



**United Enterprise**

**— CREDIT UNION LTD. —**

*Dream, partner, prosper with us*



*Annual Report*

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*“Creating a path for positive change”*



**United Enterprise**  
CREDIT UNION LTD.

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**Annual Report**

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*“Creating a path for positive change”*



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## THE PRAYER OF SAINT FRANCIS OF ASSISI

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

O, Divine Master, grant that I may not  
So much seek to be consoled as to console;  
To be understood as to understand;  
To be loved as to love;  
For it is in giving that we receive;  
It is in pardoning that we are pardoned;  
And it is in dying that we are born to eternal life.

*This favourite prayer of Saint Francis of Assisi is often used  
By Credit Union members at the beginning or at the end of  
their meetings. It is even referred in some places as the  
“Credit Union prayer”*



### *Mission Statement*

To create an atmosphere of financial stability, trust and support for our members and staff through providing relevant and contemporary financial products, personable quality service, while promoting the Credit Union's growth and financial stability.

### *Vision Statement*

United Enterprise Credit Union aspires to be a credit union that develops a sustainable relationship with both members and staff, in a partnership that enhances their financial and social security.

### *Corporate Values*

- Service Orientation
- Valuing Employees
  - Trust
  - Respect
- Socially Responsible



## CORPORATE INFORMATION

### WHO ARE WE

United Enterprise Credit Union Ltd (“the Credit Union”) affectionately called “United” commenced operations in 1976 as Purity Co-operative Credit Union Limited. It is said that the General Manager at the time of Purity Bakeries asked Bro. Greenidge about starting a credit union since there seemed to be an appetite among the staff for loans. Bro. Greenidge welcomed the opportunity since he was involved with a Taxi Cooperative.

The first registered address of the Credit Union was Purity Bakeries Limited, Lower Collymore Rock, St. Michael. The Credit Union is a financial institution operating under the co-operatives principles which are service oriented. Initially, the space provided for the operation was a cubicle in the main office allocated to the then President Bro. Leon Greenidge by Mr. Fred Goddard, Director of the Goddard Enterprise Limited, who was also a member of the Credit Union.

To date, we cater to employees from more than fourteen (14) companies which make up our membership. Some include: Airport Restaurant Limited, Caribbean Label Craft, Courtesy Garage, Duty Free Caribbean (Formerly Harrisons), Goddard Catering, Goddard Enterprises, Hanschell Innis Limited, Hipac Limited, McBride Caribbean Limited, Purity Bakeries Limited, Tropical Battery, Tropical Laundries, Terrific Tiles, Sagicor General Insurance (Employees of Former BF&C & BCI), West Indies Rum Distillery Limited.

During 1980 – 1984 the Barbados economy went into recession. Measures instituted by the Central Bank in the banking sector led to a shift towards the credit union movement. For more than 6 years, volunteer and temporary workers greeted members and potential members. However, with the Credit Union growing as the wider movement grew, it welcomed its first permanent team member in 1982. Subsequently, in the

latter 80s, the Credit Union welcomed an Office Manager. The credit union’s movement started to

growth slowed in the early 1990s but by the mid-1990s the movement started to recover. Unfortunately, the success of the movement was not mirrored at the Credit Union as it found itself under receivership. The Receiver-Manager at that time managed the Credit Union’s affairs for approximately two (2) years. However, by January 2000 control of the Credit Union had been returned by the Registrar to the Board of Directors.

In the 2000s, the Board, officers, and staff at the time had to focus on stabilizing the Credit Union. It was a challenging task but a task that could only have been achieved if everyone stood united. Everyone therefore embraced the mantra “United we stand, divided we fall!” This led to a stabilisation of the Credit Union’s operations. Also, in 2007-2009 at a time when Barbados was seeing a downturn in its economic activities and experiencing negligible growth over a ten-year period, the Credit Union continued to progressively grow. Team United, true to their name, moved partially from ratio- based lending to risk-based lending, reduced delinquency from 14% to 5% and grew membership. Meanwhile, we have commenced a scholarship/grant program, an inaugural flea market and other activities to benefit the members.

The Credit Union’s assets stood at \$4.78 million in 2010, by the end of 2023, assets stood at \$17.5 million, having tripled over the period. The Credit Union has had several achievements:

- Introduced of new innovative products such as green loans.
- Diversification of investment
- Membership tripling in size.
- Introduced new innovative products such as green loans.



- Evolution of a learning organisation through granting local, regional, and international training to staff, officers, and Board.
- Serving the Credit Union's members on the League's board, committees, and sister organisations.
- Investing in renewable investments
- Successfully completed a merger with Shamrock Co-operative Credit Union and Courtesy Co-operative Credit Union Limited.
- Increased in loan limit.

On May 18, 2022, the Financial Services Commission ("FSC") approved the transfer of assets from Shamrock Co-operative Credit Union Ltd ("Shamrock") to United Enterprise Credit Union Ltd ("the Credit Union"). Shamrock was established in 1947 by a group of individuals who shared the vision of providing financial assistance to low-income individuals who would not have had the opportunity at that time. This then allowed people to save money while also receiving financial assistance. Shamrock was registered under Section 6 of the Co-operative Societies Act, 1949 - 1958 on May 13, 1954.

Shamrock was the first credit union in Barbados with over 70 years of service to its members with a passion for social development and was a relatively small credit union with over three hundred members. Shamrock's policies were derived from the idea of pooling resources together from various members to help their fellow members through their challenging times. Shamrock offered a variety of services ranging from seasonal loans, lines of credit, and fixed deposits. The Credit Union will continue to carry this great history with them. February 21, 2023, after the successful merger with Shamrock the FSC approved the merger between the Credit Union and Courtesy Co-operative Credit Union Ltd. ("CCCUL").

In our 47th year of service to members, it is important that we take the time to reflect on our successes and our bright future despite our humble beginnings. Who would have thought that the credit union that went through trials, tribulations, and challenges would bounce back and continue its strong growth is indeed impressive. Staff, Committees, and Boards have changed throughout the decades but the one constant thing throughout our history is our focus on our member-owners. The one constant is that United is more than United by name but United by nature!



## **CORPORATE VALUES**

The corporate values of an organisation should not just be words on paper, but the deeply held codes and norms that guide the behaviours and attitudes of officers and staff while serving the stakeholders. Hence, there should also be clear strategies and procedures to ensure that each officer and staff is living the values within the UECUL.

## **SERVICE ORIENTATION**

We will seek to have highly engaged staff who are consistently developed, rewarded, and recognised for their excellent service delivery.

We will provide outstanding service constantly aware and gracious that among the options for financial services out there they have made United Enterprises their choice.

## **VALUING EMPLOYEES**

The leadership must value and respect our employees and their contribution to our success.

Employees where possible should be rewarded for their teamwork, commitment to the credit union's objectives, and achieving them.

We respect our employees' need to balance their personal and professional lives.

## **TRUST**

We will keep our member's information confidential and will hold our staff and leadership accountable.

## **RESPECT**

We will promote and live by mutual respect for staff, elected officers and members.

## **SOCIALLY RESPONSIBLE**

We will ensure that our sponsorship is socially responsible and reflects the support that defines the Credit Union Movement.



## BOARD OF DIRECTORS

Sis. Michelle A. Shepherd	-	President
Sis. Nathania Eversley	-	Vice- President
Sis. Anne Marshall	-	Treasurer
Bro. Jeremy Hinkson	-	Secretary
Sis. Gina Welch	-	Assistant Secretary

## SUPERVISORY COMMITTEE

Sis. Marcia Goddard-Walcott	-	Chairman
Sis. Charlotte Caddle	-	Secretary
Sis. Pamala Murray	-	Member

## CREDIT COMMITTEE

Bro. Carlos Rochester	-	Chairman
Sis. Karen Haynes	-	Secretary
Sis. Michelle Michael	-	Member

## REGISTERED OFFICE

Upstairs Pearson's Pharmacy  
Upper Collymore Rock,  
St. Michael

## BANKS

Republic Bank  
Wildey, St. Michael

First Citizens Bank (Barbados) Limited  
Wildey Banking Center,  
St. Michael

## AUDITORS

M E Murrell & Co.  
P. O. Box 624C  
"Murrell House" Country Road, Bridgetown BB1 1000  
Barbados W.I.



## BOARD OF DIRECTORS



**Sis. Michelle A. Shepherd,**  
BSc.(Hons), LLB.(Hons), LEC  
President

**Sis. Michelle A. Shepherd,** BSc.(Hons),LLB.(Hons),LEC  
Michelle Shepherd is a distinguished professional who wears multiple hats in the financial world and the legal realm. As the President of United Enterprise Credit Union, she leads with vision and dedication, guiding the institution towards financial excellence and member satisfaction.

In addition to her role as President, Michelle serves nationally as Secretary to the Supervisory Committee of the Barbados Co-operative and Credit Union League, where she leverages her expertise to ensure the smooth functioning of critical administrative processes within the organization. Her attention to detail and commitment to efficiency makes her an invaluable asset in this capacity.

Beyond her financial responsibilities, Michelle is a skilled attorney at law, advocating for justice and serving her clients with integrity and unwavering dedication. Her legal acumen adds another layer to her impressive professional profile.

Michelle’s life motto, **“service before self,”** encapsulates her ethos. Her tireless dedication to the well-being of her community, her clients, and the credit union exemplifies the true spirit of leadership and service. Michelle’s multifaceted career and unwavering commitment to her values make her a respected figure in both the financial and legal spheres.



**Sis. Nathania Eversley**  
Vice-President



**Sis. Anne Marshall**  
Treasurer



**Bro. Jeremy Hinkson**  
Secretary



**Sis. Gina Welch**  
Assistance Secretary/  
Treasurer

*“Creating a path for positive change”*



## SUPERVISORY COMMITTEE



**Sis. Marcia Goddard-Walcott**  
Chairman



**Sis. Charlotte Caddle**  
Secretary



**Sis. Pamala Murray**  
Member

## CREDIT COMMITTEE



**Bro. Carlos Rochester**  
Chairman



**Sis. Karen Haynes**  
Secretary



**Sis. Michelle Michael**  
Member



## GENERAL MANAGER



Sis. Kerry-Ann McCollin

## EMPLOYEES

**Sis. Crystal Storey**  
Loans Officer

**Bro Alex Fergusson**  
Member Service Officer I/Junior Loans Clerk

**Bro. Dorian Walcott**  
Financial Services Representative

**Sis. Kim Hope**  
Member Services Assistant

**Sis. Keanna Butler**  
Intern



## EDUCATION GRANTS & SCHOLARSHIPS



From left to right:  
Bro. Nathan Kirton and  
Sis. Kerry-Ann McCollin.



From left to right:  
Sis. Todah-joy Wright and  
Sis. Kerry-Ann McCollin.



From left to right:  
Bro. Dorian Walcott and  
Sis. Kerry-Ann McCollin.



## NOTICE OF ANNUAL GENERAL MEETING

Dear Members, You are cordially invited to attend the Annual General Meeting (AGM) of

### **UNITED ENTERPRISE CREDIT UNION LIMITED**

which will be held in the Sir Hugh Springer Auditorium at  
'Solidarity House', Harmony Hall, St. Michael  
on Saturday September 23, 2023, at 4 p.m.

