



GLOBAL CENTRE FOR PLURALISM  
CENTRE MONDIAL DU PLURALISME

Annual Report 2019

# Strengthening the collective response to diversity



*“Pluralism means more than merely tolerating a diversity of influences and ideas. It also means welcoming the learning opportunities that diversity provides, finding ways to honour that which is unique in our individual traditions as well as those values that connect us to all of humankind.”*

His Highness the Aga Khan,  
From an address in Kazan, Russia,  
September 2019

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Cover image: Award recipients at the  
Global Pluralism Award ceremony,  
Ottawa, Canada, November 2019.

Credit: Mo Govindji/AKDN



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# Secretary General's Message

Meredith Preston McGhie and His Highness the Aga Khan at the Global Pluralism Award ceremony in Ottawa, November 2019

Credit: Mo Govindji/AKDN

On October 1, 2019, Meredith Preston McGhie joined the Global Centre for Pluralism as Secretary General.

Ms. Preston McGhie has extensive practical experience advancing pluralism, including over 20 years of work in frontline mediation, policy and diplomacy in some of the most troubled situations in Africa and Asia.

She replaces John McNee, whose skillful leadership helped steer the Centre from its infancy to the global presence and reputation it enjoys today.



I am writing this message in the midst of the COVID-19 crisis. Our global efforts to “flatten the curve” have taken a strange yet necessary form: social distancing. As we physically isolate in our homes to stop the spread of disease, it becomes more important than ever to build and sustain connections within and across our diverse communities.

True learning and transformation emerge from uncomfortable spaces. As an organization that deeply values learning, the Global Centre for Pluralism has been reflecting on what lessons this crisis has surfaced. We can find a number of those lessons in the Centre’s recent work.

In November, we celebrated the achievements of 10 Global Pluralism Award laureates whose work highlights the resilience of people and communities around the world. Their accomplishments have inspired us and given us hope for the future, demonstrating the powerful results of applying pluralism to every aspect of our lives and work. I am looking forward to this year’s Award nominations, which I know will reveal more examples of initiatives and individuals who are using their creativity, skill and dedication to enact positive, lasting change. These will undoubtedly be the leaders at the forefront of efforts to rebuild post-pandemic. Their work needs to be recognized and supported more than ever.

At our 2019 Annual Pluralism Lecture in Lisbon, United Nations Deputy Secretary-General, Amina J. Mohammed, made this prescient statement:

*“As we face a growing number of issues that do not respect national borders – from climate change to spreading conflict and outbreaks of disease – we need regional and global institutions more than we have ever done before, to strengthen our collective response.”*

- AMINA J. MOHAMMED

Less than a year after Ms. Mohammed delivered those words, a global pandemic is testing that collective response. As societies look to address the inequality and exclusion that the crisis has exacerbated, multi-sectoral cooperation will be more important than ever to build inclusive societies that respect diversity. Our Global Pluralism Index, which underwent testing and piloting in 2019, will be vital to this effort. The Index provides much-needed data to help societies measure and track their ability to address exclusion and to inform solutions that can close the deep divides between groups.

COVID-19 goes beyond a health crisis. It is a human, economic and social crisis that affects all segments of the population – but in vastly different ways. The pandemic has magnified the underlying inequalities in our societies. As we look towards recovery, we must confront the uncomfortable truths and societal blind spots about who is being left behind and consider what lessons on empathy, connection and solidarity can inform change. To “build back better”, we need solutions that are grounded in pluralism.

We have been presented with a challenge, and also with an opportunity: to work harder and with more compassion for connection and belonging. I believe that if we are vigilant and continue advancing pluralism, we can emerge from this pandemic as a stronger and more compassionate global society.

Meredith Preston McGhie  
Secretary General

# About the Centre

Our vision is a world where human differences are valued and diverse societies thrive.

A Canadian citizenship ceremony at the Centre, co-hosted with the Institute for Canadian Citizenship, March 2019.

Credit: Patrick Doyle



## Inspired by Canada

Founded in Ottawa by His Highness the Aga Khan, in partnership with the Government of Canada, the Centre is inspired by Canada's experience. Respect for diversity has become a defining characteristic of Canada and a core element of the country's identity and yet Canadians recognize that it still requires ongoing effort, in particular in the journey of reconciliation with Indigenous peoples.

## Our Work

The Centre's work seeks to inform and influence the daily decisions and resulting systems that create respect for diversity. By publishing analyses, convening dialogue and recognizing and supporting champions of pluralism, the Centre advances its thesis that when diversity is valued, everyone benefits.

The Centre's programs:

- ▶ Deepen understanding about the sources of inclusion and exclusion globally and in Canada
- ▶ Chart pathways to pluralism in specific places and cases
- ▶ Catalyze dialogue and learning about the policies and practices that support pluralism
- ▶ Build a commitment to inclusive societies that respect differences

## About Pluralism

Whereas diversity in society is a fact, how societies respond to diversity is a choice. Pluralism is a positive response to diversity, grounded in mutual respect. In spaces where people connect and come into conflict on a daily basis, the need for pluralism is particularly critical.

Pluralism results from the daily decisions taken by state institutions, civil society associations and individuals to recognize and value human differences. The goal of pluralism is that every individual is able to participate and contribute as a full member of society.



### Global Headquarters

A Canadian heritage landmark, the Centre's global headquarters in Ottawa first housed the Public Archives (1905–1967) and then the Canadian War Museum (1967–2005). Following a multi-year restoration, underwritten by His Highness the Aga Khan as part of the partnership with the Government of Canada, the building at 330 Sussex Drive was inaugurated in May 2017. In addition to housing the Centre's operations, it enables us to convene events, and provides a gracious and much sought after dialogue space for organizations in the nation's capital.



Credit: Andrea Cardin

### Board of Directors

The Centre is governed by an international Board of Directors.

- His Highness the Aga Khan (Chair)
- Princess Zahra Aga Khan
- Iain Benson
- The Rt. Hon. Adrienne Clarkson
- Huguette Labelle
- The Rt. Hon. Beverley McLachlin
- Marwan Muasher
- Azim Nanji
- Marty Natalegawa
- Margaret Ogilvie
- Khalil Shariff
- Eduardo Stein

Board members at the Annual Pluralism Lecture in Portugal, June 2019.

