

ANNUAL
REPORT
2022



BREAKING NEW GROUNDS

FACING THE FUTURE **TOGETHER**



(876) 936-3800 | info@cwjcu.com | www.cwjcu.com



OUR FINANCIAL SOLUTIONS



LOANS

- Motor Vehicle • Mortgage
- Back To School • Debt Consolidation

SAVINGS

- Long Term Savings Account
- Save As You Earn (SAYE)
 - Special Fixed Deposit
 - Partner Savings Plan
 - Educator Flex

SERVICES

- Family Indemnity Plan
- Internet & Mobile Banking • Bill Payment

MASTERCARD

BRANCH LOCATIONS

KINGSTON & ST. ANDREW

Head Office, Half Way Tree Road Branch
51 Half Way Tree Road, Kingston 10
876-936-3800, Fax: 876-929-8118

Marescaux Road Branch

4 Marescaux Road, Kingston 5
876-936-3800, 876-929-4204, 876-926-7941

East Parade Branch

9 East Parade, Kingston
876-936-3800, 876-948-8749

Newport West Branch

4 Fourth Avenue, Newport West
876-936-3800, 876-937-4580

Spanish Town Road Branch

214 Spanish Town Road, Kingston 11
876-936-3800, 876-923-8573

MANCHESTER

Mandeville Branch
Shop 16 & 17, Leaders Plaza, Main Street,
Mandeville
876-936-3800, 876-625-1999/7447

CLARENDON

Jamalco Branch
Jamalco, Halse Hall, May Pen, Clarendon
876-936-3800, 876-986-7324, Fax: 876-986-7324

Kellits Branch

Main Street, Kellits, Clarendon
876-936-3800, 876-966-8998

Lionel Town Branch

Bustamante Drive, Lionel Town, Clarendon
876-936-3800, 876-986-3021

May Pen Branch

2 Main Street, May Pen
876-936-3800, 876-986-2287/2090

ST. ANN

St. Ann's Bay Branch
11 King Street, St. Ann's Bay
876-936-3800, Fax: 876-794-8094

ST. MARY

Port Maria Branch
2 Hodgson Street, Port Maria
876-936-3800, 876-994-9524, 876-725-0369

ST. JAMES

Montego Bay Branch
1 King Street, Montego Bay
876-936-3800

WESTMORELAND

Savanna-la-Mar Branch
79 Great George Street, Savanna-la-Mar
876-936-3800, 876-955-2331, 876-955-4405

Grange Hill Branch

Grange Hill Square, Grange Hill
876-936-3800

Whitehouse Branch

Main Street, Whitehouse
876-936-3800, 876-963-5494

Negril Branch

Plaza De Negril, Negril
876-936-3800, 876-957-4165,
876-966-3327/4300/9141/9094

ST. ELIZABETH

Appleton Branch
Appleton, Siloah P.O.
876-936-3800, 876-963-9756

Black River Branch

14 North Street, Black River
876-936-3800, 876-634-2775/965-2786

Junction Branch

Shop 24, Pines Plaza, Junction P.O.
876-936-3800, 876-965-8513, 876-965-5269

Santa Cruz Branch

4-6 LA Beadle Plaza, Main Street,
Santa Cruz
876-936-3800, 876-966-2500,
Fax: 876-966-2740

C&WJ CO-OPERATIVE CREDIT UNION LIMITED **PROGRESS REPORT** (1961 - 2022)

		SHARES	DEPOSITS	LOANS	EARNINGS			ASSETS
YEARS	MEMBERS	BALANCE (\$)	BALANCE (\$)	BALANCE (\$)	GROSS INCOME (\$)	EXPENSES (\$)	NET INCOME (\$)	
1961	352	15,072	-	10,296	486	292	194	15,436
1962	560	53,676	-	48,750	3,406	1,662	1,744	55,924
1963	624	92,842	-	91,992	8,362	3,880	4,482	98,928
1964	669	130,930	-	133,132	12,940	5,000	7,940	141,614
1965	671	152,458	-	153,268	16,656	6,874	9,782	168,680
1966	759	173,326	5,048	180,796	19,548	9,156	10,392	199,384
1967	749	201,578	7,538	210,546	22,474	11,606	10,868	239,408
1968	797	230,316	11,034	266,002	27,378	12,274	15,104	287,723
1969	823	267,117	10,687	292,085	33,611	16,619	16,992	325,520
1970	874	312,894	17,060	298,267	37,543	18,831	18,712	349,349
1971	1,032	426,573	31,023	439,182	46,370	22,541	23,829	475,864
1972	1,103	519,505	22,830	557,931	65,683	31,420	34,263	586,443
1973	1,227	695,372	30,841	730,520	78,895	38,815	40,080	778,490
1974	1,460	964,655	42,734	1,046,787	114,910	65,069	49,841	1,069,355
1975	1,842	1,490,253	80,281	1,572,413	159,650	80,350	79,300	1,635,308
1976	1,958	2,210,263	109,433	2,303,040	253,541	113,818	139,723	2,429,859
1977	2,058	2,905,546	159,358	2,947,760	335,928	137,142	198,786	3,208,371
1978	2,170	3,787,922	243,590	3,909,794	438,857	200,426	238,431	4,171,484
1979	2,338	4,510,551	302,070	4,571,290	560,521	271,080	289,441	5,277,561
1980	2,626	5,381,057	350,345	5,417,589	634,062	387,256	246,806	7,075,388
1981	2,882	6,396,442	458,487	7,219,503	947,375	866,275	81,100	8,700,101
1982	3,122	8,004,118	493,452	9,077,273	1,174,018	950,126	223,892	10,178,586
1983	3,408	9,294,551	536,234	10,758,612	1,434,794	1,129,494	305,300	12,525,126
1984	3,576	10,448,520	688,552	11,946,723	1,714,503	1,262,538	451,965	13,584,800
1985	3,770	11,807,290	711,545	13,658,735	1,950,644	1,458,201	492,443	16,972,948
1986	3,990	13,353,513	1,207,157	14,986,330	2,057,463	1,593,152	464,311	18,935,880
1987	4,272	15,638,232	1,360,521	17,210,260	2,431,981	1,804,107	627,874	21,672,717
1988	4,454	18,456,135	1,679,441	20,610,694	2,819,781	1,992,889	826,892	24,969,128
1989	4,743	24,155,002	2,430,520	27,439,908	3,533,268	2,403,747	1,129,521	32,857,160
1990	4,375	28,052,737	3,029,945	32,159,594	4,412,005	3,269,415	1,142,590	37,724,358
1991	4,992	37,709,435	6,398,964	50,583,057	5,864,268	5,053,114	811,154	56,652,626
1992	5,373	47,704,220	10,560,580	68,115,818	9,283,658	7,104,145	2,179,513	74,681,510
1993	5,815	72,317,795	16,061,594	104,892,795	12,417,803	10,612,947	1,804,856	113,223,841
1994	6,103	91,745,100	28,883,640	126,844,601	17,657,227	18,969,924	-1,312,697	152,215,726
1995	6,572	114,362,497	41,709,428	188,194,616	30,494,854	30,839,597	-344,743	287,333,560
1996	6,683	135,913,000	67,958,000	202,797,000	52,053,000	47,365,000	4,688,000	351,307,040
1997	7,599	144,873,978	136,550,954	262,157,873	59,747,752	54,492,455	5,255,297	448,438,194
1998	7,806	168,997,778	172,074,562	301,230,716	96,205,643	79,555,310	16,650,333	528,767,540
1999	8,041	186,799,019	510,301,492	305,229,594	156,233,052	125,098,027	31,135,025	883,995,526
2000	8,479	195,278,259	503,332,891	365,652,107	176,543,216	156,785,275	19,757,941	907,335,107
2001	9,059	206,008,839	800,120,139	409,946,113	205,949,974	179,671,851	26,278,123	1,252,767,604
2002	8,796	244,257,012	842,244,508	638,118,964	237,543,756	201,352,499	36,191,257	1,389,234,343
2003	9,277	271,644,807	1,019,063,752	732,228,312	314,185,653	272,394,290	41,791,363	1,654,800,981
2004	10,104	301,501,443	1,275,991,983	886,362,191	381,220,581	313,358,284	67,862,297	1,942,878,468
2005	12,955	380,151,742	1,280,153,570	1,342,107,408	343,148,484	318,331,900	24,816,584	2,057,805,692
2006	14,562	480,612,204	1,428,747,904	1,676,645,886	387,500,847	352,284,457	35,216,390	2,346,509,009
2007	15,886	574,811,503	1,376,889,389	1,886,513,958	418,538,453	385,524,893	33,013,560	2,477,237,971
2008	17,190	597,633,698	1,580,094,892	2,132,566,493	479,156,263	444,767,649	34,388,614	2,882,668,533
2009	17,889	564,606,661	1,838,866,107	1,795,735,150	622,019,899	553,961,830	68,058,069	3,156,318,711
2010	16,172	641,966,338	1,967,143,491	1,819,988,963	514,268,401	483,933,012	30,335,389	3,198,504,129
2011	32,851	819,995,882	2,926,691,429	2,449,309,650	581,224,043	531,430,208	49,793,835	4,509,893,696
2012	34,387	867,304,479	2,964,775,825	2,905,802,729	612,943,514	592,683,652	20,259,862	4,605,970,890
2013	64,003	1,668,432,409	4,507,105,368	4,268,270,308	726,881,477	657,709,907	69,171,570	7,459,980,854
2014	67,128	1,690,669,481	4,721,160,480	4,211,605,033	915,375,211	887,433,471	27,941,740	7,711,324,307
2015	73,962	1,883,580,175	5,149,704,206	5,196,892,479	982,081,889	936,378,696	45,703,193	8,449,517,842
2016	82,293	2,848,559,137	5,890,361,708	7,081,572,359	1,139,372,142	1,062,664,988	76,707,154	10,499,620,137
2017	86,132	2,901,833,976	6,445,245,954	8,541,808,167	1,620,587,649	1,239,616,395	380,971,254	11,535,917,357
2018	122,458	3,330,729,798	9,228,996,123	10,664,423,651	1,696,894,372	1,594,510,274	102,384,098	16,019,939,997
2019	127,712	3,987,005,410	9,436,544,027	12,653,759,350	2,307,140,352	1,959,417,004	347,723,348	17,757,734,275
2020	131,767	4,422,510,352	10,578,661,279	13,166,059,628	2,304,240,000	1,961,976,510	342,263,490	19,564,237,119
2021	136,406	4,640,633,127	11,941,387,352	12,897,460,625	2,413,253,322	2,181,754,648	231,498,674	21,180,778,606
2022	141,528	4,874,043,892	13,061,239,978	13,085,010,447	2,543,627,047	2,243,935,175	299,691,871	22,704,996,670

VISION STATEMENT

To be the financial service provider of choice for stakeholders in communities and industries in Jamaica and the Diaspora.

MISSION STATEMENT

To enhance the well-being of our members through superior financial services delivered by an empowered and motivated team.

OUR VALUES

- Integrity
- Financial prudence
- Transparency
- Friendliness
- Training and development





TABLE OF CONTENTS

8. NOTICE	56. THE TREASURER'S REPORT
9. AGENDA	65. AUDITORS' REPORT & FINANCIAL STATEMENTS
10. RESOLUTION TO AMEND ARTICLES IV, VIII, XIII AND XXI OF THE RULES OF THE CREDIT UNION	162. REPORT OF THE CREDIT COMMITTEE
16. TEN YEAR FINANCIAL PERFORMANCE	166. REPORT OF THE SUPERVISORY COMMITTEE
18. MINUTES OF THE FIFTY-EIGHTH (58TH) ANNUAL GENERAL MEETING AND MATTERS ARISING THEREFROM	170. REPORT OF THE LEAGUE DELEGATES
26. BOARD OF DIRECTORS	174. REPORT OF THE NOMINATING COMMITTEE
30. REPORT OF THE BOARD OF DIRECTORS	180. IN MEMORIAM: STEDSON CHAMBERS, WINSTON MALCOLM AND HUGH GEORGE MURRAY
36. MANAGEMENT TEAM	182. DECEASED MEMBERS
38. MANAGEMENT REPORT	183. VOLUNTEERS / COMMITTEES
44. REGIONAL & BRANCH MANAGERS	
49. EVENT HIGHLIGHTS	



NOTICE

C&WJ CO-OPERATIVE CREDIT UNION LIMITED
51 HALF WAY TREE ROAD, KINGSTON 10

Notice is hereby given that the 59th Annual General Meeting of the Community & Workers of Jamaica Co-operative Credit Union Limited will be a hybrid meeting and will be held at 51 Half Way Tree Road, and online on **Wednesday, May 31, 2023, commencing at 3 p.m.**

The purpose of the AGM is to present the audited Financial Statements for 2022, to conduct the usual business of the Credit Union and to consider amendments to the Credit Union's Rules relating to ordinary shares, Board of Directors, elections (nominations from the floor), and power of nomination.

Members are invited to register to attend the meeting online.
Registration will commence on Monday, May 15, 2023, and
will end at midnight on Monday, May 29, 2023.
Once registered, you will receive your online meeting credentials.

For more information on attendance, registration, voting, Covid-19 protocols and AGM documents visit: <https://www.cwjcu.com/agm>
or call Customer Care at 876-936-3800

dated this the 1st day of May 2023

SIGNED:

Winston Green
Secretary
Board of Directors

AGENDA

- 1) Ascertaining that a quorum is present
- 2) Apologies
- 3) Chairman's Opening Remarks and acknowledgment of Members
- 4) Prayer
- 5) Motion to adopt the Agenda
- 6) Minutes of the Fifty-eighth Annual General Meeting and Matters Arising therefrom
- 7) Consideration of the:-
 - a) Report of the Board of Directors
 - b) Management's Report
 - c) Treasurer's & Auditors' Reports
 - i) Appropriation of Surplus
 - ii) Fixing of Maximum Liability
 - d) Report of the Credit Committee
 - e) Report of the Supervisory Committee
 - f) Report of the League Delegates
 - g) Report of the Nominating Committee
- 8) Elections to the:-
 - a) Board of Directors
 - b) Credit Committee
 - c) Supervisory Committee
 - d) Management of Other Registered Societies
(See the Nominating Committee's Report)
- 9) Resolution to amend Articles IV, VIII, XIII and XXI of the Rules of the Credit Union
- 10) Other Business
- 11) Drawing/Presentation of Prizes
- 12) Adjournment

RESOLUTION

TO AMEND THE RULES OF THE COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE CREDIT UNION LIMITED ANNUAL GENERAL MEETING MAY 31, 2023

WHEREAS Section 11 (1) of the Co-operatives Societies Act stipulates that the Registered Society may amend its rules.

AND WHEREAS Regulation 41 of the Co-operatives Societies Regulations stipulates that the Registered Society may amend its rules.

AND WHEREAS Article XXIV, Rule 84 of the Community & Workers of Jamaica Co-operative Credit Union Limited's Rules stipulate that it may amend its Rules.

WHEREAS the Board of Directors have seen it fit to update the Rules of the Society by amending provisions relating to the Ordinary Shares (Article IV), Board of Directors (Article VIII), Elections (Article XIII), Power of Nomination (Article XXI) therein.

BE IT RESOLVED THAT the Annual General Meeting to be held on, May 31, 2023, will consider the amendment of various Articles of the **Community & Workers of Jamaica Co-operative Credit Union Rules** and replacing them as outlined hereinafter: -

.....

RESOLUTION 1

RESOLUTION 1(A) – ORDINARY SHARES

BE IT RESOLVED THAT Article IV, Rule 18 which now reads:

"Ordinary Shares shall be of the value of Two Dollars (\$2) each and may be paid for in full at the time of application, or in instalments of not less than Ten Cents (10¢) per week per share, payable on any day that the Society is open for business."

BE AMENDED TO READ:

"Ordinary Shares shall be of the value of Two Dollars (\$2.00) each.

RESOLUTION 1(B) – ORDINARY SHARES

BE IT RESOLVED THAT Article IV, Rule 19 which now reads:

"A member failing to pay any instalments on shares when due, may be required by the Board of Directors to pay a fine amounting to One Cent (1¢) per full week on each Two Dollars (\$2) or portion thereof, of the instalment or instalments in arrears, provided that no fines shall be charged for more than thirteen (13) consecutive weeks."

BE AMENDED TO READ:a

"A member failing to pay any instalments on shares when due, may be required to pay a fine **of such amount that may be determined from time to time by the Board of Directors**, of the instalment or instalments in arrears, provided that no fines shall be charged for more than thirteen (13) consecutive weeks."

RESOLUTION 1(C) – ORDINARY SHARES

BE IT RESOLVED THAT Article IV, Rule 20 which now reads:

"Shares in the Society may be transferred to any member or anyone eligible for membership with the consent of the Board of Directors and upon payment of a fee of Ten Cents (10¢) for each transfer. All applications for transfer of shares shall be made in the form prescribed by the Registrar."

BE AMENDED TO READ:

"Shares in the Society may be transferred to any member or anyone eligible for membership with the consent of the Board of Directors and upon payment of **such amount that may be determined from time to time by the Board of Directors**, for each transfer. All applications for transfer of shares shall be made in

the form prescribed by the Registrar.”

RESOLUTION 2

WHEREAS the Board of Directors is in support of the position of the Registrar of the Department of Co-operative and Friendly Societies that organizational survival and success is closely linked to constant renewal of leadership thinking from time to time;

AND WHEREAS the Credit Union has had term limits in place over the past ten years and has served to stabilize the governance structure of the Credit Union;

AND WHEREAS there is now a need to expand our term limits to be more responsive to changes in good governance practices, promote stability in institutional knowledge at the Board level and ensure the continuity of prudent management and having a financially sound Credit Union;

BE IT RESOLVED THAT the undermentioned present Rules of the Society dealing with Term Limits be replaced by the proposed Rules as set out hereunder to include a transitional period for implementation. That the Rules of the Society shall be amended as follows:

By deleting Rules 35 and 36 and replacing them with the following:

Rule 35

a) The business of the Society shall be conducted by the Board of Directors which shall consist of an uneven number of Directors but shall not be less than five (5) members

b) No person may be elected or appointed to be a Director unless he or she is:

- i) a Member of the Society in good standing;**
- ii) a fit and proper person to be a Director;**
- iii) capable of performing corporate management functions;**
- iv) is not otherwise excluded by Rule 44 from being a Director of the Society.**

c) For the purposes of the foregoing a Member shall be deemed to be in good standing if he or she is not

in default under any loan or guarantee obligation to the Society or is otherwise not in breach of any of the Rules of the Society or any agreement with the Society to which he/she is a party;

d) At each annual general meeting of the Society one-third of the Directors for the time being, or if their number is not a multiple of three (3) the number nearest to one-third (rounded upward) shall retire from office but shall be eligible for re-election PROVIDED that:

i) except as provided in sub-clause (e) of this Rule below no Director shall serve for more than three (3) consecutive terms but after standing down at the annual general meeting at which his three (3) terms expire he shall be eligible for re-election at the following annual general meeting or subsequent annual general meetings as if he had not previously served on the Board; and

ii) no person shall hold the Office of President, Secretary or Treasurer of the Society for more than five (5) consecutive years and a minimum period of at least one (1) year shall elapse, where the person holds no office in the Society shall pass before he or she shall become eligible to serve on any electable committee.

e) For the purposes of this Rule a term of office with reference to Directors shall mean no more than three (3) consecutive years PROVIDED that if a Director:

- i) retires by rotation under sub-clause d) above; or**
- ii) is deemed to have vacated office pursuant to sub-clause (b) of Rule 38; or**
- iii) resigns from office; or**
- iv) is otherwise expelled or removed from office or ceases to be a Director;**

To give effect to the new term limits, the period of time served regardless of the length shall be deemed to be an un-restricted term for purposes hereof and PROVIDED further that the existing three consecutive term limit shall be suspended until the close of the annual general meeting for the year 2024 (“the Transition Period”) to facilitate transition to the three (3) year term and during the Transition Period a Director may be permitted to

serve up to five (5) existing consecutive terms, but not exceeding in the aggregate nine (9) consecutive years on the Board. For the purposes of this rule the transition period shall be from the year 2023 to 2025.

f) Reference to a year in this Rule 35 shall mean the period between one annual general meeting and the next, even if such period is less than twelve (12) month.

g) A Director who vacates office by rotation shall hold office until the conclusion of the annual general meeting at which his successor is elected.

Rule 36

a) At an annual general meeting election to the Board shall be voted on in accordance with Rule 71(c)

b) The quorum necessary for the transaction of the business of the Board shall be a majority of the Directors for the time being but a number of Directors less than a quorum may, from time to time, adjourn a Board meeting as they shall see fit."

Rule 38(c)

By deleting sub-clause c) of Rule 38 and replacing same with the following:

"c) Any vacancy on the Board of Directors shall be filled within 30 days by a majority vote of the remaining Directors appointing a Member who meets the qualification set out in sub-clause (b) of Rule 35 above. Any Director so appointed shall hold office until the next following Annual General Meeting, and shall be eligible for re-election but shall not be taken into account in determining the Directors who are to retire by rotation at such meeting pursuant to sub-clause (d) of Rule 35 above

RESOLUTION 3– BOARD OF DIRECTORS

BE IT RESOLVED THAT Article VIII, Rule 39, which now reads:

"a) The Board of Directors shall meet as often as the business of the Society may require, and in any case not less frequently than once per month. Meetings

of the Board shall be summoned by the Secretary in writing. The Secretary shall also call a meeting of the Board upon the written request of the President, or any three (3) members."

BE AMENDED TO READ:

"a) The Board of Directors shall meet as often as the business of the Society may require, and in any case not less frequently than once per **quarter**. Meetings of the Board shall be summoned by the Secretary in writing. The Secretary shall also call a meeting of the Board upon the written request of the President, or any three (3) members."

RESOLUTION 4 -

WHEREAS the Registrar of Co-operatives and Friendly Societies has issued directives requiring all Credit Unions to implement rules pertaining to the role, functions and responsibilities of the Nominating Committee and the Nominating Process for election by the members to serve as Directors or Committee Members.

AND WHEREAS the Board of Directors have duly considered the directives of the Registrar of Cooperatives and Friendly Societies;

AND WHEREAS in compliance with the said directives, the Board of Directors is recommending the adoption of more extensive functions for the Nominating Committee, the implementation of a new machinery for the nomination and election of volunteers to serve on the Board and Committees;

BE IT RESOLVED THAT Article XIII, Rule 71 which now reads:

"ARTICLE XIII - ELECTIONS

71. a) Not less than thirty (30) days prior to each Annual General Meeting, the Board of Directors shall appoint a Nominating Committee of three (3) members, of whom not more than one may be a member of the existing Board of Directors. It shall be the duty of the Nominating Committee to advertise among the membership vacancies for which elections will be held, interview, select and nominate to the Annual General Meeting one member for each vacancy for which elections are being held.

b) After the nominations of the Nominating Committee have been placed before the members, the Returning Officer shall call for nominations from the floor. When nominations are closed, tellers shall be appointed by the Returning Officer, ballots shall be distributed, the votes shall be taken and tallied by

the tellers, and the results announced.

c) All elections shall be determined by a majority vote and shall be by ballot except where there is only one nominee for each vacancy.

d) Nominations shall be in the following order:-

- i) Nominations for members of the Board of Directors;
- ii) Nominations for Credit Committee Members;
- iii) Nominations for Supervisory Committee Members.

Elections may be by separate ballots following the same order as the nominations, or if preferred, may be by one ballot.

BE AMENDED TO READ:

“ARTICLE XIII - NOMINATING COMMITTEE, NOMINATION PROCESS AND ELECTIONS

71. (a) *Nominating Committee*

A Nominating Committee shall be appointed by the Board of Directors and shall consist of at least three (3) members, only one of whom will be a Board Member who shall be the Chairman of the Committee.

(b) *Nomination Process*

(i) Not less than one twenty (120) days prior to the Annual General Meeting (AGM) the Nominating Committee shall meet to consider the following:

a. The vacancies that will arise at the AGM on the Board of Directors, the Credit Committee and the Supervisory Committee;

b. A preliminary list of positions to be made to fill such vacancies;

c. All other matters and procedures related to the filling of such vacancies.

d. Not less than ninety (90) days prior to the AGM the Nominating Committee shall in writing:

- i. notify the membership of the*

vacancies for the Board, Credit and Supervisory Committees;

ii. invite nominations from the membership to be made for each vacancy by petition in the prescribed form signed by three (3) 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 by petition.

(ii) In all cases, the period for receiving nominations by petition shall extend at least forty (40) days from the date of written notification by the Nominating Committee.

(iii) The written notice from the Nominating Committee to the membership shall indicate that there shall be no nominations from the floor.

(iv) The written notice from the Nominating Committee to the membership shall also be prominently displayed at the place, and if more than one, the places of business of the Credit Union.

(v) Upon consideration of all nominations made and received by petition, the Nominating Committee shall review and recommend at least one (1) member for each vacancy.

(vi) The Nominating Committee shall report its recommended nominations to the Secretary of the Credit Union at least thirty (30) days before the AGM.

(vii) Each nominee by petition shall submit to the Nominating Committee:

a. the petition duly completed with the signatures of three (3) members in good standing with the Society and signed by the nominee stating that he/she is

agreeable to the nomination and will serve if elected to office;

b. a brief statement of qualifications and experience in a form specified by the Nominating Committee;

c. a completed Fit and Proper Questionnaire in a form specified by the Nominating Committee;

d. The Nominating Committee shall have the authority to include candidates not nominated by members' petition among those to be considered by the Committee, and of its own accord submit by way of petition like manner, suitable candidates to fill the vacancies on the Board and various Committees;

e. Members of the Nominating Committee shall not be eligible for nominations;

f. The Nominating Committee shall act in accordance with the Rules and Policies of the Credit Union in its selection of each nominee;

g. A member seeking nomination to hold office shall be disqualified if that member:

i. fails to satisfy the Nominating Committee that he is a fit and proper person to accept the responsibilities and perform governance functions of the Credit Union;

ii. is delinquent in his obligations to the Society up to six (6) months prior to the date of the petition;

iii. has been a member of the Credit Union less than six (6) months before the date of the petition. Such member

shall remain current in his obligations up until the conclusion of the election process.

iv. holds membership in any other co-operative society at the time of the Nominating Committee's deliberations which has been judged delinquent;

v. is not ordinarily resident in the Island of Jamaica.

vii. The Nominating Committee will no later than thirty (30) days prior to the AGM notify the members in writing of the nominations recommended by them. The notice shall also be posted in a conspicuous place in the Credit Union.

ix. After the Nominating Committee has notified the members of its recommended nominees, the nominees shall be presented and placed before the members at the AGM by the Nominating Committee to be considered by the members present.

x. Where a volunteer's term has not expired and he is seeking nomination or election to a Committee other than the Committee he currently serves on, he shall tender his resignation from that Committee.

(c) Elections

i) Elections 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;

ii) After the nominees of the Nominating Committee have been placed before the members, a Returning Officer shall be appointed by the Chairman and will preside over the elections at the AGM.

Moved by :

Seconded by :

Date :

iii) If the nominees equal the number of vacancies, the nominees shall be declared elected by general consent or acclamation of the membership at the AGM.

There were persons present at the time of voting

Voted for : (In-person votes) _____
(Virtual votes) _____

Against : (In-person votes) _____
(Virtual votes) _____

Abstained : (In-person votes) _____
(Virtual votes) _____

iv) In the event there are more nominations recommended by the Nominating Committee than the number of vacancies available, there shall be voting by ballots. The Returning Officer shall be responsible for appointing tellers, distributing ballots, conducting and tallying the vote, any other action to ensure a valid, efficient and smooth election and thereafter announcing the results.

v) In the event a vacancy arises between the close of nomination and the Annual General Meeting, or if there are insufficient nominees to fill all vacancies the Nominating Committee shall appoint a member to fill such vacancy until the next Annual General Meeting in accordance with the Rules of the Credit Union.

Signed

.....
PRESIDENT

RESOLUTION 5 – POWER OF NOMINATION

By deleting sub-clause d) of Article XXI, Rule 80 and replacing same with the following:

“A minimum fee shall be charged in the amount of One Thousand Dollars (\$1,000.00) per transaction per account, and any such additional amount that may be determined from time to time by the Board of Directors, in connection with any revocations and/or variations of any nomination.”

.....
SECRETARY

C&WJ CO-OPERATIVE CREDIT UNION LIMITED 10 YEAR FINANCIAL PERFORMANCE

Financial Position (\$M)	Group 2022	Group 2021	Group 2020	CWJ 2019	2018
Total Assets	22,705.0	21,180.8	19,487.5	17,757.7	16,019.9
Loans to Members	13,085.0	12,897.5	13,166.1	12,653.8	10,664.4
Liquid Assets & Investments	8,122.0	6,927.6	4,951.4	3,726.8	3,842.5
Savings Deposits	13,061.2	11,941.4	10,578.7	9,436.5	9,229.0
Voluntary Shares	4,874.0	4,640.6	4,422.5	3,987.0	3,331.0
Shareholders Equity	3,866.4	3,594.8	3,377.2	3,063.0	2,664.2
Institutional Capital	2,774.1	2,738.3	2,669.8	2,932.6	2,569.6

Income & Expenditure (\$M)

Total Revenue	2,543.6	2,413.3	2,304.2	2,307.1	1,696.9
Interest Expense	395.7	343.7	341.0	361.5	331.4
Operating Expenses	1,604.2	1,551.0	1,457.4	1,474.5	1,156.3
Net Income after Int on Shares	299.7	231.5	342.3	347.7	102.4

Ratios

PROTECTION

Loan Loss Allowance / Delinquent >	100%	100%	100%	100%	100%
------------------------------------	------	------	------	------	------

EFFECTIVE FINANCIAL STRUCTURE

Net Loans / Total Assets	57.6%	60.9%	67.6%	71.3%	66.6%
Total Savings / Total Assets	79.0%	78.3%	77.0%	75.6%	78.4%
Institutional Capital / Total Assets	12.2%	12.9%	13.7%	16.5%	16.0%
Loans / Deposits	73.0%	77.8%	87.8%	94.3%	84.9%

ASSET QUALITY

Total Delinquency / Gross Loan Port	3.0%	3.5%	2.5%	3.0%	7.2%
Non Earning Assets / Total Assets	7.9%	7.2%	8.2%	11.2%	9.4%

RATES OF RETURN & COSTS

Net Loan Income / Avg Net Loan Port	14.1%	14.6%	14.3%	13.9%	13.3%
Liquid Investment Income / Avg Liquid Assets	6.0%	2.2%	2.5%	3.5%	4.4%
Fin Investment Income / Avg. Fin Inv	4.7%	3.6%	4.7%	3.9%	3.1%
Financial Costs: Savings & Deposits	1.3%	1.4%	1.4%	1.6%	1.9%
Gross Margin / Average Assets	8.8%	8.8%	9.7%	10.9%	9.3%
Operating Expenses / Avg Assets	7.3%	7.6%	7.8%	8.7%	8.4%
Net Income / Avg Assets (ROA)	1.4%	1.1%	1.8%	2.1%	0.7%
Interest Income / Earning Assets	10.6%	10.5%	11.2%	11.2%	9.6%
Interest Expense / Interest Bearing	2.1%	1.9%	2.1%	2.4%	2.4%
Spread	8.5%	8.6%	9.1%	8.8%	7.2%

LIQUIDITY

Liquidity Reserves / Total Savings D	28.2%	24.3%	20.8%	17.6%	19.6%
Liquid Assets / Total Assets	21.9%	18.1%	16.0%	12.3%	15.4%

GROWTH

Loans	1.5%	-2.0%	4.0%	18.7%	27.5%
Savings Deposits	9.4%	12.9%	12.1%	2.2%	43.2%
Ordinary Shares	5.0%	4.9%	10.9%	19.7%	14.8%
Institutional Capital	1.3%	2.6%	-9.0%	14.1%	60.6%
Membership	3.7%	3.6%	3.2%	4.3%	42.2%
Total Assets	7.2%	8.7%	9.7%	10.8%	38.9%

2017	2016	2015	2014	2013
11,535.9	10,499.6	8,449.5	7,711.0	7,460.0
8,541.8	7,081.6	5,196.9	4,211.6	4,268.3
1,960.6	2,457.6	2,429.0	2,806.3	2,491.2
6,445.2	5,890.4	5,149.7	4,721.2	4,507.1
2,901.8	2,848.6	1,883.6	1,690.7	1,668.4
1,779.7	1,396.6	1,103.2	1,003.1	984.9
1,800.5	1,316.3	1,044.6	960.0	928.9
1,620.6	1,139.4	982.1	915.4	726.9
269.5	247.2	268.7	263.2	205.7
912.0	766.0	655.3	596.2	484.7
381.0	76.7	45.7	27.9	69.2
100%	100%	100%	100%	100%
74.0%	67.4%	61.5%	54.6%	57.2%
81.0%	83.2%	83.2%	83.2%	82.8%
13.9%	12.5%	12.4%	12.4%	12.5%
91.4%	81.0%	73.9%	65.7%	69.1%
2.1%	4.8%	4.3%	7.4%	8.5%
9.0%	9.1%	9.7%	9.0%	9.4%
13.5%	12.6%	13.4%	13.3%	13.0%
6.7%	7.2%	7.9%	9.9%	6.4%
3.9%	4.1%	4.6%	5.7%	7.7%
2.1%	2.3%	3.0%	3.1%	3.1%
11.9%	9.0%	8.8%	8.3%	9.2%
8.3%	8.1%	8.1%	7.9%	8.0%
3.5%	0.8%	0.6%	0.4%	1.1%
11.2%	9.6%	10.5%	11.1%	8.9%
2.8%	2.7%	3.6%	3.9%	3.2%
8.4%	6.9%	6.9%	7.2%	5.7%
13.4%	16.0%	27.2%	31.0%	28.00%
10.9%	13%	17.1%	20.8%	23.4%
20.6%	36.3%	23.4%	-1.3%	46.9%
7.0%	14.4%	9.1%	4.8%	52.0%
1.9%	51.2%	11.4%	1.3%	92.4%
21.6%	26.0%	8.8%	3.3%	84.4%
4.7%	11.3%	10.2%	4.9%	86.1%
9.7%	24.3%	9.6%	3.4%	62.0%

MINUTES

OF THE 58TH ANNUAL GENERAL MEETING OF THE COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE CREDIT UNION LIMITED HELD IN HYBRID FORMAT ON WEDNESDAY, JUNE 15, 2022 JAMAICA PEGASUS HOTEL, 81 KNUTSFORD BOULEVARD, KINGSTON 5 AND VIRTUAL

1. Quorum of the Meeting

The Chairman, Mr. Austin Brown, called the meeting to order at 3:05 pm. He informed the meeting that there was a quorum as one hundred and eighty-two (182) members were in attendance, one hundred and sixty (160) members virtually via the Zoom platform and twenty-two (22) members in person at the Jamaica Pegasus Hotel.

1.1 Reading of the Notice and Convening of the Meeting

The Chairman read the Notice to convene the 58th Annual General Meeting.

2. Apologies

Prior to accepting apologies, Chairman Brown explained the process that would be used to identify and acknowledge members who wished to move a motion or to speak in the hybrid setting. To assist the members, a short video presentation was shown.

A test was conducted following the presentation for the members to familiarise themselves with the process.

An apology was tendered on behalf of Assistant Secretary Edwards-Fullerton who was unable to attend in person but had joined the meeting virtually.

No other apologies were received.

3. Chairman's Opening Remarks & Acknowledgement of Members

The Chairman welcomed the members and specially invited guests.

The volunteers who served on the Board of Directors during 2021 were introduced to the meeting:

- Mr. Austin Brown – President
- Mr. Bornette Donaldson – First Vice President
- Mr. Christopher Buckmaster – Second Vice President
- Mrs. Ashlyn Malcolm – Treasurer
- Mr. Delroy Foster – Assistant Treasurer

- Mr. Winston Green – Secretary
- Mrs. Georjean Edwards -Fullerton-Assistant Secretary
- Mr. Shauneil James – Director
- Mr. Raymond Hernandez – Director
- Mrs. Suzette Downie – Director
- Mr. Pete Smith – Director

It was noted that Assistant Secretary Edwards-Fullerton joined the meeting virtually.

Special recognition was extended to the following guests who attended in person:

Mr. Errol Gallimore, Registrar of the Department of Co-operatives and Friendly Societies; Mr. Wilbert Spence of KPMG; and Mr. Carl Bryan, Stenographer.

Specially invited guests who were online were also acknowledged as follows:

Immediate Past President of C&WJCCUL, Mr. Condell Stephenson; Messrs. Robin Levy and Lambert Johnson, CEO and President respectively of the Jamaica Co-operative Credit Union League; Ms. Vera Lindo of the Jamaica Co-operative Credit Union League; Mrs. Joan Thompson, General Manager of the Jamaica Co-operatives Insurance Agency; Ms. Georgia Morrison, Assistant Vice President of CUNA Caribbean Insurance Jamaica Limited; Mr. Barrington White, past CEO of C&WJCCUL; Mr. Fitz Rowe, past General Manager of St. Elizabeth Co-operative Credit Union Limited; Mr. Herbert Duval, past General Manager of the National Water Commission Co-operative Credit Union Limited; Mr. David Hall, former President of C&WJCCUL; and Messrs. Stedson Chambers and Leslie Mills, founding members of C&WJCCUL.

The Chairman again reminded the meeting of the procedure to be followed when a member wished to speak or ask a question. He also mentioned the other methods that may be utilised such as posting the questions in the Chat or sending the questions via WhatsApp to (876) 990 8457. He advised that a team

was in place to answer members' queries, or any issues relating to their accounts, etc.

4. Prayer

Second Vice President Buckmaster offered prayer.

Due to the technical difficulties experienced by the online members, a motion to suspend the Standing Order was requested so that the situation could be resolved. The motion to suspend the Standing Order was moved by Director Hernandez and seconded by Director Smith and carried by the meeting at 3:26 pm. In the interim, a short video was shown.

The motion to resume the Agenda was moved by Second Vice President Buckmaster and seconded by Director Downie, and carried by the meeting at 3:40 pm.

4.1 Silent Tribute to Pioneers, Past Leaders and Late Members

The meeting paid silent tribute to the Credit Union's: Pioneers: Frederick Raiffeisen; Alphonse Desjardins; Edward Filene; Roy Bergengren; Thomas Doig and Fr. John P. Sullivan.

Past Leaders: A. Rod Glen; Eustace Shim; Frank Laing; Sydney Carter; Algie Dale; Lloyd Gayle and Arthur Hylton.

Past Members: The Chairman referred the meeting to the List of Members who had passed during 2021 which was on pages 164 to 167 of the Annual Report that was posted on the Credit Union's website.

5. Adoption of the Agenda

The motion for the adoption of the Agenda was moved by Assistant Secretary Edwards-Fullerton, seconded by Ms. Soshana Shirley, and carried by the meeting.

6. Adoption of the Minutes of the 57th Annual General Meeting

The Chairman referred the meeting to the Minutes of the 57th Annual General Meeting on pages 12 to 20 in the Annual Report.

Secretary Green requested a motion that the Minutes of the Annual General Meeting held on Wednesday, May 5, 2021, be taken as read. The motion was moved by Ms. Jacqueline Miller, seconded by Ms. Sherefer Clarke, and carried by the meeting.

There was no correction to the Minutes of the 57th Annual General Meeting.

The Minutes of the 57th Annual General Meeting was approved on a motion moved by Ms. Kaydeon Mills,

seconded by Ms. Atalia Barnett and carried by the meeting.

6.1 Matters Arising from the Minutes of the 57th Annual General Meeting

There was no matter arising from the Minutes.

7. Reports

The motion to take the report of the Board of Directors, Management's Report, Treasurer's and Auditors' Reports, Reports of the Credit Committee and the Supervisory Committee, the League Delegates and the Nominating Committee as read en bloc, was moved by Mr. Derron Seville, seconded by Mrs. Joyce West-Johnson and carried by the meeting.

7.1 Report of the Board of Directors

The Chairman referred the meeting to the Report of the Board of Directors on pages 26 to 31.

In his report, the Chairman mentioned the Jamaican economic indicators during the year:

- Increases in the Bank of Jamaica's (BOJ's) Policy Interest rate from 0.5% to 2.5% as at December 2021. As at May 2022, the Policy Interest rate was at 5%.
- The Inflation rate for 2021 was 9.1%. As at April 2022, the rate was 11.8%.
- The preliminary estimates for 2021 showed that the economy grew by 4.6% but GDP was still below the pre-COVID levels.
- The unemployment rate as at January 2022 was 6.2% compared to 8.8% for the same quarter in 2021.

The Chairman commended the Credit Union on the management of the loans offered during the pandemic as there were no significant defaults during the period.

C&WJ Credit Union Performance – Key Areas

The Credit Union in its targeted response to the economic challenges of 2021 expanded its digital platform, strengthened its operational capability with a significant focus on risk management and regulatory compliance and expanded service delivery channels.

The Credit Union's five-year growth showed an increase in assets of \$1.72 billion to \$21.29 billion or 8.8% above the 2020 value of \$19.56 billion.

The Chairman commended the Board and Management for achieving this significant milestone.

MINUTES CONT'D

In terms of membership, as at December 31, 2021, the Credit Union's membership figures reflected a growth of 4,639 members moving from 131,767 as at December 31, 2020, to 136,406 as at December 31, 2021.

Mobile Branch

In 2021, the Credit Union introduced its Mobile Branch. This was in response to the challenges of COVID-19 and the restriction on movements. A short video presentation on the Mobile Branch was shown.

The Chairman pointed out that due to security concerns, cash transactions were not accepted on the Mobile Branch. However, point-of-sale transactions were accepted. He stated that the Credit Union would continue to offer creative ideas and ways of delivering service to its members. He congratulated the Staff for helping to make the Mobile Branch possible.

Regulatory Capital

At the end of December 2021, the Regulatory Capital was \$2.738 million, which represented 12.86% of the Credit Union's assets. This indicated that despite the decline in the proportion of the Deferred Shares being counted towards regulatory capital, the Credit Union remains strong and well capitalised.

Regulatory Compliance & Risk Management

The Chairman advised that C&WJCCUL's commitment to its members is to continue to manage the business with prudence, being careful to ensure that there is little or no risk of exposure and that the business remains compliant in the regulatory environment.

C&WJCCUL's 60th Anniversary

The Chairman advised that C&WJCCUL's 60th Anniversary celebration in 2021 was subdued due to the challenging circumstances as a result of the pandemic.

A video presentation of highlights of the 60th anniversary celebration in 2021 was shown.

In closing, Chairman Brown reaffirmed the Credit Union's commitment and promise to rise to the challenge of rebuilding and reforming its people through:

- Strengthening its technology framework;

- Advancing the digital transformation strategy and integrated member growth strategy;
- Developing a human resource strategy; and
- Building on its marketing strategy.

The Chairman invited questions in relation to the Report.

A commendation was received from a member regarding the Credit Union's performance and the appointment of the first female Chief Executive Officer (CEO).

There being no further question, the Report of the Board of Directors was adopted on a motion moved by Mrs. Melissa Blake-Robinson, seconded by Ms. Ralna Black, and carried by the meeting.

7.1(a) Recognition of Foundation Members

The Credit Union honoured two of its living foundation members, namely Mr. Leslie Mills and Mr. Stedson Chambers. Mr. Mills and Mr. Chambers had joined the meeting virtually.

Pre-recorded video presentations from both Messrs. Mills and Chambers were shown. Citations of Mr. Leslie Mills' and Mr. Stedson Chambers' achievements were read by the Chairman in recognition of their vision as founding members and of their devotion and support over the years. The meeting was shown the plaques which were to be presented to them at a later date.

7.2 Management's Report

The Chief Executive Officer, Mrs. Joyce West-Johnson, referred the meeting to the Management's Report on pages 34 to 38 of the Annual Report.

Mrs. West-Johnson reported that the Credit Union completed the 2021 financial year with reports of success in some business areas while maintaining a steady performance in other areas.

