



ANNUAL REPORT

2025

**STABILITY
THROUGH
TRANSITION**

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CHAIRMAN AND COMMISSION MEMBERS OF THE REGIONAL JUDICIAL AND LEGAL SERVICES COMMISSION



Seated, left to right:

Ms Jacqueline Samuels-Brown, CD, KC (Deputy Chairperson)

Mr Justin Simon, KC

The Hon. Miss Justice (Ret'd) Hilary Phillips, CD, KC

Mr Brian Glasgow, FCCA, MSc

Ms Tana'ania Small, KC

Hon. Mr Justice Winston Anderson (Chairman)

Her Ladyship, the Hon. Justice Margaret Price-Findlay

Dr Damien Dublin

Mr Thaddeus M. Antoine, Esq.

Dr Dylan Vernon



DEFINITION OF TERMS

In this Report the following terms which are frequently used have the meanings assigned to them below:

“the Agreement” means	the Agreement Establishing the Caribbean Court of Justice
“the Commission” or “the RJLSC” means	the Regional Judicial and Legal Services Commission
“the Court” or “the CCJ” means	the Caribbean Court of Justice
“CARICOM” means	the Caribbean Community
“CCAT” means	the Caribbean Community Administrative Tribunal established by Statute approved by the Conference of Heads of Government of the Caribbean Community on February 27, 2019
“Statute” means	the Statute of the Caribbean Community Administrative Tribunal
“OCCBA” means	the Organisation of the Commonwealth Caribbean Bar Association
“OECS” means	the Organisation of Eastern Caribbean States
“the Treaty” means	the Revised Treaty of Chaguaramas
“the Trust Fund” means	the Caribbean Court of Justice Trust Fund established by the Revised Agreement Establishing the CCJ Trust Fund dated January 12, 2004
“the Trustees” means	the Board of Trustees of the Trust Fund



At the core of the Regional Judicial and Legal Services Commission's purpose lies its Vision and Mission.

MISSION

The RJLSC will:

- appoint as judges of the Caribbean Court of Justice persons of high moral character, intellectual and analytical ability, sound judgment, integrity and understanding of people and society;
- ensure that the financial and human resources management of the Court and Commission is efficient, equitable and progressive; and
- cultivate an environment conducive to the development of professionalism, excellent work ethics, managerial competence and job satisfaction.

VISION

To be a modern and effective administrative system exemplifying the best practices in support of the Caribbean Court of Justice discharging a fair and efficient system of justice.



INTRODUCTION

In accordance with Article V.10 of the Agreement Establishing the Caribbean Court of Justice, the Regional Judicial and Legal Services Commission (the “Commission” or “RJLSC”) is required to submit an annual report to the Heads of Government of the Caribbean Community, outlining its principal activities and operations for the year under review. This Report presents an account of the work of the Commission for the year ended 31 December 2025.

The year 2025 was one of significant transition and institutional development for both the Commission and the Caribbean Court of Justice (the “Court”). Most notably, the Commission discharged its constitutional responsibility in recommending the appointment of the fourth President of the Court, following a rigorous international recruitment process. This transition in leadership marked an important milestone in the continued evolution of the Court and the Commission and was accompanied by the appointment of new Judges and ongoing engagement with judicial tenure matters.

The Commission’s composition changed significantly during the year due to retirements, resignations, and new appointments. Despite these changes, the Commission maintained continuity in its operations and upheld the integrity of its appointment processes and governance responsibilities.

Through the sustained engagement of its Committees, the work of the Commission in 2025 was significantly advanced. Each Committee played a central role in supporting decision-making and strengthening

governance. This work included revising key policies, overseeing budgeting and audit processes, supporting the prudent management of financial resources, and ensuring sound pension governance and pension plan administration.

In the discharge of its broader mandate, the Commission continued to make appointments to regional bodies, including the Caribbean Community Administrative Tribunal and the Caribbean Competition Commission, thereby also contributing to the effective functioning of key regional institutions.

This Report also highlights the broader context in which the Commission operated during the year, including the commemoration of the twentieth anniversary of the Court, which provided an opportunity to reflect on its achievements and reaffirm its commitment to the administration of justice in the Caribbean.

Overall, the activities outlined in this Report reflect a continued focus on maintaining stability during a period of transition, while strengthening the institutional foundations of the Court and Commission. Throughout 2025, the Commission remained steadfast in its commitment to upholding the principles of judicial independence, merit-based appointments, and good governance.

Building on the previous Annual Report, which highlighted the Members who served during the Commission’s first decade, this year’s Report recognises the distinguished Commissioners who served during its second decade, spanning August 2013 to August 2023.



FUNCTIONS OF THE COMMISSION

The primary functions of the Commission are outlined in Article V.3(1) of the Agreement, which states that the Commission shall be responsible for:

(a)

Making appointments to the office of Judge of the Court, other than that of President

(b)

Making appointments of those officials and employees referred to in Article XXVII and for determining the salaries and allowances to be paid to such officials and employees

(c)

The determination of the terms and conditions of service of officials and employees

(d)

The termination of appointments in accordance with the provisions of the Agreement.

In addition to these core responsibilities, the Agreement assigns several other essential functions to the Commission, including:

- the exercise of disciplinary control over Judges of the Court, other than the President, and over officials and employees of the Court; Article V.3(2).
- the making of recommendations to the Heads as to the person to be appointed President and for the removal of the President from office; Article IV.6.
- the determination of the terms and conditions and other benefits of the President and other Judges of the Court with the approval of the Heads of Government; Article XXVIII as amended.
- the making of Regulations –
 - » to govern the appointment, discipline, termination of appointment and other terms and conditions of service and employment for Judges, other than the President, and officials and employees of the Court,
 - » to prescribe the procedure governing the conduct of such proceedings, and generally, to give effect to the Agreement; Article XXXI.

Further responsibilities of the Commission are also specified in other instruments:

- Under Article 172 of the Revised Treaty of Chaguaramas, the Commission appoints members of the CARICOM Competition Commission.
- According to Article V of the Statute of the Caribbean Community Administrative Tribunal, the Commission is responsible for selecting members of the Tribunal.



COMPOSITION OF THE COMMISSION

The composition of the Commission is outlined in Article V.1 of the Agreement, which provides as follows:

- (a) the President who shall be the Chairman of the Commission;
- (b) two persons nominated jointly by the Organisation of the Commonwealth Caribbean Bar Association (OCCBA) and the Organisation of Eastern Caribbean States (OECS) Bar Association;
- (c) one chairman of the Judicial Services Commission of a Contracting Party selected in rotation in the English alphabetical order for a period of three years;
- (d) the Chairman of a Public Service Commission of a Contracting Party selected in rotation in the reverse English alphabetical order for a period of three years;
- (e) two persons from civil society nominated jointly by the Secretary-General of the Community and the Director General of the OECS for a period of three years following consultations with regional non-governmental organisations;
- (f) two distinguished jurists nominated jointly by the Dean of the Faculty of Law of the University of the West Indies, the Deans of the Faculties of Law of any of the Contracting Parties and the Chairman of the Council of Legal Education; and
- (g) two persons nominated jointly by the Bar or Law Associations of the Contracting Parties.

In 2025, the composition of the Regional Judicial and Legal Services Commission underwent several notable changes.

Mr Alvin Fitzpatrick, SC resigned as a Member of the Commission with effect from 20 January 2025. Ms Sophia Chote, SC was subsequently appointed to the Commission to replace Mr Fitzpatrick, with her term commencing on 18 February 2025, pursuant to Article V.1(b) of the Agreement.

His Lordship, the Hon. Justice Mario Michel, a Member of the Commission representing St. Kitts and Nevis, retired as Acting Chief Justice of the Eastern Caribbean Supreme Court on 5 May 2025, thereby bringing his three-year term on the Commission to an early end. Justice Michel's appointment to the Commission commenced on 11 September 2024 and was due to expire on 10 September 2027, in accordance with Article V.1(c) of the Agreement. Her Ladyship, the Hon. Justice Margaret Price-Findlay succeeded Justice Michel and was appointed to the Commission on 24 June 2025 to serve the remainder of the unexpired term.

Ms E. Ann Henry, KC completed her second term as a Member of the Commission on 18 September 2025. She was replaced by Mr Justin Simon, KC, whose term of office commenced on 19 September 2025.



COMPOSITION OF THE COMMISSION (continued)

During the same period, Ms Sophia Chote, SC tendered her resignation as a Member of the Commission with effect from 15 September 2025, in anticipation of her swearing-in as an Independent Senator in the Republic of Trinidad and Tobago on 17 September 2025. Ms Lesley-Ann Lucky-Samaroo, SC was subsequently appointed to the Commission to replace Ms Chote, with her term commencing on 13 November 2025.

The Hon. Miss Justice (Ret'd) Hilary Phillips, CD, KC completed her term of office on 28 October 2025 and was reappointed for a further term, effective 29 October 2025, pursuant to Article V.1(f) of the Agreement. The terms of office of Mr Thaddeus M. Antoine, Esq. and Ms Tana'ania Small, KC also concluded on 18 November 2025, and both were reappointed for a second term with effect from 19 November 2025, in accordance with Article V.1(g) of the Agreement.

Table 1 below outlines the individuals who served on the RJLSC during 2025, together with the relevant appointment details and legal basis for each.

Table 1

Name of Commissioner	Authority (Article of the Agreement)	Basis of Appointment	Date of Appointment	Date of End of Tenure
Hon. Mr Justice Adrian Saunders	V.1(a)	President of the Court	4 July 2018	3 July 2025
Hon. Mr Justice Winston Anderson			4 July 2025	3 July 2032
Mr Alvin Fitzpatrick, SC	V.1(b)	Nominated jointly by OCCBA & OECS Bar Associations	17 November 2022	20 January 2025
Ms Sophia Chote, SC			18 February 2025	15 September 2025
Ms Lesley-Ann Lucky-Samaroo, SC			13 November 2025	12 November 2028
Ms E. Ann Henry, KC			19 September 2019 (<i>Re- appointed 19 September 2022</i>)	18 September 2025
Mr Justin Simon, KC			19 September 2025	18 September 2028



COMPOSITION OF THE COMMISSION (continued)

Name of Commissioner	Authority (Article of the Agreement)	Basis of Appointment	Date of Appointment	Date of End of Tenure
His Lordship, the Hon. Justice Mario Michel	V.1 (c)	Chairman, Judicial Services Commission	11 September 2024	5 May 2025
Her Ladyship, the Hon. Justice Margaret Price-Findlay			24 June 2025	10 September 2027
Dr Damien Dublin	V.1 (d)	Chairman, Public Service Commission of a Contracting Party selected in the reverse English alphabetical order	9 January 2023	8 January 2026
Dr Dylan Vernon	V.1 (e)	Nominated jointly by the Secretary- General of the Community and the Director-General of OECS	12 December 2024	11 December 2027
Mr Brian Glasgow, FCCA, MSc			6 November 2021 (<i>Re-appointed 6 November 2024</i>)	5 November 2027
The Hon. Miss Justice (Ret'd) Hilary Phillips, CD, KC	V.1 (f)	Nominated jointly by the Dean of the Faculty of Law of the University of the West Indies, Deans of the Faculties of Law of the Contracting Parties and Chairman of the Council of Legal Education	29 October 2022 (<i>Re-appointed 29 October 2025</i>)	28 October 2028
Ms Jacqueline Samuels-Brown, CD, KC			12 February 2020 (<i>Re-appointed 12 February 2023</i>)	11 February 2026
Ms Tana'ania Small, KC	V.1 (g)	Nominated by the Bar or Law Associations of the Contracting Parties	19 November 2022 (<i>Re- appointed 19 November 2025</i>)	18 November 2028
Mr Thaddeus M. Antoine, Esq.			19 November 2022 (<i>Re- appointed 19 November 2025</i>)	18 November 2028



COMPOSITION OF THE COMMISSION (continued)

Table 2 below presents the composition of the Commission as reconstituted in 2025 and in office at 31 December 2025. It includes the expiration dates of each Member's term of office and their respective nationalities.

Table 2

Name of Commissioner	Nationality	Date of Expiration of Term of Office
Hon. Mr Justice Winston Anderson	Jamaica 	3 July 2032
Ms Lesley-Ann Lucky-Samaroo, SC	Trinidad and Tobago 	12 November 2028
Mr Justin Simon, KC	Antigua and Barbuda 	18 September 2028
Her Ladyship, the Hon. Justice Margaret Price-Findlay	Trinidad and Tobago 	10 September 2027
Dr Damien Dublin	Dominica 	8 January 2026
Dr Dylan Vernon	Belize 	11 December 2027
Mr Brian Glasgow, FCCA, MSc	St. Vincent and the Grenadines 	5 November 2027
The Hon. Miss Justice (Ret'd) Hilary Phillips, CD, KC	Jamaica 	28 October 2028
Ms Jacqueline Samuels-Brown, CD, KC	Jamaica 	11 February 2026
Ms Tana'ania Small, KC	Jamaica 	18 November 2028
Mr Thaddeus M. Antoine, Esq.	St. Lucia 	18 November 2028

CHAIRMAN'S MESSAGE

Introduction

It is my privilege to present this message for the 2025 Annual Report of the Regional Judicial and Legal Services Commission ('the Commission'). During this reporting period, the Commission demonstrated its stability and resilience, while being firmly committed to fulfilling its mission and vision.



The Hon. Mr Justice Winston Anderson, Chairman, RJLSC

The year was marked by a transition in leadership and the appointment of key judicial and commission positions. These types of changes can test the strength and stability of any organisation. I am proud to place on record that the Commission navigated these developments successfully, preserving organisational stability, continuity and credibility, owing much to the dedication of our Commissioners, the strength of the Commission and the Caribbean Court of Justice's governance and operational frameworks and the shared commitment and professionalism of all staff.

For me personally, over this past year I have had occasion to reflect on the serious responsibility entrusted to the Commission, which plays a vital role in the governance architecture of the CCJ. By that sense of duty, I wish to provide a brief overview of the Commission's work, operations, and critical achievements and initiatives for 2025.

Commission Membership Updates

The responsibilities of Chairman can only be successfully fulfilled with the collective support of strong, experienced and qualified Commissioners. During the course of 2025, there were many changes to the composition of the Commission, however, we continued to maintain the quality of representation from various fields and CARICOM member states. In September 2025, Commissioner E. Ann Henry, KC's term came to an end, after her service of 6 years. Commissioner Jacqueline Samuels-Brown, CD, KC was appointed as Deputy Chairperson in her stead and has been an indispensable support since I assumed the Chairmanship. To fill the vacancy left by Ms Henry's departure, we welcomed Mr Justin Simon, KC to the Commission. Thankfully, we continue to benefit from the



presence and wealth of experience of The Hon. Miss Justice (Ret'd) Hilary Phillips, CD, KC, Mr Thaddeus M. Antoine, Esq. and Ms Tana'ania Small, KC, who were all reappointed for another term of office.

In January 2025, Commissioner Alvin Fitzpatrick, SC demitted office and was succeeded by Ms Sophia Chote, SC. Commissioner Chote subsequently demitted office to take on national obligations and was in turn succeeded by Ms Lesley-Ann Lucky-Samaroo, SC. Further, His Lordship, the Hon. Justice Mario Michel, Chief Justice (Ag.) of the Eastern Caribbean Supreme Court retired from office in May 2025. He was succeeded in office by Her Ladyship, the Hon. Justice Margaret Price-Findlay, who, upon her assumption as Chief Justice of the ECSC, assumed her role as a Commissioner.

While membership of the Commission changed continuously during the year due to retirements, resignations, appointments and reappointments, the Commission is proud to have maintained continuity in its operations and diversity of legal and professional representation from multiple Contracting Parties to the CCJ Agreement. Since taking up the mantle, I have realised the utmost dedication of our Commissioners. So, while I highlight the adjustments in composition, more importantly, I do so to explicitly acknowledge those who have stepped forward to serve, and those members who have concluded their service. I thank them all for their valuable contributions to the Commission and to the Court. Last but not least, I wish particularly to thank the Hon. Mr Justice Adrian Saunders for his dedication and contributions to the Commission over the course of his tenure as Chair, which came to an end in July 2025 upon his retirement.

Appointments to CCJ Bench

As set out in Article V(1) of the Agreement Establishing the CCJ, the Commission has the responsibility for making appointments to the office of Judge of the CCJ, as well as determining the Judges' terms and conditions. Following a stringent recruitment process beginning in December 2024, the Commission selected the Hon. Mr Justice Chile Eboe-Osuji and the Hon. Mr Justice Arif Bulkan for appointment as Judges of the Caribbean Court of Justice. Justice Eboe-Osuji assumed office on 15 April 2025, to replace the Hon. Mr Justice Andrew Burgess, who retired on 11 April 2025. Subsequent to my elevation to President of the Court in July, the Hon. Mr Justice Arif Bulkan assumed office on 16 October 2025. I am also delighted to report that the Commission approved a three-year extension of tenure for Mme. Justice Maureen Rajnauth-Lee to October 2028, in accordance with Article II.1(b) of the Protocol to the Agreement Establishing the CCJ.

Human Resources Developments of the CCJ

In addition to judicial appointments, another responsibility of the Commission is to efficiently manage the human resources of the Court to ensure that it is staffed with a suitable, experienced and competent workforce. Working



alongside the Organisational Development and Human Resources Advisor and the Commission's Human Resources and Selection Committee, the Commission approved suitable persons to fill the positions of Judicial Counsel, Registry Supervisor and Public Education and Communication Officer I, after the successful completion of their respective probationary periods. The Commission also approved the appointment of a new Case Management Officer for the Registry Department of the Court after a successful recruitment process.

To ensure continuity in key roles, the Commission approved the extension of the contracts of the Legal Officer in the President's Chambers, Judicial Counsel and Project Coordinator (11th EDF Support to the CCJ); approved invitations for eligible contract officers to apply for permanency where their posts had been converted to established positions; and approved various reassignments arising from operational requirements. This was undertaken to ensure continuity of service delivery and the effective deployment of staff. Short-term contract extensions for two officers in the Court's Security and Logistics Department were also approved, mainly in an effort to ensure continuity of staffing in the Court's security operations. From this arrangement, I am pleased to report that the Commission endorsed a phased transition to a contract-for-service security model, as part of a broader human resource and governance approach to improve flexibility, efficiency, and risk management while maintaining uninterrupted security coverage.

One critical initiative overseen by the Commission in 2025 was the Job Evaluation Exercise, which assessed the positions within both the Commission and the Court. The last job evaluation exercise was undertaken in 2016. To assist, the Commission approved the engagement of Advanced Intellectual Concepts Limited to conduct the exercise for the Court and Commission, following a competitive procurement process. Upon completion, the Commission approved the job evaluation outcomes, together with an independent appeals mechanism, which is still ongoing.

With respect to non-judicial staff emoluments, two important decisions were made. With effect from 1 January 2025, a general 5% increase in base salaries was approved for all non-judicial staff as an interim measure pending final classification outcomes of the Job Evaluation Exercise. This increase now places the Court in a position where, regionally, it continues to be a leader in the CARICOM market. Further, in June 2025, the Commission approved a monthly allowance for eligible non-Trinidad and Tobago national staff who are not in receipt of housing allowances. It was realised that a non-national lacks the familial, social and other intangible supports which most, if not all T&T nationals have ready access to in their home country. This allowance was introduced primarily to encourage qualified nationals from across CARICOM to apply for positions at the CCJ and contribute their expertise to the institution. It is our expectation that this decision will support the continued strengthening of the Court's human resource complement.



Strengthening the Organisational Policy & Governance Framework

The CCJ has long prided itself on maintaining a robust framework of policies, guidelines and protocols that guide every aspect of the Court's operations. These work in conjunction with the Commission's own policy framework which standardises the terms and conditions for both Judges and staff alike and guides the Commission's governance and decision-making processes, ensuring a layer of transparency and independence.