From left to right: Huguette Labelle, the Rt. Hon. Beverley McLachlin and the Rt. Hon. Adrienne Clarkson.

Credit: Sérgio Garcia



Marty Natalegawa

Credit: UN Photo

This year, we welcomed Marty Natalegawa to the Centre's Board. He served as Foreign Minister of the Republic of Indonesia (2009-14), Permanent Representative of Indonesia to the UN in New York (2007-9) and Ambassador to the UK as well as to Ireland (2005-7). He currently serves as a member of the United Nations Secretary-General's High Level Advisory Board on Mediation.

*"In a world trending towards closed and exclusionary societies, there is a critical need to support and strengthen work that fosters peace, justice and inclusion. I am pleased to join this esteemed Board of Directors and support the Centre in its vital work to tackle some of humanity's most urgent challenges".*

- MARTY NATALEGAWA

# Our Global Reach

- 1 Canada**  
Hosted Global Pluralism Award recipients for events, workshops  
—  
Piloted Global Pluralism Index  
—  
Presented events, including on the rise of populism and inclusive justice; screened documentary on peace and reconciliation
- 2 Afghanistan**  
Afghanistan National Institute of Music received Global Pluralism Award honourable mention
- 3 Bangladesh**  
Rupantar received Global Pluralism Award honourable mention
- 4 Bosnia and Herzegovina, Croatia, Montenegro and Serbia**  
'Learning History that is not yet History' network won Global Pluralism Award
- 5 Colombia**  
Screened documentary about 2017 Award winner, Leyner Palacios Asprilla
- 6 France**  
SINGA France received Global Pluralism Award honourable mention  
—  
Hosted panel discussions at Paris Peace Forum
- 7 Germany**  
Piloted Global Pluralism Index
- 8 Ghana**  
Children's book publisher, Deborah Ahenkorah, won Global Pluralism Award
- 9 Hungary**  
Artemisszió Foundation received Global Pluralism Award honourable mention
- 10 Kenya**  
Piloted Global Pluralism Index
- 11 Lebanon**  
Adyan Foundation received Global Pluralism Award honourable mention
- 12 Myanmar**  
Center for Social Integrity won Global Pluralism Award
- 13 Nigeria**  
Supported Nigeria and Kenya launches of *Companion for Women Mediators of Armed Conflict – Peace through Pluralism*, by 2017 Award winner Alice Nderitu
- 14 Portugal**  
Presented Annual Pluralism Lecture with UN Deputy Secretary-General, Amina J. Mohammed
- 15 United Kingdom**  
Hosted workshop to review the findings of the Global Pluralism Index pilot phase
- 16 United States**  
Soliya received Global Pluralism Award honourable mention



# Program Highlights 2019

## CONTENT AND ANALYSIS:

### GENERATING NEW UNDERSTANDING OF PLURALISM

Developing new content and analysis is crucial to the Centre's mission of advancing understanding of pluralism around the world. In 2019, we continued to expand the pluralism knowledge base by conducting research and analysis and publishing papers, case notes and educational resources. This new content demonstrates that pluralism has very real, practical applications across many different sectors and contexts.

Teachers at a workshop in Portugal.

Credit: AKF Portugal



In 2019, we completed drafting our *Pluralism Lens* publication. Based on six years of commissioned research, engagement with practitioners and input from the recipients of the Global Pluralism Award, the report outlines the Centre's understanding of pluralism. A wide range of actors will be able to use this report to understand how to apply pluralism in their work to promote more just, peaceful and equitable societies.

Specifically, the *Lens* explores what can be learned from different responses to diversity around the world, how pluralism intersects with various fields of practice and how we can support a long-term commitment to inclusive societies that respect differences. The report is slated for release in 2020.

This year also saw an addition to our *Intersections* series, a collection of papers exploring how pluralism intersects with existing fields of practice or perspectives on diversity, such as international development, democracy promotion or human rights. The series is designed to help practitioners apply pluralism in their work.

In this year's paper, Dr. Jane Jenson, Professor in the Department at the Université de Montréal, Senior Fellow at the Canadian Institute for Advanced Research's Successful Societies Program, and Canada Research Chair in Citizenship and Governance, explores how the work of social cohesion, which many policymakers use to foster well-being in diverse and post-conflict situations, complements and reinforces the goals of pluralism.



A street scene in Lagos, Nigeria.

## Resources for teachers

As part of our efforts to generate new knowledge on pluralism and promote more inclusive practices in education, we co-created and published four resources to help educators around the world integrate pluralism into their classrooms.

Among these, we worked with a former educator from the International Baccalaureate program to develop teaching units that align with existing course objectives and are grounded in the Centre's research on pluralism. The unit on identity in Bolivia offers a unique exploration of identity politics at a time when this has become a polarizing issue across the globe. Our unit on pluralism and inequality in Nigeria examines the factors inhibiting and promoting development in the wake of protracted ethnic violence and educational and economic inequalities.

*“The definition of pluralism as an ‘ethic of respect that values human diversity’ means that for successful pluralism to work it must overcome division and conflict, and ensure inclusion and participation.”*

- JANE JENSON,  
INTERSECTIONS OF PLURALISM  
AND SOCIAL COHESION, 2019

## EVENTS:

### DEMONSTRATING THE APPLICATION OF PLURALISM

Since its inception, the Centre has been hosting and participating in events to inspire dialogue about pluralism and its many applications. This year was no exception. In 2019, much of our work in this regard was focused on the United Nations Sustainable Development Goal 16, which is to “promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.”

#### Events in Canada

In April, we hosted, *The Rise of Popular Discontent and What We Can Do*, a dialogue between Canada’s Minister of Foreign Affairs, the Honourable Chrystia Freeland, and Hugh Carnegy, senior editor at the *Financial Times*. The discussion offered a timely analysis of the causes of popular discontent around the world and surfaced constructive responses and actions to foster pluralism, protect democracy and counter ethnic nationalism. Over 900 people participated either in person or in the online event.

In May, we co-hosted the Canadian launch of *Justice for All*, the latest report of the Task Force on Justice. Presented in partnership with the Task Force on Justice and the International Development Research Centre (IDRC), the event featured several experts, including Mary Robinson, first woman President of Ireland and Chair of The Elders, and Nathalie Drouin, Canada’s Deputy Minister of Justice. The report provides a first estimate of the global justice gap. By showing how this gap follows and deepens lines of structural inequality and exclusion, the dialogue demonstrated that pluralism and access to justice are critical to achieving the Sustainable Development Goal of peaceful, just and inclusive societies.

