



GLOBAL CENTRE FOR PLURALISM  
CENTRE MONDIAL DU PLURALISME

2025 ANNUAL REPORT

# Pluralism in Action: from evidence to practice and back





Pluralism in Action:  
from evidence to practice  
and back

2025 ANNUAL REPORT  
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Global Centre for Pluralism  
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[pluralism.ca](https://pluralism.ca)



## Message from the Chair of the Board His Highness Prince Rahim Aga Khan V

**The Global Centre for Pluralism was founded on a simple but profound belief: that the ability of societies to live well together and harness difference as a source of progress, prosperity, and peace is among the defining challenges – and opportunities – of our time.**

Pluralism reflects the leadership my late father sought to model. Leadership rooted in respect, inclusion, and the conviction that valuing diversity yields tangible and lasting results. Though he passed in February 2025, his belief continues to guide the Centre's work and vision.

The Centre's work is grounded in the certainty that pluralism is not an abstract ideal, but a

framework of core values that strengthens impact, deepens learning, and enables collective action. At a moment of great global uncertainty, marked by polarization, exclusion, and rising intolerance, seeing tangible action towards pluralism is essential.

The examples set by the individuals and organizations we have the privilege of supporting and celebrating through the Global Pluralism Award show that this is possible. The 50 laureates now form a global network of extraordinary pluralism leaders. These are ordinary people who have made extraordinary choices to put hope and ideas into action.

They represent a global community that refuses to accept the premises of division within their societies. This matters more than it appears at first glance: a vibrant civil society that works for meaningful

change is a key driver of pluralism, indicated across more than 40% of the countries assessed by the Centre's flagship research tool, the Global Pluralism Monitor.

Creating a world guided by pluralism is not an impossible task. A better reality can be built through daily choices — welcoming a neighbour, listening to someone you disagree with, or engaging unlikely partners to address shared challenges. These actions, however small they may seem, build movements, shift norms, and remind us that belonging often results from simple, lasting gestures.

I invite you to ask yourself: what action can you take today to make someone feel they belong? That is how hope becomes transformation.

That is pluralism in practice.



## Secretary General Message Meredith Preston McGhie

**We hear everywhere about the enormity of division and polarization – of conflict and collapse. Pluralism itself is under threat. While the impact of these divisions is reshaping our societies, economies, and daily lives, these need not be our inevitable future.**

In the face of these challenges, more people are seeking new ways to bridge divides, to understand their differences, and come together to make tangible positive change. We are responding, and pluralism is proving itself to be a critical tool – for collaboration, for bridge building, for repairing democratic practice, for building peace.

Our research through the Global Pluralism Monitor helped policy makers understand events and point to opportunities for transformation. In 2025 we presented the Monitor to over 1,200 individuals around the world, deploying it as a tool to understand and counter divisions.

Beyond country specific research, the Monitor framework helps to make sense of our vast social issues and challenges, structuring our understanding so that we can find opportunities and mobilise actions.

In response to polarization, demand for tools to work across our differences is rising and we are responding. The value of intentionally cultivating diverse, collaborative societies is being recognized. In 2025 we added dialogue tools to our growing compendium of resources – to support planning for education, peace and media leaders, policy makers, peacemakers and citizens. Pluralism gives us the means to act.

Our communications, public engagements and storytelling help audiences see how pluralism matters in everyday life. Each of our 50 Global Pluralism Award laureates from our last ten years show how it matters and what we can do. Pluralism is practical – it is the direct function of how we work together in societies with others who are different than us.

Our Global Pluralism Award and Global Pluralism Monitor anchor our collaborations around the world. This year, our network of Award laureates, Monitor partners, and institutional allies amplified our impact and extended our reach.

While the wider reach, and the growth and power of our global networks of leaders gives me great pride, it is the transformative work in specific contexts where the power of pluralism shows its exceptional depth. These specific moments may not appear in our daily headline feeds, but they are where the real work of pluralism lies. It is the evolution of how research informs practice to increase impact and the way a peace agreement is understood and implemented. It is the way that leaders are recognised and how two people, once enemies, find a way to sit together and begin a conversation. This change is sometimes quieter in the cacophony of our global crises, but it is real, and powerful. Leveraging our global movement in 2025 and into 2026 is connected to these quiet spaces where real change lives.



## About the Centre

The Global Centre for Pluralism is an independent charitable organization founded by His Highness Prince Karim al-Hussaini Aga Khan IV and the Government of Canada.

We believe that societies thrive when differences are valued. Our mission is to share perspectives, inform policies and actions, and open spaces for pluralism to advance. To achieve our mission, we work with policy leaders, educators and community builders around the world to amplify and implement the transformative power of pluralism.



### PLURALISM DEFINED

In diverse societies, people with different identities and viewpoints must find ways to live together. The work of pluralism is to find a balance between different perspectives and values that is rooted in respect for one another. Institutional mechanisms can help to address competing values, but pluralism is not created by institutions alone. The content of institutional choices is influenced by society and the people that make it up. Both institutional responses and behavioural changes are key to ensure that every person is recognized and feels they belong in the fullness of who they are.

Our work focuses on two reinforcing areas of: translating evidence to action and amplifying the work of our global network of pluralism leaders. We believe research and evidence is crucial to understanding how pluralism is present (or not present) in different societies, but it must not stop there. We ensure this evidence informs practical actions and decision-making across societies, from policy to education, and peace processes. We celebrate and support our global network of leaders to amplify their work across different contexts.



### ABOUT THE CENTRE'S PHYSICAL SPACE

The Centre's global headquarters, at 330 Sussex Drive in Ottawa, sits on the unceded territory of the Algonquin Anishinaabe Nation. The Algonquin Nation considers the land on which the headquarters is located—near the confluence of the Ottawa, Gatineau and Rideau rivers—to be of immense spiritual, political and social significance, as well as a meeting place of many peoples and ideas. As do we. Our headquarters serves as a space for dialogue, learning and exchange on approaches to advance pluralism.



In the physical space of the Centre, we are privileged to be around exceptional works of art through the **CANADIAN COUNCIL FOR THE ARTS ART BANK**. Featured here is *Light is Life* (2002), a sculpture by multimedia artist **RUBEN KOMANGAPIK**. Originally from Pond Inlet, Nunavut, Komangapik created this multifaceted piece with a whale's vertebrae with stone inlays that speak to Inuit connection to the land. CREDIT: GCP



Exterior grounds of the **GLOBAL CENTRE FOR PLURALISM'S** international headquarters at 330 Sussex Drive, Ottawa, Canada. CREDIT: GCP

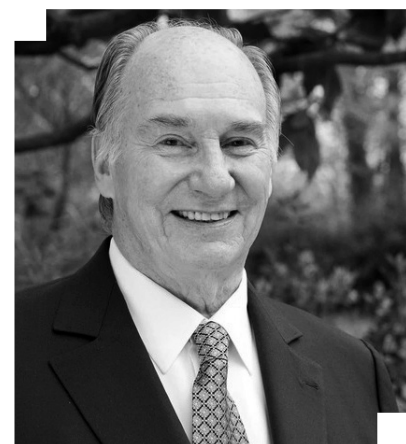


**THE CENTRE'S  
GOVERNANCE**

The Centre is governed  
by an international Board  
of Directors.

**[Directors Emeriti]:**

His Late Highness Aga Khan IV  
Late Kofi Annan  
Iain T. Benson  
Yash Pal Ghai  
Rudyard Griffiths  
Alicia Bárcena Ibarra  
The Rt. Hon. Beverley McLachlin  
Marwan Muasher  
Marty Natalegawa  
Margaret Ogilvie  
Eduardo Stein



Its members are:

