

# Investing in Our Shared Future



**Brunswick**  
CREDIT UNION



**2024**  
**Annual Report**

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# Message from Our Chief Executive Officer

## Lisa Loughery



Since our merger, Brunswick Credit Union has remained committed to creating and growing member value while reinforcing our dedication to local banking and investing in the well-being of all New Brunswickers.

In 2024, we achieved significant progress, operational advancements, and financial strength, laying a solid foundation for continued sustainable growth. Despite the magnitude of change throughout the year, our team demonstrated resilience and an unwavering commitment to our success. We experienced strong financial growth and ended the year at nearly \$1 billion in assets.

As we move forward into 2025, we are excited to build on this foundation to drive further success and deliver lasting value to our members, employees and communities.

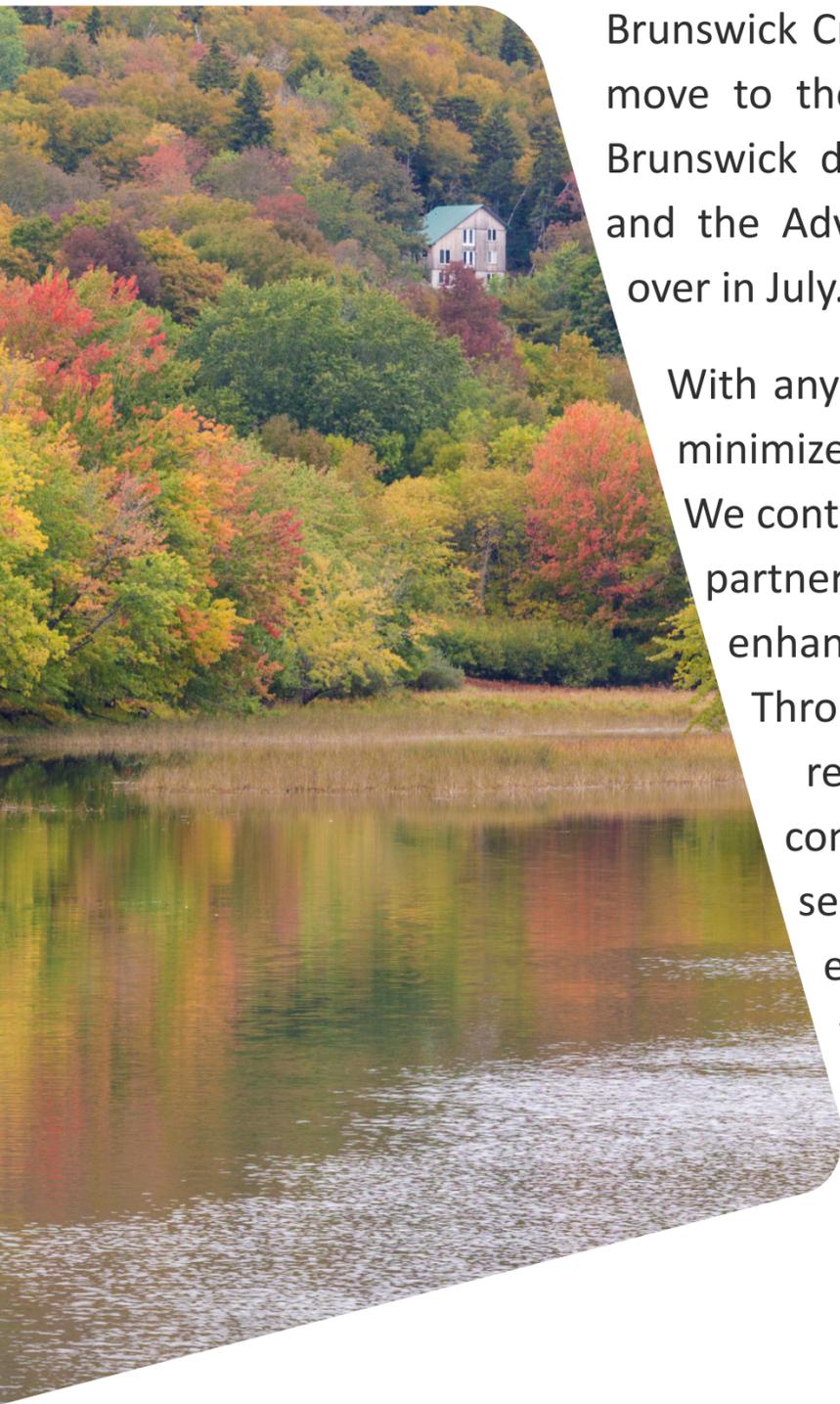
### **Transforming Banking to Better Serve Our Members**