The Centre also hosted discussions and workshops as part of the proceedings of the International Metropolis Conference, the largest international annual gathering of experts in the fields of migration and diversity. Discussions hosted by the Centre

explored collecting data and measuring progress towards inclusion, with a focus on a number of global measurement tools, including the Centre’s own Global Pluralism Index. Workshops supported migration experts and policymakers to apply communications tools, based on audience research and cognitive neuroscience, to produce messaging that resonates with skeptical audiences and counters anti-immigrant rhetoric.

As part of our efforts to expand awareness and visibility of our Global Pluralism Award alumni, we hosted screenings of the film, *Bojayá: Caught in the Crossfire*, in Toronto, Ottawa and Bogotá, Colombia. This feature-length documentary profiles the work of Leyner Palacios Asprilla, a tireless advocate for victims of the Colombian conflict and a recipient of our 2017 Global Pluralism Award. The screening in Ottawa was followed by a discussion between Mr. Palacios Asprilla and IDRC’s Colleen Duggan that explored reconciliation, accountability and the systemic inequalities that affect Colombia.

#### Paris Peace Forum

The Centre participated for the first time in the Paris Peace Forum, an annual international conference of global governance leaders. The conference provided us with a significant platform to convey the importance of pluralism to peacebuilding.

We presented a panel discussion, *How Can Pluralism Strengthen Peace? Lessons From the 2019 Global Pluralism Award Winners*, in which two Award winners — Aung Kyaw Moe from the Center for Social Integrity from Myanmar, and Bojana Dujkovic Blagojevic of the history teachers’ network, ‘Learning History that is not yet History’, from the Balkans — emphasized the role for educators and community-level grassroots organizations to help prevent conflict and strengthen pluralism.

The Centre’s Secretary General, Meredith Preston McGhie, joined speakers from Brazil, France and Indonesia for a panel discussion, *In Defense of Pluralism: Including Minorities in Diverse Societies*. The panel explored how societies can more

effectively support belonging and political participation for minority groups. This event, which was live-broadcast, reinforced that pluralism is one of the most urgent social issues of our time, especially as societies become increasingly diverse and are faced with how to manage this diversity peacefully.

**1** Mary Robinson, former President of Ireland, speaking at the *Justice for All* event, May 2019.

Credit: Andrea Cardin

**2** Poster for the documentary, *Bojayá: Caught in the Crossfire*.

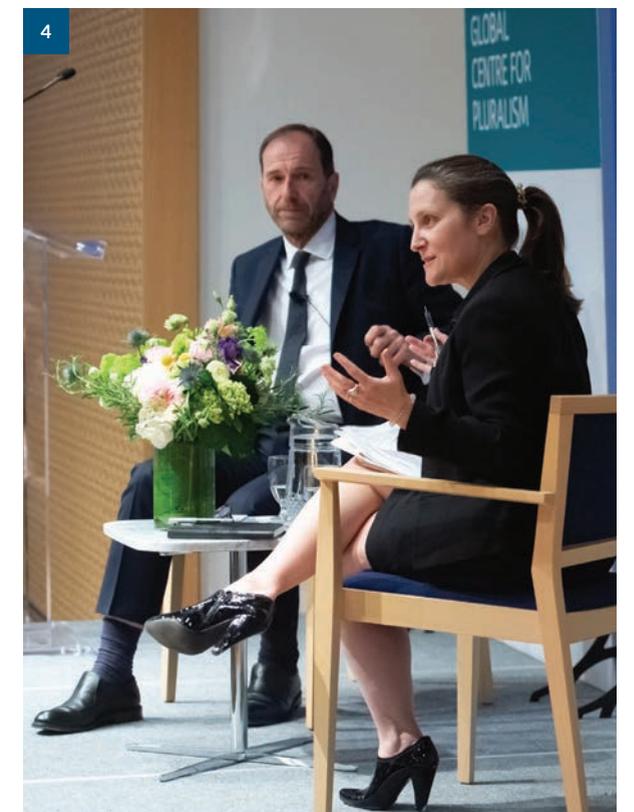
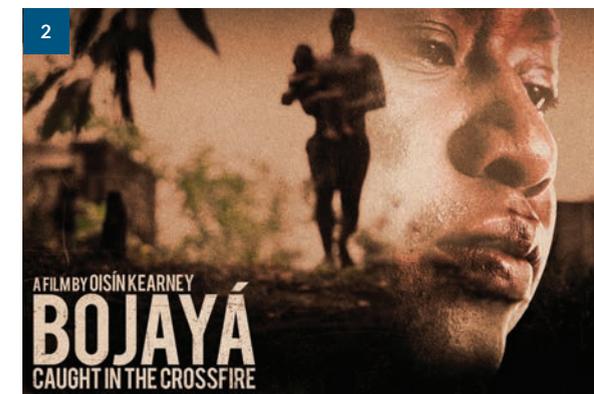
Credit: Fine Point Films

**3** 2019 Award winners at the Paris Peace Forum, November 2019. From left to right, Aung Kyaw Moe, Center for Social Integrity; Meredith Preston McGhie, Global Centre for Pluralism; Bojana Dujkovic Blagojevic, ‘Learning History that is not yet History’ network.

Credit: Cécile Genest/AKDN

**4** Hugh Carnegy of the *Financial Times* and Canadian Minister of Foreign Affairs the Hon. Chrystia Freeland, speaking at the Centre on the rise of popular discontent, April 2019.

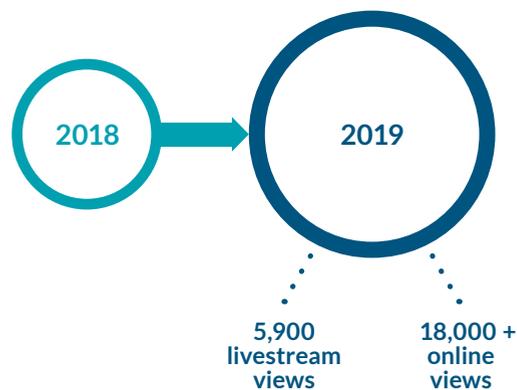
Credit: Andrea Cardin



### Annual Pluralism Lecture in Portugal

The Annual Pluralism Lecture is a signature event for the Centre. It provides an opportunity to learn from extraordinary individuals whose work exemplifies pluralism in action. This year, for the seventh Annual Lecture, Amina J. Mohammed, Deputy Secretary-General of the United Nations, addressed the importance of pluralism for achieving the Sustainable Development Goals, highlighting the dangers posed by growing inequalities around the world.