**2025** — [CHAIR] His Highness Prince Rahim Aga Khan V\*

**2009** — Princess Zahra Aga Khan

**2009** — The Right Honourable Adrienne Clarkson

**2009** — Huguette Labelle

**2013** — Azim Nanji

**2014** — Khalil Shariff

**2019** — Marty Natalegawa (term concluded 2025)

**2020** — James Irungu Mwangi

**2022** — Mike DeGagné

**2023** — Kim Ghattas

**2023** — Rohinton P. Medhora

**2025** — Reeta Roy (term began 2025)

**2025** — Deborah Yedlin (term began 2025)

**IN MEMORIAM:**

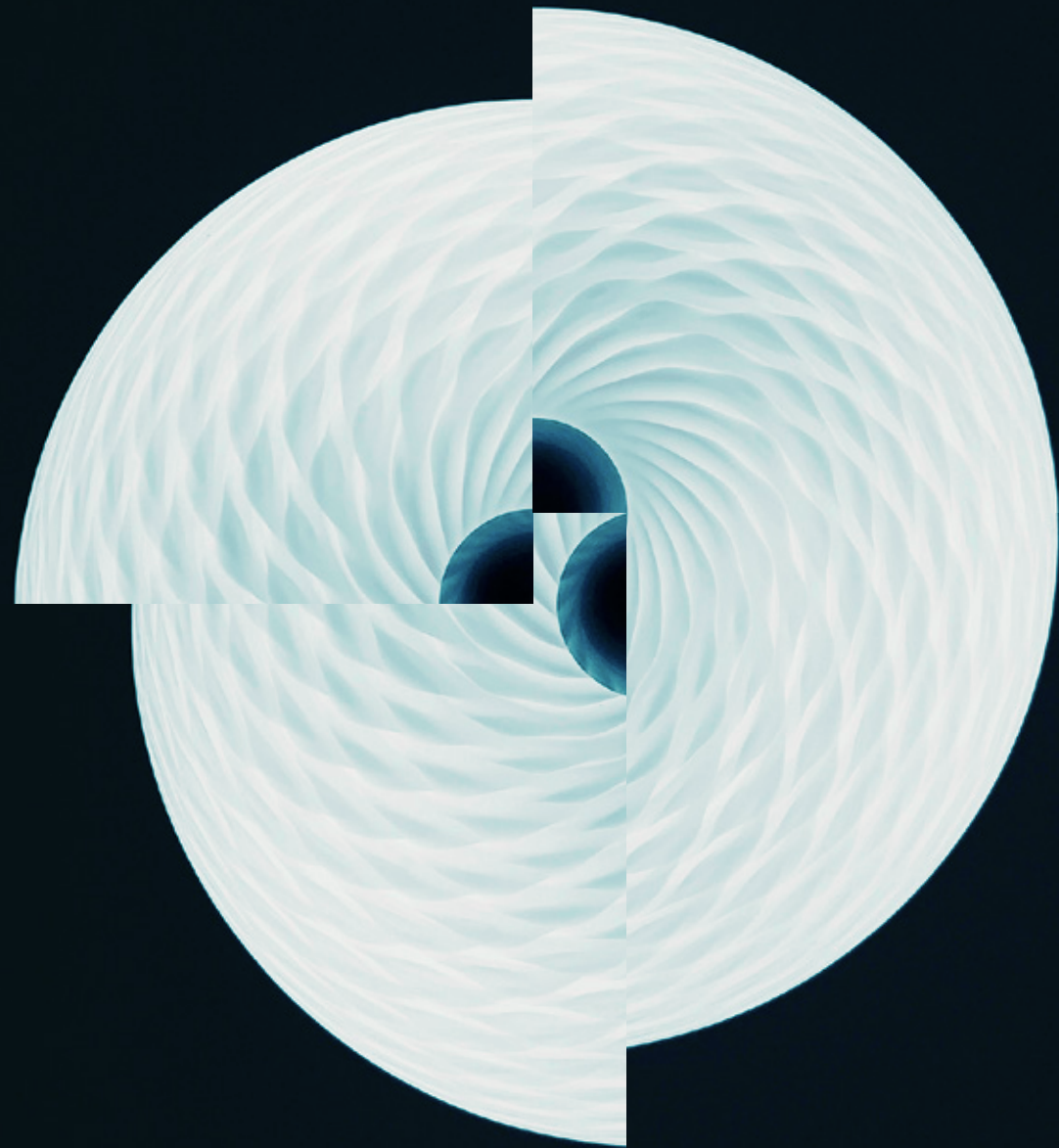
**HIS HIGHNESS THE AGA KHAN IV [1936–2025]\***

Our founder and former board chair, His Late Highness Prince Karim al-Hussaini Aga Khan IV passed away peacefully in Lisbon on February 4, 2025. He leaves an unparalleled legacy of institutions around the world dedicated to advancing human development, including the founding of the Global Centre for Pluralism, in partnership with the Government of Canada. His Late Highness's legacy inspires all of us to make these choices, to work toward pluralism and across differences in our communities, institutions and societies. It is the responsibility of all to carry that vision forward to honour his legacy. We invite you to visit our website to learn more about the relationship between His Late Highness and pluralism.

PHOTO CREDIT: AKDN



**GCP STAFF RETREAT:** The Centre's team respect the work of pluralism: different backgrounds and perspectives that are rooted in respect for one another. CREDIT: PATRICK DOYLE



# Sections

Our work in 2025 advanced core priorities for pluralism. We demonstrated how **fostering understanding** and empathy across differences counters division; how active global networks of pluralism leaders **build lasting changes**; that **stronger peacemaking practices** mean that peace builds towards pluralist societies; and that **using evidence and knowledge** makes systemic changes possible to build systems that work for everyone.



## 01

### FOSTERING UNDERSTANDING

A society can only thrive when people are able to understand and engage with one another, even when they disagree.



## 02

### BUILDING GLOBAL NETWORKS

This year, we strengthened and expanded our global networks with over 35 interventions around the world.



## 03

### STRENGTHENING PEACE

Pluralism is tested in times of crisis, yet it is key to holding societies together when other forces pull them apart.



## 04

### MOBILISING KNOWLEDGE

To support actors in society take steps to advance pluralism, they need a deep understanding of the ways different groups are being advantaged or disadvantaged by a society's systems, norms and narratives.

# One: Fostering understanding

A society can only thrive when people are able to understand and engage with one another, even when they disagree. Our capacity to speak, listen, and participate in constructive discussions in our societies is vital, but, as mounting polarization shows, it is becoming more difficult to do. This is a muscle that must be deliberately exercised and strengthened.

This year, our pluralism tools and engagements helped build this muscle. From September to December 2025, we piloted our newest tools for facilitating dialogue across difference, the *Pluralism House Rules* and *Pluralism Cards: Questions for Connecting*. In Canada

and the United States, with the support of collaborators in British Columbia, Nova Scotia, Ontario, Saskatchewan and Texas, we shared these tools and convened a series of dialogues with more than 800 people to increase skills for talking across differences.



In September, workshop participants in Prince George, B.C. put the **PLURALISM HOUSE RULES** into practice during a small group discussion. The conversation was a part of one pilot workshop that incorporated several Pluralism Card questions. CREDIT: GCP  
ABOVE: MELODY MALONEY/  
WELLINGTON IMAGERY

PILOTED

September  
to December

CONVENING

800  
participants

CARD DECK

45  
questions

We developed the **PLURALISM CARDS: QUESTIONS FOR CONNECTING** with our network of Global Pluralism Award laureates, utilizing their expertise to build a deck of 45 questions. These questions are designed to strengthen the skills involved in engaging across difference – such as curiosity, active listening, empathy, understanding, humility and openness to learning. Together with resources such as the *Global Pluralism Monitor Framework* and the *Pluralism House Rules*, these tools help convene conversations where people can tackle tough questions and collectively explore solutions to complex problems.



The Centre is committed to creating tools to build the capacity to listen to understand and have difficult conversations.  
CREDIT: JOSEPH MICHAEL



KEYNOTE

## Why Should We Talk: The Power of Uncomfortable Conversations



Attendees hold a few of the “**PLURALISM CARDS: QUESTIONS FOR CONNECTING**” after a Hot Docs screening in Toronto, ON, Canada.

BELOW: “Pause for a moment to think of a time when being connected to other people helps you to better face a problem or challenge in your life. What was it about this connection that helped?”  
CREDIT: TAKU KUMABE



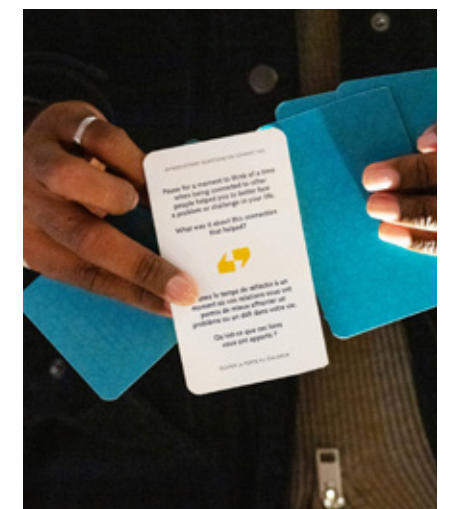
[FEB 3/25]: In her keynote speech at the University of Alberta *Why Should We Talk: The Power of Uncomfortable Conversations*, Secretary General Meredith Preston McGhie explored the role of dialogue in building resilient, inclusive communities in times of conflict and fear:

“We need to recognize that understanding is actually a goal in the conversations, and that understanding does not require agreement, and that understanding doesn’t mean endorsement. We need to see understanding for what it is.”