For 2021, Management remained committed to the implementation of the strategic priorities which were set by the Board to ensure that the objective of building a resilient Credit Union was achieved. The strategic priorities were:

- Building value for members;
- Digital Transformation;
- Staff training and development; and
- Corporate Social Responsibility

Mrs. West-Johnson highlighted the following:

- C&WJCCUL would provide the flexibility for members to access the delivery channel of their choice with the implementation of the mobile app, online banking, ATMs, etc.
- In building value for the members in 2021, approximately 4,600 new members were onboarded; the Credit Union introduced the Mobile Branch; members increased their savings by approximately \$1.6 billion and the value of loans disbursed was over \$4.6 billion.
- The Credit Union also received a record satisfaction score of 99% from its members.

Corporate Social Responsibility

The Credit Union focussed on education and youth development in 2021. Over \$5 million were spent on education programmes for members and members' children with one hundred and thirty-five (135) scholarships and bursaries granted.

Looking to the Future

For 2022, the Credit Union will undertake to advance an integrated business operations framework with specific focus on digital transformation to build business resilience and generate greater benefits for its members and people.

In looking to the future, C&WJCCUL will:

- Advance an integrated member growth strategy;
- Strengthen its technology framework;
- Advance its digital transformation strategy;
- Advance an integrated human resource strategy;
- Build a seamless digital marketing strategy.

Initiatives that will soon be implemented include:

- An integrated online loan and membership application platform;
- To be a part of the Central Bank Digital Currency (CBDC), JAM-DEX;
- Online remittance transfers;

- Improvements to the website; and
- Scan2Pay mobile payment.

Mrs. West-Johnson invited questions in relation to the Report.

There being no question, the Management's Report was adopted on a motion moved by Mr. Clifton Atkinson, seconded by Ms. Annette Montaque and carried by the meeting.

7.3 Treasurer's & Auditors' Report

7.3.1 Auditors' Report and Financial Statements for the Year 2021

The Treasurer, Mrs. Ashlyn Malcolm, referred the members to the Treasurer's Report, the Auditors' Report and Financial Statements on pages 56 to 149 of the Annual Report.

The letter of authorisation from the Department of Co-operatives and Friendly Societies dated April 29, 2022, which was on page 63 of the Annual Report was read by Treasurer Malcolm.

Treasurer Malcolm invited the Auditor, Mr. Wilbert Spence, Partner of KPMG Jamaica, Chartered Accountants, to present the Auditors' Report. Prior to the Auditors' presentation, Treasurer Malcolm requested a motion for the abridged version of the Auditors' Report to be read. The motion was moved by Ms. Karice Bennett, seconded by Ms. Candiea Brim, and carried by the meeting.

The Audit Opinion which was on page 64 of the Annual Report was read by Mr. Spence and stated that the financial statements gave a true and fair view of the financial position of the Group's and Co-operative's financial performance and cash flows for the year ended December 31, 2021, in accordance with International Financial Reporting Standards (IFRS) and the Co-operative Societies Act.

Report on Additional Matters as required by the Co-operative Societies Act

The second section of the Opinion which was on page 68 of the Annual Report was read by Mr. Spence. The report, which was dated April 29, 2022, stated that "proper accounting records have been maintained so far as appears from the examination of those records and the financial statements which are in agreement therewith, give the information required by the Co-operatives Societies Act in the manner so required."

MINUTES CONT'D

7.3.2 Treasurer's Report

Mrs. Ashlyn Malcolm, Treasurer, reported that the Credit Union recorded a strong performance for the financial year ended 2021. She highlighted the following:

- Liquidity at the end of 2021 was 24.34% of savings and deposits;
- As at December 2021, the Credit Union's Institutional Capital Reserve was in excess of \$2.74 billion representing a ratio of 12.86%;
- The Credit Union generated a net surplus of \$259.56 million;
- The loan loss provision was increased by \$103.8 million which was set aside as a buffer in the event of any deterioration in the credit quality of the loan portfolio;
- A dividend of 5% was proposed on membership qualification shares;
- The Credit Union achieved growth in total assets of 8.80% which resulted in the total assets portfolio closing at \$21.29 billion;
- Savings increased by 10.54% moving from \$15 billion in 2020 to \$16.58 billion at the end of 2021;
- Notwithstanding the 1.82% decline in the loan portfolio, the year ended with a balance of \$13 billion.

Treasurer Malcolm advised that the Credit Union's financial performance for 2021 must be viewed in the context of the challenging economic environment within which it operated and the significant negative impact of COVID-19 on the disposable income of the members and consequently on the level of business which they conducted with the Credit Union.

In closing, Treasurer Malcolm, on behalf of the Board and Management, thanked the members for their continued commitment to the Credit Union.

Treasurer Malcolm invited questions regarding the Report.

There being no questions, the Treasurer's Report, the Auditors' Report and Financial Statements were adopted on a motion moved by Mrs. Alecia Cross, seconded by

Ms. Shantell Burrell, and carried by the meeting.

7.3.3 Appropriation of Surplus

Treasurer Malcolm referred the meeting to page 60 of the Annual Report for the recommendation of the Appropriation of the 2021 Surplus and the Fixing of the Maximum Liability. She presented the Board's recommendation for the appropriation of the 2021 surplus as follows:

	\$'000
Surplus available for distribution	276,012
Statutory Reserves	(240,632)
Dividend on Membership	
Qualification shares 5%	(14,380)
Honoraria	(11,000)
Scholarship Reserve	(7,000)
Disaster & Social Outreach	(3,000)

Treasurer Malcolm invited questions regarding the appropriation of the Surplus.

There being no questions, the Appropriation of the 2021 Surplus as presented was approved on a motion moved by Mr. Fitz Rowe, seconded by Mr. Franklin Rogers and carried by the meeting.

7.3.4 Fixing of Maximum Liability

In keeping with Rule 77, it was proposed that the maximum liability for loans that the Board of Directors may borrow be set at 16 times the Credit Union's Capital and Reserve Fund.

Treasurer Malcolm invited questions regarding the fixing of the Maximum Liability.

There being no questions, the motion to accept the Fixing of the Maximum Liability was moved by Mrs. Andrea Mumby-Brown, seconded by Mrs. Melissa Blake-Robinson and carried by the meeting.

7.4 Report of the Credit Committee

The Chairman referred the meeting to the Report of the Credit Committee on pages 150 to 152 of the Annual Report. He invited questions in relation to the Report.

There being no questions, the Report of the Credit Dionne Mason-Gordon, seconded by Mrs. Sacha Vacciana-Riley and carried by the meeting.

7.5 Report of the Supervisory Committee

The Chairman referred the meeting to the Report of the Supervisory Committee on pages 154 to 156 of the Annual Report. He invited questions in relation to the Report.

There being no questions, the Report of the Supervisory Committee was adopted on a motion moved by Mr. Anthony Kennedy, seconded by Mrs. Tracy-Ann Bright-Smith and carried by the meeting.

7.6 Report of the League Delegates

The Chairman referred the meeting to the Report of the League Delegates on pages 158 to 159 of the Annual Report. He invited questions in relation to the Report.

There being no questions, the Report of the League Delegates was adopted on a motion moved by Mrs. Melissa Blake-Robinson, seconded by Mr. Anthony Kennedy and carried by the meeting.

7.7 Report of the Nominating Committee

The Chairman referred the meeting to the Report of the Nominating Committee on pages 160 to 163 of the Annual Report.

The Chair of the Nominating Committee, Mr. Bornette Donaldson, presented the Report. He advised that the Nominating Committee was appointed by the Board of Directors at its meeting on February 26, 2022, in keeping with Rule 71(a) and comprised of the following persons:

- Mr. Bornette Donaldson – Chairperson
- Mrs. Pauline Thompson
- Mr. Andrew Williams

Mr. Donaldson advised that the listing with the members of the Board and other Committees was presented on page 160 and 161 of the Annual Report. He invited questions in relation to the Report.

There being no questions, the Report of the Nominating Committee was adopted on a motion moved by Mr. Anthony Kennedy, seconded by Mrs. Alecia Cross and carried by the meeting.

8. Elections

Mr. Errol Gallimore, Registrar of the Department of Co-operatives and Friendly Societies, conducted the elections. The procedure for conducting the elections

and the voting process was outlined by Mr. Gallimore. The number of members present at the time of the election was ascertained as follows:

Members online (via the Zoom Platform)	- 180
Members present at the Venue	- 22

(a) Board of Directors

The members retiring at the 2022 Annual General Meeting were:

- Mr. Christopher Buckmaster
- Mr. Winston Green
- Mr. Austin Brown
- Mr. Shauneil James
- Mr. Delroy Foster

The members nominated by the Committee to fill the vacancies on the Board of Directors for the term adjacent to each nominee’s name were:

• Mr. Christopher Buckmaster	2 years
• Mr. Winston Green	2 years
• Mr. Austin Brown	2 years
• Mr. Shauneil James	2 years
• Mr. Delroy Foster	2 years

Nominations were invited from the members that were physically present and those online by Mr. Gallimore three times. There being no other nominations from the members to the Board of Directors, the abovementioned persons were declared duly elected to the Board of Directors on a motion moved by Mr. Raymond Hernandez, seconded by Ms. Atalia Barnett and carried by the meeting.

(b) Credit Committee

Members retiring at the 2022 Annual General Meeting were:

- Mr. Trevor Cameron
- Ms. Judith Cawley
- Mrs. Norma Warburton-Thomas

The members listed below were nominated by the Committee to fill the three (3) vacancies on the Credit Committee for the term adjacent to each nominee’s name:

• Mr. Sheldon Sharpe	2 years
• Ms. Judith Cawley	2 years
• Mr. Trevor Cameron	2 years

MINUTES CONT'D

Nominations were invited from the members that were physically present and those online by Mr. Gallimore three times. There being no other nominations from the members for the Credit Committee, the abovementioned persons were duly elected to serve on a motion moved by Ms. Kerry-Ann Levy, seconded by Mrs. Dionne Mason-Gordon and carried by the meeting.

(c) Supervisory Committee

Members retiring at the 2022 Annual General Meeting were:

- Mr. Rohan Saunders
- Mr. Michael Sutherland
- Mr. Darren Brown
- Mr. Daniel Scott
- Mr. Patrick Simpson
- Miss Shorna Anderson
- Mrs. Dionne Mason-Gordon

The members listed below were nominated by the Committee to fill the seven (7) vacancies on the Supervisory Committee for a term of one (1) year:

- Mr. Rohan Saunders
- Ms. Shorna Anderson
- Mr. Michael Sutherland
- Mr. Darren Brown
- Mr. Daniel Scott
- Mr. Patrick Simpson
- Mrs. Dionne Mason-Gordon

Nominations were invited from the members that were physically present and those online by Mr. Gallimore three times. There being no other nominations from the members to the Supervisory Committee, the abovementioned persons were duly elected to serve for one (1) year on the Supervisory Committee on a motion moved by Mrs. Maria Chen, seconded by Ms. Jennifer Taylor, and carried by the meeting.

(d) Management of Other Registered Societies

Mr. Gallimore requested a motion to accept the nominations for the delegates to the Jamaica Co-operative Credit Union League (JCCUL), the Jamaica Co-operative Insurance Agency (JCIA) and Quality Network Co-operative Limited (QNET), en bloc. The motion was moved by Director Delroy Foster, seconded by Mr. Fitz Rowe, and carried by the meeting.

Delegates to the Jamaica Co-operative Credit Union League (JCCUL)

- The President-Elect
- The Chief Executive Officer

Delegates to the Jamaica Co-operative Insurance Agency (JCIA)

- The Treasurer-Elect
- The Chief Executive Officer

Delegates to Quality Network Co-operative Limited (QNET)

- The President-Elect
- The Chief Executive Officer

Mr. Gallimore congratulated all the persons that were elected to serve and thanked the members for participating in the process. He also congratulated the Board and Management on the Credit Union's performance.

The Chairman thanked Mr. Gallimore for presiding over the election process and congratulated the members, Board and Committees, who were re-appointed and welcomed newcomer, Mr. Sheldon Sharpe, to the Credit Committee.

9. Other Business

Management addressed a question in relation to the Debit Mastercard.

No further business was discussed.

10. Presentation of Prizes

The gate prizes were drawn, and the winners were Mr. Steve Gooden and Ms. Noelee Samuels.

11. Adjournment

In closing, the Chairman thanked the members, specially invited guests, the Stenographer, Mr. Carl Bryan, Mr. Wilbert Spence of KPMG and the technical team, Krystal Clear Productions.

The motion to adjourn the meeting at 5:54 pm was moved by Ms. Karlene Burey and seconded by Director Bornette Donaldson.



.....
Winston Green
Secretary, Board of Directors

123

**GREEN
LIGHT!**

**Apply online
to become a
member and
instantly apply
for a loan
online!**

**Get cash
in yu hand within
24 hours***



C&WJ Community
and Workers of Jamaica
CO-OPERATIVE CREDIT UNION LTD. 

Discover the benefits of belonging!

For further information or assistance, please email us at: info@cwjcu.com or call (876) 936-3800

*Conditions apply

   @cwjcu



GET THE APP

BOARD OF DIRECTORS



AUSTIN BROWN
PRESIDENT

**BORNETTE
DONALDSON**
FIRST VICE PRESIDENT

**CHRISTOPHER
BUCKMASTER**
SECOND VICE
PRESIDENT



WINSTON GREEN
SECRETARY

**GEORJEAN
EDWARDS-FULLERTON**
ASSISTANT SECRETARY

ASHLYN MALCOLM
TREASURER



DELROY FOSTER
ASSISTANT TREASURER

SHAUNEIL JAMES
DIRECTOR

SUZETTE DOWNIE
DIRECTOR



PETE SMITH
DIRECTOR



**RAYMOND
ERNADEZ**
DIRECTOR

REPORT OF THE BOARD OF DIRECTORS

FOR THE YEAR ENDED
DECEMBER 31, 2022

Austin Brown
President

BREAKING NEW GROUNDS –
FACING THE FUTURE

TOGETHER

On behalf of the Board of Directors of the Community & Workers of Jamaica Co-operative Credit Union Ltd (C&WJCCUL), I am pleased to report that the financial year 2022 was a successful one for the Credit Union.

The year 2022 was one of continuous evolution for our Credit Union. It was an evolution founded in a focused strategy, developed by the Board of Directors and the Senior Leadership of C&WJCCUL as we coordinated our response to a challenging post pandemic economic environment.

With a strategic agenda guiding our operations, we spent the year in innovation and implementation - each strategy geared towards the financial success of our members.

Our strategic agenda focused on:

a. Enhancing a positive member experience and deepening member value through the **sustained expansion of our digital solutions.**

As the leading Credit Union in Jamaica, we were challenged to position our technology solutions as more than just the latest financial fad. Our technological solutions were focused on improving

how we interact with and serve our members and on how we support a seamless and strong business process.

b. An expanding technological framework that underpins our operations, we continued to build out a seamless operational process - one that focused on **effectiveness, efficiency, cost management and regulatory compliance**.

c. **A strong risk and compliance framework**

d. **Talent development and acquisition** reaffirming that our people are integral to our business success, we refocused our attention on strengthening our talent pool and putting into action, our People First Strategy.

e. **A targeted Corporate Social Responsibility outreach through the expansion of our education programme.**

As we responded to the accelerated pace of change across the global financial services industry, our focus on the wellbeing of our members mandated that we create a culture of sound governance, strong leadership, and robust innovation, all of which underpin our work to build an even better Credit Union. This was strengthened by our management's commitment to deliver on strategies that centre on the needs of our members today, **and as we face the future together.**

We are ever cognizant of the fact that our Credit Union operates in a wider economic context that drives our business decisions. We take seriously our fiduciary responsibility to our members to manage well the inherent risks in our wider economic environment. We present below the indicators in Jamaica's economy that impacted our business decisions during the financial year.

The Jamaican Economy - Performance Indicators

- Preliminary estimates indicated that total value added at constant prices for the Jamaican economy grew by 5.2 per cent in the calendar year 2022. This was the result of growth in both the Services and Goods Producing Industries of 6.3 per cent and 2.1 per cent respectively. The performance reflected the continued recovery of the economy from the impact of the COVID-19 pandemic.

- The point-to-point inflation rate (December 2021–December 2022) was 9.4 per cent
- BOJ increased its policy rate by 450 basis points (bps) to 7.0 per cent during 2022.
- BOJ maintained a strong net international reserve position during 2022, to close the year at US\$3,978.00 million representing 25.2 weeks of goods and services imports.

Bank of Jamaica (BOJ) Indicators

The 2022 BOJ Financial Stability Report indicated that "The Jamaican economy recovered to its pre-pandemic level at the end of 2022. Consequently, there were improvements in several key macroeconomic indicators. However, owing to global developments, the risk profile of the economy began to shift as the normalisation of domestic economic activity coincided with a tightening of monetary conditions. Notwithstanding, the financial sector maintained adequate levels of capital and liquidity as well as strong asset quality ratios.

Deposit Taking Institutions' (DTIs) asset growth decelerated relative to the previous year. Additionally, operating costs for banks expanded noticeably, resulting in a moderation of the institutions' profitability despite an increase in revenue. Similar results were noted among non-deposit-taking financial institutions (NDTFIs) as asset growth decelerated for 2022.

Personal loans continued to dominate the credit portfolio of DTIs, growing in real terms by 3.6 per cent for the year.

Total liabilities for the DTI sector increased for 2022. DTIs' total deposits (including foreign currency deposits) increased by 8.1 per cent to \$1,675.3 billion.

In preparation for licensing by the Bank of Jamaica, your Credit Union continues to align our operations, policies and procedures to ensure our state of readiness.

Performance of the Credit Union Movement

At the end of 2022, the number of credit unions in operation in Jamaica remained at twenty-five (25).

According to the Caribbean Council of Credit Unions, in 2022, Jamaica remained the country with the second highest number of Credit Unions in the Caribbean.

The movement continues to perform creditably in relation to a number of its key result areas with assets growing by 7.45%, to close the year at \$161.6B; savings growing by 7.6%, to \$125.6B; and loans increasing by 8.5%, to \$108.7B. Profitability recorded a decline with the ratio of net surplus to average assets moving from 1.49% in 2021, down to 1.34% in 2022.

The fiercely competitive environment in which our Credit Union operate drives us to execute creatively, manage prudently and assert our value proposition as the financial services provider of choice to our communities and stakeholders.

C&WJ Credit Union Performance – Key Areas

Driving sustainable growth remained one of our top priorities. In pursuing growth opportunities, we had to react to the uncertain environment, being selective as we carefully, considered our options based on capital, risk and cost demands.

Key to our strategy was the targeting of key member segments such as our sponsored companies – and innovative products and services, such as our online membership and loan application that deepen relationships and maximize our share of our members' business.

The strength of our balance sheet, risk management, organic growth, and expense management became a catalyst that drove our financial performance.

The Credit Union's performance in 2022 in the following key result areas are set out below:

Key Result Areas	2022	2021	%
Membership	141,536	136,406	3.76%
Customer Satisfaction Score	99%	99%	0.00%
Assets (\$M)	22,705	21,181	7.20%
Savings (\$M)	17,935	16,582	8.16%
Loans (\$M)	13,085	12,897	1.46%
Regulatory Capital (\$M)	2,774	2,738	1.31%
Net Surplus (\$M)	299.7	231.5	29.46%

Member Growth and Retention Strategy

During 2022, the Credit Union further entrenched its member growth and retention strategy by focusing on member engagement as measured by the Customer Satisfaction Survey "Through Our Members Eyes".

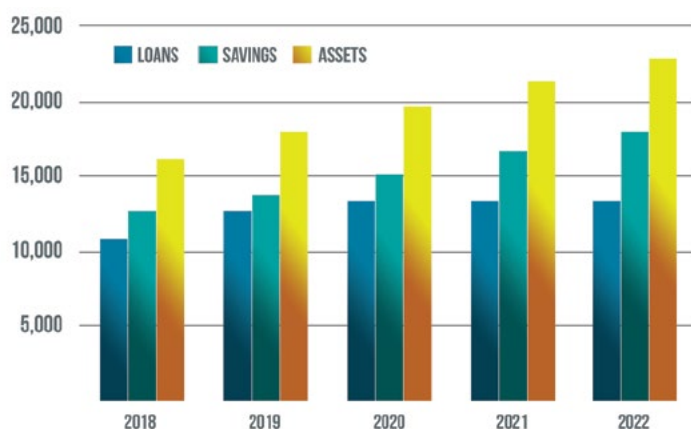
Our Credit Union continued to record a high level of member satisfaction. Ninety-nine percent (99%) of the members surveyed gave our service a positive rating. The measures of satisfaction converged around some key areas of our business process, namely the ease of doing business, customer service and convenience.

For 2023, our strategy will provide more focus on those areas indicated as "Bad", "not too good", or "need improvements".



Performance - Loans, Savings and Assets

The Chart below tracks the Credit Union's organic growth in loans, savings and assets over the five-year period 2018 to 2022.

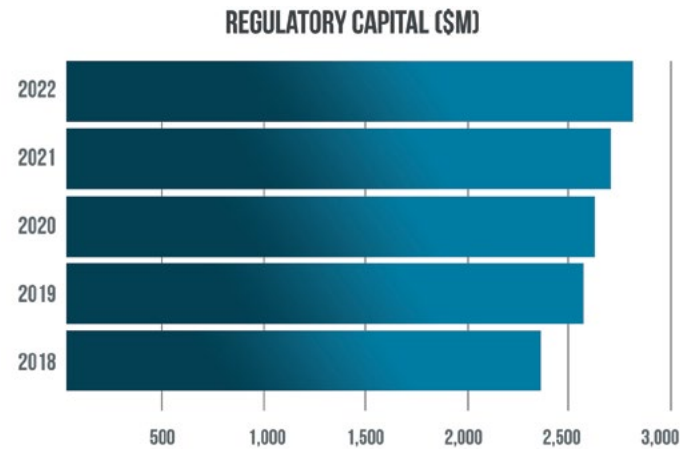


In 2022, we achieved a marginal increase in our loan portfolio of 1.46% and an increase in our savings portfolio of 8.16%. C&WJCCUL at the end of December 2022 remained the largest credit union in Jamaica

based on total assets, and controlled market share of over 14% of the Movement’s savings.

Regulatory Capital

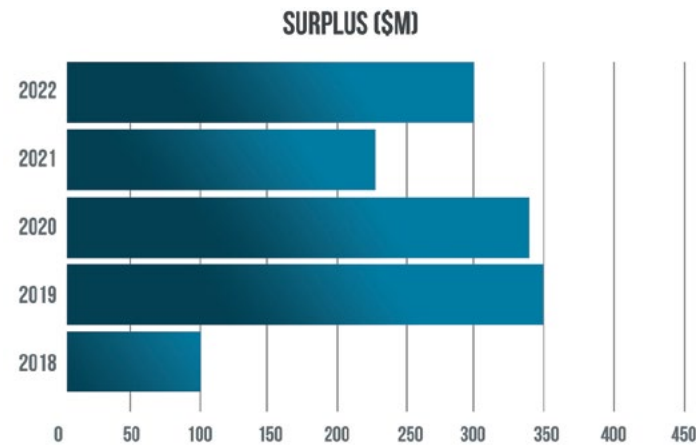
The Credit Union’s financial position is undergirded by a strong capital base. Regulatory Capital at year-end December 2022 was \$2,774.08M and represented 12.22% of assets. This shows that even without the Deferred Shares being counted towards regulatory capital, the credit union remains strong and well capitalised. Your Directors’ were very deliberate about this as it provides a good buffer for the protection of our members’ savings.



Profitability Surplus

Despite the challenging economic climate within which we operated during 2022, the Credit Union made a surplus of \$299.69 million for the year. This represents an increase of 29.46% when compared to the \$231.5 million outturn in 2021.

The distributable surplus at December 31, 2022 was \$238.60M. The Directors in keeping with Article XIV Rule 73 and Article XV Rule 74 have transferred \$200.27M of this surplus to Statutory Reserves after which the amount available for distribution at this meeting is \$38.34M. The Directors recommendations to the meeting for the appropriation of this surplus are set out in the Treasurer’s Report.



REGULATORY COMPLIANCE AND RISK MANAGEMENT

A Risk Management, Regulatory and Compliance Culture.

In 2022, our Credit Union continued to practice a deliberate and tactical approach to reduce risks to the business and to maintain a sound regulatory and compliance environment.

We remained compliant with all the relevant regulatory and risk management requirements, and we continued to pursue a risk management infrastructure that successfully supports our business process.

Our Credit Union Movement operates in a highly regulated environment and as a result, our regulatory compliance and risk management strategies are aligned to the environment in which we do business.

Our commitment to our members is that we will continue to manage their business with prudence, being careful to ensure that there is little to no risk of exposure and that the business remains compliant in the regulatory environment.

The risk mitigation strategies having been implemented have produced very favourable results, which is demonstrated in the asset quality ratios. At December 2022, the Credit Union’s delinquency ratio was at 3.04%. This is well within the PEARLS Ratio requirement of less than 5%, and an improvement over the prior year of 3.4%.

Department of Co-operatives and Friendly Societies

During the year, the Credit Union operated within the Rules and Regulations set by our Regulator. All required reporting were satisfied.

Jamaica Co-operative Credit Union League

Your Credit Union continues to adhere to the safety and soundness principles including the PEARLS prudential financial performance standards established by the League’s Stabilization Fund. During the year, the members’ savings were fully guaranteed under the League’s Stabilization Fund.

Bank of Jamaica

The Credit Union continued to submit monthly reports to the Bank of Jamaica (BOJ) as well as satisfying the Fit and Proper requirements for Officers. The Bank of Jamaica Credit Union regulations were still not enacted

at December 31, 2022. The Credit Union, however, continues to align our operations in preparation for licensing by the Bank of Jamaica.

Financial Services Commission (FSC)

Your Credit Union continues to be a Licensed Securities Dealer and to submit statutory returns under the provisions of the Securities Act, administered by the FSC.

Jamaica Stock Exchange (JSE)

In July 2020, the Credit Union successfully listed our Deferred Shares on the JSE. All reporting and regulatory requirements of the JSE have been met for the period under review.

CORPORATE SOCIAL RESPONSIBILITY PROGRAMS

As a community-focused financial organization, we remain committed to supporting our members and the wider community.

In 2022, we focused our attention on the expansion of our education programme. In that regard, the Credit Union increased its contribution from \$5M in 2021 to approx. \$8M, in 2022 in scholarships and book grants for students of tertiary, secondary and primary institutions.

Education Assistance Programmes

The Credit Union awarded 202 scholarships, bursaries, and Grants, valued at approximately \$8 million under the following Educational Assistance Programs:

- Ertis Blake Tertiary Scholarship;
- the Desmond Duval Scholarship;
- F.T. Spence Memorial Scholarship for students pursuing programmes at the tertiary level;
- Leslie Mills Trust County Scholarship;
- Scholarships and Bursaries granted to children of members throughout the 21 branches of the Credit Union.

During the year, our members voted to add \$7 million to the Scholarship Fund from the 2021 surplus, while the Credit Union paid out \$7.8 million in scholarships, bursaries and grants. This year the Directors are proposing the addition of \$7 million to the scholarship fund as an appropriation from the surplus.

The Directors wish to thank the Chairman of the Education Committee, Mr. Christopher Buckmaster and the other members of the Committee for their hard work and dedication in serving our youths.

Board Governance

During the year, the Board continued to provide oversight of the operations of the Credit Union through the following tools:

- Monthly Board Meetings
- Monthly and or periodic reports from Supervisory Committee; Credit Committee; and Board Appointed Committees, such as the Arrears Management Committee, the Asset Liability Management Committee (ALCO), The Policy Review Committee, the Information Technology Committee, the Enterprise Risk Management (ERM) Committee and the Education Committee.
- Annual Strategic Planning Retreat
- Training of Board Members
- The Balance Scorecard
- Periodic Board Assessment

Board Performance

Officers and Directors

Mr. Austin Brown was elected as President of the Credit Union at the Re-organizational Meeting held on June 15, 2022. The elected Officers and Directors of the Credit Union were:

Austin Brown	-	President
Bornette Donaldson	-	1st Vice President
Christopher Buckmaster	-	2nd Vice President
Ashlyn Malcolm	-	Treasurer
Winston Green	-	Secretary
Delroy Foster	-	Asst. Treasurer
Georjean Edwards-Fullerton	-	Asst. Secretary

The other Directors were: Shauneil James, Raymond Hernandez, Suzette Downie and Pete Smith.

Meeting Attendance

Attendance at Directors' Meeting is set out below:

ATTENDANCE AT BOARD MEETINGS FOR THE PERIOD JANUARY TO DECEMBER 2022

DIRECTORS	# OF POSSIBLE MEETINGS	NUMBER ATTENDED	ABSENT WITH EXCUSE
Brown, Austin	12	12	-
Buckmaster, Christopher	12	12	-
Donaldson, Bornette	12	12	-
Downie, Suzette	12	11	1
Edwards-Fullerton, Georjean	12	11	1
Hernandez, Raymond	12	12	-

Foster, Delroy	12	12	-
Green, Winston	12	12	-
James, Shauneil	12	10	2
Malcolm, Ashlyn	12	12	-
Smith, Pete	12	12	-

I wish to convey special thanks and to show our appreciation to the following Volunteers who will be demitting office at this Annual General Meeting.:

- Ashlyn Malcolm - Board Treasurer
- Supervisory committee:
 - Michael Sutherland - Chairman
 - Rohan Saunders
 - Shorna Anderson
- Credit Committee members:
 - Clifton Atkinson
 - Charles Hanson

Facing The Future Together

We continue to face the challenges of this difficult economic environment with a resilience that is ingrained in the character of the C&WJCCUL. We look ahead with a steadiness of purpose and a determination to overcome any obstacle that stands in the way of the financial success of our members. Together we will:

1. Promote best practices in corporate governance to ensure a diversity of the Board that reflects a healthy mix of youth, talent, gender and experience.
2. Increase our service delivery channels including online and mobile services to provide greater convenience to our members.
3. Continue to strengthen our internal controls and risk management processes to ensure the safety and soundness of our members' funds.
4. Continue to expand our technological outlay for business effectiveness and continuity.
5. Establish and entrench a people first culture. We are investing in our people to form a successful synergy between our people strategy and our business strategy.
6. Build on our brand foundation, solidifying market share and deepening the gains we have made in 2022. We will envisage and build a C&WJCCUL brand that is indomitable in the sector.

The Community & Workers of Jamaica Co-operative Credit Union has remained strong and stable over the

past year. We remain committed to providing affordable and accessible financial services to our members and supporting our community. We are confident that our Credit Union has the talent, strategy and infrastructure to drive long-term value for our members.

As we present this report to you, I use this opportunity to extend my thanks to every single member of the C&WJCCUL, each of whom has made an important contribution to the success of the Credit Union. The proof of your dedication is evident in the results we have achieved this year and which we discuss in this annual report.

We look forward to another year of success, as together we anticipate a solid future.

ACKNOWLEDGEMENT

On behalf of the Board of Directors, I wish to thank the many individuals and institutions in the Credit Union family, the volunteers, Jamaica Co-operative Credit Union League Limited, CUNA Mutual Insurance Society, Jamaica Co-operative Insurance Agency (JCIA), Department of Co-operatives and Friendly Societies, and the other organizations with which the Credit Union worked during the year.

The Board also thanks FLOW; JAMALCO; ICD GROUP; NWC; D&G and our several other strategic partners for the level of co-operation and support.

Thanks to the members of our Executive Management Team Mrs. Joyce West-Johnson, Mrs. Sacha Vaccianna-Riley, Mrs. Tracy-Ann Henry-Williams; and other managers and staff for their professionalism and concern for the welfare of the Credit Union and the members. The Board specifically wishes to thank you the members, who continue to faithfully support the Society.

For and on behalf of the Board.

Signed,



Austin Brown
President

MANAGEMENT TEAM



JOYCE WEST-JOHNSON

FCCA, FCA, M.Sc.,
B.Sc., J.P.
Chief Executive
Officer

TRACY-ANN HENRY-WILLIAMS

M.Sc. BHAM, B.Sc.
Chief Operating
Officer

SACHA VACCIANNA-RILEY

B.A. (Hons), LL.B, MPhil,
CLE, CIRM
Chief Legal, Risk &
Compliance Officer

DERRON SEVILLE

PMP, M.Sc., B.A.
Chief Information
Officer



SHIRLEY BARTLEY

MBA, BA. Dip. PSM,
Cert. Ed.
Chief Human Resource
and Administration Officer

MARIA CHEN

FCCA, FCA, Dip. Business
Studies
Chief Internal
Auditor

RAQUEL GENTLES

FCCA, FCA, MBA
Chief Financial
Officer

DENISE P. HARRIS

CDMP, MBA, BBA (Hons.)
Chief Marketing & Sales
Officer

A professional portrait of Joyce West-Johnson, a Black woman with shoulder-length dark hair, smiling. She is wearing a bright blue blazer over a white textured top and a pearl necklace. Her hands are clasped in front of her.

MANAGEMENT REPORT

FOR THE YEAR ENDED DECEMBER 31, 2022

Joyce West-Johnson
Chief Executive Officer

For the financial year under review, 2022, the business environment in which our Credit Union operated, was marked by slow post pandemic economic recovery and unstable financial market conditions.

Despite these conditions, however, the Management of your Credit Union is pleased to report the following significant gains for the period:

- Growth in Total Assets
- Growth in Savings
- Growth in Surplus
- Lower than standard delinquency
- Customer Satisfaction Rating – 99 %
- Expansion of our Electronic Service Products
- Expansion of our MasterCard Product

These gains were achieved through the implementation of a focused strategic agenda that was set and agreed on between our Board of Directors and the Senior Management of your Credit Union, at the beginning of the financial year. This strategy focused on:

- Targeted expansion of our electronic products and services offered to our members.
- Expansion of our information and technology framework to support a seamless business process.

- Enhanced Enterprise Risk Management framework.
- Deepening of our member value and member experience through targeted solutions for specific needs
- Strong people development focus to support implementation.

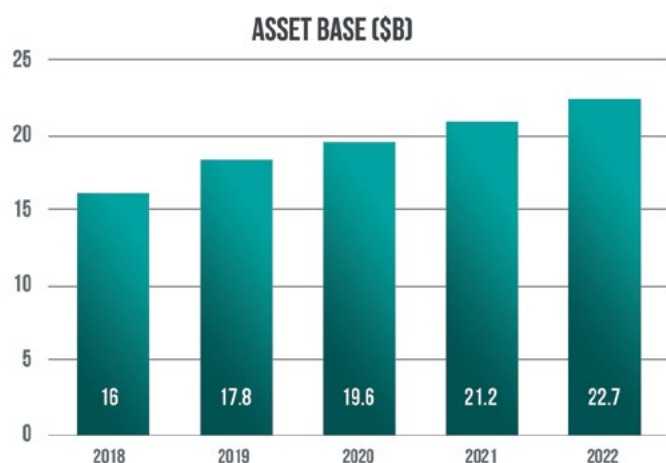
A SUMMARY OUR FINANCIAL PERFORMANCE IN 2022

2022 was characterised by an increasingly challenging operating environment and a highly competitive financial market. Careful and targeted growth strategies were employed, and the Credit Union was able to achieve strong financial results for 2022 in most of its KPIs despite the turbulent economic conditions.

Overall, our results reflect prudent financial management, strong cost controls, diligent lending practices and a proactive response to changes in our environment. The charts below track the Credit Union's performance in the major KPIs and show movements in assets, membership, savings and loans over the five-year period to December 2022.

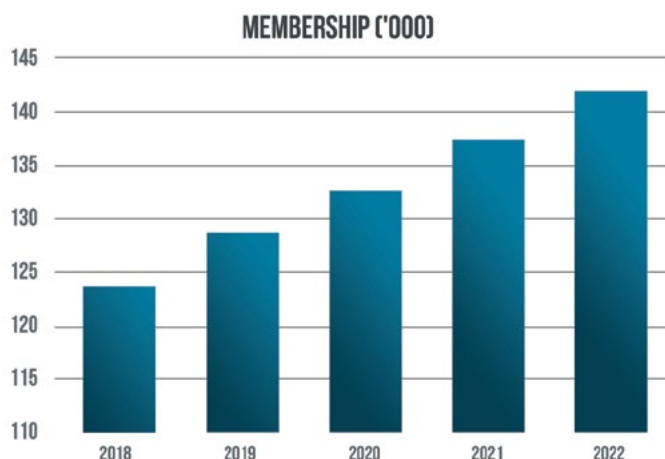
Growth in Assets

The Credit Union continues to show increase in market share in the Movement, with total assets increasing from \$21.18 billion in 2021 to \$22.71 billion in 2022, or 7.22%. This sober growth was fully organic and was achieved through our Team living our Mission of "enhancing the well-being of our members".



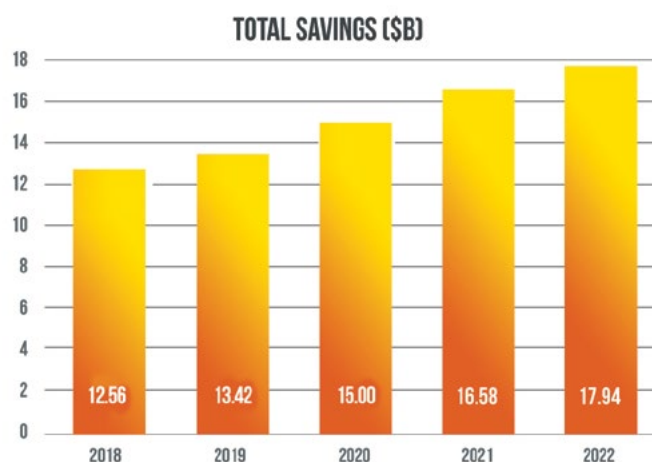
Growth in Membership

At December 31, 2021, our member growth figures reflected the addition of 5,130 new members, or 3.76%; moving from 136,406 at December 31, 2021, to 141,536 at December 31, 2022. Again, the 2022 growth figures represent organic growth and is the result of our continued focus on building member strength and member value.



Growth in Savings

The Credit Union generated net new Savings of \$1.35 billion or an increase of 8.16% for the period, moving the portfolio from \$16.58 billion in December 2021 to \$17.94 billion in December 2022. This again is purely organic growth and a significant achievement in these challenging times.



Loans to Members

The Loan portfolio moved from \$12.89 billion in 2021 to \$13.09 billion in 2022. Even though the value of our loan book increased only marginally in 2022, the portfolio quality improved, with the arrears ratio falling from 3.50% at the end of 2021 to 3.04% at the end of

2022. The Credit Union continues to tailor products and services to cater to the needs of our members, irrespective of the communities or industries within which they are located.



Net Surplus

In spite of the unsettling landscape, 2022 was another strong year for C&WJCCUL, with the Credit Union increasing surplus by over 29%, while making significant investments in technology, products, and people development, all while exercising strict control over operating expenses. The Credit Union realised a net surplus of \$299.69 million for the year 2022, an increase of \$68.19 million over the 2021 surplus of \$231.50 million.

Capital

As one of our strategic imperatives, the Credit Union continued to increase its capital base to ensure that the members' savings is well protected. This year the Credit Union transferred \$200.27 million from surplus to the Statutory Reserve Fund. This puts the Credit Union in a very strong capital adequacy position at year-end 2022. In addition, \$122 million is also reserved as an additional buffer to further preserve the quality of our assets.

During the year the Credit Union complied with the capital requirements under the Draft Bank of Jamaica Regulations, as well as the capital requirements under the Jamaica Co-operative Credit Union League. At December 2022 the Credit Union's institutional capital ratio was 12.22%, which exceeded the requirements of both standards.

OUR OPERATIONAL FOCUS IN 2022

Operational Excellence is key to achieving our Vision to be your Financial Service Provider of Choice. We are well positioned for the future as we continue to make significant enhancements to our organic growth engine.

Information Technology Framework

Our Information Technology Framework supports a seamless business process. In 2022, we continued on the path to expand our technology as a key strategy for business success. The expansion comprised two major components. The first was the expansion of our digital services to our members to deepen member value and enhance member experience, and the second was the strengthening of our business processes, reinforcing the framework for business process security and business continuity.

In the financial year under review, we accomplished the following technology innovations:

- a) Expansion of our C&WJCCUL Electronic Service Channels to include:
 - A redesigned online membership and loan application platform.
 - Our Chatbot, "Kerry" with which customers can get 24-hr support or connect with customer service agents.

b) Debit MasterCard:

We expanded our MasterCard offering to our members to provide them wider access globally to merchants, e-commerce, and ATMs. We have converted a majority of Access Plus card users to the C&WJCCUL Debit Mastercards, as more of our members clamour for a simpler, more efficient, internationally accepted, secure and convenient card.

c) ATM Expansion:

Our Credit Union's Electronic Service channels were also expanded with the commissioning of new Automated Teller Machines (ATMs) in key locations in the parishes of Kingston, Manchester, St. Elizabeth and St. James.

Online and Mobile Banking

Our mobile and online banking portals saw increases in the number of members using these channels.

Online banking enrolments increased by 4,026 for the period under review.

Member Experience and Member Value

Our business is built on trust, which is nurtured through the various avenues used to engage with our members and to interact with them directly.

Our Customer Satisfaction Survey conducted by Marketing Strategy Limited is a key source for us to measure our value as seen through our members’ eyes. Over the past five years, the results have indicated a consistently high satisfaction score between ninety-six percent (96%) and ninety-nine percent (99%).

Our strong connection with our members is reflected in our consistently high customer service satisfaction ratings, during 2022, 99% of our members polled, responded as being satisfied with our Credit Union.



Human Resource

I could not speak of the achievements of the Credit Union without acknowledging the contribution that our employees have given to the organisation. I am truly proud of our Credit Union’s resilience and of what our employees throughout Jamaica have achieved, collectively and individually. Throughout this challenging year, we never stopped doing all the things we should be doing to improve the well-being of our members.

TEAM C&WJCCUL WE APPLAUD YOU!

We wish to recognize Miss Brenda Reid, our former Human Resource and Administration Manager, who

proceeded on early retirement in January 2023. We applaud Brenda for her work and thank her for the sterling contribution she made to the Credit Union during her tenure. We wish Brenda the very best in this new phase of her life.

We also welcome Ms. Shirley Bartley to the role of Chief Human Resource and Administration Officer, who joined the staff on April 3, 2023.

During the financial year in review, we refocused our attention on our people strategy as a key component to achieving our business success. In doing so, we commenced the implementation of our leadership learning and development programme, which will act as the catalyst for the development of all team members.

Risk Management, Regulatory and Compliance Culture

Our Credit Union adopted a deliberate and tactical approach to reducing risks to the business and to maintaining a sound regulatory compliance culture even as we faced the challenges in the external environment.

During 2022, we strengthened our risk management framework with an emphasis on leveraging technology to drive safety and security, efficiency and effectiveness throughout the Enterprise Risk Management process.

Corporate Social Responsibility

In 2022, Your Credit Union articulated its Corporate Social Responsibility primarily through our annual Educational Assistance Programme. Over the past ten years, the C&WJCCUL has contributed over fifty-five million dollars (\$55 million) in educational assistance to students from primary, secondary and tertiary institutions in Jamaica. This contribution to education in Jamaica has grown incrementally over the years and has become a very important part of the Credit Union’s corporate outreach program.

FACING THE FUTURE TOGETHER

As you know, we are champions of the Credit Union Movement’s essential role in communities – The Role of “People Helping People” - its potential for bringing people together, for enabling members to attain their goals, and for being a source of strength in difficult

times. We help members finance and achieve their aspirations, lifting up individuals, homeowners, farmers, small businesses and communities. Your Credit Union's future is in good hands and promises a new year filled with innovation and growth. We encourage you to face this future with us.

Imagine a Digital Future:

- a. Where we continue to establish a technology framework that is safe and convenient and integrally connects the members to exceptional and efficient service.
- b. In this phase of our technology transformation, we will develop a member intelligence system to generate a rich source of data for product research and creation.
- c. This phase will also see the expansion of digital channels- online, mobile, and wallets.
- d. Your Credit Union will be even safer through the employment of a robust business resilience and continuity framework that will successfully counter cyber threats and reduce risks to members' business.

Imagine a People First Framework

Our human resource strategy is a future oriented one, geared at developing and implementing people programs that address and solve problems directly related to our business strategy.

