



GLOBAL  
CENTRE FOR  
PLURALISM

CENTRE  
MONDIAL DU  
PLURALISME

## 2022 / Annual Report

Power of people, evidence and dialogue



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The Global Centre for Pluralism is an independent, charitable organization founded by His Highness the Aga Khan in partnership with the Government of Canada. The Centre works with policy leaders, educators and community builders around the world to amplify and implement the transformative power of pluralism.

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f t i y



# Message from the Secretary General

Pluralism is at risk  
around the world.

The war in Ukraine, increasingly urgent humanitarian crises in Sudan and Afghanistan, the unfettered expansion of artificial intelligence, and threats to established democracies continue to loom large. Global trends towards division, polarization and conflict remind us of the fragility of the social contract. In this landscape, there is a critical need for creative solutions and transformative approaches to how we live together.

Despite this dark picture, at the Global Centre for Pluralism, we continue to believe in the prospect for pluralism. That is not because we are naïve about the challenges we face. Rather, it is because we have seen the **power of people** in our global network advocating for and achieving transformational results for pluralism. We have witnessed the **power of evidence** to generate more holistic analysis and lead to policies that address exclusion and improve wellbeing. We have also experienced the **power of dialogue** to educate and inform, convene individuals and organizations, break down silos, and enable cooperation towards more just, peaceful and prosperous societies.

«  
CONVENING AT THE CENTRE:  
H.E. Reem AlKhaled, Ambassador of the State of Kuwait to Canada (left) and H.E. Jacqueline O'Neill, Canada's Ambassador for Women, Peace and Security (right) joined Meredith Preston McGhie (centre) in November to speak with the Women Heads of Diplomatic Missions about the need for pluralism in diplomacy.

CREDIT: ANDREA CARDIN

At the Centre, our work brings together the power of people, evidence and dialogue to help policymakers and practitioners make decisions and take actions that reflect a positive response to diversity. Seeing this work expand across all our programs this past year gives us great hope for the future. We advanced our mission through a wide range of initiatives around the world, collaborating with community builders, educators, policymakers, activists, peacebuilders, Indigenous leaders and more.





Pluralism is increasingly being sought out as a transformative approach to inspire action and influence policy change. Our tools and frameworks, such as our **Global Pluralism Monitor** and our **Reflection Tool for Schools**, are being sought out to inform and strengthen policy and practice. Engagement with in-country networks and organizations, including with social leaders in Colombia working on the implementation of the 2016 Peace Accord, has led to our tools being taken up, refined and adapted to drive social change.



«  
**CONVENING AT THE CENTRE:**  
Sabre Pictou Lee, CEO and Co-founder of Archipel Research and Consulting, spoke on a panel in October at the launch of the historical report, *Where Sussex Drive Meets the Kichi Sibi*.

CREDIT: ANDREA CARDIN

« *Once it’s been voiced, you can’t un-hear it. We have a responsibility to the stories we hear... It’s our duty to raise awareness and reckon with that.* » —SABRE PICTOU LEE

Engagements in Asia with the Asia Indigenous Peoples Pact (AIPP) highlighted the importance of applying a pluralism lens to issues of Indigenous self-governance, autonomy and rights. Working with the U.S. Agency for International Development (USAID) and other partners to produce the **Pluralism Technical Strategy**, which we are now implementing in Sudan and South Sudan, demonstrated the value of pluralism to civil society and the media.

Another example of the Centre’s approach making an impact was the public launch of the historical report, *Where Sussex Drive Meets the Kichi Sibi*, in October of 2022. The report aims to deepen understanding of Indigenous dispossession and colonialism in the national capital region and on the lands surrounding the Centre’s headquarters in Ottawa.

A profound finding in the report is that the mortar used to bind the bricks of Canada’s Parliament Building contains sand from one of the four confirmed Algonquin burial sites in the area. The use of these quarries means that the remains of Algonquin ancestors may be in the mortar of Parliament. As a nearby site built in the same period with similarly sourced materials, it is possible that the Global Centre for Pluralism’s headquarters also contain the remains of Algonquin ancestors.