—MEREDITH PRESTON MCGHIE

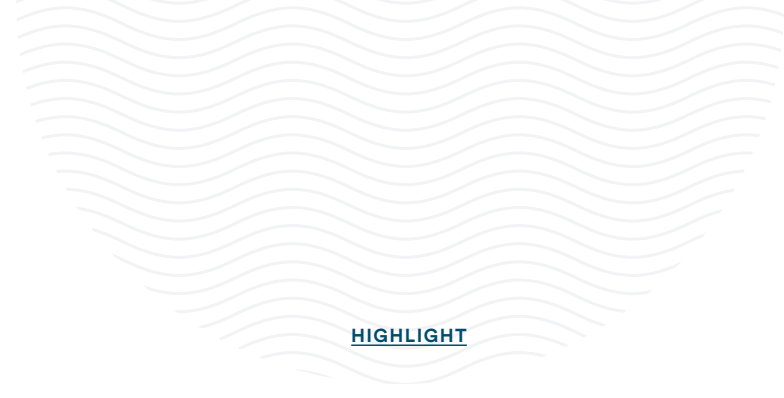
### ➔ “What would it mean to you if a stranger took the time to help you?”

During a facilitated workshop, one participant shared that when they bought a crib for their first child, they realized the box couldn’t fit into their vehicle. While trying to fit the box into their too small SUV, a stranger nearby in the parking lot with a larger vehicle offered to drop the crib off to their home – no questions asked and no charge. It was unexpected and truly surprising to the participant and their spouse. As a newer immigrant to the country, it was one of the first times this participant felt they truly belonged in their community showing that small acts of kindness can have a tremendous impact.





A faith leader leads a workshop for **BUILDING BRIDGES FOR PEACEBUILDING** in Bogotá, Colombia.  
CREDIT: EMILIA ESCOBAR




HIGHLIGHT

*“Now I go to my neighbourhood church and when the pastor says ‘welcome’ to me, my partner, my son—I feel like it was the best thing that Colombia Diversa could have done.”*

2025 — GLOBAL PLURALISM AWARD LAUREATE

COLOMBIA DIVERSA



Colombia Diversa

**REBUILDING COMMUNITY  
LEVERAGING A GLOBAL NETWORK  
OF CHAMPIONS**

*Colombia Diversa* is a 2025 Global Pluralism Award laureate founded on recognition of common humanity as the first step toward understanding. They use research, advocacy and litigation organization to defend the rights of LGBTQI+ people across the country. One of their initiatives, Building Bridges for Peacebuilding, aims to create safe spaces where LGBTQI+ community members and Christian leaders from different denominations can find collective understanding. This has encouraged some pastors to welcome the participation of marginalized congregations for the first time. For some other church leaders, the initiative builds on their opposition to violence against LGBTQI+ communities as a step toward embracing same-sex marriage. “Now I go to my neighbourhood church and when the pastor says ‘welcome’ to me, my partner, my son—I feel like it was the best thing that Colombia Diversa could have done” said one participant. “The most gratifying thing is when you realize that Christian people have another perspective, they no longer think with that negativity or rejection as they looked at us before.”

## Two: Building global networks

This year, we strengthened and expanded our global networks with over 35 interventions around the world, enabling pluralism leaders to learn from one another, innovate in their practice and combine efforts for more effective action.

As our Global Pluralism Monitor research shows, while pluralism does not require democracy to exist, democracy requires pluralism if it is to thrive. At a time of such strain on the democratic fabric of our societies, part of our work in 2025 focused on supporting a network of democratic actors in Canada and globally.

In September we helped coordinate the launch of the Canadian Democracy Delegation to the Athens Democracy Forum alongside Toronto Metropolitan University's Democratic Engagement Exchange, Apathy is Boring, and the Circle for Democratic Solidarity and led a side event on pluralism and democracy. This is a growing network committed to collaborative action for democracy that embeds pluralism as a key component for democracy to deliver.

The discussions in Athens highlighted why pluralism matters in our systems, in the behaviour of our elected political representatives, in our approaches to Indigenous reconciliation, and in the experiences of migration and newcomers to Canada.

This discussion connected Canadian democracy actors with leaders around the world, strengthening pro-democracy and pluralism networks.

We have also expanded our network with teachers across Canada. In partnership with the Fédération canadienne des enseignantes et des enseignants (CTF/FCE), the francophone branch of the Canadian Teachers' Federation, we ran a pluralism training for internationally educated teachers in French-language schools in Ontario – a group that has been leaving the profession at alarming rates. The first iteration of the program has produced significant gains in participant teachers' self-efficacy, professional confidence, and social integration, directly addressing the retention crisis.



**CANADIAN DEMOCRACY DELEGATION** (the Global Centre for Pluralism, TMU's Democratic Engagement Exchange, Apathy is Boring, and the Circle for Democratic Solidarity) at the Athens Democracy Forum to advance pluralism and democratic renewal in Canada and globally in September 2025. CREDIT: COURTESY OF THE CANADA DELEGATION FOR THE ATHENS DEMOCRACY FORUM



Rather than imposing top-down solutions, we built resources and mentorship models with immigrant teachers, retired coaches, and principals, embedding lived expertise into every stage. This approach addresses power structures, discomfort, and bias while fostering trust across deep differences. The result is not just better retention, but transformative professional relationships and a systemic shift in how schools understand belonging.

We also resumed our support to the Canadian Association of Independent Schools (CAIS), as they continue to integrate pluralism approaches and develop resources for their member schools across the country. A few CAIS member schools actively participated in the piloting of our early tools and trainings for educators and have since “infused” pluralism into their leadership, school missions and values, educational offerings and human resources.



**MICHEAL YOUASH**, Senior Manager of Global Analysis asks a question at the 2025 Canadian Vote Summit in Montreal, QC. CREDIT: CANADIAN VOTES SUMMIT



Teachers attending the **FCE TRAINING** complete a group exercise. CREDIT: GCP



The global community of Global Pluralism Award laureates is another demonstration of the power of this collective work. The Award celebrates individuals and organizations who, with remarkable courage and innovation, build bridges across divides and advance pluralism around the world.

LAUREATES	SUBMISSIONS	COUNTRIES
10	300+	64

During this fifth cycle of the award, our international jury selected 10 laureates from over 300 submissions from 64 countries. These formidable leaders join the last four cohorts, bringing the total to 50 pluralism champions recognized over the last 10 years.

Their work informs our practice, and we hope that their stories will inspire others working to advance pluralism and counter division.



Representatives from the 2025 Global Pluralism Award Laureates join the Honourable Edith Dumont, Lieutenant Governor of Ontario for a reception honouring their work.

[FROM LEFT TO RIGHT]: **DR. Yael BERDA** (A Land for All, Israel and Palestine), **Pavel HRICA** (Cesta von, Slovakia), **Tiffany EASTHOM** (Nonviolent Peaceforce, International), **Meredith PRESTON MCGHIE**, **MARITZA DEL CARMEN YEH CHAN** (Coordinadora Nacional de Mujeres Indígenas, Mexico), **MOHAMED ADAM JR.** (Sudanese Youth Network for Ending the War and Establishing a Democratic Civil Transformation, Regional), the **HONOURABLE EDITH DUMONT**, **ANNEKE MEERKOTTER** (Southern Africa Litigation Centre, Regional), **MARCELA SANCHEZ BUITRAGO** (Colombia Diversa, Colombia), **THAIS MARTINS** (Mais Diferenças, Brazil), and **DR. THABET ABU RASS** (A Land for All, Israel and Palestine). CREDIT: COURTESY OF THE OFFICE OF THE LIEUTENANT GOVERNOR OF ONTARIO.

[NOT PICTURED]: **PIPPA SMALL** (The New Life Trust Organization, Afghanistan), **ASHLEY TUCKER** (Artistic Freedom Initiative, United States/Switzerland).

## 2025 Global Pluralism Award Winners



### ⊕ 2025 Winner

**A LAND FOR ALL**  
(ISRAEL AND PALESTINE)

In one of the world's most challenging contexts, *A Land for All* transcends deep polarization and promotes a future in which two states coexist within a shared homeland, prioritizing dignity, equality, and a shared sense of belonging for all peoples.



Palestinian and Israeli members of **A LAND FOR ALL** share space at a gathering for peace, ceasefire, and an end to the occupation. CREDIT: YAM GAL



### ⊕ 2025 Winner

**COLOMBIA DIVERSA**  
(COLOMBIA)

In a complex post-conflict context, *Colombia Diversa* advances justice and inclusion for LGBTIQ+ people through strategic litigation and dialogue, building trust and cooperation between oppositional groups and making Colombia a safer place for all.