### Lecture's Online Growth



The Lecture drew an audience of over 200 people to the Ismaili Centre in Lisbon, Portugal, including representatives from government, the diplomatic community, civil society, media and academia. As one of the key architects of the 2030 Agenda for Sustainable Development, an ambitious set of 17 development goals adopted unanimously by members of the United Nations in 2015, Ms. Mohammed outlined how inaction on inequality and exclusion threatens to undermine achievement of these goals.

The Lecture was viewed via livestream over 5,900 times, which represents a 36% increase from 2018. By the end of 2019, the online video of the Lecture had reached over 18,290 people on social media, a 40% increase from 2018. Communications following the lecture reinforced the centrality of pluralism to the Sustainable Development Goals and reached over 6,800 people.

*Ms. Mohammed delivered a powerful call to world leaders to address “the gap between the words and the actions; between the ideal of pluralism, and the policies and strategies that will enable us to reap its benefits in our daily lives.”*



1 The Rt. Hon. Adrienne Clarkson with UN Deputy Secretary-General, Amina J. Mohammed.

Credit: Sérgio Garcia

2 Amina J. Mohammed, Deputy Secretary-General of the United Nations, delivers the Annual Pluralism Lecture in Portugal, June 2019.

Credit: Sérgio Garcia



## GLOBAL PLURALISM INDEX:

### MEASURING THE STATE OF PLURALISM

One of the challenges of pluralism is measuring it. How can we measure how a society is managing its diversity, in order to help shape new approaches? In response, the Centre has developed the Global Pluralism Index, a tool that measures societies' treatment of diversity holistically and tracks trends. The result of five years of research, the Index will contribute much-needed data and analysis on the state of inclusion, exclusion and group-based inequalities in countries around the world. The Index is a practical tool, designed to help decision-makers, researchers and practitioners monitor the state of pluralism in their countries, and develop policies and practices that respect differences.

Global experts gather at the Aga Khan Centre in London, UK, to discuss the findings from the Global Pluralism Index's pilot phase.

Credit: GCP



### New framework for measuring pluralism

In 2019, we developed the assessment framework for the Pluralism Index, which measures 15 indicators across five dimensions:

- 1 Legal commitments in support of pluralism
- 2 Implementation of legal commitments and practices of actors across society
- 3 Levels of group-based inequalities
- 4 State of inter-group relations
- 5 Levels of belonging

Peer-reviewed by leading global experts, the framework measures inclusion and exclusion holistically, across political, economic and social dimensions. This includes the role of laws, policies and institutions (the "hardware" of pluralism), as well as attitudes and narratives (the "software" of pluralism). Because pluralism requires a commitment from all of society, the Index examines actions by government, civil society, the media and the private sector.



Next, we developed a rigorous methodology for measurement. Our methodology is based on assessments by in-country experts who combine their deep understanding of context with a range of quantitative and qualitative data to measure the state of pluralism in their countries. To measure belonging, we generated original perception survey data. Results are reviewed by an in-country reviewer and an international Technical Advisory Group. Results are presented as a report card that includes concrete recommendations for policymakers and practitioners regarding how to advance pluralism.

### Pilots in Canada, Kenya and Germany

This past year, we successfully tested our framework and methodology with pilots in Canada, Kenya and Germany. Twelve experts from three countries participated in the pilot. We partnered with Afrobarometer and the Consortium on Electoral Democracy to collect perception survey data in Kenya and Canada. In addition to generating several refinements to the Index, the pilots established that the Index is an innovative and holistic way of collecting rich data and analysis on the state of pluralism. The pilots confirmed that there is considerable interest from policymakers and practitioners to use the data and analysis generated by the Index for policy development.

We are now ready to implement the Index in several more countries, with a goal of having assessments completed for at least 25-30 countries by 2022. A funding commitment for \$500,000 was secured from IDRC to support the Index for 2020-2022. We are also working on developing the partnerships and infrastructure necessary for large-scale data collection in order to scale up at an accelerated rate.

1 Global Pluralism Index team meets with expert assessors in Nairobi, Kenya.

Credit: GCP

2 Berlin, Germany.

Credit: Dom Crossley, flickr.com/flashcurd





A presentation to students and educators at Ashbury College in Ottawa, Canada.

Credit: GCP



Nicole Fournier-Sylvester, the Centre's Education Manager, speaking at the AFS Global Conference in Montréal, Canada.

Credit: AFS Global Conference

## EDUCATION:

### ADVANCING PLURALISM WITH NEW TOOLS AND RESOURCES

With its power to shape young minds, the education sector is critical to building inclusive societies that are resilient to fear and hate. The Centre's Education program is founded on a commitment to equip learners to engage positively with difference and to support teachers as they advance pluralism in their classrooms. In 2019, we made significant progress to promote pluralism in and through the education system with the development of a number of core resources.

#### New framework and programming



We completed and published foundational documents outlining our key principles and an evidence-based Learning Framework for educating for pluralism. We also built an interactive online platform called MOZAIKO to connect educators

to curriculum resources and to each other. MOZAIKO will be ready to launch in 2020.

*"An ethic of respect for diversity and the skills needed to engage with divergent perspectives are learned over time, especially following more challenging encounters with difference. The Centre believes that when it comes to pluralism, we are all learners."*

– Global Centre for Pluralism, *Educating for Pluralism: Key Principles, 2019*

Another exciting tool developed in 2019 is the Reflection Tool for Schools, a strategic planning resource designed to create inclusive and equitable schools. The Reflection Tool equips educators and school leaders to identify and address exclusion in their learning environments. It will be ready for piloting in 2020.

To further support educators from around the world, we began developing online professional development training that addresses issues including identity, historical narratives, dialogue and inclusion. The training will involve six weeks of moderated, interactive, self-paced modules, which will be reviewed by our new Educating for Pluralism Innovation Lab, an international group of experts and stakeholders.