For instance, pursuant to the Commission's review policy, we revised the Orientation Manual for New Commissioners and made amendments to the Rules Governing Meetings and Judicial Appointments, modernising procedures and strengthening decision-making between meetings. And, in an effort to formalise and regularise longstanding HR practices, the Commission approved comprehensive amendments to the Recruitment and Selection Policy. These amendments come after recommendations made by the Internal Audit Department of the Court relating to shortlisting criteria; conflict-of-interest disclosure (including financial relationships); interview conduct and evaluation standards; and verification, confidentiality, and communication with candidates. The Commission equally approved Guidelines for Assignment of Additional Duties, Higher-Level Duties, and Acting Appointments, operationalising the Staff Regulations, supporting business continuity and establishing a uniform framework for managing assignment of duties.

With respect to the framework to manage the terms and conditions of the Judges of the Court, quite a number of initiatives were progressed. With the aim of supporting Judicial Security and Welfare, the Commission approved the installation of personal home security systems for all Judges, including the President, as part of the Court's duty of care. The Judicial Officers' Relocation Rules were also approved and now establish a clear administrative framework governing relocation and separation arrangements. The Commission also reactivated the Judges' Compensation and Pensions Committee, whose mandate is to consider and keep under review the terms and conditions of service of the President and Judges of the CCJ, including pension arrangements; and make recommendations to the Commission for their variation or improvement as and when necessary. Finally, in furtherance of the Commission's responsibility regarding disciplinary oversight of Judges of the Court, the Commission provided policy guidance on the constitutional framework governing judicial discipline, and directed that the Judicial Discipline Regulations be updated to ensure full alignment with the Agreement Establishing the CCJ.

With respect to financial governance and pension oversight, the Commission sought to strengthen these two areas by doing the following:

- Approving the Virement Rules, which delegates authority for limited budget virements to the Chairman and the Senior Manager, Corporate Administration, with defined caps;



CHAIRMAN'S MESSAGE (continued)

- Approving a policy framework governing pension participation for employees transitioning from permanent to contract status;
- Enhancing oversight of pension administration arrangements, including procedures for reviewing service-provider fees and invoices;
- Approving amendments to the Nominations and Election Guidelines to allow electronic nominations and voting for Pension Administration Committee representatives;
- Advancing discussions on the future management of pension fund arrangements, with a focus on structured planning and stakeholder consultation; and
- Agreeing to revise Memoranda of Understanding with the Court's educational arms to strengthen financial and operational safeguards.

Collectively, these decisions are aimed at strengthening the Court's governance, financial management and pension administration frameworks, while promoting greater accountability and operational efficiency.

Furthermore, the Commission approved, promulgated and revised key policies designed to bring the Commission and Court into alignment with international standards and best practices in human resources management. In February 2025, significant amendments to the Staff Regulations, previously approved by the Commission, came into effect, including the introduction of a Paternity Grant and clarification of eligibility criteria governing its application. The Harassment Policy, originally implemented in 2019 for both the Court and Commission, was also updated, with mandatory sensitisation sessions for staff fully endorsed.

Advancing the Work of Regional Bodies

By Article V of the Statute of the Caribbean Community Administrative Tribunal (CCAT), the Commission also has responsibility for appointing the members of the Tribunal. After their selection in 2024, Justices Nadine Nabie and Brian Cottle were officially sworn in as Members of the Caribbean Community Administrative Tribunal on 27 February 2025 and began their 4-year terms. Mr Noel Inniss, who has rendered dedicated and exemplary service as Registrar of the Tribunal since 2020, continues to work alongside the Members, as his contract was extended for a further 2-year term. It must be noted as well that by letter dated 17 November 2025 the Commission also formally recommended amendments to the CCAT Statute to CARICOM. Pending formal amendment, the Commission approved interim indemnity arrangements for members of the Review Committee.



The Commission also approved appointments to the Caribbean Competition Commission (CCC) in accordance with its statutory responsibilities. Following interviews conducted in August 2025, the Commission approved offers of appointment for three candidates, to fill vacancies arising from the expiry of existing terms. Appointments to the CCC are ordinarily made for an initial term of five years, with eligibility for reappointment for a further period not exceeding five years, as determined by the Commission. We look forward to swearing in these new Commissioners in the upcoming year.

Conclusion

Each of the initiatives, decisions and directives outlined reflect the extensive time and effort invested by the Commissioners. For 2025, the Commission held five meetings; three meetings held virtually and the other two meetings, in person. These five meetings in plenary amounted to just over 29 hours. This time is excluding the 71.7 hours that Commissioners spent serving on various committees over the course of 2025. I commend and sincerely thank each Commissioner for their diligent service, and I extend my gratitude to the staff of the Commission for their steadfast and often unseen support.

It is my hope that this Message has effectively illustrated the breadth and significance of the work undertaken by the Commission throughout 2025. This year's accomplishments stand as a testament to an organisation that not only adapts to change but leverages it to strengthen its foundation and advance its mission. I wish to reaffirm both my own commitment, and that of the Commission to taking meaningful and progressive steps as we continue to carry out our work through strong governance, sound policies and effective oversight.

Before I end, I wish to once again express my appreciation to the Commission for the trust reposed in me. I wish to thank my predecessor, the Hon. Mr Justice Adrian Saunders, along with the staff of the Commission for their unstinting support as I transitioned into this new role. The Secretary, Ms Gabrielle Figaro-Jones, has provided excellent support along with the Executive Officer, Ms Sherry-Ann Ramhit, and her office. As I continue to adapt to the needs and demands that the role of Chairman requires, I look forward to continuing to work closely with the Commission in the support of the important role and functions of the Caribbean Court of Justice.



The Hon. Mr Justice Winston Anderson, fourth CCJ President, takes the oath of office during his swearing-in ceremony.

INAUGURATION OF THE FOURTH PRESIDENT OF THE CARIBBEAN COURT OF JUSTICE

In accordance with Article IV of the Agreement Establishing the Caribbean Court of Justice, the Regional Judicial and Legal Services Commission is responsible for recommending a candidate for appointment as President of the Caribbean Court of Justice to the Conference of Heads of Government of CARICOM.

Following a competitive regional recruitment process, which included public advertisement throughout CARICOM and the Commonwealth, receipt of applications, a written assessment exercise, and interviews conducted on 10 January 2025, the Commission determined that the Hon. Mr Justice Winston Anderson was the outstanding candidate for appointment. By Special Report dated 16 January 2025, the Commission formally recommended his appointment to the Conference of Heads of Government. The recommendation was subsequently approved by the Heads of Government.

On Sunday, 6 July 2025, The Hon. Mr Justice Winston Anderson, who was appointed to office with effect from 4 July 2025, was sworn in as the Fourth President of the Caribbean Court of Justice at a formal ceremony held in Montego Bay, Jamaica, in advance of the Forty-Ninth Regular Meeting of the Conference of Heads of Government of CARICOM. The ceremony was conducted by His Excellency The Most Hon. Sir Patrick Allen, ON, GCMG, CD, KSt.J, Governor-General of Jamaica, and was attended by regional Heads of Government, the Secretary-General of CARICOM, former Presidents of the Court, members of the judiciary, Commissioners, and invited dignitaries.



**INAUGURATION OF THE FOURTH PRESIDENT OF THE
CARIBBEAN COURT OF JUSTICE (continued)**

President Anderson, a national of Jamaica, previously served as a Judge of the Court for nearly fifteen years and had also acted as President. His appointment represents a continuation of experienced leadership within the Court and reflects his extensive judicial, academic, and regional expertise.

In recognition of his appointment, a Special Sitting of the Court was convened on 6 October 2025 at the Seat of the Court in Port of Spain, Trinidad and Tobago. The Sitting was attended by Heads of Judiciaries, members of the Bench, senior legal officials, Commissioners, and invited guests. Tributes were paid to President Anderson's scholarship, integrity, and commitment to strengthening Caribbean jurisprudence and institutional governance.



Special Sitting of the Caribbean Court of Justice convened in honour of the inauguration of the Hon. Mr Justice Winston Anderson as President

As President of the Court, President Anderson serves ex officio as Chairman of the Regional Judicial and Legal Services Commission. His inauguration therefore marked not only a significant milestone in the history of the Court, but also a new phase in the leadership of the Commission, reinforcing its mandate to uphold judicial independence, merit-based appointment, and sound institutional governance.

APPRECIATION OF FORMER CHAIRMAN

In 2025, the Commission formally recognised the distinguished service of The Hon. Mr Justice Adrian Saunders, former President of the Caribbean Court of Justice and Chairman of the Regional Judicial and Legal Services Commission, on the occasion of his retirement.



The Hon. Mr Justice Adrian Saunders, former President of the Caribbean Court of Justice and Chairman of the Regional Judicial and Legal Services Commission

Mr Justice Saunders joined the Court in 2005 as a member of its inaugural Bench and, at the time of his retirement, was the last serving Judge from that first cohort. His tenure therefore spanned the formative and developmental phases of the Court's institutional life and was marked by sustained commitment to judicial excellence, regional integration, and the rule of law.

A Special Sitting of the Caribbean Court of Justice was held on Tuesday, 3 June 2025, at Queen's Hall, Port of Spain, in his honour. The Sitting marked his retirement and celebrated his outstanding judicial career and leadership. The ceremony brought together members of the CCJ Bench, Commissioners, Heads of Judiciaries, senior legal officials, representatives of regional institutions, professional bodies, and invited guests. Tributes were paid to Justice Saunders' pivotal role in the development of Caribbean jurisprudence, judicial education, institutional reform, and public confidence in the regional justice system.

The occasion was further marked by tributes from regional professional bodies, including the Organisation of Commonwealth Caribbean Bar Associations, which formally recognised his contribution to the advancement of Caribbean jurisprudence and the strengthening of the legal profession.



APPRECIATION OF FORMER CHAIRMAN (continued)



Members of the Caribbean Court of Justice Bench and invited dignitaries at the Special Sitting held at Queen's Hall, Port of Spain, to honour the retirement of The Hon. Mr Justice Adrian Saunders, June 2025.

Speakers reflected on his service as an inaugural Judge, his leadership as President of the Court from 2018 to 2025, and his stewardship of the Commission during a period of significant institutional growth and reform. Particular emphasis was placed on his contributions to mediation, judicial ethics, public legal education, case management reform, and strategic planning.

Throughout his tenure, Justice Saunders exemplified the values of independence, integrity, collegiality, and public service. His leadership contributed materially to the consolidation of the Court's reputation as a respected regional institution and to the strengthening of the Commission's governance framework.

The Commission records its sincere appreciation for Justice Saunders' exemplary service and dedication and acknowledges the enduring legacy of his contribution to the Caribbean Court of Justice and the Regional Judicial and Legal Services Commission.



COMMISSION MEMBERS APPOINTED IN 2025

DETAILS AND BACKGROUND



Ms Sophia Chote, SC

Ms Sophia Chote, SC was appointed as a Member of the Regional Judicial and Legal Services Commission in February 2025 and served until September 2025. She is a distinguished attorney-at-law, admitted to practise in Trinidad and Tobago in 1989, and was appointed Senior Counsel in 2011. Ms Chote is the Head of Chambers of Alpha Chambers in Trinidad and Tobago and has extensive experience in criminal, constitutional, public and civil law.

Ms Chote began her legal career as a prosecutor at the Office of the Director of Public Prosecutions before entering private practice. She has served on the Law Reform Commission, the Advisory Committee on the Power of Pardon, and the Mercy Committee. She has also lectured at the Hugh Wooding Law School and been active in non-governmental organisations, including as an executive member of the Rape Crisis Society of Trinidad and Tobago. She served as Independent

Senator in the Parliament of Trinidad and Tobago from September 2015 to August 2020 and was reappointed to the Senate in September 2025.



*Swearing-in of Her Ladyship,
the Hon. Margaret Price-Findlay*

Her Ladyship, the Hon. Justice Margaret Alison Price-Findlay was appointed as a Member of the Regional Judicial and Legal Services Commission in June 2025, following her

succession to His Lordship the Hon. Justice Mario Michel. Justice Price-Findlay obtained a Bachelor of Laws (Honours) degree from the University of the West Indies, Cave Hill Campus, Barbados. She thereafter attended the Hugh Wooding Law School and was awarded the Legal Education Certificate in 1987. Later that year, she was called to the Bar of Trinidad and Tobago. She began her legal career as an Associate at the Law Firm of James Brathwaite (1987–1988) and subsequently practised at the Chambers of Clarke and Company (1988–1990) and McW Todman and Company in the British Virgin

Islands (1991–1994). In 1995, she established her own legal practice in the Virgin Islands, which later developed into a law firm with notable partners and associates. She served as Managing Partner until her appointment to the judiciary.

Justice Price-Findlay was appointed to act as a High Court Judge of the Eastern Caribbean Supreme Court in Anguilla from February to May 2009 and was subsequently appointed as a High Court Judge assigned to Grenada in September 2009. From September 2015 to August 2022, she was assigned to Saint Lucia, where she served in the Criminal Division of the High Court. On 1 September 2022, Justice Price-Findlay was elevated to the Court of Appeal Bench of the Eastern Caribbean Supreme Court. Prior to her full-time appointment, she had also acted as a Judge of the Court of Appeal on several occasions. She is a trained mediator and brings substantial experience in dispute resolution to her judicial work. In May 2025, Justice Price-Findlay was appointed to act as Chief Justice of the Eastern Caribbean Supreme Court, reflecting her distinguished judicial service and leadership within the region.



Swearing-in of Mr Justin Simon, KC

Mr Justin Simon, KC is the Senior Partner at Simon Rogers Murdoch, Chancellor Chambers, Antigua. He obtained his LL.B. (Hons.) from the University of the West Indies, Cave Hill, his Legal Education Certificate from the Hugh Wooding Law School, and an LL.M. from University College London.

He has practised law since 1975 and has led his firm as Senior Partner since 2002. He served as Attorney General and Minister of Justice and Legal Affairs of Antigua and Barbuda from 2004 to 2014 and was appointed Queen's Counsel in 2014. Mr Simon's practice spans corporate, banking, administrative, constitutional, and

civil litigation. He has appeared before the Judicial Committee of the Privy Council and is admitted to practise in several Eastern Caribbean jurisdictions. He was appointed a Member of the Regional Judicial and Legal Services Commission in September 2025.



Swearing-in of Ms Lesley-Ann Lucky-Samaroo, SC

Ms Lesley-Ann Lucky-Samaroo, SC is a Senior Counsel of Trinidad and Tobago with over 35 years' experience in commercial, corporate and civil litigation, family and matrimonial law, labour and trade disputes, medical negligence, revenue law, and legal advisory services.

She was admitted to practice in 1985, having obtained her LL.B. (Hons.) from The University of the West Indies and her Legal Education Certificate from Hugh Wooding Law School. She has appeared in significant arbitration and appellate matters, including before the Caribbean Court of Justice and the Judicial Committee of the Privy Council. Ms Lucky-

Samaroo has held several leadership and governance roles, including Chairman of the Standing Negotiating Committee on Air Services Agreements, Board Member of the Trinidad and Tobago Electricity Commission, and Chairman of the Trinidad and Tobago Family Law Association. She was appointed Senior Counsel in May 2023. She was appointed a Member of the Regional Judicial and Legal Services Commission in November 2025.



RECOGNITION OF MEMBERS WHO DEMITTED OFFICE IN 2025



Swearing-in of Mr Alvin Fitzpatrick, SC

Mr Alvin Fitzpatrick, SC was called to the Bar of England and Wales in 1977 and to the Bar of Trinidad and Tobago in 1978. He was appointed Senior Counsel in 1998. He has practised extensively and has specialised in commercial law, construction law, and defamation. Mr Fitzpatrick has served the legal profession with distinction for over two decades, first as a member of the Bar Council and, following fusion, as a Senior Ordinary Member of the Law Association of Trinidad and Tobago. In 2010, he was elected Vice-President of the Association and, during his tenure, represented Trinidad and Tobago on the Council of Legal Education. He was also appointed by the Chief Justice to serve on the Disciplinary Committee and the Rules Committee for several years.

Mr Fitzpatrick served as a Member of the Regional Judicial and Legal Services Commission from November 2022 until January 2025. During his tenure, he contributed to the work of the Commission and served as a member of the Constituent Instruments Review and Regulations Committee and the Judges' Compensation and Pensions Committee. The Commission acknowledges Mr Fitzpatrick's dedicated service and valuable contribution during his period of office.



Swearing-in of His Lordship, the Hon. Justice Mario Michel

His Lordship, the Hon. Justice Mario Michel is a distinguished jurist of Saint Kitts and Nevis who has served with distinction in the Eastern Caribbean judiciary. He has held office as a Judge of the Eastern Caribbean Supreme Court and later as Acting Chief Justice, bringing extensive judicial and administrative experience to his roles. Justice Michel was appointed as a Member of the Regional Judicial and Legal Services Commission in September 2024 and served until May 2025, when he retired from judicial office prior to the completion of his term. During his tenure on the Commission, Justice Michel served as a member of the Human Resources and Selection Committee and contributed meaningfully to the Commission's work in relation to judicial administration, governance, and institutional development. The Commission records its

sincere appreciation for Justice Michel's dedicated service and valued contributions during his term of office.



RECOGNITION OF MEMBERS WHO DEMITTED OFFICE IN 2025
(continued)



Ms Sophia Chote, SC

Ms Sophia Chote, SC was appointed to the Commission in February 2025 and demitted office in September 2025 following her appointment as an Independent Senator in the Parliament of the Republic of Trinidad and Tobago. During her tenure, she served on the Constituent Instruments Review and Regulations Committee and the Judges' Compensation and Pensions Committee, where she made a valuable contribution to the work of the Commission. The Commission records its appreciation for her service and dedication.



Swearing-in of Ms E. Ann Henry, KC

Ms E. Ann Henry, KC qualified as an Attorney-at-Law in 1981 and is admitted to practise in Antigua and Barbuda, the British Virgin Islands, Montserrat and Anguilla. She has been in private practice in Antigua and Barbuda since 1983 and is Managing Partner of Henry & Burnette. She was appointed Queen's Counsel in 2012 and has also served as Chairman of the Council of Legal Education (2007–2010), and as an acting Judge and Justice of Appeal of the Eastern Caribbean Supreme Court. During her tenure on the Regional Judicial and Legal Services Commission, Commissioner Henry served as Chair of the Constituent Instruments Review and Regulation Committee and as Deputy Chairperson from December 2024 until the conclusion of her term in September 2025. In these roles, she provided strong leadership in regulatory review, governance reform, and institutional oversight.

The Commission expresses its sincere appreciation to Commissioner Henry for her distinguished service, sound judgment, and dedication to strengthening the Commission's governance framework.



COMMISSION MEMBERSHIP TRANSITIONS IN 2025

During the year, the Commission marked the departure of members through formal proceedings, including the presentation of tokens of appreciation and acknowledgements of their service. In this regard, the final meeting attended by Commissioner E. Ann Henry, KC was commemorated by presentations and reflections on her contribution to the work of the Commission.



Presentation by the Hon. Mr Justice Adrian Saunders to Commissioner E. Ann Henry, KC



Group photograph of Commissioners at the final meeting attended by Commissioner E. Ann Henry, KC



Commissioner E. Ann Henry, KC with members of the Secretariat following her final Commission meeting in 2025



Working session at the final Commission meeting attended by Commissioner E. Ann Henry, KC



COMMISSION MEMBERSHIP TRANSITIONS IN 2025 (continued)

The induction of newly appointed Commissioners was conducted through formal swearing-in ceremonies, held both in person and virtually. These proceedings underscored the Commission's commitment to continuity and the orderly transition of its membership.



Virtual swearing-in of Her Ladyship the Hon. Margaret Price-Findlay



Virtual swearing-in of Ms Sophia Chote, SC



Virtual Swearing-in of Mr Justin Simon, KC



ACTIVITIES OF THE COMMISSION

In 2025, the Commission carried out its functions in a period marked by significant leadership transition and institutional change. Throughout the year, it remained focused on maintaining stability, continuity, and sound governance in the discharge of its constitutional and statutory responsibilities.