Colombia Diversa Executive Director **MARCELA SÁNCHEZ BUITRAGO** meets with members Jurisdicción Especial para la Paz | JEP (Special Jurisdiction for Peace), an organization they partner with to build trust and reconciliation between LGBTIQ+ communities and former FARC combatants. CREDIT: ESTEVAN PADILLA



### ⊕ 2025 Winner

**SOUTHERN AFRICA  
LITIGATION CENTRE**  
(REGIONAL)

The *Southern Africa Litigation Centre* supports the full participation of marginalized populations by using the law and social engagement to overcome systemic barriers to full legal, social, and environmental participation across 12 countries.



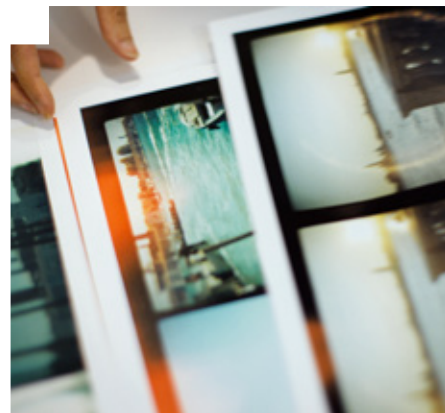
**MAYESO GWANDA**, a street vendor whose arrest sparked the trial against vagrancy laws in Malawi, shares his thanks for all the optimism following the case. CREDIT: ESTEVAN PADILLA



The 2025 Global Pluralism Award laureates celebrate Award Week at the *Stories of Possibilities* screening in Toronto, Canada.

[FROM LEFT TO RIGHT]: **ANNEKE MEERKOTTER** (Southern Africa Litigation Centre), **TIFFANY ESTHOM** (Nonviolent Peaceforce), **DR. Yael BERDA** (A Land for All), **MOHAMED ADAM JR.** (Sudanese Youth Network), **THAIS MARTINS** (Mais Diferencas), **PAVEL HRICA** (Cesta von), **MARCELA SANCHEZ BUITRAGO** (Colombia Diversa), **DR. THABET ABU RASS** (A Land for All), and **MARITZA DEL CARMEN YEH CHAN** (CONAMI). CREDIT: TAKU KUMABE

# Honourable Mention Recipients



## ARTISTIC FREEDOM INITIATIVE (UNITED STATES/SWITZERLAND)

*The Artistic Freedom Initiative* provides critical legal and resettlement services to persecuted artists from over 60 countries, supporting their full participation by preserving cultural memories, languages, and identities under threat of repression in their home countries.



A visual artist and **ARTISTIC FREEDOM INITIATIVE** beneficiary shares her collection that uses pre-exposed film to visualize the refugee experience of separation, displacement, and new cultures.  
CREDIT: GEOFFREY TAYLOR



## CESTA VON (SLOVAKIA)

*Cesta von* is tackling deep-seated discrimination and social exclusion by empowering Roma communities to overcome systemic poverty and participate fully in society.



An **OMAMA** working with **CESTA VON WORKS** with a young mother and child to prepare them to excel in the Slovak school system.  
CREDIT: DANIEL DULHY



## COORDINADORA NACIONAL DE MUJERES INDÍGENAS – CONAMI (MEXICO)

A Mexican network of Indigenous women, **CONAMI** supports the full participation of Indigenous women by centering traditional knowledge in national activism to combat gender-based violence and secure land rights.



Members of **CONAMI** meet to discuss ways to fully participate in civil society as indigenous women.  
CREDIT: YAREMI GUADALUPE CHAN PADILLA



## MAIS DIFERENÇAS (BRAZIL)

*Mais Diferenças* is transforming the educational landscape in Brazil by uniting people with and without disabilities to co-create tools for meaningful, inclusive learning.



Members of the **MAIS DIFERENÇAS** reading group discuss how to design the book to be accessible, taking into account how different disabilities have specific and intersecting needs. CREDIT: ALICIA PERES



## NEW LIFE TRUST ORGANIZATION (AFGHANISTAN)

*New Life Trust Organization* supports the full participation of marginalized women and builds inter-ethnic solidarity through skills training and artistic expression, courageously fostering women's entrepreneurship in one of the world's most challenging regimes for gender equality.



A jewelry designer at the **NEW LIFE TRUST ORGANIZATION** workshop, demonstrates the precision of handmade jewelry.  
CREDIT: COURTESY OF NEW LIFE TRUST ORGANIZATION



## NONVIOLENT PEACEFORCE (INTERNATIONAL)

*Nonviolent Peaceforce* builds trust and cooperation between warring parties in active conflict zones, from Ukraine to South Sudan, centering the voices of those on the peripheries to participate in building solutions for peace.



Facilitated by a local worker for the organization, women gather to participate in **NONVIOLENT PEACEFORCE'S** early warning program in the Philippines.  
CREDIT: WILLIAM S. SOLANO JR.



## SUDANESE YOUTH NETWORK FOR ENDING THE WAR AND ESTABLISHING A DEMOCRATIC CIVIL TRANSFORMATION – SYN (REGIONAL)

Operating from within an active war zone and across borders, **SYN** is a youth-led network that unites diverse Sudanese youth around a common vision to end the war and transition to civilian government.



Sudanese men and women share their ideas around moving to a ceasefire and opening humanitarian corridors at a **SYN** community meeting in Nairobi.  
CREDIT: ALTAYEB MUSA

DATA/IMPACT  
SNAPSHOT:



50

MEMBERS

Fifty members in the laureate network encompassing 14 fields of work from Social Cohesion to Arts and Culture.

38

INTERVENTIONS

38 interventions and engagements in Canada and internationally reaching 10,000+ across all networks.

1M+

MOBILIZATION

Digital mobilization across social media, traditional media, and podcast of 1,000,000+.

## All of this year's laureates have again shaped our thinking and practice for pluralism.

For example, the Southern Africa Litigation Centre (SALC) and Cesta von each demonstrate that while socio-economic inequality continues to drive division and exclusion, these conditions are neither inevitable nor irreversible.

SALC has shown the transformative power of the law to restore dignity and belonging. By advancing legislation that decriminalized poverty by removing sanctions for street vendors, sex workers, and homeless children, they challenge entrenched narratives around who belongs in society. Legal reform, in their hands, has become a tool not only for justice but for changing how people see one another. With Award prize funding, SALC is building on these important legal victories beyond the courtroom by strengthening messaging to advance social cohesion, counter harmful narratives, and spread community awareness of the legal options available to challenge hate speech and stigmatization.

At the same time, Cesta von demonstrates that belonging begins early. Working in close partnership with Roma mothers in Slovakia they provide early childhood learning, equipping children with the foundation to enter and stay in school and giving them a better shot at participating fully in Slovak society. Cesta von shows that financial inclusion matters to early childhood development and lifelong belonging.

A Land for All (ALFA) and the Sudanese Youth Network for Ending the War and Establishing a Democratic Civil Transformation (SYN) are demonstrating the power – and possibility – of a diverse network of people – even amid conflict and division. They bring together individuals from different religious, ethnic, and political groups (in Israel and Palestine, and across Sudan, respectively), including diaspora communities, to imagine a future and homeland for everyone.

We amplified the impact of these pluralism champions and connected them with other leaders through a series of convenings with our Award jury and laureates in London, Toronto, and Ottawa. Across these gatherings, we brought leaders from government, media, civil society,



and faith communities in Canada and around the world to learn directly from our laureates and jury members. Hundreds participated in workshops and panel discussions that confronted difficult issues – from declining LGBTQI+ rights, generational poverty, femicide, discrimination, to the wars in Sudan, the Middle East, Ukraine and elsewhere.

These gatherings provided concrete examples of how pluralism can create bridges between unlikely allies to help solve even the most complex problems. Participants left inspired, and our laureates returned home re-energized and equipped with new ideas, perspectives and partnerships drawn from peers around the world.

The lessons from this year's Award laureates are profound and wide-ranging. Their stories can be found in the **Award yearbook** on our website and on our YouTube channel.

<https://award.pluralism.ca/award/award-ceremony/award-week-2025>

@globalpluralismaward



A Land for All Palestinian co-board chair **DR. THABET ABU RASS** responds during the Q&A for *Stories of Possibilities*, a screening at the HotDocs theatre. Listening intently is his Israeli co-chair, **DR. Yael BERDA**, a visual representation of the cooperation and dialogue needed to imagine societies where everyone is valued, respected and granted pathways to prosper. CREDIT: TAKU KUMABE

## Three: Strengthening peace

Pluralism is tested in times of crisis, yet it is key to holding societies together when other forces pull them apart. This year we offered pluralism as a tool to support peace processes and dispute resolution across our networks from Afghanistan and Sudan to Colombia and Canada. We work closely with in-country partners to design context-specific support for societies that are closed, divided, and in conflict.

A powerful example of this partnership is **Strengthening Peace through Pluralism in Colombia (SPTP)**, a two-year initiative in close collaboration with Mujeres de la Comisión Étnica-MCE (Women of the Ethnic Commission) in Colombia.