Publishing this finding takes long-held knowledge in Algonquin communities, which was passed down as oral history, and documents it in the historical record. As stated by Sabre Pictou Lee, CEO and Co-founder of Archipel Research and Consulting, all who have read or heard this knowledge have a responsibility to it. She said, “**Once it’s been voiced, you can’t un-hear it. We have a responsibility to the stories we hear... It’s our duty to raise awareness and reckon with that.**”

The dialogue explored what it means to reckon with the colonial processes that led to the dispossession of the Algonquin Nation. This conversation underscored the **power of people** – to relay traditional knowledge over generations, overcoming attempts to silence them, the **power of evidence** – the report brought information and perspectives, which are so often sidelined, into the contemporary conversation, and the **power of dialogue** – to reflect on steps to take this knowledge forward and deepen our collective actions towards reconciliation and pluralism.

**Meredith Preston McGhie**  
Secretary General





# About the Centre

The Global Centre for Pluralism is an independent, charitable organization founded by His Highness the Aga Khan in partnership with the Government of Canada. The Centre works with policy leaders, educators and community builders around the world to amplify and implement the transformative power of pluralism.

## Our Vision and Mission

At the Global Centre for Pluralism, we believe that societies thrive when differences are valued. Our mission is to influence perspectives, inform policies and inspire pathways to advance pluralism.

## About Pluralism

Diversity in society is a universal fact; how societies respond to diversity is a choice. Pluralism is a positive response to diversity. Pluralism involves taking decisions and actions, as individuals and societies, which are grounded in respect for diversity.

We are living an historic moment of urgency for pluralism. Societies worldwide are being challenged to address issues of injustice, inequality and exclusion. When societies commit to becoming more just, peaceful and prosperous by respecting diversity and addressing systemic inequality, the impacts can be transformational. When the dignity of every individual is recognized, everyone feels they belong. We are all better off, for generations to come.



«  
**CONVENING AT THE CENTRE:**  
Global Pluralism Award laureate, Carolina Contreras, Founder of Miss Rizos, and her American and Dominican salon teams came to Ottawa for a training retreat in October. They joined us for a lively, trilingual discussion on beauty, empowerment and representation. Miss Rizos has empowered thousands of women and girls to celebrate their identity and reconsider long-held ideas about beauty and representation, while contesting anti-Black racism.

CREDIT: PATRICK DOYLE



»  
**CONVENING AT THE CENTRE:**  
Ilwad Elman (pictured) and Fartuun Adan of Elman Peace were hosted at the Centre for a discussion on the community and youth-oriented programming their organization uses to build peace in Somalia and beyond.

CREDIT: PATRICK DOYLE

## Board of Directors

His Highness the Aga Khan  
(Chair)

Princess Zahra Aga Khan

Alicia Bárcena Ibarra  
(term began in 2022)

Iain Benson  
(term concluded in 2022)

Rt. Hon. Adrienne Clarkson

Mike DeGagné  
(term began in 2022)

Huguette Labelle

Rt. Hon. Beverley McLachlin

James Mwangi

Azim Nanji

Marty Natalegawa

Margaret Ogilvie  
(term concluded in 2022)

Khalil Shariff

### Our Work

The Centre's programs include:

- **GLOBAL PLURALISM AWARD:**  
Celebrating and supporting the work of worldwide champions working to build more peaceful societies that respect differences
- **EDUCATING FOR PLURALISM:**  
Building the capacity of educators and schools to advance pluralism
- **GLOBAL ANALYSIS & PLURALISM MONITOR:**  
Developing action-oriented research and tools to support the implementation of more inclusive policies and practices around the world
- **PEACE AND CONFLICT:**  
Applying a pluralism lens to support and sustain peace around the world

» *Across all our work, we strive to incorporate Indigenous themes, perspectives and partnerships, recognizing that pluralism demands transformative change that prioritizes Indigenous ways of knowing and doing.*



« **VIEW FROM THE CENTRE:**  
A key feature of the restoration of the building is the three-story bay window that opens up the building to the Kichi Sibi. Our hope is that this reorientation towards the river will inspire the city's institutions and urban planning efforts to recognize and prioritize the power and significance of this place.