The Commission convened five meetings, comprising three virtual and two in-person sessions. In addition, the Commission's Committees met on twenty-one occasions, primarily via Microsoft Teams. Committee meetings were generally scheduled immediately prior to meetings of the full Commission, facilitating coordinated decision-making and efficient oversight.

Detailed information on meeting schedules is provided in Appendices A and C, while Appendices B and D outline member attendance and Committee composition, respectively.

During the year under review, the Commission considered and determined a range of significant initiatives and decisions aimed at strengthening institutional governance, supporting judicial leadership, and ensuring organisational continuity. Key matters addressed included:

Recommended to the Heads of Government the appointment of The Hon. Mr Justice Winston Anderson as President of the Caribbean Court of Justice, following interviews conducted in January 2025. Justice Anderson assumed office on 4 July 2025, succeeding The Hon. Mr Justice Adrian Saunders.

Following interviews conducted in December 2024, selected The Hon. Mr Justice Chile Eboe-Osuji and The Hon. Mr Justice Arif Bulkan for appointment as Judges of the Caribbean Court of Justice.

Granted a three-year extension of tenure to The Hon. Mme Justice Maureen Rajnauth-Lee, reinforcing judicial continuity.

Approved appointments to the Caribbean Competition Commission.

Adopted amendments to the Staff Regulations.

Finalised comprehensive amendments to the Recruitment and Selection Policy.



ACTIVITIES OF THE COMMISSION
(continued)

Issued Guidelines for the Assignment of Additional Duties, Higher-Level Duties, and Acting Appointments.

Endorsed the engagement of Advanced Intellectual Concepts Limited to conduct a Job Evaluation Exercise.

Implemented the installation of personal home security systems for all Judges.

Implemented the Judicial Officers' Relocation Rules.

Implemented the Virement Rules.

Adopted a policy framework governing pension participation for employees transitioning to contract status.

Finalised amendments to the Nominations and Election Guidelines.

Issued a revised Orientation Manual for New Commissioners.

Implemented the Policy to Improve Access to Justice and Provide Accommodations to Persons with Disabilities.

Adopted amendments to the Harassment Policy and confirmed mandatory sensitisation sessions.

Finalised amendments to the Rules Governing Meetings and Judicial Appointments.

Recommended to CARICOM amendments to the CCAT Statute and endorsed interim indemnity arrangements.

Collectively, these actions reflect the Commission's emphasis on strengthening governance frameworks and sustaining institutional resilience during a period of transition.

Staffing and Human Resource Developments

During the year, the Commission implemented several staffing and human resource initiatives to strengthen organisational capacity and ensure operational continuity. These actions supported the effective functioning of the Court and the Secretariat during a period of leadership change and evolving institutional demands.



ACTIVITIES OF THE COMMISSION
(continued)

During the year, the Commission confirmed the appointment of the following officers upon the successful completion of probation:

- Ms Tenielle Alleyne – Judicial Counsel
- Mr Jacob Phillips – Judicial Counsel
- Mr Anil Ramsahai – Registry Supervisor
- Ms Nichel O'Garro – Public Education and Communication Officer I

To sustain continuity in key operational areas, the Commission approved extensions and reappointments, including:

- Ms Hilary Wyke – Legal Officer, President's Chambers
- Mr Suraj Sakal – Judicial Counsel
- Mr John Furlonge – Project Coordinator (11th EDF Support to the CCJ)
- Mr Noel Inniss – Registrar, Caribbean Community Administrative Tribunal

Additionally, the Commission approved the appointment of Ms Akeisha Wellington as Case Management Officer (JG5) and endorsed the temporary lateral assignment of Mr Leon Gittens as Judges' Aide to Justice Bulkan, subject to assessment at the conclusion of the trial period.

Staffing adjustments and reassignments arising from operational requirements were also implemented, including actions involving Ms Kiesha Cato, Ms Simone Jackson, and Mr Marlon Prince, to ensure continuity of service delivery and effective deployment of staff resources.

Short-term contract extensions were approved for Ms Erica La Barrie and Mr Earl Weekes to maintain continuity in security operations. The Commission subsequently endorsed and put into effect a phased transition to a contract-for-service security model, aimed at enhancing flexibility, efficiency, and risk management.

Invitations were issued to eligible contract officers to apply for permanency where posts had been converted to established positions. In further support of staff welfare and institutional governance, the Commission adopted amendments to the Staff Regulations, including the introduction of a Paternity Grant and clarification of eligibility criteria.

The Commission has established five committees, each with responsibility for a key operational area and each playing a central role in advancing the Commission's governance, oversight, and institutional development objectives.



In 2025, the work of the Committees was particularly important in supporting organisational stability and continuity during a period of transition. The following reports provide insight into their respective activities and contributions throughout the year.

1. Human Resources and Selection Committee

In 2025, under the theme “Stability Through Transition,” the Human Resources and Selection Committee (HRSC) continued to conduct its meetings virtually. This approach ensured continuity, flexibility, and operational efficiency during a period of change. By leveraging virtual platforms, the Committee was able to convene as frequently as necessary to effectively manage its business and uphold its commitment to the Commission, maintaining steady governance while adapting to evolving circumstances.

The members comprised:

- Commissioner Jacqueline Samuels-Brown, CD, KC – Chairperson
- Former President of the CCJ and Chairman of the RJLSC, the Hon. Mr Justice Adrian Saunders – Member (End – 3 July 2025)
- President of the CCJ and Chairman of the RJLSC, the Hon. Mr Justice Winston Anderson – Member (Start – 4 July 2025)
- Commissioner His Lordship, the Hon. Mr Justice Mario Michel – Member (End – 5 May 2025)
- Commissioner Her Ladyship, the Hon. Justice Margaret Price-Findlay – Member (Start – 24 June 2025)
- Commissioner The Hon. Miss Justice (Ret’d) Hilary Phillips, CD, KC – Member
- Commissioner Ms Lesley-Ann Lucky-Samaroo, SC – Member (Start – 13 November 2025)

The HRSC is also supported by the following officers:

- Ms Gabrielle Figaro-Jones, Secretary to the Commission
- Mr Shivanand Ramnanan, Senior Manager, Corporate Administration, CCJ (Observer)
- Mr Leon Richardson, Organisational Development/Human Resources Advisor, RJLSC (Committee Secretary)

The HRSC held four meetings virtually on 7 March, 19 June, 17 September and 12 November 2025 respectively. The objectives of the meetings were to address matters of significant human resource management directed at promoting effective workplace governance and to incorporate best practices for the sustenance of an enabling and positive work environment.



ACTIVITIES OF THE COMMISSION
(continued)

During the reporting period, the focus of the HRSC included:

- a. Policy development and review.
- b. Recruitment in support of the organisational redesign of the Caribbean Court of Justice.
- c. Recognition of long-serving members on Committees;
- d. Recruitment for the position of CCJ Judge (to replace The Hon. Mr Justice Andrew Burgess) and CCJ President (to replace The Hon. Mr Justice Adrian Saunders);
- e. Recruitment for the position of CCJ Judge arising from the appointment of The Hon. Mr Justice Winston Anderson as President of the Court;
- f. Oversight of the Job Evaluation Exercise for members of staff of the Court and the Commission;
- g. Staff sensitisation sessions; and
- h. Review and implementation of terms and conditions, including the Judicial Officers' Relocation Rules.

Specific matters that engaged the attention of the HRSC in 2025 included:

Policy and Regulatory Review

- Review of the Staff Regulations;
- Update of the Harassment Policy.

Organisational Restructuring and Staffing

- Recruitment and reassignments to give effect to the organisational redesign of the Caribbean Court of Justice;
- Rationalisation of contract and permanent positions within the new organisational structure;
- Approval of permanency for Ms Helena Ali-Victor as Deputy Librarian, effective 3 October 2025.

Recruitment and Appointments

- Approval of three (3) members of the Caribbean Competition Commission:
 - » Mr David Miller
 - » Ms Ayiesha De Coteau-Sammy
 - » Mr Joel AllenWith effect from the date of their swearing-in, scheduled for 13 March 2026.



ACTIVITIES OF THE COMMISSION
(continued)

- Permanent appointments:
 - » President – The Hon. Mr Justice Winston Anderson – 4 July 2025
 - » Judge – The Hon. Mr Justice Chile Eboe-Osuji – 15 April 2025
 - » Judge – The Hon. Mr Justice Arif Bulkan – 16 October 2025
 - » Case Management Officer – Ms Akeisha Wellington – 3 November 2025
 - » Administrative Officer (Judicial) – Ms Kiesha Cato – 3 July 2025

Confirmation of Staff

- Confirmation of Mr Anil Ramsahai as Registry Supervisor (JG7), effective 18 June 2025;
- Confirmation of Ms Nichel O'Garro as Public Education and Communication Officer I, effective 13 April 2025.

Assignments and Reassignments

- Temporary lateral assignment of Mr Leon Gittens as Judges' Aide to Justice Bulkan, effective 20 October 2025;
- Temporary reassignment of Mr Marlon Prince to Administrative Officer (President's Chambers), effective 4 July 2025, subject to review.

Contract Employment and Extensions

- Public Education and Communications Officer I (Contract) – Ms Nichel O'Garro – 13 January 2025;
- Short-term contract extensions:
 - Ms Erica La Barrie – 30 November 2025
 - Mr Earl Weekes – October 2025
 - Mr Garvin Farmer – October 2025
- Contract extensions:
 - Ms Hilary Wyke – from 1 December 2025 (two years);
 - Mr Suraj Sakal – from 30 October 2025 (two years).

Retirements and End of Assignments

- Judge – The Hon. Mr Justice Andrew Burgess – 11 April 2025;
- President – The Hon. Mr Justice Adrian Saunders – 3 July 2025;
- Court Security Officer – Ms Erica La Barrie – 30 December 2025;
- End of reassignment – Ms Simone Jackson – 2 July 2025.



Institutional Development

- Consultancy by CARICAD to address human resource matters raised by the Staff Interface Committee;
- Implementation of the Job Evaluation Exercise for staff of the CCJ and RJLSC.

2. Pension Administration Committee (PAC)

1. Composition of the Pension Administration Committee

As of the beginning of 2025, the Pension Administration Committee (PAC) comprised the following members:

- (a) Mr Brian Glasgow, FCCA, MSc, appointed as Chairman by the Commission.
- (b) Mr Thaddeus M. Antoine, Esq. and Dr Damien Dublin, nominated by the Commission.
- (c) Mr Oswald Barnes, nominated by the CCJ Trust Fund.
- (d) Hon. Mme. Justice Maureen Rajnauth-Lee, nominated by the President of the Court.
- (e) Ms Patrice Valentine, nominated and elected by the Pension Plan members.
- (f) Mr Anil Ramsahai and Mr Mitra Sinanan, nominated and elected by the Pension Plan members.

Changes during the year included:

- (a) Mr Brian Glasgow's and Mr Thaddeus M. Antoine's terms of appointment on the PAC were renewed or extended.

Ms Annette Clarke-James, Human Resources Officer – Compensation & Benefits – CCJ, served as the Secretary to the PAC.

2. Recommendations of the PAC Approved by the Commission

The PAC continued to focus on identifying areas for improvement in plan administration and enhancing clarity in the interpretation of plan rules. It addressed key issues, made determinations, and submitted recommendations to the Commission. The Commission accepted and approved the following recommendations from the PAC:

- (a) That existing plan members who are transitioning from permanent to contract positions and wish to continue their membership must contribute 15% of their base salary, with no corresponding contribution from the CCJ/RJLSC. No voluntary contributions will be permitted.



**ACTIVITIES OF THE COMMISSION
(continued)**

- (b) That continued membership in the Pension Plan is not automatic and will be determined at the Commission's discretion, allowing the Commission to manage pension risks effectively.
- (c) That contract employees will continue to receive their gratuity as specified in their contracts.
- (d) That there will be no retroactive voluntary contributions for members who wish to supplement their previous contributions.
- (e) That the Nomination and Election Guidelines be amended to allow staff to submit nominations electronically and vote through the same medium.
- (f) That the guidelines be ratified and communicated to staff, informing them that all pension-related inquiries must be submitted to the Human Resources Unit in the first instance and that members should not communicate directly with the Pension Plan Administrators (PPA).
- (g) That notification of increases in Pension Plan fees and invoices must first be reviewed by Court management prior to submission to the PAC and the Commission for approval.

3. Other Actions of the PAC During the Year

- (a) Reviewed and approved the Nomination and Election Guidelines to incorporate electronic nomination and voting.
- (b) Communicated with the PPA regarding the loan agreement, specifically whether other sources of funds can be used for collateral.
- (c) Prepared the 2024 Annual Report.
- (d) Responded to Pension Plan members' queries.
- (e) Obtained the Pension Plan unit price for circulation to Pension Plan members.
- (f) Discussed the standardisation of the meeting minutes format.
- (g) Sought the PPA's advice on a Pension Plan member transitioning from a permanent position to a contractual position.
- (h) Ratified round-robin approvals during its meetings.

4. Number of Meetings

There were four (4) meetings held during the year.

5. Plan Administrator's Website

Pension Plan members were able to access their pension statements and other pension information online via the Pension Plan Administrator's website.



6. Number of Pension Plan Members

As at 31 December 2025, there were 69 active members in the Pension Plan, with 18 pensioners and four (4) deferred pensioners.

7. Pending Activities at the End of the Year

- (a) Development of a governance document by the Court's Executive to provide guidance on communication, clarifying the roles of the Human Resources Unit, the PAC, and the Court's Executive Management in their engagement with the Pension Plan Administrators.
- (b) Arrangements for sensitisation sessions with the Pension Plan Administrators for plan members.
- (c) Resolution of the increase in the PPA's administrative fees.
- (d) Nomination of beneficiaries under the age of 18 years.
- (e) Election of a Member Representative on the PAC.

3. Constituent Instruments Review and Regulations Committee

During the period under review, the Constituent Instruments Review and Regulations Committee (CIRRC) continued to discharge its mandate through the review and, where necessary, revision of constitutive instruments and governance documents that support the effective governance of the Commission and the Court. The Committee's work remained focused on ensuring clarity, relevance, and alignment with current institutional practice.

The CIRRC convened four times during the reporting period. Each meeting advanced substantive streams of work and contributed to the progressive strengthening of the Commission's regulatory architecture.

At the commencement of the period, the Committee reviewed and revised the Orientation Manual for New Commissioners. The Manual was updated to reflect current operational practice and institutional nomenclature. The contents of the Commissioners' Orientation package were also updated. Obsolete appendices were removed and editorial refinements were undertaken to enhance clarity and consistency.

Throughout the period, sustained attention was also devoted to the review of the Recruitment and Selection Policy. This review was informed by the Internal Audit Report on Recruitment and Selection Practices previously considered by the Commission. The Committee incorporated the approved audit recommendations into the revised Policy. The revised framework strengthened criteria for shortlisting, addressed conflicts of interest, clarified interview and evaluation procedures, enhanced verification and reference checking requirements, and reinforced confidentiality obligations.



**ACTIVITIES OF THE COMMISSION
(continued)**

The Committee also advanced the development of the Guidelines for the Assignment of Additional Duties, Higher-Level Duties, and Acting Appointments. These Guidelines were developed during the reporting period as a new instrument intended to support the operationalisation of the Staff Regulations. The Guidelines were designed to promote consistency, manage institutional expectations, support business continuity, and staff development within the Court and the Commission.

The Committee also undertook a thorough review of the proposed Judicial Officers' Relocation Rules. This review was conducted with a view to ensuring administrative clarity as it related to the governing of relocation arrangements for judicial officers of the Court. These Rules delineate the scope of entitlements available to judicial officers and their dependants, including expenses related to travel, transportation of personal effects, temporary accommodation, and related logistical support.

During the latter part of the reporting period, the Committee commenced a substantive review of the Judicial Discipline Regulations, which came into force in 2021. This review was undertaken with careful regard to the constitutional framework of the Agreement. The review of these Regulations remains ongoing.

The Committee considers its work across the range of governance areas during the reporting period as both necessary and consequential.

During the period under review, the CIRRC comprised:

- Commissioner E. Ann Henry, KC - Chair (1 January, 2025 to 18 September 2025)
- Commissioner The Hon. Miss Justice (Ret'd) Hilary Phillips, CD, KC - Chair (19 September 2025 to present)
- Commissioner Tana'ania Small, KC
- Commissioner Sophia Chote, SC (18 February 2025 to 15 September 2025)
- Commissioner Dylan Vernon
- Commissioner Justin Simon, KC

The Committee was supported by:

- Ms Gabrielle Figaro-Jones, Secretary to the Commission and CIRRC and Registrar and Chief Marshal
- Mr Shivanand Ramnanan, Senior Manager, Corporate Administration
- Mr Leon Richardson, Organisational Development/Human Resources Advisor



4. Financial Oversight Committee

The Financial Oversight Committee (FOC) of the Commission continued to discharge its mandate throughout 2025 by overseeing the Court's and the Commission's financial management, budgeting processes, and related financial policies. During the reporting period, the FOC convened four (4) virtual meetings in March, June, September and November 2025 to review financial performance, consider matters relating to expenditure and procurement, and make recommendations to the Commission to support sound financial governance.

The Committee remained focused on ensuring transparency, accountability, and prudent stewardship of the Court and Commission's financial resources, while supporting the strategic and operational objectives.

During 2025, the FOC was chaired by Mr Thaddeus M. Antoine, Esq. The other members were Mr Brian Glasgow, FCCA, MSc, Dr Damien Dublin, Dr Dylan Vernon, and the Hon. Mr Justice Andrew Burgess. In April 2025, Justice Burgess retired and consequently demitted office from the Committee after eight years of outstanding service. Subsequently, in September 2025, Dr Dylan Vernon was reassigned to another Committee.

Accordingly, at the close of 2025, the membership of the Committee comprised Mr Thaddeus M. Antoine, Esq. (Chairman), Mr Brian Glasgow, FCCA, MSc, and the Hon. Mr Justice Winston Anderson.

Ms Gabrielle Figaro-Jones, Secretary to the Commission; Mr Shivanand Ramnanan, Senior Manager of Corporate Administration; and Ms Andrea Callender, Finance and Administration Manager, facilitated the FOC proceedings.

During 2025, the FOC undertook several key activities, including the following:

External Audit and Financial Statements

The FOC reviewed the Court and Commission's audited financial statements for the year ended 31 December 2025, and welcomed the External Auditors' issuance of an unqualified report, indicating that the Court's and the Commission's financial statements present a true and fair view of the financial position and performance.

Internal Audit

During 2025, the FOC received and considered two Internal Audit Reports, including the Recruitment and Selection Audit and the EDF Activities Audit, together with the recommendations arising from these reviews as part of its responsibility for strengthening internal controls. The Committee also exercised oversight of the Internal Audit Internship Programme, which supports capacity building and the continued development of the internal audit function.



Financial Oversight

The FOC maintained ongoing oversight of financial performance through quarterly financial report reviews. It monitored expenditure against approved budget allocations and assessed financial performance, including identifying and discussing any material variances. Additionally, the FOC reviewed proposals for major procurement matters and reviewed significant purchases.

Budget 2025/2026

In 2025, the Court and the Commission received formal approval from the Board of Trustees of the CCJ Trust Fund of the Court and the Commission Biennium Budget. The Biennium Budget reflected an amount of US\$7,342,504 for 2025 and US\$7,310,144 for 2026. The total approved budget for the 2025/2026 biennium is US\$14,652,648.

Policy and Governance

In 2025, the FOC recommended the approval of a Virement of Funds Policy, which formalises the Court's rules and procedures for the virement of funds. This policy establishes the process for allocating and, where necessary, reallocating specific funds with notification to the Commission. During the year, the Committee also approved a mechanism to recognise and reward the contributions of members serving on various committees.

Throughout 2025, the FOC continued to play a critical role in strengthening financial oversight and supporting the Commission's commitment to responsible financial management. Through its review of financial reports, budgets, audit matters, and procurement activities, the Committee provided guidance and recommendations to ensure transparency, accountability, and the effective use of the Commission's resources.

