD MANAGEMENT OPERATIONS

The Credit Union rolled out its new MasterCard to the members. An audit of the process is in progress; however, the Committee noted that there were only two complaints received relating to the MasterCard and these issues were dealt with in a reasonable timeframe.

ENTERPRISE RISK MANAGEMENT (ERM)

The Committee commends the Internal Auditor on his tremendous effort in compiling the risks register. The Internal Auditor championed this project almost singlehandedly and brought it to fruition. The Enterprise Risk Management exercise was completed in the second quarter of the financial year and disseminated to the management team for their input. Meetings were also held with the management team. The ERM document captured the risks and their implications and highlighted the interconnectivity and independence of the various departments. The Committee noted that in the meantime, concentration should be on implementing mitigating measures for those risks considered most impactful. The Committee is also very pleased to note that an officer has been assigned to risks management. The ERM will guide Management in more prudent decision making.

BUILDING RENOVATIONS

The Committee noted the delay in the renovations at Headquarters and encourages the Board to have this matter expedited.

HEALTH & SAFETY COMMITTEE

The Committee highlighted the requirement for a functioning Health & Safety Committee in keeping with the Safety and Health at Work (SHAW) Act.

LEGAL AND COMPLIANCE

The Committee reviewed the Legal and Compliance Reports and was satisfied that timely action was being taken in addressing regulatory compliance matters such as reporting of suspicious transactions. The Internal Auditor worked closely with the Legal & Compliance Manager in reviewing the Credit Union's Anti-Money Laundering/Counter-Financing of Terrorism/Counter-Proliferation Financing (AML/CFT/CPF). The Committee is pleased that the Credit Union maintained its focus in this area and continued hosting training seminars for Management, staff, the Board and elected Committee members. The Committee also benefited from the Anti-Money Laundering training hosted by the Credit Union. It must be noted that annual training in AML/CFT is a requirement by the Financial Services Commission.

The Internal Auditor continued his examination of the operations of the Legal & Compliance Department and noted his satisfaction with the operations. An audit of the Revised AML/CFT Risk Assessment was conducted and areas of vulnerability for ML/TF/PF risks highlighted. Corrective measures were implemented to mitigate risks in the areas highlighted.



COMPLAINTS

During the period under review, there was a further decline in complaints received from members as a total of sixteen (16) complaints were received compared to twenty (20) complaints in the prior year. No complaints were received during the months of May 2021, September 2021 and October 2021. Only one (1) complaint remained open at the end of the financial year. The Committee commends the office on the continued reduction in complaints and is satisfied that the complaints were appropriately addressed and resulted in the majority of the accounts being retained. The further decline in complaints continues to be a testimony that excellent customer service is a priority for the Credit Union and member satisfaction is its ultimate goal. The Committee therefore encourages Management and Staff to persist in maintaining a high standard of customer service delivery.

COMPLIANCE

The Committee was pleased that financial soundness and performance of the Credit Union was again reflected this year, and wishes for its continued success.

It was also noted that the Reports required by the Financial Services Commission were submitted in a timely manner each month.

BUSINESS CONTINUITY AND DISASTER RECOVERY PLANS

In the earlier part of the year, the Committee pointed out that the COVID-19 pandemic and the ash fall highlighted the need to have the updated Business Continuity and Disaster Recovery Plans in place. The plans were received in the latter part of the year and the Committee is pleased to report that the plans were considered to be very comprehensive and well documented.

CONCLUSION

After examining the submitted reports and meeting with the Auditor, the Committee was satisfied that his continuous monitoring and reviews have resulted in stronger internal controls. We therefore commend the efforts of our Auditor and extend our appreciation to him for his dedication to the task.

The Committee wishes to commend the Board of Directors, Management and Staff on their continued efforts in dealing with the impact of the COVID-19 Pandemic as the latter continues to be a major impediment for businesses. The Committee noted that although the pandemic would have significantly hampered the operations, the Credit Union continued in its quest to service its membership by concentrating greater efforts on expanding its accessibility to members through the use of technology. The Committee looks forward to the Credit Union's ongoing efforts in implementing more innovative and creative ways to conduct business with its membership outside of the normal channels. The Committee again recommends that our Credit Union should continue on its path to developing services which create wealth for its members, while educating them on personal financial planning as these initiatives should help to curb growth in delinquency.