With increased competition, new technologies, and a growing demand for personalized services, the financial service industry is rapidly changing. Credit unions have the opportunity to step forward as leaders, providing accessible, competitive, community-based banking and member-focused financial solutions.

In 2023, we embarked on a journey with our technology and system partners across Atlantic Canada to transform the delivery of our banking services with a new, modern banking platform. This platform enhances both functionality and security, offering the flexibility to quickly and efficiently evolve our banking experience while enabling us to introduce new products and services that better serve our members now and into the future.



# Message from Our CEO (con't)



Brunswick Credit Union was the first credit union to move to the new banking platform. The Bayview Brunswick division transitioned in March of 2024, and the Advance and Progressive divisions moved over in July.

With any significant change, even with efforts to minimize impact, some challenges are inevitable. We continue to work closely with our technology partners to address any post-launch issues and enhance the overall member experience. Throughout this transition, our team has remained dedicated and focused, consistently delivering the high level of service our members rely on. I want to extend my sincere thanks to both our team and our members for their continued support and patience.

Alongside the launch of our new digital banking platform, we also introduced a redesigned website, a new online banking app, and an updated financial reporting system. As part of our ongoing website enhancements, we've begun making improvements and will continue refining the digital experience throughout 2025.

Our team has also been a valuable resource for other credit unions in Atlantic Canada as they complete their transition to the new banking platform. I am proud of the support they have been able to provide our fellow credit unions to assist them with this fundamental transition.

Now with the majority of the banking conversion complete, our focus has shifted to driving efficiencies, aligning policies and procedures, and ensuring consistency across all operations—all while continuing to enhance value for our members.

## **Growth with Purpose**

In 2024, we delivered strong financial results, with growth surpassing our annual objectives. This success was driven by exceptional performance in commercial lending, solid deposit growth, and income that exceeded our projections. These outcomes reflect the strength of our strategic direction and the dedication of our entire team.

# Message from Our CEO (con't)

## Investing in New Brunswick

As a true community partner, we are dedicated to giving back and investing in our communities in meaningful ways. To help New Brunswickers gain the skills they need to thrive, we awarded \$1,000 each to 20 students continuing their post-secondary studies. In October, we trained four additional employees to deliver workshops through the national credit union financial literacy program.

We partner with local organizations to support programs and initiatives that improve the social and economic sustainability of our province. In 2024, we proudly contributed over \$158,000 through scholarships, sponsorships and donations.

## Success Powered by Teamwork

Our employees represent the heart of our credit union, connecting with our communities and serving our members each day. Our success is driven by their passion and commitment to Brunswick Credit Union and our members.

## Strength in Unity

As a democratically governed, locally owned financial institution, we stand apart from other financial institutions thanks to the support of our membership and Board of Directors.



I want to extend my heartfelt gratitude to our Board of Directors for their continued commitment and guidance over the past year. Their dedication to our co-operative principles and steadfast belief in the work we do together ensures our credit union is well-positioned for continued success.

And thank you to our members for your continued trust and support. As we look to the future, we remain focused on innovation, growth and fulfilling our purpose of Community First, Investing Locally and Helping Members. Together, we are building a brighter future for our credit union and New Brunswick.

Thank you for being an integral part of our journey.

**Lisa Loughery**

A handwritten signature in black ink, appearing to be 'L. Loughery', written over a horizontal line.

