



GLOBAL  
RISK  
INSTITUTE

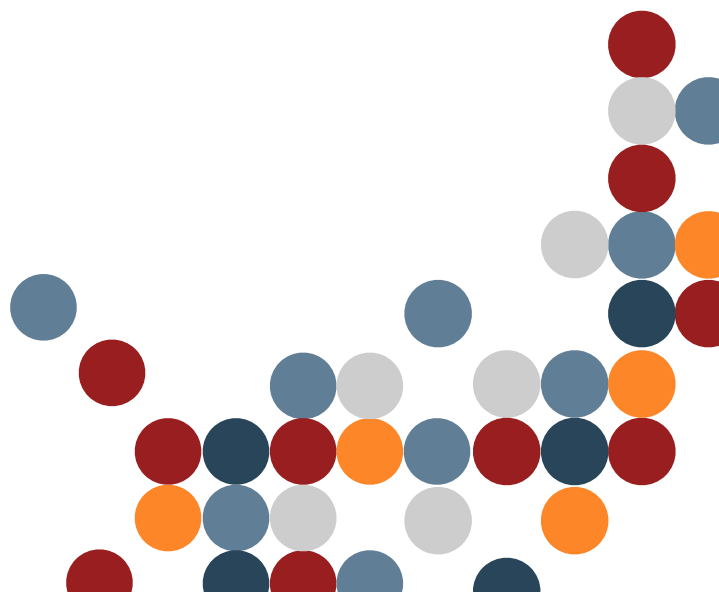


Annual Report 2022



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# Message from the Board Chair



While the financial services industry faces a rapidly changing landscape, GRI continues to focus on its mission – to bring together industry, academia, and government leaders to draw actionable insights on risks. We consider it a privilege and a commitment to contribute in meaningful ways to government and the financial industry to help identify emerging risks, determine ways to mitigate and adapt to risks with the aim of ensuring the stability of the financial services ecosystem.

I am proud of GRI's work and the value we deliver to members. As we continue to demonstrate our relevance to the financial sector, we have added to the breadth of our membership to include greater national and international coverage. 2022 saw GRI continue to build on our virtual offerings while bringing back in person and hybrid experiences.

I thank my fellow board members for their continued support and dedication. They draw on their vast leadership experience to help guide GRI with integrity. Their oversight and never-ending commitment to the organization and its mission fortify my pride as its chair.

Board service can be demanding, so I express my sincere gratitude to our outgoing board members. They took on their duties with dedication, expertise, and gravity. Indeed, they played a crucial role in GRI's formation and success.

As GRI implements its strategic plan, I look forward to working with our new board members, who will bring their unique talents and perspectives to the organization's work. Their addition to the board will help to continue positioning the organization as a critical leader in risk management.

I would also like to thank our President and CEO, Sonia Baxendale. Her business acumen, passion for GRI's mission, and laser focus make her a strong leader. Sonia has put together a skilled and resourceful team of professionals committed to delivering value to help the financial services industry plan for and mitigate risk.

As we look to 2023 and beyond, I look forward to continuing to work closely with my fellow board members to serve the global risk community.

Thank you for your continued support.

A handwritten signature in black ink, appearing to read 'Mark Hughes'.

**Mark Hughes**  
Chair, Global Risk Institute

# Message from the President & CEO



The world has dramatically changed over the past few years as we experienced accelerated geopolitical tensions, extremely strained relations amongst the world's superpowers, the war in Ukraine, a rise in populism, threats to energy security, climate change, and runaway inflation. As we recover from the pandemic and adapt to ever-evolving work practices, these economic, political, geopolitical, and climate risks will continue to challenge the global community. In this post-pandemic world and in the face of these uncertain times, GRI stayed the course and continued to drive thought leadership in risk management.

The environment requires organizations to focus on resiliency. We must invest strategically in people, capabilities, processes, structures, and technologies that prepare us to mitigate these risks. We need to work together to build effective partnerships and strategies to minimize threats and meet challenges head-on. No organization is better positioned than GRI to arm the financial services industry to turn these challenges into opportunities through its three key pillars of activity: research, education, and events.