CREDIT: ADRIEN WILLIAMS

### Our Headquarters

The Centre's global headquarters sits on the unceded territory of the Algonquin Nation in Ottawa. The Algonquin Nation views this site near the Kichi Sibi (Ottawa River) as a place of immense spiritual, political and social significance, as well as a meeting place of many peoples and ideas – a concept that mirrors the Centre's goal of advancing pluralism.

The history of this land reminds us of our own challenges to advance pluralism in Canada, the urgency to pursue reconciliation and the lessons we can draw for our work in Canada and around the world.

This Canadian heritage landmark first housed the Dominion 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 sought-after dialogue space in the nation's capital to influence perspectives, inform policies and inspire pathways to advance pluralism.





# Key Highlights from 2022

« At the Global Centre for Pluralism, we continue to believe in the prospect for pluralism.

We have seen the power of people in our global network advocating for and achieving transformational results for pluralism. We have witnessed the power of evidence to generate more holistic analysis and lead to policies that address exclusion and improve wellbeing. We have also experienced the power of dialogue to educate and inform, convene individuals and organizations, break down silos, and enable cooperation towards more just, peaceful and prosperous societies. »

—MEREDITH PRESTON MCGHIE

**Power of people:**

Across all our programs, we see the power of people to enact positive change.

**Power of evidence:**

Before we can improve pluralism, we must be able to assess it and understand its many dimensions.

**Power of dialogue:**

The power of dialogue is profoundly evident in our work in education.



**CONVENING AT THE CENTRE:**

2021 Global Pluralism Award laureates convened in Ottawa in May for a week of events, meetings and workshops.

FROM LEFT TO RIGHT:  
Lenin Raghuvanshi, Matt Beard (All Out), Carolina Contreras, Trésor Nzengu Mpauni, Dani Elazar (Hand in Hand Center for Jewish-Arab Education in Israel), Rose LeMay, Mustafa Mahmoud (Namati Kenya), Omaid Sharifi (ArtLords).  
MISSING: Puja Kapai and Community Building Mitrovica.

CREDIT: PATRICK DOYLE





# Power of people

Across all our programs, we see the power of people to enact positive change.

Our growing network of Global Pluralism Award laureates, which now counts 30 recipients from 25 countries, is an inspiring example of the incredible work being done by individuals and organizations to advance pluralism across the globe and across a range of sectors – from artists and educators, to peacemakers, human rights advocates and lawyers.

Their courage and bravery are remarkable. Award laureates are often navigating many overlapping challenges, including geopolitical tensions, hostile governments, personal safety risks and minimal access to resources. And yet, they remain steadfastly committed to making pluralism possible.



⌄  
**MALAWI:**  
*Tumaini Festival, held in the Dzaleka Refugee Camp in Malawi, is a project of Trésor Nzengu Mpauni, 2021 Global Pluralism Award laureate.*  
CREDIT: TUMAINI FESTIVAL

To strengthen global awareness of what pluralism can look like ‘in practice’, we supported the work of this network of changemakers with events, collaborations and campaigns. Here are just a few highlights:

- **The power of people to support one another:**  
An online ceremony to celebrate the 2021 recipients and a week of in-person events in Ottawa provided Award laureates with the opportunity to gain visibility for their work in Canada and beyond, expand their professional networks, explore partnership opportunities, and learn about, inspire and support one another’s work.



⌄  
**CANADA/AFGHANISTAN:**  
*The opening of the Afghanistan My Love at the Aga Khan Museum in Toronto.*  
CREDIT: SALINA KASSAM

- **The power of people to raise the profile of pluralism:**  
We were able to amplify and support the work of a number of Award laureates throughout the year.  
  