Chief Executive Officer

Brunswick Credit Union Limited

# Message from Our Board Chair

## Kurt Peacock



It is my pleasure to present my report as Chair of the Board of Directors of Brunswick Credit Union, and I want to start by noting a significant milestone - our credit union now has almost a billion dollars in assets, and while this number still represents a small fraction of the mountains of cash the Toronto-based chartered banks hold, it is still a billion dollars, collectively invested by our New Brunswick members right here in this wonderful province of New Brunswick. In the years to come, we hope to further compound this billion-dollar investment, as every member of the Board of Directors is united in wanting to see Brunswick Credit Union emerge as a catalyst for the building of a better New Brunswick.

Our collective achievements in 2024 have been a result of a happy and productive collaboration between a volunteer board, representing the best interests of our members, and a dedicated team of credit union professionals who offer insight and honest financial advice to New Brunswick residents who want to improve their economic well-being in the place they call home. We serve communities large and small throughout the province, and our continued investment in information technology helps ensure our members can get their banking done right on a phone app, their desktop or laptop, or in person with a helpful Brunswick credit union staff member.



To the members who we've helped secure a home mortgage, save for their kids' education, or helped to grow their business through a line of credit, I say thank you - your continued membership in and patronage with our financial co-operative is a vote of confidence in the future of our province.

And all that continued patronage is paying dividends, both for our members and communities all around New Brunswick. Because the credit union's financial performance continues to strengthen, the board of directors of Brunswick Credit Union has declared that a significant dividend should be returned to our members.

# Message from Our Board Chair (con't)

A resolution in support of this measure was a happy part of the deliberations of our annual meeting. Furthermore, our co-operative social responsibility committee has supported worthy community causes all around our province, and our branch network has distributed tens of thousands of dollars to local youth organizations and other worthy neighbourhood institutions. And because our credit union profits are for our members and not some far-away shareholder, we expect that as we continue to grow, we will continue to re-invest in the communities we serve. That is ultimately what the credit union model is about - we are here for our New Brunswick communities, and for our members who reside within them.



I would like to thank my fellow board members for their steadfast commitment to the credit union, both in board deliberations and in the work of our committees. I'd also like to thank those members of the credit union who don't currently serve on our board but still stood ready to serve on a committee. Because our board is democratically elected from the general membership, I'd also like to encourage our members to consider offering for the board next year. Every one of us can do a small part in ensuring that Brunswick Credit Union succeeds.

Finally, I'd like to also thank our hardworking credit union staff, from our forward-thinking CEO and her innovative management team to the talented group who keep our branches running smoothly. The success that Brunswick Credit Union has seen over the past year is largely your success, as it has been facilitated by your commitment to this credit union and to New Brunswick.

It has been an honour working with all of you to build up Brunswick Credit Union. Let's never tire as we serve our members and build a better New Brunswick economy through our efforts.

**Kurt Peacock**

Chair, Board of Directors

Brunswick Credit Union Limited

# About Us

At Brunswick Credit Union, we are committed to ensuring community-based banking remains a competitive and accessible choice. With nearly 200 employees, 14 community branches, 3 commercial banking centres, and our Member Contact (Mx) Centre, we proudly serve New Brunswickers from the Upper Saint John River Valley, down to the Fundy Coast and east to the Richibucto River.

We are rooted in community, and our co-operative values are at the heart of everything we do. As a member-owned financial institution, our focus is firmly on our members and the communities we serve. Our credit union offers a broad range of financial products and services, exceptional member support and innovative banking solutions. We believe that by putting people first, fostering financial empowerment and working together we can build a stronger, more prosperous New Brunswick.

We are proud to be in New Brunswick and acknowledge that we live and do business on the traditional unceded territory of the Wolastoqiyik, Mi'kmaq and Peskotomuhkati peoples.



## Vision

Redefining Banking by Investing in Our Members and New Brunswick



## Purpose

Community First, Investing Locally, and Helping Members



## Values

### Trust

Building Relationships, Consistent and Reliable

### Community

Supporting New Brunswick and Creating Member Value

### Innovation

Creating New and Better Solutions

### Belonging

Respect, Dignity, Fairness, and Inclusion



# Co-operative Governance

Our Board of Directors approves our purpose, vision and values. The Board plays the critical role of providing stewardship and oversight of Brunswick Credit Union's management and operations, guiding our strategic direction and ensuring that we fulfill our mission.