### AGENDA

1. Ascertainment of a Quorum
2. Call to Order
3. Prayers
4. Welcome Remarks – The President
5. Greetings from other Organisations
6. Apologies for Absence
7. Minutes of the Annual General Meeting held on March 4, 2023
8. Matters Arising from the Minutes of the Annual General Meeting held on March 4, 2023
9. Reports
  - a. Board of Directors
  - b. Supervisory Committee
  - c. Credit Committee
10. Auditor's Report, Financial Statements & Treasurer's Report
11. Appointment of Auditor
12. Amendments to By-Laws 45(3), 56
13. Resolutions
14. Fixing of Maximum Liability
15. Elections
  - a. Board of Directors
  - b. Supervisory Committee
  - c. Credit Committee
16. Any other Business
17. Vote of Thanks
18. Termination

***Please note that Financial Statements (9 months to June 30, 2023) will be available for viewing from Wednesday, September 13, 2023 on our website at <https://uecul.org>***



**Jeremy Hinkson**  
Secretary  
Board of Directors



## NOMINATIONS 2023

### Nominees

**Board of Directors**  
Kevin Lashley

**Supervisory Committee**  
Yolande Wright

**Credit Committee**  
Carlos Rochester

### Outgoing Officers

**Board of Directors**  
Michelle A. Shepherd

**Supervisory Committee**  
Pamala Murray

**Credit Committee**  
Carlos Rochester

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The McBride Group



## STANDING ORDERS

- 1) a. A member is to stand when addressing the Chair  
b. Speeches to be clear and relevant to the subject before the meeting
- 2) A member shall only address the meeting when called upon by the Chariman to do so, after which they must immediately take their seat.
- 3) No member shall address the meeting except through the Chairman.
- 4) A member may not speak twice on the same subject except: -
  - a. The Mover of a Motion – who has the right to reply
  - b. He raises to object to or explain (with the permission of the Chair)
- 5) The Mover of a Procedural Motion – (Adjournment laid on the table, Motion to postpone) to have no right of reply.
- 6) No Speeches are to be made after the “Question” has been put and carried or negatives.
- 7) A member rising on a “Point of Order” to state the point clearly and concisely. (A Point of Order” must have relevance to the “Standing Order”).
- 8) a. A member should not “call another member” to order – but may draw the attention of the Chair to the “Breach of Order”.  
b. In no event can a member call the Chair “to order”.
- 9) A “Question” should not be put to the vote if a member desires to speak on it or move an amendment to it – except, that a “Procedural Motion”, Proceeds to the Next Business” or the “Closure”. That the question be NOW PUT”, may be moved at any time
- 10) Only one amendment should be before the meeting at the same time.
- 11) When a motion is withdrawn, any amendments to it fails.
- 12) The Chairman to have the right to a “Casting Vote”.
- 13) If there is equality on the voting on an amendment, and if the Chairman does not exercise his casting vote, the amendment is lost.
- 14) Provision to be made for the protection by the Chairman from vilification (personal abuse).
- 15) No member shall impute motives against another member



**Michelle A. Shepherd**

BSc (Hons), LLB (Hons), LEC

**President,**  
Board of Directors

*“Be the change that you wish to see in the world.”*  
**Mahatma Gandhi**

It is with great enthusiasm that I address you today as the President of the United Enterprise Credit Union Limited (“our Credit Union”). As we embark on this journey together, I want to address the concept of change as our guiding message.

What is meant by change? For us, change is a powerful driving force which shapes our lives and our financial landscape.

In a world that is constantly evolving, embracing change is not just a necessity; it’s an opportunity for growth and innovation. At our Credit Union, we understand that change is not always easy, but it is essential for progress. Change should not be viewed merely as a challenge; it is an opportunity. An opportunity for us to grow stronger, serve you better, and continue our mission of helping you achieve your financial goals.

As I reflect over the past year, our Credit Union had tangible changes which are noteworthy and, you as our members, can be proud of. We had the successful integration of two credit unions - Shamrock and Courtesy - via transfer of assets, we increased our staff complement and we created the new role of General Manager. Most notably, we successfully implemented life-changing assistance to our members to help combat and cushion the impact of the aftermath of the bane of our existence - the dreaded Covid-19.

In a rapidly evolving financial landscape, our ability to adapt and innovate is paramount. We are committed to staying at the forefront of industry trends, adopting the latest technologies, and enhancing our services to meet your evolving needs. Our mission is to provide you with the best financial solutions, and that means staying agile and responsive in a changing environment.

Some of the changes in the environment that we had to cope with in the past 9 months and/or will be addressing in the upcoming year include:

**Change in the Economy**

Firstly, let us discuss the economy and the general environment United and our members have had to cope with. The high cost of living remains an issue for many of our members. In addition, many construction projects anticipated by the government to have commenced have not yet started. Furthermore, while tourism has improved, it has not yet returned to pre-covid levels. United remains optimistic that the economy will start to improve in the coming year.

**Change in Financial Performance**

As President, it gives me great pleasure to report that this has been another successful year for our Credit Union with two mergers, an increase in assets, surplus, and membership in a 9-month financial year. Delinquency has been reduced and is marginally above the PEARLS



ratio. Indeed, when compared to the rest of the financial institutions, including the credit union movement, we have performed extremely well.

### **Change in Technology**

Our Credit Union is at a juncture where significant investments in technology will be necessary. What, how and where it comes from, are all important questions that will have to be addressed. In this area, as a growing credit union, we aspire not just to improve only for our members but for our staff as well.

### **Change in the Future - Deposit Insurance**

The credit union movement in recent months began to make progress with deposit insurance. Initial suggestions indicate that it will be mandatory. However, credit unions will need to have certain metrics in place to be able to participate. Currently, our Credit Union is a strong financial institution and is a candidate for participation. We look forward to the government providing the credit union movement with what we have requested for so long.

With all that has changed or about to be changed, some things will remain constant—our unwavering commitment to you, our members, our dedication to transparency, and our belief that our Credit Union is a place where every member matters. Your financial well-being remains our top priority. We are here to support you through life's changes, whether it is buying a home, starting a business, or planning for retirement.

The dedication, family atmosphere and perseverance of Team United inspires me and I remain confident that our credit union will grow and go from strength to strength. Therefore, in the coming year, let us all embrace change as an opportunity to thrive.

As we embrace change and thrive for excellence, United Enterprise Credit Union Limited continues and will forever continue. Borrowing from the words of the esteemed Brother Keith Bourne, "it continues to punch above its weight."

In closing, I wish to extend my sincerest gratitude to each and every one of you, our valued members, for your consistent support and dedication to our Credit Union. Your presence at this Annual General Meeting is a testament to your commitment to our shared financial well-being. Together, we have built a strong and vibrant credit union that serves our community with integrity and excellence. Thank you for being a crucial part of our Credit Union family! Also, we must not forget the outstanding efforts and dedication of our staff. To you, I offer a heartfelt thank you. Your efforts make a substantial impact on our Credit Union's success. You are truly the backbone of our Credit Union. Once again, thank you for all your hard work and commitment.

**Michelle A. Shepherd**

BSc.(Hons), LLB (Hons), LEC

**President, Board of Directors**



## BOARD OF DIRECTORS' REPORT 2023

### Introduction

The Board of Directors of United Enterprise Credit Union Limited (“the Credit Union”) takes the opportunity to report on its activities during the period ending June 30, 2023. In addition, we take the time to welcome Courtesy’s members to the family and their rich history and legacy.

As the world adjusts to a life with Covid-19 there are still challenges which the Credit Union must mitigate. Over the last financial period, despite the unprecedented economic challenges faced in the last few years, the Credit Union continued to show its resilience and delivered a solid financial performance with a new financial year-end, while continuing to provide personal, high-quality and reliable financial support services to our members.

According to the 2022 annual report of the Central Banks of Barbados, the Barbados economy has recorded significant growth of approximately 10 percent, primarily on the strength of a rebound in the tourism sector. This is great news, especially for many of our members who work within Goddard’s Group of Companies.

Our Credit Union was able to grow in most of its key

operating areas. This enabled the Credit Union to continue to provide members with very competitive returns on deposits, benefits, and loan options. There was also continuity in human resource development through virtual training as well as providing support to deserving community-based organizations.

### Potential Changes to the Barbados National Insurance Scheme

In recent times, there has been much discussion about potential changes to the Barbados National Insurance Scheme. The proposed increase in the retirement age has placed the spotlight once again on the importance of saving and investing for the future. Saving with the Credit Union would provide the most attractive interest rates. Please see our rates below:

### Credit Union Performance

In 2023, the Credit Union’s team of dedicated professionals assisted members by helping them identify appropriate financial solutions to meet their needs. The Credit Union’s membership grew by 16.6% or 241 to reach 1,681 during the financial year ended June 30, 2023.

Deposit Bands	1 Year	2 Year	3 Year
\$500 - 20,000	1.85%	1.95%	2.05%
\$20,001 - \$50,000	2.00%	2.10%	2.15%
\$50,001 and over	2.10%	2.20%	2.30%



One of the signs of Growth of a credit union is Membership. Over the past 10 years, the Credit Union has been one of the top performers in this category. In the coming financial year, the Credit Union will continue to engage the Goddard Enterprise Limited subsidiaries to expand our membership.

### Financial Performance

Our success has been based on our commitment to delivering supreme members' experience and, consequently, staff have focused their efforts on making the Credit Union the financial services provider of choice. The credit union has ended the year with an exceptional performance. For the nine months to June 30, 2023, the Credit Union recorded a Net Comprehensive Income of \$269,090. The Board and management collaborated closely to make prudent business decisions that aligned with the Credit Union's strategic plan, resulting in a favourable financial performance as highlighted below:

- The Credit Union recorded a net surplus of \$281,810 before other comprehensive income.

- The Credit Union recorded an increase in total assets, moving from \$15.5 million to \$17.5 million. This represents an increase of \$2 million or 13%.
- At June 30, 2023, approved loan was approved but pending disbursements totaled \$108,840 decreasing from the prior year by \$778K or 88%.
- Total liabilities increased to \$14 million or an increase of 16%.
- Delinquency too, was reduced to 5.2%

Full details and comments on our financial performance can be found in our treasurers' report and financial reports.