By contributing financially to the 8<sup>th</sup> annual *Tumaini Festival* at a critical juncture, we helped ensure that this festival held in the Dzaleka Refugee Camp in Malawi and founded by 2021 Award laureate Trésor Mpauni was able to continue. Thanks to our support, other funders came on board, and the festival was highly successful with over 30,000 attendees from across Malawi.

By connecting 2021 laureate, ArtLords of Afghanistan, with the Aga Khan Museum in Toronto, we saw a new exhibition come to fruition, *Afghanistan My Love*, demonstrating how art can be used as a powerful medium for connection in times of adversity. The six-month exhibit was visited by over 44,000 people.





**We launched nominations for the next Award cycle, and the screening process is now well underway.**

The 2023 Award will be conferred in November. Laureates will join a growing and active network of pluralism champions around the world. As the alumni expands, we have a new set of powerful stories to tell and connections to make to bolster the pursuit of pluralism worldwide.



**KENYA:**

We co-presented a discussion and reception with Namati Kenya (2021 Global Pluralism Award laureate) at the Canadian High Commission in Kenya to honour the work of Namati and help raise their profile among civil society and philanthropic sectors. Zahra Khalid (pictured), a community paralegal working on citizenship justice with Namati Kenya.

CREDIT: BUZ STUDIOS



**ISRAEL:**

Students from the Hand in Hand: Center for Jewish-Arab Education in Israel network. Hand in Hand is a network of integrated, bilingual and multicultural schools equipping a new generation to live together in cooperation and respect through solidarity and dialogue. They are a 2021 Global Pluralism Award laureate.

CREDIT: HAND IN HAND



**Excerpt from Puja Kapai's acceptance speech at the Award Ceremony**

*Delivered remotely from Hong Kong, February 2022*



**HONG KONG:**

An Associate Professor of Law and Convenor of the Women's Studies Research Centre at the University of Hong Kong, Puja Kapai was recognized with the Global Pluralism Award for her commitment to addressing structures of inequality and social exclusion that impact minority communities in Hong Kong.



“By honouring my work in advancing social justice in relation to race, gender and minority rights, this Award renders visible the lived realities of all those who are routinely marginalised and experience systemic exclusion and discrimination.

This Award says: ‘We see you and you matter to us.’ It honours and celebrates the work and perseverance of change-makers who break

new ground while working within the very structures that marginalize them. At the same time, this Award is a clarion call that much work remains to be done to build a community which upholds and honours the dignity of every human being, no matter their race, gender, sexuality, age, disability, religion or other status.

This Award enables minority women like me to be seen

as empowered agents for change, both within and outside our communities. [...]

Powerful people and systems invisibilise women of colour, glossing over the structural barriers we face, diminishing our agency and voice. We are often portrayed as vulnerable, inviting ‘saviours’ who counsel us to stay in our lanes. This Award demonstrates that the road is ours to conquer.”





# Power of *evidence*

Before we can improve pluralism, we must be able to assess it and understand its many dimensions.

Lack of accurate, timely and disaggregated data is an obstacle to understanding, and therefore addressing, exclusion and inequality. Without a snapshot of where a country is at a given moment, it is difficult to chart a path forward.

The power of evidence cannot be understated. The **Global Pluralism Monitor** addresses the need for country-specific reporting on both institutional and cultural aspects of pluralism. It is a tool that assesses the state of pluralism in countries around the world.



»  
**COLOMBIA:**  
The Global Pluralism Monitor team travelled to Colombia in the fall to participate in a workshop with several Colombian organizations, including Mujeres de la Comision Etnica (Women of the Ethnic Commission). There continues to be strong interest in engaging with the Monitor's findings in Colombia, focussed on a more holistic approach to peace.

CREDIT: GCP





» *Across political, economic, social and cultural domains, the Monitor informs decision-making to address root causes of exclusion and improve the prospects for pluralism. By providing a holistic understanding of pluralism, the Monitor can help to inform meaningful action.*



Country assessments are completed or underway in 22 countries.

Country assessments are based on the Monitor Assessment Framework, which measures inclusions and exclusions across political, economic and social dimensions, through 20 distinct

indicators. Our goal is not to rank countries, but to collect and analyze data in a way that can help leaders from all parts of society to understand and improve their responses to diversity.