#### Sharing knowledge and expertise

We participated in a number of events aimed at exchanging knowledge and expertise with global education leaders and bringing the pluralism perspective into these discussions. At the AFS Global Conference, we facilitated the workshop, *Beyond Tolerance: Applying a Pluralism Lens to Assess Inclusion in Schools*, and participated in a panel discussion, *Trusted Sources? Improving Media Literacy to Inspire More Global Citizens*.

We also contributed to expert meetings, including the Organisation for Economic Co-operation and

Development (OECD)'s Working Committee on Education, the Organization for Security and Co-operation in Europe (OSCE)'s High Commissioner on National Minorities' consultation on contested histories and inter-ethnic relations, and the UNESCO/APCEIU Europe and North America Regional Global Citizenship Education Network meeting.

Finally, we developed and delivered, *Advancing Pluralism through Education*, a presentation to the G30, an international group of school principals; Ashbury College in Ottawa; and the French Public School Board of Eastern Ontario.



'Learning History that is not yet History', a network of teachers in the Balkans and winner of the 2019 Global Pluralism Award, teaches the controversial history of the 1990s conflicts using archival images.

Credit: LHH

## GLOBAL PLURALISM AWARD:

### SUPPORTING THE WORK OF PLURALISM CHAMPIONS

The Global Pluralism Award recognizes and supports individuals, corporations, academics, civil society and governments from around the world that are working in creative and high-impact ways to build societies where everyone belongs.

For the 2019 Global Pluralism Award cycle, the Centre received over 500 applications spanning 74 countries – more than double the submissions received for the inaugural Award in 2017. After a rigorous screening and due diligence process, which includes in-country visits, three winners and seven honourable mention recipients were chosen by the independent, international jury chaired by the Rt. Hon. Joe Clark, former Prime Minister of Canada. Winners were each granted \$50,000 CAD to advance their work to promote pluralism.

In November, the Award recipients traveled to Ottawa for a week of intensive workshops and events, culminating in the Award ceremony. Over the coming year, the Centre is proud to continue our work with the recipients to amplify their achievements with media opportunities, new partnerships, mentorship and other support.

*“At a time of heightened hatred and escalating tensions in communities around the globe, these winners embody the best of humanity. The emphasis on pluralism is much more important now than ever. In only a few years, we have moved from a time in which there was, at least, a general acceptance of difference, to a time where there is fear about it, and very often a contesting of it.”*

– The Rt. Hon. Joe Clark, former Prime Minister of Canada and Jury Chair

#### Award week highlights

Through a series of workshops, panel discussions and celebrations, Award recipients meet and engage with key audiences in Canada to share ideas and strategies for advancing pluralism, and to explore future partnerships.

Award week began with workshops focused on learning and skills sharing. An introductory workshop familiarized recipients with the Centre’s mission and engaged them in a dialogue about integrating pluralism in their work. For the workshop, *Positive Messaging: A Workshop on Communicating for Pluralism*, the Centre partnered with Refugee 613, a grassroots communications organization, to provide Award recipients with strategies to shift public opinion on sensitive issues related to diversity.

A number of events focused on sharing the recipients’ expertise and global experiences with Canadian audiences. Awardees working in education presented at a roundtable to policymakers and education professionals about how to equip learners to engage positively with difference. They discussed the importance of critical thinking skills, digital literacy, and the need to integrate multiple perspectives in teaching and learning.

At a panel at Carleton University in Ottawa, *Teaching Sensitive Histories – Bringing a Multi-Perspective Approach to Secondary and Post-Secondary Classrooms – Lessons from the Balkans and Canada*, Igor Radulovic of the ‘Learning History that is not yet History’ network discussed how history educators can promote critical thinking and empathy for the ‘other’ among their students, even in polarized societies.

Award winner Deborah Ahenkorah traveled to Toronto to deliver the fifth Annual Lecture at the Aga Khan Museum. In *The Power of Literature to Change Minds*, Ms. Ahenkorah spoke about the importance of making space for African children’s stories in the world by sharing her experiences as an entrepreneurial book publisher.

The highlight of the week was the Award ceremony, held on November 20. His Highness the Aga Khan, Chair of the Centre’s Board of Directors, presented the Global Pluralism Award to the three winners and seven honourable mention recipients. Using their myriad skills – including music education, virtual exchange, public advocacy and mentorship – these inspiring individuals and organizations are contributing to global dialogue and action about how to make pluralism happen.



**1** The Rt. Hon. Joe Clark and 2019 Award winner, Deborah Ahenkorah

Credit: Patrick Doyle



**2** CBC Radio’s Angeline Tetteh-Wayoe in conversation with Deborah Ahenkorah (2019 Global Pluralism Award winner) at the Aga Khan Museum Annual Lecture, Toronto, November 2019

Credit: Connie Tsang



**3** Canadian Senators, the Hon. Mobina Jaffer and the Hon. Ratna Omidvar, hosted a reception to celebrate the Awardees. The event provided an opportunity for parliamentarians and policymakers to meet with the recipients and learn more about their work.

Credit: Patrick Doyle



**4** 2019 Global Pluralism Award recipients in Ottawa, Canada, November 2019.

Top row, left to right: Waidehi Gokhale (Soliya, USA), Aung Kyaw Moe (Center for Social Integrity, Myanmar), Anna Vegh (Artemisszió Foundation, Hungary), Ahmad Sarmast (Afghanistan National Institute of Music), Elaine Lam (onBoard Canada).

Seated, left to right: Alice Barbe (SINGA, France), Igor Radulovic (‘Learning History that is not yet History’ network), Deborah Ahenkorah (Ghana), Rafiqul Khokan (Rupantar, Bangladesh).

Not pictured: Adyan Foundation, Lebanon

Credit: Patrick Doyle

**THE CENTER FOR  
SOCIAL INTEGRITY**

The Center for Social Integrity is an organization developing a non-discriminatory and inclusive society in Myanmar. Founded in 2016 by Rohingya humanitarian professional Aung Kyaw Moe, the Center empowers youth affected by conflict, providing them with training on conflict sensitivity and peacebuilding. By giving youth the skills and opportunity to shift attitudes around diversity in their communities, the Center is cultivating a new generation of leaders to build a peaceful, pluralist society in Myanmar.