	Details	Actual September 2021	Actual September 2022	Actual 9 months to June 2023	Target
<b>Protection</b>	Capital/ Total Assets	18.2%	19.8%	19.4%	8.0% or >
<b>Earnings</b>	Net Income/ Avg. Assets	1.1%	2.6%	1.7%	1.0% or >
	Operating Exp./ Gross Income	75.2%	63.0%	60.7%	50.0% or <
<b>Asset Quality</b>	Delinquent loans/ Total Loans	11.6%	8.5%	5.2%	5.0% or <
<b>Rate of Growth</b>	Savings Growth	6.3%	20.5%	13.4%	10.0% - 20.0%
	Rate Loans Growth	1.2%	12.2%	14.4%	8.0% - 15.0%
<b>Liquidity</b>	Loans/ Total Assets	66.0%	64.3%	65.0%	70.0% - 85.0%
<b>Structure</b>	Non-earning Assets/ Total	1.1%	0.7%	0.4%	6.0% or <

Details	2022	9 months to June 2023	Increase/ Decrease 2022 - 2023 \$	Increase/ Decrease 2022 - 2023 %
<b>Operating Results</b>				
Interest Income	\$1,008,039.0	\$866,544.0	\$(141,495.0)	-14.0%
Gross Income	\$1,100,297.0	\$970,643.0	\$(129,654.0)	-11.8%
Total Expense	\$802,629.0	\$688,833.0	\$(113,796.0)	-14.2%
<b>Financial Position</b>				
Loans to Members including LOC	\$9,386,537.0	\$10,752,962.0	\$1,366,425.0	14.6%
Investments	\$5,216,031.0	\$5,355,835.0	\$139,804.0	2.7%
Total Assets	\$15,500,652.0	\$17,523,841.0	\$2,023,189.0	13.1%
Savings & Deposits	\$8,761,178.0	\$13,852,591.0	\$5,091,413.0	58.1%
Term Deposits	\$3,453,811.0	\$3,699,413.0	\$245,602.0	7.1%
Total Liabilities	\$12,425,169.0	\$14,000,838.0	\$1,575,669.0	12.7%
Members Capital	\$72,100.0	\$84,050.0	\$11,950.0	16.6%
Members Equity	\$3,075,483.0	\$3,523,003.0	\$447,520.0	14.6%



## Risk Management

Across most sectors and industries, enterprise risk management (ERM) is becoming increasingly important on a global scale. For the Financial Services Commission, this has evolved into a crucial necessity and subject of focus. The Credit Union is seeking to create an ERM framework in an effort to maintain its competitiveness and compliance. The framework considers all of the risks that the credit union faces from the standpoint of the overall business. This increases the knowledge and understanding of the interrelations of enterprise risks among the various departments.

United assumes a variety of risks in its ordinary business activities. Risk can be defined as the possibility that events will occur that can affect the Credit Union's capacity to achieve its goals and objectives. As a result, this can hinder the credit union's earnings, cash flow, capital, reputation, and the ability to fulfil legal commitments. The Credit Union must understand and determine the level of risk the business is willing to take to accomplish its strategic goals and objectives before attempting to implement an ERM framework. This procedure refers to the risk appetite, one of the framework's essential elements.

The aim of the ERM is to identify and assess how a credit union can create and safeguard its valued stakeholders, by providing the Board with adequate information so that they are able to make sound business decisions in future. By extension, this will improve the Credit Union's overall performance as we strive to meet our goals and business objectives. ERM is a continuous process rather than a one-time event, which is not intended to totally eliminate risk, but rather to assist the Credit Union to consider multiple factors before making a decision at all levels.

The development and implementation of the ERM framework will result in more cohesion and coordination in managing the risks that arise. This will provide several benefits such as:

- Identifying and managing risk across the Credit Union;
- Improving communication and collaboration between departments;
- Making better decisions about how to allocate resources;
- Increasing the range of opportunities available to the Credit Union;
- Increasing positive outcomes and advantages while reducing negative surprises;
- Reducing performance variability; and
- Enhancing enterprise resilience.

## Technology

The recent mergers have stretched the Credit Union to some extent and delayed the implementation of changes and/or upgrades to our technology.

The Credit Union's progression towards digitizing operations and the delivery of services will require a total team effort. The decisions made will affect all aspects of the Credit Union. For example, the costs associated with technology can be expensive, which may lead to reduced income in the short term, staff will have to relearn how to complete certain tasks, the Board will have to strategize for financial institutions with similar or superior technologies and we will need patience from our members as we seek the right mix and to do this all safely.

Some initiatives with relation to technology being explored include the improvement of the banking software, prepaid debit cards, connection to the ACH and more.

## Renewable Energy Investment

The Credit Union had a photovoltaic system installed at our Hill-Selby Building. The Board is pleased to advise that this system has been successfully connected at the end of the financial year 2023.



## Courtesy Cooperative Credit Union (CCCUL) Transfer of Assets Update

Post the cancellation of the registration of Courtesy Co-operative Credit Union Ltd, the integration of the banking software took some time to complete but we are thankful of the yeoman effort from all the team and our consultant - Paula Brooker.

## Change in Logo

United Enterprise Credit Union Limited Board of Directors made a decision to change the Credit Union's Logo after the successful merger with Shamrock Co-operative Credit Union. The logo consists of six elements: the globe, the people/family, the wings, the badge and "U", the Credit Union's logotype, and the slogan as illustrated in figure 1.2 below.

- The globe symbolizes the worldwide scope of the movement and suggests the impact that a truly united movement can have on the financial development of all countries.
- The people within the globe represent the real focus of the Credit Union Movement. It is the human element - harmony of people

working for people - that distinguishes Credit Unions from other financial institutions. United will form local, regional, and international relationships.

- The wings symbolize United's rising from the ashes and lifting members to higher heights. Wings also mean "Refuge and Support"- Hence the quote, Take you under my wing. United will provide support to a person, a family and a people.
- Badge - Members will be proud to be a member of the credit union. Symbolizes protection.
- Blue is United's original colour. The colour blue is the most common colour used in financial services and means trust and loyalty. Green is Shamrock Cooperative Credit Union Ltd's original colour. Shamrock, as the first credit union in Barbados, gave life to this billion-dollar movement.

## Credit Union Subsidiary

The Credit Union was able to successfully register its subsidiary United Enterprise Investment Inc. (UEI).

Figure 1.2





The subsidiary will focus on property and renewable energy. Over the past 2 years, The Credit Union has commenced a renewable energy project and is considering acquiring property. It is felt that under the umbrella of the subsidiary, the full potential of this area may be able to be maximized.

### Education, Training & Team Building

The Credit Union continues to invest heavily in education since this has been the basis for its growth over the years. The Credit Union aspires to be a learning organization and provides development plans to staff every quarter. In addition, our team also benefited from programs provided by the Credit Union National Association (CUNA). Some of the highlights of

this program included Bro. Dorian Walcott completing the Credit Union Enterprise Risk Management Expert (CUERME) designation. Meanwhile, our General Manager, Kerry-Ann McCollin continues her second year of the Certified Credit Union Executive (CCUE) designation. Additionally, two volunteers - Sis. Marcia Goddard-Walcott. Sis. Charlotte Caddle and the General Manager became Caribbean Development Educators after attending the Caribbean Development Program (CariDE).

Training continued to be facilitated through the Barbados Co-operative & Credit Union League Ltd (BCCULL). (See Table 1)

**Table 1**

Courses	Personnel	Institution (s)
• Better Credit Practices: Lending Collateral	Staff & B.O.D, Committee Members	The League
• Securing a sustainable future now: Succession Plan 101	Staff	The League
• Industry Services Commission	Staff & B.O.D	The Financial Services Commission (FSC)
• Securing a sustainable future now: leadership traits, skills & attributes for a sustainable future	Staff & B.O.D, Committee Members	The League
• Securing a sustainable Future now: Fundamental Examination & auditing procedures confirmation	Staff	The League
• Reputation Risk Management	Staff	CUNA
• Member Service: Exceeding Expectations	Staff	CUNA

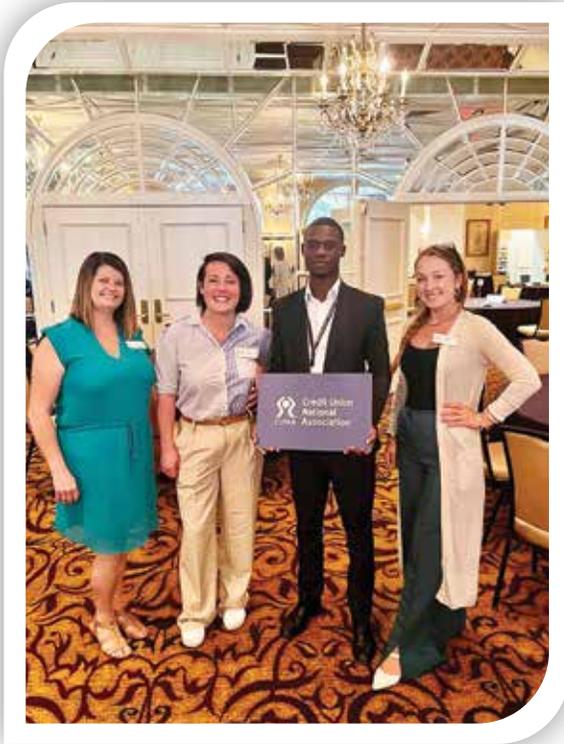


Figure 1.3 – Bro. Dorian Walcott upon completion of (CUERME) certification



Figure 1.4 – Sis. Kerry-Ann McCollin Receiving her Canada DE designation.



Figure 1.5- Sis. Michelle A. Shepherd at WOCCU conference in Vancouver .

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**A. World Council of Credit Unions (WOCCU)**

The Credit Union's Bro. Kevin Lashley was requested by WOCCU to be a part of an Emerging Leaders Panel Discussion and their Climate Influencers Summit.

**B. Barbados Co-operative and Credit Union League Ltd.**

The Credit Union continues to support the Barbados Co-operative and Credit Union League Ltd., the umbrella organization for the Credit Union movement in Barbados, particularly in the field of education. Bro. Kevin Lashley and President Sis. Michelle A. Shepherd represents UECUL, as the Treasurer of the Board of Directors and Assistant Secretary of the Supervisory Committee respectively.

**C. Co-operators General Insurance Co. Ltd, Co-operators General Management Co. Inc & Central Fund Facility Trust**

We continue to be a shareholder in Co-operators General Insurance Co. Ltd and its subsidiary Co-operators General Management Co. Inc. Co-operators General Insurance recorded a solid performance to enable a dividend to be paid. With reference to Co-operators General Management Co. Inc., the Credit Union continues to support this institution. The building of a new office complex has been delayed to likely the last quarter of the year. Meanwhile, The Credit Union

continues to have funds invested in the Central Fund Facility Trust. Interest revenue gained from this reflects the effects of the local environment.

**Condolences**

The Board of Directors, Committees and staff extend condolences to those who have lost loved ones throughout the year under review.

**Looking Ahead**

Now that the worst of the COVID-19 pandemic is finally behind us and life has pretty much returned to the pre-pandemic era of normalcy, we anticipate an acceleration of growth over the coming year as a result of opportunities that should arise from the continuing recovery of the economy.

It has been an exciting ride over the past 47 years. For coming on board and staying on the course throughout the various ups and downs along the road to success, we simply say thank you for allowing us to serve you and we hope that our efforts have made your lives better. As we say: "Dream Partner, Prosper with us"

Happy 47th anniversary, United family!

**Michelle A. Shepherd** BSc. (Hons), LLB (Hons), LEC  
**President, Board of Directors**



## TREASURER'S REPORT 2023

### Overview

The financial period ending on June 30 marked a significant change in our reporting cycle, transitioning from the September 30 year-end. The current reporting period is thus a nine-month period. This adjustment to June 30 was made to align our financial operations more effectively with our operational and strategic goals.