As we face the future together, we are investing in our people through the implementation of a people first strategy that will include:

- Talent development and deployment.
- A strong succession planning process using the nine blocks talent assessment tool which is a part of our Human Resource Information System.
- The implementation of an online performance appraisal system.
- A refocused attention on our employee benefits process and an innovative and varied compensation structure that increasingly aligns to the business needs.

Imagine an Expanded Member Service Strategy:

Where we deepen member experience and advance an integrated member growth strategy that targets members based on their unique needs, whilst keeping the personal touch they have come to know and love.

Imagine an Expanded Brand Recognition Strategy

With a strong marketing campaign that focuses on our unique brand and deepens our relationship with younger age demographics across the country.

This is our future. We invite you to vision with us and to walk confidently with us. We are aware of the challenges and our strategies are carefully designed to manage them as we embrace the success that accompanies our work.

Acknowledgement

On behalf of my teammates, our volunteers and the Board of Directors, I use this opportunity to express thanks to all the members who continue to contribute to the growth and development of your Credit Union. It is a great privilege to invite you to innovate with us, to break ground with us, and to continue to share in our success as we face an exciting future together.



Joyce West-Johnson, FCCA, FCA, M.Sc., B.Sc., J.P.
Chief Executive Officer

APPLY FOR YOUR

LIFESTYLE UNSECURED LOAN

24 hr

APPROVAL

Borrow up to

\$1.5M

COMPETITIVE
INTEREST
RATE

UP TO
60
MONTHS
TO REPAY

LOW
PROCESSING
FEE

APPLY FOR YOUR LOAN
TODAY!

*Conditions apply



CWJ Community

& Workers of Jamaica

CO-OPERATIVE CREDIT UNION LTD. 𑑔



(876) 936-3800

info@cwjcu.com | www.cwjcu.com



KARICE BENNETT
REGION 4



JANET POYSER
REGION 3

REGIONAL MANAGERS

ANDREA MUMBY

SENIOR MANAGER
BRANCH OPERATIONS



**JENNIFER
TAYLOR**
REGION 2



KIM MCKOY
REGION 1



- **REGION 1:** EAST PARADE, HEAD OFFICE, MARESCAUX ROAD, NEWPORT WEST AND SPANISH TOWN ROAD BRANCHES
- **REGION 2:** JAMALCO, KELLITTS, LIONEL TOWN, MAY PEN AND PORT MARIA BRANCHES
- **REGION 3:** APPLETON, BLACK RIVER, JUNCTION, MANDEVILLE AND SANTA CRUZ BRANCHES
- **REGION 4:** GRANGE HILL, SAVANNA-LA-MAR, ST. ANN'S BAY, MONTEGO BAY, NEGRIL AND WHITEHOUSE BRANCHES



Kaydeon Mills-Jarrett
Acting Branch Manager
East Parade



Christine S. Miller
Branch Manager
Marescaux Road



Candiea Brim
Branch Manager
Newport West



Davia Howard
Acting Branch Manager
Spanish Town Road



Tanisia Davis-Allen
Branch Manager
Jamalco



Kerron Jones
Branch Manager
Grange Hill



Carmen Barrett
Branch Manager
Lionel Town



Latoya McKenzie
Branch Manager
Port Maria



Rose-Marie Lee-Weir
Branch Manager
Kellits

BRANCH MANAGERS



Sarah Farquharson
Branch Manager
Appleton



Melissa Blake-Robinson
Branch Manager
Black River



Tracy-Ann Bright
Branch Manager
Junction



Michelle Kelly
Branch Manager
Mandeville



Kesian Wedderburn
Branch Manager
Whitehouse



Lorean Myrie
Branch Manager
Negril



Jennolyn Morrison-Forbes
Branch Manager
Montego Bay



Shamari Allison
Branch Manager
St. Ann's Bay



Save Time!

USE C&WJCCU

ONLINE SERVICES



VIEW ACCOUNT
BALANCE



TRANSFER
FUNDS



SET UP
ALERTS



PAY BILLS



APPLY FOR
A LOAN



Sign Up
Today!

C&WJ Community
& Workers of Jamaica
CO-OPERATIVE CREDIT UNION LTD. 

(876) 936-3800 | info@cwjcu.com | www.cwjcu.com



2022 EVENTS GALLERY

CARIBBEAN CONFEDERATION OF CREDIT UNIONS

The Caribbean Confederation of Credit Unions hosted its 64th Annual International Convention June 17 - 22, 2022 under the theme "Innovation, Integration, Next Generational Leadership". President Austin Brown had the honour of empowering the attendees with his presentation on "Board Governance Adopting the New Dispensation".

WORLD COUNCIL OF CREDIT UNIONS CONFERENCE

Mrs. Joyce West-Johnson, CEO was a presenter at the 2022 World Credit Union Conference that was held on July 20, 2022, in Glasgow, Scotland. In attendance at the conference were over 1,600 credit union professionals from 51 countries and she delivered an excellent presentation titled "Post Pandemic Challenges with Credit Unions".





Jennifer Taylor, Regional Branch Manager presents awardee for the Leslie Mills Scholarship for the Middlesex County, Adrianna Smith of Glenmuir High School with her scholarship.



Austin Brown, President, Joyce West-Johnson, Chief Executive Officer, Christopher Buckmaster, 2nd Vice President along with some of the HSAP recipients.



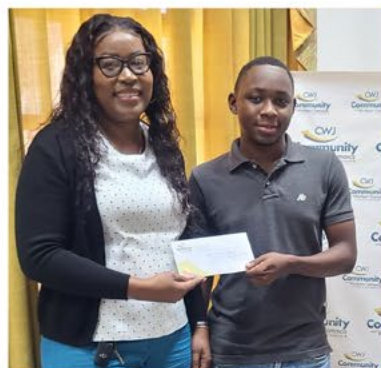
Gregory Shaw receiving the Desmond Duvall Scholarship award from Mrs. Jennolyn Morrison-Forbes, Montego Bay Branch manager.



Janet Poyser, Regional Branch Manager presents the F.T. Spence Memorial Scholarship to Shakera Reid.

ENRICHING OUR COMMUNITIES

C&WJCCUL has a proud and rich history of giving back to our members and supporting the communities in which they live and work. For the past ten years, the Credit Union has invested approximately Fifty-Five Million dollars (\$555m) in educational assistance by way of scholarships and grants to students at primary, secondary and tertiary institutions. For the year 2022, the Credit Union invested Eight Million dollars (\$8m) - under the High School Assistance Program (HSAP), one hundred and sixty-eight students benefited and three sixth form students received the Leslie Mills County



The recipient of the Ertis Blake scholarship, Jaheim Green (right) proudly accepts his award from Latoya McKenzie (left), Port Maria Branch manager.

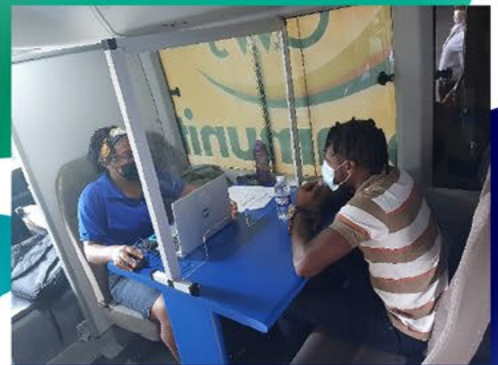
Scholarship. At the tertiary level, the Credit Union also invested Three Million dollars (\$3M) under the FT Spence memorial, Desmond Duval and Ertis Blake Scholarships.



Civil Servant Workers at the South Eastern, Regional Health Authority got the opportunity to take up the Credit Union's offerings at their Health Fair held in July 2022

TAKING THE CREDIT UNION TO OUR MEMBERS

With the Credit Union's Mobile Unit, our members and prospective members in and around the communities we serve, will have the opportunity to access some financial services such as the opening of accounts, applying for loans, updating records, setting up standing orders etc. in a. Secure and safe way. All transactions are done solely by point of sale as no cash collection is allowed.



Our East Parade Branch utilized the Mobile Unit at one of our sponsored companies, JUTC, to give them the opportunity to bank while at work in February 2022.



The Mobile unit rolled up to the Portmore Pines Plaza to serve our members in Portmore, St. Catherine, March 2022.



Members and staff
enjoy our movie night
at the Carib Cinema.

CELEBRATING OUR MEMBERS

October is the Credit Union month

International Credit Union (ICU) Day was celebrated on Thursday, October 20, 2022 under the theme "Empower your financial future with a Credit Union". It is a day when we celebrate our members and recognize our achievements. We also gave back to our community and donated food items and care packages to a children's home and infirmaries in Clarendon, St. Ann and Westmoreland.



Karice Bennett, Regional Manager (left) along with Patrice Scott, Customer Service Representative (right) hands over care packages to Nedine Collins, Matron for the Savanna-La-Mar infirmary



Kerry-Ann Morrison (left) and Derronn Smith (right) of the St. Augustine Child Care Facility, receive food and care packages from Ms. Jennifer Taylor, Regional Branch Manager.



Ivilyn Nickie received the food items for the Annie Dawkins Children's Home from Senior Customer Service Officer Mrs Kaydeon Mills-Jarrett



Andrea Mumby (right), Senior Regional Manager presents food and care packages to Ms. Vickers (left), matron of the St. Ann Infirmary



Ms. Moralga Moxam accepts her care packages from the Newport West Branch



Jamalco Branch Manager Mr. Tanisia Davis-Allen presents Mr Alburn McKenzie with his gift

THE GIFT OF BELONGING

GIVING BACK TO OUR MEMBERS



Junction branch Manager Ms Tracey-Ann Bright presents Mr Harvey Witter with his care package



Claudia Merchant accepts gift from Customer Service Officer Mrs Erica Campbell-Williams



Member of the Mandeville branch Ms Marva Daley Morrison (left). Nominated Mr Radcliffe Nelson (center) to receive his care package presented by branch manager Ms Michelle Kelly



Port Maria Branch Customer Service Officer Taneisha Brown presents Gene Bygrave with her gift



Care package was presented to Mr Ronald McKenley by Ms Carmen Barrett, Lionel Town Branch Manager



Mr Harris accepts his care package from Whitehouse Branch Manager Ms Kesian Wedderburn

Negri Branch Manager Lorean Myrie and Monique McKenzie, Customer Service Officer present Mr Seville Woolcock with his care package



A portrait of Ashlyn Malcolm, Treasurer, standing in front of a modern building with glass panels. She is wearing a bright blue blazer with black lace detailing on the front and black trousers. She has her hands clasped in front of her.

THE TREASURER'S REPORT

Ashlyn Malcolm
Treasurer

FOR THE YEAR ENDED DECEMBER 31, 2022

The Treasurer's Report to this the 59th Annual General Meeting of the Society is presented in the pages that follow. The Auditors' Report and Financial Statements are set out on pages **75 to 161**, and a summary of these statements is set out in the Treasurer's Report Sheet.

The year under review, 2022, was marked by significant economic challenges, one of which was the rise in interest rates. Despite the decline in COVID-19 cases and the lifting of the pandemic restrictions, the significant fluctuations in the inflation rate that accompanied the Russia/Ukraine War added to the adverse economic conditions. This influenced the financial strategies and reduced the levels of economic activities in the business community, especially the uptake of loans which is a key driver of the Credit Union's financial strategy. In spite of these conditions, the Credit Union remained strong, continuing to position itself to recognize and take advantage of the opportunities in the turbulent business environment.

I am therefore pleased to report that our Credit Union recorded a strong performance for the financial year ended December 31, 2022. We achieved growth of over \$1.52 Billion, or 7.20% in total assets to conclude the financial year at \$22.7 Billion. As confirmed by the Jamaica Co-operative Credit Union League's December 2022 unaudited Financial Performance Report, this outturn has maintained C&WJCCUL as the top ranked Credit Union in terms of assets.

Comparative Financial Results

C&WJCCUL - KEY PERFORMANCE RESULTS FOR 2022				
	2022	2021	Change	
	(\$'M)	(\$'M)	(\$'M)	%
Assests	22,705	21,181	1,524	7.20
Net Loans	13,085	12,897	188	1.46
Capital	2,774	2,738	36	1.32
Savings	17,935	16,582	1,353	8.16
Net Income	299.69	231.5	68	29.46

Revenues

Total revenues increased marginally by 5.4% during the year to total \$2.54 Billion. Interest Income of \$2.22 Billion was \$150.74 million better than the 2021 results of \$2.07 Billion. This performance was driven mainly by:

- Interest on Loans to Members - \$1.83 B
- Interest on Liquid Assets - \$246.69 M
- Interest on Financial Investments - \$141.32M

The performance in interest income from loans was less than the prior year by \$69.06 Million, however other opportunities were generated from the money market resulting in additional revenues of \$164.45 Million, from the liquid assets and investment portfolio.

Fees and other non-interest income generated a further \$374.69 Million, which was 32.49% more than the 2021 results. The major increase in this category was generated from the significant increase in loans disbursed during the year.

Operating Expenses

The Credit Union incurred operating expenses of \$1.60 Billion which supported a number of operational initiatives aimed at improving and digitizing the service delivery to our Members, as well as improving efficiency in our internal processes. In addition, the Credit Union incurred further expenses to support COVID-19 protocols, as the health and well-being of the staff and Members remained our number one priority.

Net Surplus

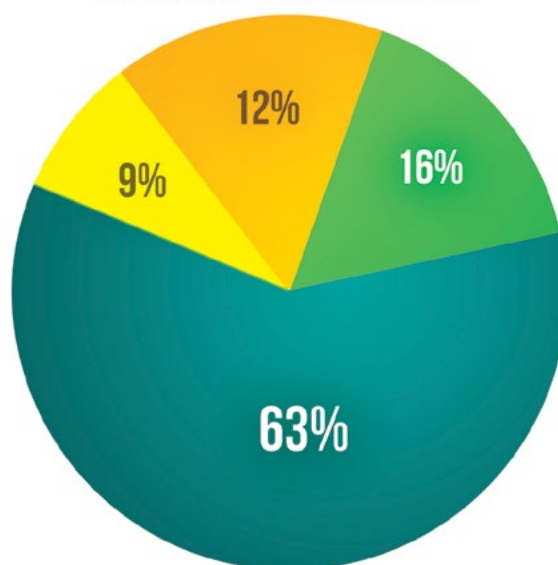
Despite the challenging economic environment within which we operated during the year, the Credit Union generated a net surplus of \$299.69 Million. This represents an increase of 29.46% when compared to the corresponding period of 2021. The main

contributors to this improved performance were the increase in income generated from the liquid assets and investment portfolio, and the decline in the Provision for Loan Loss.

I am pleased to report that the Credit Union is recommending an increase in the distribution to Members from this year's surplus, moving from a dividend rate of 5% in 2021 to 6.5%.

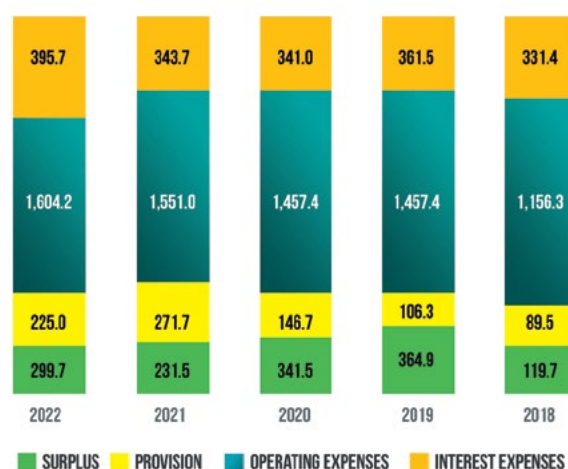
The charts below outline how our Income was distributed for 2022, as well as the five-year income distribution.

DISTRIBUTION OF THE \$ EARNED IN 2022



■ INTEREST EXPENSES ■ OPERATING EXPENSES ■ PROVISION ■ SURPLUS

5 YEAR EARNINGS DISTRIBUTION



PEARLS PERFORMANCE

The Credit Union's financial performance is also measured by the PEARLS system, which is the set of International Standards developed by the World

Council of Credit Unions (WOCCU) and adopted by the Credit Union Movement in Jamaica. The standard is administered by the Jamaica Co-operative Credit Union League.

A summary of C&WJCCUL's performance for 2022 against those standards is set out in the table below:

C&WJCCUL's Financial Performance 2022 vs League's Minimum Prudential Financial Standards

INDICATOR	STANDARD	31-12-22
PROTECTION		
Provision for loan losses	100%	100%
EFFECTIVE FIN. STRUCTURE		
Capital Ratio:		
Reserves / Total Assets	>= 8%	12.22%
Net Loans / Total Assets	60 – 80 %	57.63%
Savings / Total Assets	70 – 80 %	78.99%
ASSET QUALITY		
Delinquent loans > 30 days / Total Loans	< 5 %	3.04%
Non-Earning Assets / Total Assets	< 7 %	7.95%
RATES OF RETURN & COSTS		
Operating Expenses / Average Assets	<= 8%	7.31%
Net Income / Average Assets	To maintain a capital ratio of 8% or more	1.37%
Return on savings	> Inflation rate (9.4%)	1.34%
LIQUIDITY		
Liquidity Reserve / Savings and deposits	> 10 %	28.18%
SIGNS OF GROWTH		
Membership Growth	> 5 %	3.76%
Asset Growth	> Inflation rate (9.4%)	7.2%

The Credit Union's financial performance under the PEARLS Standard is discussed in greater detail below.

Protection

Provision for loan losses – 100%

At year end the Credit Union had a gross loan portfolio of \$13.34 Billion of which loans amounting to \$226.6 Million or 1.70% of the portfolio balance was in arrears for 2 months and over. The PEARLS standard specifies the provision to be set aside for these loans. This provision amounted to \$85.95 Million. At year-end, the Credit Union was 100% in compliance with

this standard as well as the provision required in accordance with the International Financial Reporting Standard (IFRS 9). As per the requirements of the IFRS 9, the Credit Union has measured the Expected Credit Losses (ECL) for our loans to be \$255.18 Million.

Effective Financial Structure

Reserves / Total Assets – 12.22%

At year end C&WJCCUL had Institutional Capital Reserves in excess of \$2.77 Billion, representing a ratio of 12.22%, and surpassing the requirement of both Standards - Under the Draft BOJ Credit Union Regulations, credit unions will be required to have a Capital Reserves Ratio of not less than 6%, while under the International Credit Union PEARLS Standard the requirement is at least 8%.

Net Loans / Total Assets – 57.63%

Net loans increased by \$187.55 Million or 1.45% above the 2021 portfolio balance. This brings the net loans to \$13.09 Billion at year end, resulting in a net loan to asset ratio of 57.63% at the end of 2022. The ratio was marginally below the requirement of the PEARLS standard of between 60% to 80% of total assets. The new strategies being rolled out this year will directly target increasing the loan disbursements in a safe and responsible manner, so that we grow the portfolio while maintaining our strong credit quality.

Total Savings / Total Assets – 78.99%

Total savings as a percentage of total assets indicates the extent to which the assets of the Credit Union are being financed by our members' savings, instead of other externally borrowed funds. The Credit Union achieved significant savings growth in excess of \$1.35 Billion during the year, an increase of 8.16% above the 2021 portfolio balance. At year-end, the ratio of savings to total assets was 78.99%, which is in compliance with the standard of 70% - 80% of total assets.

Asset Quality

Delinquent loans > 30 Days/ Total Loans – 3.04%

Despite the adverse economic conditions, which resulted in a deteriorated lending environment, the Credit Union was able to manage our delinquency levels within the required PEARLS standard of not more than 5% for the year. At year-end, the Credit Union achieved a ratio of 3.04%. Our non-performing loans valued at \$173.25 Million at December 31, 2022 were 1.30% of the total loan portfolio which compared favorably to the 2.9% reported for the Jamaican Financial System based on the Bank of Jamaica Annual Report for 2022. The Credit Union continues to strategically manage this portfolio to maintain a low level of delinquency.

Non-Earning Asset/ Total Asset – 7.95%

This Standard requires that our non-earning assets be no more than 7% of our total assets. At year-end, the Credit Union's non-earning assets represented 7.95% of total assets. The ratio remains outside of the standard, as a result of the previous mergers, which added a significant amounts of real estate; as well as the fair value exercise which brings a significant amounts of intangible assets onto the books. With the continued growth in total assets this ratio is expected to fall in line with the standard over time.

Rates of Return & Costs**Operating Expenses/ Average Assets -7.31%**

The Standard requires that operating expenses should be at most 8% of average assets. The operating expense ratio for 2022 was 7.31%, which was within the required standard. This level of performance was a deliberate strategy by Management through various cost containment measures and the implementation of initiatives to continuously improve efficiency.

Net Income / Average Assets - 1.37%

The Standard requires that the Credit Union earn enough income to ensure that we maintain an institutional capital to asset ratio of at least 8%. The Credit Union returned an institutional capital ratio of 12.22% at December 2022, and a net income to average asset ratio of 1.37% for the year under review. The surplus earned for 2022 of \$299.69 Million enabled us to transfer \$200.27 Million to Statutory Reserves. This brings the Institutional Capital to asset ratio to 12.22%, which surpassed the PEARLS standard requirement of 8%.

Return on Savings - 1.34%

The Standard requires that the return paid on members' savings should be greater than or equal to the rate of inflation. Inflation was 9.4% for the calendar year 2022. The spike in inflation all around the world this year was an anomaly, and is being projected by the BOJ, to decline significantly during the year 2023 to within policy rates. C&WJCCUL returned an average of 1.34% p.a. on members' savings. During 2022 the Credit Union paid interest rates on savings of up to 5% per annum.

Liquidity**Liquidity Reserve / Savings and Deposits – 28.18%**

The Credit Union is required to maintain at least 10% of savings as liquidity reserves, 8% of which is to be held in the Jamaica Co-operative Credit Union League. In addition, credit unions are required to maintain a "Liquid assets to total deposits" ratio of between 17% to 30%. At the end of 2022, C&WJ was in compliance with these ratios, holding liquid assets of \$5.05 Billion, representing 28.18% of savings and deposits.

Signs of Growth**Membership Growth – 3.76%**

The requirement of the standard is a growth rate of at least 5% for the one-year period. The Credit Union achieved growth in membership of 5,130 members,

representing an increase of 3.76% over the previous year. The 2023 strategic initiatives which were rolled out will specifically address the required growth in membership.

Asset Growth – 7.2%

The Credit Union recorded an asset growth in excess of \$1.52 Billion, bringing total assets to \$22.70 Billion at year-end. This represents a growth rate of 7.20% for the period under review. The Credit Union performed creditably in relation to the asset growth, however, based on the spike in inflation, performance was still below the standard of at least inflation, which was 9.4% for the calendar year.

REGULATORY COMPLIANCE

During the year the Credit Union operated within the Rules and Regulations set by our Regulators. All required reporting were satisfied.

Deferred Shares- Jamaica Stock Exchange (JSE)

In 2020 the Credit Union listed its Deferred Shares on the JSE. Effective November 12, 2021 the Board of Directors authorized a buy-back of up to ten percent (10%) of the Credit Union's Deferred Shares. During 2022, the Credit Union purchased 9,807 shares, and continued to comply with all the requirements of the Jamaica Stock Exchange. These shares will mature on June 15, 2023.

Restatement-loan origination fees

In previous years, loan origination fees were accounted for under IFRS15, however on the adjustment of IFRS9, no change was made. The 2020 and 2021 accounts were therefore restated in this years' Audited Financial Statements to reflect this change. The impact of the change was to defer the recognition of this fee income over the life of the loan, instead of immediate recognition. Despite this adjustment to income, the Credit Union was still able to produce a successful return to members, and is recommending an increase in dividends on the Membership Qualification Shares for this year.

2022 has underscored once again that change is constant in our world. A successful institution must be able to operate in any environment, and I am proud to say that your Credit Union has done just that. Despite all the volatility and uncertainty in the economy, C&WJCCUL delivered a successful performance.

In **FACING THE FUTURE TOGETHER** we will continue to live every day - our mission "to enhance the well-being of our members through superior financial services, delivered by an empowered and motivated team".



Treasurer
Ashlyn Malcolm

APPROPRIATION OF 2022 SURPLUS AND FIXING OF THE MAXIMUM LIABILITY

Appropriation of 2022 Surplus

	\$'000
Surplus/(Deficit) B/F 2021	(61,114)
Surplus for the year 2022	<u>299,692</u>
Undistributed Surplus	238,578
Less Transfer to Statutory Reserves	<u>(200,265)</u>
Surplus available for distribution	<u>38,313</u>

Recommendation of the Board of Directors

The Board of Directors of the Credit Union is making the following recommendation to the meeting with respect to the appropriation of the 2022 surplus

	\$'000
Surplus available for distribution	38,313
Dividend on Member	
Qualification Shares 6.5%	(19,313)
Honoraria	(12,000)
Scholarship	<u>(7,000)</u>
	<u>38,313</u>

The fixing of the Maximum Liability for Loans

In keeping with rule 77, it is proposed that the Maximum Liability for loans that the Board of Directors may borrow is to be set at 20 times the Credit Union's Capital and Reserve Fund.

For and on Behalf of the Board of Directors

A. D. Malcolm

Treasurer
Ashlyn Malcolm

TREASURER'S REPORT SHEET

Let Us Look At The Money We Have

	2022 \$'000	2021 \$'000	INCREASE (DECREASE)	%
As a group of persons, we have accumulated savings over the past 62 years. This money is shown as:-				
(1) Share Capital	6,037,000	5,813,300	223,700	4%
(11) Deposits	13,061,240	11,941,387	1,119,853	9%
From the income earned over the years we have paid dividends, but we have also kept back some of these earnings partly because our Rules do not permit us to give it back as dividends and partly out of prudence. The amount held is	2,476,562	2,273,718	202,844	9%
We also have Undistributed Net Income and Other Reserves. This amount is	226,894	148,427	78,466	53%
We owed: interest earned by our members but not yet paid to them, the Sponsor Company (C&WJ), and to some of our members. The amount owed is	903,300	1,003,947	-100,648	-10%
The total Amount Available to the Society was	22,704,996	21,180,779	1,524,217	7%

Let Us See How This Money Was Being Used

We spent money in paying for the land, buildings, equipment, furniture and motorcars we own. The land and building increased in value to the amount shown. Guided by certain accounting principles we have already written off a portion of these amounts, so we are left with the amounts shown in the balance sheet as fixed assets. This amount is	823,023	838,901	-15,878	-2%
In accordance with our Rules and also out of prudence, we have invested some money in the League, Government of Jamaica – Bonds and other safe Institutions. The amount invested is	7,815,848	6,765,190	1,050,658	16%
Some of the money we have, have been used in re-lending to ourselves. This amount is	13,085,010	12,897,460	187,550	1%
We have sums tied up in things like interest earned by us on our investments but not yet received; interest owed to us by our members; money collected and not yet banked; cash at our branch offices to pay members withdrawals.	981,115	679,228	301,887	44%
And so the total funds available, used in the manner set out above , amounted to	22,704,996	21,180,779	1,524,217	7%



AUDITORS' REPORT & FINANCIAL STATEMENTS

- 64. LETTER FROM THE DEPARTMENT OF
CO-OPERATIVE AND FRIENDLY SOCIETIES
- 65. REPORT OF THE INDEPENDENT AUDITORS TO THE REGISTRAR
OF CO-OPERATIVE AND FRIENDLY SOCIETIES
- 72. STATEMENT OF FINANCIAL POSITION
- 73. STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
- 74. STATEMENT OF CHANGES IN EQUITY
- 78. STATEMENT OF CASH FLOWS



DEPARTMENT OF CO-OPERATIVES & FRIENDLY SOCIETIES

CHARITIES AUTHORITY, JAMAICA

Ministry of Industry, Investment and Commerce

2 Masgrave Avenue, Kingston 10

Jamaica, W.I.

Tel: (876) 927-4912 | 927-6572 | 978-1946

E-mail: info@dcs.gov.jm

Website: www.dcs.gov.jm

ANY REPLY OR SUBSEQUENT REFERENCE TO THIS COMMUNICATION SHOULD BE ADDRESSED TO THE REGISTRAR AND THE FOLLOWING REFERENCE QUOTED:

**S1
R260/702/05/23**

May 10, 2023

**The Secretary
Community and Workers of Jamaica
Co-operative Credit Union Limited
51 Half Way Tree Road
Kingston 10**

Dear Sir/Madam:

I forward herewith the Financial Statements of your Society for the financial year ended December 31, 2022.

The Annual General Meeting (AGM) must be convened under *Regulation 19, 21 and 25* a-f of the Co-operative Societies (Amendment) Regulations, 2021. At least seven (7) days' notice shall be given before the meeting is held.

A copy of your report, which you intend to present to the Annual General Meeting on the year's working of the Society as set forth in *Regulation 35 (b)* of the Co-operative Societies Regulations should be forwarded to this office.

Kindly advise the Department of the date of the Annual General Meeting, so that arrangements can be made for representation.

Yours truly,

**Lavern Gibson-Eccleston (Mrs.)
(For) Registrar of Co-operative Societies
And Friendly Societies**

HOPE GARDENS

Hope Gardens
Kingston 6
(876) 977-2508 / 927-1948

MANDEVILLE, MANCHESTER

23 Caledonia Road
(RADA Bldg.)
(876) 615-9083

MONTEGO BAY, ST. JAMES

10 Delisser Drive
(The Office of the Prime Minister)
(876) 952-7913



KPMG
Chartered Accountants
P.O. Box 436
6 Duke Street
Kingston
Jamaica, W.I.
+1 (876) 922 6640
firmmail@kpmg.com.jm

INDEPENDENT AUDITORS' REPORT

To the Registrar of Co-operative Societies
COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)
(A Society Registered Under the Co-operative Societies Act)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Community & Workers of Jamaica Co-operative Credit Union Limited (C&WJCCUL) ("the Co-operative"), comprising the separate financial statements of the Co-operative and the consolidated financial statements of the Co-operative and its subsidiary (collectively, "the Group") set out on pages 71-161, which comprise the Group's and Co-operative's statement of financial position as at December 31, 2022, the Group's and Co-operative's statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and Co-operative as at December 31, 2022, and of the Group's and Co-operative's financial performance and cash flows for the year then ended in accordance with IFRS Standards as issued by the International Accounting Standards Board (IFRS Standards) and the Co-operative Societies Act.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Co-operative in accordance with the International Ethics Standards Board for Accountants International Code of Ethics for Professional Accountants including International Independence Standards (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KPMG, a Jamaican partnership and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.

R. Tarun Handa
Cynthia L. Lawrence
Rajan Trehan
Norman O. Rainford

Nigel R. Chambers
Nyssa A. Johnson
W. Gilhan C. de Mel
Wilbert A. Spence

Sandra A. Edwards
Karen Ragoobirsingh

INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Registrar of Co-operative Societies
COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)
(A Society Registered Under the Co-operative Societies Act)

Report on the Audit of the Financial Statements (Continued)

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

1. Expected credit losses on financial assets

The key audit matter	How the matter was addressed in our audit
<p>The Group is required to recognize expected credit losses ('ECL') on financial assets, the determination of which is highly subjective and requires management to make significant judgement and estimates.</p> <p>The key areas requiring greater management judgement include the identification of significant increase in credit risk ('SICR'), the determination of probabilities of default, loss given default, exposures at default and the application of forward-looking information.</p>	<p>Our procedures in this area included the following:</p> <ul style="list-style-type: none"> Assessing and testing the design and implementation of the Group's control over the determination of expected credit losses. Obtaining an understanding of the models used by the Group for the calculation of expected credit losses. Testing the completeness and accuracy of the data used in the models to the underlying accounting records on a sample basis.

INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Registrar of Co-operative Societies
COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)
(A Society Registered Under the Co-operative Societies Act)

Report on the Audit of the Financial Statements (Continued)

Key Audit Matters (continued)

1. Expected credit losses on financial assets (continued)

The key audit matter (continued)	How the matter was addressed in our audit (continued)
<p>Significant management judgement is used in determining the appropriate variables and assumptions used in the ECL calculations, which increases the risk of a material misstatement.</p> <p>We therefore determined that the impairment of financial assets has a high degree of estimation uncertainty.</p> <p><i>[see note 32 (a) (iv) of the financial statements]</i></p>	<p>Our procedures in this area included the following (continued):</p> <ul style="list-style-type: none"> • Involving our financial risk modelling specialists to evaluate the appropriateness of the Group's impairment methodologies, including the SICR criteria used and independently assessing the assumptions for probability of default, loss given default and exposure at default. • Involving our financial risk modelling specialists to evaluate the appropriateness of the Group's methodology for determining the economic scenarios used and the probability weightings applied to them. • Evaluating the adequacy of the financial statement disclosures, including disclosures of the key assumptions and judgements, for compliance with IFRS 9.



INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Registrar of Co-operative Societies
COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)
(A Society Registered Under the Co-operative Societies Act)

Report on the Audit of the Financial Statements (Continued)

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report but does not include the financial statements and our auditors' report thereon. The annual report is expected to be made available to us after the date of this auditors' report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

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

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with IFRS Standards and the Co-operative Societies Act and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Those charged with governance are responsible for overseeing the Co-operative's financial reporting process.



INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Registrar of Co-operative Societies
COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)
(A Society Registered Under the Co-operative Societies Act)

Report on the Audit of the Financial Statements (Continued)

Auditors' Responsibilities for the Audit of the Financial Statements

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

A further description of our responsibilities for the audit of the financial statements is included in the Appendix to this auditors' report. This description, which is located at pages 6-7, forms part of our auditors' report.

Report on additional matters as required by the Co-operative Societies Act

We have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit.

In our opinion, proper accounting records have been maintained, so far as appears from our examination of those records, and the financial statements, which are in agreement therewith, give the information required by the Co-operative Societies Act in the manner so required.

The engagement partner on the audit resulting in this independent auditors' report is Wilbert Spence.

Chartered Accountants
Kingston, Jamaica

May 10, 2023

INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Registrar of Co-operative Societies
COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

(A Society Registered Under the Co-operative Societies Act)

Appendix to the Independent Auditors' report

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

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



INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Registrar of Co-operative Societies
COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)
(A Society Registered Under the Co-operative Societies Act)

Appendix to the Independent Auditors' report

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Statement of Financial Position


December 31, 2022

(Expressed in Jamaica dollars unless otherwise stated)

	Notes	Group			Co-operative		
		2022	2021*	2020*	2022	2021*	2020*
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS							
EARNING ASSETS							
Cash and cash equivalents	5	572,452	250,843	108,175	572,452	250,843	108,175
Deposits	5	2,957,907	1,091,361	849,207	2,957,907	1,091,361	849,207
Money market funds	5	-	1,400,155	1,398,991	-	1,400,155	1,398,991
Resale agreements	5	1,218,431	1,131,809	534,145	1,218,431	1,131,809	534,145
Liquid assets		4,748,790	3,874,168	2,890,518	4,748,790	3,874,168	2,890,518
Loans to members	6	13,085,010	12,897,460	13,166,059	13,082,990	12,893,129	13,150,631
Financial investments	7	3,067,058	2,891,022	1,835,873	3,067,059	2,891,022	1,835,873
Total earning assets		20,900,858	19,662,650	17,892,450	20,898,839	19,658,319	17,877,022
NON-EARNING ASSETS							
Liquid assets - cash and cash equivalents	8	306,134	162,447	224,996	287,285	147,891	210,435
Right-of-use assets	9	6,001	9,615	14,669	6,001	9,615	14,669
Property, plant and equipment	10	823,023	838,901	775,647	823,023	838,901	775,647
Intangible assets	11	336,570	343,840	388,289	336,570	343,840	388,289
Other assets	12	332,410	163,326	191,416	332,680	168,244	191,416
Investment in subsidiary		-	-	-	26,265	10	10
Total non-earning assets		1,804,138	1,518,129	1,595,017	1,811,824	1,508,501	1,580,466
TOTAL ASSETS		22,704,996	21,180,779	19,487,467	22,710,663	21,166,820	19,457,488
LIABILITIES AND CAPITAL							
INTEREST BEARING LIABILITIES							
Voluntary shares	13	4,874,044	4,640,633	4,422,510	4,874,044	4,640,633	4,422,510
Deferred shares	14	865,444	885,058	900,000	865,444	885,058	900,000
Saving deposits	15	13,061,240	11,941,387	10,578,661	13,061,240	11,941,387	10,578,661
Due to other institutions	16	36,136	36,136	42,447	36,136	36,136	42,447
External credits	17	112,691	254,924	368,780	112,691	254,924	368,780
Lease liabilities	9	6,738	10,620	13,978	6,738	10,620	13,978
Total interest bearing liabilities		18,956,293	17,768,758	16,326,376	18,956,293	17,768,758	16,326,376
NON-INTEREST BEARING LIABILITIES							
Accruals	18	198,993	204,692	199,829	202,221	204,692	199,259
Payables	19	224,440	171,214	217,004	224,440	171,214	217,004
Others	20	324,302	326,361	267,057	322,174	337,209	263,570
Total non-interest bearing liabilities		747,735	702,267	683,890	748,835	713,115	679,833
TOTAL LIABILITIES		19,704,028	18,471,025	17,010,266	19,705,128	18,481,873	17,006,209
CAPITAL							
Permanent shares	21	297,512	287,609	278,757	297,512	287,609	278,757
Institutional capital	22	2,476,562	2,273,718	2,031,041	2,476,562	2,273,718	2,031,041
Non-institutional capital	23	2,774,074	2,561,327	2,309,798	2,774,074	2,561,327	2,309,798
		226,894	148,427	167,403	231,461	123,620	141,481
TOTAL CAPITAL		3,000,968	2,709,754	2,477,201	3,005,535	2,684,947	2,451,279
TOTAL LIABILITIES AND CAPITAL		22,704,996	21,180,779	19,487,467	22,710,663	21,166,820	19,457,488

The financial statements on pages 8 to 97 were approved by the Board of Directors on May 8, 2023 and signed on its behalf by:


Ashlyn Malcolm, Treasurer


Austin Brown, President

* Restated, see note 35

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

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Statement of Profit or Loss and Other Comprehensive Income
December 31, 2022

(Expressed in Jamaica dollars unless otherwise stated)

		Group		Co-operative	
	Notes	2022 \$'000	Restated* 2021 \$'000	2022 \$'000	Restated* 2021 \$'000
INTEREST INCOME CALCULATED USING THE EFFECTIVE INTEREST METHOD					
INTEREST INCOME					
Loans to members		1,829,132	1,898,193	1,828,941	1,897,536
Earning liquid assets		250,167	71,874	250,167	71,874
Financial investments		<u>141,324</u>	<u>96,343</u>	<u>141,324</u>	<u>96,343</u>
	24	<u>2,220,623</u>	<u>2,066,410</u>	<u>2,220,432</u>	<u>2,065,753</u>
INTEREST EXPENSE					
Saving deposits		225,147	204,006	225,147	204,006
Voluntary shares		6,791	9,733	6,791	9,733
Deferred shares		57,463	30,224	57,463	30,224
Due to other institutions		1,296	8,509	1,296	8,509
Other financial costs	25	<u>105,031</u>	<u>91,245</u>	<u>105,031</u>	<u>91,242</u>
		<u>395,728</u>	<u>343,717</u>	<u>395,728</u>	<u>343,714</u>
NET INTEREST INCOME		1,824,895	1,722,693	1,824,704	1,722,039
Net income from financial instruments at FVTPL		<u>6,181</u>	<u>65,003</u>	<u>6,181</u>	<u>65,003</u>
		1,831,076	1,787,696	1,830,885	1,787,042
Increase in provision for impairment losses on investments	(1,028)	(11,069)	(1,028)	(11,069)
Increase in provision for impairment losses on loans	(224,050)	(260,665)	(224,050)	(260,672)
NET INTEREST INCOME AFTER PROVISION FOR IMPAIRMENT LOSSES ON LOANS	32(a)(iv)(c)	<u>1,605,998</u>	<u>1,515,962</u>	<u>1,605,807</u>	<u>1,515,301</u>
NON-INTEREST INCOME					
Fees		201,845	159,067	201,845	159,731
Rental income		16,971	14,324	16,971	14,324
Others	26	<u>98,007</u>	<u>108,451</u>	<u>126,130</u>	<u>108,451</u>
		<u>316,823</u>	<u>281,842</u>	<u>344,946</u>	<u>282,506</u>
		1,922,821	1,797,804	1,950,753	1,797,807
OPERATING EXPENSES	27	<u>(1,604,222)</u>	<u>(1,550,963)</u>	<u>(1,602,780)</u>	<u>(1,549,851)</u>
SURPLUS BEFORE HONORARIA AND OTHER PAYMENTS		318,599	246,841	347,973	247,956
Honoraria	(10,764)	(8,920)	(10,764)	(8,920)
Disaster and social outreach	(1,670)	(1,217)	(1,670)	(1,217)
Scholarship fund	(6,473)	(5,205)	(6,473)	(5,205)
SURPLUS AFTER HONORARIA AND OTHER PAYMENTS		299,692	231,499	329,066	232,614
OTHER COMPREHENSIVE INCOME					
Item that will not be reclassified to profit or loss:					
Change in fair value of investment securities at fair value through other comprehensive income	(7,545)	2,569	(7,545)	2,569
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		<u>292,147</u>	<u>234,068</u>	<u>321,521</u>	<u>235,183</u>

*Restated, see note 35

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

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Statement of Changes in Equity

December 31, 2022

(Expressed in Jamaica dollars unless otherwise stated)

Group
2022

	INSTITUTIONAL CAPITAL					NON-INSTITUTIONAL CAPITAL						
	Permanent shares \$'000 (note 21)	Statutory & legal reserve \$'000 (note 22)	General reserve \$'000 (note 22)	Business combination reserve \$'000 (note 22)	Retained earnings reserve \$'000 (note 22)	Total \$'000	Loan loss reserves \$'000 (note 23)	Fair value reserve \$'000 (note 23)	Other Non- qualifying reserve \$'000 (note 23)	Undistributed net surplus \$'000 (notes 23)	Total \$'000	Grand total \$'000
Balances at December 31, 2021:												
As previously reported	287,609	1,745,547	12,449	489,534	26,188	2,273,718	122,313	35,677	35,078	60,187	253,255	2,814,582
Prior year adjustment (note 35)	-	-	-	-	-	-	-	-	-	(104,828)	(104,828)	(104,828)
As restated	287,609	1,745,547	12,449	489,534	26,188	2,273,718	122,313	35,677	35,078	(44,641)	148,427	2,709,754
Total comprehensive income for the year												
Surplus for the year	-	-	-	-	-	-	-	-	-	299,692	299,692	299,692
Other comprehensive income:												
Change in fair value of investment securities at FVOCI	-	-	-	-	-	-	-	(7,545)	-	-	(7,545)	(7,545)
being total other comprehensive income	-	-	-	-	-	-	-	(7,545)	-	299,692	292,147	292,147
Total comprehensive income for the year												
Transactions with members and movements in reserve												
Entrance fees	-	2,579	-	-	-	2,579	-	-	-	-	-	2,579
Shares amount subscribed	9,903	-	-	-	-	-	-	-	-	-	-	9,903
Appropriation of net surplus for 2022	-	-	-	-	-	-	-	-	-	(14,380)	(14,380)	(14,380)
Dividends on membership qualification shares (note 21)	-	-	-	-	-	-	-	-	34	-	34	34
Leslie Mills Trust fund	-	-	-	-	-	-	-	-	1,197	-	1,197	1,197
Share transfer fund	-	-	-	-	-	-	-	-	1,300	(1,330)	(30)	(30)
Disaster and social outreach fund	-	-	-	-	-	-	-	-	527	(527)	-	-
Scholarship fund	-	-	-	-	-	-	-	-	-	(236)	(236)	(236)
Honorarium	-	-	-	-	-	-	-	-	-	(200,265)	(200,265)	-
Transfer to statutory reserve from surplus for the year	-	200,265	-	-	-	200,265	-	-	-	(216,738)	(213,680)	(933)
before honoraria and other payments	-	202,844	-	-	-	202,844	-	-	3,058	-	226,894	3,000,968
Total transactions with members and movements in reserves	9,903	202,844	-	-	-	202,844	-	-	3,058	38,313	226,894	3,000,968
Balances at December 31, 2022	297,512	1,948,391	12,449	489,534	26,188	2,476,562	122,313	28,132	38,136	38,313	226,894	3,000,968