The members of the Supervisory Committee wish to express sincere appreciation to the hard-working and dedicated staff, especially Sis. Sharon Murrell who diligently assisted the Committee during the year.

The Supervisory Committee thanks you, our members, for your unwavering support of the Credit Union. We encourage you to share your views/concerns with us as we seek to ensure that the BWU Co-operative Credit Union Limited remains your preferred Credit Union of choice for financial empowerment, being ever mindful that you are ***"Better With Us."***



CREDIT COMMITTEE

for the period
April 1, 2021 to March 31, 2022

REPORT

INTRODUCTION

By Section 206, of the Co-operatives Societies Act CAP 378A, the Credit Committee is required to:

- *Recommend to the Board, policies, and procedures to be followed by the Credit Union for approving and granting loans.*
- *Monitor, through reports from the Credit Union's auditor and other Officers of the Credit Union, loan procedures used by the Credit Union.*
- *Consider all applications for loans, loan extensions and revisions of the terms of the loans that are referred to it by the Board or an Officer of the Credit Union.*
- *Consider Reports of Officers of the Credit Union that are submitted to the Committee.*
- *Prepare and maintain full and correct records of all actions taken by the Committee.*

COMPOSITION OF THE CREDIT COMMITTEE

The Credit Committee as set out below, was elected at the 37th Annual General Meeting held on June 26, 2021, to serve and perform its duties in accordance with our By-Laws and our Board appointed guidelines, policies, and procedures.

Chairman..... Sis. Michelle Hamblin
Vice Chairperson..... Sis. Daceia Bailey
Secretary Bro. Kemar Holder
Assistant Secretary Sis. Juliet Pollard

There being one vacant position on the Credit Committee, the Board of Directors filled this position with the appointment of Sis. Novaline Brewster.

MEETINGS

The Credit Committee held twenty-eight (28) meetings during the reporting period to review and approve Loan Applications, as well as to examine the other Loan activities of the Credit Union. Loans were carefully analyzed in accordance with the guidelines set out in the Credit Union's By-Laws and its Loans Policy. Every effort was made to reduce the Committee's response time to applications in the interest of members' satisfaction and remaining competitive.

LOANS PORTFOLIO

Table 1 Depicts the loans portfolio over the last three (3) years.

Total loans approved stood at \$46,243,028, an increase of \$9,378,545 when compared to the last financial year. Although there was and still remains much uncertainty as it relates to the COVID-19 pandemic and its impact on the employment of our members; nevertheless, we must applaud the Credit Union's Loans Department for the growth in the loan's portfolio over the last financial year. Members continue to be reluctant to borrow due to job insecurity and reduced work hours instituted by businesses in many areas of the private sector which, in most instances, has reduced the overall household income.

Despite this uncertainty, the BWU Credit Union recorded almost 50% increase in loan applications in the Personal Loans and Line of Credit categories. This increase is the result of the Pre-Approved Loans which were linked to the new Debit Mastercard. Members took advantage

of the many promotions during the financial year to increase the borrowing in these areas while at the same time getting the much needed financial support to fulfil their financial goals. The Credit Union remains committed to be the financial provider of choice for our members and prospective members.

Business loans with a total value of \$60,000 increased by \$25,000 when compared to 2020-2021 but showed a decrease of \$43,500 when compared to 2019-2020 financial year. The Credit Union remains committed to meeting the needs of our business customers and will work feverishly to help them finance their various capital works or other financing projects. The Line-of-Credit (LOC) with a value of \$6,617,115 for 2021-2022 increased from \$2,233,275 in 2020-2021 by \$4,383,840 or 196%.

Total loans approved stood at \$46,243,028, an increase of \$9,378,545 when compared to the last financial year.

Table 1 depicts loans approved for the financial year categorized into the four (4) Loan types, both in number and value compared to those of the two previous years.