The FOC remains committed to maintaining sound financial governance and will continue to support the Commission in achieving its strategic and operational objectives in the coming year.

5. Judges' Compensation and Pensions Committee

During the period under review, the Judges' Compensation and Pensions Committee (JCPC/Committee) addressed matters central to the independence, integrity, and sustainability of the judicial offices of the Caribbean Court of Justice. The Committee, which had previously been dormant, was revived and reconstituted in the fourth quarter of 2025 by the Chairman of the Commission.

The JCPC convened one meeting in the year 2025, held on 1 December 2025. At that meeting, the Committee reviewed its Charter and confirmed the scope of its mandate as previously approved by the Commission. This



ACTIVITIES OF THE COMMISSION
(continued)

preliminary exercise ensured that the Committee's deliberations were properly grounded in its governing framework. The Committee then considered two substantive matters. These were the review of the terms and conditions of service of the President and Judges of the Court, and the review of judicial pension benefits.

In relation to Judges' terms and conditions, the Committee examined the history of amendments to judicial compensation. Particular attention was paid to correspondence from the Caribbean Community (CARICOM) Secretariat relating to the time for review of judicial salaries and emoluments since the last review in 2016, the need for a sustainability assessment by the Caribbean Court of Justice Trust Fund, and the possible establishment of an independent review mechanism by the Secretariat.

Having regard to the above, it was observed that a comprehensive review of judicial compensation is overdue. The Committee noted that Article XXVIII.2(1) of the Agreement expressly vests the Commission, subject to the approval of the Conference, with responsibility for determining the terms and conditions and other benefits of the President and Judges.

To advance this matter, several recommendations have been formulated by the Committee and are currently being actioned.

With respect to Judges' pension benefits, the Committee considered the Judges' Pension Rules 2017. It was recommended that these Rules be submitted to the President for circulation to the Judges, with a view to structured engagement and the solicitation of their comments, concerns, and recommendations. Feedback from the Judges has since been received and is being considered by the Committee.

During the period under review, the JCPC comprised:

- Commissioner Tana'ania Small, KC, Chairperson
- Commissioner The Hon. Miss Justice (Ret'd) Hilary Phillips, CD, KC
- Commissioner Dylan Vernon

The Committee was supported by:

- Ms Gabrielle Figaro-Jones, Secretary to the Commission and Registrar and Chief Marshal

The deliberations of the Committee were informed by the consultative contribution of The Hon. Mr Justice Peter Jamadar, whose participation provided valuable judicial insight across the matters under consideration.



RJLSC APPOINTMENTS TO REGIONAL BODIES

In carrying out its mandate, the Regional Judicial and Legal Services Commission continued to exercise responsibility for appointments to key regional judicial and quasi-judicial bodies, including the CARICOM Competition Commission (CCC) and the Caribbean Community Administrative Tribunal (CCAT). These appointments support the effective functioning, independence, and credibility of the Caribbean Community's legal and administrative framework.

1.

CARICOM
competition
commission



Pursuant to Article 172 of the Revised Treaty of Chaguaramas (Revised Treaty), the Commission is responsible for appointing members to the CARICOM Competition Commission (CCC).

In 2025, the terms of Mr DeCoursey Eversley and Mr Nestor Alfred expired on 15 October 2025. Having each served two consecutive five-year terms, they were not eligible for reappointment in accordance with the Revised Treaty. In addition, the term of Mr Justice Christopher Blackman (Ret'd) expired on 31 December 2024. Recruitment to fill the resulting vacancy was initiated in 2024.

Following interviews conducted on 26 August 2025, the Commission identified suitable candidates to fill the outstanding vacancies. Mr Andrew Downes continued to serve as Chairman of the CCC, effective 1 January 2025, with a term running until 31 July 2026. Mr David Miller, Ms Ayiesha De Coteau-Sammy and Mr Joel Allen were approved for appointment as Commissioners of the Caribbean Competition Commission, effective from the date of their swearing-in on 13 March 2026.



RJLSC APPOINTMENTS TO REGIONAL BODIES (continued)

Table 3 below presents the membership of the CCC in 2025, including the expiration dates of members' terms and their nationalities.

Table 3

Name of Commissioner	Nationality	Date of Appointment	Date of Expiration of Term of Office
Dr Andrew Downes - Chairman	Barbados	1 August 2016 <i>[Re-appointed – 1 August 2021]</i>	31 July 2026
Mr DeCoursey Eversley	Barbados	16 October 2015 <i>[Re-appointed – 16 October 2020]</i>	15 October 2025
Mr Nestor Alfred	Saint Lucia	16 October 2015 <i>[Re-appointed – 16 October 2020]</i>	15 October 2025
Ms Emalene Marcus-Burnett	Barbados Trinidad & Tobago	1 August 2016 <i>[Re-appointed – 1 August 2021]</i>	31 July 2026
Mr Timothy Jonas	Guyana	12 July 2018 <i>[Re-appointed – 12 July 2023] [Re-appointed effective 1 January 2025]</i>	31 July 2028
Mr Anthony La Ronde	Anguilla	12 July 2018 <i>[Re-appointed – 12 July 2023] [Re-appointed effective 1 January 2025]</i>	11 July 2028

CARICOM Competition Commission membership in 2025

Offers of appointment were extended to additional candidates in 2025. Formal appointments were pending the completion of due diligence processes and were expected to be finalised in 2026.

2.



CARIBBEAN COMMUNITY ADMINISTRATIVE TRIBUNAL

In accordance with Article V.3 of the Statute of the Caribbean Community Administrative Tribunal (CCAT), the Regional Judicial and Legal Services Commission is responsible for the selection and appointment of members of the Tribunal. The CCAT is an independent judicial body with jurisdiction to adjudicate employment-related disputes involving staff members of the CARICOM Secretariat and other institutions within its remit. The Tribunal comprises five Judges, all appointed by the Commission.



RJLSC APPOINTMENTS TO REGIONAL BODIES (continued)

Pursuant to Article V.4 of the Statute, members of the Tribunal serve a four-year term and may be eligible for reappointment for one additional term.

During the preceding reporting period, the terms of four Tribunal members expired in February 2024. Three members were reappointed for a further term, while one member declined reappointment for personal reasons, resulting in a vacancy on the Tribunal. Together with an existing vacancy, this resulted in two vacancies on the Tribunal.

During 2025, the Commission completed the process to fill these vacancies. Mme. Justice Nadine Nabie and Mr Justice Brian Cottle were formally sworn in as Members of the Tribunal on 27 February 2025, thereby restoring the Tribunal to its full complement.

The swearing-in of Mme. Justice Nadine Nabie and Mr Justice Brian Cottle on 27 February 2025 marked the completion of the appointment process to fill the outstanding vacancies on the Tribunal. Selected photographs from the swearing-in ceremony are presented below.



1. Mr Justice Brian Cottle being sworn in virtually as a Member of the CCAT

2. Mme. Justice Nadine Nabie being sworn in as a Member of CCAT, in the presence of The Hon. Mr Justice Adrian Saunders.

3. Participants at the hybrid swearing-in ceremony of Members of the Caribbean Community Administrative Tribunal.





RJLSC APPOINTMENTS TO REGIONAL BODIES (continued)

Table 4 below provides details of the CCAT membership in 2025, including the dates of appointment, expiration of terms, and members' nationalities.

Table 4

Name of Member	Nationality	Date of Appointment	Date of Expiration of Term of Office
Hon. Sir Patterson Cheltenham, KA – President	Barbados	17 February 2020 <i>[reappointed: 17 February 2024]</i>	16 February 2028
Ms Dancia Penn OBE, KC	British Virgin Islands	17 February 2020 <i>[reappointed: 17 February 2024]</i>	16 February 2028
Mr Westmin James	Trinidad & Tobago	17 February 2020 <i>[reappointed: 17 February 2024]</i>	16 February 2028
Mme. Justice Nadine Nabie	Haiti	17 February 2025	26 February 2029
Mr Justice Brian Cottle	Jamaica	27 February 2025	26 February 2029

Caribbean Community Administrative Tribunal membership in 2025

THE RJLSC STAFF



Seated (from left):

Ms Gabrielle Figaro-Jones (Secretary), The Hon. Mr Justice Winston Anderson (Chairman), Standing (from left): Ms Simone Jackson (Senior Administrative Officer), Mr Leon Richardson (Organisational Development/Human Resources Advisor) and Ms Sherry-Ann Ramhit (Executive Officer).

In 2025, the RJLSC Secretariat played a central role in supporting the governance, administration, and strategic operations of the Commission. Through the provision of high-quality administrative, technical, and institutional support, the Secretariat enabled the Commission to discharge its constitutional and statutory responsibilities effectively and in a timely manner.

Pursuant to Article V.11 of the Agreement Establishing the Caribbean Court of Justice, Ms Gabrielle Figaro-Jones, Registrar and Chief Marshal of the Court, continued to serve as Secretary and Chief Administrative Officer of the Commission, supporting the coordination of the Commission's work and the implementation of its decisions.

During the year under review, the Secretariat comprised Mr Leon Richardson, Organisational Development/Human Resources Advisor; Ms Sherry-Ann Ramhit, Executive Officer; and Ms Simone Jackson, Senior Administrative Officer (RJLSC), who resumed duties in her substantive post during the year. Together, these officers supported the Commission in areas including policy implementation, human resource management, financial and administrative coordination, committee administration, and stakeholder engagement.

For part of the reporting period, the Secretariat was supported by contractual administrative arrangements. In this regard, Ms Kiesha Cato provided services to the RJLSC prior to her appointment to a permanent position with the Caribbean Court of Justice in July 2025.

Throughout the year, the Secretariat maintained close collaboration with the Court's Departments and Units, facilitated the work of the Commission and its Committees, and ensured the timely execution of decisions, reporting obligations, and statutory functions.



FINANCIAL OVERVIEW OF THE COURT AND THE COMMISSION

2024-2025 Biennial Budget: During fiscal year 2025, the operations of the Commission and the Court were sustained through quarterly disbursements from the CCJ Trust Fund, with financial oversight maintained through the quarterly monitoring process under the guidance of the Financial Oversight Committee. This ensured continued accountability, transparency, and prudent financial management. Key programmes and initiatives were executed within approved budgetary limits, supporting the achievement of strategic and operational objectives. Despite operational and fiscal challenges, sound planning and effective risk management preserved financial stability throughout the year.

Pension Payments: In 2025, the Court continued to honour its pension obligations in accordance with established policies and statutory requirements. During the year, pension payments were made to the second and third retired Presidents of the Court. The Court also continued pension payments to three retired Judges and provided pension benefits to one beneficiary of a deceased Judge who passed away in 2024.

In addition, the Court and the Commission jointly maintained pension payments to twenty-six (26) retired employees, including one beneficiary of a deceased employee. These payments reflect the institution's ongoing commitment to supporting former officeholders and employees who have served the Court and the Commission.

Appointment of Auditors. The Commission continued the engagement of Moore Trinidad and Tobago Limited as auditors for the Caribbean Court of Justice and the Regional Judicial and Legal Services Commission for the 2024–2026 audit cycle.



ENGAGEMENT WITH THE CCJ TRUST FUND

During 2025, the Commission continued its engagement with the Board of Trustees of the Caribbean Court of Justice Trust Fund (CCJTF) on matters relating to governance and the financial sustainability of the Court, including pension arrangements. The Commission and the Court maintained discussions on the review of the Protocol for Interfacing and Interaction among the Commission, the Court, and the Trust Fund. Although the revised Protocol had not been executed by the end of the reporting period, the parties continued to operate in accordance with the existing framework.

During the year, the Commission also engaged with the CCJTF and other relevant stakeholders on issues concerning the management of the Court's pension arrangements, with a view to identifying sustainable and coordinated approaches. These engagements included consultations with the Caribbean Development Bank and the Court's Actuaries.

By the end of 2025, discussions among the Commission, the Court, and the CCJTF were ongoing, with a shared focus on finalising the revised Protocol and strengthening the governance framework for pension management. The Commission reaffirmed its commitment to collaborative engagement in support of the Court's financial integrity and the long-term security of staff pension arrangements.



KEY HIGHLIGHTS AND DEVELOPMENTS

20th Anniversary of the Caribbean Court of Justice

In 2025, the Caribbean Court of Justice commemorated its twentieth anniversary, marking two decades of service to the Caribbean Community. The anniversary was formally observed on 16 April 2025 and was supported by a series of events designed to reflect on the Court's institutional legacy and future direction.

The commemorative programme included an Interfaith Service of Prayer and Reflection and a staff luncheon on 16 April 2025, a 20th Anniversary Exhibit held from 22 to 25 April 2025, and a Gala and Awards Ceremony on 27 June 2025. These activities provided opportunities for reflection on the Court's jurisprudential contribution, institutional development, and regional impact.

The Commission and its Secretariat supported and participated in these activities as part of their continuing commitment to strengthening public confidence in the Court and promoting awareness of its role within the Caribbean justice system.

As part of the anniversary celebrations, long-serving Judges and staff were recognised for their significant contributions to the development and administration of the Court and the Commission. In this regard, the Hon. Mr Justice Adrian Saunders, former President of the Caribbean Court of Justice and former Chairman of the Commission, who retired on 3 July 2025, received an award in recognition of twenty years of dedicated service to the Caribbean Court of Justice and the Regional Judicial and Legal Services Commission.

Additionally, the Executive Officer of the Commission, Ms Sherry-Ann Ramhit, received an award in recognition of twenty years of dedicated service to the Caribbean Court of Justice and the RJLSC.

The current President of the Court and Chairman of the Commission, the Hon. Mr Justice Winston Anderson, who was appointed President effective 4 July 2025 following prior service as a Judge of the Court, also received an award in recognition of fifteen years of service to the Court and the Commission.



KEY HIGHLIGHTS AND DEVELOPMENTS (continued)

As part of the anniversary legacy, the Court also produced a commemorative Time Capsule Journal, capturing reflections on its first twenty years of operation. Members of the Commission contributed written reflections to the publication, documenting institutional experiences, governance perspectives, and the evolution of the regional justice system. The Journal serves as a permanent record of the Court's development and as a resource for future generations.



The CCJ Time Capsule Journal, signed by Judges, Commissioners, staff, and key stakeholders as part of the Court's 20th Anniversary commemorations.



The Gala and Awards Ceremony, held on 27 June 2025, represented the culmination of the anniversary programme and brought together Judges, Commissioners, staff members, regional officials, and invited guests. Members of the Commission were in attendance and participated in the formal proceedings.

Members of the Regional Judicial and Legal Services Commission at the Anniversary Gala.



The Hon. Mr Justice Adrian Saunders receives his 20-year service award from Mr Shivanand Ramnanan, Senior Manager, Corporate Administration.



Ms Sherry-Ann Ramhit receives her 20-year service award from Mr Shivanand Ramnanan, Senior Manager, Corporate Administration.



The Hon. Mr Justice Winston Anderson receives his 15-year service award from Mr Shivanand Ramnanan, Senior Manager, Corporate Administration.



KEY HIGHLIGHTS AND DEVELOPMENTS
(continued)



The Hon. Mr Justice Adrian Saunders receives an award from Ms Sophia Chote, on behalf of the OCCBA, at the Anniversary Gala.



Ms Sherry-Ann Ramhit, Executive Officer of the RJLSC, receives an award from the Hon. Mr Justice Winston Anderson in recognition of her service on the Pension Administration Committee.



The Hon. Mr Justice Adrian Saunders delivering remarks at the Anniversary Gala.



The Hon. Mr Justice Winston Anderson delivering remarks at the Anniversary Gala.



Ms Gabrielle Figaro-Jones delivering remarks at the Anniversary Gala.

Retirement of the Hon. Mr Justice Andrew Burgess



Special Sitting of the Caribbean Court of Justice convened to mark the retirement of Mr Justice Andrew Burgess. Bench of the Court joined by Justice Ivor Archie, Chief Justice of Trinidad and Tobago (far left) and Justice Leslie Haynes, Chief Justice of Barbados (far right).

During 2025, the Caribbean Court of Justice marked the retirement of the Hon. Mr Justice Andrew Burgess, who served with distinction as a Judge of the CCJ from 18 January 2019 until his retirement on 11 April 2025. Justice Burgess was the first Barbadian to sit on the Bench of the CCJ, bringing extensive judicial, academic, and international tribunal experience to his role.

To commemorate his service, the Court hosted a Special Sitting on 18 March 2025 at its headquarters in Port of Spain, Republic of Trinidad and Tobago. The event convened the full Bench of the CCJ, invited dignitaries, and senior members of the legal community, and featured remarks honouring his contributions to Caribbean jurisprudence, legal education, and the development of the region's judicial institutions. Through his scholarly approach and leadership, Justice Burgess played a significant role in advancing the Court's work during his tenure.



KEY HIGHLIGHTS AND DEVELOPMENTS
(continued)

Swearing-in of New CCJ Judge – Mr Justice Chile Eboe-Osuji

On Tuesday, 15 April 2025, the Hon. Mr Justice Chile Eboe-Osuji took the oath of office as a Judge of the Caribbean Court of Justice before Her Excellency Christine Carla Kangaloo, O.R.T.T., President of the Republic of Trinidad and Tobago, at a ceremony held at the President's House. Justice Eboe-Osuji succeeded the Hon. Mr Justice Andrew Burgess, who retired on 11 April 2025. Justice Eboe-Osuji is an internationally distinguished jurist with extensive experience in criminal law and human rights. He previously served as a Judge of the International Criminal Court from 2012 to 2018 and as its President from 2018 to 2021. He has also held senior legal positions, including Legal Advisor to the United Nations High Commissioner for Human Rights, and has appeared before appellate courts in Canada. His appointment brings significant international judicial experience and expertise to the Court.

Photographs from the swearing-in ceremony are presented below.



Justice Chile Eboe-Osuji taking the oath of office before Her Excellency Christine Carla Kangaloo, O.R.T.T., President of the Republic of Trinidad and Tobago.



Her Excellency Christine Carla Kangaloo, O.R.T.T., President of the Republic of Trinidad and Tobago, with the Hon. Mr Justice Chile Eboe-Osuji and other officials following his swearing-in ceremony.

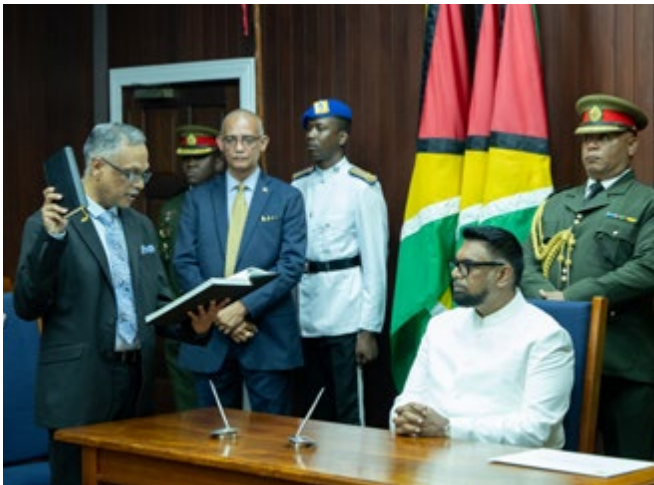


KEY HIGHLIGHTS AND DEVELOPMENTS
(continued)

Swearing-in of New CCJ Judge – Mr Justice Arif Bulkan

On 16 October 2025, Arif Bulkan was sworn in as a Judge of the Caribbean Court of Justice during a formal ceremony held at the Office of the President of the Cooperative Republic of Guyana, Georgetown. The oath of office was administered by His Excellency Dr Mohamed Irfaan Ali, President of Guyana, in the presence of the President of the Court, Winston Anderson, members of the judiciary, representatives of the Guyana Bar Association, and invited guests. Justice Bulkan's appointment followed his selection by the Regional Judicial and Legal Services Commission and marks a significant milestone in his distinguished legal career.