In 2022 we made meaningful headway in building these foundational activities. Research played a key role as we helped members bridge gaps in information as they looked to build risk capacity within their organizations. Research will continue to be a core activity in 2023 as we leverage the vast resources at our disposal to foresee emerging risks to the financial industry.

We continued to help our member organizations build resilience to financial risks through our education, training, and bespoke sessions. For the first time, we made our Summit a hybrid event allowing global participation and members to engage with the rich content in person or digitally. In 2023, we will continue to strike the right balance of in-person, virtual, and hybrid educational programs. Building on our success, we plan to host more round-table discussions and provide members with refreshed content and new and engaging speakers.

I am proud of the GRI team and their many accomplishments supported by the strategic guidance our board of directors.

On behalf of the entire GRI team, thank you for your continued confidence in our capabilities and expertise.

Yours Truly,

A handwritten signature in black ink, appearing to read 'SBaxendale', with a long horizontal flourish extending to the right.

**Sonia Baxendale**  
President & CEO, Global Risk Institute

# About GRI

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## Mission

The Global Risk Institute (GRI) is a premier organization that defines thought leadership in risk management for the financial services industry. We bring together leaders from industry, academia and government to draw actionable insights on risks globally.

## Vision

To be a critical resource to government and the financial industry to mitigate and adapt to risks, focused on ensuring the stability of the financial ecosystem.

## Current Members

Our members are financial institutions, governments and regulators from across Canada. Employees and board members of these organizations have access to our research material and can enroll in our educational programs and attend our events.