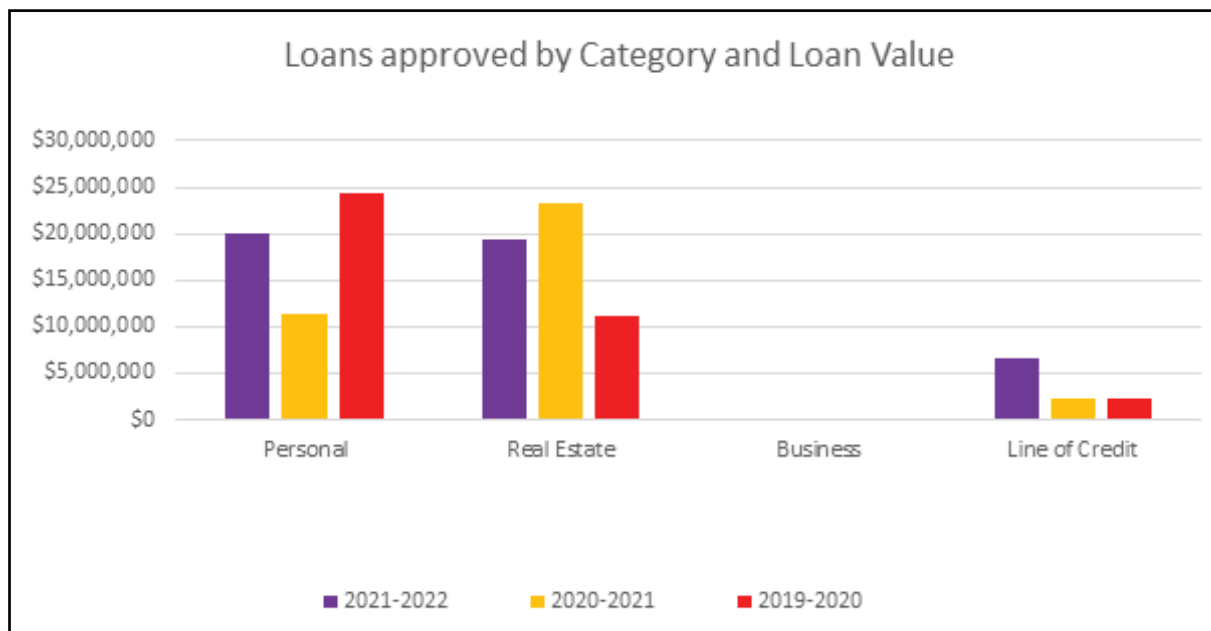
TABLE 1: APPROVED LOANS BY CATEGORY

Financial Year	2021-2022		2020-2021		2019-2020	
	No. of Loans	Loan Value	No. of Loans	Loan Value	No. of Loans	Loan Value
Personal	1134	\$20,116,684	773	\$11,341,436	51	\$24,364,848
Real Estate	84	\$19,449,229	91	\$23,254,772	7	\$11,088,200
Business	2	\$60,000	1	\$35,000	327	\$103,500
LOC	2055	\$6,617,115	322	\$2,233,275	1,939	\$2,250,500
Total	3275	\$46,243,028	1,187	\$36,864,483	2324	\$37,807,048

APRIL 2021 - MARCH 2022 (COMPARED WITH PRIOR YEARS)

The following Chart provides pictorial representation of the approved loans as compared to the two previous financial years.

