



Rotman School of Management
UNIVERSITY OF TORONTO

R

CUES GOVERNANCE LEADERSHIP INSTITUTE

June 9 - 11, 2025

DIRECTOR-IN-RESIDENCE

**Rotman
Executive
Programs**



Riz Ahmad, ICD.D – Chief Risk Officer

Executive Summary

Finance and banking C-suite executive with leadership roles at financial institutions in London, New York and Toronto. Extensive governance experience with boards, shareholders, regulators, auditors, rating agencies, and stakeholders. Demonstrated people leadership, team realignment, and coaching and mentoring capabilities with excellent written, verbal, and interpersonal communication skills. Calm, thoughtful, and measured demeanour with global mindset. Visible minority. Comfort working across cultures and geographies. Toronto-based with global mobility and travel capability. Dual United States / Canadian citizen.

Strengths

- Enterprise Risk Management
- Stakeholder Management: Investors, Board, Regulators,
- Data Analytics, Portfolio Modelling
- Global Mindset
- Executive Leader, Team Builder
- Board Governance and Practices
- M&A Due Diligence, Closing, and Integration
- Strategy Development
- Facilitation and Collaboration
- Mentor, Teacher, Volunteer

Representative Successes

Enterprise Risk Management: Inaugural CRO role required normalization of regulatory oversight with full team hiring, organizational design, and development of policies and procedures. Instituted 1st, 2nd, and 3rd line of defense segregation of duties. Deliver monthly portfolio and quarterly Board risk management reports. Promote enterprise risk culture and awareness. Lead provincial and federal financial regulator relationships.

Supporting Business Growth: Risk management and credit structuring roles have supported significant growth including quadrupling of assets through organic and acquisition initiatives. Closed on 2 financial institution amalgamations through M&A process.

Leadership Strength: Leadership in client-facing roles included 150-person commercial financial services team. Leadership in second line of defense CRO role ranges from niche structured finance transactions oversight to 45-person enterprise-wide team. Current role chairs Asset Liability Committee, Credit Committee, Operations and Compliance Committee, and Market Risk Committee and votes on Allowance Committee and Pricing Committee.

Technical Knowledge: Strong experience in wholesale banking debt and structured finance transactions, data analytics and portfolio stress modelling, and legal documentation and recovery / insolvency engagements. Enterprise Risk Management skill sets demonstrated in credit, market, operational, and counterparty risk oversight as well as anti-money laundering, regulatory compliance, legal counsel, and corporate secretary oversight. Thorough grounding in policy and procedure documentation, audit remediation and action plans, and partner, rating agency, and regulator reviews and assessments. Seasoned working experience with loan delinquency actions, IFRS9 loan provisioning and expected credit loss modelling, and audit and regulator review methods. Delivered on regulator requirement for Resolution Plan.

Governance and Board Engagement: Board governance skills demonstrated with ICD.D certification, two current Board director positions at regulated entities, and oversight of new Board director onboarding, preparing Board agendas, and in-camera discussion with full Board.



Highlights

- Demonstrated success in enterprise risk management through inaugural CRO role leading to best-in-class peer group regulator risk score.
- Solid technical knowledge and skill set in banking, finance, and risk management. Extensive dealings with regulators in Canada (FSRA, FINTRAC) and US (OCC)
- Successful career track record in banks, non-bank financial institutions, rating agency, and consulting across geographies, allowing for agility, learnings, and experience
- Strong governance knowledge with existing Board director positions, reporting to Board Risk, Audit, and Governance Committees, and oversight of legal counsel and corporate secretary teams to support Board operations. Significant experience in C-suite negotiations and Board level presentations
- A different and interesting personal story with global travel, international schools, and fluency with economics, politics, and culture around the world