During this shortened reporting period, the staff operated commendably as the operations of United Enterprise Credit Union Limited returned favorable results. The staff completed the merger with Courtesy Co-operative Credit Union Limited, readjusted to work rules as the country reduced the Covid-based restrictions and obtained a favorable audit opinion in time to convene the annual general meeting.

<b>Financial Position</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Operating Results (Expressed \$ Thousand)</b>					
<b>Assets</b>					
Cash and Cash Equivalents	853.5	1,129.7	1,139.3	644.0	1,191.1
Accounts Receivable and Prepayments	59.3	111.4	106.1	145.3	156.7
Current Investments	1,184.4	1,432.9	1,651.4	1,520.0	1,228.6
	2,097.1	2,674.0	2,896.7	2,308.9	2,576.4
	-	-	-	-	-
Loans to Members	8,122.4	8,287.0	8,230.2	9,386.5	10,753.0
Non-Current Investments	1,474.2	1,501.3	2,178.6	2,412.5	3,041.0
Investment Property	-	-	-	1,283.9	1,086.3
Plant and Equipment	175.8	192.4	152.1	108.8	67.2
	-	-	-	-	-
<b>Total Assets</b>	<b>11,869.5</b>	<b>12,654.8</b>	<b>13,457.6</b>	<b>15,500.7</b>	<b>17,523.8</b>
<b>Liabilities and Equity</b>					
Accounts Payable and Accruals	205.7	145.3	179.3	210.2	148.2
Deposits and Non-Qualifying Shares	9,541.3	10,146.9	10,788.7	12,215.0	13,852.6
	9,747.0	10,292.3	10,968.1	12,425.2	14,000.8
<b>Equity</b>					
Qualifying Shares	92.9	50.1	51.0	72.1	84.1
Statutory Reserves	580.0	651.0	718.7	970.3	1,215.5
Revaluation Reserves	-	-	-	239.1	41.0
Unrealized Gain Reserves	-	276.9	350.6	423.4	824.9
Undivided Earnings	1,449.6	1,384.6	1,369.2	1,370.6	1,357.6
	-	-	-	-	-
<b>Total Liabilities and Equity</b>	<b>11,869.5</b>	<b>12,654.8</b>	<b>13,457.6</b>	<b>15,500.7</b>	<b>17,523.8</b>



## Capital and Liquidity Measures

Capital and Liquidity Measures	2019	2020	2021	2022	2023
Capital Ratio	21.5%	26.0%	26.4%	18.6%	18.4%
Cash and Investment to Assets Ratio	17.2%	20.3%	20.7%	14.0%	13.8%
Loans to Assets Ratio	72.3%	69.4%	66.0%	64.3%	65.0%

## Summary of Key Financial Highlights

Other Information	2019	2020	2021	2022	2023
Members	929	997	1,020	1,442	1,681
Employees	5	4	4	5	6

## Financial Outlook

United Enterprise Credit Union Limited has reported an operating surplus for the nine months ending June 30, 2023, of \$269,090. The Auditors issued an unqualified opinion on the financial statements for the period under review. During the financial year 2023, the Credit Union acquired the assets of Courtesy Co-operative Credit Union Limited. The Credit Union has successfully connected its second photovoltaic system on the roof of the Hill Selby Centre Building located at 4th Ave, Belleville, St. Michael. Despite the full reopening of the economy, a challenging economic environment still persist.

The prudent management of UECUL's resources has resulted in a commendable performance as follows:

- Total assets of \$17.5 million, which represents an increase of 13.1% during the period.

- Net loans to members increased by \$1.36 million to \$10.8 million, which represents an increase of 14.6%.
- Non-performing Loans for 9 months to June 30, 2023, under review were \$0.6 million compared to \$0.8 Million in the year ended September 30, 2023, for a decrease of 29.6%.
- Members' deposits and non-qualifying shares increased by \$1.6 million or 13.4% to reach 13.9 million to account for 79% of total liabilities and members' equity.

### Summary of Key Financial Highlights

Financial Highlights	2019	2020	2021	2022	2023
<b>Operating Results (Expressed \$ Thousand)</b>					
Net Interest Income	786.6	898.3	829.3	898.8	766.4
Other Income	5.7	17.2	17.2	92.3	104.1
Net Interest and Other Income	792.3	915.5	846.4	991.0	870.5
Other Expenses	(738.6)	(661.4)	(794.6)	(693.3)	(588.7)
Net Income	53.6	254.2	51.9	297.7	281.8
Other Comprehensive Income	248.5	28.3	73.8	72.8	(12.7)
Total Net Comprehensive Income	302.2	282.5	125.6	370.5	269.1

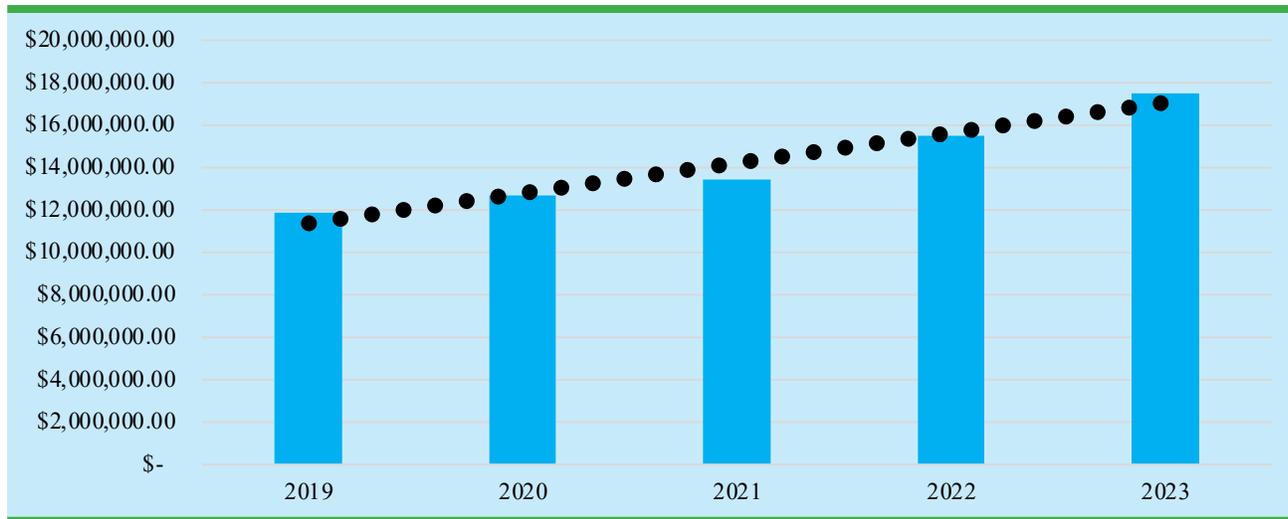


<b>Credit Quality (Expressed \$ Thousand)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Non-performing loans	1,024.5	1,301.2	1,026.3	768.7	595.5
Provisions for non-performing loans	465.0	492.0	650.0	580.0	645.0
Non-performing loans Ratio	11.9%	14.8%	11.6%	7.7%	5.2%
Provisions for non-performing loans as a % of non-performing loans	45.4%	37.8%	63.3%	75.5%	108.7%

The relaxation of COVID restrictions on travel, entertainment, and socializing, which underpinned the return of normalcy from a social and economic perspective, contributes to hopeful growth estimates for the upcoming fiscal year 2023-2024. In contrast, inflationary pressures on international food and energy markets increased because of the protracted Russian-

Ukraine conflict and ongoing global supply chain disruption, causing significantly higher import payments and increases in retail price inflation at home. The Credit Union continues to be cautious when it comes to lending and investing. Despite the economic challenges, the Credit Union continues to illustrate a consistent growth pattern as seen in Figure T1

**Total Assets**



**Figure T1**



### Assets

The assets of the Credit Union increased by 13.1% or \$2.0 million to reach \$17.5 million for the 9 months to June 30, 2023. The asset growth was primarily the result of the Credit Union's successful merger with Courtesy Co-operative Credit Union Limited, through which the Credit Union acquired members' savings and significant investments. One of these significant investments was Courtesy's share portfolio at both Co-operators

General Insurance Co. Ltd. & Co-Operators General Management Company Inc. totaling \$0.6 million. The Credit Union's loan portfolio has increased from \$9.4 million as at September 30, 2023, to \$10.8 million as at June 30, 2023. This represents an increase of \$1.4 million or 14.6%. The Credit Union continued to invest in the renewable energy sector by placing its second photovoltaic system on the roof of the Hill Selby Centre Building located at 4th Ave, Belleville, St. Michael.

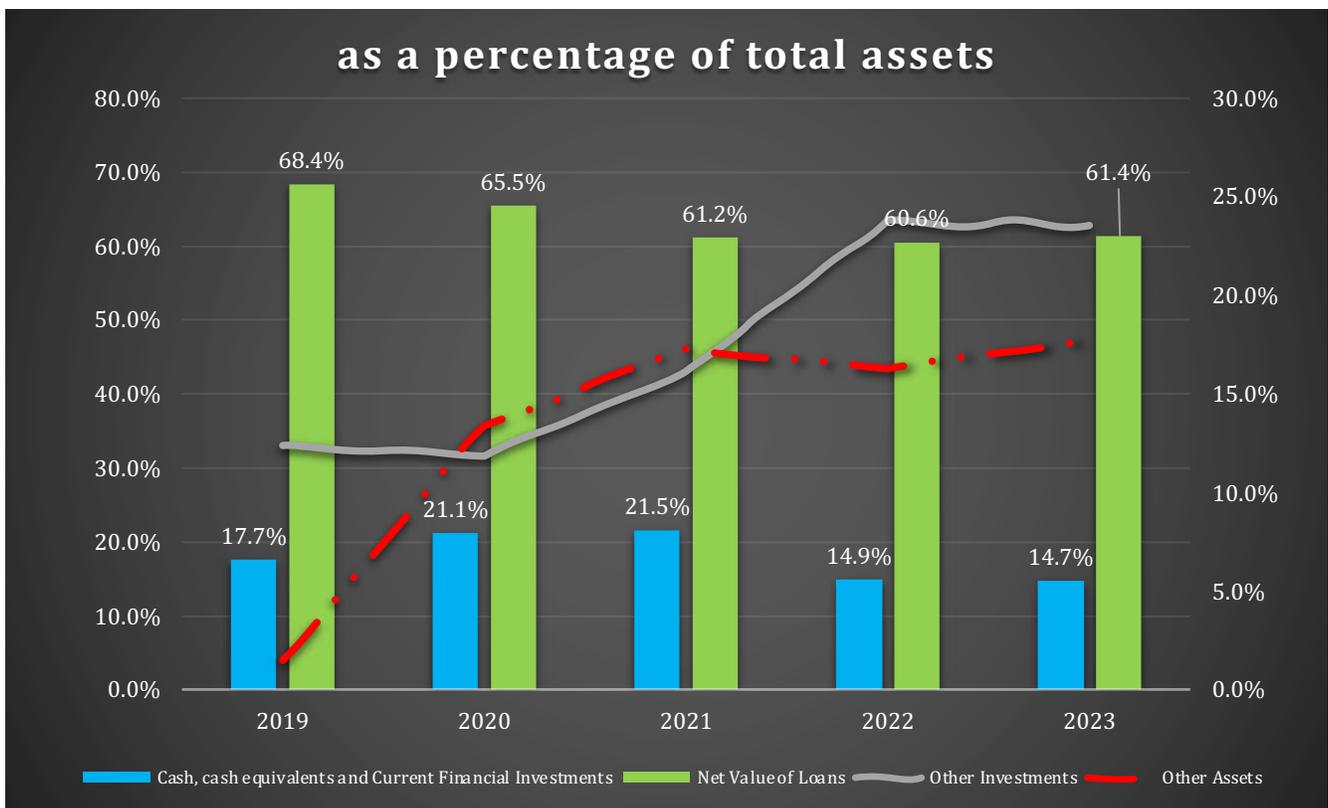


Figure T2



### Liabilities and Equity

Members' deposits, non-qualifying shares payable, and qualifying shares increased by \$1.6 million or

13.4% to reach \$13.9 million to account for 79.0% of total liabilities and members' equity.