CHART 1: COMPARATIVE REPORTS FOR THE PERIOD 2019-2020, 2020-2021 AND 2021-2022



LOANS PORTFOLIO

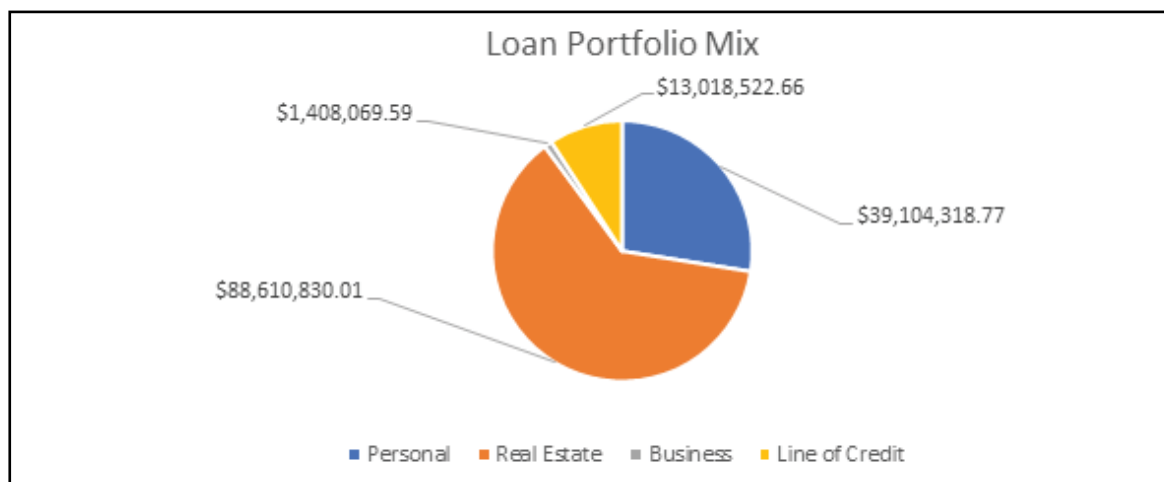
The loans portfolio by category as at March 31st, 2022, as seen in Table 2, depicts that the highest number of Loan applications were in the Line-of-Credit category. However, this represents only nine percent (9%) of the total loan portfolio. During the financial year, the Credit Union introduced the Debit Mastercard. The Credit Union capitalised on the unveiling of this new product with a pre-approval promotion for a Line-of-Credit. This effort saw an increase in applications for Line-of-Credit. Real Estate loans were the most significant in value with a total of \$88.6M, representing sixty two percent (62%) of the total portfolio.

TABLE 2: TOTAL LOANS PORTFOLIO BY CATEGORY

Loan Type	# of Loans	% of Total Loans	Loan Value	% of Loan Value
Personal	2,347	37%	\$ 39,104,319	28%
Real Estate	512	8%	\$ 88,610,830	62%
Business	22	1%	\$ 1,408,070	1%
Line of Credit	3,529	54%	\$ 13,018,523	9%
TOTAL	6,410	100%	\$ 142,141,741	100%

The below graph provides a visual representation of the Loans Portfolio Mix.

CHART 2: CURRENT PORTFOLIO MIX



DELINQUENCY

The Credit Union offers four (4) types of loans: Personal, Mortgages, Business and Lines-of-Credit. The chart below shows the percentage of loans in arrears per category 1 to 9999 days delinquent including reclassified loans. Total Delinquency as of March 31, 2022 amounted to \$34,733,134 an increase of \$4.5M when compared to the same period for the prior financial year.

TABLE 3: DAYS DELINQUENT BY CATEGORY

Loan Type	1-30 Days		31 - 89 Days		> 90 Days		Total	
	Number	Value	Number	Value	Number	Value	Number	Value
Personal	321	\$5,905,781	160	\$3,207,907	149	\$3,238,437	630	\$12,352,125
Mortgage	59	\$9,678,843	38	\$6,741,494	14	\$1,760,579	111	\$18,180,916
Line of Credit	441	\$1,637,208	207	\$593,989	164	\$722,282	812	\$2,953,478
Reclassified					52	\$1,246,615	52	\$1,246,615
Total	821	\$17,221,832	405	\$10,543,390	379	\$6,967,913	1,605	\$34,733,134

The table above shows the principal balance which is delinquent in each portfolio. It indicates that the Real Estate Loans category comprises the highest principal with fifty-two percent (52%), as mortgages usually have higher balances than other loan categories. This was followed by the Personal Loans category with thirty-five percent (35%) and Line-of-Credit (LOC) with eight percent (8%) and Reclassified Loans, five percent (5%).