Funded with by the Government of Canada, we worked together to build the capacity of Afro-Colombian and Indigenous communities, in particular women leaders, to ensure the implementation of the 2016 Peace Agreement's commitments to ethnic communities, groups dis-proportionately affected by the conflict.

We walked alongside Indigenous and Afro-Colombian women leaders as they shaped, refined, and ultimately took ownership of a community-led monitoring tool based on our *Global Pluralism Monitor Framework* and our experience supporting civil society in conflict mitigation. Through a series of workshops across Nariño, Tolima, and Chocó, women strengthened their skills in data collection and reporting. They have identified spaces for progress in the agreement and raised these issues within the national consciousness and policy spaces. This is enabling these leaders to directly engage national authorities and use the findings to advocate for more inclusive, effective, and sustainable peacebuilding.

Perhaps most importantly, they transformed these tools to reflect their own realities, priorities, and territories. The dialogues with policymakers are rooted in Indigenous and Afro-Colombian perspectives, practices, and wisdom. The process is re-energising communities and organizations that have been facing persistent challenges over the past years due to the impact of the conflict, lack of funding and connection/support from government officials.

As the monitoring exercises unfolded, women leaders stepped forward as facilitators and knowledge holders, guiding dialogues on issues such as land, safety, and the environment—grounded in the wisdom of their communities.

### DATA/IMPACT SNAPSHOT:

9

#### SESSIONS

Nine dialogue sessions  
in Canada and Colombia

400

#### TRAININGS

400 people trained in  
monitoring and evaluation,  
pluralism and civic  
participation, conflict  
mediation, use of digital  
media to counter hate  
speech and misinformation

2K+

#### PEOPLE

2000+ people engaged  
through presentations  
and gatherings



**ALBENIS TIQUE**, member of the local SPTP team speaks with a national news radio.  
CREDIT: GCP



As part of a monitoring exercise, in Southern Tolima, **140 WOMEN** used different media they were familiar with, like embroidery, to communicate the different aspects of their society and everyday life that are most important. This decolonial approach of using their chosen medium allows participants to portray their life with honesty, familiarity and builds trust amongst each other and facilitators.  
CREDIT: GCP

**THE WAR IN SUDAN ENTERED ITS THIRD YEAR IN 2025. IT REMAINS ONE OF THE GRAVEST HUMANITARIAN AND PROTECTION CRISES ON THE PLANET.**

Yet despite the scale of the suffering, efforts to resolve the conflict remain fragmented, with no progress toward peace.

Our assessment of Sudan through the Global Pluralism Monitor made clear that the roots of the conflict are deep and structural. The long-term failure of pluralism in Sudan is stark. A central finding of the Monitor is the persistence of the ideology of “unity in conformity” – embedded in the country’s institutional structures as well as in its norms and narratives. This ideology has systematically excluded diversity and dissent, laying the groundwork for recurring cycles of violence. This year, we reviewed these structural findings and linked them to the current and evolving dynamics of the conflict to enable the Monitor to meaningfully respond to the changing context and support leadership of Sudan’s civilians as they seek an inclusive and sustainable peace.

FOUNDED 2023

**Sudanese Youth Network for Ending the War and Establishing a Democratic Civil Transformation (SYN) has been a leading youth voice against the war.**



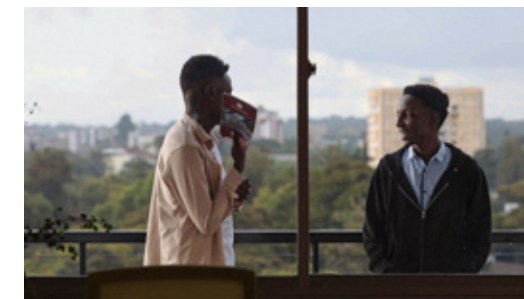
As Sudanese civilians look for spaces to push back against the extreme polarization that the conflict has engendered, we continue to advise, support and facilitate connections and dialogue. We supported civilian leaders working for peace in partnership with international and Sudanese organizations. Much of this work remains discreet, but it enables us to see where pluralist dialogue tools and spaces for fostering understanding across divisions can build the foundations on which a future peace process may stand.

Working across divisions to build towards peace is at the heart of the work of our 2025 Pluralism Award laureate, the Sudanese Youth Network for Ending the War and Establishing a Democratic Civil Transformation (SYN). We worked to amplify their work and messages through briefings with Canadian policymakers and civic actors, and by engaging SYN members in East Africa. Since its founding in 2023, SYN has been a leading youth voice against the war.

*“As global assaults on democracy continue, Canada should be at the forefront of defending the systems and movements that support democracies around the world. And if we are serious about this mission, our leadership must extend to efforts to achieve peace in Sudan.”*

—MEREDITH PRESTON MCGHIE

At a time when many Sudanese organizations are struggling to stay together across difference, and warring factions are working hard to co-opt different efforts, SYN’s commitment to bringing youth together across all sides of the conflict regardless of ethnicity, gender, and geography to call for a ceasefire and transition to a civilian government is extraordinary.



**MOHAMED ADAM JR.** receiving an Honourable Mention on stage at the 2025 Global Pluralism Award ceremony in Ottawa, Canada.  
CREDIT: MELODY MALONEY/WELLINGTON IMAGERY

The all-volunteer organization represents both a commitment to a pluralist vision for Sudan and the practical application of pluralist approaches amid extreme polarization. We are committed to continuing to support their work while increasing international understanding of the importance of pluralism in this volatile context.



In her opinion piece in the Globe and Mail, “In Sudan’s War, civilians—and democracy at large—are under siege,” Secretary General Meredith Preston McGhie argues that supporting democratic civilians in Sudan is crucial not only for Sudan, but to efforts to defend pluralist democracy around the world.



Sudanese youth who are displaced and residing in Kenya meet to discuss their futures for Sudan, and how to build a nation that holds all the diversity that creates it.  
CREDIT: ALTAYEB MUSA



Behind-the-scenes of Sudanese Youth Network.  
CREDIT: ALTAYEB MUSA

# Four: Mobilising knowledge

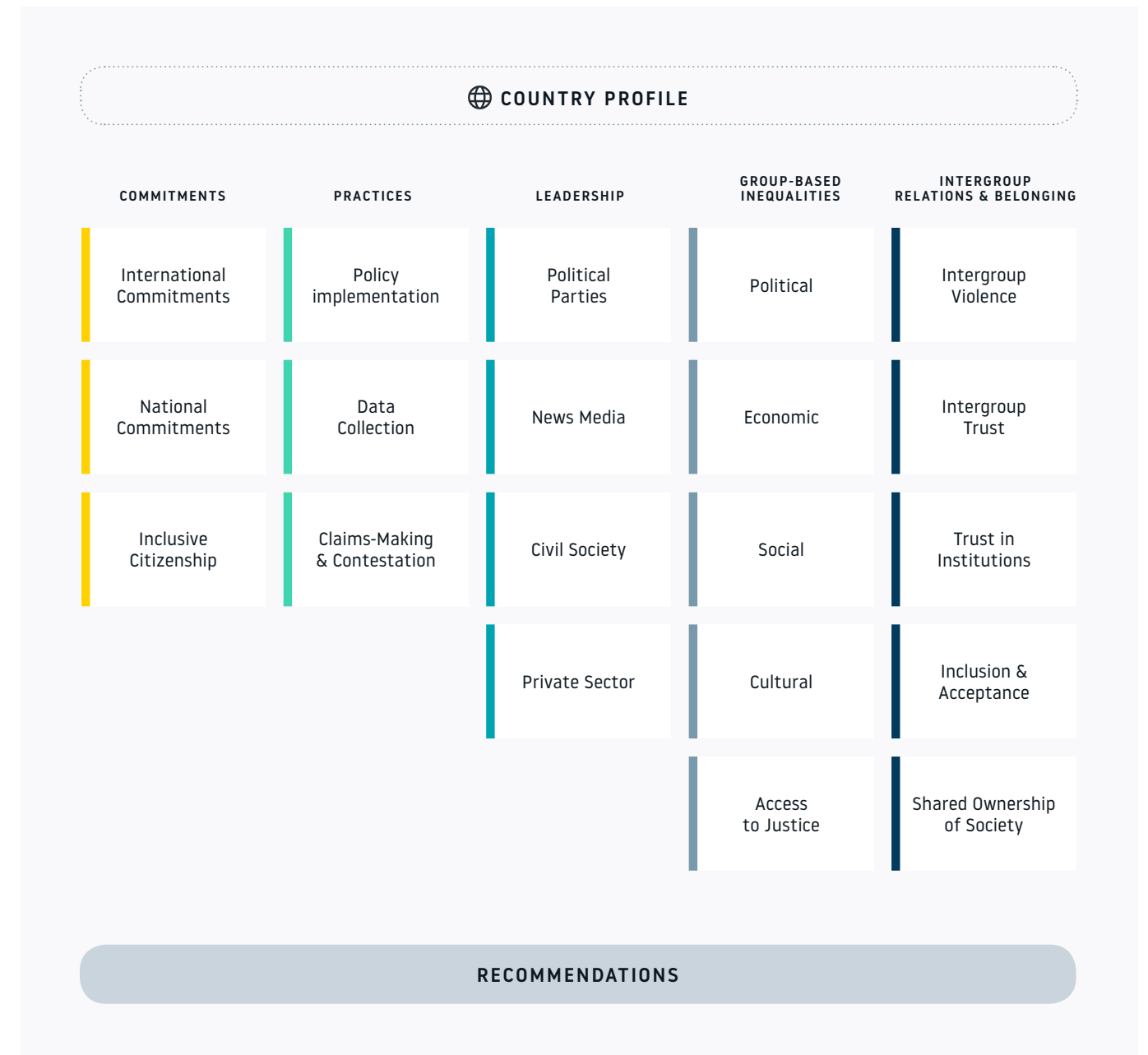
To support actors in society take steps to advance pluralism, they need a deep understanding of the ways different groups are being advantaged or disadvantaged by a society's systems, norms and narratives.