Photographs from the swearing-in ceremony are presented below.



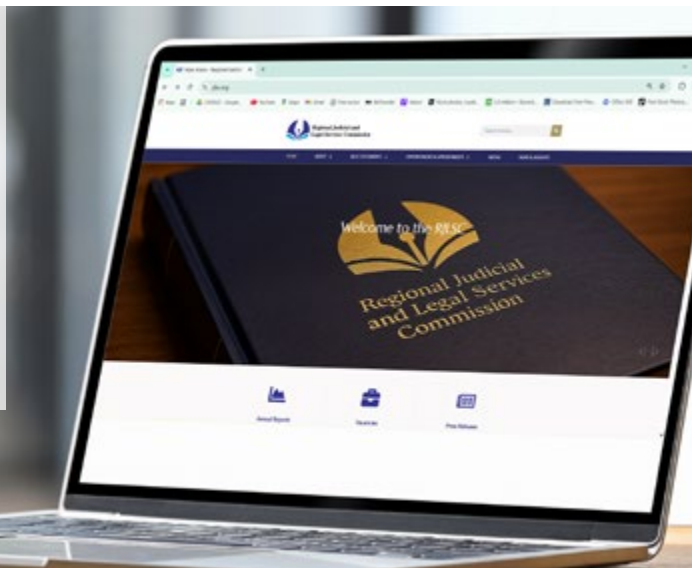
Mr Justice Arif Bulkan takes the oath of office as a CCJ Judge before His Excellency Dr Mohamed Irfaan Ali at the Office of the President.



Mr Justice Arif Bulkan with His Excellency Dr Mohamed Irfaan Ali, President of the Cooperative Republic of Guyana, and Mr Justice Winston Anderson, President of the Caribbean Court of Justice, and other officials following his swearing-in ceremony.

RJLSC Website

In 2025, the Commission successfully launched the dedicated RJLSC website, following its approval in the previous year. The website was formally presented to the Commission in June 2025 and became operational shortly thereafter, providing improved public access to information on the Commission's mandate, activities, and governance framework.



Screenshot of the Regional Judicial and Legal Services Commission website homepage, launched in 2025 to enhance public access to Commission information and resources.

Launch of the Caribbean Court of Justice Strategic Plan

In 2025, the Caribbean Court of Justice formally launched its Strategic Plan 2025–2032, themed “Harnessing Growth, Deepening Caribbean Jurisprudence.” The Plan was unveiled as part of the Court’s twentieth anniversary programme and provides a comprehensive framework to guide institutional development over the next seven years. It outlines six strategic priorities focusing on judicial excellence, access to justice, stakeholder engagement, technological innovation, organisational resilience, and the development of a high-performance culture.

The Strategic Plan was developed through an inclusive and consultative process involving internal and external stakeholders across the region and reflects the Court’s commitment to continuous improvement, accountability, and regional leadership in the administration of justice. The Commission welcomed the Plan as a key instrument for strengthening governance, aligning operational planning with long-term objectives, and supporting the effective discharge of the Court’s mandate.

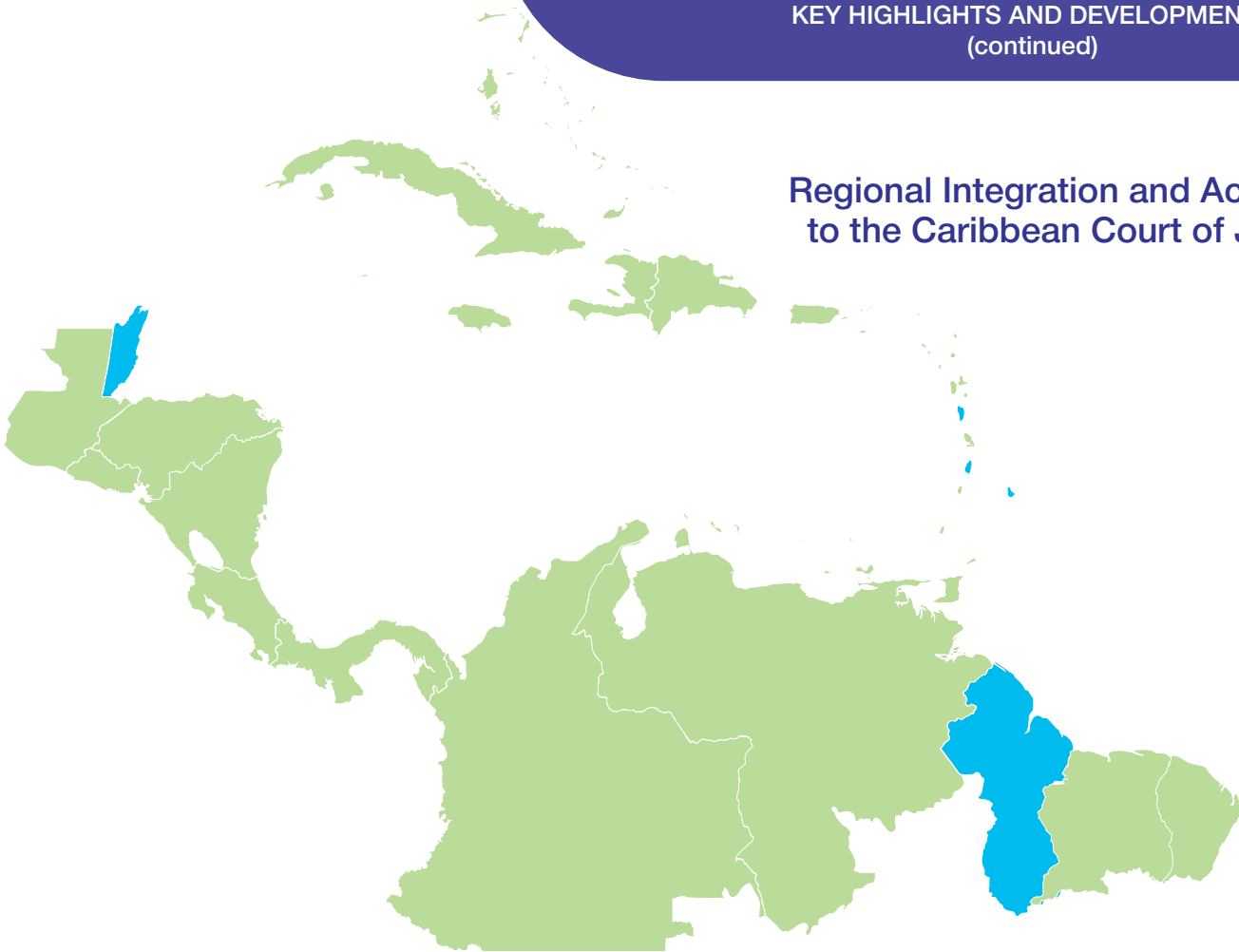


Cover of the Caribbean Court of Justice Strategic Plan 2025–2032, themed “Harnessing Growth, Deepening Caribbean Jurisprudence.”



KEY HIGHLIGHTS AND DEVELOPMENTS
(continued)

**Regional Integration and Accession
to the Caribbean Court of Justice**



Throughout 2025, the leadership of the Caribbean Court of Justice continued to advocate for broader accession to the Court's appellate jurisdiction among CARICOM Member States that have not yet adopted it as their final court of appeal. In public addresses and regional engagements, the Hon. Mr Justice Winston Anderson, President of the Court and Chairman of the Commission, underscored the constitutional maturity, judicial independence, and regional integration benefits associated with full participation in the CCJ's appellate jurisdiction.

As at the end of the reporting period, the Court exercised appellate jurisdiction in **Barbados, Belize, Dominica, Guyana, and Saint Lucia**. While no additional Member State formally completed the legislative or constitutional process to accede to the Court's appellate jurisdiction during 2025, dialogue and public discourse on accession remained active within the Community. The Commission recognises that these ongoing engagements contribute to strengthening awareness of the Court's role and advancing the broader objectives of regional legal integration.

HONOURING THE COMMISSION'S SECOND DECADE *of* SERVICE (2013-2023)

In continuation of the Commission's commitment to documenting its institutional history and recognising those who have shaped its development, the 2025 Annual Report continues to highlight the contributions of Members who served during the Commission's second decade, spanning August 2013 to August 2023.

This period represented a time of institutional strengthening and governance consolidation, during which the Commission reinforced its regulatory framework, supported the continued evolution of the Caribbean Court of Justice, and navigated an increasingly complex regional legal environment. The Members who served during this decade provided steady leadership and upheld the principles of independence, integrity, and excellence that underpin the Commission's mandate.

Through their stewardship, the Commission advanced its role as a guardian of judicial independence and institutional accountability within the regional justice architecture. This section honours their distinguished service and enduring contribution to the strengthening of Caribbean jurisprudence and governance.



Dr Peter Maynard, Ph.D.

Nationality: The Bahamas

Basis of Appointment: Nominated jointly by the Organisation of Commonwealth Caribbean Bar Associations and the OECS Bar Associations

Period of Service: 20 August 2013 – 19 August 2019

Article Reference: (b)

Biography & Contributions (During Tenure): During his tenure as a Commissioner, Dr Peter Maynard, Ph.D., brought extensive legal, academic, and professional experience to the work of the Regional Judicial and Legal Services Commission. A senior legal practitioner and academic, he is widely recognised for his expertise in commercial law, litigation, arbitration, mediation, and legal education. Over his six years of service, Dr Maynard served on several Committees of the Commission, including as Chairman of the Financial Oversight Committee and Deputy Chairman of the Commission. In these roles, he provided strong leadership in financial governance, institutional planning, and strategic oversight. His stewardship was characterised by diligence, innovative thinking, and sound judgment, and he contributed significantly to the achievements of both the Commission and the Caribbean Court of Justice during his tenure. His professional insight and commitment to high standards of governance strengthened the Commission's institutional capacity and effectiveness. Dr Maynard's service reflected his dedication to the advancement of justice, the rule of law, and the strengthening of judicial independence in the Caribbean.



The Hon. Justice Peter Williams, CHB

Nationality: Barbados

Basis of Appointment: Nominated jointly by the Dean of the Faculty of Law of the University of the West Indies, the Deans of the Faculties of Law of the Contracting Parties, and the Chairman of the Council of Legal Education

Period of Service: 29 October 2013 – 28 October 2016

Article Reference: (f)

Biography & Contributions (During Tenure): During his tenure as a Commissioner, The Hon. Justice Peter Williams, CHB, brought extensive judicial experience and professional insight to the work of the Commission. A distinguished jurist of Barbados, he contributed thoughtfully to the Commission's deliberations on matters relating to judicial administration and governance. Mr Justice Williams served on the Judges' Compensation and Pensions Committee and the Human Resources and Selection Committee. Through his work on these Committees, he supported the Commission's responsibilities in relation to judicial remuneration, pension arrangements, and the recruitment and selection processes. His tenure reflected a strong commitment to the principles of independence, integrity, and professionalism that underpin the Commission's mandate.



Mr Tyrone Chong, Q.C.

Nationality: Jamaica / Saint Lucia

Basis of Appointment: Nominated jointly by the Dean of the Faculty of Law of the University of the West Indies, the Deans of the Faculties of Law of the Contracting Parties, and the Chairman of the Council of Legal Education

Period of Service: 29 October 2013 – 28 October 2016

Article Reference: (f)

Biography & Contributions (During Tenure): Throughout his service on the Commission, Mr Tyrone Chong, Q.C., brought extensive professional experience and sound legal judgment to its work. A distinguished attorney-at-law of Jamaica and Saint Lucia, he is widely recognised for his expertise in civil litigation, commercial law, and legal advisory services. Mr Chong served on the Financial Oversight Committee, where he contributed to the Commission's oversight of financial management, budgeting, and accountability frameworks. Through his work on this Committee, he supported the prudent administration of resources and the strengthening of financial governance within the Commission and the Caribbean Court of Justice. His participation in the Commission's deliberations was characterised by diligence, professionalism, and a strong commitment to transparency and institutional integrity. His tenure reflected his dedication to the advancement of sound governance and the effective administration of justice in the Caribbean.



Ms Jacqueline Marshalleck

Nationality: The Bahamas / Belize

Basis of Appointment: Nominated jointly by the Bar or Law Associations of the Contracting Parties

Period of Service: 19 November 2013 – 18 November 2016

Article Reference: (g)

Biography & Contributions (During Tenure): During her tenure as a Commissioner, Ms Jacqueline Marshalleck brought to the work of the Regional Judicial and Legal Services Commission substantial professional experience and sound legal judgment. A senior attorney-at-law with regional practice and professional affiliations, she contributed meaningfully to the Commission's deliberations on matters relating to judicial administration and institutional governance. Ms Marshalleck served on the Job Evaluation Steering Committee, which was established in 2016 in connection with the Commission's Job Evaluation Exercise. Through her participation in this Committee, she supported the review and assessment of posts, organisational structures, and human resource systems within the Court and the Commission. Her service was characterised by diligence, professionalism, and a strong commitment to transparency and accountability.



Dr Francis Alexis, Q.C.

Nationality: Grenada

Basis of Appointment: Nominated jointly by the Secretary-General of the Caribbean Community and the Director General of the OECS

Period of Service: 6 November 2015 – 5 November 2021

Article Reference: (e)

Biography & Contributions (During Tenure): Throughout his service on the Commission, Dr Francis Alexis, Q.C., brought extensive legal expertise, regional experience, and strong institutional leadership to its work. A distinguished attorney-at-law and Senior Counsel of Grenada, he has had a long and respected career in legal practice, public service, and regional affairs. He served as Chairman of the Pension Administration Committee and, for part of his tenure, as Deputy Chairman of the Commission, providing effective leadership in matters relating to pension governance and institutional management. In these roles, he contributed significantly to strengthening accountability, sustainability, and administrative efficiency within the Commission. He also played an active role in the deliberations of the Commission, offering sound judgment, strategic insight, and a deep understanding of regional legal systems. His contributions enriched the Commission's work in judicial administration, governance reform, and policy development. Throughout his tenure, Dr Alexis demonstrated a strong commitment to the principles of independence, integrity, and excellence that underpin the Commission's mandate. His service reflected dedication to advancing the effective administration of justice and supporting the continued development of the Caribbean Court of Justice and its supporting institutions.



Mr Justice Dennis Morrison, O.J., C.D., Q.C.

Nationality: Jamaica

Basis of Appointment: Nominated jointly by the Dean of the Faculty of Law of the University of the West Indies, the Deans of the Faculties of Law of the Contracting Parties, and the Chairman of the Council of Legal Education

Period of Service: 29 October 2016 – 28 October 2022

Article Reference: (f)

Biography & Contributions (During Tenure): Mr Justice Dennis Morrison brought to the Commission a distinguished judicial career and extensive experience in appellate adjudication and judicial administration. He served as President of the Court of Appeal of Jamaica from 2016 to 2020 and was widely regarded for his leadership, scholarship, and commitment to the development of Caribbean jurisprudence. During his tenure on the Commission, Justice Morrison made a valuable contribution to its deliberations and governance work. He served as a member of the Pension Administration Committee and as Chairman of the Judges' Compensation and Pensions Committee,

Mr Justice Dennis Morrison, O.J., C.D., Q.C. (continued)

where he played an important role in strengthening institutional frameworks relating to judicial remuneration and retirement benefits. His thoughtful approach, sound judgment, and principled leadership enriched the work of the Commission and supported the continued strengthening of the Caribbean Court of Justice and related institutions.

In Memoriam

The Commission records with deep regret the passing of Mr Justice Dennis Morrison on 3 February 2024. He is remembered for his integrity, professionalism, and dedication to the administration of justice.



Lady Beverly Walrond, Q.C.

Nationality: Barbados

Basis of Appointment: Nominated jointly by the Dean of the Faculty of Law of the University of the West Indies, the Deans of the Faculties of Law of the Contracting Parties, and the Chairman of the Council of Legal Education

Period of Service: 29 October 2016 – 8 December 2019

Article Reference: (f)

Biography & Contributions (During Tenure): Lady Beverly Walrond, Q.C., served the Commission with distinction, bringing exceptional professional expertise, strong leadership, and deep commitment to regional legal development to its work. A highly respected attorney-at-law and Senior Counsel of Barbados, she enjoyed a distinguished career and earned a regional reputation as an icon and role model within the legal profession. During her tenure, she served as a member of the Human Resources and Selection Committee and later as its Chairperson, where she played a leading role in strengthening recruitment, appointment, and governance processes. Lady Walrond was widely admired for her diligence, attention to detail, and unwavering commitment to the Commission's mandate. Her dedication, professionalism, and passion for judicial excellence enriched the Commission's deliberations and strengthened its institutional effectiveness.

In Memoriam

The Commission records with deep regret the passing of Lady Beverly Walrond, Q.C., on 8 December 2019. She is remembered for her outstanding professional achievements, leadership, and devotion to the advancement of justice in the Caribbean.



Mr Delano Bart, Q.C.

Nationality: St. Kitts and Nevis

Basis of Appointment: Nominated jointly by the Organisation of Commonwealth Caribbean Bar Associations and the OECS Bar Associations

Period of Service: 17 November 2016 – 16 November 2022

Article Reference: (b)

Biography & Contributions (During Tenure): Mr Delano Bart, Q.C., served on the Commission from November 2016 to November 2022 and brought extensive professional experience and sound legal judgment to its work. During his tenure, he served as a member and later as Chairperson of the Pension Administration Committee, where he contributed to the development and oversight of pension governance and retirement benefit arrangements. He also served as a member of the Constituent Instruments Review and Regulations Committee, supporting the Commission's work in relation to regulatory review and institutional governance. Mr Bart made a valuable contribution to the Commission's deliberations on financial, administrative, and human resource matters. His broad professional background, including experience in legal practice and public service, strengthened the Commission's capacity to address complex institutional and governance issues. His service reflected a strong commitment to the effective administration of justice and the continued development of the Caribbean Court of Justice and related regional institutions.



Mr Michael Hylton, O.J., Q.C.

Nationality: Jamaica

Basis of Appointment: Nominated jointly by the Bar or Law Associations of the Contracting Parties

Period of Service: 19 November 2016 – 18 November 2022

Article Reference: (g)

Biography & Contributions (During Tenure): Mr Michael Hylton, O.J., Q.C., served on the Commission from November 2016 to November 2022 and made a significant contribution to its governance and oversight functions. His service culminated in his appointment as Deputy Chairman of the Commission, reflecting the confidence placed in his leadership and judgment. During his tenure, he served as a member of the Financial Oversight Committee and the Constituent Instruments Review and Regulations Committee, contributing to the strengthening of financial management, regulatory review, and institutional governance frameworks. Mr Hylton brought to the Commission extensive legal and public service experience. He was admitted to practice in 1976 and, following a distinguished career at the private bar, served as Solicitor General of Jamaica from 2001 to 2007. He has also held leadership



Mr Michael Hylton, O.J., Q.C. (continued)

roles within the legal profession, including as Chairman of the General Legal Council and as a member of the Rules Committee of the Supreme Court of Jamaica. His innovative approach, strong work ethic, and commitment to institutional development contributed meaningfully to the progress of the work of the Court and the Commission. Mr Hylton's tenure reflected a strong commitment to judicial independence, sound governance, and the effective administration of justice within the Caribbean region.



Mr Elton Prescott, SC

Nationality: Trinidad and Tobago

Basis of Appointment: Nominated jointly by the Bar or Law Associations of the Contracting Parties

Period of Service: 19 November 2016 – 18 November 2022

Article Reference: (g)

Biography & Contributions (During Tenure): Mr Elton Prescott, SC, served on the Commission from 19 November 2016 to 18 November 2022. During his tenure, he provided steady leadership and thoughtful guidance in the execution of the Commission's mandate. He served as Chairperson of the Human Resources and Selection Committee and as a Member of the Constituent Instruments Review and Regulations Committee. In these roles, Mr Prescott contributed meaningfully to the strengthening of governance structures, regulatory refinement, and institutional oversight within the Caribbean Court of Justice and the Commission. A distinguished Senior Counsel of Trinidad and Tobago, Mr Prescott was admitted to practice in 1974 and has had a varied and accomplished legal career spanning public service, criminal and civil practice, and industrial law. His professional experience includes service in the Ministry of Legal Affairs and chairing the Commission of Enquiry into the Death Penalty (1989–1990), as well as holding several prominent institutional appointments in Trinidad and Tobago. Throughout his service on the Commission, Mr Prescott's work was characterised by diligence, strategic insight, and a firm commitment to strengthening institutional governance and upholding the principles of justice and the rule of law in the region.