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Statement of Changes in Equity

December 31, 2022

(Expressed in Jamaica dollars unless otherwise stated)

	Group 2021											
	NON-INSTITUTIONAL CAPITAL											
	INSTITUTIONAL CAPITAL			NON-INSTITUTIONAL CAPITAL								
	Permanent shares \$'000 (note 21)	Statutory & legal reserve \$'000 (note 23)	General reserve \$'000 (note 22)	Business combination reserve \$'000 (note 22)	Retained earnings reserve \$'000 (note 22)	Total \$'000	Loan loss reserves \$'000 (note 23)	Fair value reserve \$'000 (note 23)	Other Non- qualifying reserve \$'000 (note 23)	Undistributed net surplus \$'000 (notes 23)	Total \$'000	Grand total \$'000
Balances at December 31, 2020:												
As previously reported	278,757	1,502,870	12,449	489,534	26,188	2,031,041	122,313	33,108	29,895	58,857	244,173	2,553,971
Prior year adjustment (note 35)	-	-	-	-	-	-	-	-	-	(76,770)	(76,770)	(76,770)
As restated	278,757	1,502,870	12,449	489,534	26,188	2,031,041	122,313	33,108	29,895	(17,913)	167,403	2,477,201
Total comprehensive income for the year												
Surplus for the year:												
As previously reported	-	-	-	-	-	-	-	-	-	259,557	259,557	259,557
Prior year adjustment (note 35)	-	-	-	-	-	-	-	-	-	(28,058)	(28,058)	(28,058)
As restated	-	-	-	-	-	-	-	-	-	231,499	231,499	231,499
Other comprehensive income:												
Change in fair value of investment securities at FVOCI being total other comprehensive income	-	-	-	-	-	-	-	2,569	-	-	2,569	2,569
Total comprehensive income for the year	-	-	-	-	-	-	-	2,569	-	231,499	234,068	234,068
Transactions with members and movements in reserve												
Entrance fees	-	2,045	-	-	-	2,045	-	-	-	-	-	2,045
Shares amount subscribed	8,852	-	-	-	-	-	-	-	-	-	-	8,852
Appropriation of net surplus for 2021	-	-	-	-	-	-	-	-	-	-	-	-
Dividends on membership qualification shares (note 21)	-	-	-	-	-	-	-	-	-	(13,938)	(13,938)	(13,938)
Leslie Mills Trust fund	-	-	-	-	-	-	-	-	(64)	-	(64)	(64)
Share transfer fund	-	-	-	-	-	-	-	-	1,670	-	1,670	1,670
Disaster and social outreach fund	-	-	-	-	-	-	-	-	3,782	(3,782)	-	-
Scholarship fund	-	-	-	-	-	-	-	-	(205)	205	-	-
Honorarium	-	-	-	-	-	-	-	-	-	(80)	(80)	(80)
Transfer to statutory reserve from surplus for the year before honoraria and other payments	-	240,632	-	-	-	240,632	-	-	-	(240,632)	(240,632)	-
Total transactions with members and movements in reserves	8,852	242,677	-	-	-	242,677	-	-	5,183	(258,227)	(253,044)	(1,515)
Balances at December 31, 2021, as restated	287,609	1,745,547	12,449	489,534	26,188	2,273,718	122,313	35,677	35,078	(44,641)	148,427	2,709,754

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE CREDIT UNION LIMITED (C&WJCCUL)

Statement of Changes in Equity (continued)

December 31, 2022

(Expressed in Jamaica dollars unless otherwise stated)

	Co-operative 2022											
	INSTITUTIONAL CAPITAL					NON-INSTITUTIONAL CAPITAL						
	Permanent shares \$'000 (note 21)	Statutory & legal reserve \$'000 (note 22)	General reserve \$'000 (note 22)	Business combination reserve \$'000 (note 22)	Retained earnings reserve \$'000 (note 22)	Total \$'000	Loan loss reserves \$'000 (note 23)	Fair value reserve \$'000 (note 23)	Non- qualifying reserve \$'000 (note 23)	Undistributed net surplus \$'000 (notes 23)	Total \$'000	Grand total \$'000
Balances at December 31, 2021:												
As previously reported	287,609	1,745,547	12,449	489,534	26,188	2,273,718	122,313	35,677	35,078	35,380	228,448	2,789,775
Prior year adjustment (note 35)	-	-	-	-	-	-	-	-	-	(104,828)	(104,828)	(104,828)
As restated	287,609	1,745,547	12,449	489,534	26,188	2,273,718	122,313	35,677	35,078	(69,448)	123,620	2,684,947
Total comprehensive income for the year												
Surplus for the year	-	-	-	-	-	-	-	-	-	329,066	329,066	329,066
Other comprehensive income:												
Change in fair value of investment securities at FVOCI being total other comprehensive income	-	-	-	-	-	-	-	(7,545)	-	-	(7,545)	(7,545)
Total comprehensive income for the year	-	-	-	-	-	-	-	(7,545)	-	329,066	321,521	321,521
Transactions with members and movements in reserve												
Entrance fees	9,903	2,579	-	-	-	2,579	-	-	-	-	-	2,579
Shares amount subscribed	-	-	-	-	-	-	-	-	-	-	-	9,903
Appropriation of net surplus for 2022	-	-	-	-	-	-	-	-	-	(14,380)	(14,380)	(14,380)
Dividends on membership qualification shares (note 21)	-	-	-	-	-	-	-	-	34	-	34	34
Leslie Mills Trust fund	-	-	-	-	-	-	-	-	1,197	-	1,197	1,197
Share transfer fund	-	-	-	-	-	-	-	-	1,300	(1,330)	(30)	(30)
Disaster and social outreach fund	-	-	-	-	-	-	-	-	-	(527)	-	-
Scholarship fund	-	-	-	-	-	-	-	-	527	-	-	-
Honorarium	-	-	-	-	-	-	-	-	-	(236)	(236)	(236)
Transfer to statutory reserve from surplus for the year before honoraria and other payments	-	200,265	-	-	-	200,265	-	-	-	(200,265)	(200,265)	-
Total transactions with members and movements in reserves	9,903	202,844	-	-	-	202,844	-	-	3,058	(216,738)	(213,680)	(933)
Balances at December 31, 2022	297,512	1,948,391	12,449	489,534	26,188	2,476,562	122,313	28,132	38,136	42,880	231,461	3,005,535

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Statement of Changes in Equity (continued)

December 31, 2022

(Expressed in Jamaica dollars unless otherwise stated)

Co-operative												
2021												
	INSTITUTIONAL CAPITAL					NON-INSTITUTIONAL CAPITAL						
	Permanent shares \$'000 (note 21)	Statutory & legal reserve \$'000 (note 22)	General reserve \$'000 (note 22)	Business combination reserve \$'000 (note 22)	Retained earnings reserve \$'000 (note 22)	Total \$'000	Loan loss reserves \$'000 (note 23)	Fair value reserve \$'000 (note 23)	Other non-qualifying reserve \$'000 (note 23)	Undistributed net surplus \$'000 (notes 23)	Total \$'000	Grand total \$'000
Balances at December 31, 2020:												
As previously reported	278,757	1,502,870	12,449	489,534	26,188	2,031,041	122,313	33,108	29,895	32,935	218,251	2,528,049
Prior year adjustment (note 35)	-	-	-	-	-	-	-	-	-	(76,770)	(76,770)	(76,770)
As restated	278,757	1,502,870	12,449	489,534	26,188	2,031,041	122,313	33,108	29,895	(43,835)	141,481	2,451,279
Total comprehensive income for the year												
Surplus for the year:												
As previously reported	-	-	-	-	-	-	-	-	-	260,672	260,672	260,672
Prior year adjustment (note 35)	-	-	-	-	-	-	-	-	-	(28,058)	(28,058)	(28,058)
As restated	-	-	-	-	-	-	-	-	-	232,614	232,614	232,614
Other comprehensive income:												
Change in fair value of investment securities at FVOCI being total other comprehensive income	-	-	-	-	-	-	-	2,569	-	-	2,569	2,569
Total comprehensive income for the year	-	-	-	-	-	-	-	2,569	-	232,614	235,183	235,183
Transactions with members and movements in reserve												
Entrance fees	-	2,045	-	-	-	2,045	-	-	-	-	-	2,045
Shares amount subscribed	8,852	-	-	-	-	-	-	-	-	-	-	8,852
Appropriation of net surplus for 2021	-	-	-	-	-	-	-	-	-	-	(13,938)	(13,938)
Dividends on membership qualification shares (note 21)	-	-	-	-	-	-	-	-	(64)	-	(64)	(64)
Leslie Mills Trust fund	-	-	-	-	-	-	-	-	1,670	-	1,670	1,670
Share transfer fund	-	-	-	-	-	-	-	-	3,782	(3,782)	-	-
Disaster and social outreach fund	-	-	-	-	-	-	-	-	(205)	205	-	-
Scholarship fund	-	-	-	-	-	-	-	-	-	(80)	(80)	(80)
Honorarium	-	-	-	-	-	-	-	-	-	-	-	-
Transfer to statutory reserve from surplus for the year before honoraria and other payments	-	240,632	-	-	-	240,632	-	-	-	(240,632)	(240,632)	-
Total transactions with members and movements in reserves	8,852	242,677	-	-	-	242,677	-	-	5,183	(258,227)	(253,044)	(1,515)
Balances at December 31, 2021, as restated	287,609	1,745,547	12,449	489,534	26,188	2,273,718	122,313	35,677	35,078	(69,448)	123,620	2,684,947

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Statement of Cash Flows

December 31, 2022

(Expressed in Jamaica dollars unless otherwise stated)

	Notes	Group		Co-operative	
		2022	2021*	2022	2021*
		\$'000	\$'000	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES					
Surplus for the year		299,692	231,499	329,066	232,614
Adjustments for:					
Depreciation- property, plant and equipment	10	52,100	47,793	52,100	47,793
Depreciation - right-of-use assets	9	3,614	5,054	3,614	5,054
Amortisation - intangible assets	11	39,072	39,701	39,072	39,701
Loss on disposal of property, plant and equipment		-	97	-	97
Impairment losses on loans	32(a)(iv)	224,050	260,665	224,050	260,672
Impairment losses on investments	32(a)(iii)	1,028	11,069	1,028	11,069
Impairment losses on intangible assets		-	4,748	-	4,748
Bad debt recovered	29(f)	-	-	(26,255)	-
Interest income		(2,220,623)	(2,066,410)	(2,220,432)	(2,065,753)
Realised gains on investments	26	-	(11,795)	-	(11,795)
Interest expense		395,107	342,560	395,107	342,557
Interest expense on lease liabilities	9	622	1,157	622	1,157
		(1,205,338)	(1,133,862)	(1,202,028)	(1,132,086)
Changes in operating assets and liabilities					
Loans to members		(410,025)	(27,897)	(412,345)	(39,011)
Saving deposits		1,119,853	1,362,726	1,119,853	1,362,726
Voluntary shares and deferred shares		213,797	203,181	213,797	203,181
Other assets		(73,491)	28,090	(88,524)	23,172
Non-interest-bearing liabilities		35,720	5,573	45,468	20,481
Due to other institutions		-	(6,311)	-	(6,311)
		(319,484)	431,500	(323,779)	432,152
Interest received		2,131,593	2,070,508	2,131,593	2,069,860
Interest paid		(401,726)	(330,913)	(401,724)	(330,913)
Net cash provided by operating activities		<u>1,410,383</u>	<u>2,171,095</u>	<u>1,406,090</u>	<u>2,171,099</u>
CASH FLOWS FROM INVESTING ACTIVITIES					
Acquisition of financial investments		(231,036)	(3,952,792)	(231,036)	(3,952,792)
Proceeds from financial investments		55,000	2,934,198	55,000	2,934,198
Addition to deposits		(2,104,135)	(2,266,378)	(2,104,135)	(2,266,378)
Proceeds from deposits		237,589	2,024,224	237,589	2,024,224
Proceeds from/(purchase of) money market funds		1,400,155	(1,164)	1,400,155	(1,164)
Addition to resale agreements		(1,976,063)	(4,391,226)	(1,976,063)	(4,391,226)
Proceeds from resale agreements		1,889,441	3,793,562	1,889,441	3,793,562
Purchase of property, plant and equipment	10	(68,025)	(111,174)	(68,025)	(111,174)
Proceeds on disposal of property, plant and equipment		-	30	-	30
Net cash used in investing activities		<u>(797,074)</u>	<u>(1,970,720)</u>	<u>(797,074)</u>	<u>(1,970,720)</u>
CASH FLOWS FROM FINANCING ACTIVITIES					
Loan proceeds		-	140,000	-	140,000
Loan repayment		(142,233)	(253,856)	(142,233)	(253,856)
Permanent shares		9,903	8,852	9,903	8,852
Entrance fees		2,579	2,045	2,579	2,045
Dividends on membership shares		(14,380)	(13,938)	(14,380)	(13,938)
Lease payments		(3,882)	(3,358)	(3,882)	(3,358)
Net cash used in financing activities		<u>(148,013)</u>	<u>(120,255)</u>	<u>(148,013)</u>	<u>(120,255)</u>
Increase in cash and cash equivalents		<u>465,296</u>	<u>80,120</u>	<u>461,003</u>	<u>80,124</u>
Cash and cash equivalents at beginning of year		<u>413,290</u>	<u>333,170</u>	<u>398,734</u>	<u>318,610</u>
Cash and cash equivalents at end of year		<u>878,586</u>	<u>413,290</u>	<u>859,737</u>	<u>398,734</u>
Comprised of:					
Liquid assets: Earning (cash and cash equivalents)	5	572,452	250,843	572,452	250,843
Liquid assets: Non-earning (cash and cash equivalents)	8	306,134	162,447	287,285	147,891
		<u>878,586</u>	<u>413,290</u>	<u>859,737</u>	<u>398,734</u>

* Restated, see note 35

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

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements

December 31, 2022

Expressed in Jamaica dollars unless otherwise stated)

1. Identification

Community & Workers of Jamaica Co-operative Credit Union Limited (C&WJCCUL) ("Co-operative") is incorporated and domiciled in Jamaica, is registered under the Co-operative Societies Act ("Act") and has its registered office at 51 Half Way Tree Road, Kingston 10.

The Co-operative listed its deferred shares on Jamaica Stock Exchange on July 31, 2020 (see note 15).

The Co-operative's wholly-owned subsidiary, C&WJCU Holdings Limited, was incorporated in Jamaica on August 1, 2019. The principal activity of the subsidiary, which is domiciled in Jamaica, is the issuing of loans from which interest is earned.

The Co-operative and its subsidiary are collectively referred to as "the Group".

Membership in the Co-operative is limited to:

(A) All registered societies and:

- (i) Employees and ex-employees of Cable & Wireless Jamaica Limited and its successor and predecessor companies.
- (ii) Any person engaged in the provision of telecommunication services in Jamaica including regulators and contractors or sub-contractors of Cable & Wireless Jamaica Limited or its successor and predecessor companies.
- (iii) Employees and ex-employees of corporate subscribers to telecommunication service in Jamaica.
- (iv) Persons living and working in the parish of Clarendon.
- (v) Persons working in Marine and Allied Industries in Jamaica.
- (vi) Employees of members.
- (vii) Minors, whether or not they are wards or children or grandchildren of members.
- (viii) Persons working, living or who were born in the parish of Westmoreland.
- (ix) Relatives and spouses of members. Relatives are specified as father, mother, son, daughter, grandchildren, brother, sister, aunt, uncle, niece and nephew.

(B) Members and persons eligible to be members of the credit unions that merged with this society [Marine and Allied Industries Co-operative Credit Union, Clarendon Co-operative Credit Union, Westmoreland Co-operative Credit Union, ICD & Associates Co-operative Credit Union, National Water Commission Co-operative Credit Union, Desnoes and Geddes Employees Co-operative Credit Union Limited, St. Elizabeth Co-operative Credit Union Limited (STECCUL)].

PROVIDED THAT any person admitted to membership has attained the age of sixteen (16) years.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

Expressed in Jamaica dollars unless otherwise stated

1. Identification (continued)

The Co-operative's main activities are:

- (i) The promotion of thrift;
- (ii) The provision of loans to members exclusively for provident and productive purposes; and
- (iii) To receive the savings of its members either as payments on share or as deposits.

The Co-operative Societies Act requires amongst other provisions, that at least 20% of the net surplus of the Co-operative be transferred to a statutory reserve fund.

The Co-operative is exempt from Income Tax under section 59(1) of the Co-operative Societies Act and section 12 of the Income Tax Act.

2. Basis of preparation

(a) Statement of compliance:

The financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS") and comply with the relevant provisions of the Act.

(b) Basis of measurement:

The financial statements have been prepared on the historical cost, except for certain investments which are measured at fair value.

(c) Functional and presentation currency

These financial statements are presented in Jamaica dollars, which is the functional currency of the Group and the Co-operative and are expressed in thousands of dollars unless otherwise stated.

(d) Use of estimates and judgements

The preparation of the financial statements in conformity with IFRS requires the use of certain accounting estimates. It also requires management to exercise its judgement in the process of applying the Group's accounting policies. The accounting policies for the Group are the same for the Co-operative throughout these financial statements. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in note 4.

3. Significant accounting policies

The Group has consistently applied the accounting policies as set out below to all periods presented in these financial statements.

(a) Basis of consolidation

The consolidated financial statements include the assets, liabilities and results of operations of the Co-operative and its subsidiary presented as a single economic entity.

A subsidiary is an entity controlled by the Co-operative. The Co-operative controls an investee when it is exposed to, or has rights to, variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

Intra-group transactions, balances and unrealised gains on transactions between the Co-operative and the subsidiary are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of impairment of the asset transferred. The accounting policies of the subsidiary are consistent with those of the Co-operative.

(b) Financial instruments – Classification, recognition, derecognition and measurement

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. In these financial statements:

- Financial assets comprise loans to members, liquid assets, financial investments and other assets.
- Financial liabilities comprise lease liabilities, voluntary shares, deferred shares, saving deposits, amounts due to other institutions, external credits, accruals, payables and other non-interest bearing liabilities.

Financial instruments are classified, recognised and measured in accordance with the substance of the terms of the contracts and the business models as set out herein.

(i) Recognition and initial measurement

The Group recognises a financial instrument when it becomes a party to the contractual terms of the instrument. The Group initially recognises loans and deposits on the date when they are originated. All other financial assets and financial liabilities are initially recognised on the trade date.

At initial recognition, the Group measures a financial asset or financial liability at its fair value, plus or minus, for a financial asset or financial liability not at fair value through profit or loss, transaction costs that are incremental and directly attributable to the acquisition or issue of the financial asset or financial liability, such as fees and commissions. Transaction costs of financial assets and financial liabilities carried at fair value through profit or loss are expensed in profit or loss.

Immediately after initial recognition, an expected credit loss allowance (ECL) is recognised for financial assets measured at amortised cost and investments in debt instruments measured at FVOCI, which results in an accounting loss being recognised in profit or loss when an asset is newly originated.

3. Significant accounting policies (continued)

(b) Financial instruments – Classification, recognition, derecognition and measurement (continued)

(ii) Classification and subsequent remeasurement

Financial assets

The classification requirements for debt and equity instruments are described below:

Debt instruments

Debt instruments are those instruments that meet the definition of a financial liability from the issuer's perspective, such as loans, government and corporate bonds and trade receivables purchased from clients in factoring arrangements without recourse.

Classification and subsequent measurement of debt instruments depend on:

- the Group's business model for managing the asset; and
- the cash flow characteristics of the asset.

Based on these factors, the Group classifies its debt instruments into one of the following measurement categories:

- *Amortised cost:* Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest ('SPPI'), and that are not designated at FVTPL, are measured at amortised cost. The carrying amount of these assets is adjusted by expected credit loss (ECL) see 3(b)(vii). Interest income from these financial assets is included in 'Interest income' calculated using the effective interest method.
- *Fair value through other comprehensive income (FVOCI):* Financial assets that are held for collection of contractual cash flows and for selling the assets, where the assets' cash flows represent solely payments of principal and interest, and that are not designated at FVTPL are measured at fair value through other comprehensive income (FVOCI).
- *Fair value through profit or loss:* Assets that do not meet the criteria for amortised cost or FVOCI are measured at fair value through profit or loss. A gain or loss on a debt investment that is subsequently measured at fair value through profit or loss and is not part of a hedging relationship is recognised in profit or loss in the period in which it arises.

Notes to the Financial Statements (Continued)

December 31, 2022

Expressed in Jamaica dollars unless otherwise stated

3. Significant accounting policies (continued)

(b) Financial instruments – Classification, recognition, derecognition and measurement (continued)

(ii) Classification and subsequent remeasurement (continued)

Financial assets (continued)

The classification requirements for debt and equity instruments are described below (continued):

Debt instruments (continued)

- *Business model*: the business model reflects how the Group manages the assets in order to generate cash flows. That is, whether the Group's objective is solely to collect the contractual cash flows from the assets or is to collect both the contractual cash flows and cash flows arising from the sale of assets. If neither of these is applicable (e.g. financial assets are held for trading purposes), then the financial assets are classified as part of 'other' business model and measured at FVTPL.

Factors considered by the Group in determining the business model for a class of assets include:

1. Past experience on how the cash flows for these assets were collected;
2. How the asset's performance is evaluated and reported to key management personnel;
3. How risks are assessed and managed; and
4. How managers are compensated.

For example, securities held for trading are held principally for the purpose of selling in the near term or are part of a portfolio of financial instruments that are managed together and for which there is evidence of a recent actual pattern of short-term profit-taking. These securities are classified in the 'other' business model and measured at FVTPL.

Solely payments of principal and interest (SPPI): Where the business model is to hold assets to collect contractual cash flows or to collect contractual cash flows and sell, the Group assesses whether the financial instruments' cash flows represent solely payments of principal and interest (the 'SPPI test'). In making this assessment, the Group considers whether the contractual cash flows are consistent with a basic lending arrangement i.e. interest includes only consideration for the time value of money, credit risk, other basic lending risks and a profit margin that is consistent with a basic lending arrangement. Where the contractual terms introduce exposure to risk or volatility that are inconsistent with a basic lending arrangement, the related financial asset is classified and measured at fair value through profit or loss. Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

3. Significant accounting policies (continued)

(b) Financial instruments – Classification, recognition, derecognition and measurement (continued)

(ii) Classification and subsequent remeasurement (continued)

Financial assets (continued)

The classification requirements for debt and equity instruments are described below (continued):

Debt instruments (continued)

The Group reclassifies debt investments when and only when its business model for managing those assets changes. The reclassification takes place from the start of the first reporting period following the change. Such changes are expected to be very infrequent and none occurred during the period.

Equity instruments

Equity instruments are instruments that meet the definition of equity from the issuer's perspective; that is, instruments that do not contain a contractual obligation to pay and that evidence a residual interest in the issuer's net assets.

The Group subsequently measures all equity investments at fair value through profit or loss, except where the Group's management has elected, at initial recognition, to irrevocably designate an equity investment at fair value through other comprehensive income. The election is made on an investment-by-investment basis.

Gains and losses on equity investments at FVTPL are included in the 'Non-interest income' caption in the statement of profit or loss.

Modified financial assets

The contractual terms of a loan may be modified for a number of reasons. Where the modification to the contractual terms of a loan is substantial, the existing loan is derecognised and a new renegotiated loan is recognised at a new effective interest rate. Where the modification is not substantial and does not result in derecognition, the gross carrying amount of the loan is calculated by discounting the modified cash flows using the original effective interest rate.

Any fees received as part of the modification are accounted for as follows:

- Fees that are considered in determining the fair value of the new asset and fees that represent reimbursement of eligible transaction costs are included in the initial measurement of the asset;
- Other fees are included in profit or loss as part of the gain or loss on derecognition.

Financial liabilities

Financial liabilities are classified and measured at amortised cost.

3. Significant accounting policies (continued)

(b) Financial instruments – Classification, recognition, derecognition and measurement (continued)

(iii) Derecognition

Financial assets

The Group derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

On derecognition of a financial asset, the difference between the carrying amount of the asset (or the carrying amount allocated to the portion of the asset derecognised) and the sum of (i) the consideration received (including any new asset obtained less any new liability assumed) and (ii) any cumulative gain or loss that had been recognised in other comprehensive income (OCI) is recognised in profit or loss.

Any cumulative gains or losses recognised in OCI in respect of equity investment securities designated as at FVOCI is not recognised in profit or loss on derecognition of such securities. Any interest in transferred financial assets that qualify for derecognition that is created or retained by the Group is recognised as a separate asset or liability.

Financial liabilities

The Group derecognises a financial liability when its contractual obligations are discharged, cancelled or expired.

(iv) Measurement and gains and losses

The 'liquid assets and financial investments' captions in the statement of financial position includes:

- debt investment securities measured at amortised cost which are initially measured at fair value plus incremental direct transaction costs, and subsequently at their amortised cost using the effective interest method;
- debt and equity investment securities mandatorily measured at FVTPL or designated as at FVTPL which are at fair value with changes recognised immediately in profit or loss;
- equity investment securities designated as at FVOCI.

The Group elects to present in OCI changes in the fair value of certain investments in equity instruments that are not held for trading. The election is made on an instrument-by-instrument basis on initial recognition and is irrevocable.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

Expressed in Jamaica dollars unless otherwise stated

3. Significant accounting policies (continued)

(b) Financial instruments – Classification, recognition, derecognition and measurement (continued)

(iv) Measurement and gains and losses (continued)

Gains and losses on such equity instruments are never reclassified to profit or loss and no impairment is recognised in profit or loss. Dividends are recognised in profit or loss unless they clearly represent a recovery of part of the cost of the investment, in which case they are recognised in OCI. Cumulative gains and losses recognised in OCI are transferred to retained earnings on disposal of an investment.

(v) Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

(vi) Specific financial instruments

(1) Loans to members:

Loans in the statement of financial position include loans measured at amortised cost. They are initially measured at fair value, plus incremental direct transaction costs and are subsequently measured at amortised cost less any expected credited loss allowance.

(2) Liquid assets:

Liquid earning assets comprise cash and cash equivalents, certificate of deposits, money market funds and resale agreements with maturity of less than twelve (12) months from the reporting date. Liquid non-earning assets comprise cash on hand and current accounts held at banks. Liquid assets are classified and measured at amortised cost, except money market funds that are measured at fair value.

(3) Securities purchased under resale agreement (“reverse repurchase agreements”):

Securities purchased under resale agreement are short-term transactions whereby an entity buys securities and simultaneously agrees to resell them on a specified date and at a specified price. Reverse repurchase agreements are accounted for as short-term collateralised lending and are classified and measured at amortised cost.

The Group enters into reverse repurchase agreements to resell substantially identical investments at a certain date in the future at a fixed price. The amounts paid are recognised as “reverse repurchase agreements” and are collateralised by the underlying securities.

The difference between the sale and repurchase considerations is recognised on the accrual basis over the period of the transaction and is included in interest income.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

Expressed in Jamaica dollars unless otherwise stated

3. Significant accounting policies (continued)

(b) Financial instruments – Classification, recognition, derecognition and measurement (continued)

(vi) Specific financial instruments (continued)

(4) Other non-earning assets:

Other assets comprise receivables and are classified and measured at amortised cost less impairment losses.

(5) Cash and cash equivalents:

Cash and cash equivalents are classified and measured at amortised cost and include cash and bank balances as well as savings accounts with original maturities of less than three (3) months, which are subject to insignificant risk of changes in their fair value, and are held for the purpose of meeting short-term cash commitments, rather than for investment for other purposes.

(6) Non-interest bearing liabilities

Non-interest bearing liabilities, including provisions, are classified and measured at amortised cost:

Provisions are recognised when the Group has a present, legal or constructive obligation as a result of past events, if it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount of the obligation can be made.

(7) Deferred shares:

Deferred shares are considered as capital for regulatory purposes but are recognised in the financial statements as liabilities as they are withdrawable after a fixed period. These are initially measured at fair value and are subsequently measured at amortised cost. Interest expense incurred thereon is recognised in profit or loss on the accrual basis using the effective interest method.

(8) Voluntary shares:

Voluntary shares represent deposit holdings of the Cooperative's members to satisfy membership requirements and to facilitate eligibility for loans and other benefits. These shares are classified as financial liabilities. Interest payable on these shares is reported as interest in profit or loss.

(9) External credits:

External credit is initially recognised at fair value less any directly attributable transaction costs. Subsequent to initial recognition, they are measured at amortised cost using the effective interest method.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

Expressed in Jamaica dollars unless otherwise stated

3. Significant accounting policies (continued)

(b) Financial instruments – Classification, recognition, derecognition and measurement (continued)

(vii) Impairment

The Group recognises loss allowances for expected credit losses (ECL) on financial assets that are debt instruments and that are not measured at FVTPL.

The Group measures loss allowances at an amount equal to lifetime ECL, except for the following, for which they are measured as 12-month ECL:

- debt investment securities that are determined to have low credit risk at the reporting date; and
- other financial instruments on which credit risk has not increased significantly since their initial recognition.

The Group considers a debt investment security to have low credit risk when its credit risk rating is equivalent to the globally understood definition of 'investment grade'. The Group does not apply the low credit risk exemption to any other financial instruments.

12-month ECL are the portion of ECL that result from default events on a financial instrument that are possible within the 12 months after the reporting date. Financial instruments for which a 12-month ECL is recognised are referred to as 'Stage 1 financial instruments'.

Life-time ECL are the ECL that result from all possible default events over the expected life of the financial instrument. Financial instruments for which a lifetime ECL is recognised but which are not credit-impaired are referred to as 'Stage 2 financial instruments'.

Measurement of ECL

ECL are a probability-weighted estimate of credit losses. They are measured as follows:

- financial assets that are not credit-impaired at the reporting date: as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Group expects to receive);
- financial assets that are credit-impaired at the reporting date: as the difference between the gross carrying amount and the present value of estimated future cash flows;
- undrawn loan commitments: as the present value of the difference between the contractual cash flows that are due to the Group if the commitment is drawn and the cash flows that the Group expects to receive.

Restructured financial assets

If the terms of a financial asset are renegotiated or modified or an existing financial asset is replaced with a new one due to financial difficulties of the borrower, then an assessment is made of whether the financial asset should be derecognised and ECL are measured as follows:

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

Expressed in Jamaica dollars unless otherwise stated

3. Significant accounting policies (continued)

(b) Financial instruments – Classification, recognition, derecognition and measurement (continued)

(vii) Impairment (continued)

Restructured financial assets (continued)

- If the expected restructuring will not result in derecognition of the existing asset, then the expected cash flows arising from the modified financial asset are included in calculating the cash shortfalls from the existing asset.
- If the expected restructuring will result in derecognition of the existing asset, then the expected fair value of the new asset is treated as the final cash flow from the existing financial asset at the time of its derecognition. This amount is included in calculating the cash shortfalls from the existing financial asset that are discounted from the expected date of derecognition to the reporting date using the original effective interest rate of the existing financial asset.

Credit-impaired financial assets

At each reporting date, the Group assesses whether financial assets carried at amortised costs are credit-impaired (referred to as ‘Stage 3 financial assets’). A financial asset is ‘credit-impaired’ when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable data:

- significant financial difficulty of the borrower or issuer;
- a breach of contract such as a default or past due event;
- the restructuring of a loan or advance by the Group on terms that the Group would not consider otherwise;
- it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for a security because of financial difficulties.

A loan that has been renegotiated due to a deterioration in the borrower’s condition is usually considered to be credit-impaired unless there is evidence that the risk of not receiving contractual cash flows has reduced significantly and there are no other indicators of impairment. In addition, a loan that is overdue for 90 days or more is considered credit-impaired even when the regulatory definition of default is different.

Notes to the Financial Statements (Continued)

December 31, 2022

Expressed in Jamaica dollars unless otherwise stated

3. Significant accounting policies (continued)

(b) Financial instruments – Classification, recognition, derecognition and measurement (continued)

(vii) Impairment (continued)

In making an assessment of whether an investment in sovereign debt is credit-impaired, the Group considers the following factors:

- The market's assessment of creditworthiness as reflected in the bond yields.
- The rating agencies' assessments of creditworthiness.
- The country's ability to access the capital markets for new debt issuance.
- The probability of the debt being restructured, resulting in holders suffering losses through voluntary or mandatory debt forgiveness.
- The international support mechanisms in place to provide the necessary support as 'lender of last resort' to that country, as well as the intention, reflected in public statements of governments and agencies to use those mechanisms. This includes an assessment of the depth of those mechanisms and, irrespective of the political intent, whether there is the capacity to fulfil the required criteria.

Presentation of allowance for ECL in the statement of financial position

Allowances for ECL are presented in the statement of financial position as follows:

- financial assets measured at amortised cost: as a deduction from the gross carrying amount of the assets.
- loan commitments and financial guarantee contracts: generally, as a provision.
- debt instruments measured at FVOCI: no loss allowance is recognised in the statement of financial position because the carrying amount of these assets is their fair value. However, the loss allowance for FVOCI is recognised in OCI and the expense in profit or loss.

Write-off

Loans and debt securities are written off (either partially or in full) when there is no reasonable expectation of recovering a financial asset in its entirety or a portion thereof. This is generally the case when the Group determines that the borrower does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. This assessment is carried out at the individual asset level.

Recoveries of amounts previously written off are included in 'Other Non-Interest Income' in the statement of profit or loss and OCI.

Financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's procedures for recovery of amounts due.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)
December 31, 2022
Expressed in Jamaica dollars unless otherwise stated

3. Significant accounting policies (continued)

(b) Financial instruments – Classification, recognition, derecognition and measurement (continued)

(vii) Impairment (continued)

Regulatory provision

Regulatory provisions are established for loans to members as a result of a review of the carrying value of loans in arrears and are derived based on the requirements stipulated by the Jamaica Co-operative Credit Union League Limited (“JCCUL”) provisioning policy of making a full provision for loans in arrears over twelve (12) months. General provisions ranging from 10% to 60% are established in respect of loans in arrears for two (2) to twelve (12) months.

Regulatory provision that exceeds the IFRS provision are dealt with in a non-distributable loan loss reserve as an appropriation of undistributable surplus [see note 24(a)].

(c) Employee benefits:

Employee benefits are all forms of consideration given by the Group in exchange for service rendered by employees. These include current or short-term benefits such as salaries, bonuses, NIS contributions, annual vacation leave, and non-monetary benefits such as medical care; post-employment benefits such as pensions; and other long-term employee benefits such as termination benefits.

Short-term employee benefits are charged as expense. The expected cost of vacation leave that accumulates is recognised over the period that the employee becomes entitled to the leave.

The Group participate in a defined contribution pension plan. Obligations for contribution to defined contribution plans are expensed to profit or loss as the related service is provided.

(d) Property, plant and equipment:

(i) Measurement

Items of property, plant and equipment are measured at cost, less accumulated depreciation and impairment losses [see note 3(o)]. Cost includes expenditures that are directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of material and direct labour, and any other costs directly attributable to bringing the asset to a working condition for its intended use.

(ii) Subsequent costs

The cost of replacing part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part flow to the Group and its cost can be measured reliably. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

Expressed in Jamaica dollars unless otherwise stated

3. Significant accounting policies (continued)

(d) Property, plant and equipment (continued):

(iii) Depreciation

Depreciation is calculated on the reducing balance basis, except for motor vehicles and computer equipment which are depreciated on the straight-line basis, calculated at rates estimated to write off the relevant assets to their residual values over their expected useful lives. Land and work-in-progress are not depreciated.

The annual rates are as follows:

Buildings	2%
Leasehold improvements	10%
Motor vehicles	20%
Computer equipment	20%
Stand by plant Equipment, furniture and fixtures	5%-20%
Right-of-use assets	2%-33%

The depreciation methods, useful lives and residual values are reassessed at each reporting date.

(e) Institutional capital:

Institutional capital includes retained earnings, business combination and other statutory and legal reserves as set out in article XIV rule 66 of the Cooperative Societies Act. These are set aside in order to strengthen the capital base of the Group and thereby protect the interest of the members. These amounts are not available for distribution.

(f) Statutory reserves:

The statutory and legal reserves are maintained in accordance with the provisions of the Co-operative Societies Act which requires that a minimum of 20% of net surplus before honoraria should be carried to a fund. A registered society may apply to the Registrar to allow the required percentage to be reduced. However, the reduction will not be granted below 10%.

(g) Permanent shares:

Voluntary (ordinary) shares in the Co-operative are not regarded as share capital and are treated as savings deposits. The Co-operative has therefore established permanent shares in order to strengthen its capital base. Special bye-laws were passed by the Board of Directors on 24th May 2008, in accordance with the Co-operative Societies Act. All new applicants for membership and existing members of the Co-operative are required to subscribe to a minimum of 1,000 permanent shares. These shares are issued at a par value of \$2 each and are referred to as membership qualification permanent shares.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

Expressed in Jamaica dollars unless otherwise stated

3. Significant accounting policies (continued)

(g) Permanent shares (continued):

Monies paid for permanent shares may not be withdrawn in whole or in part and may not be pledged to secure credit facilities with the Co-operative or any other Co-operative as borrower, endorser, co-maker or guarantor.

In accordance with Rule 10, an individual ceasing to be a member of the Co-operative shall be entitled to a refund of any amount held as permanent shares upon transfer to another member. Rule 17 makes provision for permanent shares and deferred shares to be redeemable only upon transfer to another member. In facilitation of this rule, the Co-operative has established a share transfer fund which should represent up to a maximum of fifteen percent (15%) of the value of the outstanding permanent shares to facilitate the transfer or redemption of permanent shares and deferred shares. This is funded from appropriation of surplus and will not form part of the Co-operative's institutional capital [note 23(b)].

(h) Interest income and expense

(i) Effective interest rate

Interest income and expense are recognised in profit or loss using the effective interest method. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument to the gross carrying amount of the financial assets; or the amortised cost of the financial liability.

When calculating the effective interest rate for financial instruments other than purchased or originated credit-impaired assets, the company estimates future cash flows considering all contractual terms of the financial instrument, but not ECL. For purchased or originated credit-impaired financial assets, a credit-adjusted effective interest rate is calculated using estimate future cash flows including ECL.

The calculation of the effective interest rate includes transaction costs and fees and points paid or received that are an integral part of the effective interest rate. Transaction costs include incremental costs that are directly attributable to the acquisition or issue of a financial asset or financial liability.

(ii) Amortised cost and gross carrying amount

The 'amortised cost' of a financial asset or financial liability is the amount at which the financial asset or financial liability is measured on initial recognition minus the principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount and, for financial assets, adjusted for any expected credit loss allowance. The 'gross carrying amount of a financial asset' is the amortised cost of a financial asset before adjusting for any expected credit loss allowance.

3. Significant accounting policies (continued)

(h) Interest income and expense (continued)

(iii) Calculation of interest income and expense

The effective interest rate of a financial asset or financial liability is calculated on initial recognition of a financial asset or a financial liability. In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability. The effective interest rate is revised as a result of periodic re-estimation of cash flows of floating-rate instruments to reflect movements in market rates of interest.

However, for financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortised cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

For financial assets that were credit-impaired on initial recognition, interest income is calculated by applying the credit-adjusted effective interest rate to the amortised cost of the asset. The calculation of interest income does not revert to a gross basis, even if the credit risk of the asset improves.

Under Regulatory requirements, no interest is recognised on loans that are in arrears for 90 days or more, even if they are not credit-impaired (see also note 10).

(iv) Presentation

Interest income calculated using the effective interest method presented in the income statement includes interest on financial assets measured at amortised cost and interest on debt instruments measured at FVOCI; interest expense presented in the income statement includes financial liabilities measured at amortised cost and interest expense on lease liabilities.

(i) Fees and commission

Fee and commission income from contracts with customers is measured based on the consideration specified in a contract with a customer. The Group recognises revenue when it transfers control over a service to a customer.

Fee and commission income and expense that are integral to the effective interest rate on financial asset or financial liability are included in effective interest rate.

If a loan commitment is not expected to result in the draw down of a loan, then the related loan commitment fee is recognised on a straight-line basis over the commitment period.

Fee and commission income including account service fees are recognised as the related services are performed.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

Expressed in Jamaica dollars unless otherwise stated

3. Significant accounting policies (continued)

(i) Fees and commission (continued)

A contract with a customer that results in a recognised financial instrument in the Group's financial statements may be partially in the scope of IFRS 9 and partially in the scope of IFRS 15. If this is the case, then the Group first applies IFRS 9 to separate and measure the part of the contract that is in the scope of IFRS 9 and then applies IFRS 15 to the residual.

The nature and timing of the satisfaction of performance obligations in contracts with customers, including significant payment terms, and the related revenue recognition policies are as follows:

Type of service	Nature and timing of satisfaction of performance obligations, including significant payment terms	Revenue recognition under IFRS 15
Service fees	Transaction-based fees such as credit bureau fees are charged to the customers' account when the transaction takes place.	Revenue from account services and servicing fees is recognised over time as the services are provided.
	Servicing fees are charged on a monthly basis and are based on fixed rates determined by the Group.	Revenue related to transactions is recognised at the point in time when the transaction takes place.

(j) Dividends

Dividend income from equity financial investments is recognised when the Group's right to receive payment has been established.

(k) League fees and stabilization dues:

Jamaica Co-operative Credit Union League has fixed the rate of league fees at 0.20% (2021: 0.20%) of total assets. Stabilization dues are fixed at a rate of 0.15% (2021: 0.15%) of total savings. The stabilization fees represent funds held at the league for relief for any unexpected emergency while the league fees represents membership dues paid by all credit unions. These are recognised in profit or loss when they become due.

(l) Foreign currencies:

Foreign currency balances at the reporting date are translated at the rates of exchange ruling on that date.

Transactions in foreign currencies are converted at the rates of exchange ruling at the dates of those transactions. Gains and losses arising from fluctuations in exchange rates are included in profit or loss.

3. Significant accounting policies (continued)

(m) Basis of combination:

Business combinations are accounted for using the acquisition method as at the acquisition date, which is at the date on which control is transferred to the Group. Control is the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

The Group measures goodwill at the acquisition date as the excess of:

- the aggregate of the consideration transferred measured at fair value; over
- the net of the acquisition-date amounts of the identifiable assets acquired and liabilities assumed measured at fair value.

When the excess is negative, a bargain purchase gain is recognised immediately in profit or loss.

The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts generally are recognised in profit or loss.

Transaction costs, other than those associated with the issue of debt or equity securities, that the Group incurs in connection with a business combination are expensed as incurred.

Any contingent consideration payable is measured at fair value at the acquisition date.

(n) Intangible assets:

(i) Customer relationships

Customer relationships were acquired through business combination and were initially measured at fair value and subsequently at cost less accumulated amortisation and impairment losses and are deemed to have a finite useful life. Customer relationships are the estimated economic benefits derived from the incremental revenues and related cash flows as a direct result of relationships in place, versus having to try and replicate them. Amortisation is calculated using the straight-line method to allocate the cost of the intangible assets over their estimated useful lives of twelve (12) years.

(ii) Trademarks

Trademarks are measured at cost less accumulated amortisation and accumulated impairment losses and are deemed to have a finite useful life.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)
December 31, 2022

Expressed in Jamaica dollars unless otherwise stated

3. Significant accounting policies (continued)

(n) Intangible assets (continued):

(iii) Core deposits

Core deposits relate to the deposit base acquired in a business combination and was initially measured at fair value. Subsequent to initial recognition, they are assessed for impairment losses and are deemed to have a finite useful life over which they are amortised. Amortisation is calculated using the straight line basis to allocate the cost of the intangible assets over their estimated useful lives of twelve (12) years.

(iv) Goodwill

Goodwill is measured initially at fair value, less any accumulated impairment losses. Goodwill is not amortised but assessed annually for impairment.

(v) Computer software

Computer software, is deemed to have a finite useful life of three years and is measured at cost, less accumulated amortisation and impairment losses, if any.