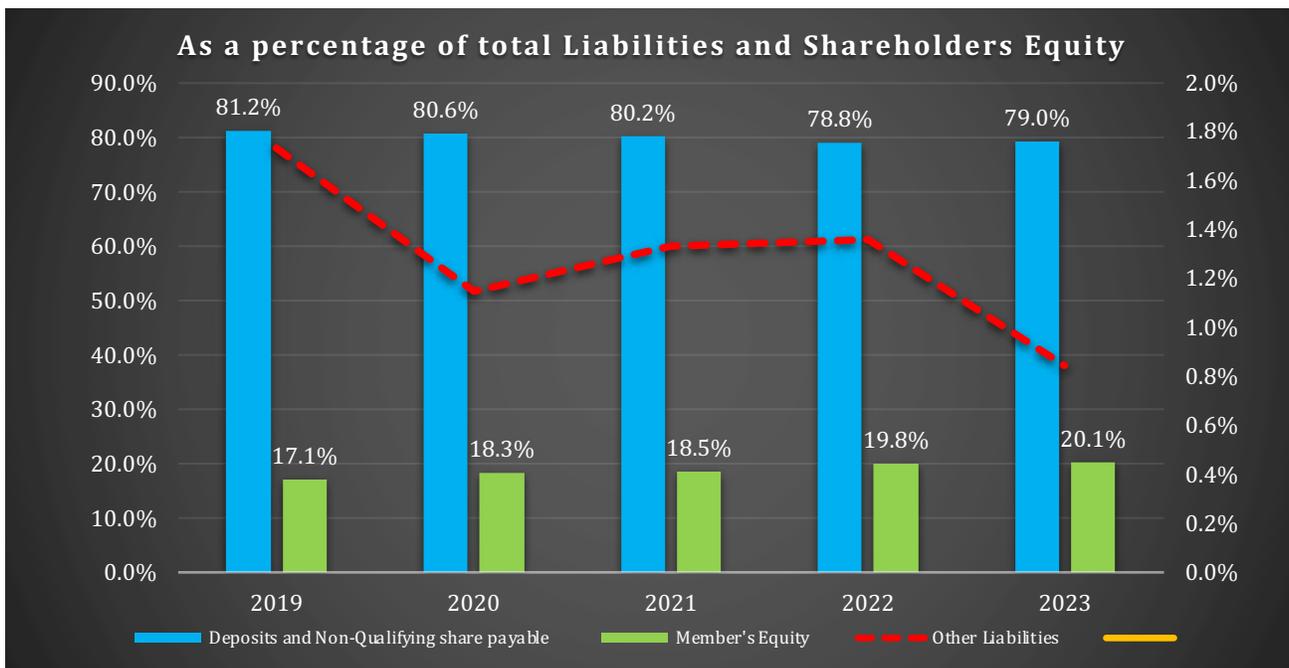


Figure T3

### Gross Operating Income

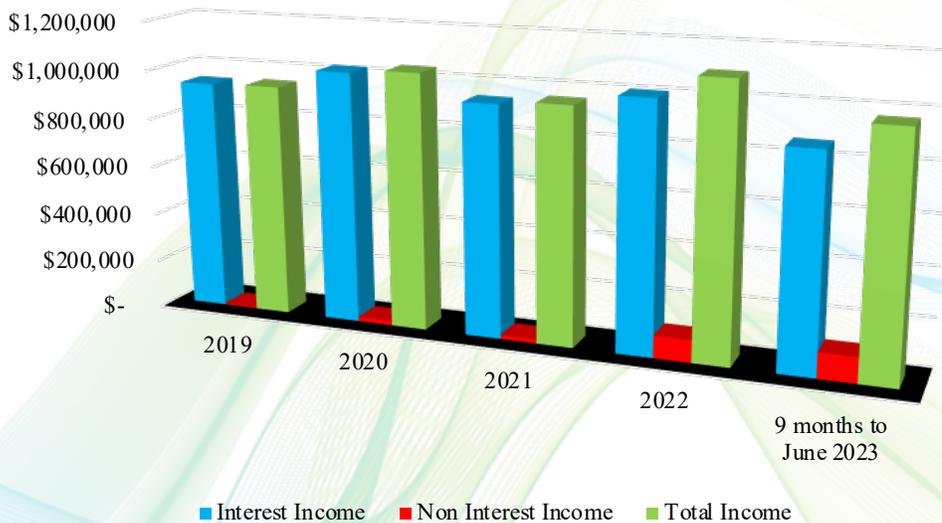


Figure T4

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## Gross loans and loans interest

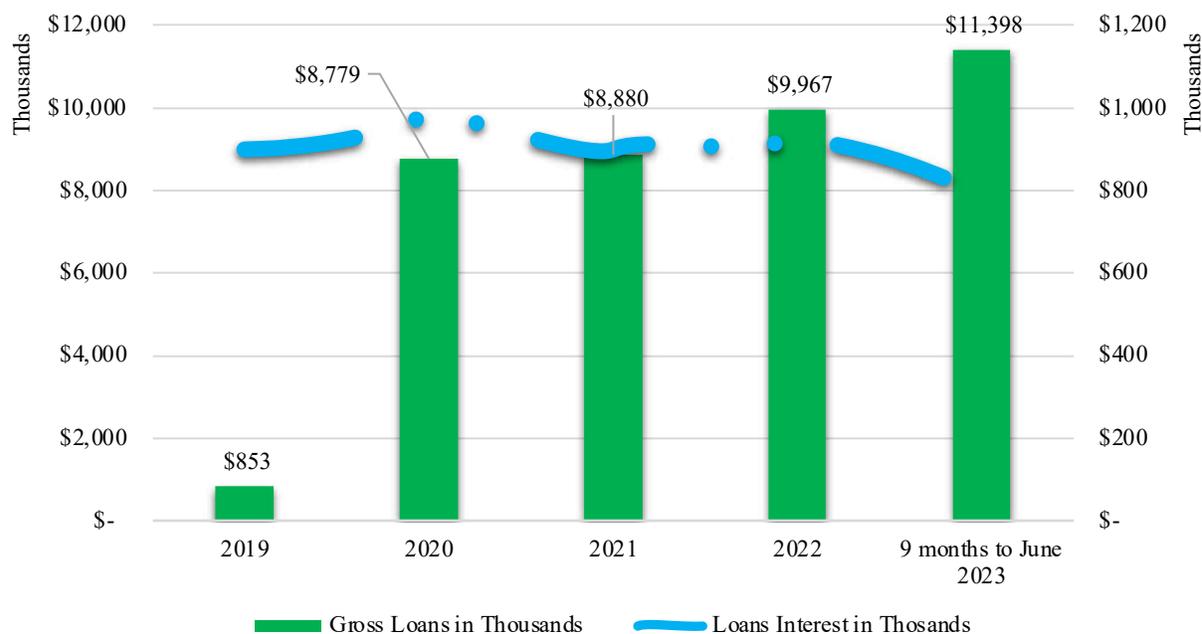


Figure T5

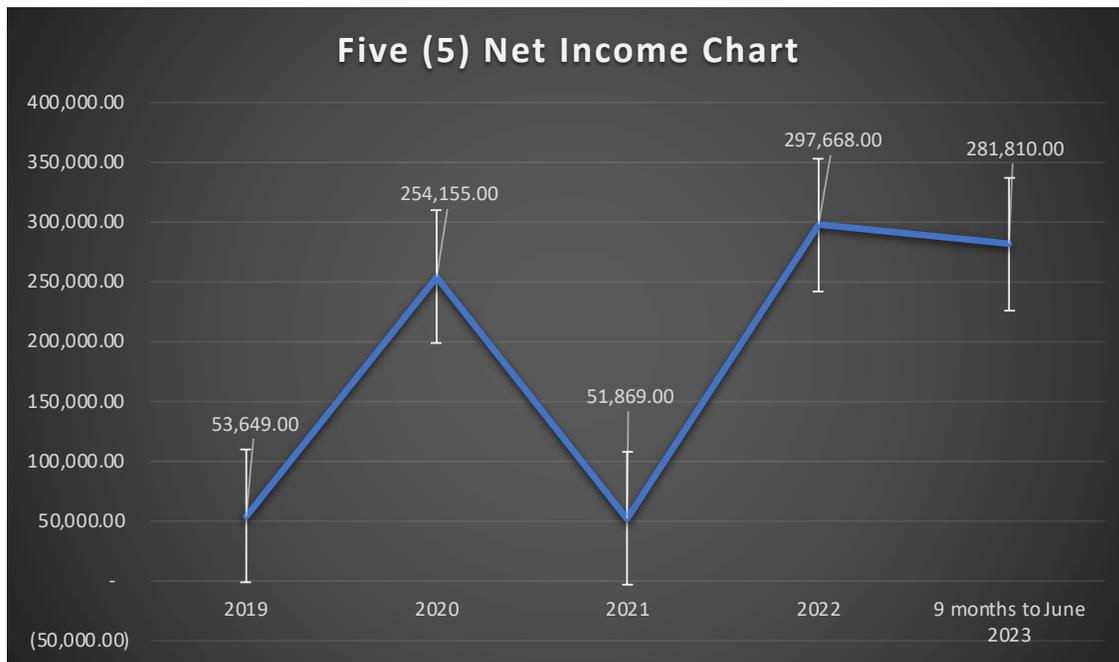
### Statement of Comprehensive Income

During the 9 months to June 30, 2023, the credit union recorded a net comprehensive surplus of \$269,090 down 27.4% over the \$370,466 attained for the 12-month period ended September 30, 2023. Total income fell by \$130 thousand to reach \$971 thousand while total expenses decreased by 14.2% or \$114 thousand to reach \$689 thousand for the 9 months to June 30, 2023. This operating surplus was attributed to the following factors:

- Loan interest totaling \$866 thousand when compared to \$1,008 thousand for the year ended September 30, 2023; -14.1%.
- Increase in investment income (primarily Renewable Energy income) increased by \$22

thousand over the year ended September 30, 2022; 49.6%

- Total Other income amounted to \$104 thousand representing an increase of 12.8% when compared to \$93 thousand for the year to September 30, 2022; an increase of \$11 thousand.
- Expenditure increases in training and seminars, bad debt expenses, impairment provision, meetings costs, web page and email fees were seen in the period of 9 months ending June 30, 2023.