Credit: Center for Social Integrity

**DEBORAH AHENKORAH**

Deborah Ahenkorah of Ghana is a social entrepreneur and children's book publisher who co-founded Golden Baobab to empower African writers and illustrators to tell African children's stories. She advocates for more representative children's literature, helping readers access accurate portrayals of Africa produced by Africans. Golden Baobab offers the world's only prize celebrating African writers and illustrators. Ahenkorah also created African Bureau Stories, a children's publishing house.



Credit: Connie Tsang

## 2019 GLOBAL PLURALISM AWARD WINNERS

### LEARNING HISTORY THAT IS NOT YET HISTORY

The 'Learning History that is not yet History' network are historians and educators from Bosnia and Herzegovina, Croatia, Montenegro and Serbia who have been working for over 16 years to develop a responsible way of teaching the history of conflict in the former Yugoslavia. Recognizing that teachers often feel ill-equipped to teach these sensitive and controversial topics, the network created an online database of free resources and provides training for teachers. They represent the only regional effort to provide a non-biased approach to teaching about the recent wars in a way that fosters social cohesion and sustainable peace.



Credit: LHH



## 2019 HONOURABLE MENTION RECIPIENTS

**Adyan Foundation** (Lebanon) promotes cultural and religious diversity through grassroots initiatives in education, media, public policy and intercultural exchange.

**Afghanistan National Institute of Music** (Afghanistan) transforms lives, promotes peace and restores music to Afghan society, providing training in traditional and Western classical music to children from diverse backgrounds, particularly orphans, street vendors and girls.

**Artemisszió Foundation** (Hungary) advances the social inclusion of Hungary's most disadvantaged populations, including youth from underprivileged backgrounds, Roma women, migrants and refugees, through intercultural education and mentoring.

**onBoard Canada** (Canada), a program of Ryerson University's Chang School of Continuing Education, supports more diverse leadership on Canada's not-for-profit and public sector boards with governance training and board matching programs.

**Rupantar** (Bangladesh), the largest awareness and social mobilization organization in Bangladesh, works for democracy and just governance through mass participation.

**SINGA** (France), a citizen movement, supports refugees and migrants in 22 European cities to create meaningful relationships and professional networks in their host countries.

**Soliya** (USA) uses virtual exchange to bring cross-cultural experiences to youth around the world, preparing the next generation to engage constructively across differences and lead with empathy.

1 A participant in Rupantar's programming

2 Young musicians of the Afghanistan National Institute of Music

3 Inclusive citizenship training in Jordan, Adyan Foundation

# Funding and Financials

## Fund Management

The 2006 Funding Agreement between the Government of Canada and the Global Centre for Pluralism created a \$40 million Endowment Fund. The Fund was fully invested in the market in accordance with the principles articulated in the Funding Agreement of 2006 and affirmed by the Centre's Statement of Investment Policy (SIP).

Subsequently, the Centre received a grant of \$15 million from the Government of Canada which was paid equally over two instalments in 2016 and 2017 and invested in the Endowment Fund. His Highness the Aga Khan also committed \$35 million through the Aga Khan Development Network to rehabilitate 330 Sussex Drive in Ottawa, a federal heritage building which the Government of Canada has made available to be the Centre's global headquarters. Overall, the Endowment Fund has performed well.

At the end of 2019, the Fund balance was \$68.8 million. In 2019, the Centre received another clean audit from Ernst & Young – the auditors appointed by the Members of the Corporation and supervised by the Audit Committee of the Board of Directors. The audited financial statements for 2019 are included in this report. These statements have been approved by the Board of Directors and duly received by the Members of the Corporation.

## Financial Statements

### Independent auditor's report

To the Board of Directors of the  
**Global Centre for Pluralism**

#### Opinion

We have audited the accompanying financial statements of the **Global Centre for Pluralism** [the "Centre"], which comprise the balance sheet as at December 31, 2019, and the statement of operations, statement of changes in net assets and statement of 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 statements present fairly, in all material respects, the financial position of the Centre as at December 31, 2019, and its results of operations, changes in net assets and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

#### Basis for opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. 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 Centre in accordance with the ethical requirements that are

relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. 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 Canadian generally accepted accounting standards for not-for-profit organizations, 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 Centre'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 Centre or to cease operations, or has no realistic alternative but to do so.

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

#### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to

fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, 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 Centre'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 Centre'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 Centre 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.

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.



Chartered Professional Accountants  
Licensed Public Accountants

Ottawa, Canada  
May 26, 2020

## Balance sheet

As at December 31

Assets	2019 \$	2018 \$
<b>Current assets</b>		
Cash and cash equivalents	124,429	62,857
Other receivables and prepaid expenses	139,982	237,079
<b>Total current assets</b>	<b>264,411</b>	<b>299,936</b>
Investments <i>[note 3]</i>	69,261,082	66,508,998
Capital assets, net <i>[note 7]</i>	31,539,386	31,637,820
	<b>101,064,879</b>	<b>98,446,754</b>
<b>Liabilities and net assets</b>		
<b>Current liabilities</b>		
Accounts payable and accrued liabilities	1,043,634	608,861
Deferred revenue <i>[note 8]</i>	137,659	221,627
<b>Total current liabilities</b>	<b>1,181,293</b>	<b>830,488</b>
Commitments <i>[note 10]</i>		
<b>Net assets</b>		
Endowment Fund <i>[note 2]</i>	40,000,000	40,000,000
Unrestricted fund	28,413,748	26,060,124
Invested in building held for charitable purposes, net <i>[note 1]</i>	31,469,838	31,556,142
<b>Total net assets</b>	<b>99,883,586</b>	<b>97,616,266</b>
	<b>101,064,879</b>	<b>98,446,754</b>

See accompanying notes

## Statement of operations

Year ended December 31

	2019 \$	2018 \$
<b>Revenue</b>		
Investment income (loss) [note 4]	7,311,683	(928,682)
Grants	100,000	23,133
Donations	22,137	30,882
Rental income	1,528,192	1,590,575
	<b>8,962,012</b>	<b>715,908</b>
Contributed property / donations [note 1]	3,204	1,114,787
	<b>8,965,216</b>	<b>1,830,695</b>
<b>Expenses</b>		
Programs and projects	3,290,466	3,103,863
Administration and other	312,889	325,537
Operations of 330 Sussex Drive	1,245,487	1,397,932
Amortization of capital assets	1,849,054	1,818,001
	<b>6,697,896</b>	<b>6,645,333</b>
<b>Excess (deficit) of revenue over expenses for the year</b>	<b>2,267,320</b>	<b>(4,814,638)</b>