As financial co-operatives, credit unions are built on the values of self-help, self-responsibility, democracy, equality, equity and solidarity. We are member-owned financial institutions, founded on the shared beliefs of honesty, openness, social responsibility and caring for others.



The seven Co-operative Principles are the guidelines by which credit unions and co-operatives put their values into action:

1. Voluntary and Open Membership
2. Democratic Member Control
3. Member Economic Participation
4. Autonomy and Independence
5. Education, Training and Information
6. Co-operation Among Co-operatives
7. Care & Concern for Community





# Board of Directors



**Kurt Peacock (Chair)**

- Audit & Risk Committee (Ex Officio)
- Governance & HR Committee (Ex Officio)
- Member & Community Relations Committee (Ex Officio)
- Nominating Committee



**Frank Jopp (Vice Chair)**

- Member & Community Relations Committee



**Brandon Clowater**

- Audit & Risk Committee (Chair)



**Nancy Cail**

- Governance & HR Committee (Chair)



**Benjamin Allerston**

- Member & Community Relations Committee (Chair)



**Don Hicks**

- Nominating Committee (Chair)
- Governance & HR Committee



**Cory Allen**

- Audit & Risk Committee
- Member & Community Relations Committee
- Nominating Committee



**David MacQuarrie**

- Audit & Risk Committee
- Nominating Committee



**Hazel Howland**

- Audit & Risk Committee



**Jennifer Irvin-Ward**

- Governance & HR Committee



**John Cushnie**

- Member & Community Relations Committee



**Ryan Lanigan**

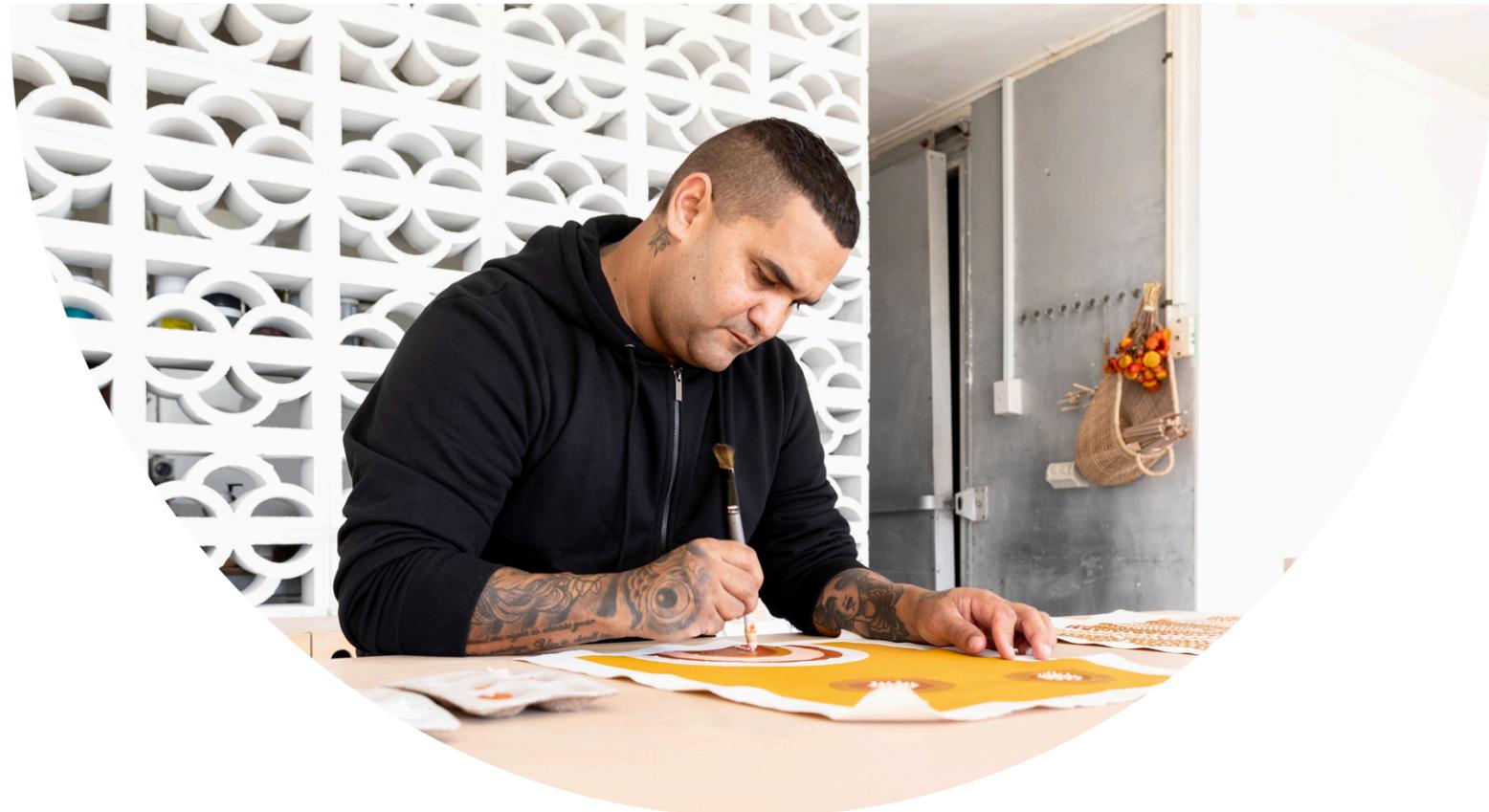
- Governance & HR Committee
- Nominating Committee