# GRI Leadership

## LEADERSHIP TEAM

### Sonia Baxendale

President & CEO

### Vanda Vicars

Chief Operating Officer

### Bruce Choy

Managing Director, Research

### SukYee Ang

Director, Finance

### Chris Burke

Director, Member Services

### Audrie Chad

Director, Research

### Dennis Fei

Director, Financial Reporting & Budgeting

### Victoria Guo

Director, Research

### Nancy Tibbo

Director, Marketing & Communications

## SENIOR FELLOWS

### Janet Ecker

Government Advisor

### John Hull

Senior Research Fellow

## EXECUTIVES IN RESIDENCE

### Rita Achrekar

Executive in Residence

### Hugh O'Reilly

Executive in Residence

### James (Jason) Stewart

Executive in Residence

### Michael Stramaglia

Executive in Residence

### Lois Tullo

Executive in Residence

## GRI BOARD OF DIRECTORS

### Mark Hughes

Chair,  
Global Risk Institute

### Michelle L. Collins

President, Cambium LLC  
Corporate Director

### Lynn Oldfield

President & CEO,  
AIG Insurance Company of  
Canada

### Sonia Baxendale

President & CEO,  
Global Risk Institute

### Julie Dickson

Corporate Director,  
Canadian Accountability Board

### Craig Pinnock

Chief Financial Officer,  
Northbridge Group

### Ajai Bambawale

Group Head & CRO,  
TD Bank Group

### Dwight Duncan

Senior Strategic Advisor,  
McMillan LLP

### Hon. Lisa Raitt

Vice-Chair, Global Investment Bank-  
ing, CIBC Capital Markets

### Craig Broderick

Corporate Director,  
Bank of Montreal

### Graeme Hepworth

CRO,  
Royal Bank of Canada

### Michael Zerbs

Group Head, Technology &  
Operations, Scotiabank

### Francine Champoux

EVP, Risk Management,  
Desjardins Group

### Naveed Irshad

President & CEO, Manulife  
Canada

### Barbara Zvan

President & CEO,  
University Pension Plan Ontario

## GRI ADVISORY COMMITTEES

### BUSINESS STRATEGY COMMITTEE

**Alyson Bailey-Flynn**

SVP, Data Analytics & Technology,  
Global Risk Management, Scotiabank

**Sonia Baxendale**

President & CEO, Global Risk Institute

**Brad Crombie**

CEO, Alquity

**Dwight Duncan**

Senior Strategic Advisor, McMillan LLP

**J. Michael Durland**

President & CEO,  
Melancthon Capital

**Janet Ecker**

Government Advisor

**Stephen Forbes**

EVP, Banking Centres, CIBC

**Paul C. Genest**

SVP, Power Corporation of Canada

**Richard Frank Goulding**

Former CRO, Standard Chartered PLC

**Ozench Ibrahim**

Partner, KPMG

**Isabelle T. Jacques**

Assistant Deputy Minister, Financial Sector  
Policy Branch, Department of Finance

**Sharon Ludlow**

Board Member, Lombard International

**Gadi Mayman**

CEO, Ontario Financing Authority

**Vanda Vicars**

COO, Global Risk Institute

### SUSTAINABLE FINANCE ADVISORY COMMITTEE

**Sonia Baxendale**

President & CEO, Global Risk Institute

**Blair Feltmate**

Head, Intact Centre on Climate Adaptation,  
University of Waterloo

**Toni Gravelle**

Deputy Governor, Bank of Canada

**Timothy Hodgson**

Corporate Director & Chair, Hydro One

**Miranda Hubbs**

Independent Director, Nutrien, Imperial Oil  
& PSP Investments

**Shannon McGinnis**

EVP, Non-Financial Risk Management,  
TD Bank Group

**Mike Pedersen**

Board Chair, Business Development Bank of Canada

**Barbara Zvan**

President & CEO,  
University Pension Plan Ontario



## GRI ADVISORY COMMITTEES (CONTINUED)

### RESEARCH ADVISORY COMMITTEE

**Sonia Baxendale**

President & CEO,  
Global Risk Institute

**Claude Bergeron**

EVP & CRO,  
La Caisse de dépôt et placement du Québec

**Bruce Choy**

Managing Director, Research,  
Global Risk Institute

**Michel Crouhy**

Head of Research & Development,  
Natixis, France

**Darrell Duffie**

Economist & Professor of Finance,  
Stanford University

**Blair Feltmate**

Head, Intact Centre on Climate Adaptation.  
University of Waterloo

**Paul Glasserman**

Professor & Research Director,  
Columbia University

**Michael A. Goldberg**

Dean Emeritus & Professor, Sauder School of  
Business, UBC

**John Hull**

Senior Research Fellow, GRI  
Professor, Derivatives and Risk Management,  
Rotman School of Business, University of Toronto

**James (Jim) C. MacGee**

Managing Director, Economic & Financial Research,  
Bank of Canada

**Daniel Moore**

Former Group Head & Chief Risk Officer,  
Scotiabank

**Gopala (Gops) Narayanan**

SVP, Enterprise Risk Management,  
RBC

**Jean-François Perrault**

Chief Economist & Senior Vice President,  
Scotiabank

**Dan Rosen**

Professor of Mathematical Finance, The Fields Institute,  
University of Toronto

**Barbara Zvan**

President & CEO,  
University Pension Plan Ontario



# GRI Membership

Government of Canada  
 Province of Ontario  
 AIG Canada  
 Alberta Investment Management Corporation  
 BMO Financial Group  
 Business Development Bank of Canada  
 Canada Deposit Insurance Corporation  
 Canada Infrastructure Bank  
 Canada Life  
 Canada Mortgage and Housing Corporation  
 Caisse de dépôt et placement du Québec  
 Canadian Imperial Bank of Commerce  
 CPP Investments  
 Desjardins  
 Equitable Bank  
 Export Development Canada  
 Fairfax Financial Holdings Limited  
 Farm Credit Canada  
 Home Trust Company  
 IGM Financial  
 Independent Electricity System Operator  
 Insurance Bureau of Canada