Governance, Community, and Speaking Activities

- Board Director – United Employees Credit Union, Toronto
- Board Director, Continental Currency Exchange, Toronto
- Governance Committee member, Housing Ownership Alternatives, Toronto
- Prior volunteer board member at Nelson Mandela Childrens Fund and License to Learn
- 3-year enrollment in part-time Doctor of Business Administration program through Henley Business School in UK and Rotman School of Management at University of Toronto. Research thesis on 'Emotional Value and Family Business'
- Guest speaker at executive business classes at Rotman School of Management, Schulich School of Business, and DeGroote School of Business
- Presented banking and finance seminar at Munk School of Global Affairs
- Expert assessor for UAE Securities and Commodities Exchange excellence program, 2016 and 2018
- Technical Advisory Committee member at Financial Services Regulatory Authority of Ontario (FSRA)
- Legislative and Regulatory Affairs Committee member at Canadian Credit Union Association (CCUA)
- Registered at JurisPro as expert witness for banking risk management in US legal proceedings

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Change Management and Crisis Management: Inaugural CRO role created after regulatory intervention and subsequent business turnaround. Change management demonstrated with new hires and past exits, new policies and procedures, and instilling appropriate risk culture and ownership. CRO responsibilities include business resilience, business continuity, recovery plans, and resolution plans. Crisis management competence demonstrated by leading Emergency Response Team during 2020 – 2021 pandemic.

Stakeholder Relations: Core client-facing relationship manager for corporate banking clients, advocating for client needs and delivering on client expectations. Debt restructuring responsibilities includes interaction with legal counsel, insolvency experts, advisors, consultants, and bankruptcy courts in different jurisdictions. Structured finance role includes dealings with rating agencies, investment banks, and investors. Current CRO mandate has normalized regulator relationship and scores and built Board support and confidence.

Behavioural Competencies: Broad international work travel and education provides global mindset and agility through cultural nuances and language lenses. Calm, thoughtful, and measured approach to life and business complexities. Solid use of sound judgement, critical thinking, and listening skills demonstrated daily in CRO role. Seasoned go-to for mentees.

Professional Experience

DUCA Financial Services Credit Union, Toronto – Chief Risk Officer

Enterprise Risk Management: Lead 45+ cross-functional risk management team at >\$8Bn assets financial institution with full regulator, board of directors, and executive leadership team engagement. Executive ownership of enterprise-wide risk covering credit, market, operational, technology, and compliance / AML risks. Responsible for enterprise risk reporting to Board, shareholders, regulators, and counterparty partners (CRO: 2017- present)

Royal Bank of Canada, Toronto

Debt Structuring and Loan Portfolio Management: Led 25-person corporate finance team for private and public clients across \$15Bn loan portfolio (Managing Director: 2011 – 2015)

Client Relationship Sales and Marketing: Led commercial finance sales force across various industry and market verticals with 50 client-facing professionals and 100 support staff (Vice President: 2004 – 2006 and 2009 - 2011)

Reinsurance: Underwrote select offshore risks through Dublin and Barbados entities and managed institutional counterparty relationships. Managed Beijing representative office (Head, Business Development: 2006 – 2009)

Corporate Banking: Media and Telecom Industries: Relationship managed North American media and telecom corporate clients (Senior Manager: 1994 – 1997)

RBC Capital Markets, New York

Debt Restructuring: Managed >\$500MM exposure of at-risk US and Latin American debt in with complex client, jurisdiction, and legal counsel contexts (Senior Manager: 2002 – 2004)

Risk Management: Oversaw credit risk for i) media and telecom debt transactions and ii) asset securitization transactions covering credit card, trade, auto loan, and other consumer receivable asset classes (Senior Manager: 1997 – 2000)

A.M. Best, Oldwick, New Jersey - Structured Finance Ratings: Issued public ratings on structured and specialized debt issuances by insurers, reinsurers, and insurance-linked special entities (Senior Analyst: 2001 – 2002)

GE Capital, Stamford, Connecticut - Risk Management / Structured Finance: Executed securitization transactions across multiple asset classes (Vice President: 2000 – 2001)

Royal Trust Corporation of Canada, Toronto - Corporate Finance: Analysis and due diligence for senior and subordinated debt portfolio (Manager: 1990 – 1993)