# Our Members

As a financial co-operative, our members are at the centre of all we do, and their trust and support have enabled us to achieve remarkable milestones in 2024.

By prioritizing member needs and fostering a sense of belonging, we provide innovative products and solutions that enhance financial well-being and support community growth. Through our adherence to our cooperative values and quality service, we ensure that every member benefits from our collective strength.



42,927

Total Members  
December 31, 2024



1,929

Businesses &  
Organizations  
that bank with us



14

Locations across  
New Brunswick



3

Commercial  
Banking Centres



1

Mx Centre

20



2024 marked the **20<sup>th</sup> consecutive year that credit unions ranked #1 in Customer Service Excellence** among Canadian financial institutions.

This recognition through the Financial Services Excellence Awards from Ipsos, highlights our commitment to providing outstanding service to our members.

In total, credit unions were recognized with six awards, emphasizing our dedication to delivering innovative solutions, personalized support, and honest financial advice.



# New Look + Same Community Focus

In 2024, credit unions across Atlantic Canada undertook a collective exercise to refresh our logo. We unveiled our new logo on International Credit Union Day in October. The new design symbolizes our unwavering commitment to innovation and the co-operative values that form the foundation of Brunswick Credit Union.

We are excited to evolve our brand in a way that reflects our identity and tells our story. The fresh and inviting look reflects our forward-thinking approach, supporting the digital banking experience and embodying our values in a



friendly, modern way. The plus sign found within the “C” and “U” is a visual representation of the value credit unions create through our products and services. It also represents our commitment to go beyond great banking to help build strong communities. When turned, the logo forms a heart, illustrating our deep-rooted commitment to our members and the communities we serve.



**Brunswick**  
CREDIT UNION



## No Fee Banking

In November, we were excited to introduce our new No-Fee Bank Account, which helps save members money and demonstrates our commitment to providing modern banking solutions that create value. The No Fee Account is the first of many new and refined products designed to meet the diverse needs of New Brunswickers and help them prosper.



# Innovation & Digital Transformation

We are dedicated to helping our members bank where and how they want. Whether it's in person, online, or over the phone, we ensure members have access to quality service and expert support, no matter how they choose to bank.

More and more our membership is choosing to contact us using virtual channels. These requests are handled by our Member Contact (Mx) Centre as the first point of contact for Brunswick Credit Union. Our Mx Agents perform various support services, including processing credit card applications, online account opening and referrals to branches, partners and other internal departments. This has streamlined our processes and enhanced service delivery for members, improving the overall member experience.

In 2024, our Mx Centre grew from 7 to 12 agents to support the increasing demand for service via telephone, email, and online forms from our website.

Since 2023, the Atlantic credit union system and our technology partners have collaborated to transform our banking services with a new, modern platform. The platform delivers enhanced functionality and security, allowing us to introduce new products and services quickly and efficiently to better meet the current and future needs of our members.