(o) Impairment of non-financial assets

The carrying amounts of the Group's non-financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated at each reporting date. Goodwill is tested annually for impairment. For impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash flows of other assets or CGUs. Goodwill arising from a business combination is allocated to CGUs that are expected to benefit from the synergies of the combinations.

(i) Calculation of recoverable amount

The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs to sell. Value in use is based on the estimated future cash flows, discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU.

An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. Impairment losses are recognised in profit or loss.

(ii) Reversals of impairment

An impairment loss is reserved only to the extent that the assets carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

In respect of other assets, an impairment loss is reversed, if there has been a change in the estimates used to determine the recoverable amount.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

Expressed in Jamaica dollars unless otherwise stated

3. Significant accounting policies (continued)

(p) Earning and non-earning assets

Earning assets are those assets on which interest or other income is earned while non-earning assets do not earn income. The assets are so classified in keeping with the requirements of the Regulator to show the amount of the Co-operative's assets on which income is earned.

(q) Leases

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group uses the definition of a lease in IFRS 16.

(i) As a lessee

At commencement or on modification of a contract that contains a lease component, the Group branch allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices. Therefore, for leases of property, the Group branch has elected to separate non-lease components and account for these separately.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Group at the end of the lease term or the cost of the right-of-use asset reflects that the Group will exercise a purchase option. In that case, the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain Remeasurement, of the lease liability.

The lease liability is initially measured at the present value of the contracted lease payments, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, at the Group's incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

The Group determines its incremental borrowing rate by reference to rates from external services adjusted to reflect the terms of the lease.

3. Significant accounting policies (continued)

(q) Leases (continued)

(i) As a lessee (continued)

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, if the Group changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Group presents right-of-use assets that do not meet the definition of investment property in lease liabilities in the statement of financial position.

(ii) As a lessor

At inception or on modification of a contract that contains a lease component, the Co-operative allocates the consideration in the contract to each lease component on the basis of their relative stand-alone prices.

When the Group acts as a lessor, it determines at lease inception whether each lease is finance lease or an operating lease.

To classify the lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease. As part of this assessment, the Group considers certain indicators such as whether the lease is for the major part of the economic life of the asset.

The Group recognises lease payments received under operating leases as income on a straight-line basis over the lease term as part of 'other income'.

The accounting policies applicable to the Group as a lessor in the comparative period were not different from IFRS 16.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

Expressed in Jamaica dollars unless otherwise stated

3. Significant accounting policies (continued)

(r) Deferred income:

Donations or contributions received for capital or recurring expenditure is recognised in deferred income at amortised cost. An amount equivalent to the depreciation charge on capital assets acquired from the funds is recognised as income in profit or loss. Amounts used for recurring expenses are recognised in profit or loss as the expenses are incurred.

(s) New and amended standards:

(i) Newly currently effective standards:

The following new and amended standards did not have any impact on the Group's financial statements.

- Amendments to IFRS 16 *Leases* extend the practical expedient by 12 months – i.e. allowing lessees to apply it to rent concessions for which any reduction in lease payments affects only payments originally due on or before June 30, 2022. The amendments were effective April 1, 2021.
- Annual Improvements to IFRS Standards 2018-2020 cycle contain amendments to IFRS 9 *Financial Instruments* and IFRS 16 *Leases* and were effective January 1, 2022.
- Amendments to IAS 37 *Provision, Contingent Liabilities and Contingent Assets* clarify those costs that comprise the costs of fulfilling the contract and were effective January 1, 2022.

(ii) Forthcoming standards:

At the date of authorisation of these financial statements, certain new and amended standards have been issued which are not effective at the reporting date and which the Group has not early adopted.

- Amendments to IAS 1 *Presentation of Financial Statements* are effective for annual periods beginning on or after January 1, 2023 and may be applied earlier. The amendments help entities provide useful accounting policy disclosures.

The key amendments to IAS 1 include:

- (i) requiring entities to disclose their material accounting policies rather than their significant accounting policies;
- (ii) clarifying that accounting policies related to immaterial transactions, other events or conditions are themselves immaterial and as such need not be disclosed; and
- (iii) clarifying that not all accounting policies that relate to material transactions, other events or conditions are themselves material to an entity's financial statements.

The amendments are consistent with the refined definition of material:

“Accounting policy information is material if, when considered together with other information included in an entity's financial statements, it can reasonably be expected to influence decisions that the primary users of general-purpose financial statements make on the basis of those financial statements”.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

Expressed in Jamaica dollars unless otherwise stated

(s) New and amended standards (continued):

(ii) Forthcoming standards (continued):

- Amendments to IAS 1 *Presentation of Financial Statements* (continued)

The Group will apply the amended standard for the reporting period starting January 1, 2023, with changes in disclosures in accounting policies expected.

- Amendments to IAS 1 *Presentation of Financial Statements*, will apply retrospectively for annual reporting periods beginning on or after January 1, 2024. The amendments promote consistency in application and clarify the requirements on determining if a liability is current or non-current.

Under existing IAS 1 requirements, companies classify a liability as current when they do not have an unconditional right to defer settlement of the liability for at least twelve months after the end of the reporting period. As part of its amendments, the requirement for a right to be unconditional has been removed and instead, now requires that a right to defer settlement must have substance and exist at the end of the reporting period. A company classifies a liability as non-current if it has a right to defer settlement for at least twelve months after the reporting period. It has now been clarified that a right to defer exists only if the company complies with conditions specified in the loan agreement at the end of the reporting period, even if the lender does not test compliance until a later date.

With the amendments, convertible instruments may become current. In light of this, the amendments clarify how a company classifies a liability that includes a counterparty conversion option, which could be recognised as either equity or a liability separately from the liability component under IAS 32. Generally, if a liability has any conversion options that involve a transfer of the company's own equity instruments, these would affect its classification as current or non-current. It has now been clarified that a company can ignore only those conversion options that are recognised as equity when classifying liabilities as current or non-current.

The Group will apply the amended standard for the reporting period starting January 1, 2023, with changes in disclosures in accounting policies expected.

- Amendments to IAS 8 *Accounting Policies, Changes in Accounting Estimates and Errors* are effective for annual reporting periods beginning on or after January 1, 2023, with early adoption permitted. The amendments introduce a new definition for accounting estimates: clarifying that they are monetary amounts in the financial statements that are subject to measurement uncertainty.

The amendments also clarify the relationship between accounting policies and accounting estimates by specifying that a company develops an accounting estimate to achieve the objective set out by an accounting policy.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)
December 31, 2022
Expressed in Jamaica dollars unless otherwise stated)

Significant accounting policies (continued)

(ii) Forthcoming standards (continued):

- Amendments to IAS 8 *Accounting Policies, Changes in Accounting Estimates and Errors* (continued)

Developing an accounting estimate includes both:

- (i) selecting a measurement technique (estimation or valuation technique) – e.g. an estimation technique used to measure a loss allowance for expected credit losses when applying IFRS 9 *Financial Instruments*; and
- (ii) choosing the inputs to be used when applying the chosen measurement technique – e.g. the expected cash outflows for determining a provision for warranty obligations when applying IAS 37 *Provisions, Contingent Liabilities and Contingent Assets*.

The effects of changes in such inputs or measurement techniques are changes in accounting estimates, unless they result from the corrections of prior period errors. The definition of accounting policies remains unchanged.

The Group will apply the amendments for the reporting period starting January 1, 2023. The amended standards are not expected to have a significant impact on the Group's financial statements.

4. Use of estimates and judgements

The preparation of the financial statements in conformity with IFRS requires management to make estimates and assumptions that affect the reported amounts of, and disclosures relating to, assets, liabilities, contingent assets and contingent liabilities at the reporting date and the income and expenses for the year then ended. Actual amounts could differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognised prospectively.

Judgements made by management in the application of IFRS that have a significant effect on the financial statements and estimates with a significant risk of material adjustment in the next financial year are set out below:

Key assumptions and other sources of estimation uncertainty

(1) Allowance for impairment losses on financial assets

The measurement of the expected credit loss allowance for financial assets measured at amortised cost and FVOCI is an area that requires the use of complex models and significant assumptions about future economic conditions and credit behaviour (e.g. the likelihood of customers defaulting and the resulting losses). Management also estimates the likely amount of cashflows recoverable on the financial assets in determining loss given default. The use of assumptions make uncertainty inherent in such an estimate.

Notes to the Financial Statements (Continued)

December 31, 2022

Expressed in Jamaica dollars unless otherwise stated)

4. Use of estimates and judgements (continued)

Key assumptions and other sources of estimation uncertainty (continued):

(1) Allowance for impairment losses on financial assets (continued)

Explanation of the inputs, assumptions and estimation techniques used in measuring ECL is further detailed in note 32(a)(iv), which also sets out key sensitivities of the ECL to changes in these elements. The use of assumptions make uncertainty inherent in such estimate.

(2) Fair value of financial instruments

There are no quoted market prices for certain of the Group's financial assets. Accordingly, fair values of several financial assets are estimated using prices obtained from a yield curve. That yield curve is, in turn, obtained from a pricing source which estimates the yield curve on the basis of indicative prices submitted to it by licensed banks and other financial institutions in Jamaica. There is significant uncertainty inherent in this approach which is categorised as a Level 2 fair value. Some other fair values are estimated based on quotes published by a broker/dealer, and these are also classified as Level 2 as well as those using a valuation method and is classified as level 3. The estimates of fair value arrived at from these sources may be different from the actual price of the instrument in an actual arm's length transaction as set out in note 32(f).

5. Earning liquid assets

	<u>Group and Co-operative</u>	
	<u>2022</u>	<u>2021</u>
	\$'000	\$'000
Financial assets at amortised cost		
(i) Cash and cash equivalents:		
Savings account balances (Maturing within 3 months)	81,393	250,843
Short-term deposit	<u>491,059</u>	<u>-</u>
	<u>572,452</u>	<u>250,843</u>
(ii) Deposits:		
Certificate of deposits	1,859,907	1,094,349
Deposit accounts [include liquidity reserve with the regulator of \$1.098 billion (2021: \$nil)] (see i below)	<u>1,098,000</u>	<u>-</u>
	<u>2,957,907</u>	<u>1,094,349</u>
(iii) Resale agreements:		
maturing within 12 months (see ii below)	<u>1,218,431</u>	<u>1,131,809</u>
	<u>4,176,338</u>	<u>2,477,001</u>
Less: impairment loss allowance	<u>-</u>	<u>(2,988)</u>
	<u>4,176,338</u>	<u>2,474,013</u>
Financial assets at fair value through profit or loss		
(iv) Money market funds (included liquidity reserve of \$1.090 billion)	<u>-</u>	<u>1,400,155</u>
Total liquid earning assets	<u>4,748,790</u>	<u>3,874,168</u>

(i) This represents liquidity reserve with the regulator and is available for use after notifying the regulator.

(ii) All the resale agreements are fully collateralised by Government securities, the fair value of such underlying securities was \$1,365,373,000 (2021: \$1,224,949,000).

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

Expressed in Jamaica dollars unless otherwise stated)

6. Loans to members

	<u>Group</u>		<u>Co-operative</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Loans to members	13,339,281	13,188,646	13,337,275	13,184,321
Less: impairment loss allowance	(255,181)	(310,681)	(255,180)	(310,679)
	<u>13,084,100</u>	<u>12,877,965</u>	<u>13,082,095</u>	<u>12,873,642</u>
Less loan fees:				
At the beginning of the year	(104,827)	(76,106)	(104,827)	(76,106)
Additions during the year	(78,021)	(70,576)	(78,021)	(70,576)
Fees amortised during the year	<u>57,862</u>	<u>41,854</u>	<u>57,862</u>	<u>41,854</u>
Unamortised loan fees at end of year	(124,986)	(104,828)	(124,986)	(104,828)
	<u>12,959,114</u>	<u>12,772,991</u>	<u>12,957,109</u>	<u>12,768,814</u>
Loan interest receivable	<u>125,896</u>	<u>124,469</u>	<u>125,881</u>	<u>124,315</u>
Balance at end of year	<u>13,085,010</u>	<u>12,897,460</u>	<u>13,082,990</u>	<u>12,893,129</u>
The amounts are expected to be recovered as follows:				
Within 12 months	790,176	209,049	790,176	209,055
Over 12 months	<u>12,549,105</u>	<u>12,979,597</u>	<u>12,547,099</u>	<u>12,975,266</u>
	<u>13,339,281</u>	<u>13,188,646</u>	<u>13,337,275</u>	<u>13,184,321</u>

Credit quality of loans:

	<u>Group</u>			
	<u>2022</u>			
	<u>Stage 1</u>	<u>Stage 2</u>	<u>Stage 3</u>	<u>Total</u>
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Balance at beginning for year	12,653,733	264,381	270,532	13,188,646
Loans granted	<u>5,374,715</u>	<u>-</u>	<u>-</u>	<u>5,374,715</u>
	18,028,448	264,381	270,532	18,563,361
Less: repayments and transfers	(5,119,110)	(37,878)	(67,092)	(5,224,080)
	<u>12,909,338</u>	<u>226,503</u>	<u>203,440</u>	<u>13,339,281</u>
	<u>2021</u>			
	<u>Stage 1</u>	<u>Stage 2</u>	<u>Stage 3</u>	<u>Total</u>
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Balance at beginning for year	12,946,145	219,924	129,201	13,295,270
Loans granted	<u>4,626,742</u>	<u>-</u>	<u>-</u>	<u>4,626,742</u>
	17,572,887	219,924	129,201	17,922,012
Less: repayments and transfers	(4,919,154)	<u>44,457</u>	<u>141,331</u>	(4,733,366)
	<u>12,653,733</u>	<u>264,381</u>	<u>270,532</u>	<u>13,188,646</u>

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

Expressed in Jamaica dollars unless otherwise stated)

6. Loans to members (continued)

Credit quality of loans (continued):

	Co-operative			
	2022			
	Stage 1 \$'000	Stage 2 \$'000	Stage 3 \$'000	Total \$'000
Balance at beginning for year	12,649,409	264,381	270,531	13,184,321
Loans granted	5,374,715	-	-	5,374,715
	18,024,124	264,381	270,531	18,559,036
Less: repayments and transfers	(5,116,792)	(37,878)	(67,091)	(5,221,761)
	<u>12,907,332</u>	<u>226,503</u>	<u>203,440</u>	<u>13,337,275</u>
	2021			
	Stage 1 \$'000	Stage 2 \$'000	Stage 3 \$'000	Total \$'000
	Stage 1 \$'000	Stage 2 \$'000	Stage 3 \$'000	Total \$'000
Balance at beginning for year	12,930,707	219,924	129,200	13,279,831
Loans granted	4,626,742	-	-	4,626,742
	17,557,449	219,924	129,200	17,906,573
Less: repayments and transfers	(4,908,039)	44,457	141,331	(4,722,252)
	<u>12,649,409</u>	<u>264,381</u>	<u>270,531</u>	<u>13,184,321</u>

Loans to members by type, before impairment loss allowance, comprised:

	Group		Co-operative	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
Motor vehicle loans	5,691,480	6,206,091	5,689,473	6,201,758
Cash secured loans	1,689,815	1,493,781	1,689,815	1,493,781
Home equity loans	400,007	376,367	400,007	376,367
Mortgage loans	1,550,873	1,264,780	1,550,873	1,264,780
Unsecured loans	3,884,713	3,722,780	3,884,714	3,722,780
Other loans	122,393	124,847	122,393	124,855
	<u>13,339,281</u>	<u>13,188,646</u>	<u>13,337,275</u>	<u>13,184,321</u>

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

Expressed in Jamaica dollars unless otherwise stated

6. Loans to members (continued)

Impairment loss allowance determined under Jamaica Co-operative Credit Union League (JCCUL) regulatory requirements is as follows:

	Group and Co-operative 2022				Group and Co-operative 2021			
	Number of loans in arrears	Loans in arrears \$'000	Rate %	Loan loss provision \$'000	Number of loans in arrears	Loans in arrears \$'000	Rate %	Loan loss provision \$'000
1 month	204	178,599	-	-	240	130,188	-	-
2 to 3 months	95	53,355	10	5,335	150	103,911	10	10,391
4 to 6 months	143	77,776	30	23,333	198	90,016	30	27,005
7 to 12 months	<u>213</u>	<u>95,473</u>	60	<u>57,284</u>	<u>300</u>	<u>137,664</u>	60	<u>82,598</u>
	<u>655</u>	<u>405,203</u>		<u>85,952</u>	<u>888</u>	<u>461,779</u>		<u>119,994</u>

The allowance for impairment under the JCCUL regulatory requirement is below the provision required under IFRS provisioning rules, hence no amounts have been recognised in loan loss reserve during the year. The excess of the regulatory provision over the IFRS provision is normally dealt with through a transfer between accumulated surplus and loan loss reserve. Although the IFRS provision has exceeded the regulatory reserve, the Co-operative has maintained the loan loss reserve of \$122,313,000 (2021: \$122,313,000). Any changes to the reserve are recorded in the statement of changes in equity.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

Expressed in Jamaica dollars unless otherwise stated)

7. Earning assets - financial investments

	<u>Group and Co-operative</u>	
	<u>2022</u>	<u>2021</u>
	\$'000	\$'000
Financial assets at amortised cost		
Maturing over 9 months:		
Resale agreements	3,086	-
Certificate of deposits	<u>7,597</u>	<u>-</u>
	10,683	-
Less impairment loss allowance	<u>(3,296)</u>	<u>-</u>
	<u>7,387</u>	<u>-</u>
Investment securities at amortised cost		
Government of Jamaica Euro bonds	48,289	49,990
Corporate bonds	1,629,902	1,433,941
Deferred shares	<u>668,000</u>	<u>690,816</u>
	2,346,191	2,174,747
Less impairment loss allowance	<u>(14,963)</u>	<u>(14,243)</u>
	<u>2,331,228</u>	<u>2,160,504</u>
Investment securities at fair value through other comprehensive income		
Quoted equities	244,156	201,980
Unquoted shares	<u>118,669</u>	<u>118,703</u>
	362,825	320,683
Jamaica Co-operative Credit Union League Limited [see (a) below]	<u>16,060</u>	<u>16,060</u>
	<u>378,885</u>	<u>336,743</u>
Investment securities at fair value through profit or loss		
Jamaica Money Market Brokers managed portfolio:		
Cash and cash equivalents (these are investments and are not available for operating purposes)	107,310	141,012
Quoted equities	60,066	49,527
Corporate bonds	132,849	133,556
Government bonds	20,036	20,223
Preference shares	9,554	-
Unit trust	<u>12,881</u>	<u>3,863</u>
	342,696	348,181
Unit trust funds	<u>6,862</u>	<u>45,594</u>
	<u>349,558</u>	<u>393,775</u>
	<u>3,067,058</u>	<u>2,891,022</u>

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

Expressed in Jamaica dollars unless otherwise stated)

7. Earning assets - financial investments (continued)

- (a) A minimum of 2,008,000 shares, each with a par value of \$1.00, must be held with the JCCUL for the Co-operative to retain membership status.

The amounts are due to be recovered as follows:

	<u>Group and Co-operative</u>	
	<u>2022</u>	<u>2021</u>
	\$'000	\$'000
Within 12 months	1,020,260	319,946
Over 12 months	<u>2,046,798</u>	<u>2,571,076</u>
	<u>3,067,058</u>	<u>2,891,022</u>

8. Non-earning liquid assets – cash and cash equivalents

	<u>Group</u>		<u>Co-operative</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Cash balances	98,125	90,732	98,125	90,732
Current account balance	<u>208,009</u>	<u>71,715</u>	<u>189,160</u>	<u>57,159</u>
	<u>306,134</u>	<u>162,447</u>	<u>287,285</u>	<u>147,891</u>

9. Leases

- (a) Leases as lessee

(i) *Right-of-use assets*

Right-of-use assets relate to leased properties that do not meet the definition of investment property.

	<u>Group and Co-operative</u>	
	<u>2022</u>	<u>2021</u>
	\$'000	\$'000
Balance at January 1	9,615	14,669
Depreciation charge for the year	<u>(3,614)</u>	<u>(5,054)</u>
Balance at December 31	<u>6,001</u>	<u>9,615</u>

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

Expressed in Jamaica dollars unless otherwise stated)

9. Leases (continued)

(a) Leases as lessee (continued)

(ii) *Lease liabilities*

Undiscounted cashflows of lease liability:

	<u>Group and Co-operative</u>	
	<u>2022</u>	<u>2021</u>
	<u>\$'000</u>	<u>\$'000</u>
Less than one year	1,530	4,514
One to five years	4,093	4,427
More than five years	<u>4,672</u>	<u>5,923</u>
	10,295	14,864
Less unamortized interest	(3,557)	(4,244)
Carrying amount of lease liabilities	<u>6,738</u>	<u>10,620</u>

(iii) *Amounts recognised in profit or loss*

Depreciation on right of use asset	3,614	5,054
Interest on lease liabilities	<u>622</u>	<u>1,157</u>

(iv) *Amounts recognised in statement of cash flows*

Total cash outflow for leases	<u>4,504</u>	<u>4,515</u>
-------------------------------	--------------	--------------

(v) *Extension options*

Some property leases contain extension options exercisable by the Group up to one year before the end of the non-cancellable contract period. Where practicable, the Group seeks to include extension options in new leases to provide operational flexibility. The extension options held are exercisable only by the Group and not by the lessors. The Group assesses at lease commencement date whether it is reasonably certain to exercise the extension options. The Group reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant changes in circumstances within its control.

(b) As the lessor

Leases relate to property owned by the Group with lease terms of between 2 to 10 years, with options to extend for a further 1 to 5 years. The lessees do not have the option to purchase the property at the expiry of the lease period.

The Group and Co-operative earned property rental income of \$16,970,677 (2021: \$14,324,000) under operating leases for an insignificant portion of its property.

**COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)**

(A Society Registered Under the Co-operative Societies Act)

Notes to the Financial Statements (Continued)

December 31, 2022

Expressed Jamaica dollars unless otherwise stated)

10. Property, plant and equipment

	Group and Co-operative					
	Land and buildings \$'000	Motor vehicles \$'000	Equipment, furniture & fixtures \$'000	Computer equipment \$'000	Leasehold improvements \$'000	Work in progress \$'000
						Total \$'000
December 31, 2020	641,750	18,250	185,104	246,508	10,681	1,132,986
Additions	41,449	15,896	31,054	22,775	-	111,174
Disposals/write-offs	-	-	(242)	(4,078)	-	(4,320)
Transfers	22,451	-	-	-	-	-
						(22,451)
December 31, 2021	705,650	34,146	215,916	265,205	10,681	1,239,840
Additions	3,049	-	6,605	26,568	-	36,222
December 31, 2022	708,699	34,146	222,521	291,773	10,681	1,276,062
Depreciation:						
December 31, 2020	72,433	4,583	91,130	183,918	5,275	357,339
Charge for the year	9,394	3,890	9,708	24,390	411	47,793
Disposals/write-offs	-	-	(195)	(3,998)	-	(4,193)
December 31, 2021	81,827	8,473	100,643	204,310	5,686	400,939
Charge for the year	9,787	6,539	10,487	24,914	373	52,100
December 31, 2022	91,614	15,012	111,130	229,224	6,059	453,039
Net book values:						
December 2022	617,085	19,134	111,391	62,549	4,622	823,023
December 2021	623,823	25,673	115,273	60,895	4,995	838,901
December 2020	569,317	13,667	93,974	62,590	5,406	775,647

As at 31 December 2022, the Group leased an insignificant section of its head office under an operating lease arrangement [see note 9(b)].

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

11. Intangible assets

	Group and Co-operative					Total \$'000
	<u>Trademarks</u> \$'000	<u>Goodwill</u> \$'000	<u>Customer relationships</u> \$'000	<u>Core deposits</u> \$'000	<u>Computer software</u> \$'000	
Cost:						
December 31, 2020	2,430	90,052	63,921	139,354	297,947	593,704
Impairment	-	-	-	-	(4,748)	(4,748)
December 31, 2021	2,430	90,052	63,921	139,354	293,199	588,956
Additions	-	-	-	-	31,803	31,803
December 31, 2022	<u>2,430</u>	<u>90,052</u>	<u>63,921</u>	<u>139,354</u>	<u>325,002</u>	<u>620,759</u>
Amortisation:						
December 31, 2020	2,430	-	39,929	34,273	128,783	205,415
Charge for the year	-	-	5,327	11,613	22,761	39,701
December 31, 2021	2,430	-	45,256	45,886	151,544	245,116
Charge for the year	-	-	5,327	11,613	22,133	39,072
December 31, 2022	<u>2,430</u>	<u>-</u>	<u>50,583</u>	<u>57,499</u>	<u>173,677</u>	<u>284,189</u>
Net book values:						
December 2022	<u>-</u>	<u>90,052</u>	<u>13,338</u>	<u>81,855</u>	<u>151,325</u>	<u>336,570</u>
December 2021	<u>-</u>	<u>90,052</u>	<u>18,665</u>	<u>93,468</u>	<u>141,655</u>	<u>343,840</u>
December 2020	<u>-</u>	<u>90,052</u>	<u>23,992</u>	<u>105,081</u>	<u>169,164</u>	<u>388,289</u>

In testing goodwill for impairment, recoverable amounts of entities previously acquired are estimated based on value-in-use. Where the recoverable amounts exceed the carrying amounts, no impairment allowance is made. The recoverable amounts of each entity are arrived at by estimating their future cash flows and discounting those cash flows using long-term discount rates applicable. Future sustainable cash flows are estimated based on the most recent forecasts, after taking account of past experience. In all cases projected cash flows are estimated over 5 years, followed by a terminal value calculated based on the discount rates and growth rates in the table below. Key assumptions are set out below:

<u>Entities previously acquired</u>	2022		2021	
	<u>Discount rates</u>	<u>Growth rates</u>	<u>Discount rates</u>	<u>Growth rates</u>
D&GECCUL	24%	2%	23%	2%
ICDCU	24%	2%	22%	2%
NWCCU	23%	2%	22%	2%
STECCUL	23%	2%	23%	2%
WCCU	<u>23%</u>	<u>2%</u>	<u>22%</u>	<u>2%</u>

The above entities form part of the Group's branch network.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

12. Other assets

	<u>Group</u>		<u>Co-operative</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Interest receivable	152,957	55,848	152,957	55,848
Other receivables	179,453	107,478	179,723	112,398
	<u>332,410</u>	<u>163,326</u>	<u>332,680</u>	<u>168,244</u>

13. Voluntary shares

	<u>Group and Co-operative</u>	
	<u>2022</u>	<u>2021</u>
	\$'000	\$'000
Balance at beginning of year	4,640,633	4,422,510
Amount subscribed	6,185,843	5,322,964
Interest capitalised	<u>6,791</u>	<u>9,733</u>
	10,833,267	9,755,207
Withdrawals and transfers	<u>(5,959,223)</u>	<u>(5,114,574)</u>
Balance at end of year end	<u>4,874,044</u>	<u>4,640,633</u>

Voluntary shares are issued at a par value of \$2 per share. Interest is paid at a rate of 0.15% per annum.

14. Deferred shares

	<u>Group and Co-operative</u>	
	<u>2022</u>	<u>2021</u>
	\$'000	\$'000
Deferred Shares – 7.35% Variable	<u>865,444</u>	<u>885,058</u>

These shares were issued on May 31, 2018 at a par value of \$2 per share. They are not withdrawable for a period of five (5) years, with Series A for \$900 million maturing on June 15, 2023. The shares attract interest at 7.35% per annum for the first twenty four (24) months. Thereafter, the rate will be reset annually on June 15th, at the average six (6) months treasury bill yield held prior to the commencement of the relevant coupon period, plus two hundred basis points.

During December 2022, the Group repurchased a portion of the deferred shares and the amount of consideration paid is recognized as a deduction from the account. As at December 31, 2022, the Group held 17,278,016 (2021: 7,471,085) of the deferred shares.

Based on the proposed Bank of Jamaica Credit Union Regulations, deferred shares are treated as institutional capital, and as such are included in the calculation of the capital to asset ratio. They are, however, classified in these financial statements as liabilities in accordance with the requirements of IFRS.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

15. Saving deposits

	<u>Group and Co-operative</u>	
	<u>2022</u>	<u>2021</u>
	\$'000	\$'000
Salary deposits	186,075	189,377
Ordinary deposits	2,586,705	2,641,376
Golden harvest deposits	5,797	19,055
Golden anchor deposits	1,739,496	1,412,933
Special deposits	1,002,956	918,531
Special fixed deposits	3,708,940	3,244,475
Mortgage deposits	56,955	50,204
Long-term savings deposits	101,132	100,770
Early bird savings	125,947	117,707
Partner savings accounts	208,485	182,235
High yield savings accounts	335,719	330,147
Save as you earn (SAYE)	2,113,768	1,883,129
Solid saver	345,582	328,241
Other deposits	<u>543,683</u>	<u>523,207</u>
Total saving deposits	<u>13,061,240</u>	<u>11,941,387</u>

Interest on saving deposits during the year ranges from 0.10% to 3.0%, with maturity generally three (3) months or less.

16. Due to other institutions

	<u>Group and Co-operative</u>	
	<u>2022</u>	<u>2021</u>
	\$'000	\$'000
Jamaica Urban Transit Company (JUTC) revolving loan fund	4,930	4,930
Carib Star Shipping Limited staff fund	1,574	1,574
Crown Packaging Jamaica Limited staff fund	6,809	6,809
Shipping Association of Jamaica staff fund	3,000	3,000
National Water Commission (NWC) fund	<u>19,823</u>	<u>19,823</u>
	<u>36,136</u>	<u>36,136</u>

These represent deposits made by corporate entities which are held as security for their members' borrowings and bear interest at varying rates of interest per annum.

17. External credits

	<u>Group and Co-operative</u>	
	<u>2022</u>	<u>2021</u>
	\$'000	\$'000
NHT Jump Start loan (i)	94,247	114,924
Development Bank of Jamaica (ii)	<u>18,444</u>	<u>140,000</u>
	<u>112,691</u>	<u>254,924</u>

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

17. External credits (continued)

- (i) This represents advances under the National Housing Trust Jump Start mortgage fund facility which bears interest at rates ranging from 6% to 9% and are repayable over 1 to 5 years. The loans are both secured and unsecured. Each qualifying member can access a loan up to \$850,000 at any one time but the maximum loan which can be on-lent to each qualifying member is \$1,500,000.
- (ii) This represents 2 medium term loan facilities with the Development Bank of Jamaica Limited for on-lending to sub-borrowers in the MSME sector. Interest rates on the loans are 2% per annum respectively. The loans are repayable over 90 months respectively.

18. Accruals

	<u>Group</u>		<u>Co-operative</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Interest payable	80,629	87,022	80,629	87,022
Accrued vacation	35,658	27,739	35,658	27,739
Other accruals	<u>82,706</u>	<u>89,931</u>	<u>85,934</u>	<u>89,931</u>
	<u>198,993</u>	<u>204,692</u>	<u>202,221</u>	<u>204,692</u>

19. Payables

	<u>Group and Co-operative</u>	
	<u>2022</u>	<u>2021</u>
	\$'000	\$'000
Withholding tax	3,495	4,614
Statutory contributions	56,124	54,414
Pension contributions	3,314	2,924
Standing order payments	101,304	56,292
Sundry credit balances	<u>60,203</u>	<u>52,970</u>
	<u>224,440</u>	<u>171,214</u>

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

20. Other non-interest bearing liabilities

	<u>Group</u>		<u>Co-operative</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Advances - Cable & Wireless Jamaica Limited	59,916	61,877	58,232	61,877
Standing orders/members holding account	10,568	10,605	10,568	10,605
Sundry payables	101,467	92,370	103,152	92,370
Estate - deceased members	84,875	95,868	84,875	95,868
Death benefits	11,606	11,591	11,606	11,591
Deferred income	-	2,572	-	2,572
Refundable to former members	7,259	7,259	7,259	7,259
Staff incentives	22,549	31,613	22,549	31,613
Lawsuits	17,790	10,212	17,790	10,212
Miscellaneous	8,272	2,394	6,143	13,242
	<u>324,302</u>	<u>326,361</u>	<u>322,174</u>	<u>337,209</u>

21. Permanent shares

Permanent shares form part of the permanent capital of the Co-operative and are not withdrawable [note 3(g)]. As at December 31, 2022, the Co-operative has 141,536 members (2021: 136,406).

In the annual general meeting held on June 15, 2022 (2021: May 5, 2021) a dividend of \$14,380,000 (2021: \$13,938,000) representing approximately 5% (2021: 5%) of the value of the membership qualification shares was declared.

22. Institutional capital

Institutional capital represents reserves that are not available for distribution and meets regulatory requirements for capital adequacy purposes and is made up as follows:

	<u>Group and Co-operative</u>	
	<u>2022</u>	<u>2021</u>
	\$'000	\$'000
Statutory and legal reserve (i)	1,948,391	1,745,547
General reserve (ii)	12,449	12,449
Business combination reserve (iii)	489,534	489,534
Retained earnings reserve (iv)	26,188	26,188
	<u>2,476,562</u>	<u>2,273,718</u>

(i) Statutory and legal reserve

	<u>Group and Co-operative</u>	
	<u>2022</u>	<u>2021</u>
	\$'000	\$'000
Balance at beginning of year	1,745,547	1,502,870
Transfer for the year [60.86% (2021: 92.71%) of surplus]	200,265	240,632
Entrance fees	2,579	2,045
Balance at end of year	<u>1,948,391</u>	<u>1,745,547</u>

As required by the Co-operative Societies Act a minimum of twenty (20%) of the annual surplus is transferred to reserves. Amounts collected for entrance fees are also included in this reserve.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

22. Institutional capital (continued)

(ii) General reserve

This represents accumulated surplus transferred from Marine and Allied Co-operative Credit Union Limited and Clarendon Co-operative Credit Union Limited on their merger with the Co-operative.

(iii) Business combination reserve

This represents the excess of the fair value of net assets acquired and the fair value for shares issued to members in the business combinations.

(iii) Retained earnings reserve

This represents transfers from surplus which are not available for distribution.

23. Non-institutional capital

	<u>Group</u>		<u>Co-operative</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Loan loss reserve (a)	122,313	122,313	122,313	122,313
Other non-qualifying reserves (b)	38,136	35,078	38,136	35,078
Fair value value reserve (c)	28,132	35,677	28,132	35,677
Undistributed net surplus	<u>38,313</u>	<u>(44,641)</u>	<u>42,880</u>	<u>(69,448)</u>
	<u>226,894</u>	<u>148,427</u>	<u>231,461</u>	<u>123,620</u>

(a) Loan loss reserve

This is a non-distributable reserve representing the excess of the provision for loan losses determined by using the JCCUL regulatory requirement as well as any additional general provision as determined by management and the Group's policies over the amount determined under IFRS.

(b) Other non-qualifying reserves

These represent amounts set aside by the Group to be used for specified purposes determined by the Group or the donors to the specified funds and are made up as follows:

	<u>Group and Co-operative</u>	
	<u>2022</u>	<u>2021</u>
	\$'000	\$'000
Special reserve	10	10
Scholarship fund	3,697	3,169
Disaster and social outreach fund	16,499	15,199
Education reserve	147	147
Development fund	300	300
Share transfer fund	13,849	12,652
Leslie Mills Trust fund	<u>3,634</u>	<u>3,601</u>
	<u>38,136</u>	<u>35,078</u>

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

23. Non-institutional capital (continued)

(c) Fair value reserve

This represents the unrealised surplus or deficit on the revaluation of financial assets at fair value through other comprehensive income.

Non-institutional capital do not meet regulatory requirements to be treated as capital and can be distributed.

24. Interest income

	<u>Group</u>		<u>Co-operative</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Cash and cash equivalents	3,517	48	3,517	48
Resale agreements	137,932	32,503	137,932	32,503
Certificate deposits	97,723	39,323	97,723	39,323
Loans to members	1,829,132	1,898,193	1,828,941	1,897,536
Corporate bonds	99,182	52,022	99,182	52,022
Government bonds	3,570	3,847	3,570	3,847
Deferred shares	<u>49,567</u>	<u>40,474</u>	<u>49,567</u>	<u>40,474</u>
	<u>2,220,623</u>	<u>2,066,410</u>	<u>2,220,432</u>	<u>2,065,753</u>

25. Other financial costs

	<u>Group and Co-operative</u>	<u>Group</u>	<u>Co-operative</u>
	<u>2022</u>	<u>2021</u>	<u>2021</u>
	\$'000	\$'000	\$'000
Life savings and loan protection insurance	61,409	53,077	53,077
Lease finance cost	622	1,157	1,157
Bank charges	38,815	30,896	30,893
ABM fees	4,185	6,112	6,112
Other financial cost	<u>-</u>	<u>3</u>	<u>3</u>
	<u>105,031</u>	<u>91,245</u>	<u>91,242</u>

26. Other non-interest income

	<u>Group</u>		<u>Co-operative</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Commission on bill collections and remittance services	14,948	14,849	14,948	14,849
(Losses)/gains on foreign exchange	(4,831)	23,892	(4,831)	23,892
Realised gains on investments	-	11,795	-	11,795
Family Indemnity Plan commission	13,452	13,788	13,452	13,788
Dividends on equity investments	8,308	5,860	8,308	5,860
Miscellaneous income	13,175	6,900	13,175	6,900
Bad debts recovered	<u>52,955</u>	<u>31,367</u>	<u>81,078</u>	<u>31,367</u>
	<u>98,007</u>	<u>108,451</u>	<u>126,130</u>	<u>108,451</u>

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

27. Operating expenses

	<u>Group</u>		<u>Co-operative</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Personnel expenses				
Employee salaries and allowances	741,416	725,028	741,416	725,028
Employee benefits	124,358	122,637	124,358	122,637
Pension contribution	12	12	12	12
Education and training	6,691	10,969	6,691	10,969
Staff travel and related expenses	4,479	3,533	4,479	3,533
	<u>876,956</u>	<u>862,179</u>	<u>876,956</u>	<u>862,179</u>
	<u>Group</u>		<u>Co-operative</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
	\$'000	\$'000	\$'000	\$'000
Administrative expenses				
Utilities	67,074	54,502	67,074	54,502
Depreciation - property, plant and equipment	52,100	47,793	52,100	47,793
Depreciation - right-of-use assets	3,614	5,054	3,614	5,054
Audit fees	23,541	19,818	22,610	18,955
Professional fees	37,423	50,153	37,203	50,153
Repairs and maintenance (office)	26,531	30,638	26,531	30,638
Janitorial and security	88,517	95,559	88,517	95,559
Vehicle expenses	2,202	1,251	2,202	1,251
Telecommunications	58,280	53,588	58,280	53,588
Printing, stationery and supplies	21,078	25,739	21,078	25,739
Data processing	62,084	63,641	62,084	63,641
Insurance premiums	9,843	10,252	9,843	10,252
Amortisation of intangible assets	39,072	39,701	39,072	39,701
Impairment of intangible assets	-	4,748	-	4,748
Subscriptions	66,071	23,749	66,071	23,749
Loss on disposal of property, plant and equipment	-	97	-	97
Other administrative expenses	<u>23,587</u>	<u>25,305</u>	<u>23,318</u>	<u>25,056</u>
	<u>581,017</u>	<u>551,588</u>	<u>579,597</u>	<u>550,476</u>
Marketing and promotion:				
Publicity and promotion	<u>41,476</u>	<u>55,959</u>	<u>41,476</u>	<u>55,959</u>
Representation and affiliation				
League and other dues	50,301	38,156	50,301	38,156
Seminars and meetings	9,360	7,159	9,360	7,159
Committees	39,365	30,223	39,365	30,223
Annual general meeting	<u>5,747</u>	<u>5,699</u>	<u>5,725</u>	<u>5,699</u>
	<u>104,773</u>	<u>81,237</u>	<u>104,751</u>	<u>81,237</u>
TOTAL OPERATING EXPENSES	<u>1,604,222</u>	<u>1,550,963</u>	<u>1,602,780</u>	<u>1,549,851</u>

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

28. Comparison of ledger balances for the Co-operative

In keeping with the requirements of the Regulators, the following was obtained in respect of ledger balances:

	Voluntary shares \$'000	Saving deposits \$'000	Loans \$'000
December 31, 2022			
General ledger	4,874,044	13,061,240	13,337,275
Sub-ledger	<u>4,874,044</u>	<u>13,061,240</u>	<u>13,337,275</u>
Difference	<u>-</u>	<u>-</u>	<u>-</u>
December 31, 2021:			
General ledger	4,640,633	11,941,387	13,184,321
Sub-ledger	<u>4,640,633</u>	<u>11,941,387</u>	<u>13,184,321</u>
Difference	<u>-</u>	<u>-</u>	<u>-</u>

29. Related parties, balances and transactions

A related party is a person or entity that is related to the entity that is preparing its financial statements (referred to in IAS 24, *Related Party Disclosures* as the “reporting entity” in this case, the Co-operative).

- (a) A person or a close member of that person’s family is related to the Co-operative if that person:
 - i) has control or joint control over the Co-operative;
 - ii) has significant influence over the Co-operative; or
 - iii) is a member of the key management personnel of the Co-operative or of a parent of the Co-operative.
- (b) An entity is related to the Co-operative if any of the following conditions applies:
 - i) The entity and the Co-operative are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
 - ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
 - iii) Both entities are joint ventures of the same third party.
 - iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
 - v) The entity is a post-employment benefit plan for the benefit of employees of either the Co-operative or an entity related to the Co-operative.
 - vi) The entity is controlled, or jointly controlled by a person identified in (a).
 - vii) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

29. Related parties, balances and transactions (continued)

(b) An entity is related to the Co-operative if any of the following conditions applies (continued):

viii) The entity, or any member of a group of which it is a part, provides key management personnel services to the Co-operative or the parent of the Co-operative.

A related party transaction is a transfer of resources, services or obligations between a reporting entity and a related party, regardless of whether a price is charged.

(c) The statement of financial position includes the following balances with related parties:

	<u>Group and Co-operative</u>	
	<u>2022</u>	<u>2021</u>
	<u>\$'000</u>	<u>\$'000</u>
(i) Loan balances (including interest)		
Board and committee members	64,126	47,935
Key management personnel	109,990	71,908
Relatives of senior management	<u>51,999</u>	<u>50,786</u>
	<u>Group and Co-operative</u>	
	<u>2022</u>	<u>2021</u>
	<u>\$'000</u>	<u>\$'000</u>
(ii) Deposits (including interest)		
Board and committee members	34,253	31,754
Key management personnel	7,540	11,286
Others	<u>3,973</u>	<u>3,386</u>
(iii) Shares		
Board and committee members	46	44
Key management personnel	8	6
Others	<u>14</u>	<u>10</u>

The loans are secured, except for \$8,288,173 (2021: \$2,624,000), and are being repaid in accordance with the terms of the loans. No waivers were granted in respect of these loans and no provision was made for any of these loans. The loans bear interest at rates ranging from 6.00% to 28%.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

29. Related parties, balances and transactions (continued)

- (d) The Co-operative's statement of profit or loss and other comprehensive income includes the following transactions with related parties:

	<u>2022</u> \$'000	<u>2021</u> \$'000
i. Subsidiary:		
Expense:		
Administrative fees	120	120
Management fees	<u>56</u>	<u>663</u>
	<u>2022</u> \$'000	<u>2021</u> \$'000
ii. Interest income:		
Board and committee members	1,071	2,177
Key management personnel	1,087	732
Relatives of Senior Management	<u>53</u>	<u>36</u>
	<u>2,211</u>	<u>2,945</u>
	<u>2022</u> \$'000	<u>2021</u> \$'000
iii. Interest expense		
Board and committee members	695	439
Key management personnel	512	141
Relatives of Senior Management	<u>553</u>	<u>395</u>
	<u>1,760</u>	<u>975</u>

- (e) Compensation of key management personnel:

Remuneration of key members of management, reported in personnel expenses (note 27), of the Co-operative during the year was as follows:

	<u>2022</u> \$'000	<u>2021</u> \$'000
Salaries	65,598	70,548
Other short-term employment benefits	<u>20,260</u>	<u>20,904</u>
	<u>85,858</u>	<u>91,452</u>

- (f) On December 23, 2022 a resolution was passed by CWJ Holding Co. Ltd (the subsidiary) to increase its authorized and issued capital from 10,000,000 shares to 26,265,000 shares. The shares were issued to the Co-operative as repayment of outstanding loans which were written off in 2020. The transaction is a non-cash transaction for purpose of the statement of cash flows.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

30. Life savings and loan protection insurance

There were life savings and loan protection insurance in force during the year on behalf on members.