See accompanying notes

## Statement of changes in net assets

Year ended December 31

	Endowment Fund \$	Unrestricted Fund \$	Invested in building held for charitable purposes \$	2019 \$	2018 \$
<b>Net assets, beginning of year</b>	40,000,000	26,060,124	31,556,142	97,616,266	102,430,904
Excess (deficit) of revenue over expenses	-	2,267,320	-	2,267,320	(4,814,638)
Building held for charitable purposes	-	(1,711,150)	1,711,150	-	-
Amortization	-	1,797,454	(1,797,454)	-	-
<b>Net assets, end of year</b>	<b>40,000,000</b>	<b>28,413,748</b>	<b>31,469,838</b>	<b>99,883,586</b>	<b>97,616,266</b>

See accompanying notes

## Statement of cash flows

Year ended December 31

	2019 \$	2018 \$
<b>Operating activities</b>		
Excess of revenue (deficit) over expenses for the year	2,267,320	(4,814,638)
Add (deduct) items not involving cash		
Amortization of office furniture and equipment	51,600	67,565
Amortization of building	1,797,454	1,750,436
Unrealized loss (gain) in investments	(2,598,984)	5,410,629
Net change in non-cash working capital balances related to operations [note 6]	447,902	(230,810)
<b>Cash provided by operating activities</b>	<b>1,965,292</b>	<b>2,183,182</b>
<b>Investing activities</b>		
Net purchase of investments	(153,100)	(2,097,425)
Additions to capital assets	(1,750,620)	(234,240)
<b>Cash used in investing activities</b>	<b>(1,903,720)</b>	<b>(2,331,665)</b>
<b>Net increase (decrease) in cash and cash equivalents during the year</b>	<b>61,572</b>	<b>(148,483)</b>
Cash and cash equivalents, beginning of year	62,857	211,340
<b>Cash and cash equivalents, end of year</b>	<b>124,429</b>	<b>62,857</b>

See accompanying notes

## Notes to financial statements

December 31, 2019

### 1. The Centre

The Global Centre for Pluralism [the "Centre"], located in Ottawa, Canada, was incorporated under Part II of the *Canada Corporations Act* by letters patent dated March 8, 2004. The Centre continued under the *Canada Not-for-profit Corporations Act* in 2014 and, accordingly, is exempt from income taxes. The Centre is an international initiative of His Highness the Aga Khan, 49th hereditary Imam of Ismaili Muslims, and the Aga Khan Development Network. Conceived as an international centre for the study, practice and teaching of pluralism, its core functions will include research, education, professional development, dialogue, governance reform and cultural exchange.

In 2006, the Government of Canada and His Highness the Aga Khan entered into a Funding Agreement to support the Centre. Pursuant to that agreement, the Centre took receipt of two major grants: a grant of \$30 million received from the Government of Canada and a donation of \$10 million received from His Highness the Aga Khan in 2007. Subsequently, the Centre received a grant of \$15 million from the Government of Canada, which was paid equally over two instalments in 2016 and 2017. His Highness the Aga Khan also committed \$35 million through the Aga Khan Development Network toward the rehabilitation of 330 Sussex Drive, Ottawa, a federal heritage structure, which the Government of Canada has made available as the Centre's global headquarters. The rehabilitation work was completed in January 2017 and the Centre moved its operations to its headquarters. In fiscal 2017 and 2018, contributions of \$34 million and \$1 million, respectively, were recorded as revenue in the financial statements.

The Centre is mandated to undertake activities, which will fulfill its role as a global repository and source for knowledge and know-how about fostering pluralistic values, policies and practices in a variety of settings.

### 2. Significant accounting policies

#### Basis of presentation

These financial statements have been prepared by the Centre in Canadian dollars and in accordance with Part III of the *CPA Canada Handbook – Accounting*, "Accounting Standards for Not-for-Profit Organizations," which sets out generally accepted accounting principles for non-publicly accountable enterprises in Canada and includes the significant accounting policies hereafter.

#### Donations and contributions

The Centre follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year during which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Donations are recorded when received.

#### Financial instruments

Financial instruments include cash and cash equivalents, other receivable, investments, accounts payable and accrued liabilities.

Financial assets and financial liabilities are initially measured at fair value. Subsequently, they are measured at amortized cost, with the exception of investments in equities that are publicly traded, which are recorded at fair value. Transactions are recorded on a trade date basis and transaction costs are expensed as incurred.

Investment income, which consists of interest, dividends, income distributions from pooled funds, and realized and unrealized gains and losses, is recorded in the statement of operations in investment income.

#### Cash and cash equivalents

Cash and cash equivalents consist of cash on deposit and short-term investments with a short maturity of approximately three months or less from the date of purchase unless they are held for investment rather than liquidity purposes, in which case they are classified as investments.

#### Program and project expenses

The Centre's expenses on programs and projects are recognized as incurred.

### Awards program

The Centre disburses awards to recipients annually to deliver agreed upon programs as defined in the underlying agreements. Awards are recorded as advances, presented in accounts receivable, when disbursed and are subsequently recorded as program and project expenses upon receipt of the expenditure report from the recipient.

### Allocation of expenses

The Centre's expenses, other than the direct Program and project costs, are allocated between program and project and administration and other based on the proportion of program and administrative headcount.

### Capital assets

Property and equipment held for charitable purposes are recorded at the fair value at the time of donation or at cost where such information is available. Where fair value or cost are not available those assets are recorded at a nominal value. Costs associated with the acquisition, construction, restoration and betterment of properties held for charitable purposes are capitalized.

### Amortization

Amortization of building held for charitable purposes is calculated using the straight-line method over a period of 15 to 40 years. Office furniture and equipment

amortization is calculated using the straight-line method over a period of three to five years.

### Foreign currency translation

Monetary assets and liabilities denominated in foreign currencies are translated into Canadian dollars at exchange rates in effect as at the balance sheet date. All other assets and liabilities are translated at their historical rate.

### Endowment Fund

The Endowment Fund [the "Fund"] has been established in accordance with the guidelines set out in the Funding Agreement with the Government of Canada. The agreement acknowledges that the contributions of both the Government of Canada and His Highness the Aga Khan must be capitalized in perpetuity, and only the revenue of the Fund is to be disbursed and used for the purposes of the Fund. Contributions to the Fund are recognized as a direct increase to net assets. Investment income related to the Fund is unrestricted and is recognized as revenue when earned.