Hon. Shirley Tyndall, OJ, CD

Nationality: Jamaica

Basis of Appointment: Chairman, Public Service Commission of Jamaica

Period of Service: 1 January 2017 – 31 March 2018

Article Reference: (d)

Biography & Contributions (During Tenure): Hon. Shirley Tyndall, OJ, CD, served on the Commission from 1 January 2017 to 31 March 2018, bringing extensive experience in public sector administration and governance. During her tenure, she contributed to the effective execution of the Commission's mandate and the strengthening of institutional processes. A distinguished public servant, she began her career in the Jamaican Civil Service in 1959 and rose through the ranks of the Ministry of Finance and Planning. She made history as the first woman appointed Accountant General in 1987 and later as Financial Secretary in 1989, serving until her retirement in 2005. Throughout her career, she played a key role in public financial management, fiscal policy development, and engagement with regional and international financial institutions. Her service was marked by professionalism, diligence, and a strong commitment to good governance and public accountability.



Mr Alvin McIntosh, CD, JP

Nationality: Jamaica

Basis of Appointment: Chairman, Public Service Commission of Jamaica

Period of Service: 1 April 2018 – 31 December 2019

Article Reference: (d)

Biography & Contributions (During Tenure): Mr Alvin McIntosh, CD, JP, served on the Commission from 1 April 2018 to 31 December 2019, completing the term originally commenced on 1 January 2017. During his tenure, he contributed to the effective functioning of the Commission, particularly through his service on the Financial Oversight Committee, where his insights and commitment supported the Commission's work and achievements. A distinguished career public servant, Mr McIntosh held several senior positions within the Government of Jamaica, including Permanent Secretary in the Ministry of Labour and Social Security from 2001 to 2014, and Permanent Secretary in the Ministry of Social Security from 1989 to 2001. His earlier service spanned roles in public assistance administration and correctional services. Throughout his career and his service on the Commission, Mr McIntosh demonstrated strong leadership, professionalism, and a commitment to sound public sector governance and financial oversight.



The Hon. Mr Justice Adrian Saunders

Nationality: St. Vincent and the Grenadines

Basis of Appointment: President of the Caribbean Court of Justice

Period of Service: 4 July 2018 – 3 July 2025

Article Reference: (a)

Biography & Contributions (During Tenure): The Hon. Mr Justice Adrian Saunders served as the third President of the Caribbean Court of Justice from 4 July 2018 to 03 July 2025 and, by virtue of that office, as Chairman of the Commission. In this dual capacity, he provided distinguished leadership to both the Court and the Commission, guiding their strategic direction and strengthening institutional governance, accountability, and oversight. A founding Judge of the Caribbean Court of Justice, Mr Justice Saunders was appointed to the Court in 2005 following a distinguished career at the Eastern Caribbean Supreme Court, where he served as a High Court Judge and later as a Judge of Appeal, including a period as acting Chief Justice. His career has been marked by a deep commitment to judicial reform, including the advancement of court-connected mediation, judicial education, and the development of judicial ethics within the region. As President and Chairman, he played a pivotal role in shaping the Court's strategic vision and the work of the Commission, including leading the development of strategic plans, strengthening institutional frameworks, and advancing regional judicial initiatives. Throughout his service, Mr Justice Saunders demonstrated exemplary leadership, integrity, and an unwavering commitment to the rule of law and the advancement of justice across the Caribbean.



The Hon. Mme. Justice Yonette Cummings-Edwards, OR, CCH

Nationality: Guyana

Basis of Appointment: Chairman, Judicial Service Commission of Guyana

Period of Service: 11 September 2018 – 10 September 2021

Article Reference: (c)

Biography & Contributions (During Tenure): The Hon. Mme. Justice Yonette Cummings-Edwards, OR, CCH, served on the Commission from 11 September 2018 to 10 September 2021. During her tenure, she contributed significantly to the work of the Commission, particularly through her service on the Human Resources Selection Committee, where her dedication and sound judgment supported the Commission's achievements and the effective administration of the Court. A distinguished jurist of Guyana, Justice Cummings-Edwards has had a long and accomplished career in the judiciary, culminating in her appointment as Chancellor of the Judiciary, the highest

The Hon. Mme. Justice Yonette Cummings-Edwards, OR, CCH (continued)

judicial office in Guyana. Her career has been marked by a strong commitment to the administration of justice, judicial leadership, and the development of the legal system. Throughout her service on the Commission, she brought valuable experience, insight, and wisdom to its deliberations, particularly in matters relating to human and financial resource management and institutional administration. Her tenure was characterised by professionalism, diligence, and a steadfast commitment to strengthening judicial governance and upholding the rule of law.



Ms Susan Branker Greene, MSc

Nationality: Barbados

Basis of Appointment: Nominated jointly by the Secretary-General of the Community and the Director General of the OECS

Period of Service: 12 December 2018 – 11 December 2024

Article Reference: (e)

Biography & Contributions (During Tenure): Ms Susan Branker Greene, MSc, served on the Commission from 12 December 2018 to 11 December 2024 and was reappointed on 12 December 2021. During her tenure, she made significant contributions to the work of the Commission, including serving as Deputy Chairperson and Chair of the Financial Oversight Committee. In these roles, she provided strategic leadership in financial management, recruitment processes, and internal audit functions, strengthening the governance framework of both the Court and the Commission. A seasoned international development practitioner, Ms Branker Greene has over twenty years of leadership experience across the public, private, and non-governmental sectors. Her career has included senior roles in government and regional institutions, as well as extensive work in programme management, organisational development, and monitoring and evaluation across the Caribbean. She is the Principal Consultant and Managing Director of Targeted Development Consulting Inc., and a British Chevening Scholar, holding a Master of Science in International Relations from the University of Southampton and a Bachelor of Science degree from the University of the West Indies. Throughout her service on the Commission, Ms Branker Greene demonstrated professionalism, innovation, and a strong commitment to strengthening institutional governance and advancing the rule of law in the region.



Ms E. Ann Henry, KC

Nationality: Antigua and Barbuda

Basis of Appointment: Nominated jointly by the Organisation of Commonwealth Caribbean Bar Associations (OCCBA) and the OECS Bar Associations

Period of Service: 19 September 2019 – 18 September 2025

Article Reference: (b)

Biography & Contributions (During Tenure): Ms E. Ann Henry, KC, served on the Commission from 19 September 2019 to 18 September 2025. During her tenure, she played a key role in the Commission's regulatory and policy work, including as Chair of the Constituent Instruments Review and Regulations Committee and as Deputy Chairperson. She also served as a member of the Awards Committee. In these roles, she contributed to policy development, procedural refinement, and the consideration of disciplinary and governance matters before the Commission. A distinguished attorney-at-law and King's Counsel, Ms Henry has had a long and accomplished legal career in private practice and public service. She has been admitted to the Bar in several jurisdictions and has served in judicial and quasi-judicial capacities, including as an Acting Judge of the High Court and Acting Justice of Appeal of the Eastern Caribbean Supreme Court. Throughout her service, Ms Henry demonstrated meticulous attention to detail, sound legal judgment, and a deep commitment to upholding the highest standards of fairness and due process.



Mr Michael Somersall, DSM

Nationality: Guyana

Basis of Appointment: Chairman, Public Service Commission of Guyana

Period of Service: 9 January 2020 – 8 January 2023

Article Reference: (d)

Biography & Contributions (During Tenure): Mr Michael Somersall, DSM, served on the Commission from 09 January 2020 to 08 January 2023. During his tenure, he contributed to the work of the Commission through his service on the Pension Administration Committee and the Financial Oversight Committee, and by his involvement in matters relating to discipline and the general administration of the Court and the Commission. His practical experience and measured approach informed the Commission's deliberations on key institutional issues. A seasoned public servant, Mr Somersall served for over three decades in the Guyana Police Force, rising to the rank of Assistant Commissioner of Police. His career included responsibility for the management of financial and human resources, as well as service on boards and promotion committees within the public sector. Following his retirement from the

Mr Michael Somersall, DSM (continued)

Police Force, he was admitted to the Guyana Bar and established a legal practice, with a focus on civil litigation. His professional life reflects a strong commitment to public service, discipline, and institutional development. Throughout his service on the Commission, Mr Somersall brought practical insight, sound judgment, and a disciplined approach to its work, contributing to the effective functioning of the Commission.



Ms Jacqueline Samuels-Brown, CD, KC

Nationality: Jamaica

Basis of Appointment: Nominated jointly by the Dean of the Faculty of Law of the University of the West Indies, Deans of the Faculties of Law of any of the Contracting Parties and the Chairman of the Council of Legal Education

Period of Service: 12 February 2020 – Present

Article Reference: (f)

Biography & Contributions (During Tenure): Ms Jacqueline Samuels-Brown, CD, KC has served as a Member of the Regional Judicial and Legal Services Commission since 12 February 2020 and continues to contribute to its work. During her tenure, she has provided strong leadership as Deputy Chairperson and as Chair of the Human Resources and Selection Committee, contributing significantly to judicial appointments, governance, and institutional strengthening within the Court and the Commission. A distinguished attorney-at-law and King's Counsel, Ms Samuels-Brown has had a long and accomplished career in litigation and public law. She has appeared before courts across the Caribbean and the Judicial Committee of the Privy Council and has been involved in commissions of enquiry both as counsel and commissioner. She has also held leadership roles within the legal profession, including serving as President of the Jamaica Bar Association and as Chairman of the Council of Legal Education, contributing to the development of legal education and professional standards in the region. Throughout her service on the Commission, Ms Samuels-Brown has been recognised for her rigorous analysis, sound judgment, and commitment to excellence, transparency, and the rule of law.



The Hon. Mr Justice Bryan Sykes, OJ, CD

Nationality: Jamaica

Basis of Appointment: Chairman, Judicial Services Commission of Jamaica

Period of Service: 11 September 2021 – 10 September 2024

Article Reference: (c)

Biography & Contributions (During Tenure): The Hon. Mr Justice Bryan Sykes, OJ, CD, served on the Commission from 11 September 2021 to 10 September 2024. During his tenure, he contributed to the work of the Commission through his involvement in the Human Resources and Selection Committee, where his insights supported recruitment processes and the continued strengthening of the Court's institutional capacity. The Hon. Chief Justice of Jamaica, Mr Justice Sykes has had a distinguished career in public service and the judiciary. He previously served in the Office of the Director of Public Prosecutions, rising to the position of Senior Deputy Director and acting Director of Public Prosecutions, before his appointment to the Supreme Court in 2005 and later as Chief Justice in 2018. Throughout his service on the Commission, Mr Justice Sykes brought a disciplined and analytical approach to its deliberations, contributing to sound decision-making and the advancement of judicial administration in the region.



Mr Brian Glasgow, FCCA, MSc

Nationality: St. Vincent and the Grenadines

Basis of Appointment: Nominated jointly by the Secretary-General of the Community and the Director General of the OECS

Period of Service: 6 November 2021 – Present

Article Reference: (e)

Biography & Contributions (During Tenure): Mr Brian Glasgow, FCCA, MSc, has served on the Commission since 6 November 2021 and continues to contribute to its work. He currently serves as Chair of the Pension Administration Committee, as a member of the Financial Oversight Committee, and as a member of the Awards Committee. In these roles, he contributes to the oversight of pension administration, financial management, and the recognition framework of the Court and the Commission. A seasoned financial professional, Mr Glasgow is a retired partner of KPMG with over thirty years' experience in assurance and financial advisory services. His career has also included significant involvement in financial management, corporate governance, and advisory roles across the public and private sectors. He is a Fellow of the Association of Chartered Certified Accountants, a Certified Public Accountant, and a Chartered Director, and holds a Master of Science degree in Accounting and Finance. Through his service on the Commission, Mr Glasgow brings technical expertise, analytical rigour, and a strong focus on financial accountability, contributing to the effective stewardship of the Commission's resources.



The Hon. Miss Justice (Ret'd) Hilary Phillips, CD, KC

Nationality: Jamaica

Basis of Appointment: Nominated jointly by the Dean of the Faculty of Law of the University of the West Indies, Deans of the Faculties of Law of any of the Contracting Parties and the Chairman of the Council of Legal Education

Period of Service: 29 October 2022 – Present

Article Reference: (f)

Biography & Contributions (During Tenure): The Hon. Miss Justice (Ret'd) Hilary Phillips, CD, KC, has served on the Commission since 29 October 2022 and continues to contribute to its work. She currently serves as Deputy Chairperson and as Chair of the Constituent Instruments Review and Regulations Committee, and is a member of the Judges' Compensation and Pensions Committee and the Human Resources and Selection Committee. She also chairs the Appeals Committee arising from the 2025 job evaluation exercise. In these roles, she contributes to the Commission's work in regulatory review, judicial appointments, and matters relating to judicial compensation and pensions. A distinguished jurist of Jamaica, Justice Phillips was admitted to practice in 1974 and was appointed King's Counsel in 1998. She practised extensively in civil litigation before her appointment as a Judge of the Court of Appeal of Jamaica in 2009, where she served until her retirement in 2021. She has also contributed to legal education as an Associate Tutor at the Norman Manley Law School and continues to serve in leadership roles within the judicial and institutional landscape. Through her service on the Commission, Justice Phillips brings deep judicial experience, careful legal analysis, and a strong commitment to the development and integrity of judicial institutions.



Mr Alvin Fitzpatrick, SC

Nationality: Trinidad and Tobago

Basis of Appointment: Nominated jointly by the Organisation of Commonwealth Caribbean Bar Associations (OCCBA) and the OECS Bar Associations

Period of Service: 17 November 2022 – 20 January 2025

Article Reference: (b)

Biography & Contributions (During Tenure): Mr Alvin Fitzpatrick, SC, served on the Commission from 17 November 2022 until his resignation on 20 January 2025. During his tenure, he contributed as a member of the Constituent Instruments Review and Regulations Committee and the Judges' Compensation and Pensions Committee, bringing his experience to matters of governance and institutional policy. Mr Fitzpatrick was called to the Bar of England and Wales in 1977 and to the Bar of Trinidad and Tobago in 1978, and was appointed Senior Counsel in 1998. He has had a distinguished legal career with extensive practice in commercial and construction law, as well as libel. He has also served the legal profession in Trinidad and Tobago for many years, including as Vice President of the Law Association and as a representative on the Council of Legal Education.



Ms Tana'ania Small, KC

Nationality: Jamaica

Basis of Appointment: Nominated jointly by the Bar or Law Associations of the Contracting Parties

Period of Service: 19 November 2022 – Present

Article Reference: (g)

Biography & Contributions (During Tenure): Ms Tana'ania Small, KC, has served on the Commission since 19 November 2022 and continues to contribute to its work. She currently serves as Chair of the Judges' Compensation and Pensions Committee and as a member of the Constituent Instruments Review and Regulations Committee, contributing to the Commission's work in areas of compensation, governance, and regulatory review. A distinguished attorney-at-law and King's Counsel, Ms Small has had a wide-ranging legal career in civil and commercial litigation and arbitration. She has been admitted to practice in several Caribbean jurisdictions and is a Fellow of the Chartered Institute of Arbitration. She is also actively involved in the legal profession, serving on the Council of the Jamaican Bar Association and as Chair of a Disciplinary Committee panel of the General Legal Council. Through her service on the Commission, Ms Small brings practical legal expertise, analytical insight, and a strong commitment to the effective administration of justice.



Mr Thaddeus M. Antoine, Esq.

Nationality: Saint Lucia

Basis of Appointment: Nominated jointly by the Bar or Law Associations of the Contracting Parties

Period of Service: 19 November 2022 – Present

Article Reference: (g)

Biography & Contributions (During Tenure): Mr Thaddeus M. Antoine, Esq., has served on the Commission since 19 November 2022 and continues to contribute to its work. He currently serves as Chair of the Financial Oversight Committee, having previously served as a member, and is also a member of the Pension Administration Committee. In these roles, he contributes to the Commission's oversight of financial management and pension administration. A distinguished attorney-at-law, Mr Antoine is the Managing Partner of a corporate and commercial law firm in Saint Lucia, with extensive experience in banking, finance, and corporate law. His professional work also extends to financial services, investment, and fiduciary services across the region. He has held several leadership roles in both the public and private sectors, including service as a Senator of the Parliament of Saint Lucia and as President of the OECS Bar Association. Through his service on the Commission, Mr Antoine brings commercial acumen, strategic insight, and a strong focus on financial governance and accountability.



Dr Damien Dublin

Nationality: Dominica

Basis of Appointment: Chairman, Public Service Commission of Dominica

Period of Service: 9 January 2023 – Present

Article Reference: (d)

Biography & Contributions (During Tenure): Dr Damien Dublin has served as a Member of the Regional Judicial and Legal Services Commission since 9 January 2023 and continues to contribute to its work. During his tenure, he has contributed to the work of the Commission as a member of the Pension Administration Committee and the Financial Oversight Committee, and through his participation in its deliberations on matters relating to pension administration, financial oversight, and institutional operations. A distinguished public servant and national leader, Dr Dublin has held several prominent roles in Dominica, including Chairman of the Public Service Commission and Chairman of the Dominica Reparations Committee. He has also served as a member of the CARICOM Reparations Commission and as a Non-Resident Ambassador. His service has extended across a wide range of public, civic, and development institutions, reflecting a strong commitment to national and regional advancement. Throughout his tenure on the Commission, Dr Dublin has brought a broad perspective, leadership experience, and a commitment to public service, contributing to the effective functioning of the Commission.



APPENDIX A

Meetings of the Regional Judicial and Legal Services Commission held in 2025.

