

Message from the Chair



Over the past year, many organizations have faced the operational demands of responding to the COVID-19 pandemic while continuing to adapt their strategies to navigate a rapidly changing economy. This is certainly true of CDIC.

During 2020/2021, CDIC continued to enhance its readiness in the face of this volatility to ensure that Canadians can be confident that CDIC is prepared to quickly step in to protect their hard-earned savings in the event of a member institution failure. At the same time, the Corporation initiated a thorough review of its governance framework, and approved a bold and forward-looking Corporate Plan that demonstrates a firm commitment to continued transformation of the organization and modernization in the delivery of its mandate. The strategy and initiatives set out in this report underpin CDIC's vision of being the global leader in resolution and deposit insurance.

It is precisely in times of uncertainty that CDIC's mandate to resolve any troubled member institution is critical, so Canadians can rest assured that their savings are protected. The Board of Directors strongly supports initiatives that position CDIC to anticipate and respond to changes to excel at preparedness. Throughout this period, the Board continued to support its own preparedness by participating in a range of simulation and testing exercises. These exercises provided opportunities to enhance strategic decision making and fast mobilization in the heat of a crisis when information is not always complete or perfect.

This year, in order to ensure agility in the midst of these uncertain times, the Corporation initiated a review of its governance framework to ensure that decision making at CDIC remains world class. The review underscored that in pursuing Parliament's directives, CDIC's CEO and the Executive Management team will engage fearlessly and transparently with the Board, and vice versa, to foster a trusting and productive relationship. CDIC has embraced radical candour, effective challenge and learning from its errors in the promotion of learning, innovation and growth to foster a psychologically safe workplace. The Board is responsible for setting the tone at the top, exemplifying CDIC's values through its words and actions, including its interactions with the CEO and Executive Management. An updated governance framework will form the basis of revised Board and Committee charters in 2021/2022.

Several membership changes to our Board occurred during the year. We welcomed Bank of Canada Governor Tiff Macklem and Department of Finance Deputy Minister Michael Sabia to the ranks of our *ex officio* membership. During his six years as a Director, we sincerely appreciated the dedication of Finance Deputy Minister Paul Rochon. And by the time this report is tabled in Parliament, the Superintendent of Financial Institutions, Jeremy Rudin, will have completed his term. I would like to thank Superintendent Rudin and Deputy Minister Rochon for their outstanding service to Canadians and CDIC. Our Board benefited greatly from their extraordinary depth and breadth of knowledge about the financial system.

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The Board was also pleased to approve a Corporate Plan that addresses the risks elevated by CDIC's operating environment while demonstrating a firm commitment to modernization. As a safety net organization, the Corporation must advance its readiness to respond effectively in a crisis, including through having sufficient staff as well as the necessary processes, systems and robust relationships with partners and stakeholders. It will continue to enhance organizational resiliency by transforming its culture and workplace. And it will innovate to meet evolving depositor expectations. The essence of CDIC's vision to be the global leader in resolution and deposit insurance is that no matter what happens, Canadians can expect to have fast and seamless access to their money should their financial institution fail.

On behalf of the Board of Directors, I want to thank all employees at CDIC for their focus and dedication in the trying environment of the past year. Deftly led by our President and CEO and leadership team, CDIC employees have proven their resilience in challenging times and demonstrated their sincere commitment to CDIC's mandate to protect Canadians.



Robert O. Sanderson