Investment Management Corporation of Ontario  
 Laurentian Bank  
 Mackenzie Investments  
 Manulife Financial  
 Meridian Credit Union  
 Munich Re Canada  
 National Bank of Canada  
 OMERS  
 Ontario Pension Board  
 Ontario Teachers' Pension Plan  
 OPTrust  
 Payments Canada  
 PC Financial  
 Power Financial Corporation  
 PSP Investments  
 RBC Royal Bank  
 Sagicor  
 Scotiabank  
 Sun Life Financial  
 TD Bank Group  
 University Pension Plan Ontario  
 Vancity Credit Union



# 2022 Highlights

## Driving thought leadership in uncertain times

GRI focuses on building capability and capacity in the financial sector and providing members with the knowledge and tools to fortify their risk management expertise.

In 2022, we continued to leverage our convening power to foster conversations and action about risk through: education, events, and research. This past year we:

### **Acted as a critical resource to government and the financial industry**

- Returned to in-person programming and continued to offer virtual options
- Convened a Board Risk Oversight and Insight Program Foundational Class
- Hosted three Climate Smart Board sessions
- Delivered four Emerging Leaders Programs
- Presented at Government of Ontario OnRisk Conference
- Activated our membership by increasing the number of Bespoke sessions by 315%
- Launched a new public website to further establish our online presence and showcase the depth and breadth of our resources
- Continued to sponsor Rotman's Masters of Financial Risk Management Program (MFRM)

### **Convened key leaders**

- Hosted an executive-level dinner with attendees from the public and private sectors, including senior representatives from member organizations, and Canadian and Ontarian governments, to discuss geopolitical and climate trends
- Co-hosted four Financial Industry Forum on Artificial Intelligence (FIFAI) workshops with OSFI
- Addressed 126 leaders from the financial services industry for a virtual conversation with Ontario's Finance Minister
- Facilitated the presentation of the findings from the Bank of Canada and OSFI's pilot project on climate risk scenarios to over 70 financial services organizations from across Canada

### **Assisted in ensuring the stability of the financial services industry**

- Hosted four webinars in the Macroeconomic Policy Series
- Facilitated a discussion on geopolitical issues and the impacts of the Russian invasion of Ukraine to the financial sector
- Published 36 research reports and articles

### **Increased our global presence**

- Sponsored the new Digital Finance and Technology Research Centre established at Columbia University in 2022
- Spoke at four events on quantum computing, one for the India College of Supervisors
- Participated in four international events on the Future of Currency
- Participated in IFRS consultation on Exposure Drafts S1 and S2



# Pillars of Activity: Events, Education & Research

## Addressing Global & Regional Risk

At the heart of our mandate, we tap into three pillars of activity to deliver maximum value to our members and advance risk management capacity for the financial services industry. These three pillars act as a catalyst to tackle global and regional risks and make us an essential resource to the financial sector and government.

1. Convening **events** for our members
2. Developing quality **education** programs for risk management professionals at all levels and
3. Sponsoring and developing strategic **research** on emerging issues



# Convening Power Is our Strength

In 2022 the top risks experienced by the financial services sector included: economic, geopolitical, technological, and environmental. Having the capabilities and knowledge to be prepared and respond appropriately to new developments from these evolving risks is crucial for all sectors – but especially financial services.

Understanding that these risks expose our members to a rapidly changing environment, we forged ahead to deliver on our goals: improve risk management in the financial sector, deepen our collective understanding of financial risk, and develop practical strategies in partnership with our members. To achieve our goals, we leverage our tremendous convening power.

GRI is uniquely positioned to bring together industry, government and academia to collaborate to anticipate, plan and mitigate risk to the financial services sector. In 2022, we convened informative events to enable leaders to learn from experts and one another. Embracing the reality that convening can take many forms and furthering our ability to connect to a global audience, we began to host hybrid events. This expanded our convening power and delivered a world-class lineup of speakers to a larger audience.



# Events

## A return to in-person while providing virtual access

Convening the right people at the right time is our strength. In 2022, members benefited from valuable insights and interaction with authorities and leaders in industry via our in-person, virtual, and hybrid events.