Across political, economic, social and cultural domains, the Monitor informs decision-making to address root causes of exclusion and improve the prospects for pluralism. By providing a holistic understanding of pluralism, the Monitor can help to inform meaningful action.

The power of this evidence has already started to take shape. Dialogue and outreach about the reports with in-country

stakeholders began this past year in Colombia. A series of regional workshops held in the fall of 2022 with representatives of Indigenous and Afro-descendant organizations discussed how Monitor findings can help support peacebuilding and political, social and economic transformations. The workshops generated recommendations aimed at adding value to the implementation of the Ethnic Chapter of the 2016 Peace Accord in Colombia. These partnerships are growing elsewhere, in Ghana, Malaysia and Sri Lanka, among others, as we strive to apply the power of evidence to support transformational change towards pluralism.

Global Pluralism Monitor  
Country Assessments



Cover designs for the Monitor country assessment reports.

Initiated 2021			Initiated 2022
Australia	Nigeria	Afghanistan (on hold)	Iraq
Bolivia	South Africa	Ukraine (on hold)	Mexico
Bosnia and Herzegovina	Sri Lanka		South Korea
Canada	Sudan		United Kingdom
Colombia	Tunisia		
Germany			
Ghana			
Indonesia			
Jordan			
Kenya			
Malaysia			



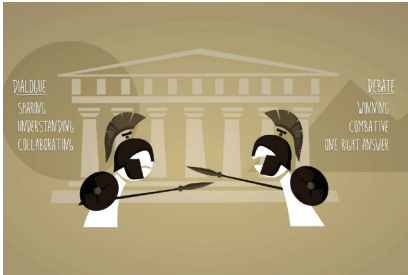
# Power of *dialogue*

The power of dialogue is profoundly evident in our work in education.

Advancing respectful dialogue in classrooms and schools can be particularly challenging. Many of today’s most polarizing social and political issues are based on historic biases and assumptions that perpetuate a very narrow and negative view of difference.

Consider, for instance, the fear and hate-based narratives surrounding asylum seekers arriving in Europe, Australia, Canada and many other western nations.

When we think about the spaces where we need practical tools to initiate safe and constructive dialogue about controversial social and political issues, schools are at the top of the list and teachers are on the frontlines of navigating these dialogues.



⚡  
**EDUCATING FOR PLURALISM:**  
Still photos from the *Educating for Pluralism* professional development videos, piloted in 2022. The videos underscore the difference between dialogue and debate, highlighting that dialogue is essential for building pluralist societies.

CREDIT: GCP

Therefore, our work in 2022 focussed on equipping school leaders to identify and address exclusion in their schools and supporting teachers with training to advance respect for diversity in the classroom. The roll-out of these tools both in Canada and internationally will continue in the coming years with our global partners in education, including the Aga Khan Development Network, the International Baccalaureate and the European Association of History Educators.

- **Initiating dialogue about diversity within schools:** During the 2021-2022 school year, we piloted the **Reflection Tool for Schools** in four Canadian provinces. The Reflection Tool is a strategic planning resource that helps school leaders look at policy and institutional issues that may inadvertently favour one group over another. It also looks at more

- subtle forms of exclusion related to language, history, biases and assumptions that underlie one-dimensional or negative perceptions of difference. The tool asks whether policies, curriculum and teaching incorporate critical and historical thinking, digital literacy, and respectful dialogue on social and political issues related to diversity and inclusion.
- **Navigating dialogue about diversity within classrooms:** A pilot of professional development training for educators, which included a range of multi-media resources, helped teachers in 35+ countries to overcome challenges to advancing respect for diversity in the classroom, such as tackling one-sided historical narratives that risk perpetuating conflict, and addressing hate speech on social media with digital literacy.