This helps identify where pluralism is under threat and what meaningful actions and opportunities might be taken. The Global Pluralism Monitor assists in doing this – as a holistic tool whose research and frameworks support planning and analysis.

The Monitor assesses the state of pluralism in countries worldwide and identifies pathways for policymakers and practitioners to address the underlying drivers of exclusion.

Applied now in 20 countries, Monitor's rich content informs our work with partners in peacemaking, education, democracy, across leadership domains, and in dialogue settings.

The Monitor helps to make sense of the complex interactions between the norms and rules of a society (constitutions, legislatures, courts, systems of governments, schools, and the media) and their social beliefs and values (the cultural habits and public mindsets) that influence how we interact with each other on an everyday basis. We need this sensemaking to identify areas where we can make positive changes to policy, who is being excluded, where points of tension lie, and what actions we can take to remedy this and navigate the complex decision-making.



The **GLOBAL PLURALISM MONITOR FRAMEWORK** comprises a country profile, 20 indicators, and key areas for action across policy and practice. CREDIT: KAREN NG-HEM

In Ghana, while concrete steps such as legal commitments to pluralism are important, they are not helpful unless implemented.

Our 2022 Ghana Monitor Report showed that despite some legislative efforts to reduce discrimination and better include women in public life, inequalities have persisted. The Monitor provided evidence on the sources and impact of gender inequality across regional, rural-urban, ethnic, and religious lines. With the support of our work, in 2024, after decades of advocacy, Ghana passed the Affirmative Action Bill, a major step to fulfill the gender equality provisions in the constitution. Following the implementation of this bill, we co-hosted the first National Dialogue on its implementation, reach and limitations, with representatives from government, private sector, education, and the Affirmative Action Coalition.

This work will continue as we support a comparative study of gender equity legislation and explore how to adapt the Monitor as a tool to track implementation of this important legislation.

Beyond Ghana, our Monitor assessments revealed troubling trends across countries. The Monitor evidence shows trust in our systems decline, and scapegoating of segments of our societies rising. Economic inequality undermined perceptions of election quality and outcomes; democracy was threatened by rising polarization and divisive, exclusionary narratives. Violence against women in most Monitor-assessed countries increased in 2025, and we saw a similar rise in anti-immigrant sentiments.

By identifying these threats, and sharing with our networks, we support leaders to intervene more effectively. At a time when access to reliable information is increasingly under threat, using rigorous data such as this can strengthen structures and demand accountability. Our analysis supports policymakers to identify threats to pluralism and act on the best ways to translate data into effective change.

We remain committed to making analysis clear, useful and rigorous as we can. As we finalized Monitor reports for Sudan, Kenya, and Nigeria, in 2025 we updated the research methodology and deepened the gender lens. While we continue to apply the Monitor in various country contexts, we have been building a rapid-response version to better support our partners in rapidly changing conflict and crisis contexts, including specifically focusing on questions of self-determination.

MONITOR REPORT

Ghana

ISSUED

2022

2024 RESULT

Affirmative Action Bill



In June 2025, our Staff met with longtime partners **CDD GHANA** to prepare for the first National Dialogue on the implementation of the Affirmative Action bill. CREDIT: GCP



As part of the Indo-Pacific Young Leaders Program from the Asia Pacific Foundation of Canada, our staff hosted the cohort at the Centre. There they were briefed on the *Global Pluralism Monitor Framework*, a selection of monitor reports, followed by a Q&A and reception. The cohort consisted of 15 mid-career professionals across Asia who work in government, think tanks, academia, and the media.

Members of the **GLOBAL ANALYSIS TEAM** present the Global Pluralism Monitor to the 2025 cohort of the Indo-Pacific Young Leaders Program from the Asia Pacific Foundation of Canada in June. CREDIT: GCP



### IN THE SPOTLIGHT: CLAIMS-MAKING AND CONTESTATION

There are many pluralism building blocks in societies. One of the most critical is the ability to challenge the status quo. How people contest power, norms or exclusions is key to building a pluralist society. Doing this well means going beyond critiquing governments or institutions. It requires rigorous analysis alongside dialogue, engagement, and sustained, on-the-ground efforts to press systems to become more inclusive. Calls for greater representation, demands for more rights, or protesting discriminatory treatment are examples of claims. These may be made through formal means (electoral or judicial channels) or through mobilizations and movements (protests or campaigns). While these processes are often tense and difficult, they are an essential part of the evolution of societies that connect all perspectives and include all citizens.

**Seen through the lens of the Monitor, our Claims-making and Contestation indicator prompts us to consider what it means for different groups to make claims from a pluralism perspective. Is this space open to one group but not another? Are there issues that are off limits? How can groups mobilise peacefully for change without state repression?**

Throughout 2025, we have seen societies around the world struggling with this key element of their social and legal spaces. From Canada to Kenya it is a reminder that the work of pluralism is a constant work in progress – to ensure these spaces exist, to engage to draw in all groups, and to build trust that the systems, laws and policies are in place for all – and can be challenged, reformed and improved over time as part of our pluralism journey.



## Conclusion

While 2025 was marked by rupture, uncertainty and loss, it has also highlighted opportunities for transformation. As the world evolves, we are adapting in practical ways.

**Our expanded global network, partnerships on the ground and practical tools are helping societies navigate division with clarity and purpose.**

Solidarity and connection among leaders in this work are necessary – they foster innovation, support challenging processes, and bring others into this work. Practical tools demonstrate that pluralism is not a distant ideal but a set of tangible strategies we can employ in the face of crises. Societies can weather turbulent times by creating spaces where differences are understood and not weaponized and where systems are built to engage everyone with dignity.

While challenges lie ahead, we are focused on the possibilities. Our laureates and partners remind us of what can be achieved when you collaborate to build societies grounded in respect, dignity, and belonging. Whether through the law, in a school, or in a youth movement, positive change is happening. We encourage you to join us in building stronger societies, one pluralist building block at a time.

**IF YOU ARE INTERESTED IN COLLABORATING OR LEARNING MORE ABOUT OUR RESEARCH OR TOOLS AND RESOURCES:**

— VISIT US AT: [www.pluralism.ca](http://www.pluralism.ca)

— OR GET IN TOUCH AT: [info@pluralism.ca](mailto:info@pluralism.ca)



→ **PRINCESS ZAHRA AGA KHAN**, Board Director, presents a 2025 Global Pluralism Award to Southern Africa Litigation Centre represented by Executive Director **ANNEKE MEERKOTTER**, in Ottawa, Canada. CREDIT: MELODY MALONEY/WELLINGTON IMAGERY





### 2025 — AT THE CENTRE

Throughout the year, our full team gathers to plan for cross-team co-creation, collaboration, and to get input from as many perspectives as possible. This builds confidence in our approach year-round and brings us together, not just for work, but for a bit of fun as well. CREDIT: GCP

### MAR

#### BRIDGING DIVIDES

[MAR 13/25]—The Global Centre for Pluralism and the High Commission of Canada convened a timely and thought-provoking conversation in London, UK. The dialogue, “Bridging Divides: Inspiring Pluralist Leadership in an Uncertain World”, featured two Global Pluralism Award jury members.