As we continued to leverage digital tools to convene, we were able to produce events in shorter time frames and with broader outreach. More than 4,700 people participated in 53 GRI in-person and virtual events, educational and bespoke programming – a 42% increase over 2021 — to gain insights from industry leaders, academia, and the public sector. Some highlights include:

### Geopolitics

Hosted a discussion to help members assess the likely impact of international risks like the war in Ukraine.

#### **The Russian Attack on Ukraine: Geopolitical Risk: A discussion with Janice Stein**

- **Janice Stein**, Director of the Munk School of Global Affairs & Public Policy at the University of Toronto

### Macroeconomics

For the second year, we examined the economy-wide effects of monetary policy.

#### **Monetary Policy in Transition: Impacts and Risks of the Bank of Canada's Policy Normalization**

- **Warren Lovely**, Managing Director, National Bank of Canada
- **Christopher Ragan**, Associate Professor, McGill University

#### **Uncharted Waters: When Policy Solutions Exacerbate or Become the Problem**

- **Bill White**, former Deputy Governor of the Bank of Canada

#### **A Deeper Dive into Assessing Inflation in Goods and Asset Markets**

- **Derek Holt**, Vice President and Head of Capital Markets Economics, Scotiabank

#### **Macroeconomic Lessons from the Pandemic**

- **Stéfane Marion**, Chief Economist and Strategist, National Bank of Canada

### Climate Change

Assessing climate change risk and providing an understanding of the overall scale of the problem.

#### **Climate Change: Layering Further Complexity on Mortgage Risk**

- **Nezihe Aquino**, Chief Risk Officer, Vancity
- **Kathryn Bakos**, Director, Climate Finance and Science, Intact Centre on Climate Adaptation
- **Steve Mennill**, Chief Climate Officer, CMHC

#### **Climate Change and Mortgage Risk and Insurance**

- **Craig Stewart**, Vice President at the Insurance Bureau of Canada
- **Mathieu Boudreault**, Professor at Université du Québec à Montréal



## Key Resource to Government and Industry, Bringing Together Key Leaders

**GRI continued to facilitate interaction between our government partners and industry.**

- Hosted A Conversation with Peter Bethlenfalvy the Minister of Finance
- Brought together the financial industry with the Bank of Canada (BoC) and OSFI to present its finding on the BoC/OSFI Climate Scenarios Pilot
- Co-hosted a series of four workshops with OSFI on artificial intelligence aimed at providing ensuring the financial industry has appropriate risk management frameworks in place
- Delivered ERM training to the Province of Ontario employees across a variety of departments.

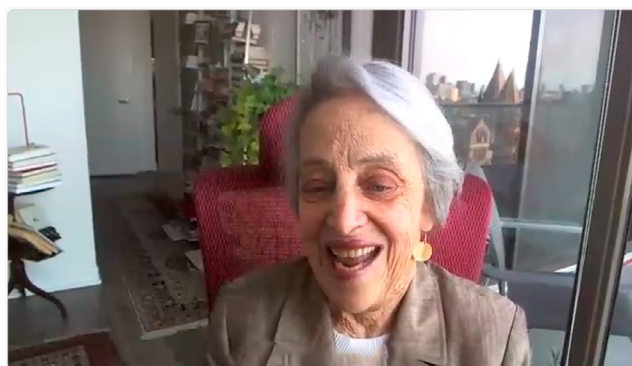


## Assisted in Ensuring Financial Stability, Increasing Global Presence

GRI is respected as leaders in the risk community. In 2022 GRI staff were invited to speak at 28 events to share information and insights pertaining to several key areas of our risk focus.

Industry conferences returned in 2022 and GRI was invited and participated in nine.