**Figure T6**

### Loans to members

The Credit Union places a high priority on loan growth and portfolio stability. Non-performing loans were monitored throughout the year by the Board, the finance committee, and the staff throughout the year. The risk connected with lending grows in the absence of good and sufficient due diligence. Risk can result in higher credit losses, which will ultimately limit our credit union's ability to expand through higher operational costs. The Credit Union's performance saw a decline in delinquency over the past few years, which is evidence of the loan portfolio's improved quality.

The board had set a target to reduce delinquency to approximately 5%. For the 9 months leading up to June

30, 2023, delinquency was reported at 5.2%. While we do acknowledge that the Credit Union's delinquency ratio is higher than the industry benchmark of 5% or less, the ratio continues to trend downward.

The Board of Directors, Management, Credit Committee, Finance Committee, Office Staff, and other outside parties all worked together to make this happen. The fact that our Loan Officer and Credit Committee continue to do appropriate due diligence before lending money to members is also crucial to mention. The objective is to bring down delinquency to 5% or less over the upcoming fiscal year. We commend the employees for their commitment to helping members through these trying times.

### The Credit Union's Membership



Membership growth has been steadily increasing over the years. Membership rose by 16.6% to reach 1,681

members as at June 30 2023.

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### **Forecast for 2023 – 2024**

The Credit Union will strive to increase its revenue through high-yield investments and growth in good loans whilst managing general monthly expenditures, with a view to achieving another successful year. The Credit Union projects that in the fiscal year 2023 to 2024 will have the first full year of solar and rental income on the books. In addition to taking advantage of investment opportunities, the Credit Union aims to maximize returns on investments.

The economic environment influences our results and potential borrowers' confidence. Despite some negative macroeconomic signals at present, the Central Bank of Barbados has projected economic growth for Barbados in the future.

### **Conclusion**

The overall performance of United Enterprise Credit Union Limited was profitable during the nine months financial year that ended on June 30th, 2023, and resulted in a net comprehensive income of \$260,090 for the year under review. With the view that today's world is facing both microeconomic and macroeconomic challenges, the Credit Union has proved itself to be innovative in its teamwork. This innovation, along with the support of its members, and with management keeping expenses under control, will realize continued growth of the Credit Union in the future.

I commend the Board, management, and staff for their vision, dedication, and efforts in FY2023. looks forward to your continued contribution in the future.

**Anne Marshall**

**Treasurer**, Board of Directors

40  Years

REAL **Bajian** FLAVOUR





**United Enterprise**  
CREDIT UNION LTD.  
*Dream, partner, prosper with us.*  
**Annual Report**

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# FINANCIAL STATEMENTS

## 9 Months to June 30, 2023

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*“Creating a path for positive change”*



## Independent Auditor's Report

To The Members of  
**United Enterprise Credit Union Ltd.**

### Opinion

We have audited the financial statements of **United Enterprise Credit Union Ltd.** (the Credit Union), which comprise the Balance Sheet as of June 30, 2023, Statement of Changes in Equity, Statement of Comprehensive Income and Statement of Cash Flows for the period then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying non-consolidated financial statements present fairly, in all material respects, the financial position of the Credit Union as at June 30th, 2023 and its financial performance and its cash flows for the year then ended in accordance with the International Financial Reporting. (IFRS)

### 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 *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Credit Union in accordance with the International Ethics Standards Board for Accountants' (IESBA) 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.

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards, 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 Credit Union'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 Credit Union or to cease operations, or has no realistic alternative but to do so.

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

### **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with 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.

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 entity'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 entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention, in our auditor's report, to the related disclosures in the financial statements, or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.

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.

**Other Matter**

This report is made solely to the Members of **United Enterprise Credit Union Limited**, as a body, in accordance with Section 123 of the Co-operative Societies Act of Barbados, in respect of the financial statements for the year ended June 30, 2023. Our audit work has been undertaken so that we might state to the Members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Credit Union and the Members as a body, for our audit work, for this report, or for the opinion we have formed.



**M E Murrell & Co.**  
**Chartered Accountants**  
**September 06, 2023**



## BALANCE SHEET

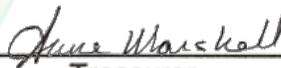
9 Months to June 30, 2023  
Expressed in Barbados dollars

	<u>9 months to June 30, 2023</u>	<u>For the year to Sept 30, 2022</u>
<b>Assets</b>		
Current assets		
Cash and cash equivalents - Note 7	1,191,149	643,972
Accounts receivable and prepayments - Note 8	156,674	145,282
Current investments - Note 9	1,228,561	1,519,692
	<u>2,576,384</u>	<u>2,308,946</u>
Non-current investments - Note 9		
Investment property- Note 10	3,040,972	2,412,469
Loans to members - Note 11	1,086,302	1,283,870
Plant and equipment - Note 12	10,752,962	9,386,537
	<u>67,221</u>	<u>108,830</u>
Total assets	<u>17,523,841</u>	<u>15,500,652</u>
<b>Liabilities and equity</b>		
Current liabilities		
Accounts payable and accruals - Note 13	148,247	210,180
Deposits and non-qualifying shares payable - Note 14	13,852,591	12,214,989
Total liabilities	<u>14,000,838</u>	<u>12,425,169</u>
<b>Equity</b>		
Qualifying shares - Note 15	84,050	72,100
Statutory reserve	1,215,452	970,298
Revaluation reserve – Note 10 (c)	41,027	239,102
Unrealized gain reserve - Note 9 (c)	824,905	423,421
Undivided earnings	1,357,569	1,370,562
Total equity	<u>3,523,003</u>	<u>3,075,483</u>
Total liabilities and equity	<u>17,523,841</u>	<u>15,500,652</u>

See notes to financial statements.

Approved by the Board of Directors, September 06, 2023, and signed on their behalf by:

  
\_\_\_\_\_  
President

  
\_\_\_\_\_  
Treasurer

*“Creating a path for positive change”*



## STATEMENT OF CHANGES IN EQUITY

9 Months to June 30, 2023  
Expressed in Barbados dollars

	Qualifying Shares	Statutory reserve	Revaluation Reserve	Unrealized gain reserve	Undivided earnings	Total
Balance - September 30, 2021	51,000	718,668	0	350,623	1,369,200	2,489,491
Transfer from Shamrock Co-operative Credit Union Ltd.	21,932	158,364	239,102	0	(203,690)	215,708
Net payments	(832)	0	0	0	0	(832)
Entrance fees	0	650	0	0	0	650
Net income for year	0	0	0	0	297,668	297,668
Fair value gain on unquoted equity investments	0	0	0	72,798	0	72,798
25% of net comprehensive income	0	92,616	0	0	(92,616)	0
Balance - September 30, 2022	72,100	970,298	239,102	423,421	1,370,562	3,075,483
Transfer from Courtesy Co-operative Credit Union Ltd.	10,600	157,005	0	414,204	(207,184)	374,625
Net payments	1,350	0	0	0	0	1,350
Entrance fees	0	530	0	0	0	530
Net income for year	0	0	0	0	281,810	281,810
Fair value loss on unquoted equity investments	0	0	0	(12,720)	0	(12,720)
Investment property revaluation	0	0	(198,075)	0	0	(198,075)
0.5% of assets	0	87,619	0	0	(87,619)	0
Balance - June 30, 2023	<b>84,050</b>	<b>1,215,452</b>	<b>41,027</b>	<b>824,905</b>	<b>1,357,569</b>	<b>3,523,003</b>

See notes to financial statements.



## STATEMENT OF COMPREHENSIVE INCOME

9 Months to June 30, 2023  
Expressed in Barbados dollars

	<u>9 months to June 30, 2023</u>	<u>For the year to Sept 30, 2022</u>
<b>Interest income</b>		
Loans to members	794,016	924,424
Investments	72,236	83,590
Cash and cash equivalents	292	25
	<u>866,544</u>	<u>1,008,039</u>
<b>Interest expense</b>		
Demand deposits and non-qualifying shares - 0.5% to 0.75% (prior year 0.25% to .75%)	40,914	30,237
Term deposits - 1.80% to 3.25% (prior year 1.60% to 3.25%)	59,200	79,048
	<u>100,114</u>	<u>109,285</u>
<b>Net interest income</b>	<u>766,430</u>	<u>898,754</u>
<b>Other income</b>		
Dividend received	6,982	21,017
Investment property net income – note 10 (a)	65,696	43,899
Unrealized gain on fair value investments	3,067	13,343
Write-up of Government securities	9,769	6,349
Sundry income	18,585	7,650
	<u>104,099</u>	<u>92,258</u>
<b>Other expenses</b>		
Depreciation	46,544	51,312
Staff costs - Note 6	189,063	254,361
Other operating expenses	353,112	387,671
	<u>588,719</u>	<u>693,344</u>
<b>Net income for year</b>	<u>281,810</u>	<u>297,668</u>
<b>Other Comprehensive Income</b>		
Fair value (loss) / gain on unquoted equity shares - Note 9(c)	(12,720)	72,798
<b>Net comprehensive income for year</b>	<u>269,090</u>	<u>370,466</u>

See notes to financial statements.

*“Creating a path for positive change”*



## STATEMENT OF CASH FLOWS

9 Months to June 30, 2023

Expressed in Barbados dollars

	<u>9 months to June 30, 2023</u>	<u>For the year to Sept 30, 2022</u>
<b>Cash provided / (used) by:</b>		
<b>Operating activities</b>		
Net comprehensive income for year	269,090	370,466
<i>Adjustments for items not involving cash</i>		
Depreciation	65,467	51,312
Transfer of (liabilities) / assets from other credit unions	364,025	( 767,365)
Write-down of Government securities - Note 9(f)	(9,769)	( 6,349)
Fair value gain on unquoted equity shares	12,720	( 72,798)
Unrealized gain on fair value investments	(3,067)	( 13,343)
	<u>698,466</u>	<u>(438,077)</u>
<i>Change in non-cash operating items</i>		
Accounts receivable and prepayments	(11,392)	( 39,179)
Accounts payable and accruals	(61,933)	30,854
Deposits and non-qualifying shares payable	1,637,602	1,426,251
Qualifying shares	11,950	21,100
	<u>2,274,693</u>	<u>1,000,949</u>
<b>Investing activities</b>		
Increase in loans to members	(1,366,425)	(1,156,345)
Increase in investments	(337,256)	( 9,720)
Acquisition of investment property	(19,430)	( 325,495)
Purchase of plant and equipment	(4,935)	( 5,324)
	<u>(1,728,046)</u>	<u>(1,496,884)</u>
<b>Financing activities</b>		
Entrance fees	530	650
	<u>530</u>	<u>650</u>
<b>Net cash provided by financing activities</b>	<u>530</u>	<u>650</u>
<b>Increase / (Decrease) in cash and cash equivalents</b>	<b>547,177</b>	<b>(495,285)</b>
Cash and cash equivalents - start of year	<u>643,972</u>	<u>1,139,257</u>
<b>Cash and cash equivalents - end of year</b>	<b><u>1,191,149</u></b>	<b><u>643,972</u></b>

See notes to financial statements.