31. Fidelity insurance

Fidelity insurance coverage was adequately maintained during the year.

32. Financial risk management

By its nature, the Group's activities are principally related to the use of financial instruments, which involves analysis, evaluation and management of some degree of risk or combination of risks. The Group manages risk through a framework of risk principles, organisational structures and risk management and monitoring processes that are closely aligned with the activities of the Group. Risk management policies are designed to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls, and to monitor risks and adherence to limits by means of regularly generated reports. The Group's aim is therefore to achieve an appropriate balance between risks and return and minimize potential adverse effects on the Group's financial performance.

The Group has exposure to the following risks from its use of financial instruments:

- Credit risk
- Liquidity risk
- Market risk
- Operational risk

The Board of Directors is ultimately responsible for the establishment and oversight of the Group's risk management framework. The Board has established committees for managing and monitoring risks.

Three key committees for managing and monitoring risks are:

Asset and Liability Management Committee (ALCO)

The ALCO is responsible for managing the Group's assets and liabilities and the overall financial structure. It is also primarily responsible for managing the funding and liquidity risk of the Group.

Risk management policies and systems are reviewed regularly by the ALCO and recommendations made to the Board of Directors to reflect changes in market conditions, products and services. The ALCO reports monthly to the Board on their activities.

Supervisory Committee

The Supervisory Committee is responsible for monitoring compliance with the Group's risk management policies and procedures and for reviewing the adequacy of the risk management framework in relation to the risks faced by the Group. The Supervisory Committee is assisted in these functions by the Internal Audit function which undertakes periodic reviews of risk management controls and procedures, the results of which are reported to the Board.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

Three key committees for managing and monitoring risks are (continued):

Credit Committee

The Credit Committee oversees the approval of credit facilities and disbursement to members. It is also primarily responsible for monitoring the quality of the loan portfolio.

(a) Credit risk:

Credit risk is the risk that a party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. This risk arises primarily from the Group's loans to members, earning and non-earning liquid assets and financial investments. There is also credit risk exposure in respect of financial instruments not reflected in the statement of financial position such as loan commitments and guarantees. These expose the Group to similar risks as loans and are managed in the same manner. The carrying amount of financial assets represents the maximum credit exposure.

(i) Loans to members and guarantees

The Board of Directors is responsible for formulating the credit policies, establishing the authorisation structure for the approval of credit facilities, limiting concentration of exposure to counterparties and developing and maintaining the Credit Union's risk ratings. The management of credit risk in respect of loans to members and guarantees is delegated to the Credit Committee.

The Credit Committee has oversight responsibility for the Group's credit risk management process, including reviewing and assessing credit risk. There is a documented credit policy in place which guides the Group's credit review process. The Credit Committee reports to the Board on a monthly basis.

Credit Review Process

The documented procedures established loan policy and loan interest rates that manage risk and provide the best possible rate based on the member's credit worthiness at the time of the loan; protects saver interests by managing risk; provides competitive interest rates and prompt service to borrowers; complies with all applicable laws and regulations.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

(a) Credit risk (continued):

(i) Loans to members and guarantees (continued)

Credit Review Process

Risk based lending which was implemented by the Group provides different rates for different borrowers based on their financial circumstances and credit history. Members applying for loans are evaluated against a pre-determined set of factors in determining and assigning their appropriate risk category.

Risk categories range between "A" to "D", with "A" being the lowest risk and "D" being the highest risk. This assigned risk category forms the basis of the loan approval and interest rate decision. Regular monitoring and review are undertaken by Internal Audit and the Credit Committee, the results of which are reported to the Board on a monthly basis.

Collateral

The Group holds collateral against loans to members in the form of mortgage interests over property, lien over motor vehicles, other registered securities over assets, hypothecation of shares held in the Group and guarantees. Estimates of fair values are based on the values of collateral assessed at the time of borrowing and are generally updated as part of the ECL assessment using a proxy for collateral.

Collateral is not generally held against deposits and investment securities, except for securities held as part of reverse repurchase agreements (see note 5). The table below sets out the gross amount of loans and the value of identifiable collateral held against loans to members. For each loan, the value of disclosed collateral is capped at the nominal amount of the loan that it is held against. When a loan becomes credit-impaired, the fair value of the collateral is updated and used in calculating the ECL, otherwise a proxy for collateral value is generally used on a portfolio basis to compute the ECL throughout the year.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

(a) Credit risk (continued):

(i) Loans to members and guarantees (continued)

Collateral (continued)

		Group			
		2022			
	Gross amount	Collaterals			Total
		Cash	Motor Vehicles	Real Estate	
	\$'000	\$'000	\$'000	\$'000	\$'000
Stage 1	12,909,339	1,777,718	5,436,810	2,181,298	9,395,826
Stage 2	226,502	1,840	96,040	32,617	130,497
Stage 3	<u>203,440</u>	<u>2,120</u>	<u>85,917</u>	<u>15,486</u>	<u>103,523</u>
	<u>13,339,281</u>	<u>1,781,678</u>	<u>5,618,767</u>	<u>2,229,401</u>	<u>9,629,846</u>
		Group			
		2021			
	Gross amount	Collaterals			Total
		Cash	Motor Vehicles	Real Estate	
	\$'000	\$'000	\$'000	\$'000	\$'000
Stage 1	12,653,734	1,371,881	7,674,888	2,301,074	11,347,843
Stage 2	264,381	4,908	182,766	35,849	223,523
Stage 3	<u>270,531</u>	<u>777</u>	<u>127,073</u>	<u>40,935</u>	<u>168,785</u>
	<u>13,188,646</u>	<u>1,377,566</u>	<u>7,984,727</u>	<u>2,377,858</u>	<u>11,740,151</u>
		Co-operative			
		2022			
	Gross amount	Collaterals			Total
		Cash	Motor Vehicles	Real Estate	
	\$'000	\$'000	\$'000	\$'000	\$'000
Stage 1	12,907,333	1,777,718	5,434,804	2,181,298	9,393,820
Stage 2	226,502	1,840	96,040	32,617	130,497
Stage 3	<u>203,440</u>	<u>2,120</u>	<u>85,917</u>	<u>15,486</u>	<u>103,523</u>
	<u>13,337,275</u>	<u>1,781,678</u>	<u>5,616,761</u>	<u>2,229,401</u>	<u>9,627,840</u>

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

(b) Credit risk (continued):

(i) Loans to members and guarantees (continued)

Collateral (continued)

	Gross amount	2021			
		Collaterals			Total
		Cash	Motor Vehicles	Real Estate	
	\$'000	\$'000	\$'000	\$'000	\$'000
Stage 1	12,649,409	1,371,881	7,674,888	2,301,074	11,347,843
Stage 2	264,381	4,908	182,766	35,849	223,523
Stage 3	<u>270,531</u>	<u>777</u>	<u>127,073</u>	<u>40,935</u>	<u>168,785</u>
	<u>13,184,321</u>	<u>1,377,566</u>	<u>7,984,727</u>	<u>2,377,858</u>	<u>11,740,151</u>

Collateral consist mainly of motor vehicles, real estate, and cash. There was no significant changes in the quality of collateral held during the year.

Loans with renegotiated terms

Loans with renegotiated terms are loans that have been restructured due to deterioration in the member's financial position and where the Group has made concessions that it would not otherwise consider. Once the loan is restructured, it remains in this category independent of satisfactory performance after restructuring. Renegotiated loans for the Group and Co-operative amounted to \$201m (2021: \$59.6m). There was no renegotiated loss on these loans.

Write-off policy

The Group writes off loans and any related allowances for impairment losses when it is determined that the loans are uncollectible. This determination is usually made after considering information such as changes in the borrower's financial position, or that proceeds from collateral will not be sufficient to pay back the entire exposure. Additionally, loans are written off once they are delinquent for 365 days or more based on regulatory requirements.

(ii) Liquid assets and investment securities

The Group limits its exposure to credit risk by investing mainly in liquid assets. These investments and other liquid assets are held mainly in Government of Jamaica securities and with counterparties that Management regards as sound. Management has no specific policy in place to manage the risk on these instruments, except that the Group remains alert regarding known information about these counterparties by constantly monitoring the economic environment. The strength of these institutions is constantly reviewed by the ALCO Committee.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)
December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

(a) Credit risk (continued):

(ii) Liquid assets and investment securities (continued)

There has been no change to the Group's exposure to credit risk or the manner in which it manages and measures the risk.

(iii) Maximum exposure to credit risk and credit quality analysis

At the origination of loans, a rating assessment is done by management, which is also used to assess loans on an ongoing basis. The scoring and risk rating is as follows:

<u>Secured loans</u>	<u>Unsecured loans</u>	<u>Risk rating</u>
869 – 1000	869 -1000	A
586 – 868	579 – 868	B
301 – 585	281 – 578	C
Less than 301	less than 281	D

The risk ratings are weighted based on scores allocated for credit reports, debt service ratio, method of payments, and employment stability.

The following tables set out information about the maximum exposure to credit risk and the credit quality of loans to members, based on the above scoring system. Unless specifically indicated, the amounts in the table represent gross carrying amounts.

Loans to members:

	<u>Group</u>			
	<u>2022</u>			
	<u>Stage 1</u>	<u>Stage 2</u>	<u>Stage 3</u>	<u>Total</u>
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Credit grade				
Grade A – Low risk	12,764,480	8,188	-	12,772,668
Grade B – Average risk	136,630	218,315	20,324	375,269
Grade C - Average risk	-	-	7,889	7,889
Grade D – High risk	-	-	183,454	183,454
	12,901,110	226,503	211,668	13,339,281
Loss allowance [note 32(a)(iv)(d)]	(75,414)	(7,379)	(172,386)	(255,181)
	<u>12,825,696</u>	<u>219,122</u>	<u>39,281</u>	<u>13,084,100</u>

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

(a) Credit risk (continued):

(iii) Maximum exposure to credit risk and credit quality analysis (continued)

Loans to members (continued):

	Group			
	2021			
	Stage 1	Stage 2	Stage 3	Total
	\$'000	\$'000	\$'000	\$'000
Credit grade				
Grade A – Low risk	12,419,913	41,971	-	12,461,884
Grade B – Average risk	233,821	222,410	26,913	483,144
Grade C	-	-	243,618	243,618
	12,653,734	264,381	270,531	13,188,646
Loss allowance [note 32(a)(iv)(d)]	(87,054)	(8,169)	(215,458)	(310,681)
	<u>12,566,680</u>	<u>256,212</u>	<u>55,073</u>	<u>12,877,965</u>

	Co-operative			
	2022			
	Stage 1	Stage 2	Stage 3	Total
	\$'000	\$'000	\$'000	\$'000
Credit grade				
Grade A – Low risk	12,762,473	8,188	-	12,770,661
Grade B – Average risk	136,630	218,314	20,324	375,270
Grade C – Average risk	-	-	7,889	7,889
Grade D – High risk	-	-	183,455	183,455
	12,899,104	226,502	211,668	13,337,275
Loss allowance [note 31(a)(iv)(d)]	(75,412)	(7,380)	(172,387)	(255,180)
	<u>12,823,691</u>	<u>219,123</u>	<u>39,281</u>	<u>13,082,095</u>

	2021			
	Stage 1	Stage 2	Stage 3	Total
	\$'000	\$'000	\$'000	\$'000
Credit grade				
Grade A – Low risk	12,415,588	41,971	-	-
Grade B – Average risk	233,821	222,410	26,913	483,144
Grade D – High risk	-	-	243,618	243,618
	12,649,409	264,381	270,531	13,184,321
Loss allowance [note 31(a)(iv)(d)]	(87,052)	(8,169)	(215,458)	(310,679)
	<u>12,562,357</u>	<u>256,212</u>	<u>55,073</u>	<u>12,873,642</u>

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

(a) Credit risk (continued):

(iii) Maximum exposure to credit risk and credit quality analysis (continued)

Loans to members (continued):

Loan commitment for the Group and the Co-operative amounted to \$248,102,000 (2021: \$368,346,000) on which no ECL was provided. The loan commitment falls in stage 1.

Debt securities and other financial assets at amortised cost:

	Group and Co-operative	
	2022	2021
	<u>Stage 1</u>	<u>Stage 1</u>
	\$'000	\$'000
Credit grade		
BBB+ and above	129,700	133,200
Non-investment grade	<u>6,403,512</u>	<u>4,267,705</u>
	6,533,212	4,400,905
Loss allowance	<u>(18,259)</u>	<u>(17,231)</u>
	<u>6,514,953</u>	<u>4,383,674</u>

Debt securities at amortised cost represent certificate of deposits, resale agreements, government of Jamaica Euro bonds, corporate bonds and deferred shares (notes 5 and 7).

Movement in allowance:

Balance of the beginning of the year	17,231	6,162
Additions for the year	<u>1,028</u>	<u>11,069</u>
Balance at end of year	<u>18,259</u>	<u>17,231</u>

(iv) Impairment

Inputs, assumptions and techniques used for estimating impairment

(a) *Significant increase in credit risk*

When determining whether the risk of default on a financial instrument has increased significantly since initial recognition, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and third party policies including forward-looking information.

The objective of the assessment is to identify whether a significant increase in credit risk has occurred for an exposure by comparing:

- the remaining lifetime probability of default (PD) as at the reporting date; with
- the remaining lifetime PD for this point in time that was estimated at the time of initial recognition of the exposure (adjusted where relevant for changes in prepayment expectations).

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

(a) Credit risk (continued):

(iv) Impairment (continued)

Inputs, assumptions and techniques used for estimating impairment (continued)

(a) *Significant increase in credit risk (continued)*

The Group uses three criteria for determining whether there has been a significant increase in credit risk:

- quantitative test based on movement in PD;
- qualitative indicators; and
- a backstop of 30 days past due.

Credit risk grades:

The Group allocates each exposure to a credit risk grade based on a variety of data that is determined to be predictive of the risk of default and applying experienced credit judgement. Credit risk grades are defined using qualitative and quantitative factors that are indicative of risk of default. These factors vary depending on the nature of the exposure and the type of borrower.

Credit risk grades are defined and calibrated such that the risk of default occurring increases exponentially as the credit risk deteriorates so, for example, the difference in risk of default between credit risk grades 1 and 2 is smaller than the difference between credit risk grades 2 and 3.

Each exposure is allocated to a credit risk grade on initial recognition based on available information about the borrower. Exposures are subject to ongoing monitoring, which may result in an exposure being moved to a different credit risk grade. The monitoring typically involves use of the following data:

- Information obtained during periodic review of customer files – e.g. audited financial statements, management accounts, budgets and projections. Examples of areas of particular focus are: gross profit margins, financial leverage ratios, debt service coverage, compliance with covenants, quality of management, senior management changes.
- Data from credit reference agencies, press articles, changes in external credit ratings.
- Actual and expected significant changes in the political, regulatory and technological environment of the borrower or in its business activities.
- External data from credit reference agencies, including industry-standard credit scores.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

(a) Credit risk (continued):

(iv) Impairment (continued)

Inputs, assumptions and techniques used for estimating impairment (continued)

(a) *Significant increase in credit risk (continued)*

The monitoring typically involves use of the following data (continued):

- Payment record, which includes overdue status as well as a range of variables about payment ratios.
- Existing and forecast changes in business, financial and economic conditions.

Determining whether credit risk has been increased significantly:

The Group assesses whether credit risk has increased significantly since initial recognition at each reporting date. Determining whether an increase in credit risk is significant depends on the characteristics of the financial instrument and the borrower.

Credit risk is deemed to increase significantly where the credit rating of a security decreased four or more levels on the international credit rating scale since the rating at origination date or the issuer of the instrument is experiencing or is very likely to experience one or more adversities and where there are adverse changes in one or more of the credit risk drivers that could increase the likelihood of default since the origination of loans.

As a backstop, the Group considers that a significant increase in credit risk occurs no later than when an asset is more than 30 days past due. Days past due are determined by counting the number of days since the earliest elapsed due date in respect of which full payment has not been received. Due dates are determined without considering any grace period that might be available to the borrower.

If there is evidence that there is no longer a significant increase in credit risk relative to initial recognition, then the loss allowance on an instrument returns to being measured as 12-month ECL. Some qualitative indicators of an increase in credit risk, such as delinquency or forbearance, may be indicative of an increased risk of default that persists after the indicator itself has ceased to exist. In these cases, the Group determines a probation period during which the financial asset is required to demonstrate good behaviour to provide evidence that its credit risk has declined sufficiently. When contractual terms of a loan have been modified, evidence that the criteria for recognising lifetime ECL are no longer met includes a history of up-to-date payment performance against the modified contractual terms.

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

(a) Credit risk (continued):

(iv) Impairment (continued)

Inputs, assumptions and techniques used for estimating impairment (continued)

(a) *Significant increase in credit risk (continued)*

Determining whether credit risk has been increased significantly (continued):

The Group monitors the effectiveness of the criteria used to identify significant increases in credit risk by regular reviews to confirm that:

- the criteria are capable of identifying significant increases in credit risk before an exposure is in default;
- the criteria do not align with the point in time when an asset becomes 30 days past due;
- the average time between the identification of a significant increase in credit risk and default appears reasonable;
- exposures are not generally transferred directly from 12-month ECL measurement to credit-impaired;
- there is no unwarranted volatility in loss allowance from transfers between 12-month PD (Stage 1) and lifetime PD (Stage 2);
- the borrower is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held);
- the borrower is more than 90 days past due on any material credit obligation to the Group.
- it is becoming probable that the borrower will restructure the asset as a result of bankruptcy due to the borrower's inability to pay its credit obligations.

Definition of default:

In assessing whether a borrower is in default, the Group considers indicators that are:

- qualitative: e.g. breaches of covenant;
- quantitative: e.g. overdue status and non-payment on another obligation of the same issuer to the Group; and
- based on data developed internally and obtained from external sources.

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

(a) Credit risk (continued):

(iv) Impairment (continued)

(a) Significant increase in credit risk (continued)

Determining whether credit risk has been increased significantly (continued):

Definition of default (continued):

Inputs into the assessment of whether a financial instrument is in default and their significance may vary over time to reflect changes in circumstances. The Group considers a loan to be in default if it is overdue for 90 days or more.

The definition of default aligns with that applied by the Group for regulatory capital purposes.

(b) Incorporation of forward-looking information

The Group incorporates forward-looking information into both the assessment of whether the credit risk of an instrument has increased significantly since its initial recognition and the measurement of ECL.

The Group uses a forward-looking score card model to estimate the potential of future economic conditions. It formulates three economic scenarios: a base case, which is the median scenario assigned a 50% probability of occurring, and two less likely scenarios, one upside and one downside, each assigned a 20% and 30% probability of occurring, respectively. Each scenario considers the expected impact of interest rates, unemployment rates, gross domestic product (GDP) and inflation. The base case is aligned with information used by the Group for other purposes such as strategic planning and budgeting. External information considered includes economic data and forecasts published by governmental bodies and monetary authorities in Jamaica, supranational organisations and selected private-sector forecasters.

(b) Incorporation of forward-looking information

The impact of these economic variables on the PD, EAD and LGD has been determined by performing a trend analysis and compared historical information with forecast macro-economic data to determine whether the indicator describes a positive, negative or stable trend and to understand the impact changes in these variables have had historically on default rates and on the components of LGD and EAD. The macroeconomic assumptions used in the base, upside and downside scenarios are as follows:

	Upside	Base	Downside
Gross Domestic Product	0.5 to 9%	-0.25 to 0.5%	-9.0 -0.5%
Inflation	-9.0 to 1%	-1.0 to 1.0%	1 to 9.0%
Unemployment	-9.0 to 1%	-1.0 to 1.0%	1 to 9.0%
Interest rate	-9.0 to 1%	-1.0 to 1.0%	1 to 9.0%

Notes to the Financial Statements (Continued)
December 31, 2022
(Expressed Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

(a) Credit risk (continued):

(iv) Impairment (continued)

(b) *Incorporation of forward-looking information (continued)*

As with any economic forecasts, the projections and likelihoods of occurrence are subject to a high degree of inherent uncertainty and therefore the actual outcomes may be significantly different to those projected. The Group considers these forecasts to represent its best estimate of the possible outcomes and has analysed the non-linearities and asymmetries within the Group's different portfolios to establish that the chosen scenarios are appropriately representative of the range of possible scenarios.

(c) *Measurement of ECL*

The key inputs into the measurement of ECL are the term structure of the following variables:

- probability of default (PD);
- loss given default (LGD); and
- exposure at default (EAD).

ECL for exposures in Stage 1 is calculated by multiplying the 12-month PD by LGD and EAD. Lifetime ECL is calculated by multiplying the lifetime PD by LGD and EAD.

LGD is the magnitude of the likely loss if there is a default. The Group estimates LGD parameters based on the history of recovery rates of claims against defaulted counterparties. The LGD models consider the structure, collateral, seniority of the claim, counterparty industry and recovery costs of any collateral that is integral to the financial asset. For loans secured by property, loan-to-value (LTV) ratios are a key parameter in determining LGD. LGD estimates are recalibrated for different economic scenarios and, for real estate lending, to reflect possible changes in property prices. They are calculated on a discounted cash flow basis using the effective interest rate as the discounting factor.

EAD represents the expected exposure in the event of a default. The Group derives the EAD from the current exposure to the counterparty and potential changes to the current amount allowed under the contract and arising from amortisation.

The EAD of a financial asset is its gross carrying amount at the time of default. For lending commitments, the EADs are potential future amounts that may be drawn under the contract, which are estimated based on historical observations and forward-looking forecasts. For financial guarantees, the EAD represents the amount of the guaranteed exposure when the financial guarantee becomes payable. For some financial assets, EAD is determined by modelling the range of possible exposure outcomes at various points in time using scenario and statistical techniques.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

(a) Credit risk (continued):

(iv) Impairment (continued)

(c) Measurement of ECL (continued)

As described above, and subject to using a maximum of a 12-month PD for Stage 1 financial assets, the Group measures ECL considering the risk of default over the maximum contractual period (including any borrower's extension options) over which it is exposed to credit risk, even if, for credit risk management purposes, the Group considers a longer period.

The maximum contractual period extends to the date at which the Group has the right to require repayment of an advance or terminate a loan commitment or guarantee.

Where the regulatory and general computations exceed IFRS the additional allowance is treated as an appropriation and taken to reserves.

(d) Loss allowance

The loss allowance recognised is analysed as follow:

Loan to members:

	Group			
	2022			
	Stage 1	Stage 2	Stage 3	Total
Loan to members:				
Allowance at beginning of year	87,054	8,169	215,458	310,681
Transfers:				
Transfer from stage 1	(55,948)	3,202	52,746	-
Transfer from stage 2	1,871	(3,319)	1,448	-
Transfer from stage 3	6,899	6,483	(13,382)	-
New remeasurement of loss allowance	-	-	172,885	172,885
Change in ECL due to write-offs	-	-	(153,841)	(153,841)
Financial assets derecognised during the period	(15,626)	(7,155)	(102,928)	(125,709)
New financial assets originated or purchased	51,165	-	-	51,165
Allowance at end of year	75,415	7,380	172,386	255,181

	2021			
	Stage 1	Stage 2	Stage 3	Total
Loan to members:				
Allowance at beginning of year	104,384	8,700	99,511	212,595
Transfers:				
Transfer from stage 1	(15,030)	2,498	12,532	-
Transfer from stage 2	1,652	(4,260)	2,608	-
Transfer from stage 3	7,731	2,871	(10,602)	-
New remeasurement of loss allowance	1,117	117	222,191	223,425
Change in ECL due to write-offs	-	-	(68,348)	(68,348)
Financial assets derecognised during the period	(22,389)	(3,860)	(67,982)	(94,231)
New financial assets originated or purchased	9,589	2,103	25,548	37,240
Allowance at end of year	87,054	8,169	215,458	310,681

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)
December 31, 2022
(Expressed Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

(a) Credit risk (continued):

(iv) Impairment (continued)

(d) Loss allowance (continued)

The loss allowance recognised is analysed as follow: (continued)

Loan to members:

	Co-operative			
	2022			
	Stage 1	Stage 2	Stage 3	Total
Loan to members:				
Allowance at beginning of year	85,334	8,169	217,176	310,679
Transfers:				
Transfer from stage 1	(55,948)	3,202	52,746	-
Transfer from stage 2	1,871	(3,319)	1,448	-
Transfer from stage 3	6,899	6,484	(13,382)	-
New remeasurement of loss allowance	-	-	172,885	172,885
Change in ECL due to write-offs	-	-	(155,560)	(155,560)
Financial assets derecognised during the period	(13,905)	(7,156)	(102,928)	(123,989)
New financial assets originated or purchased	<u>51,165</u>	<u>-</u>	<u>-</u>	<u>51,165</u>
Allowance at end of year	<u>75,415</u>	<u>7,380</u>	<u>172,385</u>	<u>255,180</u>

	2021			
	Stage 1	Stage 2	Stage 3	Total
Loan to members:				
Allowance at beginning of year	104,376	8,700	99,511	212,587
Transfers:				
Transfer from stage 1	(14,999)	2,498	12,531	-
Transfer from stage 2	1,652	(4,260)	2,608	-
Transfer from stage 3	7,731	2,871	(10,602)	-
New remeasurement of loss allowance	1,116	117	222,198	223,432
Change in ECL due to write-offs	-	-	(68,348)	(68,348)
Financial assets derecognised during the period	(24,101)	(3,860)	(66,271)	(94,232)
New financial assets originated or purchased	<u>9,588</u>	<u>2,103</u>	<u>25,549</u>	<u>37,240</u>
Allowance at end of year	<u>85,334</u>	<u>8,169</u>	<u>217,176</u>	<u>310,679</u>

No loss allowance was recognized on loan commitments as the amount was insignificant.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)
December 31, 2022
(Expressed Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

(a) Credit risk (continued):

(iv) Impairment (continued)

(c) Loss allowance recognised in profit or loss:

	Group		Co-operative	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
New remeasurement of loss allowance	172,885	223,425	172,885	223,432
New financial assets originated or purchased	<u>51,165</u>	<u>37,240</u>	<u>51,165</u>	<u>37,240</u>
	<u>224,050</u>	<u>260,665</u>	<u>224,050</u>	<u>260,672</u>

(v) Concentration of, and maximum exposure to, credit risk:

All the Group's assets are located in Jamaica, the Group therefore monitors credit risk by sector. An analysis of concentration of credit risk from loans to members, loan commitments, earning and non-earning assets and financial investments is show below, which represent the Group and Co-operative maximum exposure to credit risk:

	Group				
	Government \$'000	Corporate \$'000	Financial institutions \$'000	Individuals \$'000	Total \$'000
As at December 31, 2022					
Loans to members	-	-	-	13,085,010	13,085,010
Liquid assets	-	-	4,748,790	-	4,748,790
Financial investments	20,036	1,282,911	1,764,110	-	3,067,058
Liquid assets non-earning	-	-	306,134	-	306,134
Other assets	<u>429</u>	<u>211,738</u>	<u>120,245</u>	<u>-</u>	<u>332,411</u>
Total financial assets	20,465	1,494,649	6,939,277	13,085,010	21,539,402
Loan commitments	<u>-</u>	<u>-</u>	<u>-</u>	<u>248,102</u>	<u>248,102</u>
	<u>20,465</u>	<u>1,494,649</u>	<u>6,399,277</u>	<u>13,333,112</u>	<u>21,787,504</u>
As at December 31, 2021					
Loans to members	-	-	-	12,897,460	12,897,460
Liquid assets	-	2,514,336	1,359,832	-	3,874,168
Financial investments	70,213	2,077,745	743,064	-	2,891,022
Liquid assets non-earning	-	-	162,447	-	162,447
Other assets	<u>3,846</u>	<u>132,864</u>	<u>26,616</u>	<u>-</u>	<u>163,326</u>
Total financial assets	74,059	4,724,945	2,291,959	12,897,460	19,988,423
Loan commitments	<u>-</u>	<u>-</u>	<u>-</u>	<u>368,346</u>	<u>368,346</u>
	<u>74,059</u>	<u>4,724,945</u>	<u>2,291,959</u>	<u>13,265,806</u>	<u>20,356,769</u>

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

(a) Credit risk (continued):

(v) Concentration of, and maximum exposure to, credit risk: (continued)

	Co-operative				
	Government	Corporate	Financial institutions	Individuals	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
As at December 31, 2022					
Loans to members	-	-	-	13,082,990	13,082,990
Liquid assets	-	-	4,748,790	-	4,748,790
Financial investments	20,036	1,282,911	1,764,111	-	3,067,059
Liquid assets non-earning	-	-	287,285	-	287,285
Other assets	428	212,007	120,244	-	332,680
Total financial assets	20,465	1,494,918	6,920,429	13,082,990	21,518,802
Loan commitments	-	-	-	248,102	248,102
	<u>20,465</u>	<u>1,494,918</u>	<u>6,920,429</u>	<u>13,331,092</u>	<u>21,766,904</u>
As at December 31, 2021					
Loans to members	-	-	-	12,893,129	12,893,129
Liquid assets	-	2,514,336	1,359,832	-	3,874,168
Financial investments	70,213	2,077,745	743,064	-	2,891,022
Liquid assets non-earning	-	-	147,891	-	147,891
Other assets	3,846	137,782	26,616	-	165,744
Total financial assets	74,059	4,729,863	2,277,403	12,893,129	19,986,050
Loan commitments	-	-	-	368,346	368,346
	<u>74,059</u>	<u>4,729,863</u>	<u>2,277,403</u>	<u>13,261,475</u>	<u>20,447,628</u>

(b) Liquidity risk:

Liquidity risk is the risk that an enterprise will encounter difficulty in raising funds to meet commitments associated with financial instruments. The Group is exposed to daily calls on its available cash resources from loan draw-downs, withdrawal of saving deposits, and maturing deferred shares. The approach to managing liquidity is to ensure, as far as possible, that there is always sufficient cash and marketable securities to meet obligations when due, under normal and also under stressed conditions. The Board of Directors has delegated responsibility for the management of liquidity risk to the Asset and Liability Management Committee. On a monthly basis, the committee reviews the ratios and gap reports in order to assess and manage liquidity risk and to ensure compliance with internal policies and regulatory guidelines. The Group manages its liquidity levels on a daily basis by the monitoring of future cash flows and maintenance of adequate amount of committed facilities.

The key measures used by the Group for managing liquidity risk is the ratio of liquid assets to total savings deposits. For this purpose, liquid assets include cash and bank balances, deposits held with the Jamaica Co-operative Credit Union League (JCCUL) and highly liquid investments which have maturities up to nine months.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

(b) Liquidity risk (continued):

The Group is subject to a liquidity limit imposed by JCCUL and compliance is regularly monitored. This limit requires that the Group maintain liquid assets amounting to at least 10% of withdrawable saving deposits. The liquid asset ratio as at December 31, 2022 was approximately 15.46% (2020: 24.36%) which is in compliance with the standard.

Voluntary shares and savings deposits are treated as payable on demand. The amounts have therefore been included in the earliest period payable. Management estimate that the expected cash flows on these instruments will occur much later as determined by retention history. These may vary significantly from actual cash flows which are generally expected to maintain a stable or increasing balance.

There has been no change to the Group's exposure to liquidity risk or the manner in which it manages and measures this risk.

The following table represents the undiscounted cash flows (gross principal and interest cash flows) to settle financial liabilities based on contractual repayment obligations at the reporting date. Based on experience however, the Group expects that the actual cash flows will be significantly less than the contractual cash flows, as most members will not request repayment on the contractual maturity date, but will reinvest their funds with the Group.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

(b) Liquidity risk (continued):

Assets available to meet all of the liabilities and to cover outstanding loan commitments include cash and bank balances, liquid deposits at JCCUL, investment securities and loans to members.

	Group					
	Contractual cashflows					
	Within 3 months \$'000	3 to 12 months \$'000	1 to 5 years \$'000	Over 5 years \$'000	Total contractual cash flows \$'000	Total carrying amount \$'000
As at December 31, 2022						
Lease liabilities	388	1,198	4,093	4,672	10,350	6,738
Voluntary shares	4,874,044	-	-	-	4,874,044	4,874,044
Deferred shares	21,254	886,698	-	-	907,952	865,444
Saving deposits	13,061,240	-	-	-	13,061,240	13,061,240
Due to other institutions	-	-	40,834	-	40,834	36,136
External credits	12,802	38,060	77,010	2,469	130,341	112,691
Other liabilities	747,735	-	-	-	747,735	747,735
Total financial liabilities	18,717,463	904,702	121,937	7,141	19,772,498	19,704,028
As at December 31, 2021						
Lease liabilities	1,129	3,385	4,427	5,923	14,864	10,620
Voluntary shares	4,640,633	-	-	-	4,640,333	4,640,633
Deferred shares	7,136	21,409	899,330	-	927,875	885,058
Saving deposits	12,129,431	-	-	-	12,129,431	11,941,387
Due to other institutions	-	-	41,782	-	41,782	36,136
External credits	550	1,650	170,096	116,000	288,296	254,924
Other liabilities	702,267	-	-	-	702,267	702,267
Total financial liabilities	17,481,146	26,444	1,115,635	121,923	18,745,148	18,471,025

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

(c) Market risk:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of changes in market prices. These arise mainly from changes in interest rates, foreign currency rates and equity prices and will affect the Group's income or the value of its holdings of financial instruments. The objective of market risk management is to monitor and control market risk exposures within acceptable parameters, while optimising the return on investments. Market risk exposures are measured using sensitivity analyses.

There has been no change to the Group's exposure to market risks or the manner in which it manages and measures this risk.

(i) Foreign currency risk

Foreign currency risk is the risk that the fair value or cash flows of a financial instrument will vary because of exchange rate fluctuations. The Group is exposed to foreign currency risk due to fluctuations in exchange rates on transactions and balances that are denominated in currencies other than the Jamaica dollar. The Group ensures that its net foreign currency exposure is kept to an acceptable level by buying or selling currencies at spot rates when necessary to address short-term imbalances.

The Group's exposure to foreign currency risk at the reporting date was as follows:

	<u>Group and Co-operative</u>	
	<u>2022</u>	<u>2021</u>
	<u>\$'000</u>	<u>\$'000</u>
United States dollar (USD) - Liquid assets	147	319
- Financial investments	1,674	1,606
Canadian dollar (CDN) - Liquid assets	1	18
Pounds sterling (GBP) - Liquid assets	<u>1</u>	<u>8</u>

Sensitivity analysis

Bank of Jamaica's exchange rates in terms of the Jamaica dollar which is the Group's principal intervening currency were as follows:

	<u>USD</u>	<u>CDN</u>	<u>GBP</u>
December 31, 2022	149.96	107.91	176.90
December 31, 2021	<u>152.75</u>	<u>121.82</u>	<u>208.11</u>

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

(c) Market risk (continued):

(i) Foreign currency risk (continued)

Sensitivity analysis (continued)

The strengthening or weakening of the Jamaican dollar by the extent shown against each currency would have increased/reduced surplus and equity by amounts shown below.

Currency	Group and Co-operative			
	2022		2021	
	Strengthening/ (weakening) %	Effect on surplus \$'000	Strengthening/ (weakening) %	Effect on surplus \$'000
USD	1 (4)	2,782 (11,129)	4 (6)	11,762 (17,643)
CDN	1 (4)	1 (6)	4 (6)	88 (132)
GBP	1 (4)	3 (10)	4 (6)	67 (100)

The analysis assumes that all other variables, in particular interest rates, remain constant. The analysis is performed on the same basis for 2021.

(ii) Interest rate risk

Interest rate risk is the risk of loss from fluctuations in the future cash flows or fair values of financial instruments due to a change in market interest rates. It arises when there is a mismatch between interest-earning assets and interest-earning liabilities which are subject to interest rate adjustments within a specified period. It can be reflected as a loss of future net interest income and/or a loss of current market values. Interest rate risk is managed principally through monitoring interest rate gaps and by setting pre-approved gap ratios. The Group maintains a mix of long and short-term interest-bearing assets that will give it flexibility to take advantage of changes in market interest rates. The Asset and Liability Management Committee has oversight responsibility for the management and monitoring of interest rate risk and reports frequently to the Board of Directors on its strategies and position. Management estimate that the expected cash flows on these instruments will occur much later as demonstrated by retention history. These may vary significantly from actual cash flows which are generally expected to maintain a stable or increasing balance.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)
December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

(c) Market risk (continued):

(ii) Interest rate risk (continued)

The following table summarises the exposure to interest rate risk. They include the financial instruments at carrying amounts, categorised by the earlier of contractual repricing or maturity dates.

	Group 2022					
	1 to 3 months \$'000	3 to 12 months \$'000	1 to 5 years \$'000	Over 5 years \$'000	Non- interest bearing \$'000	Total carrying amount \$'000
Assets						
Cash and cash equivalents	572,452	-	-	-	306,134	878,586
Deposits	1,148,000	1,809,907	-	-	-	2,957,907
Resale agreements	125,544	1,092,887	-	-	-	1,218,431
Loans to members	21,114	13,063,896	-	-	-	13,085,010
Financial investments	807,309	782,924	948,417	119,714	408,694	3,067,058
Other assets	-	-	-	-	332,410	332,410
Total financial assets	<u>2,674,419</u>	<u>16,749,614</u>	<u>948,417</u>	<u>119,714</u>	<u>1,047,238</u>	<u>21,539,402</u>
Liabilities						
Lease liabilities	272	891	2,601	2,975	-	6,738
Voluntary shares	4,874,044	-	-	-	-	4,874,044
Deferred shares	-	865,444	-	-	-	865,444
Saving deposits	13,061,240	-	-	-	-	13,061,240
Due to other institutions	-	-	36,136	-	-	36,136
External credits	11,667	25,000	63,580	2,444	-	112,691
Other liabilities	-	-	-	-	747,735	747,735
Total financial liabilities	<u>17,947,223</u>	<u>901,335</u>	<u>102,317</u>	<u>5,419</u>	<u>747,735</u>	<u>19,704,029</u>
Total interest rate sensitivity gap	<u>(15,272,804)</u>	<u>15,848,279</u>	<u>846,100</u>	<u>114,295</u>	<u>299,504</u>	<u>1,835,373</u>

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)
December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

(c) Market risk (continued):

(ii) Interest rate risk (continued)

	Group 2021					Non- interest bearing \$'000	Total carrying amount \$'000
	1 to 3 months \$'000	3 to 12 months \$'000	1 to 5 years \$'000	Over 5 years \$'000			
Assets							
Cash and cash equivalents	250,843	-	-	-		162,447	413,290
Certificate of deposit	50,000	1,041,361	-	-		-	1,091,361
Money market funds	1,400,155	-	-	-		-	1,400,155
Resale agreements	750,646	381,163	-	-		-	1,131,809
Loans to members	24,882	12,849,887	17,890	4,801		-	12,897,460
Financial Investments	130,000	189,946	1,348,435	492,123		730,518	2,891,022
Other assets	-	-	-	-		163,326	163,326
Total financial assets	2,606,526	14,462,357	1,366,325	496,924		1,056,291	19,988,423
Liabilities							
Lease liabilities	807	2,419	3,163	4,231		-	10,620
Voluntary shares	4,640,633	-	-	-		-	4,640,633
Deferred shares	-	-	885,058	-		-	885,058
Saving deposits	11,941,387	-	-	-		-	11,941,387
Due to other institutions	-	-	36,136	-		-	36,136
External credits	486	1,459	44,212	102,572		106,195	254,924
Other liabilities	-	-	-	-		702,267	702,267
Total financial liabilities	16,583,313	3,878	968,569	106,803		808,462	18,471,025
Total interest rate sensitivity gap	(13,976,787)	14,458,479	397,756	390,121		247,829	1,517,398

**COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)**

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

(c) Market risk (continued):

(ii) Interest rate risk (continued)

	Co-operative 2022					
	1 to 3 months \$'000	3 to 12 months \$'000	1 to 5 years \$'000	Over 5 years \$'000	Non- interest bearing \$'000	Total carrying amount \$'000
Assets						
Cash and cash equivalents	572,452	-	-	-	287,285	859,737
Deposits	1,148,000	1,809,907	-	-	-	2,957,907
Resale agreements	125,544	1,092,887	-	-	-	1,218,431
Loans to members	21,114	13,061,876	-	-	-	13,082,990
Financial investments	807,309	782,925	948,417	119,714	408,694	3,067,059
Other assets	-	-	-	-	332,680	332,680
Total financial assets	2,674,419	16,747,595	948,417	119,714	1,028,659	21,518,804
Liabilities						
Lease liabilities	272	891	2,601	2,975	-	6,738
Voluntary shares	4,874,044	-	-	-	-	4,874,044
Deferred shares	-	865,444	-	-	-	865,444
Saving deposits	13,061,240	-	-	-	-	13,061,240
Due to other institutions	-	-	36,136	-	-	36,136
External credits	11,667	25,000	63,580	2,444	-	112,691
Other liabilities	-	-	-	-	748,835	748,835
Total financial liabilities	17,947,223	901,335	102,317	5,419	748,835	19,705,129
Total interest rate sensitivity gap	(15,272,804)	15,846,260	846,100	114,295	279,824	1,813,675

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

- (c) Market risk (continued):
- (ii) Interest rate risk (continued)

	Co-operative 2021				
	1 to 3 months \$'000	3 to 12 months \$'000	1 to 5 years \$'000	Over 5 years \$'000	Non- interest bearing \$'000
Assets					Total carrying amount \$'000
Cash and cash equivalents	250,843	-	-	-	398,734
Certificate of deposit	50,000	1,809,907	-	-	1,091,361
Money market funds	1,400,155	-	-	-	1,400,155
Resale agreements	125,544	1,092,887	-	-	1,131,809
Loans to members	24,882	12,950,384	17,890	4,801	12,893,129
Financial Investments	130,000	189,946	1,348,435	492,123	2,891,022
Other assets	-	-	-	-	168,244
Total financial assets	1,981,424	15,092,519	1,366,325	496,924	20,079,282
Liabilities					
Lease liabilities	807	2,419	3,163	4,231	10,620
Voluntary shares	4,640,633	-	-	-	4,640,633
Deferred shares	-	-	885,058	-	885,058
Saving deposits	11,941,387	-	-	-	11,941,387
Due to other institutions	-	-	36,136	-	36,136
External credits	486	1,459	44,212	102,572	254,924
Other liabilities	-	-	-	-	713,115
Total financial liabilities	16,583,313	3,878	968,569	106,803	18,481,873
Total interest rate sensitivity gap	(14,601,889)	15,088,641	397,756	390,121	1,597,409

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)
December 31, 2022

(Expressed in Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

(c) Market risk (continued):

(ii) Interest rate risk (continued)

The Group's financial instruments are mainly at fixed rates, therefore a change in interest rates would not have a significant impact on the surplus for the year or on the fair value reserve. Variable rates financial instruments are not significant and would not have a material impact if interest rates were to increase by 100 basis points (bp) or decrease by 50 bp. The analysis is as follows:

	Effect on surplus			
	Group		Co-operative	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Change in basis points:				
50 bp decrease (2021: 100 bp decrease)	(10,348)	(19,987)	(10,348)	(19,994)
100 bp increase (2021: 100 bp increase)	<u>20,696</u>	<u>19,987</u>	<u>20,696</u>	<u>19,994</u>

The analysis assumes that all other variables, in particular, foreign currency rates, remain constant. The analysis is performed on the same basis for 2021.

(iii) Equity price risk

Equity price risk arises from equity securities held by the Group as part of its investment portfolio. Management monitors the mix of debt and equity securities in its investment portfolio to maximise returns based on market performance. The primary goal of the Group's investment strategy is to maximise returns on investment while minimising risks.