As part of the upgrade, we also launched a redesigned website, new online banking app and an updated financial reporting system. Brunswick Credit Union was the first credit union to adopt the new banking platform; our Bayview division transitioned in March of 2024, followed by the Advance and Progressive divisions in July.

With any change of this magnitude challenges can be expected. We continue to work with our technology partners to address any post-launch issues and improve the member experience. Throughout this transition, our team has remained dedicated and focused, continuing to provide outstanding service to our members. We want to thank both our team and members for their continued support and patience.

## 2024 Highlights



**12** Mx Agents



**50+ emails** per day



**50-100 calls** per Agent per day



**200,000+** member interactions processed



# Our Communities

As we fulfill our purpose of community first, investing locally and helping members, we build partnerships and support community initiatives that strengthen the province and allow New Brunswickers to prosper here at home.

In 2023, the Board of Directors made a commitment to invest up to 3% of pre-tax income annually through scholarships, sponsorships and donations.

Implemented in 2024, Brunswick Credit Union gave back more than \$158,000 to the communities we serve.



## Supporting Our Communities

Our employees are invested in our communities and contribute to their success by volunteering their time and expertise to local causes, events and community organizations. In 2024, BCU employees showed their support to numerous initiatives across the province.



Ronald McDonald House Charities PJ Walk for Kids



Saint John Rib Fest (Make-a-Wish)



EWG Middle School Staff & Student Turkey Dinner



Peter McKee Food Bank Christmas Food Box Campaign



ALS Walk Strong 2024



Petitcodiac Santa Claus Festival of Lights Parade

In 2024, we gave back more than \$158,000 through scholarships, sponsorships and donations 



# Commitment to Education

We work to improve financial resilience in our communities by investing in education. We offer financial products and student awards to support students continuing their educational pursuits, and we help New Brunswickers build their financial knowledge through financial literacy initiatives offered in collaboration with system and community partners.



## Brunswick Credit Union Student Awards

We distribute \$20,000 to support students from across New Brunswick pursuing post secondary education.

 **In 2024, we awarded twenty \$1,000 Student Awards.**

- |                                 |                          |
|---------------------------------|--------------------------|
| <b>Alex Lounsbury</b>           | <b>Matthew Ross</b>      |
| <b>Beatrice Leger-Bitting</b>   | <b>Michael Daugherty</b> |
| <b>Chase Lynds</b>              | <b>Nevaeh DeRier</b>     |
| <b>Grace Flynn</b>              | <b>Olivia Duffy</b>      |
| <b>Jack Bailey</b>              | <b>Paiten Murphy</b>     |
| <b>Justin Landry</b>            | <b>Samuel Mollins</b>    |
| <b>Kate Peacock</b>             | <b>Savannah Hudson</b>   |
| <b>Kaydence Hay</b>             | <b>Skyler Town</b>       |
| <b>Koffi Jean Junior Samaty</b> | <b>Sophie Guimond</b>    |
| <b>Matthew Pyne</b>             | <b>Yesha Velasquez</b>   |

## Building Financial Literacy

To help build financial literacy in New Brunswick, we participate in Each One Teach One (EOTO), a national credit union program that teaches basic money skills, in easy-to-understand terms, to empower community members to make financial decisions with confidence.

In 2024, we relaunched the Each One Teach One program across Brunswick Credit Union and trained 4 additional employees to deliver EOTO workshops.

 We have partnered with the Canadian Credit Union Association (CCUA), OMISTA Credit Union and Housing New Brunswick to support the provincial Rent Bank Program.

The Rent Bank program is intended to help renters in New Brunswick, who are experiencing a temporary and unplanned financial crisis with their expenses, stay housed through grants of up to \$2,750.

Each One Teach One coaches and trainers from Brunswick Credit Union and OMISTA Credit Union deliver financial literacy workshops on relevant topics, such as budgeting, to help Rent Bank applicants gain valuable financial skills that align with their request to the Rent Bank.



