CGI Annual General Meeting, 23 September 2027
Kerrie Waring, Director General

Introduction

Thank you, Gill. And let me thank you for your excellent leadership since taking on the role as our Council President. I am very much looking forward to working with you, our Council Members and fellow Division CEOs as we embark upon CGI's next strategic chapter.

Good afternoon, everyone. And from the outset let me also thank Justin, the CGIM team and CGIM Council, particularly our Vice Chair, Datuk Suseela Menon, for kindly hosting our inaugural Global Governance Summit and this AGM.

Gill highlighted CGI's important role in supporting you as Governance Professionals and Company Secretaries, whose strategic advice on governance structures, policies and processes contribute to long-term organisational success by fostering ethical behaviour, risk-aware decision making, accountability and transparency.

As the business environment evolves through the headwinds of geopolitics, sustainability and technology, your role is more important than ever. So, it is incumbent on CGI, as the world's premier professional governance institute, to ensure that we continue to serve you with our global credentials, advocacy efforts and opportunities for continuous professional development.

Against that backdrop, let me expand on some of the strategic priorities Gill mentioned and update you on our plans for the year ahead.

First, modernising CGI's International Qualifying Programme, now called the Chartered Governance Qualification (CGQ).

This is one of the most significant strategic projects undertaken by CGI in recent years. It is the world's only chartered credential for Governance Professionals and Company Secretaries and is our flagship qualification.

The programme was last updated in 2018, and over the past year we have worked extensively to modernise the curriculum and its learning and assessment outcomes.

We have ensured that it is academically rigorous and globally portable, benchmarked at postgraduate level.

And it integrates the realities you face today by addressing the systemic risks and opportunities of our time – the governance of AI, climate change impacts, natural capital management, stakeholder accountability and more.

This has been a multi-stakeholder effort, and I would like to thank everyone who has contributed, particularly CGI Division CEOs and their teams who are now working on transitional arrangements as we move from development towards implementation and launch.

Second, promoting the value of CGI and the Governance Profession.

We have instituted a strategic approach to our policy and advocacy work to elevate CGI's position as an authoritative international voice on governance matters on behalf of our members.

Over the past 12 months, we responded to governance consultations in Australia, China, Japan and Malaysia, advocating for recognition of the Company Secretary role as strategic governance advisors and the value that our profession brings to board effectiveness, and ultimately long-term organisational success.

To help steer our agenda, this week we published five Policy Priorities giving regulators, journalists and members alike a clear, citable statement of where we stand. These priorities are:

- Recognising Company Secretaries and Governance Professionals as strategic board advisors
- Promoting the governance of sustainability as a core driver of value creation
- Strengthening board oversight of technology, AI and cyber risk
- Balancing control and accountability in concentrated-ownership entities
- Applying good governance beyond public listed companies

We are also undertaking research into the status of the role of the Company Secretary as a mandatory or voluntary requirement in different markets. The role varies significantly by jurisdiction as well as by scope, so we have teamed up with Calvin Cheng and his company, Wizpresso, as our technology partner to undertake a global comparative analysis. We look forward to presenting the results by webinar next year.

Third, enhancing the value of our services to members

The production of our first ever Global Governance Summit brings an international perspective to today's governance challenges. It showcases the importance of the governance profession on a global stage, connects you with peers across the world, and opens doors to new career opportunities. It is an example of how our work programme is evolving to serve you better in your increasingly complex role as Governance Guardians.

Next year, we are excited to invite you to Japan for our second Summit, co-hosted by the Tokyo Stock Exchange and supported by the Core Corporate Governance Research Institute. We will hear about Japan's latest governance reforms and dive into discussions around capital discipline, the role of Nomination Committees in shaping board quality and the impact of shareholder activism on corporate value.

This is all within the context of Japan's revised Corporate Governance Code, which references the importance of board secretariats and, for the first time, explicitly refers to a corporate secretary, helping to ensure board effectiveness and long-term value creation.
The Global Governance Summit is complemented by ongoing quarterly webinars, which this year included sessions with Southern Africa, Hong Kong and the UK and we plan many more for the year ahead.

Governance and operational resilience

Alongside these activities, we have continued to strengthen the Institute itself.

Important work is underway to review our constitutional arrangements and ensure that CGI's governance framework remains fit for the future. I would like to thank our Institute Secretary, Cynthia Mora Spencer, and our UKI Division CEO, Linda Ford, for their extensive work on this under the leadership of the Governance Committee, chaired by Pauline Vamos.

Financially, the Institute is healthy. We concluded the year with a surplus, increasing reserves and strengthening our operational resilience.

Our membership has grown marginally, and ensuring healthy student recruitment and continued membership momentum is a major priority. As such, we look forward to unveiling our modernised Chartered Governance Qualification, strengthening our global advocacy efforts, and enhancing member value through events such as the Global Governance Summit.

Reflecting on the past two days, the fact that more than 1,500 delegates have come together for this inaugural Summit is a testament to the growing influence of our profession and the relevance of CGI to the global governance community.

CGI remains active, relevant and influential, and I believe we are exceptionally well positioned for the year ahead.

As Director General, and on behalf of our nine Divisional CEOs and Council Members, thank you for your continued support and for everything you do in advancing good governance for a sustainable world.

ENDS.