- International Swaps and Derivatives Association (ISDA) Virtual Conference: Canadian Benchmark Reform - the Long Road Ahead
- UK Open Banking Chief Business Development Officer (CBDO) Expo: The Long Road to Cashless
- Chief Financial Officer (CFO)/ Chief Risk Officer (CRO) Summit: Risks and How to Deal With Them
- Payments Canada Summit: The Evolution of Payments
- Northwind 35th Annual Financial Services Forum: Emerging Risks
- Fields Institute, U of T, Blockchain Conference
- The 3rd ESG & Climate in Quantitative Finance Conference
- American Bankers Conference: The Five Futures of Money
- Globe and Mail's 2nd Annual Sustainable Finance Summit: Risks and Opportunities for Business Leaders



# GRI Summit 2022

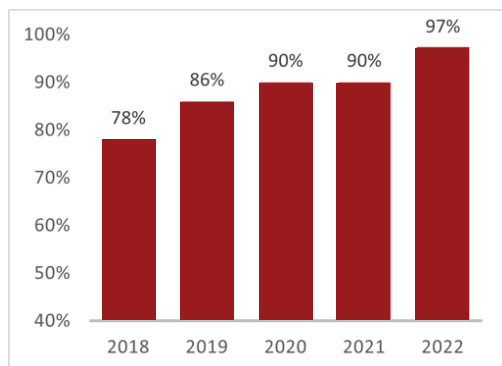
## 100% plan to attend in 2023

This annual one-day gathering for financial industry professionals is the best place to learn from industry experts, connect with peers, exchange ideas, and network.

Our 12th Annual Summit, held on November 9th, was our most successful to date. Over 300 attendees participated in person and online. Participants heard from a lineup of industry influencers from the financial services sector, government, academia, and regulatory bodies. High session satisfaction ratings indicated attendees benefited from an abundance of perspectives on Canada-U.S. relations, regulation, geopolitics, digital currencies, cyber risk, and capital markets.

### Overall Satisfaction Feedback:

97% Approval Rating



### Summit sessions:

*Navigating the U.S. – Canada Relationship*

*Looking through the Regulators' Lens*

*Grappling with Geopolitics*

*Evolving the Future of Money*

*Breakout Sessions: The Changing Landscape of Model Risk, Quantum Adoption: Cyber Risk Considerations, Digital Assets and the Future of Capital Markets*

*Assessing Risk in an Uncertain World*

*Discussing the Role of Financial Services in Advancing Sustainability*

*"I appreciated having speakers that challenged us to think and see things differently.*

*There were viewpoints from different perspectives, not all of which I agreed with, but all made me think."*

DARREN HOWDEN, ICD.D FARM CREDIT CANADA

SENIOR VICE-PRESIDENT, ENTERPRISE RISK AND PORTFOLIO MANAGEMENT



Ontario Minister of Finance Peter Bethlenfalvy and GRI President and CEO Sonia Baxendale at GRI Summit 2022 Dinner



From Left: Grant Vingoe, CEO, OSC  
Peter Routledge, Superintendent, OSFI,  
Bruce Choy, Managing Director, Research, GRI  
Mark White, CEO, FSRA at GRI Summit 2022

# Education

We empower organizations and their financial services industry employees with an understanding of how to identify and deal with risks.

The ability to identify risks provides an organization with the ability to mitigate them. The various programs offered by GRI enhance members' risk aptitude at all stages of their careers. In addition to high-quality, timely, and relevant content, each program provides networking opportunities, builds professional relationships, and fosters long-term engagement.

## Board Risk Oversight and Insight Program (BROIP)

Targeted to C-Suite executives and board directors, BROIP empowers members with the necessary risk perspective to better execute their leadership and governance responsibilities.

In 2022 we offered our **Foundations Class** with topics that included:

### Operational Resilience as a Strategic Imperative

- **Sonia Baxendale**, President & CEO, GRI

### The Evolution of Risk Management UBS Group AG

- **Mark Hughes**, Corporate Director and Chair, UBS Group Risk Committee
- **Christian Bluhm** Group CRO, UBS Group, Switzerland
- **Markus Ronner** Group Chief Compliance and Governance Officer, UBS Group, Switzerland

### Impact of Geopolitical Risk on the Board Agenda

- **Janice Stein**, Professor, Munk School of Global Affairs

### Climate and ESG Risk Oversight and Opportunity

- **Alyson Slater**, Director of Research, Sustainability, GRI (Former)

### Reimagining Work: Opportunities for every organization and board

- **Zabeen Hirji**, Executive Advisor, Future of Work at Deloitte

This one-day program was very well received with 33 attendees from 15 member organizations.