➤ **DR. MARWAN MUASHER (CHAIR)**, Vice President for Studies at the Carnegie Endowment for International Peace (Jordan) with **MEREDITH PRESTON MCGHIE** and **DR. COMFORT ERO**, President and CEO of the International Crisis Group (UK/Nigeria). CREDIT: ALEX UNAI ARIETTA

### JUN

#### PLURALISM, SECURITY & THE FUTURE OF THE TRANSATLANTIC ALLIANCE

[JUN 25/25]—We partnered with the Canadian International Council (CIC) and Konrad Adenauer Stiftung to convene a half-day conference for policy makers reflecting on the outcomes of the G7 in June. This timely event explored the intersection of pluralism, security, and transatlantic partnerships in an evolving global order.



⬆ **CIC/KAS (ODETTE MCCARTHY**, Equitas International Centre for Human Rights Education with Secretary General **MEREDITH PRESTON MCGHIE**; **MAIWAND RAHYAB**, Resilient Societies; and **JUDIKA TLADI**, Deputy High Commissioner, South Africa). CREDIT: GCP

### AUG — VICTORIA FORUM

[AUG 24-26/25]—GCP attended the Victoria Forum, under the theme: “Towards a Better Future: Shifting the Trajectory”, co-hosted by the University of Victoria and the Senate of Canada, in BC.



⬆ **JAYNE BARLOW**, Director of Programs & Partnerships spoke on taking stock of the Sustainable Development Goals (SDGs). CREDIT: COURTESY OF VICTORIA FORUM

### OCT — SPORT DIPLOMACY CONFERENCE

[OCT 8/25]—We co-hosted a one-day conference in Ottawa, Canada with Kinova Solutions and Jetr Global Sports + Entertainment. Bringing together policymakers, diplomats, athletes, academics and sport leaders, the event examined sport and its role in global engagement, peacebuilding, trade and Canada’s international influence. It also explored how and why sport can be a significant tool for a modernized Canadian diplomatic strategy.



➤ **MEREDITH PRESTON MCGHIE** with **IGE EGAL**, Play for Dignity; **OLUSEYI SMITH**, Racing to Zero; and **DALE SHEHAN**, DLStratsolutions. CREDIT: GCP



### SEP

#### GLOBAL PLURALISM AWARD SITE VISITS & FILMING

AS PART OF THE DUE DILIGENCE PROCESS, WE VISIT THE SITE OF WORK OF OUR GLOBAL PLURALISM AWARD FINALISTS. THIS ALLOWS US TO IMMERSE OURSELVES IN THEIR WORK, LEARN WHICH STORIES BEST SHOW THEIR IMPACT AND BUILD DEEPER RELATIONSHIPS. PICTURED HERE ARE GCP CONSULTANTS AND PARTNERS OF THE SOUTHERN AFRICA LITIGATION CENTRE, A 2025 GLOBAL PLURALISM LAUREATE, FILMING AND INTERVIEWING FOR THE SHORT DOCUMENTARY SCREENED AT THE 2025 AWARD CEREMONY AND THE HOT DOCS THEATRE IN TORONTO. THIS DOCUMENTARY MAKES VISIBLE THE IMPACTS OF THE LANDMARK CASE AGAINST VAGRANCY LAWS IN MALAWI.

CREDIT: GCP

You can view this documentary and others at: [www.youtube.com/@globalpluralismaward](https://www.youtube.com/@globalpluralismaward)



# 2025 Year-in-Review



We hear everywhere about the enormity of division and polarization – of conflict and collapse. Pluralism itself is under threat. While the impact of these divisions is reshaping our societies, economies, and daily lives, these need not be our inevitable future. Leaders around the world are resisting these trends and building societies where everyone belongs.



**DOWNLOAD THIS REPORT:**  
[pluralism.ca/who-we-are/corporate-reports-evaluations](https://pluralism.ca/who-we-are/corporate-reports-evaluations)

The Global Centre for Pluralism is an independent, charitable organization founded as a partnership by the Government of Canada and Prince Karim Al-Hussaini Aga Khan IV. The Centre works to influence perspectives, inform policies and inspire actions to advance pluralism. To do this, we work with policymakers, educators and community leaders around the world to amplify and implement the transformative power of pluralism.

## 2024



» The place between us

## 2023



» Bridging the gap

## 2022



» Power of people, evidence and dialogue

## 2021



» Beyond recovery

## 2020



» Building inclusive societies in a time of crisis

## 2019



» Strengthening the collective respond to diversity

## 2018



» Shining a light on pluralism in action

## 2017

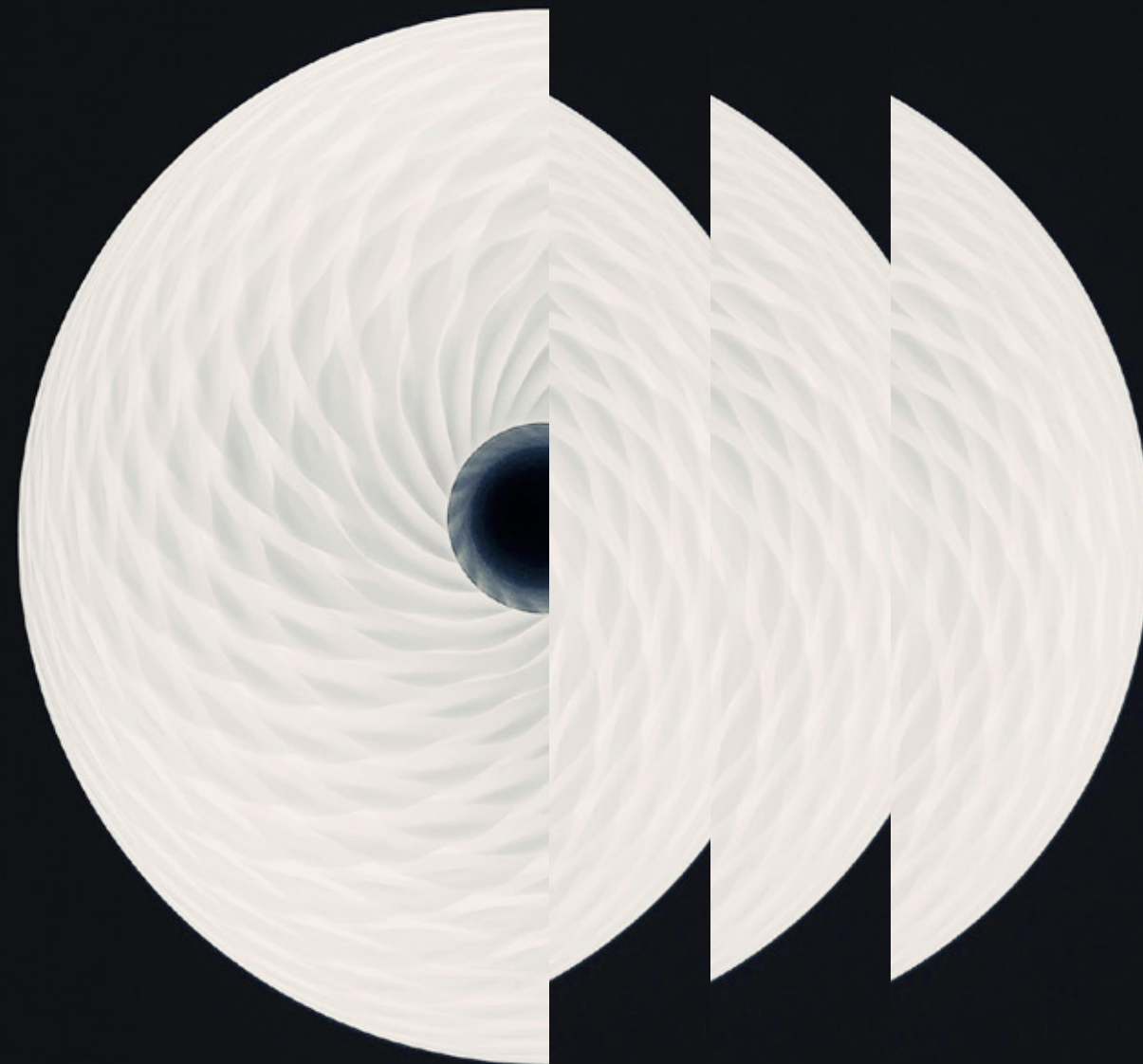


» Opening the doors to dialogue

## 2016



» Diversity in society



## 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 Fund remains in a strong position to support and sustain the core work of the Centre.

At the end of 2025, the invested balance of the fund was \$78.8 million. In 2025, 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 2025 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, 2025

### 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, 2025, 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, 2025, 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.