«  
**OSLO FORUM 2022:**  
FROM LEFT TO RIGHT:  
Roxaneh Bazergan (Office of  
the UN Special Envoy for Yemen),  
Meredith Preston McGhie  
(Global Centre for Pluralism),  
Lyse Doucet (BBC’s Chief  
International Correspondent),  
Sanam Naraghi Anderlini  
(International Civil Society  
Action Network).  
PHOTO COURTESY OF OSLO FORUM

»  
**KENYA:**  
Mustafa Mahmoud works with  
Namati Kenya, the organization  
that was a laureate of the  
2021 Global Pluralism Award.  
Namati Kenya’s work ensures  
equal citizenship rights and  
access to identity documents  
for minority communities in  
Kenya. Namati is transforming  
the law from an abstract system  
that serves a few to a powerful,  
practical tool that all of Kenya’s  
diverse citizens can use to  
improve their lives.

CREDIT: BUZ STUDIOS



# Looking Ahead: 2023 and Beyond

## Expanding our work in peace and conflict with partners around the world

Our Peace and Conflict program, launched in 2020, has continued to grow due to the urgent need to help conflict-affected countries address marginalization, exclusion and inequality. This program, which provides practical tools to assist peacemakers to adopt a pluralist approach in their work, has received considerable demand for its research, tools and technical assistance, as well as requests for collaboration.

A number of initiatives, which began in 2022, continue to expand:

- Offering training and ongoing mentorship on mediation and pluralism to government officials and peacebuilders in North America, Europe and Asia.
- Supporting the implementation of the USAID **Pluralism Technical Strategy** on strengthening media and civil society in Sudan and South Sudan. Co-authored by the Global Centre for Pluralism, this strategy offers a framework to support the integration of pluralism into the design, implementation and evaluation of projects.
- Working with Aga Khan Foundation to support community-level peacebuilding in Central Asia under a partnership funded by the German Foreign Office.
- Strengthening the application of pluralism by our in-country partners working on the implementation of the Ethnic Chapter of the 2016 Peace Accord in Colombia.



»  
**ADVANCING PLURALISM  
TOGETHER:**  
*Advancing Pluralism Together—  
Learn with Spark* is an informational  
video that defines pluralism and  
outlines the USAID Pluralism  
Technical Strategy, co-authored  
by the Centre.





» **UZBEKISTAN:**  
A pluralism and peacebuilding training in Uzbekistan in December. We continue to provide support to AKF in Central Asia to integrate pluralism into their initiatives. The aim is to address underlying sources of division and marginalization, laying a foundation for long term peace and stabilization across the region.  
CREDIT: GCP

**Building analysis on  
Indigenous perspectives  
and pluralism**

» **ASIA INDIGENOUS  
PEOPLES PACT:**  
Meredith Preston McGhie offers  
a piece by First Nations artist,  
Dawn Oman, to Gam A. Shimray  
of the Asia Indigenous Peoples Pact,  
in recognition of the partnership  
on the conference on Indigenous  
self-governance.  
CREDIT: AIPP



« **COLOMBIA:**  
During the Indigenous opening  
ceremony of the workshops in  
Colombia, Albeniz Ferreira Tique,  
an Indigenous member of the  
Pijao people, shares a birch bark  
basket from the Algonquin people  
in Canada, gifted by Verna McGregor  
of Kitigan Zibi First Nation.  
CREDIT: GCP



**In Canada and globally, Indigenous communities must play a prominent role in the advancement of pluralism.**

The Centre continues to build a program of work connecting Indigenous perspectives and pluralism.

In 2022, we collaborated with the Asian Indigenous Peoples Pact (AIPP) to convene a regional conference on Indigenous self-governance, civic space, democracy and pluralism in Thailand.

Building on this partnership, we are working with Indigenous experts and leaders to examine experiences of Indigenous self-governance, rights and pluralism, synthesizing findings from several Global Pluralism Monitor reports and other relevant resources.

We anticipate further collaborations to produce analyses and resources that build on both the Monitor’s findings and the lived experiences of Indigenous communities.

# 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. 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 and in line with global benchmarks, despite the challenging investment environment of recent years. The decrease in the Fund’s value throughout the year is due to unrealized losses. It is anticipated that these losses will regain value as market conditions improve. The Fund remains in a strong position to support and sustain the core work of the Centre.