### 3. Investments

As required by the Funding Agreement, the Board approved a Statement of Investment Policy in November 2011.

Investments consist of the following:

	2019 \$	2018 \$
Cash and cash equivalents	3,114,692	2,242,571
Royal Bank of Canada guaranteed investment certificates	450,000	1,375,881
Other fixed income		
Investment in pooled fund	32,379,131	31,196,192
	<b>35,943,823</b>	<b>34,814,644</b>
<b>Equities</b>		
Canadian	20,219,286	19,062,822
US	7,770,832	6,642,667
Other international	5,327,141	5,988,865
	<b>33,317,259</b>	<b>31,694,354</b>
	<b>69,261,082</b>	<b>66,508,998</b>

### 4. Investment income (loss)

Investment income (loss) earned on the Centre's investments consist of the following:

	2019 \$	2018 \$
Interest	1,046,678	995,688
Dividends	1,457,837	1,258,931
Realized gains	2,208,184	2,227,328
Unrealized gains (loss)	2,598,984	(5,410,629)
	<b>7,311,683</b>	<b>(928,682)</b>

### 5. Spending policy

The Centre is funded primarily from the investment income on an Endowment Fund established at its founding. The Board approves an annual expenditure budget from the Unrestricted Fund based on an established Spending Policy, which management then uses to budget its expenditures for the year. The Spending Policy is designed to provide a stable and predictable disbursement from the Unrestricted Fund to support the Centre and allow for multi-year planning, as well as maintaining the capacity of the

funds to support the Centre in perpetuity. Therefore, it is expected that in any given year, actual investment income as reported on the statement of operations may be greater or less than the Board-approved expenditure from the Endowment Fund, that determines the year's expenses.

### 6. Net change in non-cash working capital balances

The net change in non-cash working capital balances related to operations comprises of the following:

	2019 \$	2018 \$
Other receivables and prepaid expenses	97,097	58,324
Accounts payable and accrued liabilities	434,773	(177,841)
Deferred revenue	(83,968)	(111,293)
	<b>447,902</b>	<b>(230,810)</b>

## 7. Capital assets

In 2007, the Centre and the National Capital Commission entered into a 99-year lease agreement for 330 Sussex Drive, Ottawa, for a nominal amount of \$1 per annum. The lease specifies that all costs related to the building, including renovation costs, operating costs and taxes are to be borne by the lessee. Given the unique nature of the property and the consequent difficulties in assessing its fair market value, the lease has been valued at a nominal amount of \$1.

Pursuant to a Funding Agreement signed between His Highness the Aga Khan and the Minister for Canadian Heritage in October 2006, His Highness the Aga Khan agreed to contribute \$35 million. This funding was contributed through the Aga Khan Development Network and it was directed towards the rehabilitation of the permanent institutional facilities for the Centre at 330 Sussex Drive, Ottawa, a federal heritage structure, which the Government of Canada made available as the Centre's global headquarters.

	2019		2018	
	Cost \$	Accumulated amortization \$	Cost \$	Accumulated amortization \$
Building	35,890,828	(4,420,990)	34,179,678	(2,623,536)
Office furniture and equipment	432,493	(362,945)	393,023	(311,345)
	<b>36,323,321</b>	<b>(4,783,935)</b>	<b>34,572,701</b>	<b>(2,934,881)</b>
Accumulated amortization	(4,783,935)	-	(2,934,881)	-
Net book value	<b>31,539,386</b>	-	<b>31,637,820</b>	-

## 8. Deferred revenue

The following table illustrates a reconciliation of the deferred revenue opening and closing balance for the year ended December 31:

	2019			2018
	Lease Revenue \$	Grants \$	Total \$	Total \$
Deferred revenue, opening balance	128,627	93,000	221,627	158,211
Net amounts received during the year	1,465,956	7,000	1,472,956	1,608,695
Recognized into revenue during the year	(1,456,924)	(100,000)	(1,556,924)	(1,545,279)
Deferred revenue, closing balance	<b>137,659</b>	-	<b>137,659</b>	<b>221,627</b>

## 9. Financial instruments

The Centre is exposed to various financial risks through transactions in financial instruments. The Centre manages these risks through compliance with the Statement of Investment Policy approved by the Board. The Centre also monitors and mitigates its financial risks by reviewing, periodically, various financial and investment metrics.

### Foreign currency risk

The Centre is exposed to foreign currency risk with respect to a portion of its expenditures and investments denominated in foreign currencies, including the underlying investments of its pooled funds denominated in foreign currencies, because of fluctuations in the relative value of foreign currencies against the Canadian dollar.

### Credit risk

The Centre is exposed to credit risk in connection with its short-term and fixed income investments because of the risk that one party to the financial instrument will cause a financial loss for the other party by failing to discharge an obligation.

### Interest rate risk

The Centre is exposed to interest rate risk with respect to its investments in fixed income investments and a pooled fund, which holds fixed income securities, the values of which will fluctuate with changes in market interest rates.

### Other price risk

The Centre is exposed to other price risk through changes in market prices [other than changes arising from interest rate or currency risks] in connection with its investments in equity securities and pooled funds.

## 10. Commitments

During the year, the Centre entered into purchase obligations of \$2.3M related to capital expenditures for the delamination work in Wing B at 330 Sussex Drive, Ottawa. Of the total obligations, an amount of \$1.7M was recorded during the year.

## 11. Subsequent event

Subsequent to year-end, the Centre entered into an agreement with the Royal Canadian Mint to receive a contribution of \$550,000 towards certain capital expenditures related to the delamination work in Wing B at 330 Sussex Drive, Ottawa.

In addition, subsequent to year-end, the outbreak of the Coronavirus disease ["COVID-19"] has resulted in governments worldwide enacting emergency measures to combat the spread of the virus. These measures, which include the implementation of travel bans, self-imposed quarantine periods and social distancing, have caused material disruption to businesses globally resulting in an economic slowdown. The duration and impact of the COVID-19 outbreak is unknown at this time, as is the efficacy of the government and central bank monetary and fiscal interventions designed to stabilize economic conditions. As a result, it is not possible to reliably estimate the length and severity of these developments nor the impact on the financial position and financial results of the Centre in future periods.

## 12. Comparative figures

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