Additionally, we continued the **BROIP Climate Smart Boards Series** adding three more sessions. Content is designed to mobilize the corporate director community through education on strategies to embed climate considerations into Canadian boardrooms' strategic decision making.

- Drivers of Climate-Related Risk: Board Responsibilities Are Changing
- Understanding Climate Standards, Reporting Frameworks and Data, and
- Planning for a Low Carbon Transition



*Zabeen Hirji, Executive Advisor, Future of Work at Deloitte  
Reimagining Work: Opportunities for every organization  
and board*

# Education

## (continued)

### Emerging Leaders Program (ELP)

Targeted to high-potential individuals with leadership responsibilities or aspirations, ELP advances their knowledge and effectiveness in the management of risk.

In 2022, we delivered four programs – February, May, and two in October (Toronto and Montreal) – with an aggregate 109 attendees from our member organizations.



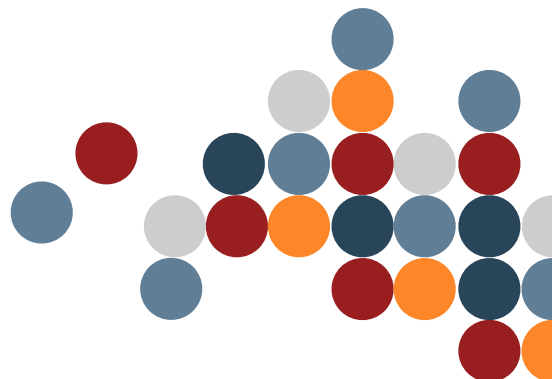
### Bespoke Sessions

Unique in the risk management space, these sessions enable in-depth and highly tailored opportunities for GRI members to deepen their understanding and have meaningful discussions on specific risk-related topics.

Delivered 17 Bespoke sessions to over 1700 people across our member organizations

GRI staff provided 17 in-depth and highly-tailored bespoke sessions to help members deepen their understanding of and have meaningful discussion on specific topics. For example:

- Quantum and cyber security education.
- Enterprise Risk Management
- Climate Risk
- Artificial Intelligence and Machine Learning



# Research

## Centre of excellence

We continued cultivating partnerships that spanned government, academia, and the private sector in 2022. To this end, we initiated several new partnerships to access new data sources.

### Bringing global expertise to Canada

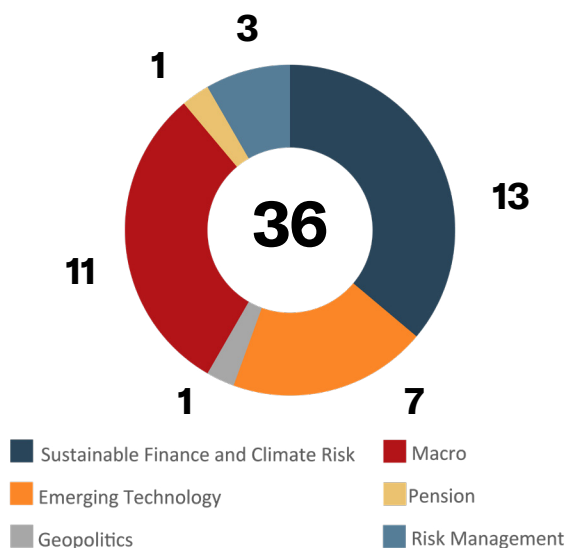
We continued to deliver on our research commitment to developing a deeper understanding of the risks associated with the financial industry through our research. To do this more effectively, we fostered relationships with risk professionals worldwide and strengthened existing relationships to create new perspectives and inform traditional thinking in risk management.