At the end of 2022, the Fund balance was \$68.2 million including unrestricted funds. In 2022, 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 2022 are included in this report. These statements have been approved by the Board of Directors and duly received by the Members of the Corporation.

Global Centre for Pluralism  
Financial Statements

December 31, 2022

Independent auditor’s report

To the Board of Directors of the Global Centre for Pluralism

Opinion

We have audited the financial statements of the **Global Centre for Pluralism** [the “Centre”], which comprise the balance sheet as at December 31, 2022, 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, 2022, 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.

*EY*

Chartered Professional Accountants  
Licensed Public Accountants  
Ottawa, Canada  
May 17, 2023

Global Centre for Pluralism

Balance sheet

As at December 31

Assets	2022 \$	2021 \$
Current		
Cash and cash equivalents	419,315	290,358
Other receivables and prepaid expenses	256,825	195,900
Total current assets	676,140	486,258
Investments [note 3]	69,358,954	75,601,284
Capital assets, net [note 7]	26,441,094	28,292,974
	96,476,188	104,380,516
Liabilities and net assets		
Current		
Accounts payable and accrued liabilities	562,858	602,438
Deferred revenue [note 8]	665,477	289,430
Deferred capital contributions [note 9]	831,324	875,078
Total current liabilities	2,059,659	1,766,946
Net assets		
Endowment Fund [note 2]	40,000,000	40,000,000
Unrestricted Fund	28,011,784	34,342,171
Invested in building held for charitable purposes, net [note 1]	26,404,745	28,271,399
Total net assets	94,416,529	102,613,570
	96,476,188	104,380,516

See accompanying notes

Global Centre for Pluralism

Statement of operations

Year ended December 31

Revenue (loss) from operations	2022 \$	2021 \$
Investment income (loss) [note 4]	(3,524,268)	9,179,830
Grants	404,766	548,074
Donations	34,035	30,534
Rental income [note 10]	1,532,011	1,319,332
	(1,553,456)	11,077,770
Other income	103,682	37,606
	(1,449,774)	11,115,376
Expenses		
Programs and projects	3,381,368	3,324,920
Administration and other	301,621	202,973
Operations of 330 Sussex	1,177,582	1,078,794
Amortization of capital assets	1,886,696	1,897,025
	6,747,267	6,503,712
Excess (deficiency) of revenue over expenses for the year	(8,197,041)	4,611,664

See accompanying notes

Global Centre for Pluralism

Statement of changes in net assets

Year ended December 31

	Endowment Fund \$	Unrestricted Fund \$	Invested in building held for charitable purposes \$	Total 2022 \$	Total 2021 \$
Net assets, beginning of year	40,000,000	34,342,171	28,271,399	102,613,570	98,001,906
Excess (deficiency) of revenue over expenses for the year	—	(8,197,041)	—	(8,197,041)	4,611,664
Amortization	—	1,866,654	(1,866,654)	—	—
Net assets, end of year	40,000,000	28,011,784	26,404,745	94,416,529	102,613,570

See accompanying notes



Global Centre for Pluralism

Statement of cash flows

Year ended December 31

Operating activities	2022 \$	2021 \$
Excess (deficiency) of revenue over expenses for the year	(8,197,041)	4,611,664
Add (deduct) items not involving cash		
Amortization of office furniture and equipment	20,042	30,371
Amortization of building	1,866,654	1,866,654
Unrealized loss (gain) on investments	6,705,931	(3,971,937)
Net change in non-cash working capital balances related to operations <small>[note 6]</small>	231,788	744,600
Cash provided by operating activities	627,374	3,281,352
Investing activities		
Net purchase of investments	(463,601)	(3,199,464)
Additions to capital assets	(34,816)	(10,515)
Cash used in investing activities	(498,417)	(3,209,979)
Net increase in cash and cash equivalents during the year	128,957	71,373
Cash and cash equivalents, beginning of year	290,358	218,985
Cash and cash equivalent, end of year	419,315	290,358

See accompanying notes

Global Centre for Pluralism

December 31, 2022

Notes to financial statements

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, 49<sup>th</sup> 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 2017and 2018, contributions of \$34 million and \$1 million, respectively, were recorded as revenue in the financial statements.