No.	Meeting No.	Dates of Meetings of the Commission
1	143	14 March 2025
2	144	16 May 2025
3	145	27 June 2025
4	146	26 September 2025
5	147	5 December 2025

APPENDIX B

Attendance of Members at Commission Meetings held in 2025

Name of Commissioner	143	144	145	146	147
Hon. Mr Justice Adrian Saunders (Chairman – Term of Office ended on 3 July 2025)	✓	✓	✓	✗	✗
Hon. Mr Justice Winston Anderson (Chairman – Term of Office commenced on 4 July 2025)	--	**	**	✓	✓
Ms E. Ann Henry, KC (Deputy Chairperson – Term of Office ended on 18 September 2025)	✓	✓	✓	✗	✗
Ms Jacqueline Samuels-Brown, CD, KC (Deputy Chairperson effective 19 September 2025)	✓	X	✓	✓	✓
Dr Dylan Vernon	✓	✓	✓	✓	✓
Mr Brian Glasgow, FCCA, MSc	✓	✓	✓	✓	✓
Mr Thaddeus M. Antoine, Esq.	✓	✓	✓	✓	X
Ms Tana'ania Small, KC	✓	✓	✓	✓	✓
The Hon. Miss Justice (Ret'd) Hilary Phillips, CD, KC	✓	✓	✓	✓	✓
Her Ladyship, the Hon. Justice Margaret Price-Findlay	--	--	✓	✓	✓
Ms Sophia Chote, SC	✓	✓	✓	*	*
Dr Damien Dublin	✓	✓	✓	✓	✓
Mr Justin Simon, KC	--	--	--	✓	X
Ms Lesley-Ann Lucky-Samaroo, SC	--	--	--	--	✓
Total No. of Members who Attended	10	9	11	10	9

Key:

- ✓ Attended meeting
- ✗ Term of Office Expired
- * Resigned as a Member of the RJLSC
- ** Attended as an Observer
- X Absent from meeting
- Not yet appointed a member of the RJLSC

Meetings of Committees of the Commission held in 2025

No.	Date of Meetings	Commission's Representative(s)	Purpose of Meeting	Meeting Duration
1	10 January 2025	Ms E. Ann Henry, KC Dr Dylan Vernon Ms Tana'ania Small, KC Dr Damien Dublin Ms Jacqueline Samuels-Brown, CD, KC Mr Brian Glasgow, FCCA, MSc The Hon. Miss Justice (Ret'd) Hilary Phillips, CD, KC Mr Alvin Fitzpatrick, SC Mr Thaddeus M. Antoine, Esq.	Interview for the position of President	9hrs 14mins
2	28 February 2025	Ms E. Ann Henry, KC (Chairperson) Ms Tana'ania Small, KC The Hon. Miss Justice (Ret'd) Hilary Phillips, CD, KC	Constituent Instruments Review and Regulations Committee	5hrs 24mins
3	5 March 2025	Mr Brian Glasgow, FCCA, MSc (Chairperson) Mr Thaddeus M. Antoine, Esq. Dr Damien Dublin	Pension Administration Committee	2hrs 14mins
4	6 March 2025	Mr Thaddeus M. Antoine, Esq. (Chairperson) Dr Damien Dublin Dr Dylan Vernon Mr Brian Glasgow, FCCA, MSc	Financial Oversight Committee	2hrs 28mins
5	7 March 2025	Ms Jacqueline Samuels-Brown, CD, KC (Chairperson) The Hon. Mr Justice Adrian Saunders The Hon. Miss Justice (Ret'd) Hilary Phillips, CD, KC His Lordship, the Hon. Justice Mario Michel	Human Resources and Selection Committee	3hrs
6	24 March 2025	Mr Brian Glasgow, FCCA, MSc	Meeting with CCJ Trust Fund regarding Non-Judicial Staff Pension	1hr 5mins
7	11 June 2025	Mr Thaddeus M. Antoine, Esq. (Chairperson) Dr Damien Dublin Dr Dylan Vernon Mr Brian Glasgow, FCCA, MSc	Financial Oversight Committee	2hrs 20mins

APPENDIX C
 Meetings of Committees of the Commission held in 2025
 (continued)

No.	Date of Meetings	Commission's Representative(s)	Purpose of Meeting	Meeting Duration
8	18 June 2025	Ms E. Ann Henry, KC (Chairperson) Ms Tana'ania Small, KC The Hon. Miss Justice (Ret'd) Hilary Phillips, CD, KC Ms Sophia Chote, SC	Constituent Instruments Review and Regulations Committee	4hrs 24mins
9	18 June 2025	Mr Brian Glasgow, FCCA, MSc (Chairperson) Dr Damien Dublin	Pension Administration Committee	1hr 36mins
10	19 June 2025	Ms Jacqueline Samuels-Brown, CD, KC (Chairperson) The Hon. Mr Justice Adrian Saunders The Hon. Miss Justice (Ret'd) Hilary Phillips, CD, KC His Lordship, the Hon. Justice Mario Michel	Human Resources and Selection Committee	3hrs
11	19 August 2025	The Hon. Miss Justice (Ret'd) Hilary Phillips, CD, KC Ms Jacqueline Samuels-Brown, CD, KC	Interviews for the Position of Case Management Officer	7hrs 15mins
12	26 August 2025	The Hon. Miss Justice (Ret'd) Hilary Phillips, CD, KC Ms Jacqueline Samuels-Brown, CD, KC Dr Damien Dublin Her Ladyship, the Hon. Justice Margaret Price-Findlay	Interviews for the Position of CARICOM Competition Commissioner	8hrs 15mins
13	3 September 2025	Mr Brian Glasgow, FCCA, MSc (Chairperson) Mr Thaddeus M. Antoine, Esq. Dr Damien Dublin	Pension Administration Committee	2hrs
14	11 September 2025	The Hon. Miss Justice (Ret'd) Hilary Phillips, CD, KC (Chairperson) Ms E. Ann Henry, KC Ms Tana'ania Small, KC	Constituent Instruments Review and Regulations Committee	3hrs 51mins
15	17 September 2025	Ms Jacqueline Samuels-Brown, CD, KC (Chairperson) The Hon. Mr Justice Winston Anderson The Hon. Miss Justice (Ret'd) Hilary Phillips, CD, KC	Human Resources and Selection Committee	3hrs
16	23 September 2025	Mr Thaddeus M. Antoine, Esq. (Chairperson) Dr Damien Dublin Dr Dylan Vernon Mr Brian Glasgow, FCCA, MSc The Hon. Mr Justice Winston Anderson	Financial Oversight Committee	2hrs 21mins


APPENDIX C
 Meetings of Committees of the Commission held in 2025
 (continued)

No.	Date of Meetings	Commission's Representative(s)	Purpose of Meeting	Meeting Duration
17	12 November 2025	Ms Jacqueline Samuels-Brown, CD, KC (Chairperson) The Hon. Mr Justice Winston Anderson The Hon. Miss Justice (Ret'd) Hilary Phillips, CD, KC Her Ladyship, the Hon. Justice Margaret Price-Findlay	Human Resources and Selection Committee	1hr 5mins
18	17 November 2025	Mr Thaddeus M. Antoine, Esq. (Chairperson) Dr Damien Dublin Mr Brian Glasgow, FCCA, MSc	Financial Oversight Committee	1hr 33mins
19	18 November 2025	The Hon. Miss Justice (Ret'd) Hilary Phillips, CD, KC (Chairperson) Dr Dylan Vernon Mr Justin Simon, KC	Constituent Instruments Review and Regulations Committee	3hrs 52mins
20	19 November 2025	Mr Brian Glasgow, FCCA, MSc (Chairperson) Mr Thaddeus M. Antoine, Esq. Dr Damien Dublin	Pension Administration Committee	2hrs 11mins
21	1 December 2025	Ms Tana'ania Small, KC (Chairperson) The Hon. Miss Justice (Ret'd) Hilary Phillips, CD, KC Dr Dylan Vernon	Judges' Compensation and Pensions Committee	1hr 34mins
Total Meeting Hours Registered				71 hours and 42 minutes



APPENDIX D

Members of Committees of the Commission in 2025

Name of Committee	Members
Constituent Instruments Review and Regulations Committee	- Ms E. Ann Henry, KC – Chairperson <i>(Term Ended: 18 September 2025)</i> - The Hon. Miss Justice (Ret'd) Hilary Phillips, CD, KC - Chairperson <i>(Effective: 19 September 2025)</i> - Ms Tana'ania Small, KC - Dr Dylan Vernon - Ms Sophia Chote, SC <i>(Resigned: 15 September 2025)</i> - Mr Justin Simon, KC <i>(Effective: 26 September 2025)</i>
Financial Oversight Committee	- Mr Thaddeus M. Antoine, Esq. - Chairperson - Mr Brian Glasgow, FCCA, MSc - Dr Damien Dublin
Human Resources and Selection Committee	- Ms Jacqueline Samuels-Brown, CD, KC - Chairperson - Her Ladyship the Hon. Margaret Price-Findlay <i>(Effective: 24 June 2025)</i> - The Hon. Miss Justice (Ret'd) Hilary Phillips, CD, KC
Judges' Compensation and Pensions Committee	- Ms Tana'ania Small, KC – Chairperson - The Hon. Miss Justice (Ret'd) Hilary Phillips, CD, KC - Dr Dylan Vernon
Pension Administration Committee	- Mr Brian Glasgow, FCCA, MSc – Chairperson - Mr Thaddeus M. Antoine, Esq. - Dr Damien Dublin



APPENDIX E

AUDITED FINANCIAL STATEMENTS FOR THE YEAR 1 January to 31 December 2025

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Supplementary Financial Information (*Stated in United States Dollars*)

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Statement of Management Responsibilities

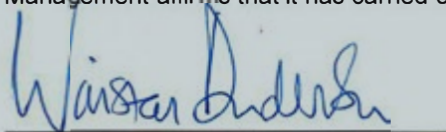
Management is responsible for the following:

- Preparing and fairly presenting the accompanying financial statements of The Regional Judicial and Legal Services Commission which comprise the statement of financial position as at 31 December 2025, the statements of comprehensive income, changes in accumulated surplus and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information;
- Ensuring that the Commission keeps proper accounting records;
- Selecting appropriate accounting policies and applying them in a consistent manner;
- Implementing, monitoring and evaluating the system of internal control that assures security of the Commission's assets, detection/prevention of fraud, and the achievement of the Commission's operational efficiencies;
- Ensuring that the system of internal control operated effectively during the reporting period;
- Producing reliable financial reporting that complies with laws and regulations; and
- Using reasonable and prudent judgement in the determination of estimates.

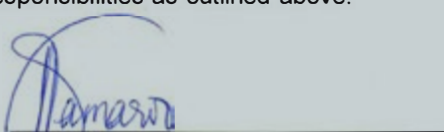
In preparing these audited financial statements, management utilised the International Financial Reporting Standards (IFRS), as issued by the International Accounting Standards Board and adopted by the Institute of Chartered Accountants of Trinidad and Tobago. Where IFRS presented alternative accounting treatments, management chose those considered most appropriate in the circumstances.

Nothing has come to the attention of management to indicate that the Commission will not remain a going concern for the next twelve months from the reporting date; or up to the date the accompanying financial statements have been authorised for issue, if later.

Management affirms that it has carried out its responsibilities as outlined above.



Signed
Title: Chairman
Date: 26 June 2026



Signed
Title: Commissioner
Date: 26 June 2026

Independent Auditor's Report



**The Commissioners,
The Regional Judicial and Legal Services Commission**

Opinion

We have audited the financial statements of The Regional Judicial and Legal Services Commission ("the Commission"), which comprise the statement of financial position as at 31 December 2025, the statements of comprehensive income, changes in accumulated surplus and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statement present fairly, in all material respects, the financial position of the Commission as at 31 December 2025, and of its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards ("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 Commission in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (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 IFRS, 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 Commission'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 Commission or to cease operations, or have no realistic alternative but to do so.

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

Independent Auditor's Report (continued)



Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken based on 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 Commission'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 Commission'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 Commission to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Independent Auditor's Report (continued)



Auditor's Responsibilities for the Audit of the Financial Statements (continued)

We are responsible for the direction, supervision, and performance of the audit. We remain solely responsible for our audit opinion.

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

San Juan
26 June 2026



Chartered Accountants

Statement of Financial Position

As at 31 December 2025

(Expressed in Trinidad and Tobago Dollars)

	Note	2025 TT\$	2024 TT\$
Assets			
Non-current assets			
Property and equipment	3	254,322	252,380
Retirement benefits due from Trust Fund	4	<u>2,930,499</u>	<u>2,542,200</u>
Total non-current assets		<u>3,184,821</u>	<u>2,794,580</u>
Current assets			
Due from related party	7	-	31,996
Other receivables	5	21,932	109,633
Cash and cash equivalents		<u>1,252,995</u>	<u>735,198</u>
Total current assets		<u>1,274,927</u>	<u>876,827</u>
Total assets		<u>4,459,748</u>	<u>3,671,407</u>
Accumulated surplus and liabilities			
Accumulated surplus		<u>1,391,965</u>	<u>1,112,707</u>
Total Accumulated surplus		<u>1,391,965</u>	<u>1,112,707</u>
Non-current liability			
Retirement benefit liability	6	<u>2,930,499</u>	<u>2,542,200</u>
Total non-current liability		<u>2,930,499</u>	<u>2,542,200</u>
Current liabilities			
Due to related party	7	115,464	-
Accounts payables and accruals	8	<u>21,820</u>	<u>16,500</u>
Total current liabilities		<u>137,284</u>	<u>16,500</u>
Total accumulated surplus and liabilities		<u>4,459,748</u>	<u>3,671,407</u>

The notes on pages 89 to 102 and Supplementary Financial Information on pages 104 to 107 form an integral part of these financial statements.

The financial statements were approved for issue by the Commissioners on behalf of The Regional Judicial and Legal Services Commission.

Chairman:



Date: 26 June 2026

Commissioner:



Date: 26 June 2026

Statement of Comprehensive Income

For the Year Ended 31 December 2025
(Expressed in Trinidad and Tobago Dollars)

	Note	2025 TT\$	2024 TT\$
Funding from the Trust Fund	9	2,964,985	1,854,428
Other income		<u>105</u>	<u>18,736</u>
		2,965,090	1,873,164
Administrative expenses	10	<u>(2,549,846)</u>	<u>(2,303,858)</u>
Surplus/(Deficit) for the year		415,244	(430,694)
Other comprehensive gain/loss:			
<i>Items that will not be reclassified to profit or loss</i>			
Re-measurements of defined benefit pension plan	6	<u>(135,986)</u>	<u>(66,900)</u>
Total comprehensive surplus/(deficit)		<u>279,258</u>	<u>(497,594)</u>

The notes on pages 89 to 102 and Supplementary Financial Information on pages 104 to 107 form an integral part of these financial statements.

Statement of Changes in Accumulated Surplus

For the Year Ended 31 December 2025
(Expressed in Trinidad and Tobago Dollars)

	Accumulated Surplus TT\$
Year ended 31 December 2025	
Balance as at 1 January 2025	1,112,707
Total comprehensive surplus for the year	<u>279,258</u>
Balance as at 31 December 2025	<u>1,391,965</u>
Year ended 31 December 2024	
Balance as at 1 January 2024	1,610,301
Total comprehensive deficit for the year	<u>(497,594)</u>
Balance as at 31 December 2024	<u>1,112,707</u>

The notes on pages 89 to 102 and Supplementary Financial Information on pages 104 to 107 form an integral part of these financial statements.

Statement of Cash Flows

For the Year Ended 31 December 2025
(Expressed in Trinidad and Tobago Dollars)

	2025 TT\$	2024 TT\$
Cash flows from operating activities		
Total comprehensive surplus/(deficit) for the year	279,258	(497,594)
<i>Adjustments to reconcile total comprehensive (deficit)/surplus for the year to net cash provided by operating activities:</i>		
Interest income	105	318
Depreciation	<u>62,098</u>	<u>60,713</u>
	341,461	(436,563)
Changes in:		
Retirement benefits due from Trust Fund	346,765	200,700
Due from related party	31,996	119,102
Other receivables	87,701	(83,358)
Retirement benefit liability	(346,765)	(200,700)
Due to related party	115,464	-
Accounts payables and accruals	<u>5,320</u>	<u>(32,883)</u>
Net cash generated from/(used in) operating activities	<u>581,942</u>	<u>(433,702)</u>
Cash flows from investing activities		
Interest received	(105)	(318)
Purchase of fixed assets	<u>(64,040)</u>	<u>(43,478)</u>
Net cash used in investing activities	<u>(64,145)</u>	<u>(43,796)</u>
Increase/(Decrease) in cash and cash equivalents for the year	517,797	(477,498)
Cash and cash equivalents as at 01 January	<u>735,198</u>	<u>1,212,696</u>
Cash and cash equivalents as at 31 December	<u>1,252,995</u>	<u>735,198</u>

The notes on pages 89 to 102 and Supplementary Financial Information on pages 104 to 107 form an integral part of these financial statements.

Notes to the Financial Statements

For the Year Ended 31 December 2025

1. Establishment and principal activity

The Caribbean Court of Justice (the “Court”) and the Regional Judicial and Legal Services Commission (the “Commission”) were established on February 14, 2001, by the Agreement Establishing the Caribbean Court of Justice (the “Agreement”). The Agreement was signed on that date by the following Caribbean Community (CARICOM) states; Antigua & Barbuda, Barbados, Belize, Grenada, Guyana, Jamaica, St. Kitts & Nevis, St. Lucia, Suriname and Trinidad & Tobago. Two further states, Dominica and St. Vincent & The Grenadines, signed the Agreement on February 15, 2003, bringing the total number of signatories to 12.

The Court was inaugurated on April 16, 2005, in Port of Spain, Trinidad and Tobago.

The first Commission came into force on August 21, 2003 and works to ensure that the Court meets and fully satisfies the expectations and needs of the people it serves. The functions of the Commission include:

- Appointments to the office of Judge of the Court, other than that of President;
- Appointments of officials and employees of the Court;
- Determination of the terms and conditions of service of officials and employees;
- The termination of appointments in accordance with the provisions of the Agreement.
- Exercise of disciplinary control over judges other than the President, and over officials and employees of the Court; and
- Appointment of members of the Community Competition Commission.
- Appointment of members of the Caribbean Community Administrative Tribunal

The Court is the highest judicial tribunal, designed to be more than a Court of last resort for member states of the Caribbean Community. For, in addition to replacing the Judicial Committee of the Privy Council, the Court is vested with original jurisdiction in respect of the interpretation and application of the Revised Treaty of Chaguaramas Establishing the Caribbean Community including the CARICOM Single Market and Economy. The Court is designed to exercise both an appellate and original jurisdiction.

The Commission is financed by the Caribbean Court of Justice Trust Fund (the “Trust Fund”). The Trust Fund was established by the CARICOM states signing the Agreement, who together invested US\$100 million into the Trust Fund, which generates income to finance the expenditures of the Commission.

2. Significant accounting policies

(a) Basis of preparation

The financial statements are prepared in accordance with International Financial Reporting Standards (“IFRS”), under the historical cost convention and are expressed in Trinidad & Tobago dollars, which is the Commission’s functional and presentation currency.

(b) Changes in accounting policy and disclosures

- (i) New and amended standards adopted by the Commission

There were no new standards, amendments and interpretations which are effective from 1 January 2025, and have been adopted by the Commission.

Notes to the Financial Statements (continued)

2. Significant accounting policies (continued)

(b) *Changes in accounting policy and disclosures (continued)*

- (ii) New standards, amendments and interpretations issued but not effective and not early adopted

There are no new standards, interpretations and amendments, which have not been applied in these financial statements which will or may have an effect on the Commission's future financial statements.

Other standards, amendments and interpretations to existing standards in issue but not yet effective are not considered to be relevant to the Commission and have not been disclosed.

- (iii) Standards and amendments to published standards early adopted by the Commission

The Commission did not early adopt any new, revised or amended standards.

(c) *Use of estimates*

The preparation of these financial statements in conformity with IFRS requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. Actual results could differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future periods affected. Information about critical judgments in applying accounting policies that have the most significant effect on the amounts recognized in the financial statements is included in the following notes:

Note (e)	Property and equipment
Note (h)	Other receivables
Note (j)	Financial assets
Note (k)	Financial liabilities
Note (n)	Provisions

(d) *Foreign currency transactions*

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the date of the transactions. Gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies are recognized in the statement of comprehensive income. Year-end balances are translated at year-end exchange rates.

Notes to the Financial Statements (continued)

2. Significant accounting policies (Continued)

(e) *Property and equipment*

Items of property and equipment are measured at cost, net of accumulated depreciation and accumulated impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the assets to a working condition for their intended use, the costs of dismantling and removing the items and restoring the site on which they are located, and capitalized borrowing costs. Purchased software that is integral to the functionality of the related equipment is capitalized as part of the equipment.

When parts of an item of property and equipment have different useful lives, they are accounted for as separate items of property and equipment.

The gain or loss on disposal of property and equipment is determined by comparing the proceeds from disposal with the carrying amount of the property and equipment and is recognized net within other income/other expenses in the statement of comprehensive income. When revalued assets are sold, any related amount included in the revaluation reserve is transferred to the accumulated fund.

The cost of replacing a component of an item of property and equipment is recognized in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Commission, and its cost can be measured reliably. The carrying amount of the replaced component is derecognized. The costs of the day-to-day servicing of property and equipment are recognized in the statement of comprehensive income as incurred.

Depreciation is based on the cost of an asset less its residual value. Significant components of individual assets are assessed and if a component has a useful life that is different from the remainder of that asset, that component is depreciated separately. Depreciation is recognized in the statement of comprehensive income on a straight-line basis over the estimated useful lives of each component of an item of property and equipment.

