



# Financial security for those the world depends on

2023 Annual Report



Our mission is to serve the people who serve the world. *A peaceful and secure future* is not only a priority for the United Nations — it is a vision we work to deliver on for each of our members.



# Chairperson report

**Great uncertainty remains in the world, which impacts all of us. In this environment, two things remain strong and constant – the service and dedication that UNFCU provides to its members, and the peace of mind that we do receive from this financial cooperative – no matter where we are in the world. This confidence was demonstrated in 2023 by strong growth in our shares, in our loans, and in our membership, as UNFCU continued to innovate with new products and services and to serve members’ needs.**



**Theresa  
Panuccio,  
Chairperson**

At year-end 2023, we exceeded \$8.9 billion in total assets, up 11.8% from the previous year. Leading the way in this growth were our competitive share certificates, which doubled to \$2.5 billion. **Our overall share growth was almost twice that of all US financial institutions, at 11.4%.** UNFCU’s capital position remains strong — designated as “well capitalized” by our regulator, the National Credit Union Administration. With a risk-based capital ratio of 16.29%, UNFCU ranked in the top third of our peer credit unions.

As part of our commitment to ensure members make good financial decisions at all stages of life, we conducted 360 financial education engagements spanning 65 countries. Each interaction — whether virtual or in person — provided an opportunity to get to know our members and their goals even better.

While we strive for service excellence across all our channels, we experienced significant challenges in our Contact Center in 2022 and into the beginning of 2023. This resulted in

an unacceptable amount of time for members waiting to reach us, and we heard from you on that. Management and the Board of Directors paid utmost attention to this situation and made a commitment to our members to do better in 2023. **I’m pleased to report that the Contact Center is performing better than ever. As of December 2023, 93% of calls were answered in under 3 minutes, and 99% were answered in under 10 minutes.**

I’m gratified to note that the UNFCU Foundation has helped nearly 27,000 women and youth gain access to healthcare, education, and livelihood training. This was achieved through the support of 20 grant partners across six countries. In 2023, the Foundation also provided almost \$175,000 in emergency relief for several countries suffering from natural disasters.

As we look to 2024 and beyond, service to our members remains paramount. We will not only provide this service through enhanced technology, but we will also

be opening a new Representative Office in Dakar, Senegal, bringing us to four representative offices in Africa.

On behalf of myself and all the Board, I want to express deep appreciation to UNFCU’s Management and staff, and to all our volunteers for their hard work and dedication. This has enabled us to continue “serving the people who serve the world.” We will continue to work hard with Management to bring you the services and products you need.

# President & CEO report

**Our Credit Union succeeds when the UN community can focus on their important work. This is at the core of our mission of ‘serving the people who serve the world.’**

**A commitment to financial soundness underpins the decisions we make. In 2023, we maintained a safe and secure position by carefully managing our net interest margin. This enabled us to both meet global lending needs and equip members to adapt to inflation through increases to our share certificate rates. Our net income of \$53 million was invested back into our Credit Union.**



**John Lewis,  
President  
& CEO**

**We were pleased to launch our completely redesigned [unfcu.org website](#).** We wanted not only to provide detailed and relevant information for our members, but to minimize the effort to find that information. It was also important for us to demonstrate a greater connectedness to the UN community. Additionally, visitors using our new Web Chat service on the website can rely on an automated Virtual Agent for quick support.

Throughout the year, I challenged our teams across UNFCU to deliver even more dependable and frictionless member support. Our Member Service Representatives demonstrated their commitment to excellence through significantly improved Contact Center performance, engaging in nearly half a million live conversations with members. To better address members’ needs regardless of their time zone, we opened a new Contact Center in Nairobi, Kenya.

As a global financial institution, support also means removing hurdles for members who

navigate multiple currencies. Introduced in late 2022, our foreign currency transfer service gave members with euro-denominated bank accounts a secure way to transfer euros to UNFCU accounts. We plan to expand this easy, cost-effective service to more currencies.

**In 2023 we enhanced security for members using credit and debit cards.** We streamlined the fraud dispute process in Digital Banking for quicker resolution of unrecognized charges. We also introduced one-time passcodes to quickly verify unusual online purchases.

Successes such as these are only possible with a strong and resilient workforce that values all perspectives and everyone’s strengths. In supporting Diversity, Equity, Inclusion, and Belonging (DEIB), we focused on several initiatives for our employees. This included our New Rise Readiness program that aims to prepare members of underrepresented groups at UNFCU for leadership. We were proud to reach gender parity at the director level and above. We have also established

a DEIB commitment with our suppliers, establishing metrics and goals to ensure opportunities for women and minority run businesses. **While many organizations have wavered in their commitment to DEIB, UNFCU has strongly reiterated ours.**

I would like to thank our Board and the Supervisory, Loan Review, and Nominating Committees for their guidance. Every day, their deep understanding of the UN advances our mission to care for our global community.