## NOTES TO FINANCIAL STATEMENTS

9 Months to June 30, 2023  
Expressed in Barbados dollars

### 1. Registration

UNITED ENTERPRISE CREDIT UNION LTD. ("the Credit Union") is the continuation of a Society which was first registered as Purity Co-operative Credit Union Limited on October 06, 1976 in accordance with the Co-operative Societies' Act, Cap 378. The Credit Union amended its By-Laws to change its name to United Enterprise Co-operative Credit Union Limited on July 26, 1990. The Credit Union further amended its By-Laws to change its name to United Enterprise Credit Union Limited on March 03, 1995. The Credit Union was continued on August 19, 1994 under the Co-operative Societies Act 1990. On May 18 2022 Shamrock Cooperative Credit Union Ltd and subsequently Courtesy Cooperative Credit Union Ltd on Feb 21 2023 transferred their assets to the Credit Union. The principal place of business is located Upstairs Pearson's Pharmacy, Upper Collymore Rock, St. Michael, Barbados.

### 2. Principal activities

The principal activities are as follows:

- (a) The provision of means whereby savings can be affected by members and whereby shares in the Credit Union can be purchased.
- (b) The education of members in Co-operative principles and methods and the efficient management of the Credit Union's affairs;
- (c) The creation, out of savings of members and otherwise, of a source of credit available to members on reasonable terms and conditions.

### 3. Significant accounting policies

#### (a) Basis of accounting

These financial statements are stated in Barbados dollars and have been prepared in accordance with International Financial Reporting Standards ("IFRS").

#### (b) Critical accounting judgments and key sources of estimation uncertainty

The preparation of financial statements in conformity with IFRS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities as at the date of the financial statements and reported amounts of revenues and expenses during the period. Actual results could differ from those estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revision to accounting estimates are recognized in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods. Key sources of estimation uncertainty include provision for impairment of loans, determination of appropriate rates for depreciation of plant and equipment and estimation of the fair value of unquoted equity investments. The credit union's critical accounting policies and estimates, and their application, are reviewed periodically by management.



## NOTES TO FINANCIAL STATEMENTS

9 Months to June 30, 2023  
Expressed in Barbados dollars

### 3. Significant accounting policies - continued

(c) *Measurement basis*

The measurement basis used is historical cost except for equity investments that are classified as Fair Value investments and which are stated at their fair values.

(d) *Changes in accounting policies*

Management has reviewed the new standards, amendments and interpretations to published standards that are not yet effective and which the Credit Union has not adopted early. Management has assessed the relevance of all such new standards, amendments and interpretations and has concluded that no such amendments are likely to have a material effect on its financial statements.

(e) *Taxation*

The Credit Union is not required to pay taxes on its net income under Section 9(g) of the Income Tax Act of Barbados.

(f) *Depreciation*

Depreciation is provided on plant and equipment on a straight-line basis at rates designed to reduce the cost of assets to their residual value at the end of their useful lives in the business. The annual rates being used are as follows: furniture - 10%; equipment - 12.5% and computer equipment - 25%.

(g) *Investments*

Investments are initially recorded at cost. For subsequent measurement, investments that are classified as being held to maturity are recorded at cost or amortized cost. Available-for-sale equity investments are shown at fair value. All investments are subject to adjustment for any impairment of value. Impairment occurs where the estimated recoverable amount of an asset is less than its carrying value. Management makes an assessment of whether any assets are impaired in value as at each Balance Sheet date.

(h) *Statutory Reserve*

The credit union is required to establish and maintain reserves consisting of the greater of one half of one per cent (0.5%) of assets or twenty-five per cent (25%) of surplus until the capital of the Society equals ten percent (10%) of the total assets of the Society, in accordance with the Co-operative Societies' legislation. Similarly, Entrance Fees are taken to a Reserve Account.

(i) *Education Fund*

A provision is made for Education as stipulated by the Barbados Co-operative & Credit Union League Ltd. The amount provided is three percent (3%) of net income or \$15,000, whichever is the lesser.



## NOTES TO FINANCIAL STATEMENTS

9 Months to June 30, 2023  
Expressed in Barbados dollars

### 3. Significant accounting policies - continued

(j) *Impairment provision*

The level of impairment of the loan portfolio is determined using an Expected Credit Loss (ECL) Model. All outstanding loans are taken into account, as well as loan commitments.

(k) *Financial assets*

Financial assets are recognized in the financial statements when the entity becomes a party to contractual provisions of the instruments.

(l) *Financial liabilities and equity instruments*

Debt and equity instruments are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangement. An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting its liabilities. Equity instruments are recorded at the proceeds received, net of direct issue costs.

(m) *Income recognition*

Interest income is recognized on the accrual basis of accounting. Dividend income is recognized when it is declared by the investee company.

(n) *Cash and cash equivalents*

Cash and cash equivalents comprise cash on hand and at bank and call deposits.

### 4. Fair value of financial instruments

(a) *Financial instruments*

Financial instruments consist of financial assets and liabilities. Financial assets include cash and cash equivalents, accounts receivable and prepayments, loans to members and investments. Financial liabilities include accounts payable and accruals and deposits and shares payable.

(b) *Fair Value*

Fair value represents the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction. Fair value is best evidenced by a quoted market value. An estimate, based on assumptions, is made of the fair value of each class of financial instrument for which it is practical to make an estimate. The fair values of the financial instruments are estimated to be not materially different from their carrying values in the financial statements.



## NOTES TO FINANCIAL STATEMENTS

9 Months to June 30, 2023  
Expressed in Barbados dollars

### 4. Fair value of financial instruments - continued

(c) *Credit Risk*

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. As part of the risk management process, bank deposits are placed only with reputable financial institutions. Loans limits are established and approved by Management and security is generally required for loans. Credit risk on accounts receivable is limited by the provision for impairment.

(d) *Liquidity Risk*

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. It arises because of the possibility that the entity could be required to pay its liabilities earlier than expected. Management reviews the liquidity position of the credit union periodically to assess the availability of cash resources as compared to the projected cash outflows.

(e) *Market Risk*

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk includes interest rate risk which is the risk of fluctuations in interest rates. The Credit Union's exposure to interest rate risk on its financial instruments is disclosed in the Notes 7,9 and 10.

### 5. Related parties

(a) Related parties exist where one party has the ability to control or exercise significant influence over the financial or operating decisions of another party. Transactions with related parties may be entered into in the normal course of business. Any such transactions are undertaken on commercial terms and conditions and are conducted at market rates. The Credit Union has a related party relationship with its directors and key management personnel.

(b) The Credit Union has a related party relationship with its directors and its key management personnel. As at the Balance Sheet date, balances with these related parties were as follows:

	<b>9 months to June 30, 2023</b>	<b>For the year to Sept 30, 2022</b>
Loans	<u>174,250</u>	<u>59,909</u>
Shares and deposits payable	<u>67,069</u>	<u>176,657</u>
(c) Honoraria paid to related parties is included in Other Operating Expenses, as follows:		
Honoraria	<u>12,000</u>	<u>18,000</u>

(d) Key management personnel remuneration was \$76,163 (prior year \$96,525) and is included in Staff Costs in the Statement of Comprehensive Income.



## NOTES TO FINANCIAL STATEMENTS

9 Months to June 30, 2023  
Expressed in Barbados dollars

	<b>9 months to June 30, 2023</b>	For the year to Sept 30, 2022
<b>6. Staff costs</b>		
	<b>189,063</b>	254,361

The average number of employees during the year was six (prior year - five).

	<b>9 months to June 30, 2023</b>	For the year to Sept 30, 2022
<b>7. Cash and cash equivalents</b>		
Current account	778,314	603,211
Demand deposits - 0.1% p.a. (prior year 0.1%)	6,568	6,506
Barbados Co-operative & Credit Union League Ltd.:		
- Ordinary shares	73,895	3,805
- Ordinary deposit - 1.5% p.a.	64,251	0
- Statutory reserve deposit - 0.75% p.a.	237,671	0
Cash on hand	30,450	30,450
	<b>1,191,149</b>	643,972

	<b>9 months to June 30, 2023</b>	For the year to Sept 30, 2022
<b>8. Accounts receivable and prepayments</b>		
Interest receivable	95,841	97,519
Other receivables	54,414	33,835
Less: Impairment provision	(55,000)	(24,000)
Prepayments	61,419	37,928
	<b>156,674</b>	145,282

	<b>9 months to June 30, 2023</b>	For the year to Sept 30, 2022
<b>(a) Impairment provision</b>		
Balance - start of year	24,000	24,000
Increase in provision	31,000	0
Balance - end of year	<b>55,000</b>	24,000



## NOTES TO FINANCIAL STATEMENTS

9 Months to June 30, 2023

Expressed in Barbados dollars

<b>9. Investments</b>	<b>9 months to June 30, 2023</b>	<b>For the year to Sept 30, 2022</b>
<i>Current investments</i>		
<i>Term deposits - Held to maturity</i>		
Barbados Workers' Union Co-operative Credit Union Ltd. - 1.25% p.a. (prior year 1.25%)	230,293	224,676
Capita Financial Services Inc. -2.15% to 2.4% p.a. (prior year - 2.15% to 2.4%)	282,248	468,623
Central Fund Facility Trust - 1.50% p.a. (prior year 1.50%)	148,072	145,884
City of Bridgetown Co-operative Credit Union Ltd. - 1.5% p.a. (prior year 1.5%)	264,513	261,568
First Citizens Investment Services Ltd. - 1.3% (prior year 1.3% p.a.)	15,486	152,990
Net Government securities – Note 9(e)	84,157	65,797
NCB Capital Markets (Barbados) Limited -1.5% to 2.1%	203,792	200,154
	<b>1,228,561</b>	<b>1,519,692</b>
<i>Non-current investments</i>		
<i>Term deposits - Held to maturity</i>		
BOSS Bonds – Note 9 (d)	250,000	150,000
Net Government securities – Note 9(e)	685,527	727,017
RF Merchant Bank and Trust (Barbados) Ltd., Williams Renewable Energy 2, Series B Bond - 4% p.a.	650,000	650,000
<i>Available-for-sale</i>		
Barbados Co-operative & Credit Union League Ltd.:		
- 20 membership shares (prior year 40)	200	400
Co-operators General Insurance Co. Ltd.:		
- 3,113 (prior year 1,869) ordinary shares	1,197,198	735,975
Co-operators General Management Company Inc.:		
- 1,054 (prior year 539) ordinary shares	209,735	103,833
Listed securities	48,312	45,244
	<b>3,040,972</b>	<b>2,412,469</b>
	<b>4,269,533</b>	<b>3,932,161</b>



## NOTES TO FINANCIAL STATEMENTS

9 Months to June 30, 2023  
Expressed in Barbados dollars

### 9. Investments - continued

(a) Listed securities

The Credit Union holds 15,337 shares (prior year 15,337) in Goddard Enterprises Limited, which were valued at the balance sheet date using the valuation provided by the Securities and Exchange Commission. The unit value at the balance sheet date was 3.15 (prior year 2.95).