# Investing in New Brunswick

## Greener Village

To help fight food insecurity, we've committed \$25,000 over five years to the Greener Village Thrive Campaign. This initiative aims to establish Atlantic Canada's first Perishable Food Rescue Centre, helping combat hunger and food waste while providing nutritious food options to New Brunswickers in need.

 In 2024, we committed \$25,000 over five years to the Greener Village Thrive Campaign.

The centre will receive, recover and distribute fresh foods destined for waste, diverting thousands of pounds of food from landfill while allowing Greener Village to increase their capacity to address hunger. For every dollar spent, Greener Village will create \$5 to \$11 ready-to-eat and freezer-stable food items for redistribution to over 70 organizations via Food Depot Alimentaire's network.

In 2024, Brunswick Credit Union also supported food security through donations to local food banks and school nutrition programs.



## La Station

In 2024, Brunswick Credit Union **donated \$10,000 to La Station Workspace** in Moncton. Our donation will support La Station's Social Impact Cohort program, which aims to foster the growth and development of social enterprises, as well as other programming and learning initiatives to drive impact generation.

## Habitat for Humanity

Last year, we launched a partnership with Habitat for Humanity New Brunswick to offer a mortgage financing program for residents of new build projects. This initiative will help New Brunswickers access adequate housing through Habitat for Humanity programming and enhance the organization's capacity for individual builds.

Habitat works closely with each family to offer wrap around supports during the selection process, home construction and throughout the term of their mortgage. As part of our partnership, we will work together to provide financial literacy workshops to Habitat homeowners and employees.





# Our People

Our employees are key to the success of our credit union. Their dedication, expertise and passion help us live our purpose and deliver trusted financial support to our members and communities. We are committed to investing in employee growth and well-being so that all Brunswick Credit Union employees feel engaged and empowered. Together, we strive to create a workplace where everyone feels valued and inspired to achieve their best.

In 2024, we carried on our post merger work completing updates resulting from our HR policy review that took place in 2023. We also participated in the review of the Atlantic credit union benefit plan led by Atlantic Central.

## Employee Engagement

We measure employee engagement through our employee survey that is administered every two years. Working with our partners at Atlantic Central, we developed a standard set of engagement and well-being questions which were added to the survey.



**In 2024, our overall employee engagement score was 75% and our inclusion score was 76%.**

## 2024 Highlights



**194** Employees



**36%** of employees have 10+ years of service



**75%** overall employee engagement score



## Diversity, Equity and Inclusion

In July, we formed our Diversity, Equity, and Inclusion (DEI) Committee to champion initiatives that promote an inclusive and equitable workplace. By bringing together a diverse group of employees, we aim to create a platform where different perspectives are shared and valued, and actionable strategies can be developed to enhance our workplace culture.

Following its formation, the committee set its terms of reference, broad objectives and started planning for 2025. As we continue our journey together, we look forward to building a more inclusive credit union where everyone feels welcome and able to show up as their authentic selves.



# Employee Service Awards



**05** years

April Hansen  
Morgan Hamilton  
Natalie Moase  
Trena Catchick

**10** years

Amanda Scott  
Jan Parkhill

**15** years

Allan Vallis



**20** years

Ann Walters  
Rochelle Andersen

**30** years

Karen Swagerman

**35** years

Patricia Hoyt



# Brunswick Credit Union Emerging Leaders

The Brunswick Credit Union (BCU) Emerging Leaders aim to engage and ignite the potential of our future credit union leaders through networking, personal and professional development, and community outreach.

The BCU Emerging Leaders Committee is dedicated to creating opportunities for knowledge and skill building, and that strengthen connections, both within the credit union and beyond; helping members develop new skills, collaborate effectively, expand their networks and make a meaningful difference in our communities.



## 2024 Highlights



**33** Members



**6** Lunch & Learns / Coffee & Conversations



Facilitated **5 student financial literacy sessions**



**2** social events



**\$5,325** raised for the Centre for Youth Care



# Financial Health & Stability

2024, was an exciting period of growth for Brunswick Credit Union. Despite several large initiatives, our dedicated team continued to prioritize service and the needs of our membership, enabling us to surpass our annual objectives. We saw significant growth throughout the year and ended 2024 with almost \$1 billion in assets.