For example, machine learning and artificial intelligence are set to transform the financial industry, using vast amounts of data to build models that improve decision-making, tailor services and potentially improve risk management. In the face of the ongoing widespread use and rapid adoption of technology, understanding how the financial industry uses this technology and how they will manage risks is essential to understanding how they can be mitigated.

From among the 36 papers published in 2022, the following samples the breadth of our content:

- *Artificial Intelligence and Machine Learning: A Model Risk Management Perspective*
- *A 2022 Primer to Crypto-trading*
- *World Economic Forum's Global Risks Report 2022: The Canadian Perspective*
- *Sanctions on Russia: Disruptions in Emerging Markets*
- *Emerging Disruption: Buy Now Pay Later in Canada*
- *Unwinding Pandemic Stimulus: The Bank of Canada's Narrow Path to Successful Policy Normalization*

**Research Papers Published in 2022 by Research Category**



## Pension Hub

We recognize the value that pensions deliver and the income security they bring. We continue to develop research and share expertise to help forge innovative solutions to pension design, governance, and investment challenges in Canada.

### Our pension hub research topics in 2022 included:

- sustainable pension system
- future of retirement
- longevity
- investment risk

### Major papers published in 2022

- *Canadian Public Policy Journal: Special edition Pensions, Retirement, Longevity, and Long-term Care (volume 1)*
- *Currency Hedging Strategy: An Empirical Study of Emerging Markets*
- *The Connection Between Population Structure and Returns on Infrastructure Investments*

## Sustainable Finance Hub

The financial services industry has a role to play in the overall economy and guide it towards sustainability. As such, we are actively engaged in expanding the financial sector's understanding of climate risks while identifying proactive responses and new market opportunities.

### Our sustainable finance research topics in 2022 included:

- Regulation and reporting
- Climate strategy: incorporating climate risk into ERM
- Data and decarbonization pathway

### GRI sustainable finance and climate risk papers published this year:

- *Treading Water: Impact Of Catastrophic Flooding On Canada's Housing Market*
- *How to Distinguish the Good from Greenwashing: Greenwashing Risk in the Canadian Market and Mitigation Measures for Financial Institutions*
- *What's Next After TCFD? An Overview of Nature-Related Financial Disclosures*



# Looking Ahead

As the risk environment continues to evolve and become more complex, we will continue to deliver events, education, and research on which our members and the global financial services industry can rely. These activities will allow us to continue to grow and build risk capacity and capabilities.

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## In 2023 we have plans to:

- Establish new global partnership opportunities while maximizing existing ones
- Continue to expand the popular series of webinars and events: Women in Risk, Macroeconomic Policy and Climate Smart Boards
- Return to in-person roundtable discussions
- Continue to develop new programming for emerging leaders
- Develop new master classes for our board community
- Develop and launch a risk literacy program aimed to present risk insight to a broader audience



*Tariq Fancy, Sustainable Finance Critic, Former CIO of Sustainable Investing, BlackRock and Tiff Macklem, Governor of the Bank of Canada*



*Craig Pinnock, Chief Financial Officer of the Northbridge Group and Bruce Choy, Managing Director, Research, GRI*

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## Building risk management capacity and capability

### ABOUT GRI

The Global Risk Institute is the premier organization that defines thought leadership in risk management for the financial industry. GRI brings together leaders from industry, academia and government to identify actionable insights on emerging risks and trends globally.

We develop high-quality research, convene our membership to further dialogue between the public and private sector and government regulators, and deliver an array of training programs that span multiple financial risk management topics.

Established in 2011 by the Canadian and Ontario governments and 16 financial institutions in response to the global financial crisis, GRI is a non-profit, public and private partnership with, at year end, 44 members from the financial sector. Find more information on [www.globalriskinstitute.org](http://www.globalriskinstitute.org) or follow GRI on LinkedIn and Twitter.

### CONTACT US

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