I would also like to thank our staff and management for tirelessly putting the unique needs of our membership first. And above all, a sincere thank you to our members. We are honored by your trust, and we promise to continue providing you peace of mind so you may focus on the important work you do every day.

# Financials

**We responded to the unique needs of our membership, meeting challenges presented by global uncertainties with sound strategy.**

Our strong financial and operational performance showed significant growth across key indicators, underlining UNFCU’s safety and stability. Whether on mission, at UN Headquarters, or in the field, our members can count on us to protect their assets.



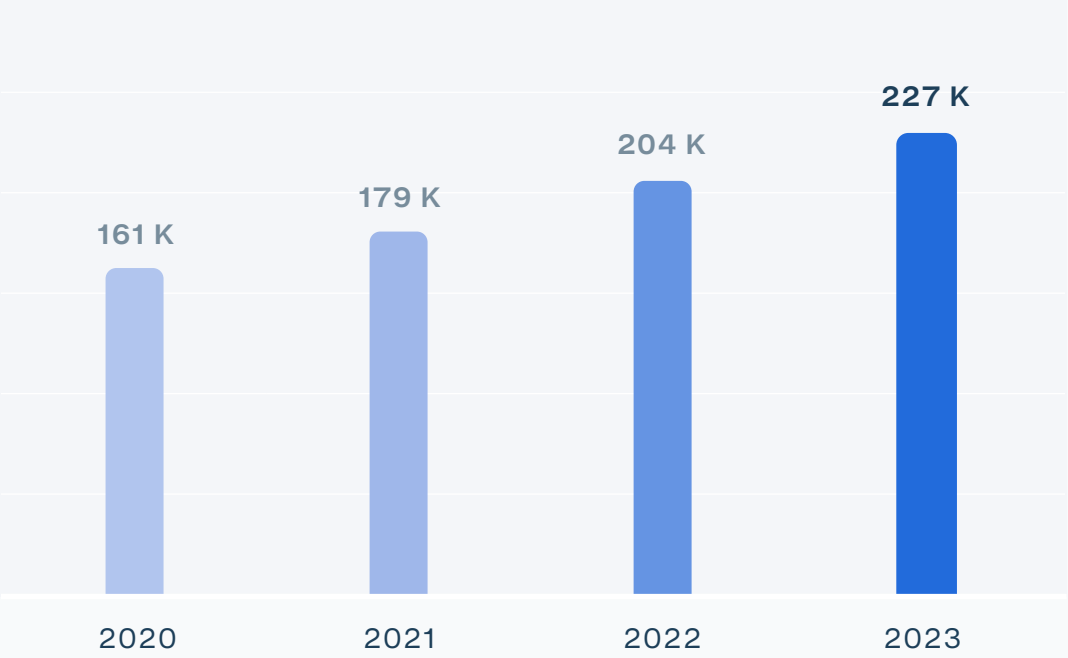
Consolidated Statements of Financial Condition (as of 31 December)

	2023	2022
Assets		
Cash and cash equivalents	\$ 419,121,217	\$ 121,188,724
Investments	2,661,051,987	2,486,162,264
Loans held for sale	6,699,180	2,043,739
Loans, net	5,516,629,669	5,089,268,197
Mortgage servicing rights	4,891,471	4,939,811
Accrued interest receivable	27,634,511	22,598,463
Property and equipment, net	96,618,031	100,002,367
National Credit Union Insurance Fund deposit	67,572,115	62,149,605
Other assets	110,044,026	83,366,111
Total assets	\$ 8,910,262,207	\$ 7,971,719,281
Liabilities & members’ equity		
Liabilities		
Members’ shares	8,170,415,782	7,331,826,988
Accrued expenses and other liabilities	70,352,282	54,653,072
Total liabilities	8,240,768,064	7,386,480,060
Members’ equity		
Retained earnings	786,353,951	745,485,097
Accumulated other comprehensive loss	(116,859,808)	(160,245,876)
Total members’ equity	669,494,143	585,239,221
Total liabilities & members’ equity	\$ 8,910,262,207	\$ 7,971,719,281

Strong capital, liquidity, and lower expense ratios enabled UNFCU to continue to deliver advances in member services and competitive deposit and loan offerings.

— David Gosstola, CPA  
Senior Vice President, Finance

Membership growth (years ended 31 Dec)





In the first half of 2023, the Federal Reserve continued to tighten monetary policy, so we built a secure response. Later, we gradually exposed the portfolio to higher interest rates while maintaining its pristine credit quality.