(b) The fair value of unquoted equity investments is based on a valuation done by the Consulting Division of the Cave Hill School of Business (CHSOB). CHSOB performed a valuation as at May 31, 2022 for each of these unquoted investments, using a range of generally accepted valuation models. The "best estimate" of the fair market value was estimated as the median value of the fair market values generated from the various models used. The valuation models used were Book Value, Market to Book, Trailing Price Earnings, Price to Sales, Price to Earnings Before Tax and Dividend Growth, Price to Earnings Before Tax, Depreciation and Amortization, Dividend Growth Model and Free Cash Flows to Equity. The Directors consider that the valuation of the unquoted equity investments arrived at by the process described above reflects their fair value as at the balance sheet date.

(c) The Unrealized Gain reserve represents gains on the Credit Union's holdings of unquoted equity investments. These reserves are not intended for distribution but may be used to support the capital of the Credit Union.

(d) *Barbados Optional Savings Scheme (BOSS) bonds*  
The BOSS bonds were issued by the Government of Barbados. The bonds were issued in monthly tranches over an eighteen (18) month period from July 2020 to December 2021. Additional BOSS Plus bonds were issued by the Government of Barbados. The bonds carry an annual interest rate of 5% per annum, with the interest being paid in two (2) half-yearly installments in January and July. Each issue carries a maturity period of four (4) years.

(e) Government restructured securities are Series B securities, consisting of eleven (11) amortizing strips with maturities ranging from five (5) to fifteen (15) years. Interest is payable at the end of each calendar quarter. Interest rates are 1% per annum for the first three (3) years beginning October 01, 2018 and ending September 30, 2021; 2.5% per annum for year four (4) beginning October 01, 2021 and ending September 30, 2022; and 3.75% per annum starting October 01, 2022 until maturity on September 30, 2033. The principal of each strip will be repaid in four equal quarterly installments commencing one year prior to the maturity date of that strip. In keeping with generally accepted accounting policies and standards, Management has applied a Net Present Value (NPV) calculation to its holdings of these securities which has resulted in a write-down of value as shown below.



## NOTES TO FINANCIAL STATEMENTS

9 Months to June 30, 2023  
Expressed in Barbados dollars

### 9. Investments - continued

(f) The maturity profile of the Government securities is shown below:

Maturity Profile	9 months to June 30, 2023	For the year to Sept 30, 2022
Current portion - up to one year	84,157	65,797
Non-current portion		
Greater than one, up to 5 years	379,080	368,604
Greater than 5 years, up to 10 years	382,330	444,064
Gross value	761,410	812,668
Net present value write-down	(75,883)	( 85,651)
Net Government securities	685,527	727,017

### 10. Investment property

Renewable Energy Project	9 months to June 30, 2023	For the year to Sept 30, 2022
Cost b/d	325,495	325,495
Additions	19,430	0
Accumulated depreciation	(18,923)	0
Cost c/d	326,002	325,495

#### Land and Building

Property transferred from Shamrock Credit Union Ltd.	719,273	719,273
Fair value start of period	958,375	958,375
Loss on revaluation	(198,075)	0
Fair value end of period	760,300	958,375
Total investment property	1,086,302	1,283,870



## NOTES TO FINANCIAL STATEMENTS

9 Months to June 30, 2023  
Expressed in Barbados dollars

### 10. Investment property- continued

	<b>9 months to June 30, 2023</b>	For the year to Sept 30, 2022
<b>Investment property income</b>		
Renewable Energy Project	<b>31,778</b>	7,668
Land and Buildings	<b>33,918</b>	36,231
<b>Total investment property income</b>	<b>65,696</b>	43,899

(a) Land and Building

Land and building comprise property located at "Hill-Selby", Corner 4th Ave Belleville & Pine Road, St. Michael, Barbados. During the previous financial year, the property was obtained following the transfer of assets and liabilities from the Shamrock Co-operative Credit Union Ltd. to United Enterprise Credit Union Limited. Management has adopted the fair value model to value the Land and Building.

(c) Revaluation reserve

In the previous year the value of the property was shown as per the audited financial statements for Shamrock Co-operative Credit Union Ltd. for the year ended March 31, 2017. An independent valuation of the Credit Union's property on September 29, 2014 and the gain of \$239,102 was recorded in the revaluation reserve account. This property was revalued on July 11, 2023 using the income approach by an independent valuer and a loss of \$198,075 was recorded to reduce the revaluation reserve account.

(d) Renewable Energy Project

Management has adopted the cost approach to value the Renewable Energy Project. The Credit Union leased the roof space of the Church of the Nazarene, Collymore Rock, St. Michael, Barbados and invested in a renewable energy project by installing a solar photovoltaic system there-on.

During the year, the Credit Union made further investment in another project by installing a photovoltaic system on its investment property, land and building, located at "Hill-Selby", Corner 4th Ave Belleville & Pine Road, St. Michael, Barbados.

Both projects are expected to generate electricity for sale to the Barbados Light and Power Company Limited (BL&P) energy grid. Under the terms of the Agreement with the Church, the Credit Union will lease the rooftop space for a duration of fifteen (15) years.



## NOTES TO FINANCIAL STATEMENTS

9 Months to June 30, 2023  
Expressed in Barbados dollars

	<b>9 months to June 30, 2023</b>	For the year to Sept 30, 2022
<b>11. Loans to members</b>		
Total loans outstanding	<b>11,397,962</b>	9,966,537
Less: Impairment provision	<b>(645,000)</b>	( 580,000)
Net value of loans	<b>10,752,962</b>	9,386,537
	<b>9 months to June 30, 2023</b>	For the year to to Sept 30, 2022
<i>(a) Impairment provision</i>		
Balance - start of year	<b>580,000</b>	650,000
Increase / (Decrease) in provision	<b>65,000</b>	( 70,000)
Balance - end of year	<b>645,000</b>	580,000
	<b>9 months to June 30, 2023</b>	For the year to Sept 30, 2022
<i>(b) Maturity profile of loans</i>		
<i>Amounts due in:</i>		
Less than one year	<b>821,349</b>	863,675
Greater than one, up to 5 years	<b>4,192,031</b>	3,998,450
Over 5 years	<b>6,384,582</b>	5,104,412
Total	<b>11,397,962</b>	9,966,537
<i>(b) Interest on loans is charged at varying rates, mainly between 7% p.a. and 18% p.a. on the reducing balance basis.</i>		
	<b>9 months to June 30, 2023</b>	For the year to Sept 30, 2022
<i>(d) Commitments</i>		
Loans approved but not yet disbursed	<b>108,840</b>	887,337



## NOTES TO FINANCIAL STATEMENTS

9 Months to June 30, 2023

Expressed in Barbados dollars

	<b>9 months to June 30, 2023</b>	<b>For the year to Sept 30, 2022</b>
<b>12. Plant and equipment</b>		
<i>Gross carrying amount</i>		
Cost	400,485	395,550
Accumulated depreciation	<u>(333,264)</u>	<u>( 286,720)</u>
Net book values - end of year	<u>67,221</u>	<u>108,830</u>
	<b>9 months to June 30, 2023</b>	<b>For the year to Sept 30, 2022</b>
(a) <i>Reconciliation of Net Book Values</i>		
Balance - start of year	108,830	152,052
Transfer from Shamrock Co-operative Credit Union Ltd.	0	2,766
Purchases	4,935	5,324
Depreciation charge for year	<u>(46,544)</u>	<u>( 51,312)</u>
Balance - end of year	<u>67,221</u>	<u>108,830</u>
	<b>9 months to June 30, 2023</b>	<b>For the year to Sept 30, 2022</b>
<b>13. Accounts payable and accruals</b>		
Interest payable	61,883	134,301
Other accounts	<u>86,364</u>	<u>75,879</u>
	<u>148,247</u>	<u>210,180</u>



## NOTES TO FINANCIAL STATEMENTS

9 Months to June 30, 2023

Expressed in Barbados dollars

14. Deposits and non-qualifying shares payable	<b>9 months to June 30, 2023</b>	For the year to Sept 30, 2022
Members deposits	3,787,607	3,431,769
Special savings	300,334	221,592
Regular shares	6,057,616	5,107,817
Term deposits - members	1,269,550	1,320,605
Term deposits - corporate	2,437,484	2,133,206
	<b>13,852,591</b>	<b>12,214,989</b>

a. There is no predetermined rate of interest payable on regular deposits and shares, since interest is determined by the Board of Directors from time to time and is paid on a quarterly basis, except for Special Savings on which interest is paid on a monthly basis.

b. Term deposits are accepted for a minimum period of one year in amounts not less than \$500.

15. Qualifying shares	<b>9 months to June 30, 2023</b>	For the year to Sept 30, 2022
	<b>84,050</b>	<b>72,100</b>

(a) There is no limit to the number of shares that the Credit Union is authorized to issue. The number of shares held by a member does not determine the member's voting rights since each member is entitled to one vote only at any general meeting.

(b) The Credit Union is required by its By-Laws to have at least one class of shares, namely qualifying shares, which shall be issued at a par value of \$5. These shares shall be held by all members and shall not be withdrawable on demand but transferrable.

(c) No interest was paid on qualifying shares.

### 16. Comparative amounts

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



## SCHEDULE OF OTHER OPERATING EXPENSES

9 Months to June 30, 2023  
Expressed in Barbados dollars

	<u>9 months to June 30, 2023</u>	<u>For the year to Sept 30, 2022</u>
Advertising and promotion	923	756
Bad debt expense	136,234	74,404
Bank charges	4,147	4,209
Cleaning	5,889	8,374
Conventions	2,445	21,040
Co-operative celebrations	1,160	1,465
Courier service	5,550	7,050
Donations	4,545	31,483
Education Fund	5,430	11,418
Financial Services Commission annual fee	2,300	9,070
Fines and penalties	106	5,000
Honoraria	22,800	31,200
Impairment provision - increase	(124,000)	(102,863)
Insurance	11,319	13,384
Mutual Benefits Plan (MBP) assessments	38,708	39,360
League membership dues	9,639	10,825
Meetings	18,166	9,130
Miscellaneous	8,180	8,343
National Development Fund	1,489	1,201
Office supplies	2,423	4,009
Postage	0	70
Professional fees	52,407	67,009
Rent - office	40,500	54,000
Repairs and maintenance	5,739	7,588
Software maintenance	13,618	16,516
Stationery and printing	6,778	9,704
Subscriptions	8,966	9,050
Training and seminars	43,355	4,082
Utilities - electricity	8,727	15,300
Utilities - telephone	11,088	12,724
Webpage and email	4,481	2,770
	<u>353,112</u>	<u>387,671</u>