The Delinquency portfolio was impacted by the COVID-19 pandemic as some members experienced situations such as unemployment and reduced work hours. However, the Staff in the Collections department continues to work assiduously to assist Members. The Credit Committee pledges to continue to make a concerted effort to assist in the reduction in delinquency by adding quality loans to the portfolio.

CREDIT COMMITTEE ATTENDANCE & ACTIVITY

During the period April 2021 to March 2022, the Committee held twenty-eight (28) meetings to adjudicate loans. Sis. Novaline Brewster and Sis. Juliet Pollard joined the committee in July 2021 after the Annual General Meeting was held the previous month and would not have been apart of meetings held from April 2021 to June 2021. The committee adjudicated and approved forty-seven (47) loan applications totalling \$11.6M for the year under review. The table below show the meetings conducted during the period under review:

Name	# of Meetings Eligible to attend	Attendance	Excused
Sis. Michelle Hamblin	28	27	1
Sis. Daceia Bailey	28	17	11
Bro. Kemar Holder	28	24	4
Sis. Juliette Pollard	18	12	6
Sis. Novaline Brewster	18	13	5

In addition, Committee members contributed and gave valuable input into the Credit Union's strategic planning and rebranding exercises as well as the revamping of the loan portfolio. The Committee continues to be committed to the improvement of key processes to allow for the smoother application, review and adjudication of all loan applications.

THE WAY FORWARD

The Credit Committee continues to ensure that the Members are assisted and supported during these changing and challenging economic and financial conditions. As a result, the Credit Union adjusted their products and services to provide better opportunities to empower our members to enhance their personal and financial management. The Credit Union improved its IT Infrastructure to allow most Loan products to be offered online for members to submit applications, documents, receive automated disbursements and make

online payments through bank transfers and SurePay Online. The Loans Department will continue to pursue many partnerships in the real estate, vehicles, furniture, hardware and Energy Solutions to benefit our members in the future.

The Covid-19 Pandemic also severely impacted our core members in the hospitality and service industries. The Credit Union will continue to work with these members to ensure they meet their financial commitments. This year, we endeavor to continue to provide ongoing

assistance to our members who have been impacted. Members are also encouraged to reach out to the Loan's team in a timely manner for assistance and to obtain any information and or/ requirements on specific Loans. They may also visit our website and social media platforms on Facebook and Instagram.

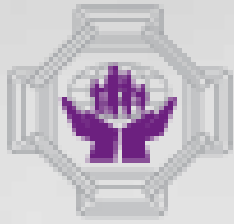
APPRECIATION

The Credit Committee is thankful to the Board of Directors for the training sessions from which the Committee members benefitted. Thanks also to the Credit Union's Legal Team for its assistance and co-operation throughout the year. Gratitude is also expressed to the Management and staff for their professionalism during the period. Special appreciation is expressed to the Loans Department staff.

CONCLUSION

This year was challenging for the Barbados economy. However, the Credit Union 'CARES' and we ensured our members were able to absorb the financial impact from the COVID-19 Pandemic. As the Barbados economy continues to feel the negative impact, the Committee will endeavour to monitor ways to provide support and approve Loans which will enhance the Credit Union's portfolio while meeting the needs of its members. The Committee encourages our members to continue to use the Credit Union as their financial provider as we streamline the loan process for easier access to our products and services.





BWU CO-OPERATIVE CREDIT UNION LIMITED

WE THANK OUR MEMBERS





BWU CO-OPERATIVE CREDIT UNION LIMITED

you're Better
With Us!

PBX: (246) 436-5600
[All locations]

GENERAL QUERIES

Email: info@bwuccu.com

Whatsapp: 246-629-4055

Complaints or Customer Feedback: complaints@bwuccu.com

Loans Department: loans@bwuccu.com / mortgages@bwuccu.com

Member Experience Department: memberexperience@bwuccu.com

Human Resources: 246-436-5600 hr@bwuccu.com

*you're Better
With Us!*



BWU CO-OPERATIVE CREDIT UNION LIMITED

Bridgetown • Speightstown • Oistins



(246) 436-5600



www.bwuccu.com



info@bwuccu.com