— Chris Sullivan, CFA  
Chief Investment Officer

Loan & share balances (years ended 31 Dec)



Consolidated Statements of Income (years ended 31 December)

	2023	2022
Interest Income		
Interest on loans	\$ 229,331,927	\$ 179,858,935
Interest on investments and cash equivalents	52,048,429	35,007,123
Total interest income	281,380,356	214,866,058
Interest expense	98,609,204	29,396,667
Net interest income	182,771,152	185,469,391
Provision for (recapture of) credit losses	9,090,000	(410,000)
Net interest income after provision for credit losses	173,681,152	185,879,391
Total non-interest income	64,738,584	56,232,203
Total income net of provision for credit losses	238,419,736	242,111,594
Non-interest expense		
Salaries and benefits	115,159,552	104,036,073
Operations	62,176,378	55,748,491
Occupancy	8,180,686	8,381,446
Provision for Northstar loss	—	28,972,354
Total non-interest expense	185,516,616	197,138,364
Net income	\$ 52,903,120	\$ 44,973,230

Supervisory Committee report

The Supervisory Committee (the “Committee”) is primarily responsible for assisting the UNFCU Board of Directors in fulfilling its oversight responsibility. The Board is responsible for providing an independent appraisal of the safety and soundness of the operations and activities of the Credit Union.

In carrying out this responsibility, the Committee oversees the Internal Audit Department, which reports functionally to the Committee and administratively to the President and CEO of UNFCU. Primarily through the work of Internal Audit, the Committee (i) monitors compliance with the policies established by the Board of Directors; (ii) evaluates the adequacy and effectiveness of the system of internal controls established by UNFCU management; (iii) investigates and responds to written member inquiries referred to the Committee; (iv) appoints an independent certified public accounting firm to conduct an audit of UNFCU’s financial statements; and (v) reviews the policies and procedures of the audit engagement including its scope, fees, and auditor independence matters.

The Committee itself does not prepare financial statements or perform audits. Its members are not the certifiers or auditors of UNFCU financial statements. The Committee engaged the independent certified public accounting firm of Doeren Mayhew to audit and render an opinion as to whether the UNFCU financial statements for the period 1 January 2023 through 31 December 2023 fairly present, in all material aspects, the financial position of UNFCU.

Doeren Mayhew has completed its audit, which was performed in accordance with auditing standards generally accepted in the United States of America. Its unqualified opinion, along with the Credit Union’s audited financial statements, are available on the Credit Union’s website at [unfcu.org/2023Financials](https://unfcu.org/2023Financials).

Volunteers

Board of Directors

- Theresa Panuccio, Chairperson
- Clemens M. Adams, Vice Chairperson
- Bettina Tucci Bartsiotas, Treasurer
- Adeyinka Ade Okuwoga, Assistant Treasurer
- Ursula Wynhoven, Secretary
- Ana María Alvarez Herrera, Director
- Kumiko Matsuura-Mueller, Director
- Marietta S. Muwanga-Ssevume, Director
- Laura Rockwood, Director

UNFCU Financial Services Board  
UNFCU Advisors Board

- Thomas A. Bieler, Chairperson
- Julie Anne Mejia, Vice Chairperson
- John Lewis, Director

Loan Review Committee

- Francesca Jean, Chairperson
- Sanjeeb Bhattarai, Member
- Nana Okyere, Member

Nominating Committee

- Clemens Adams, Chairperson
- Annie Muchai Wachira, Member
- Sophie Veaudour, Member

Supervisory Committee

- Paul Gravenese, Chairperson
- Dr. Jessie Rose Mabutas, Secretary
- Robert Foort, Member
- John Rutere, Member
- Nutan Wozencroft, Member

Senior Management

- John Lewis, President & CEO
- Pamela K. Agnone, Executive Vice President
- David Gosstola, CPA, Senior Vice President, Finance
- Prasad Surapaneni, Senior Vice President, Chief Information Officer
- Eric Darmanin, Chief Lending Officer
- Lynne Healey, Chief Human Resources Officer
- Keisha Hutchinson, Chief Risk Officer
- Kumararaja Periasamy, Chief Digital Officer
- Manisha Shah, Esq., Chief Legal Officer & General Counsel
- Christopher Sullivan, CFA, Chief Investment Officer
- William Thomas, Chief Member Operations Officer
- Richard Colavecchio, CFA, First Vice President, Investment Management
- Nelson Conde, First Vice President, Finance
- Rossana Creo, First Vice President, Strategic Planning
- Juan Ducali, First Vice President, Global AML & Sanctions
- Srinivasanarayanan Govindan, First Vice President, Enterprise Applications & Services
- Brandon Hui, First Vice President, IT Infrastructure
- Sarah Klinger, First Vice President, Retail Lending & Servicing
- Tom Kurian, First Vice President, Enterprise Information Security
- Joseph Marasciullo, First Vice President, Deposit Products Officer
- Lindy Ramsdale, First Vice President, Global Representative Office Operations
- Chris Salata, First Vice President, Mortgage Operations & Underwriting
- Gurinder Singh, First Vice President, Global Card Solutions
- Stefanie Smedstad, First Vice President, Global Talent Management





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[unfcu.org](https://unfcu.org)

This credit union is federally insured by the National Credit Union Administration (NCUA).

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