**Ernst & Young LLP**

Chartered Professional Accountants  
Licensed Public Accountants

Ottawa, Canada  
May 29, 2026

**Global Centre for Pluralism**

**Balance sheet**

As at December 31

<b>Assets</b>	<b>2025</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>
<b>Current</b>		
Cash and cash equivalents	348,542	334,728
Other receivables and prepaid expenses	237,835	371,372
<b>Total current assets</b>	<b>586,377</b>	706,100
Investments [note 3]	81,293,811	77,452,854
Capital assets, net [note 7]	21,631,866	23,527,599
	<b>103,512,054</b>	101,686,553
<b>Liabilities and net assets</b>		
<b>Current</b>		
Accounts payable and accrued liabilities	516,620	399,979
Deferred revenue [note 8]	777,053	400,000
Current portion of deferred capital contributions [note 9]	78,122	78,122
<b>Total current liabilities</b>	<b>1,371,795</b>	878,101
Deferred capital contributions [note 9]	1,049,420	1,127,542
<b>Total liabilities</b>	<b>2,421,215</b>	2,005,643
<b>Net assets</b>		
Endowment Fund [note 2]	40,000,000	40,000,000
Unrestricted Fund	39,977,439	37,025,540
Internally Restricted Fund	647,342	363,399
Invested in building held for charitable purposes, net [note 1]	20,466,058	22,291,971
<b>Total net assets</b>	<b>101,090,839</b>	99,680,910
	<b>103,512,054</b>	101,686,553

See accompanying notes

Global Centre for Pluralism

Statement of operations

Year ended December 31

Revenue from operations	2025 \$	2024 \$
Investment income [note 4]	6,341,743	7,825,172
Grants	409,534	354,200
Donations	16,391	18,018
Rental income [note 10]	1,678,498	1,615,732
	<b>8,446,166</b>	9,813,122
Other income	332,923	325,071
	<b>8,779,089</b>	10,138,193
<b>Expenses</b>		
Programs and projects	3,730,907	3,200,667
Administration and other	313,966	357,400
Operations of 330 Sussex	1,372,152	1,252,566
Amortization of capital assets	1,952,135	1,937,273
	<b>7,369,160</b>	6,747,906
<b>Excess of revenue over expenses for the year</b>	<b>1,409,929</b>	3,390,287

See accompanying notes

Global Centre for Pluralism

Statement of changes in net assets

Year ended December 31

					2025	2024
	Endowment Fund	Unrestricted Fund	Internally Restricted Fund [building operations]	Invested in building held for charitable purposes	Total	Total
	\$	\$	\$	\$	\$	\$
<b>Net assets, beginning of year</b>	40,000,000	37,025,540	363,399	22,291,971	99,680,910	96,290,623
Excess of revenue over expenses for the year	—	1,025,461	384,468	—	1,409,929	3,390,287
Additions to building held for charitable purposes contributed by the Centre	—	—	(22,403)	22,403	—	—
Recognition of deferred capital contributions	—	—	(78,122)	78,122	—	—
Amortization of building	—	1,926,438	—	(1,926,438)	—	—
<b>Net assets, end of year</b>	<b>40,000,000</b>	<b>39,977,439</b>	<b>647,342</b>	<b>20,466,058</b>	<b>101,090,839</b>	<b>99,680,910</b>

See accompanying notes

## Global Centre for Pluralism

### Statement of cash flows

Year ended December 31

Operating activities	2025 \$	2024 \$
Excess of revenue over expenses for the year	1,409,929	3,390,287
Add (deduct) items not involving cash		
Deduct realized gains on investments included in investing activities	(2,080,646)	(1,141,107)
Amortization of office furniture and equipment	25,698	26,175
Amortization of building	1,926,438	1,911,098
Amortization of deferred contributions related to capital assets	(78,122)	(78,122)
Unrealized gains on investments	(1,652,024)	(4,193,958)
Net change in non-cash working capital balances related to operations <small>[note 6]</small>	627,231	(16,920)
<b>Cash provided by (used in) operating activities</b>	<b>178,504</b>	<b>(102,547)</b>
<b>Investing activities</b>		
(Deposits to) withdrawals from investment portfolio, net	(108,287)	498,932
Additions to capital assets	(56,403)	(446,266)
<b>Cash provided by (used in) investing activities</b>	<b>(164,690)</b>	<b>52,666</b>
<b>Financing activities</b>		
Increase in deferred contributions related to capital assets	—	225,950
<b>Cash provided by financing activities</b>	<b>—</b>	<b>225,950</b>
<b>Net increase in cash during the year</b>	<b>13,814</b>	<b>176,069</b>
Cash and cash equivalents, beginning of year	334,728	158,659
<b>Cash and cash equivalents, end of year</b>	<b>348,542</b>	<b>334,728</b>

See accompanying notes

## Global Centre for Pluralism December 31, 2025

### 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 late Highness the Aga Khan IV, 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 include research, education, professional development, dialogue, governance reform and cultural exchange.

In 2006, the Government of Canada and His late Highness the Aga Khan IV 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 late Highness the Aga Khan IV 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 late Highness the Aga Khan IV 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.

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.

**Global Centre for Pluralism**  
December 31, 2025

**2. Significant account 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 not-for-profit organizations in Canada and includes the significant accounting policies described hereafter.

**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 recognized. 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.

**OTHER INCOME**

Miscellaneous income from training and advisory services is recognized based on contracted amounts and service delivery dates.

**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 or held in pooled private and pooled funds, 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.

**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 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**

Capital assets 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 the building held for charitable purposes is calculated using the straight-line method on a component basis 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.

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**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 late Highness the Aga Khan IV 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 and amended in November 2024.

Investments consist of the following:

	2025 \$	2024 \$
<b>Cash and cash equivalents</b>	2,192,600	2,695,507
<b>Royal Bank of Canada guaranteed investment certificates</b>	2,450,000	1,600,000
<b>Other fixed income</b>		
Pooled fund	32,391,621	31,771,643
	<b>37,034,221</b>	36,067,150
<b>Private equity</b>	7,070,232	6,991,945
<b>Equities</b>		
Canadian	19,898,619	18,160,513
US	10,790,260	10,790,033
Other international	6,500,479	5,443,213
	<b>37,189,358</b>	34,393,759
	<b>81,293,811</b>	77,452,854

As at December 31, 2025, included in cash and cash equivalents and total equities are dividends and interest receivable by the investment manager in the amounts of \$32,218 [2024 – \$79,567] and \$80,382 [2024 – \$93,734], respectively.

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**4. Investment income**

Investment income earned on the Centre's investments consists of the following:

	2025 \$	2024 \$
Interest	1,316,557	1,333,704
Dividends	1,292,516	1,156,403
Realized gains	2,080,646	1,141,107
Unrealized gains	1,652,024	4,193,958
	<b>6,341,743</b>	7,825,172

**5. Spending policy**

The Centre is funded primarily from the investment income on the 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 Fund, which determines the year's expenses.

**6. Statement of cash flows**

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

	2025 \$	2024 \$
Other receivables and prepaid expenses	133,537	260,131
Accounts payable and accrued liabilities	116,641	(377,051)
Deferred revenue	377,053	100,000
	<b>627,231</b>	(16,920)

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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.

	Cost \$	2025 Accumulated amortization \$	Cost \$	2024 Accumulated amortization \$
Building	37,320,456	15,726,858	37,298,053	13,800,419
Office furniture and equipment	566,976	528,708	532,976	503,011
	<b>37,887,432</b>	<b>16,255,566</b>	37,831,029	14,303,430
Accumulated amortization	16,255,566		14,303,430	
<b>Net book value</b>	<b>21,631,866</b>		23,527,599	

**8. Deferred revenue**

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

	2025 \$	2024 \$
<b>Balance, beginning of year</b>	<b>400,000</b>	300,000
Received during the year	780,551	395,392
Recognized into revenue during the year	(403,498)	(295,392)
<b>Balance, end of year</b>	<b>777,053</b>	400,000

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**9. Deferred capital contributions**

The changes in the deferred capital contributions balance for the year ended December 31 are as follows:

	2025 \$	2024 \$
<b>Balance, beginning of year</b>	<b>1,205,664</b>	1,057,836
Contributions restricted for purchase of capital assets	—	225,950
Amortization of deferred capital contributions	(78,122)	(78,122)
<b>Balance, end of year</b>	<b>1,127,542</b>	1,205,664
Current portion of deferred capital contributions	(78,122)	(78,122)
	<b>1,049,420</b>	1,127,542

**10. Rental income**

Rental income consists primarily of the operating lease agreement that the Centre has entered into with the Royal Canadian Mint 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.

	2025 \$	2024 \$
Base rent	755,465	755,465
Reserved parking	42,882	42,882
Management fee	52,787	51,260
Common area maintenance costs recovery	704,630	689,280
Other space rent	122,734	76,845
	<b>1,678,498</b>	1,615,732

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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.


The Centre mitigates these risks by monitoring the performance of the respective investments and by monitoring the investment manager's compliance with the investment policy of the Centre.

### 12. Comparative figures

Certain comparative figures have been reclassified to conform to the 2025 presentation.



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