## Summary of Financial Position

The primary driver for growth was an increase in lending, which grew by 11.4% compared to 2023. This was largely the result of increased commercial lending which grew \$64 million over the previous year. Additionally, residential mortgages grew by \$14 million and personal loans increased by \$6 million. We also experienced steady growth in deposits, which rose 6.8% over the previous year. Even with higher operational costs resulting from inflationary pressures, we exceeded our income projections, ending the year with an income of \$10.5 million.

## Statement of Earnings

International financial reporting standards require certain assets to be adjusted to fair value during a merger. These adjustments are then amortized into income over the remaining life of the related assets and liabilities. In 2024, we recognized \$4.8 million in income from the amortization of these fair value adjustments, equivalent to the amount recognized in 2023.



### Assets

\$998 Million ↑ 7.0%



### Deposits

\$920 Million ↑ 6.8%



### Lending

\$823 Million ↑ 11.4%



### Equity

6.8% ↑ 0.6%



### Income

\$10.5 Million



# Financial Health & Stability (con't)

It's important to note that this amortization has no cash impact on the credit union. Total earnings before tax were \$10.5 million. However, excluding these fair value adjustments, earnings before tax were \$5.7 million, compared to \$8.8 million in the prior year.

## Gross Financial Margin & Gross Margin

Gross financial margin decreased from \$27.6 million to \$26.5 million. Gross margin, which includes non-interest revenue, was \$32.3 million compared to \$33.2 million in 2023. The decrease was mainly due to the rate environment and was partially offset by increased lending.

## Operating Expenses

Last year operating expenses increased from \$24.4 million to \$26.6 million, primarily due to inflationary pressures. In 2024, operating expenses were 2.67% of total assets, compared to 2.62% in 2023.

## **Financial Performance**

Brunswick Credit Union uses various performance measures to monitor our performance against regulatory guidelines and other benchmarks. These measures rate our credit union's profitability, financial stability, liquidity and operational efficiency.

Target	Regulatory Benchmarks	2024 Result	2023 Result
Return on Assets	>0.50%	0.70%	0.95%
Retained Earnings as a percentage of total capital	>60%	73.53%	71.40%
Equity Ratio	>5.00%	6.77%	6.21%
Liquid Assets / Total Liabilities	>10%	14.98%	18.65%
Efficiency Ratio 1 (Total Operating Expenses / Gross Financial Margin)	<100%	96.24%	92.5%
Efficiency Ratio 2 (Total Operating Expenses / Gross Margin)	<85%	78.95%	73.50%

## Return on Assets (ROA)

ROA measures how profitable Brunswick Credit Union is relative to its asset size. Despite a decline in 2024 resulting from the rate environment and inflationary pressures, ROA remains strong at 0.7%, compared to 0.95% in 2023.

## Retained Earnings / Total Equity Ratio

Retained earnings to total equity measures the proportion of Brunswick Credit Union's equity that is made up of accumulated profits. As of December 31, 2024, retained earnings constituted 73.53%, up from 71.40% in 2023.



# Financial Health & Stability (con't)

## Equity Ratio

Equity ratio measures the proportion of assets funded by shareholders versus debt. Brunswick Credit Union's equity ratio was 6.77% compared to 6.21% in 2023.



## Liquidity Management

The liquidity ratio assesses Brunswick Credit Union's ability to meet short-term obligations with current assets. The credit union's liquidity ratio was 14.98%, compared to 18.65% in 2023.

## Efficiency Ratios

Efficiency ratios evaluate how effectively the credit union uses its resources to generate revenue. Even with the negative impact of the rate environment and inflationary pressures in 2024, Brunswick Credit Union remains within the recommended thresholds.

- Efficiency ratio 1 was 96.24%, compared to 92.5% in 2023.
- Efficiency ratio 2, which considers non-interest sources of revenue, was 78.95%, compared to 73.5% in 2023.

At year end, all performance ratios were well within the regulatory requirements outlined in the table above, positioning us for continued success and ensuring we are equipped to meet the current and future needs of our members and communities.

Our full financial statements for the year ending December 31, 2024, are available on our website.



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CREDIT UNION



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