The Group's quoted equity portfolio is listed on the Jamaica Stock Exchange. A 6% (2021: 5%) increase in quoted bid prices at the reporting date would result in an increase in equity of \$14,649,000 (2021: \$10,099,000) for the Group and Co-operative. A 6% (2021: 5%) decrease in quoted bid prices at the reporting date would result in a decrease in equity of \$14,649,000 (2021: \$10,099,000) for the Group and Co-operative. Unquoted equities and equities at FVTPL are considered insignificant for equity price risk.

(d) Operational risk:

Operational risk is the risk of direct or indirect loss arising from a wide variety of causes associated with the Group's processes, personnel, technology and infrastructure, and from external factors other than financial risks such as those arising from legal and regulatory requirements and generally accepted standards of corporate behaviour.

The Group's objective is to manage operational risk so as to balance the avoidance of financial losses and damage to its reputation with overall cost effectiveness and to avoid control procedures that restrict initiative and creativity.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed in Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

(d) Operational risk (continued):

The primary responsibility for the development and implementation of controls to identify operational risk is assigned to senior management. This responsibility is supported by overall standards of the Group for the management of operational risk in the following areas:

- Requirements for the reconciliation and monitoring of transactions.
- Compliance with regulatory and other legal requirements.
- Documentation of controls and procedures.
- Requirements for the reporting of operational losses and proposed remedial action.
- Development of contingency plans.
- Training and professional development.
- Ethical and business standards.
- Risk mitigation, including insurance where this is effective.

(e) Capital management:

The Co-operative is subject to capital requirements. The Co-operative's objectives when managing institutional capital are:

- (i) To comply with the capital requirements set by the JCCUL and the Bank of Jamaica for the financial sector in which the Co-operative operates;
- (ii) To safeguard the Co-operative's ability to continue as a going concern so that it can continue to provide returns and benefits for members;
- (iii) To maintain an 8% ratio of institutional capital to total assets; and
- (iv) To maintain a strong capital base to support the development of its business through the allocation of at least 20% of surplus to institutional capital.

Capital adequacy and the use of regulatory capital are monitored by management, based on the guidelines in its Capital Asset Management Policy. The JCCUL currently requires member Co-operative to maintain a minimum level of regulatory capital at 8% of total assets. At the reporting date, this ratio was 12.22% (2021: 12.10%) which is in compliance with the requirements.

The proposed Bank of Jamaica regulations require JCCUL to ensure that member Co-operatives:

- (i) Hold a minimum level of the regulatory capital of 6% of total assets; and
- (ii) Maintain a ratio of total regulatory capital to risk-weighted assets at or above 10%.

In 2021, regulatory capital includes 20% deferred shares as discussed in note 14.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed in Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

(e) Capital management (continued):

During the year, the Co-operative complied with all externally imposed capital requirements to which it is subject.

The composition of regulatory capital and the ratios of the Co-operative as at the reporting date are as follows:

	2022		2021	
	Actual \$'000	Required \$'000	Actual \$'000	Required \$'000
Total regulatory capital (2021: includes 20% of deferred shares)	2,774,074	1,816,400	2,738,339	1,694,462
Total capital ratio	12.22%	8%	12.86%	8%

(f) Fair value of financial instruments:

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction at the measurement date and is best evidenced by a quoted market price, if one exists. Some of the Group's financial instruments lack an available trading market. Therefore, these instruments have been valued using present value or other valuation techniques and the values may not necessarily be indicative of the amounts realisable in an immediate settlement of the instruments. In addition, the calculation of estimated fair value is based on market conditions at a specific point in time and may not be reflective of future fair values.

Except for money market funds which are carried at fair value, the fair value of liquid assets, other assets, voluntary shares, saving deposits and non-interest bearing liabilities is assumed to approximate their carrying values, due to their short-term nature.

The fair value of financial investments is based on quoted market bid prices, when available. Where quoted market bid prices are not available, other valuation techniques are used.

The fair value of deferred shares, amounts due to other institutions and external credits is not significantly different from their carrying values, when the cash flows of these instruments are discounted.

The fair value of shares held in Jamaica Cooperative Credit Union League and other related entities are determined using the net asset valuation method. There is no available market for these instruments. The Group has no intention to dispose of these investments.

The fair value of loans to members was estimated using discounted cash flows technique. The carrying amount of the loans also reflects the expected lifetime credit losses, value and quality of collateral and interest rates on the loans. The fair value and the carrying amount of the loans are not significantly different.

Financial instruments that are measured at fair value at the reporting date are grouped into Levels 1, 2 and 3 of the fair value hierarchy based on the degree to which the fair value is observable as follows:

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed in Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

(f) Fair value of financial instruments (continued):

- (i) Level 1: Fair values are quoted prices (unadjusted) in active markets for identical instruments;
- (ii) Level 2: Fair value measurements are those derived from valuation techniques based on inputs other than quoted market prices included within Level 1, that are observable for the instrument, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- (iii) Level 3: Fair value measurements are those derived from valuation techniques using significant inputs for the instrument that are not based on observable market data (unobservable inputs).

Accounting classifications and fair values

The following table shows the carrying amount of financial assets measured at fair value, their classification and levels in the fair value hierarchy. There were no transfer between levels during the year.

	Group and Co-operative							
	2022							
	Carrying amount				Fair value			
	Amortised cost \$'000	FVOCI \$'000	FVTPL \$'000	Total \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
Financial instruments:								
Financial investments	2,338,615	-	-	2,338,615	-	2,338,615	-	2,338,615
Quoted equities	-	244,156	-	244,156	244,156	-	-	244,156
Unit trust funds	-	-	6,862	6,862	-	6,862	-	6,862
Investment in shares in unlisted entities	-	118,669	-	118,669	-	-	118,669	118,669
JMMB managed portfolio	-	-	342,696	342,696	167,376	165,766	9,554	342,696
Deposits	2,957,907	-	-	2,957,907	-	2,957,907	-	2,957,907
Resale agreements	1,218,431	-	-	1,218,431	-	1,218,431	-	1,218,431
Jamaica Co-operative Credit Union League Limited	-	16,060	-	16,060	-	-	16,060	16,060
	<u>6,514,953</u>	<u>378,885</u>	<u>346,558</u>	<u>7,243,396</u>	<u>411,532</u>	<u>6,687,581</u>	<u>144,283</u>	<u>7,243,396</u>
	Group and Co-operative							
	2021							
	Carrying amount				Fair value			
	Amortised cost \$'000	FVOCI \$'000	FVTPL \$'000	Total \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
Financial instruments:								
Financial investments	2,160,504	-	-	2,160,504	-	2,160,504	-	2,160,504
Quoted equities	-	201,980	-	201,980	201,980	-	-	201,980
Unit trust funds	-	-	45,594	45,594	-	45,594	-	45,594
Investment in shares in unlisted entities	-	118,703	-	118,669	-	-	118,703	118,703
JMMB managed portfolio	-	-	348,181	348,181	190,539	157,642	-	348,181
Certificate of deposits	1,091,361	-	-	1,091,361	-	1,091,361	-	1,091,361
Resale agreements	1,131,809	-	-	1,131,809	-	1,131,809	-	1,131,809
Jamaica Co-operative Credit Union League Limited	-	16,060	-	16,060	-	-	16,060	16,060
Money market funds	-	-	1,400,155	1,400,155	-	1,400,155	-	1,400,155
	<u>4,383,674</u>	<u>336,743</u>	<u>1,793,930</u>	<u>6,514,347</u>	<u>392,519</u>	<u>5,987,065</u>	<u>134,763</u>	<u>6,514,347</u>

During the year, there was no transfer of financial assets in or out of level 3, or any significant movements on level 3 instruments.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed in Jamaica dollars unless otherwise stated)

32. Financial risk management (continued)

(f) Fair value of financial instruments (continued):

Valuation techniques

The valuation technique used in measuring the fair value in the level 3 hierarchy is the Net Asset Valuation (NAV) method. The unobservable inputs used in the Net Asset Valuation (NAV) method for unquoted equities include assets and liabilities that do not have a quoted market price. Unquoted equities represent holdings in entities in the financial sector providing services mainly to credit unions. As these are financial entities, the NAV is considered an appropriate basis to fair value these equities.

Financial assets

Government of Jamaica Euro bonds, corporate bonds and deferred shares (see note 7).

Unquoted equities and money market funds

Method

- Obtain bid yield from yield curve provided by a recognised pricing source (which uses market-supplied indicative bids)
- Using this yield, determine price using accepted formula
- Apply price to estimate fair value.
- Net asset valuation method

33. Capital commitment

As at December 31, 2022, the Group and Co-operative entered into contracts for capital expenditure in the amounts of \$5,420,000 (2021: \$4,191,000) in respect of which deposits amounting to \$2,378,000 (2021: \$2,095,000) have been made.

34. Segment reporting

A segment is a distinguishable component of the Group that is engaged either in providing services (business segment), or in providing services within a particular economic environment (geographical segment), which is subject to risks and rewards that are different from those of other segments.

The Group's activities are limited to receiving savings from, and providing loans to, its members in Jamaica, operating in a single segment, therefore no additional segment information is provided.

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed in Jamaica dollars unless otherwise stated)

35. Prior year adjustments

During the year:

The classification or presentation of some items in the statements of financial position, profit or loss and other comprehensive income and cash flows were changed to achieve a more appropriate presentation, as required by the applicable financial reporting framework.

(i) Statement of financial position:

Cash and cash equivalents, certificate of deposits, money market funds and resale agreements were separated from liquid assets and presented as line items in order of liquidity to comply with IAS 1. However, a sub-total for liquid assets was retained to comply with the requirements of the Cooperative Societies Act. These reclassifications had consequential impact on the statement of cash flows.

(ii) Statement of profit or loss:

(a) The Group changed how it accounted for loan origination fees, which was previously recognized under IFRS 15 instead of IFRS 9. The loan origination fees were recognized in profit or loss as the services were provided, however IFRS 9 requires these fees to be added to the loans and amortised over the life of the loans. As a consequence, fee income and loans to members were overstated while interest income was understated. The correction has been made by restating each of the affected financial statement line items for prior periods.

(b) Income on financial instruments at FVTPL was included in interest income calculated using the effective interest method. This has been reclassified from interest income by including a separate line for income on financial instruments at FVTPL.

(iii) Statement of cash flows:

(a) The Group discovered that certificate of deposits, and resale agreements had been classified as cash and cash equivalents. Management performed these reclassifications on the basis that they better reflect the nature of the items as investments. Also, the amounts for these items and financial investments were included net, this has been changed by showing them gross.

(b) Additionally, external credits were previously included as operating activities and are now being treated as financing activities to reflect the financing nature of the amounts as well as the gross amounts.

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed in Jamaica dollars unless otherwise stated)

35. Prior year adjustments (continued)

The impact on the statement of financial position for the Group and Co-operative for 2020 and 2021 are as follows:

2020		Group		
	Notes	As previously presented \$'000	Adjustments \$'000	Current presentation \$'000
ASSETS				
EARNING ASSETS				
Cash and cash equivalents	(i)	-	108,175	108,175
Certificate of deposits	(i)	-	849,207	849,207
Money market funds	(i)	-	1,398,991	1,398,991
Resale agreements	(i)	-	534,145	534,145
Liquid assets		-	2,890,518	2,890,518
Loans to members	(ii)(a)	13,242,829	(76,770)	13,166,059
Liquid assets	(i)	2,890,518	(2,890,518)	-
Financial investments		1,835,873	-	1,835,873
Total earning assets		17,969,220	(76,770)	17,892,450
NON-EARNING ASSETS		1,595,017	-	1,595,017
TOTAL ASSETS		19,564,237	(76,770)	19,487,467
LIABILITIES AND CAPITAL				
INTEREST BEARING LIABILITIES		16,326,376	-	16,326,376
NON-INTEREST BEARING LIABILITIES		683,890	-	683,890
TOTAL LIABILITIES		17,010,266	-	17,010,266
CAPITAL				
Permanent shares		278,757	-	278,609
Institutional capital		2,031,041	-	2,031,041
		2,309,798	-	2,309,798
Non-institutional capital	(ii)(a)	244,173	(76,770)	167,403
TOTAL CAPITAL		2,553,971	(76,770)	2,477,201
TOTAL LIABILITIES AND CAPITAL		19,564,237	(76,770)	19,487,467

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed in Jamaica dollars unless otherwise stated)

35. Prior year adjustments (continued)

The impact on the statement of financial position for the Group and Co-operative for 2020 and 2021 are as follows (continued):

2020		Co-operative		
	Notes	As previously presented \$'000	Adjustments \$'000	Current presentation \$'000
ASSETS				
EARNING ASSETS				
Cash and cash equivalents	(i)	-	108,175	108,175
Certificate of deposits	(i)	-	849,207	849,207
Money market funds	(i)	-	1,398,991	1,398,991
Resale agreements	(i)	-	534,145	534,145
Liquid assets		-	2,890,518	2,890,518
Loans to members	(ii)(a)	13,227,401	(76,770)	13,150,631
Liquid assets	(i)	2,890,518	(2,890,518)	-
Financial investments		1,835,873	-	1,835,873
Total earning assets		17,953,791	(76,770)	17,877,022
NON-EARNING ASSETS		1,580,467	-	1,580,467
TOTAL ASSETS		19,534,258	(76,770)	19,457,488
LIABILITIES AND CAPITAL				
INTEREST BEARING LIABILITIES		16,326,376	-	16,326,376
NON-INTEREST BEARING LIABILITIES		679,833	-	679,833
TOTAL LIABILITIES		17,006,209	-	17,006,209
CAPITAL				
Permanent shares		278,757	-	278,757
Institutional capital		2,031,041	-	2,031,041
		2,309,798	-	2,309,798
Non-institutional capital	(ii)(a)	218,251	(76,770)	141,481
TOTAL CAPITAL		2,528,049	(76,770)	2,451,279
TOTAL LIABILITIES AND CAPITAL		19,534,258	(76,770)	19,457,488

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed in Jamaica dollars unless otherwise stated)

35. Prior year adjustments (continued)

The impact on the statement of financial position for the Group and Co-operative for 2020 and 2021 are as follows (continued):

2021		Group		
	Notes	As previously presented \$'000	Adjustments \$'000	Current presentation \$'000
ASSETS				
EARNING ASSETS				
Cash and cash equivalents	(i)	-	250,843	250,843
Certificate of deposits	(i)	-	1,091,361	1,091,361
Money market funds	(i)	-	1,400,155	1,400,155
Resale agreements	(i)	-	1,131,809	1,131,809
Liquid assets		-	3,874,168	3,874,168
Loans to members	(ii)(a)	13,002,288	(104,828)	12,897,460
Liquid assets	(i)	3,874,168	(3,874,168)	-
Financial investments		2,891,022	-	2,891,022
Total earning assets		19,767,478	(104,828)	19,662,650
NON-EARNING ASSETS		1,518,129	-	1,518,129
TOTAL ASSETS		21,285,607	(104,828)	21,180,779
LIABILITIES AND CAPITAL				
INTEREST BEARING LIABILITIES		17,768,758	-	17,768,758
NON-INTEREST BEARING LIABILITIES		702,267	-	702,267
TOTAL LIABILITIES		18,471,025	-	18,471,025
CAPITAL				
Permanent shares		287,609	-	287,609
Institutional capital		2,273,718	-	2,273,718
		2,561,327	-	2,561,327
Non-institutional capital	(i)(a)	253,255	(104,828)	148,427
TOTAL CAPITAL		2,814,582	(104,828)	2,709,754
TOTAL LIABILITIES AND CAPITAL		21,285,607	(104,828)	21,180,779

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed in Jamaica dollars unless otherwise stated)

35. Prior year adjustments (continued)

The impact on the statement of financial position for the Group and Co-operative for 2020 and 2021 are as follows (continued):

2021		Co-operative		
	Notes	As previously presented \$'000	Adjustments \$'000	Current presentation \$'000
ASSETS				
EARNING ASSETS				
Cash and cash equivalents	(i)	-	250,843	250,843
Certificate of deposits	(i)	-	1,091,361	1,091,361
Money market funds	(i)	-	1,400,155	1,400,155
Resale agreements	(i)	-	1,131,809	1,131,809
Liquid assets		-	3,874,168	3,874,168
Loans to members	(ii)(a)	12,997,957	(104,828)	12,893,129
Liquid assets	(i)	3,874,168	(3,874,168)	-
Financial investments		2,891,022	-	2,891,022
Total earning assets		19,763,147	(104,828)	19,658,319
NON-EARNING ASSETS		1,508,501	-	1,508,501
TOTAL ASSETS		21,271,648	(104,828)	21,166,820
LIABILITIES AND CAPITAL				
INTEREST BEARING LIABILITIES		17,768,758	-	17,768,758
NON-INTEREST BEARING LIABILITIES		713,115	-	713,115
TOTAL LIABILITIES		18,481,873	-	18,481,873
CAPTIAL				
Permanent shares		287,609	-	287,609
Institutional capital		2,273,718	-	2,273,718
		2,561,327	-	2,561,327
Non-institutional capital	(ii)(a)	228,448	(104,828)	123,620
TOTAL CAPITAL		2,789,775	(104,828)	2,684,947
TOTAL LIABILITIES AND CAPITAL		21,271,648	(104,828)	21,166,820

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed in Jamaica dollars unless otherwise stated)

35. Prior year adjustments (continued)

The impact of the restatement of the loan origination fees and the separation of income on financial instruments at FVTPL on the statement of profit or loss and other comprehensive income is presented in the tables below:

2021		Group		
	Notes	As previously presented \$'000	Adjustments \$'000	Current presentation \$'000
INTEREST INCOME				
Loans to members	(ii)(a)(b)	1,855,675	42,518	1,898,193
Earning liquid assets	(ii)(b)	104,020	(32,146)	71,874
Financial investments	(ii)(b)	129,200	(32,857)	96,343
		2,088,895	(22,485)	2,066,410
NET INTEREST INCOME		1,745,178	(22,485)	1,722,693
Nets income from financial instruments at FVTPL				
	(ii)(b)	-	65,003	65,003
		1,745,178	42,518	1,787,696
NET INCOME AFTER IMPAIRMENT LOSSES		1,473,444	42,518	1,515,962
NON- INTEREST INCOME				
Fees	(ii)(a)	229,643	(70,576)	159,067
Rental income		14,324	-	14,324
Others		108,451	-	108,451
		352,418	(70,576)	281,842
		1,825,862	(28,058)	1,797,804
OPERATING EXPENSES		(1,550,963)	-	(1,550,963)
SURPLUS BEFORE HONORARIA AND OTHER PAYMENTS				
		274,899	(28,058)	246,841
OTHER PAYMENTS		(15,342)	-	(15,342)
SURPLUS FOR THE YEAR		259,557	(28,058)	231,499
TOTAL COMPREHENSIVE INCOME FOR THE YEAR				
		262,126	(28,058)	234,068

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed in Jamaica dollars unless otherwise stated)

35. Prior year adjustments (continued)

The impact of the restatement of the loan origination fees and the separation of income on financial instruments at FVTPL on the statement of profit or loss and other comprehensive income is presented in the tables below (continued):

2021		Co-operative		
	Notes	As previously presented \$'000	Adjustments \$'000	Current presentation \$'000
INTEREST INCOME				
Loans to members	(ii)(a)(b)	1,855,018	42,518	1,897,536
Earning liquid assets	(ii)(b)	104,020	(32,146)	71,874
Financial investments	(ii)(b)	<u>129,200</u>	<u>(32,857)</u>	<u>96,343</u>
		<u>2,088,238</u>	<u>(22,485)</u>	<u>2,065,753</u>
NET INTEREST INCOME		1,744,524	(22,485)	1,722,039
Nets income from financial instruments at FVTPL	(ii)(b)	<u>-</u>	<u>65,003</u>	<u>65,003</u>
		<u>1,744,524</u>	<u>42,518</u>	<u>1,787,042</u>
NET INCOME AFTER IMPAIRMENT LOSSES		<u>1,472,783</u>	<u>42,518</u>	<u>1,515,301</u>
NON- INTEREST INCOME				
Fees	(ii)(a)	230,307	(70,576)	159,731
Rental income		14,324	-	14,324
Others		<u>108,451</u>	<u>-</u>	<u>108,451</u>
		<u>353,082</u>	<u>(70,576)</u>	<u>282,506</u>
		1,825,865	(28,058)	1,797,807
OPERATING EXPENSES		<u>(1,549,851)</u>	<u>-</u>	<u>(1,549,851)</u>
SURPLUS BEFORE HONORARIA AND OTHER PAYMENTS		276,014	(28,058)	247,956
OTHER PAYMENTS		<u>(15,342)</u>	<u>-</u>	<u>(15,342)</u>
SURPLUS FOR THE YEAR		<u>260,672</u>	<u>(28,058)</u>	<u>232,614</u>
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		<u>263,241</u>	<u>(28,058)</u>	<u>235,183</u>

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed in Jamaica dollars unless otherwise stated)

35. Prior year adjustments (continued)

The restatement of the fee income, reclassification of income on financial instruments at FVTPL to income on financial instruments at FVOCI, and reclassification of items in the statement of financial position from liquid assets to individual items, as well as moving external credits from operating to financing activities, had the following impact on the statement of cash flows:

2021		Group		
	Notes	As previously presented \$'000	Adjustments \$'000	Current presentation \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Surplus for the year	(ii)(a)	259,557	(28,058)	231,499
Adjustment for:				
Interest income	(ii)(a)(b)	(2,088,895)	22,485	(2,066,410)
Other non-cash items		<u>701,049</u>	<u>-</u>	<u>701,049</u>
		(1,128,289)	(5,573)	(1,133,862)
Changes in operating assets and liabilities				
Loans to members	(ii)(a)	(55,955)	28,058	(27,897)
Saving deposits		1,362,726	-	1,362,726
Voluntary shares and deferred shares		203,181	-	203,181
Other assets		28,090	-	28,090
Non-interest-bearing liabilities		5,573	-	5,573
Due to other institutions		(6,311)	-	(6,311)
External credits	(iii)(b)	<u>(113,856)</u>	<u>113,856</u>	<u>-</u>
		295,159	136,341	431,500
Interest received	(ii)(a)(b)	2,092,993	(22,485)	2,070,508
Interest paid		<u>(330,913)</u>	<u>-</u>	<u>(330,913)</u>
Net cash provided by operating activities		<u>2,057,239</u>	<u>113,856</u>	<u>2,171,095</u>
CASH FLOWS FROM INVESTING ACTIVITIES				
Financial investments	(iii)(a)	(1,018,594)	1,018,594	-
Proceeds from financial investments	(iii)(a)	-	2,934,198	2,934,198
Acquisition of financial investments	(iii)(a)	-	(3,952,792)	(3,952,792)
Liquid assets – earning	(i)	(207,473)	207,473	-
Addition to certificate of deposits	(iii)(a)	-	(2,266,378)	(2,266,378)
Proceeds from maturity of certificate of deposits	(iii)(a)	-	2,024,224	2,024,224
Money market funds	(iii)(a)	-	(1,164)	(1,164)
Addition to resale agreements	(iii)(a)	-	(4,391,226)	(4,391,226)
Proceeds from maturity of resale agreements	(iii)(a)	-	3,793,562	3,793,562
Purchase of property, plant and equipment		(111,174)	-	(111,174)
Proceeds on disposal of property, plant and equipment		<u>30</u>	<u>-</u>	<u>30</u>
Net cash used by investing activities		<u>(1,337,211)</u>	<u>(633,509)</u>	<u>(1,970,720)</u>
CASH FLOWS FROM FINANCING ACTIVITIES				
Loan proceeds	(iii)(b)	-	140,000	140,000
Loan repayment	(iii)(b)	-	(253,856)	(253,856)
Other items		<u>(6,399)</u>	<u>-</u>	<u>(6,399)</u>
Net cash from financing activities		<u>(6,399)</u>	<u>(113,856)</u>	<u>(120,255)</u>
Increase in cash and cash equivalents	(iii)(a)	713,629	(633,509)	80,120
Cash and cash equivalents at beginning of year	(iii)(a)	<u>1,370,797</u>	<u>(1,037,627)</u>	<u>333,170</u>
Cash and cash equivalents at year of year		<u>2,084,426</u>	<u>(1,671,136)</u>	<u>413,290</u>

COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE
CREDIT UNION LIMITED (C&WJCCUL)

Notes to the Financial Statements (Continued)

December 31, 2022

(Expressed in Jamaica dollars unless otherwise stated)

35. Prior year adjustments (continued)

The restatement of the fee income, reclassification of income on financial instruments at FVTPL to income on financial instruments at FVOCI, and reclassification of items in the statement of financial position from liquid assets to individual items, as well as moving external credits from operating to financing activities, had the following impact on the statement of cash flows (continued):

2021		Co-operative		
	Notes	As previously presented \$'000	Adjustments \$'000	Current presentation \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Surplus for the year	(ii)(a)	260,672	(28,058)	232,614
Adjustment for:				
Interest income	(ii)(a)(b)	(2,088,238)	22,485	(2,065,753)
Other non-cash items		<u>701,053</u>	<u>-</u>	<u>701,053</u>
		(1,126,513)	(5,573)	(1,132,086)
Changes in operating assets and liabilities				
Loans to members	(ii)(a)	(67,069)	28,058	(39,011)
Saving deposits		1,362,726	-	1,362,726
Voluntary shares and deferred shares		203,181	-	203,181
Other assets		23,172	-	23,172
Non-interest-bearing liabilities		20,481	-	20,481
Due to other institutions		(6,311)	-	(6,311)
External credits	(iii)(b)	<u>(113,856)</u>	<u>113,856</u>	<u>-</u>
		295,811	136,341	432,152
Interest received	(ii)(a)(b)	2,092,345	(22,485)	2,069,860
Interest paid		<u>(330,913)</u>	<u>-</u>	<u>(330,913)</u>
Net cash provided by operating activities		<u>2,057,243</u>	<u>113,856</u>	<u>2,171,099</u>
CASH FLOWS FROM INVESTING ACTIVITIES				
Financial investments	(iii)(a)	(1,018,594)	1,018,594	-
Proceeds from financial investments	(iii)(a)	-	2,934,198	2,934,198
Acquisition of financial investments	(iii)(a)	-	(3,952,792)	(3,952,792)
Liquid assets – earning	(i)	(207,473)	207,473	-
Addition to certificate of deposits	(iii)(a)	-	(2,266,378)	(2,266,378)
Proceeds from maturity of certificate of deposits	(iii)(a)	-	2,024,224	2,024,224
Money market funds	(iii)(a)	-	(1,164)	(1,164)
Addition to resale agreements	(iii)(a)	-	(4,391,226)	(4,391,226)
Proceeds from maturity of resale agreements	(iii)(a)	-	3,793,562	3,793,562
Purchase of property, plant and equipment		(111,174)	-	(111,174)
Proceeds on disposal of property, plant and equipment		<u>30</u>	<u>-</u>	<u>30</u>
Net cash used by investing activities		<u>(1,337,211)</u>	<u>(633,509)</u>	<u>(1,970,720)</u>
CASH FLOWS FROM FINANCING ACTIVITIES				
Loan proceeds	(iii)(b)	-	140,000	140,000
Loan repayment	(iii)(b)	-	(253,856)	(253,856)
Other items		<u>(6,399)</u>	<u>-</u>	<u>(6,399)</u>
Net cash from financing activities		<u>(6,399)</u>	<u>(113,856)</u>	<u>(120,255)</u>
Increase in cash and cash equivalents	(iii)(a)	713,633	(633,509)	80,124
Cash and cash equivalents at beginning of year	(iii)(a)	<u>1,356,237</u>	<u>(1,037,627)</u>	<u>318,610</u>
Cash and cash equivalents at year of year		<u>2,069,870</u>	<u>(1,671,136)</u>	<u>398,734</u>



(Left to Right)

Judith Cawley, Chairperson; Clifton Atkinson, Secretary; Trevor Cameron, Member; Charles Hanson, Member; Sheldon Sharpe, Member

REPORT OF THE CREDIT COMMITTEE

FOR THE YEAR ENDED DECEMBER 31, 2022

The 2022 invasion of Ukraine by Russia resulted in higher energy and commodity prices which intensified inflation in many countries including Jamaica. High inflation coupled with the BOJ's deliberate adjustment of the policy interest rate from 2.50% in January 2022 to 7% in November 2022 have reduced the purchasing power of many of our members and potential members. This reduces the demand for loans in particular personal loans as the cost of borrowing increases.

While the loan disbursement for the year exceeded the budgeted amount, the loan portfolio fell below target as a result of higher-than-expected repayments. Amidst the above and the continued uncertainty in the economy, the Community & Workers of Jamaica Co-operative Credit Union through robust strategies, digital innovation and strong credit risk management policies and practices saw another successful year. This is a demonstration of the extraordinary effort of the Board of Directors, Executives, Management, Staff and Committees which served during the year.

Members of the Committee serving you at the start of the year were:

Ms. Judith Cawley
Mr. Clifton Atkinson
Mr. Trevor Cameron
Mr. Charles Hanson
Mr. Sheldon Sharpe

Chairperson
Secretary
Member
Member
Member

At our AGM held on June 15, 2022, Ms. Judith Cawley and Mr. Trevor Cameron were elected to serve for two years. Mr. Clifton Atkinson and Mr. Charles Hanson would each serve another year. Mr. Sheldon Sharpe was elected to serve two years to replace Mrs. Norma Warburton-Thomas who was not eligible for re-election, having served the maximum tenure based on the term limits provisions in our Rules.

The Credit Committee met and elected Ms. Judith Cawley and Mr. Clifton Atkinson to serve as Chairperson and Secretary respectively. The Committee continued to meet virtually fortnightly on a Thursday at 5:30 pm.

Loans approved by the Credit Union.

During the year the Credit Union approved and disbursed 12,737 loans and advances, a reduction of 312 or 2.39% over the previous year. The total value of loans disbursed during the period was \$5.375 billion coming from \$4.627 billion in 2021, an increase of \$748 million or 16.16%. The most popular category of loans approved was the Unsecured Loans with 6,160 loans disbursed for the period. With a value of \$1.888 billion. The Cash Secured loans were next with 5,947 loans approved valued at \$1.345 billion. The Unsecured Loans accounted for the largest disbursed value followed by the Motor Vehicle Secured Loans, with disbursements of \$1.888 billion and \$1.511 billion respectively. There were 63 Real Estate Secured Loans disbursed with a value of \$631.317 million.

Credit Committee Oversight responsibility

The Credit Committee continues to exercise oversight responsibility for loans approved by the Loans Committee, Branch Managers and Loans Officers. In carrying out this role, the Credit Committee reviewed a total of 166 randomly selected loan with a value of approximately \$678 million for the year ended December 31, 2022. The objectives of the reviews were to ensure:

- Compliance with Credit Union's policies.
- Completeness of documentation.
- Appropriate level of Risk and Security.
- Approval limits were maintained.

The reviews indicated that all internal systems of controls were in place and there was adherence to established policies and procedures. All concerns were effectively addressed by the Credit Union's management and all the loan met the stated objectives. The Credit Committee is satisfied that the

Loans Committee, Management and Loan Officers continue to perform effectively.

Loans Approved by the Credit Committee

The Credit Committee approves loans which exceed the authority of the Loans Committee and loans referred by the Loans Committee for special attention. For the year ended December 31, 2022, the Credit Committee approved loans totaling \$474 million that were referred by the Loans Committee.

Attendance Analysis for 2022

The Credit Committee held 19 meetings for 2022 and the attendance of the members are shown below.

Members	Possible	Actual	Absent
Norma Warburton	8	8	-
Clifton Atkinson	19	19	-
Charles Hanson	19	18	1
Judith Cawley	19	18	1
Trevor Cameron	19	19	-
Sheldon Sharpe	11	11	-

Loan Portfolio

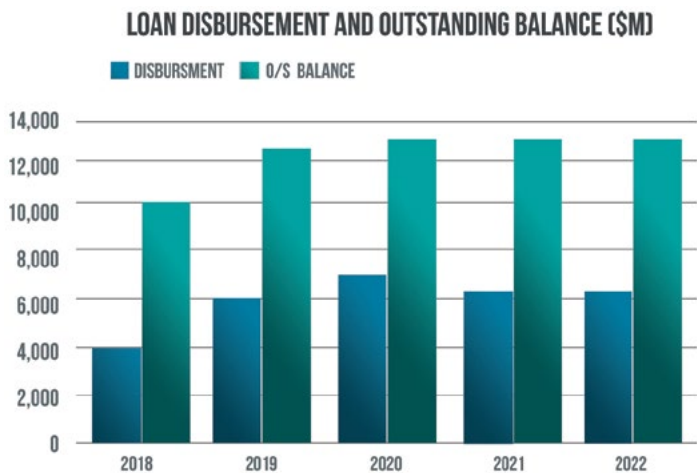
At year-end the Credit Union's loan portfolio after impairment consisted of 15,863 loan contracts. The total loan balance outstanding moved from \$12.90 billion in 2021 to \$13.09 billion at the end of 2022 representing an increase of 1.46%.

The Unsecured Loans accounted for 7,715 of the 15,863 loans in the portfolio (48.64%), with a value of \$3.901 billion representing 29.81% of the portfolio balance at December 31, 2022. Another popular category for the year 2022 was the Cash Secured Loans, at year end; the portfolio consisted of 4,603 of these loans with a value of \$1.721 billion representing 13.15% of the portfolio balance.

The Motor Vehicle loans accounted for the largest share of the portfolio value accounting for 40.44% with balance outstanding of \$5.291 billion.

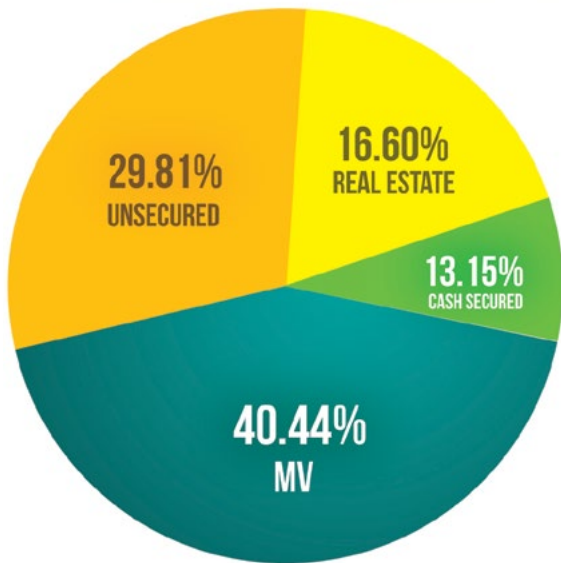
The Real Estate Loan Portfolio moved from \$1.946 billion in 2021 to \$2.172 billion at December 31, 2022, an increase of 11.61%.

The graph below shows the value of loans disbursed and the outstanding balance of the Credit Union's loan portfolio over the last 5 years.

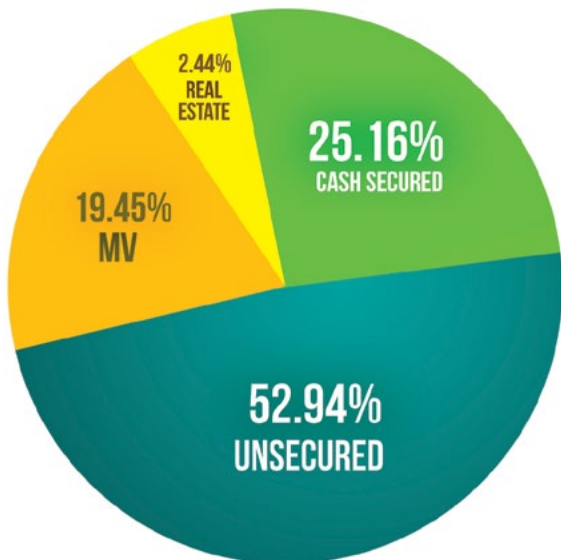


The charts below show the composition of the loan portfolio by the main loan types to their balances and number of loans outstanding at the year end.

LOAN BALANCE O/S CLASSIFIED BY MAIN TYPES - VALUES



LOAN CLASSIFIED BY MAIN TYPES - NUMBERS



Additional Information

Members of the committee also participated in the following activities during the year under review:

- a) Training under the Proceeds of Crime Act (POCA) and Counter Terrorism.
- b) The Chairperson of the Committee, Ms. Judith Cawley attended the retreat of the Board of Directors in October 2022.

Conclusion

The Credit Committee wishes to express appreciation to: -

- a) The membership for the confidence displayed in electing us to serve.
- b) The Board of Directors for their recommendations and support when needed.
- c) The C.E.O and staff for the co-operation and assistance given to us.
- d) A special thanks to the Credit Department for their invaluable assistance at our weekly meetings.
- e) To all the liaison persons for their unending support and to the other committees for their invaluable assistance.

On behalf of the members of this Committee I take this opportunity to say it was a pleasure to have served you.

Sincere thanks to the hardworking members of the committee for their continued commitment and dedication shown in 2022.

Co-operatively Yours

Judith Cawley
Chairperson

Pay without worry
anytime, anywhere
**the easy and
safe way**

WITH C&WJCCU
Debit Mastercard®

Apply today!



See www.cwjcu.com for more details



LINE OF
CREDIT



SHOP
ONLINE



PAY
BILLS

**Discover The
Benefits of
Belonging**



VERY LOW
FEES



CHIP & PIN
PROTECTION

C&WJ Community
and Workers of Jamaica
CO-OPERATIVE CREDIT UNION LTD.



876-936-3800

WWW.CWJCU.COM | INFO@CWJCU.COM



(Left to Right)

Michael Sutherland, Chairperson ; Dionne Mason-Gordon, Secretary
Darren Brown, Member ; Daniel Scott, Member ; Rohan Saunders,
Member ; Shorna Anderson, Member ; Patrick Simpson, Member

REPORT OF THE SUPERVISORY COMMITTEE

FOR THE YEAR ENDED
DECEMBER 31, 2022

Chairperson's Remarks

On behalf of the members of the Supervisory Committee, it is indeed a pleasure to welcome you, fellow cooperators, to the staging of the 59th Annual General Meeting of the C&WJ Co-operative Credit Union.

The responsibility placed in us by you our members is not one we take lightly as we seek to play our role in strengthening the system of governance by interrogating the operations of your beloved Credit Union to ensure that the internal operating controls that have been established by the board and management are functioning effectively and maintained at a high level. The policies and procedures when functioning effectively, provide reasonable assurance to Members, the Board of Directors and Management that the internal controls are being properly administered.

The support we receive on an ongoing basis from the Internal Audit department led by the Chief Internal Auditor is immeasurable. The high quality of the audits conducted and the actionable recommendations they provide have proven to be an important line of defense to assist in keeping the system of governance sound.

The committee members who were duly elected at the 58th Annual General Meeting held on the 15th day of June 2022, served in the following capacities:

▼ Committee Members	
Michael Sutherland	Chairperson
Dionne Mason-Gordon	Secretary
Darren Brown	Member
Daniel Scott	Member
Rohan Saunders	Member
Shorna Anderson	Member
Patrick Simpson	Member

Areas Reviewed

Throughout the year, the Supervisory Committee continued to provide independent oversight over the operations and risks associated with the operations of the Credit Union. The vehicle through which this was done was the risk-based audit plan that was ratified by The Board of Directors and we are pleased to report that ninety-five percent (95%) of the work plan was completed by year end, with the remaining 5% completed in January 2023.

As is customary, the audit reviews carried out by our able internal audit team were conducted in accordance with the Institute of Internal Audit (IIA) Standards. These standards require that the auditor plans and performs the audits to obtain sufficient and appropriate evidence to provide a reasonable basis for the findings and conclusions based on the audit objectives.

Even as the world emerges from the Covid 19 Pandemic, the Committee continued to use the online medium to meet monthly to analyze, discuss and make recommendations based on the observations and findings of the audit reviews and provide the Board of Directors with a monthly report of the findings and deliberations of the Committee. Over the period, the Committee reviewed the following areas across the Credit Union's operations:

Accounts & Finance

- Investments and Interest Income
- Liquidity Management
- Capital Management (2)
- Regulatory Compliance (2)
- Operating Expense
- Payroll
- Financial Statement

Customer Service & Operations

- Loans
- Loan Delinquency Write Offs
- Arrears Management/Loan Delinquency
- Shares, Savings & Deposit
- Cambio Operations (2)
- Anti-Money Laundering & POCA Compliance
- Connected Party
- Deceased member
- Standing Orders
- Branch Reviews (10)
- Cash Count
- Dormant Account (Branch Level)
- Security (Done at Branch Level)

Special reviews of the operations were also conducted at the request of Management.

In summing up the review of audit reports over the year, the Supervisory Committee would like to report the following findings:

- There was general adherence to established policies, procedures and compliance with the requirements of the laws and regulations that govern the Credit Union's operations.
- Generally, controls evaluated were adequate, appropriate and effective to provide reasonable assurance that risks are being managed properly.
- The overall system of internal controls remains intact as most expected controls were in place and were operating effectively. The audits uncovered no significant weaknesses.
- The minor weaknesses identified and the recommendations made to Management were addressed.

Meeting Attendance Record

The table below summarizes the attendance record of the Supervisory Committee members.

Committee Members ▼	Possible Meetings	Meetings Attended	Absent / Excused
Michael Sutherland	12	12	-
Shorna Anderson	12	12	-
Rohan Saunders	12	11	1
Darren Brown	12	12	-
Dionne Gordon	12	8	4
Daniel Scott	12	11	1
Patrick Simpson	12	12	-

REPORT OF THE SUPERVISORY COMMITTEE

FOR THE YEAR ENDED
DECEMBER 31, 2022
CONT'D

Conclusion

The Credit Union demonstrated its resilience by adapting to meet the constantly changing situation which prevailed. Once again through the good system of governance developed by the Board and implemented by Management and staff, the Credit Union withstood the various pressures that affected the Jamaican economy and demonstrated that through sound leadership we can overcome any obstacle.

The entire team would once again like to thank you, our members, for bestowing on us the great honor of serving the Credit Union. It was truly a fulfilling experience and as Chairman of the Committee, I would like to express extreme gratitude to the team members, who selflessly gave of themselves in the service of the Credit Union, despite some of us having to battle on many fronts because of the pandemic. This group constantly embodied the saying "there is no 'I' in team".

Finally, I would like to once again thank the Board, Management, staff and especially our phenomenal audit team for enabling us to have a very productive year.

Signed,



Michael Sutherland
Chairperson

*Conditions apply

C&WJ
Community
& Workers of Jamaica
CO-OPERATIVE CREDIT UNION LTD.

START YOUR

SAVE

**SAVE AS YOU EARN
ACCOUNT**

And
**Watch it
Grow!**

PLUS! In the event of death after just one month's payment, the total amount you were saving towards is paid quick, quick to your beneficiary!

HAVING
INTEREST
ON YOUR SAVINGS COMPOUNDED
MONTHLY?

GETTING
UP TO **90%**
OF YOUR
ACCUMULATED SAVINGS
AS A LOAN?

CHOOSING
YOUR OWN
INTEREST
RATE?

GETTING FREE LIFE INSURANCE
OF UP TO
\$5MILLION TO COVER
YOUR SAVINGS
WITHOUT DOING
A MEDICAL?



AUSTIN BROWN

President



JOYCE WEST-JOHNSON

Chief Executive Officer

REPORT OF THE LEAGUE DELEGATES TO THE 59TH ANNUAL GENERAL MEETING

Mr. Austin Brown, President, and Mrs. Joyce West-Johnson, Chief Executive Officer, were elected as delegates to the Jamaica Co-operative Credit Union League (JCCUL) at the 58th Annual General Meeting of the Society.

REPORT ON THE LEAGUE'S 81ST ANNUAL GENERAL MEETING

The Jamaica Co-operative Credit Union League held its first fully in-person annual convention and 81st Annual General Meeting, since the start of the pandemic, from June 17 to June 22, 2022, at the Ocean Coral Spring Hotel. The convention was held jointly with the Caribbean Confederation of Credit Unions (CCCU), celebrating their 50-year anniversary, at their 64th annual international convention and attracted attendees from credit unions across seventeen (17) Caribbean countries. The theme for the joint convention was 'Innovation, Integration, Next Generational Leadership'. The schedule of activities for the joint convention included the AGM, an opening ceremony, a trade show, reception and workshops.