Depreciation is charged using the straight-line method at the rate of 25% which is designed to write off the cost of the assets over their estimated useful lives.

Depreciation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

Notes to the Financial Statements (continued)

2. Significant accounting policies (Continued)

(f) *Impairment of non-financial assets*

The carrying amounts of the Commission's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If such an indication exists, the asset's recoverable amount is estimated.

The recoverable amount of other assets is the greater of their net selling price and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization if no impairment loss had been recognized.

(g) *Employee benefits*

Defined benefit plan

The Trust Fund had previously indicated that the retirement arrangements of Judges of the Court are authorized and funded from within the Trust Fund in accordance with a Protocol established by the Heads of Government; the retirement benefits due to non-judicial staff should be paid from the Trust Fund as they fall due. These proposals were accepted by the Court and the Commission.

Non-judicial staff pension plan

The Commission provides its staff with a pension plan. Under this plan, the employees of the Commission make contributions which are deducted from their salaries and are matched with employer contributions from the Commission.

Balances accumulated under this plan are calculated by an independent third-party administrator, in accordance with an agreed formula between the Commission and their employees. The administrator advises the Commission of the accumulated amounts at the end of each financial year.

When a staff member reaches retirement, the Commission's actuary will determine the pension entitlement for that employee based on their accumulated balance using appropriate actuarial assumptions. The Trust Fund will, at the request of the Commission, provide to the Commission the funds necessary to pay the pension for each employee on this basis.

However, since there is no separate external fund where the contributions are placed (other than the Trust Fund), under IAS 19 these arrangements with respect to its employees are treated as a defined benefit obligation of the Commission.

Notes to the Financial Statements (continued)

2. Significant accounting policies (Continued)

(h) *Other receivables*

Other receivables are stated net of any specific provision established to recognize anticipated losses for bad and doubtful debts. Bad debts are written off during the year in which they are identified.

(i) *Cash and cash equivalents*

For the purposes of the statement of cash flows, cash and cash equivalents comprise cash at bank and in hand, and cash deposited with money market income funds with original maturities of three months or less.

(j) *Financial assets*

The Commission classifies its financial assets at amortized cost. These assets arise principally from the Commission's normal operations (e.g. advances to staff and VAT recoverable) but also incorporate other types of financial assets where the objective is to hold these assets in order to collect contractual cash flows and the contractual cash flows are solely payments of principal and interest. They have been initially recognized at fair value plus transaction costs that are directly attributable to their acquisition or issue and are subsequently carried at amortized cost using the effective interest rate method, less provision for impairment.

Impairment provisions for other receivables are recognized based on the simplified approach within IFRS 9 using a provision matrix in the determination of the lifetime expected credit losses. During this process, the probability of the non-payment of the other receivables is assessed. This probability is then multiplied by the amount of the expected loss arising from default to determine the lifetime expected credit loss for the other receivables. For other receivables, which are reported net, such provisions are recorded in a separate provision account with the loss being recognized within administrative expenses in the statement of comprehensive income. On confirmation that the other receivable will not be collectable, the gross carrying value of the asset is written off against the associated provision.

Impairment provisions for receivables from related parties and loans to related parties are recognized based on a forward-looking expected credit loss model. The methodology used to determine the amount of the provision is based on whether there has been a significant increase in credit risk since initial recognition of the financial asset. For those where the credit risk has not increased significantly since initial recognition of the financial asset, twelve months expected credit losses along with gross interest income are recognized. For those for which credit risk has increased significantly, lifetime expected credit losses along with the gross interest income are recognized. For those that are determined to be credit impaired, lifetime expected credit losses along with interest income on a net basis are recognized.

The Commission's financial assets measured at amortized cost comprise other receivables, retirement benefits due from Trust Fund and cash and cash equivalents in the statement of financial position.

Notes to the Financial Statements (continued)

2. Significant accounting policies (Continued)

(k) *Financial liabilities*

The Commission classifies its financial liabilities as financial liabilities at amortised cost. This primarily consists of other payable and accruals, due to related party and retirement benefit liability.

Other payables and accruals and other short-term monetary liabilities are initially recognised at fair value and subsequently carried at amortised cost.

(l) *Accumulated fund*

The accumulated fund represents the excess funding received over expenditure.

(m) *Other payables and accruals*

Other payables and accruals are initially recognised at fair value and subsequently carried at amortised cost.

(n) *Provisions*

A provision is recognized if, as a result of a past event, the Commission has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability. The unwinding of the provision is recognized as finance cost.

(o) *Revenue recognition*

Funds from the Caribbean Court of Justice Trust Fund

Unconditional funding related to the ongoing operations of the Commission is recognized in the statement of comprehensive income as income in the period in which the funds become receivable from the Trust Fund.

Grants

Subventions that compensate the Commission for expenses incurred are recognized as income in the statement of comprehensive income on a systematic basis in the same periods in which the expenses are incurred.

Grants that compensate the Commission for the cost of an asset are recognized in the statement of comprehensive income as revenue on a systematic basis over the life of the asset.

All other revenue is recorded on an accruals basis.

Notes to the Financial Statements (continued)

2. Significant accounting policies (Continued)

(p) Administrative expenses

Expenses are recorded at cost on the transaction date and are recognised on the accrual basis in the statement of comprehensive income.

(q) Taxation

Pursuant to the terms of an agreement entered into on 4 July 2003, between the Court, the Commission and the Government of the Republic of Trinidad and Tobago, the Commission is exempt from all direct and indirect taxes, duties and levies imposed in Trinidad and Tobago.

Notes to the Financial Statements (continued)

3. Property and equipment

	Library books	Furniture, fittings & computer equipment	Vehicles	Leasehold improvement	Total
	TT\$	TT\$	TT\$	TT\$	TT\$
Year ended 31 Dec 2025					
Cost					
As at 1 January 2025	24,815	332,493	200,283	352,074	909,665
Additions	-	64,040	-	-	64,040
As at 31 December 2025	<u>24,815</u>	<u>396,533</u>	<u>200,283</u>	<u>352,074</u>	<u>973,705</u>
Accumulated depreciation					
As at 1 January 2025	24,815	295,635	200,283	136,552	657,285
Charge for the year	-	26,891	-	35,207	62,098
As at 31 December 2025	<u>24,815</u>	<u>322,526</u>	<u>200,283</u>	<u>171,759</u>	<u>719,383</u>
Net book value					
As at 31 December 2025	<u>-</u>	<u>74,007</u>	<u>-</u>	<u>180,315</u>	<u>254,322</u>
As at 31 December 2024	<u>-</u>	<u>36,858</u>	<u>-</u>	<u>215,522</u>	<u>252,380</u>
Year ended 31 Dec 2024					
Cost					
As at 1 January 2024	24,815	289,015	200,283	352,074	866,187
Disposal	-	43,478	-	-	43,478
As at 31 December 2024	<u>24,815</u>	<u>332,493</u>	<u>200,283</u>	<u>352,074</u>	<u>909,665</u>
Accumulated depreciation					
As at 1 January 2024	24,815	270,035	200,283	101,439	596,572
Charge for the year	-	25,600	-	35,113	60,713
As at 31 December 2024	<u>24,815</u>	<u>295,635</u>	<u>200,283</u>	<u>136,552</u>	<u>657,285</u>
Net book value					
As at 31 December 2024	<u>-</u>	<u>36,858</u>	<u>-</u>	<u>215,522</u>	<u>252,380</u>
As at 31 December 2023	<u>-</u>	<u>18,980</u>	<u>-</u>	<u>250,635</u>	<u>269,615</u>

Notes to the Financial Statements (continued)

	2025 TT\$	2024 TT\$
4. Retirement benefits due from Trust Fund		
This balance is determined by the total of the employee account balances of the staff of the Commission. Refer to Notes 2 (g) and 6.		
	<u>2,930,499</u>	<u>2,542,200</u>
5. Other receivables		
VAT recoverable	21,932	7,315
Other receivables	-	102,318
	<u>21,932</u>	<u>109,633</u>
6. Retirement benefit liability		
The Commission and its employees contribute towards a pension plan which is managed by a Pension Administration Committee made up of representatives of the Commission, employees, the Trust Fund and the Court. The data and benefit administration services are provided by Bacon Woodrow and De Souza Limited. However, since there is no separate external fund where the contributions are placed (other than the Trust Fund), under IAS 19 these arrangements are treated as a defined benefit obligation of the Commission. Refer to Notes 2 (g) and 4.		
Movement in present value of defined benefit obligation		
Defined benefit obligation as at start of year	2,542,200	2,341,500
Foreign exchange difference	41,534	-
Current service cost	74,793	53,520
Interest cost	142,785	113,730
Employee's Salary Deductions	81,592	53,520
- Experience adjustment	135,986	133,800
- Actuarial (gains)/losses from changes in financial assumptions	-	(66,900)
Benefits paid by RJSLC	(88,391)	(86,970)
Defined benefit obligations as at end of year	<u>2,930,499</u>	<u>2,542,200</u>

Liability profile

The defined benefit obligations as at the year ends were allocated as follows:

Active members	66%	60%
Pensioners	34%	40%

Notes to the Financial Statements (continued)

6. Retirement benefit liability (Continued)

The weighted average duration of the defined obligation as at the year-end was 8.8 years (2024: 7.9 years).

98% of the benefits accrued by active members were vested (2024: 100%).

0% of the defined benefit obligation for active members was conditional on future salary increases (2024: 0%).

Movement in fair value of plan assets/asset allocation

The plan has no assets.

	2025	2024
	<u>TT\$</u>	<u>TT\$</u>
Expense recognised in profit and loss		
Current service cost	74,793	53,520
Net interest on net defined benefit liability	<u>142,785</u>	<u>113,720</u>
Net pension costs	<u>217,578</u>	<u>167,240</u>
Re-measurements recognized in other comprehensive income		
Experience losses	135,986	66,900
Total amount recognized in other comprehensive income	135,986	66,900
Opening defined benefit liability	2,542,200	2,341,500
Foreign exchange difference	41,534	-
Net pension cost	217,578	167,250
Re-measurements recognized in other comprehensive income	135,986	66,900
Employees salary deductions	81,592	53,520
Benefits paid	<u>(88,391)</u>	<u>(86,970)</u>
Closing defined benefit liability	<u>2,930,499</u>	<u>2,542,200</u>
Summary of principal assumptions as at 31 December		
Discount rate	5.5% pa	5.5% pa
Salary increases	n/a	n/a
Assumptions regarding future mortality are based on published mortality tables. The life expectancies underlying the value of the defined benefit obligation as at 31 December 2025, are as follows:		
Life expectancy at age 65 for current pensioners in years:		
- Male	17.7	17.6
- Female	21.6	21.6

Notes to the Financial Statements (continued)

6. Retirement benefit liability (Continued)

	2025 TT\$	2024 TT\$
Sensitivity Analysis		
The calculation of the defined benefit obligation is sensitive to the assumptions used. The following table summarizes how the defined benefit obligation as at the year end would have changed as a result of a change in the assumption used.		
	1% pa higher	1% pa lower
As at 31 December 2025		
Discount rate	(74,793)	88,391
As at 31 December 2024		
Discount rate	(60,210)	93,660

An increase of 1 year in the assumed life expectancies shown above would decrease the defined benefit obligation at 31 December 2025, by \$20,398 (2024: \$20,070).

These sensitivities were calculated by re-calculating the defined benefit obligations using the revised assumptions.

Funding

RJLSC provides benefits under the Plan on a pay-as-you-go basis and thus pays benefits as and when they fall due. RJLSC expects benefits totalling \$88,391 in 2026.

Notes to the Financial Statements (continued)

	2025 TT\$	2024 TT\$
7. Related party transactions		
The following balances/transactions were held/carried out with related parties:		
a) Due to related parties:		
- The Court	115,464	-
b) Due from related parties:		
- The Court	-	31,996
Amounts due to/ from the Court are interest-free, with no fixed repayment terms.		
c) Income received from the Trust Fund via the Court	2,611,421	1,620,278
d) Expense charge to the Commission by the Court	341,444	236,492
The Commission works to ensure that the Court meets and fully satisfies the expectations and needs of the people it serves.		
e) Key management compensation		
Salaries and other short-term benefits	506,800	458,656
8. Other payables and accruals		
Accounts payable	5,320	-
Accruals	16,500	16,500
	<u>21,820</u>	<u>16,500</u>
9. Funding from the Trust Fund		
Funding received from the Trust Fund	2,611,421	1,620,278
Pension income payable from Trust Fund	353,564	234,150
	<u>2,964,985</u>	<u>1,854,428</u>
10. Administrative expenses		
Professional fees	88,755	69,849
Salaries and allowances	1,088,623	1,023,825
Commissioners and recruitment expenses	738,632	795,394
Pension cost	383,975	197,039
Other expenses	60,104	59,830
Insurance expense	57,699	39,823
Janitorial	23,489	19,632
Depreciation	62,098	60,713
Office supplies	16,543	10,091
Printing and publication	11,424	11,295
Bank charges	13,110	14,007
Entertainment	5,394	2,360
	<u>2,549,846</u>	<u>2,303,858</u>

Notes to the Financial Statements (continued)

11. Financial risk management

Financial risk factors

The main financial risks arising from the Commission's operations are foreign exchange currency risk, credit risk and liquidity risk. Risk management is carried out by the Finance and Administration Manager under policies approved by the Commission.

Foreign exchange risk

The Commission is mainly exposed to foreign exchange risk arising from financial instruments denominated in United States dollars. Foreign exchange risk arises when future commercial transactions or recognized assets or liabilities are denominated in a currency that is not the Commission's functional currency.

The table below summarizes the Commission's asset, at the year ended, which is denominated in United States dollars.

	2025 TT\$	2024 TT\$
Assets		
Retirement benefits due from Trust Fund	2,930,499	2,542,200
Cash and cash equivalents	<u>1,208,876</u>	<u>292,548</u>
Total assets	<u>4,139,375</u>	<u>2,834,748</u>

The table below summarizes the sensitivity of the Commission's assets to changes in foreign exchange movements at the year-end. The analysis is based on the assumption that the relevant foreign exchange rate increased/decreased by 5% to the Trinidad and Tobago dollars (2024: 5%), with all other variables held constant. This represents management's best estimate of a reasonable possible shift in the foreign exchange rates, having regard to the historical volatility of those rates.

	Effect on accumulated fund	
Foreign exchange risk		
Increased by 5%	206,969	156,364
Decreased by 5%	(206,969)	(156,364)

Credit risk

Credit risk is the risk that a borrower or counterparty fails to meet its contractual obligation. Credit risk of the Commission arises from cash and cash equivalents as well as credit exposures from staff loans receivable. The Commission is mainly exposed to credit risk from cash and cash equivalents.

The credit quality of staff, their financial position, past experience, and other factors are taken into consideration in assessing credit risk and are minimized through the use of contractual agreements.

Notes to the Financial Statements (continued)

11. Financial risk management (Continued)

Financial risk factors (continued)

Credit risk (continued)

Cash and deposits are held with reputable financial institutions.

The carrying value of financial assets on the statement of financial position represents their maximum exposure.

Liquidity risk

Liquidity risk arises from the Commission's management of working capital. It is the risk that the Commission will encounter difficulty in meeting its financial obligations as they fall due. Prudent risk management implies maintaining sufficient cash to fund its day-to-day operations.

The table below summarizes the maturity profile of the Commission's financial liabilities as at the year-end based on contractual undiscounted payments:

	Less than three months TT\$
As at 31 December 2025	
Financial liabilities:	
Due to related party	115,464
Accounts payables and accruals	<u>21,820</u>
Total liabilities	<u>137,284</u>
As at 31 December 2024	
Financial liabilities:	
Due to related party	-
Accounts payables and accruals	<u>16,500</u>
Total liabilities	<u>16,500</u>

12. Subsequent events

Management evaluated all events that occurred from 1 January 2026, through 26 June 2026, the date the financial statements were available to be issued. During the period, the Commission did not have any subsequent events requiring recognition or disclosure in the financial statements.



Supplementary Financial Information

For The Year Ended 31 December 2025

(Expressed In United States Dollars)

Supplementary Financial Information (continued)



**Independent Auditors' Report
on the Supplementary Financial Information**

The Commissioners

The Regional Judicial and Legal Services Commission

We have audited the financial statements of the Regional Judicial and Legal Services Commission for the year ended 31 December 2025 and have issued our report thereon dated 26 June 2026.

We conducted our audit in accordance with International Standards on Auditing. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatements.

We conducted our audit for the purpose of expressing an opinion on the financial statements of The Regional Judicial and Legal Services Commission taken as a whole. The accompanying supplementary financial information, consisting of the statements of financial position, comprehensive income and changes in accumulated surplus, is presented for the purpose of additional analysis in United States Dollars and should not be considered necessary to the presentation of the basic financial statements. This information has been subjected to the audit procedures applied to the basic financial statements and, in our opinion, is fairly presented, in all material respects, when taken as a whole with the basic financial statements.

**26 June 2026
San Juan**

Supplementary Financial Information (continued)

Statement of Financial Position

As at 31 December 2025
(Expressed in United States Dollars)

	2025 US\$	2024 US\$
Assets		
Non-current assets		
Property and equipment	37,404	37,725
Retirement benefits due from Trust Fund	<u>431,000</u>	<u>380,000</u>
Total non-current assets	<u>468,404</u>	<u>417,725</u>
Current assets		
Due from related party	-	4,783
Other receivables	3,226	16,387
Cash and cash equivalents	<u>184,283</u>	<u>109,895</u>
Total current assets	<u>187,509</u>	<u>131,065</u>
Total assets	<u>655,913</u>	<u>548,790</u>
Accumulated surplus and liabilities		
Accumulated surplus	<u>204,722</u>	<u>166,324</u>
Total accumulated surplus	<u>204,722</u>	<u>166,324</u>
Non-current liability		
Retirement benefit liability	<u>431,000</u>	<u>380,000</u>
Total non-current liability	<u>431,000</u>	<u>380,000</u>
Current liabilities		
Due to related party	16,982	-
Accounts payables and accruals	<u>3,209</u>	<u>2,466</u>
Total current liabilities	<u>20,191</u>	<u>2,466</u>
Total accumulated surplus and liabilities	<u>655,913</u>	<u>548,790</u>

Translation rate used – 2025: US\$ 1.00 - TT\$6.7993 (2024: US\$1.00 - TT\$6.69)



Supplementary Financial Information (continued)

Statement of Comprehensive Income

For The Year Ended 31 December 2025

(Expressed in United States Dollars)

	2025	2024
	<u>US\$</u>	<u>US\$</u>
Funding from the Trust Fund	436,072	277,194
Other income	<u>15</u>	<u>2,801</u>
	436,087	279,995
Administrative expenses	<u>(375,016)</u>	<u>(344,374)</u>
Surplus/ (Deficit) for the year	61,071	(64,379)
Other comprehensive gain/loss:		
<i>Items that will not be reclassified to profit or loss</i>		
Re-measurements of defined benefit pension plan	<u>(20,000)</u>	<u>(10,000)</u>
Total comprehensive surplus / (deficit) for the year	<u>41,071</u>	<u>(74,379)</u>

Translation rate used – 2025: US\$ 1.00 - TT\$6.7993 (2024: US\$1.00 - TT\$6. 69)



Supplementary Financial Information (continued)

Statement of Changes in Accumulated Surplus

For The Year Ended 31 December 2025
(Expressed in United States Dollars)

	Accumulated Fund US\$
Year ended 31 December 2025	
Balance as at 01 January 2025	166,324
Foreign exchange difference	(2,673)
Total comprehensive surplus for the year	<u>41,071</u>
Balance as at 31 December 2025	<u>204,722</u>
Year ended 31 December 2024	
Balance as at 01 January 2024	240,703
Total comprehensive deficit for the year	<u>(74,379)</u>
Balance as at 31 December 2024	<u>166,324</u>

Translation rate used – 2025: US\$ 1.00 - TT\$6.7993 (2024: US\$1.00 - TT\$6. 69)



ANNUAL REPORT 2025

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