The Centre is mandated to undertake activities that 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.

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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.

Rental income

Rental income is accounted for on a straight-line basis over the lease term.

Financial instruments

Financial instruments include cash and cash equivalents, other receivables, 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 recognized when earned and is recorded in the statement of operations in investment income (loss).

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.

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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 other receivables and prepaid expenses, 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 is 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.



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3 / Investments

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

Investments consist of the following:

	2022 \$	2021 \$
Cash and cash equivalents	3,594,264	3,676,664
Royal Bank of Canada guaranteed investment certificates	1,200,000	900,000
Other fixed income		
Investment in pooled fund	31,496,480	33,454,474
	36,290,744	38,031,138
Equities		
Canadian	20,119,763	22,459,244
US	7,312,147	8,459,660
Other international	5,636,300	6,651,242
	33,068,210	37,570,146
	69,358,954	75,601,284

As at December 31, 2022, included in cash and cash equivalents and total equities are dividends and interest receivable by the investment manager in the amounts of \$60,936 [2021 – \$40,765] and \$81,246 [2021 – \$91,136], respectively.

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4 / Investment income (loss)

Investment income (loss) earned on the Centre’s investments consists of the following:

	2022 \$	2021 \$
Interest	910,345	858,332
Dividends	1,021,986	954,314
Realized gains	1,249,332	3,395,247
Unrealized gains (losses)	(6,705,931)	3,971,937
	(3,524,268)	9,179,830

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, which determines the year’s expenses.

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6/ Statement of cash flows

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

	2022 \$	2021 \$
Other receivables and prepaid expenses	(60,925)	142,499
Accounts payable and accrued liabilities	(39,580)	193,224
Deferred revenue	376,047	96,483
Deferred capital contributions	(43,754)	312,394
	231,788	744,600

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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.

	2022		2021	
	Cost \$	Accumulated amortization \$	Cost \$	Accumulated amortization \$
Building	36,412,487	10,007,742	36,412,487	8,141,088
Office furniture and equipment	490,293	453,944	455,477	433,902
	36,902,780	10,461,686	36,867,964	8,574,990
Accumulated amortization	10,461,686		8,574,990	
Net book value	26,441,094		28,292,974	



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8/ Deferred revenue

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

			2022	2021
	Lease Revenue	Grants	Total	Total
	\$	\$	\$	\$
Balance, beginning of year	130,019	159,411	289,430	192,947
Received during the year	128,361	781,959	910,320	752,584
Recognized into revenue during the year	(130,019)	(404,254)	(534,273)	(656,101)
Balance, end of year	128,361	537,116	665,477	289,430

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9/ Deferred capital contributions

During the year, the Centre has received capital contributions from the Royal Canadian Mint [“RCM”] towards certain capital expenditures relating to delamination work in Wing B at 330 Sussex Drive. The amortization of deferred capital contributions is recorded as revenue in the statement of operations.

The changes in the deferred capital contributions balance are as follows:

	2022	2021
	\$	\$
Balance, beginning of year	875,078	562,684
Contributions restricted for purchase of capital assets	—	350,000
Amortization of deferred capital contributions	(43,754)	(37,606)
Balance, end of year	831,324	875,078

10/ Rental income

Rental income consists primarily of the operating lease agreement that the Centre has entered into with RCM for lease of Wing B at 330 Sussex Drive. Rental income in the statement of operations includes base rent, other space rent, recovery of common area maintenance costs, management fee, and reserved parking.

	2022	2021
	\$	\$
Base rent	755,465	658,148
Reserved parking	17,416	16,502
Management fee	48,109	44,772
Common area maintenance costs	590,928	588,320
Other space rent	120,093	11,590
	1,532,011	1,319,332

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**11/ 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.