FRIDAY, JUNE 17

CEO Roundtable/Managers' Forum

Credit Union Managers and League CEOs benefitted from six (6) presentations regarding the status of the credit union movement and ideas to grow and strengthen the movement.

The topics were as follows:

1. Our Future re-imagined
2. Caribbean Financial Services
3. Enterprise Risk Management: Key Concepts Every Director and Manager Should Know
4. Corporate Governance/Business Continuity
5. The Role of Fintech for Financial Service Providers
6. Key Drivers to the Future Success of Your People Operations

SATURDAY, JUNE 18 - SUNDAY, JUNE 21

There were varied presentations aimed at assisting credit unions with developing their strategic direction and business focus to ensure their growth and continuity.

SATURDAY, JUNE 18

JCCUL's ANNUAL GENERAL MEETING

The annual general meeting was held under the theme 'Developing Credit Unions ...Building Jamaica' and was attended by approximately one hundred and forty-five (145) delegates, alternate delegates and observers from Jamaica's credit unions.

The President, Mr. Lambert Johnson, chaired the meeting. He welcomed the participants and then gave a summary of the Board report for the year 2021. All other reports including that from the Treasurer, the Supervisory and Nominating Committees, as well as

the audited financial statements were presented.

Distribution of Surplus

The Delegates agreed to the proposed distribution of the surplus of \$217.90 million as presented.

Delegates voted for the maximum liability of the League to be set at \$5.00 billion.

Election of Officers

The Meeting voted to accept the nominations for the following persons to fill vacancies on the JCCUL Board:

- Martin Blackwood – Portland Co-operative Credit Union
- Andrea Wilson-Messam - Broadcast & Allied Co-operative Credit Union
- Alexander Bourne – Manchester Co-operative Credit Union
- Patrick Smith - JTA Co-operative Credit Union
- Winston Fletcher - EduCom Co-operative Credit Union
- Ryan Muir - Lascelles Employees & Partners Co-operative Credit Union
- Bornette Donaldson - C&WJ Co-operative Credit Union

The following persons were elected to serve on the Supervisory Committee:

- Mary Elizabeth Dick - JTA Co-operative Credit Union
- Ricardo Jones - COK Sodality Co-operative Credit Union
- Karen Robotham-Teape - Broadcast & Allied Services Co-operative Credit Union
- Nicola Reid - Palisadoes Co-operative Credit Union
- Snr. Supt. Paulette Green - Jamaica Police Co-operative Credit Union

RESOLUTIONS

The following resolutions were passed at the meeting:

Anniversary congratulatory

- Broadcast & Allied Services Co-operative Credit Union – 70th anniversary
- Jamaica Co-operative Credit Union League – 80th anniversary

Long service congratulatory

- NCB Employees Co-operative Credit Union – Joan Fay Garfield, JP
- Postal Co-operative Credit Union – Joereen McLean
- Trelawny Co-operative Credit Union – Winston Tomlinson

Condolence

- COK Sodality Co-operative Credit Union – Albert ‘Bertie’ Morris
- Jamaica Police Co-operative Credit Union – David Weston Rowe (AKA Moonie)

RULE CHANGES

There were no rule changes.

The 2022-2023 JCCUL Board:

- | | |
|---------------------------|----------------------|
| • Lambert Johnson | - President |
| • Andrea Wilson-Messam | - 1st Vice President |
| • O’Neil Grant | - 2nd Vice President |
| • Norris Gilbert | - Treasurer |
| • Ryan Muir | - Asst Treasurer |
| • Lt. Col. Michael Anglin | - Secretary |
| • Alexander Bourne | - Asst Secretary |
| • Martin Blackwood | - Director |
| • Brenda Cuthbert | - Director |
| • Bornette Donaldson | - Director |
| • Winston Fletcher | - Director |
| • Jerry Hamilton | - Director |
| • Anthony McLaughlin | - Director |
| • Patrick Smith | - Director |
| • Hector Stephenson | - Director |

"CREDIT UNION OF THE YEAR" AWARDS

The credit unions awarded were:

LARGE	
Winner	EduCom Co-operative Credit Union
Runner Up	First Heritage Co-operative Credit Union
MEDIUM	
Winner	Portland Co-operative Credit Union
Runner Up	Palisadoes Co-operative Credit Union
SMALL	
Winner	Lascelles Employees and Partners Co-operative Credit Union
Runner Up	BJ Staff Co-operative Credit Union

Financial Status of the Movement as at December 31, 2022

At December 31, 2022, the number of credit unions in Jamaica remained at 25.

The movement continued to perform creditably in relation to a number of its key result areas; with assets growing by 7.45% to close the year at \$161.60 billion, savings growing by 7.62% to \$125.62 billion, and loans by 8.50% to \$108.69 billion.

Profitability recorded a decline in the ratio of net income to average assets. This ratio decreased from 1.40% in 2021 to 1.34% in 2022.

The delegates are pleased to have been afforded the privilege of representing the Credit Union at the level of the League.

Signed:



Austin Brown
Delegate to the League



Joyce West-Johnson
Delegate to the League

Registering for Internet Banking is easy. Simply follow these steps

1. Visit www.cwjcu.com, click the **Internet Banking** tab and then select **Sign-up Now!**



2. Complete the fields as below and ensure that you check the box to acknowledge and agree to the terms of online banking and then click the **Sign-up** button

- a. 7-digit Member Number
- b. Tax Registration Number (TRN)
- c. Your email address that C&WJCCU has on file for you

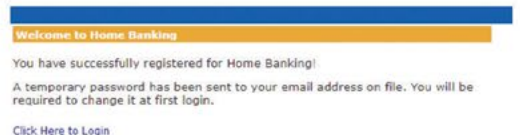
A screenshot of the 'Sign up for Home Banking' form. The form includes fields for Member Number (7 digits), TRN (no dashes), and Email. Below the email field is a checkbox for 'I acknowledge I have read and agree to the terms of the Online Disclosure'. At the bottom are buttons for 'Sign Up', 'Cancel', and 'Cancel'.

3. Setup Login ID

Type in Login ID or username and re-enter to confirm. Please ensure you choose a name that you remember.

4. Verification of Email

Once you have created your Login ID, a message will be sent to the email account you provided for you to retrieve your temporary password. Click on the link that says "**Click Here to Login**", then enter your Login ID and temporary password.



5. Validation

To complete the enrolment process, you will be required to select three security questions and set up a confidence word. These answers and confidence word, are part of your security credentials and will be used at login and to assist in unlocking or resetting credentials.

6. Reset Password

On the login page, you will now be required to enter your Login ID, the current password that you received in your email along with inputting a new password and confirming the new password. The new password must be a minimum of 8 characters in length, containing at least one upper and lower case letter, one special character and at least one number.

Congratulations! You have successfully registered for Internet Banking. Take control and bank your way.

REPORT OF THE NOMINATING COMMITTEE

TO THE 59TH ANNUAL GENERAL MEETING

The Nominating Committee was appointed by the Board of Directors at its meeting on January 28, 2023, in keeping with Rule 71(a). The Committee was comprised of the persons named below:

- Mr. Shauneil James - Chairperson
- Mrs. Norma Warburton-Thomas
- Mr. Andrew Williams

The Committee wishes to express gratitude on behalf of the Board of Directors, to all the volunteers who served the Credit Union in the past, and to specially welcome the volunteers who will be serving for the first time.

In undertaking its work, the Committee was guided by the following:

- Term limits for volunteers. The effect of the term limit is that:- No Director, member of the Credit or Supervisory Committees shall be allowed to serve for more than three (3) consecutive terms; however, such member will be eligible to serve once he/she sits out a period of one (1) year or one (1) Annual General Meeting without serving on any electable committee.
- Rule 34(i) which states that, "At the first Annual General Meeting a bare majority of the members constituting the Board of Directors shall be elected for a term of two (2) years and the others for a term of one (1) year. Whenever the number of the members of the Board of

Directors is increased, one-half (1/2) of such additional members shall be elected for two (2) years and one-half (1/2) for one (1) year. Thereafter the term of office for members shall be two (2) years."

1. Board of Directors

The current status of the members of the Board is as follows:

- **Members retiring at this 2023 Annual General Meeting:**
 - Mrs. Ashlyn Malcolm *
 - Mr. Bornette Donaldson
 - Mrs. Georjean Edwards-Fullerton
 - Mr. Raymond Hernandez
 - Mrs. Suzette Downie
 - Mr. Pete Smith

** Not eligible for re-election, having served the maximum tenure based on the term limit provisions in our Rules.*

- **Members retiring at the Annual General Meeting in 2024:**
 - Mr. Austin Brown
 - Mr. Christopher Buckmaster
 - Mr. Delroy Foster
 - Mr. Winston Green
 - Mr. Shauneil James

Nominations

In keeping with the foregoing, the Committee nominates the following members to be elected to fill the six (6) vacancies on the Board of Directors to serve

for the term adjacent to their names:

- Mr. Bornette Donaldson - 2 years
- Mrs. Suzette Downie - 2 years
- Mr. Pete Smith - 2 years
- Mrs. Georjean Edwards-Fullerton - 2 years
- Mr. Raymond Hernandez - 2 years
- Ms. Paulette Kirkland - 2 years

2. Credit Committee

The current status of the Credit Committee members is as follows:

• Members retiring at this Annual General Meeting 2023:

- Mr. Clifton Atkinson*
- Mr. Charles Hanson*

** Not eligible for re-election, having served the maximum tenure based on the term limit provisions in our Rules.*

• Members retiring at the Annual General Meeting 2024:

- Mr. Trevor Cameron
- Mr. Sheldon Sharpe

Nominations

The Committee nominates the following members to be elected to fill the vacancies on the Credit Committee for the term adjacent to their names:

- Dr. Richard Meggo - 2 years
- Ms. Carole Fisher - 2 years

3. Supervisory Committee

The members of the Supervisory Committee, all of whom will retire at this meeting are:

- Mr. Rohan Saunders*
- Miss Shorna Anderson*
- Mr. Michael Sutherland*
- Mr. Darren Brown
- Mr. Daniel Scott
- Mr. Patrick Simpson
- Mrs. Dionne Mason-Gordon

** Not eligible for re-election, having served the maximum tenure based on the term limit provisions in our Rules.*

Nominations

The Committee nominates the members named

below to be elected to fill the seven (7) vacancies on the Supervisory Committee for a term of one (1) year:

- Mr. Darren Brown
- Mr. Daniel Scott
- Mr. Patrick Simpson
- Mrs. Dionne Mason-Gordon
- Ms. Hortense Hylton
- Mr. Kevron Caine
- Ms. Karlene Spencer

4. Delegates to the Jamaica Co-operative Credit Union League

The retiring members are:

Mr. Austin Brown
Mrs. Joyce West-Johnson

Nominations

The Committee nominates the following members for the term of one (1) year:

President Elect
Chief Executive Officer

5. Delegates to The Jamaica Co-operatives Insurance Agency (formerly NUC-CIS)

The retiring members are:

Mrs. Joyce West-Johnson
Mrs. Ashlyn Malcolm

Nominations

The Committee nominates the following members for the term of one (1) year:

Treasurer Elect
Chief Executive Officer

6. Delegates to QNET

The retiring delegates are:

Mr. Austin Brown
Mrs. Joyce West-Johnson

Nominations

The Committee nominates the following members for the term of one (1) year:

President Elect
Chief Executive Officer

PROFILES OF CANDIDATES

BOARD OF DIRECTORS

BORNETTE DONALDSON

Mr. Donaldson is currently a Senior Manager at the Jamaica Public Service Company Limited, and holds the position of Head of Department - Financial Planning & Analysis, Treasury and Investor Relations. In the past, he has held several positions; including Manager of the Cable & Wireless Jamaica Pension Plan, Commercial and Finance Manager at Red Stripe Jamaica Limited, as well as Business Strategy and Project Manager at JMMB.

Mr. Donaldson holds a Master of Science Degree in Economics, a Master of Science Degree in Business Administration specializing in Finance, and a Bachelor of Science Degree in Economics from the University of the West Indies. He also holds the Project Management Professional designation from the Project Management Institute (PMI).

He has been a member of the Board of Directors of the C&WJ Co-operative Credit Union Limited since 2019. He currently serves as First Vice President on the Board and Chairman of the Policy Review Committee. He is a member of the Asset Liability Management Committee and the Arrears Management Committee. He previously served as Assistant Treasurer on the Board of Directors. He is the Chairman of the Board of Directors of C&WJCU Holdings Limited. He also serves as a Director of the Board of the Jamaica Co-operative Credit Union League and as President of National Union of Co-operative Societies (NUCS).

GEORJEAN EDWARDS-FULLERTON

Mrs. Edwards-Fullerton is an Attorney-at-Law and Partner at the law firm of Deacon and Associates. She practises in various areas of law, including Conveyancing, Commercial, Employment, Family, Tax, Estate, Intellectual Property and Civil Litigation. She currently serves as the head of the Estates and Family Legal Departments in her organization. She is a Part-time Lecturer at the University of Technology, Jamaica (UTECH).

Mrs. Edwards-Fullerton is a graduate of the Norman Manley Law School where she obtained her Certificate of Legal Education and The University of the West Indies and where she obtained her Bachelor of Laws Degree (Honours), respectively.

Mrs. Edwards-Fullerton has served in various leadership positions including Director of CANCERVE Foundation Limited; and Westwood High School where she was Head Girl. She is a diligent worker and has received numerous awards for her outstanding performance.

She has been a member of the Board of Directors of the C&WJ Co-operative Credit Union Limited since 2021. She is currently the Assistant Secretary to the Board and a member of the Policy Review Committee. She is also the Secretary to the Board of Directors of C&WJCU Holdings Limited.

RAYMOND ERNANDEZ

Mr. Hernandez is the Chief Financial Officer of Medical Disposables and Supplies Limited. In this role, he manages the accounting operations of the company as well as provides strategic oversight for the Administration and Human Resources Department/Division, the Pharmaceutical Division, Operations Management Department/Division, and Information Technology Department/Division. He previously served as Group Financial Controller of the Shipping Association of Jamaica and related companies; Finance Director at First Union Financial Limited, and Operations Manager at First Global Bank.

Mr. Hernandez is a Fellow of the Institute of Chartered Accountants of Jamaica. He holds a Master of Science Degree in Accounting and a Bachelor of Science Degree in Accounting and Management Studies from The University of the West Indies. He also serves as a Justice of the Peace for Kingston.

He has been a member of the Board of Directors of the C&WJ Co-operative Credit Union Limited since 2021. He is a member of the Asset Liability Management Committee and the Education Committee.

SUZETTE DOWNIE

Ms. Downie has over 25 years of experience in Financial Accounting and Management Accounting. She is currently employed to Cable & Wireless Communications Limited (FLOW) where she heads the Capital Expenditure Department, managing the capital investment portfolio for the CWC group of companies in the Caribbean and the USA. Ms. Downie is a former General Manager of the Jamaica Defence Force Co-operative Credit Union. She also has commercial banking experience, having worked with National Commercial Bank Jamaica Limited for two years.

Ms. Downie holds a Master of Science Degree in International Business from Florida International University, and a Bachelor of Science Degree in Business Administration (Honours) from the University of Technology, Jamaica.

She has been a member of the Board of Directors of the C&WJ Co-operative Credit Union Limited since 2021. She is a member of the Asset Liability Management Committee.

PETE SMITH

Mr. Smith is employed to Cable & Wireless Communications Limited, a subsidiary of Liberty Latin America. He has been operating at the managerial level for most of his 30 years tenure at Cable & Wireless Communications. He currently holds the position of Manager, Regional Regulatory Finance. Prior to joining Cable & Wireless Jamaica, he worked at the Bank of Jamaica in the Research Department.

Mr. Smith is a certified credit union director having completed successfully in 2018 the CUES Governance Leadership Institute program which was delivered by the University of Toronto, Rotman School of Management Executive Programs. Mr. Smith also holds a Bachelor of Arts Degree from the University of the West Indies in Social Studies and History. He attained a professional diploma in Accounting and Finance from Cable & Wireless College in London, England. He also attained a Marketing Diploma from the Institute of Management and Production (now known as the University College of the Caribbean).

He has served on the Board of Directors of Quality Networks (QNET), an organization geared at moving credit unions forward through the use of appropriate and modern technology. He was a member of the Board of the Jamaica Co-operative Credit Union League between 2015 and 2019 and, while there, he was appointed the Chairman of the League's Information Technology Committee, and was a member of the Governance and Policy Committees.

Mr. Smith is currently a Director at the Lupus Foundation of Jamaica, a position he has held for almost four years. He is also currently the Second Vice President of the Calabar Old Boys Association and a member of the Mentorship Committee.

PAULETTE KIRKLAND

Ms. Kirkland is a Management Specialist, Communications and Community Facilitator with over 20 years' experience in managing, developing training modules and executing all aspects of capacity building and sustainability from an individual and organizational aspect. She has experience in strategic planning, public relations and development of internal policies and procedures, which adheres to international best practices for optimum output within the targeted entities. She was employed to the Department of Co-operatives & Friendly Societies as Director of Research, Training, Policy & Development. She previously served as Project Officer/Research Assistant at the UWI Centre for Environmental Development, The University of the West Indies, Mona Campus.

Ms. Kirkland holds a Post Graduate Diploma in Public Sector Senior Management from the Management Institute for National Development (MIND), a Bachelor of Science Degree in Management Studies from The University of the West Indies, a Certificate in Urban Crime & Violence Prevention from the World Bank Institute and a Certificate in Applied Project Management from Boston University/Project Management Institute. She has been certified by HEART/NCTVET as a Trainer of Trainers. She is pursuing a Master of Science Degree in Credit Union & Co-operative Management with St. Mary's University, Canada.

CREDIT COMMITTEE

RICHARD MEGGO

Dr. Meggo is currently employed to Rose Hall Development Limited in the position of Chief Water Distribution Manager. He is a Civil and Environmental Engineer with over 25 years of experience with the National Water Commission, where he held the position of Assistant Vice President in charge of Regional Operations for the Western Region.

Dr. Meggo holds a Doctor of Philosophy in Civil and Environmental Engineering from the University of Iowa, a Master of Science Degree in Environmental Engineering from the International Institute for Infrastructural, Hydraulic and Environmental Engineering, UNESCO-IHE (Delft, The Netherlands) and a Bachelor of Science Degree in Chemistry from the University of the West Indies, Mona.

Dr. Meggo has previously served as a member of the Board of Directors of C&WJ Co-operative Credit Union Limited and as Chairman of the Supervisory Committee.

CAROLE FISHER

Ms. Fisher has ten years of senior management experience, seven years as a project management practitioner and eight years of human resource consulting experience with small and medium-sized enterprises and non-governmental organizations as well as voluntary service to churches, schools and other non-profitable organizations. She is employed to the National Water Commission as Project Manager, Customer Zoning & Analytics Project. She previously held the positions of Project Manager, Customer Census Mapping Project; Water Quality Manager; Manager, Equipment and Transport Manager and Project Coordinator, Jamaica Water Supply Improvement Project.

Ms. Fisher is a certified Project Management Professional (PMP) and Trainer. She holds a Master of Science Degree in Human Resource Development from The University of the West Indies, Mona Campus; a Bachelor of Science Degree in Computer Studies & Management from the University of Technology, Jamaica; a Certificate in Project Management from the Mona School of Business and other certifications.

SUPERVISORY COMMITTEE

DARREN BROWN

Mr. Brown is a Finance Professional who currently works at Jamalco as Financial Accounting Superintendent.

He holds a Master of Business Administration Degree, with concentration in Finance, and a Bachelor of Arts Degree in Accounting, with an International Business Minor.

Mr. Brown is currently a member of C&WJ Co-operative Credit Union's Supervisory Committee. He has previously served as Chairman of the Committee.

Mr. Brown was a long standing member of the former Clarendon Co-operative Credit Union Limited.

DANIEL SCOTT

Mr. Scott is currently employed to Flow Jamaica as a Manager in Field Service Operations. He has over 22 years' experience across different cross sections of the telecommunications industry.

Mr. Scott holds a Bachelor of Science Degree in Computing with Management Studies from the University of Technology, Jamaica and an Associate Degree in Electronic Engineering, and is Information Technology Infrastructure Library (ITIL) Certified.

Mr. Scott is currently a member of C&WJ Co-operative Credit Union's Supervisory Committee. He has previously served on the Committee.

PATRICK SIMPSON

Mr. Simpson has over 30 years' experience in telecommunications. He was previously employed to FLOW Jamaica in the capacity of Senior Manager, Field Services Operations.

Mr. Simpson holds a Master of Business Administration Degree from Nova Southeastern University and a Bachelor of Science Degree (Honours) Major in Economics and Management Studies from The University of the West Indies, Mona Campus. He is a trained teacher by profession and a graduate of Mico Teachers' College.

DIONNE MASON-GORDON

Mrs. Mason-Gordon is employed to the Shipping Association of Jamaica as Operations Manager – Member Services.

Mrs. Mason-Gordon holds a Master of Business Administration Degree with a specialization in Strategic Planning and a Bachelor of Arts Degree in Business and Finance from Heriot Watt University, Scotland. She is also the recipient of an Associate of Science Degree in Management from The University of the West Indies.

Mrs. Mason-Gordon is currently a member of C&WJ Co-operative Credit Union's Supervisory Committee. She has previously served on the Committee.

Mrs. Mason-Gordon is a results-oriented professional, with training in strategic planning, managing projects and operations. She has a proven record of success in planning and executing large meetings, conferences and events. At present, she also assists the Caribbean Shipping Association as the manager of two annual conferences.

HORTENSE HYLTON

Ms. Hylton is employed to the National Water Commission as Corporate Accounts Payable Manager. She previously held the position of Supervisor, Plant Accounting. She was previously employed to Cable & Wireless Jamaica Limited (formerly Jamaica Telephone Company) as Accounting Clerk.

Ms. Hylton is certified by the Association of Certified Chartered Accountants: (ACCA) Professional Part 1 and one module in Level 2. She holds a Bachelor of Science Degree in Business Administration with a major in Accounting & Financial Management from the University College of the Commonwealth Caribbean (formerly University College of the Caribbean), a Diploma in Business Administration from the University College of the Commonwealth Caribbean (formerly University College of the Caribbean), a Diploma in Financial Management from the University College of the Commonwealth Caribbean (formerly University College of the Caribbean) as well as certification from other institutions.

She is a member of the Westport Housing Co-operative Society and served on the Board as Assistant Treasurer and Secretary. She also served as a member of the former National Water Commission Co-operative Credit Union's Nominating Committee.

Ms. Hylton previously served as Secretary to the C&WJ Co-operative Credit Union's Supervisory Committee.

KEVRON CAINE

Mr. Caine has been employed to Pepsi Cola Jamaica since 2013, and has been working in the area of Operations Supervision since 2017. Mr. Caine holds a Bachelor of Science Degree in Industrial Engineering (Honours) with a major in Engineering Management from the University of Technology, Jamaica (UTECH).

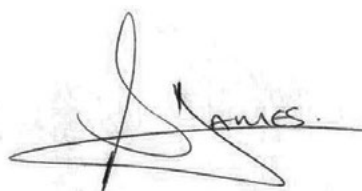
Mr. Caine previously served as a member of C&WJ Co-operative Credit Union's Supervisory Committee. He was also a volunteer with the former D&G Employees Co-operative Credit Union.

KARLENE SPENCER

Ms. Spencer is employed to the National Water Commission in the position of Assistant Vice President, Procurement & Inventory. She previously held the position of Manager, Finance & Administration in the Eastern Division.

Ms. Spencer is certified by the Association of Chartered Certified Accountants (ACCA) at the Professional Level. She holds a certificate in Principles & Practices of Project Management from the Mona School of Business and professional certification of Advanced Competence in Public Procurement from The International Procurement Institute (INPRI Jamaica Limited).

Ms. Spencer previously served as a member of the former National Water Commission Co-operative Credit Union's Board of Directors.



Shauneil James - Chairman



Norma Warburton-Thomas



Andrew Williams

A portrait of Stedson L. Chambers, an elderly Black man with a grey beard and mustache, wearing a dark suit, white shirt, and a red and blue patterned tie. He is looking directly at the camera with a slight smile. The background is a warm orange gradient with falling yellow leaves. The portrait is framed by a decorative gold-colored arc with leaf patterns.

TRIBUTE TO THE LATE

*Stedson L.
Chambers*

THE BOARD OF DIRECTORS, MANAGEMENT AND STAFF OF THE COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE CREDIT UNION pay tribute to the late Mr. Stedson L. Chambers, former President of the Board of Directors.

We salute the life of a visionary who was one the group of pioneers who signed the application for registration of the Society on the 26th of March 1961.

We recognize his sixty-one years of distinguished and dedicated service to the Credit Union, which included thirty-two years on the Board of Directors in the positions of Assistant Treasurer, 1st Vice President, 2nd Vice President and President, and twenty-two of these years as a member of the Executive Committee.

We acknowledge the life of an extraordinary and courageous leader who led the Credit Union through some of the most challenging periods, taking the steps necessary to place the Credit Union on its path to success.

We applaud the outstanding life of a loyal and steadfast volunteer, who made the Credit Union his purpose and whose commitment to the principles of "people helping people" was unquestionable. We remember with fondness his legendary wit and humour and the ease and sincerity with which he built lasting relationships at every level of society. Mr. Stedson L. Chambers was the consummate "Credit Union man" who "walked with kings but did not lose the common touch"

May his soul rest in peace, and light perpetual shine upon him.



A portrait of Winston Wilberforce Malcolm, an elderly Black man with white hair and glasses, wearing a dark suit, white shirt, and a patterned tie. The portrait is framed by a decorative border of blue and gold floral motifs.

IN MEMORIAM WINSTON WILBERFORCE MALCOLM

THE COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE CREDIT UNION LIMITED PAYS TRIBUTE TO FORMER PRESIDENT, THE LATE WINSTON WILBERFORCE MALCOLM, WHO PASSED AWAY ON FEBRUARY 14, 2023.

MR. MALCOLM SERVED AS THE PRESIDENT ON THE BOARD OF DIRECTORS BETWEEN 1980 AND 1983; AND CONTINUED AS A MEMBER OF THE CREDIT UNION UP TO HIS PASSING. HE WAS A MULTIFACETED, ATTENTIVE, AND HUMBLE MAN WITH A CURIOUS MIND. HE LIVED BY THE MANTRA "IF A JOB IS WORTH DOING, IT IS WORTH DOING WELL". HE WAS A MEMBER OF THE CREDIT UNION'S BUILDING COMMITTEE AND IS FONDLY REMEMBERED FOR INSPIRING THE MEMBERS OF THE CREDIT UNION TO CONTRIBUTE TO THE CONSTRUCTION OF THE CURRENT CREDIT UNION BUILDING AT THE HEAD OFFICE, 51 HALF WAY TREE ROAD.

WE SALUTE THE EXCEPTIONAL LIFE OF MR. WINSTON MALCOLM AND OUR HEARTFELT CONDOLENCES TO HIS FAMILY. HE WILL BE DEARLY MISSED.

MR. HUGH GEORGE MURRAY

FORMER PRESIDENT OF THE ST. ELIZABETH CO-OPERATIVE CREDIT UNION LIMITED.

THE BOARD OF DIRECTORS, MANAGEMENT AND STAFF OF THE COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE CREDIT UNION LIMITED PAY TRIBUTE TO THE LATE HUGH GEORGE MURRAY, FORMER PRESIDENT OF THE ST. ELIZABETH CO-OPERATIVE CREDIT UNION LIMITED.

MR. MURRAY JOINED THE ST. ELIZABETH CO-OPERATIVE CREDIT UNION LIMITED (STECCUL) IN 1972. BETWEEN 2007-2010, HE SERVED ON THE EXECUTIVE COMMITTEE AS PRESIDENT OF THE BOARD OF DIRECTORS, AND HE CONTINUED AS MEMBER OF THE EXECUTIVE COMMITTEE UNTIL THE CREDIT UNION MERGED WITH COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE CREDIT UNION LIMITED (C&WJCCUL) IN 2019.

HE IS REMEMBERED FOR HIS OUTSTANDING LOYALTY TO THE MEMBERS OF THE CREDIT UNION AND THE ST. ELIZABETH COMMUNITY. MR. MURRAY WAS A STRONG PROPONENT OF EXCELLENT MEMBER SERVICE AND THROUGHOUT HIS YEARS OF SERVICE TO THE CREDIT UNION, HE CONSISTENTLY ENSURED THAT MEMBERS WERE ASSISTED IN EVERY WAY POSSIBLE.

THE BOARD OF DIRECTORS, MANAGEMENT AND STAFF OF THE COMMUNITY & WORKERS OF JAMAICA CO-OPERATIVE CREDIT UNION SALUTE THE OUTSTANDING LIFE OF MR. HUGH GEORGE MURRAY.



DECEASED MEMBER LISTING FOR 2022

Deceased Members Listing for 2022

AARON JONES
ADRI PURRAN
ALBERGA MILLER
ALBERT DAILEY
ALBERTHA MCOWELL
ALBERTHA MCGHIE
ALDEN DIXON
ALDIAN WILLIAMS
ALDRED WEDDERBURN
ALFRED JACKSON
ALLISON JACKSON
ALPHANSO FARQUHARSON
ALTON BECKFORD
ALTON EDWARDS
AMOSY TOMLINSON
ANDRE FOOTE
ANDREA BROWN
ANDREA SALMON
ANDREW BURTON
ANDREW GRANT
ANGELLA THOMPSON-ROYAL
ANNMARIE FOSTER
ANTHONY LETTS
ANTHONY LINDO
ANTHONY MCGREGOR
ANTONIO ROBINSON
ASTLEY BARNABY
AUDLEY CAMPBELL
AUDREY MADDEN
AUDREY WATSON
AUDREY WILLIAMS
AUSTIN FARQUHARSON
AZARIAH GRIFFITHS
BARBARA BROWN
BARBARA DAWSON
BASIL BROWN
BASIL SWACK
BASIL WILLIAMS
BENTLEY KNIGHT
BERNARD DAVIS
BERYL EDWARDS
BESLIN SEATON
BLOSSOM DENNIS
BLOSSOM FRANCIS
BOBSIE WILLIAMS
BOICE DALEY
BONNITO DALEY
BRENETTA HUTCHINSON
CALVIN PALMER
CALVIN RHODEN
CAMISHA FOSTER
CARLENE MCKENZIE-WILLIAMS
CARLOS FOSTER
CARLTON BOWEN
CARMEN DIXON
CAROL POWELL
CAROLINA LINDSAY
CATALINA BARTLEY
CECIL FACEY
CECIL WALLACE
CHARLES BRANDON
CHARMING HEADLEY
CHERESA LYNCH
CHERINE BLAKE
CHRISTINE RAMSAY
CLARENCE CAMPBELL
CLEVELAND GREEN
CLINTON BLAKE
CLIVE BAKER
CLIVE BECKFORD
CLIVE CLENNON
CLIVE MORRISON
CLUNIS PALMER
CLYTHIE BEADLE
COURTNEY THOMAS
CRAIG A. WALALCE

DAISY WILLIAMS
DAMIAN ROBINSON
DANIEL A. PHILLIPS
DAPHNE ROBINSON
DAVID BLAGROVE
DAVID COCHRANE
DAVID MICHAELS
DAWN PIPER-TATE
DEAN SMITH
DEBORAH GRACEY-WISDOM
DELORIS ANDERSON-TOMLINSON
DELROY BARRETT
DELROY MENDEZA
DELROY ROBINSON
DENNIS JOHNSON
DEON GOODEN
DERRICK STEWART
DERRICK THOMAS
DEVON CLEMETSON
DEVON GOODEN
DEVON HYATT
DEVON JOHNSON
DEVON NEEDHAM
DEWIGHT FORREST
DEXTON WARREN
DILLION WHITE
DOLSI ELLIS
DONALD GILCHRIST
DONALD ROBINSON
DONOVAN GAYLE
DONOVAN RHODEN
DOREEN JOHNSON
DOREEN LINDO-WILLIAMS
DOROTHY BAKER
DOROTHY URQUHART
DORRELL BRYAN
DOUGAY EBANKS
DOUGLAS BANTON
DOUGLAS MCKOGG
DUNNETT BLACK
DWIGHT LEWIS
EARL BOWIE
EARSLEY BARRETT
EDDISTON ANDERSON
EDGAR HENRY
ELAINE MOORE
ELDORA MALCOLM
ELI ALLISON
ELSA WILLIAMS
ELSIE POWELL
ELVIS WATKIS
EPHRAIM CARTY
ERIC BURRELL
ERIC TINGLIN
ERMIN BRUCE
ERROL BROWN
ERROL GRACIE
ERVIN ROBINSON
EUAL VANWHERVIN
EUGENE CALLUM
EULA VANWHERVIN
EULALEE HINDS
EULETTE BENLOSS
EUTON DENNIS
EVELYN BLAKE
EVELYN MILLER
EVERICK BEADLE
EVERICK GAYLE
EVERTON HYLTON
FAYTON CRANSTON
FITZBERT HOWELL
FLONA JUMPP
FLOYD JONES
FREDDIE MELHADO
GARFIELD CROSS
GARLETT MILLER
GEBEVA R. MULLINGS
GENE ROBINSON

GENTINELLA FINN
GEORGETT TAYLOR
GERALD HARRIS
GIDANAL WAUL
GLEN DON GOLDING
GLORIA MILLER
GODFREY TAYLOR
GWENDOLYN CLARKE
GWENDOLYN FRANCIS
GWENITA JEFFREY
HAROLD DUNKLEY
HAROLD MINOTT
HARRIETTE LEDGISTER
HARRY CASSANOVA
HERON GORDON
HILRETH MUNDLE
HOWARD VASELL
HOWARD BARRETT
HOWARD LAWRENCE
HUNTLEY ALSTON
HYLTON MAXWELL
IMOGENE SMALLING
INEZ EDMOND
IRAM PENCIL
IRIS MCLEISH
IVAN PERRY
IVORINE SIMMS
IVY DAVIS
JAMES DAVIS
JAMES ROBINSON
JAMES SMALL
JANET SHAKES
JANETTE HART-ROWE
JASON CLARKE
JEAN JOHNSON
JENNIFER BAILEY
JOAN COKE
JOAN THOMPSON
JOHN BROWN
JOHN MCLEOD
JOHN MORGAN
JOHN REID
JOHN ROBINSON
JOHNAYA ROSE
JON MATHIAS BROWN
JONAH MORRIS
JOSEPH CRANSTON
JOSEPH MORGAN
JOSEPH SLOLEY
JOSEPHINE YARRU
JOYCE CONNELL
JULIETTE HORREL
KARENE ROACHE-MERCH
KARLENE MAXWELL
KATIA WILLIAMS
KEITH EBANKS
KEITH GAYLE
KEITH SIMPSON
KEITH TAYLOR
KEMICESH HARRIOTT SALMON
KENEISHA BANTON
KENESHA JONES
KENNETH KENNEDY
KINGSLEY MALCOLM
LATOYA WHYTE
LAUNDRIK RICKETTS
LAURIE-ANN ROBINSON-SEMILLIE
LAVADO SPENCE
LAWRENCE WILLIAMS
LEAHNORA SCOTT
LEANDO FAGON
LEILA ALSTON
LEISA-GAYE STEWART
LEROY FOSTER
LEROY SAMMS
LESBURN SMITH
LESTER MCCARTNEY
LEVI BROWN

LINDON MALCOM
LLOYD INGRAM
LLOYD MCKENZIE
LLOYD RHODEN
LOUISE WILLIAMS
LUCILE COLEY
LYNETTE ROWE
MABEL PUSEY
MARK RICHARDS
MARLENE MONTEITH
MARVIN SINCLAIR
MAUD ANDERSON
MAURENE BRAITHWAITE
MAXINE SWABY
MELBOURNE BRISCO
MELONY FEARON-O'GILVIE
MERTELLA MAYE
MICHAEL BLACKWOOD
MICHAEL BRIGHT
MILDRED WILLIAMS
MILLICENT MEDLEY
MILLICENT THOMPSON
MILTON PATTERSON
MONICA BOWEN
MOREL WILLIAMS
MYRON COLE
NADIA TOBIAS LYNCH
NATALLENE BROWN
NATHAN BROWN
NEVIL FREDANKEY
NEVILLE JONES
NEVILLE KNIGHT
NOEL ANDERSON
NOEL FRANCIS
NOEL MCKENZIE
NORIS GRAHAM
NORMAN MADDEN
NORMAN DAVIS
NORMAN RERRIE
NOVELYN ELLIOT-WAUGH
OBEDIAH DUNN
ODIE FRAY
OLIVE LEWIS
OLOUDAH GILLESPIE
ONEIL CHEEKE
ONEIL MCFARLANE
ORLANDO MYERS
ORVILLE JOHNSON
ORVILLE SOUTH
OSWALD COOPER
PANSY SINCLAIR
PATRICIA WHYTE-CAMPBELL
PATRICK HENRY
PAUL FLETCHER
PAULA BURKE
PAULA DAVY
PAULINE RUMBLE
PEARLINA ROACH
PEGGY SAMUELS
PERCIVAL PULCHAN
PETE EBANKS
PETRONA LEVY
PHILONIE KIRLEW
PHYLLIS MULLINGS
RANDAL MARTINDALE
RANDY HAUGHTON
RANFORD GRANT
RAPHAEL HEATH
RAYMOND VASELL
REGINALD KHANNI
RICHARD FRANCIS
RICHARD GORDON
ROBERT ADAMS
ROBERT ALLEN
ROBERT CAMPBELL
ROBERT SAMUELS
RODERICK BROWN
ROMARIO SIMPSON

RONALD GAYLE
RONALD HOILETTE
ROSALIN FALLOON
ROSE STEWART
ROSE-MARIE POWELL
ROWEN DALEY
ROY BARRETT
ROY GILPIN
ROY RAMSAY
ROY WILSON
ROYAN LEDGISTER
ROYLAND MANNING
RUBEN CHAMBERS
RUDOLPH PEART
RUDOLPH SCOTT
RUDOLPH WRIGHT
RUPERT POWELL
RUPERT WALLACE
SAMUEL SADDO
SANDRA DALEY
SHADINIA MATHAIS
SHANNETT BARRETT
SHARON DUNKLEY
SHARON GREY
SHARON SMALLING-POWELL
SHAWN SMITH
SHAWN WILLIAMS
SHELDON GAYLE
SHEMA SAMMA
SHEMLIN GRIFFITHS
SHERON ANDERSON
SHIRLEY SHAW
SIGNETT HEWITT
SONIA CUNNINGHAM
STEDSON CHAMBERS
STEINSON FIN
STEPHANIE GAYLE
STEPHEN MCGREGOR
STEPHEN WYNTER
SUDEEN LYNFATT
TAMARA THOMPSON
TAMEKA HENRY
TESTIANA POWELL
THOMAS MEREDITH
TOYA LEWIS
TRACI-ANN THOMPSON
TREVOR THOMAS
TRICIA WILLIAMS
UNA THOMAS
URIAH MILLER
VANDEBILT HODGES
VELMA DOUGLAS
VENOLA VASELL
VERNON ROWE
VERONICA BAKER
VERONICA BARNETT
VERONICA LAWRENCE
VICTOR GOWIE
VICTOR RICHARDS
VICTOR SHARPE
VINCENT BROWN
VINCENT MOHAN
VIOLA MCDONALD
VIVIAN BENNETT
WALBERT JACKSON
WALTER JAMES
WARD THOMPSON
WAYNE YOUNG
WELLINGTON KHANI
WESTON ROSE
WILBERT VAZ
WILLIAM FRANCIS
WINSOME EMOREY
WINSOME WILLIAMS-TURLAND
WINSTON BURRELL
WINSTON HIBBERT
WINSTON MILLER
WITHCLIFFE BAXTER

VOLUNTEERS/COMMITTEES

WHO SERVED US DURING 2022

BOARD OF DIRECTORS

Mr. Austin Brown	President
Mr. Bornette Donaldson	1st Vice President
Mr. Christopher Buckmaster	2nd Vice President
Mrs. Ashlyn Malcolm	Treasurer
Mr. Delroy Foster	Assistant Treasurer
Mr. Winston Green	Secretary
Mrs. Georjean Edwards-Fullerton	Assistant Secretary
Mr. Shauneil James	Director
Mr. Raymond Hernandez	Director
Mrs. Suzette Downie	Director
Mr. Pete Smith	Director

CREDIT COMMITTEE

Ms. Judith Cawley	Chairperson
Mr. Clifton Atkinson	Secretary
Mr. Sheldon Sharpe	Member
Mr. Trevor Cameron	Member
Mr. Charles Hanson	Member

SUPERVISORY COMMITTEE

Mr. Michael Sutherland	Chairman
Ms. Dionne Gordon	Secretary
Ms. Shorna Anderson	Member
Mr. Patrick Simpson	Member
Mr. Daniel Scott	Member
Mr. Darren Brown	Member
Mr. Rohan Saunders	Member

INFORMATION TECHNOLOGY COMMITTEE

Mr. Austin Brown	Chairman
Mr. Derron Seville	Secretary/Staff
Mrs. Ashlyn Malcolm	Member
Mr. Pete Smith	Member
Mr. Shauneil James	Member
Mrs. Joyce West-Johnson	Member/Staff
Mrs. Tracy-Ann Henry-Williams	Member/Staff
Ms. Raquel Gentles	Member/Staff

EXECUTIVE COMMITTEE

Mr. Bornette Donaldson	Chairman
Mr. Winston Green	Member
Mrs. Ashlyn Malcolm	Member
Mr. Austin Brown	Member
Mr. Christopher Buckmaster	Member

EDUCATION COMMITTEE

Mr. Christopher Buckmaster	Chairman
Ms. Brenda Reid	Secretary/Staff (retired)
Mr. Delroy Foster	Member

Mr. Raymond Hernandez	Member
Mr. Shauneil James	Member
Mr. Winston Green	Member
Mr. Leslie Mills	Honorary Member
Mrs. Joyce West-Johnson	Member/Staff
Ms. Shirley Bartley	Member/Staff

ASSET LIABILITY MANAGEMENT COMMITTEE

Mrs. Ashlyn Malcolm	Chairperson
Ms. Raquel Gentles	Secretary/Staff
Mr. Austin Brown	Member
Mr. Raymond Hernandez	Member
Mr. Bornette Donaldson	Member
Mrs. Suzette Downie	Member
Mr. Delroy Foster	Member
Mr. Christopher Buckmaster	Member
Mrs. Joyce West-Johnson	Member/Staff
Mrs. Sacha Vacciana-Riley	Member/Staff
Mrs. Tracy-Ann Henry-Williams	Member/Staff

ARREARS MANAGEMENT COMMITTEE

Mr. Delroy Foster	Chairman
Ms. Sheron Bryan	Secretary/Staff
Mrs. Ashlyn Malcolm	Member
Mr. Bornette Donaldson	Member
Mr. Pete Smith	Member
Mrs. Joyce West-Johnson	Member/Staff
Mrs. Tracy-Ann Henry-Williams	Member/Staff
Mrs. Sacha Vacciana-Riley	Member/Staff
Ms. Raquel Gentles	Member/Staff

POLICY REVIEW COMMITTEE

Mr. Bornette Donaldson	Chairman
Mrs. Tracy-Ann Henry-Williams	Secretary/Staff
Mrs. Ashlyn Malcolm	Member
Mrs. Georjean Edwards-Fullerton	Member
Mr. Winston Green	Member
Mr. Shauneil James	Member
Mrs. Joyce West-Johnson	Member/Staff
Mrs. Sacha Vacciana-Riley	Member/Staff

ENTERPRISE RISK MANAGEMENT COMMITTEE

Mr. Shauneil James	Chairman
Mrs. Sacha Vacciana-Riley	Secretary/Staff
Mrs. Georjean Edwards-Fullerton	Member
Mr. Bornette Donaldson	Member
Mr. Austin Brown	Member
Mr. Winston Green	Member
All members of the Management Team	



DISCOVER THE
BENEFITS
OF BELONGING!

(876) 936-3800 | info@cwjcu.com | www.cwjcu.com

