

ANDREW BRANION, MBA

CAPITAL MARKETS / BANKING EXECUTIVE



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Toronto, ON, CANADA

Capital Markets / Banking Executive with deep understanding of financial markets and how banks operate through roles as Treasurer, Chief Market Risk Officer, and at the Central Bank. Global responsibility for Treasury and Investment Operations at one of Canada's largest and most international banks. A strategic, visionary leader who sees the big picture, anticipates market trends and appropriately positions the organization to grow and prosper within the institution's risk appetite. Empowering leader who engenders trust and confidence, and a clear communicator who builds strong relationships and partnerships through listening, understanding and providing unique insights and innovative solutions. A collaborator who fosters strong partnerships that enhance the bottom line. Board director of Arthritis Society Canada.

PROFESSIONAL EXPERIENCE

Branion Harper Advisory Inc., Toronto, ON

2019 – Present

Co-founded Branion Harper Advisory Inc. as Managing Partner following my retirement from Scotiabank. Provided advice and guidance to early and late state start-ups on various matters including strategy, funding, governance and market development. Some examples of the start-ups would include Airgloss, Canadian Ambulatory Surgical Centres, CXSphere, and Inteligex. Acted in temporary C-suite roles as required. Facilitated introductions and business development for more established companies looking to access the Canadian market. Worked with other experts in a consultant capacity to advise companies on how to embed artificial intelligence and data analytics in their overall strategies.

Scotiabank, Toronto, ON

1997 – 2019

One of Canada's leading banks (TSX, NYSE: BNS), with assets of ~C\$1T (Oct '18) and nearly 100k employees serving 25M customers in 50 countries.

Executive Vice President and Group Treasurer

2015 – 2019

Reporting to the President and CEO with global responsibility for all Treasury and investment functions including North America, the Pacific Alliance countries, the Caribbean, Europe and Asia. Directly responsible for managing the Bank's funding, liquidity, investment portfolios (bonds, public and private equity), structural balance sheet risks associated with \$1,000B balance sheet, foreign exchange risks and the pension plan. Team of 225. Member of the Bank's key decision-making committees chaired by the CEO. Regular interaction with the Risk Committee of the Board of Directors and global regulators.

- Drove 10 times increase in discretionary investment income to above \$150M per year and delivered average net income available to shareholders (\$750M annually for 2016 – 2018) well in excess of plan and within the Bank's risk appetite.
- Involved the Bank's business lines directly in the creation of new strategies that reduced funding costs, anticipated regulatory changes, influenced executive-level decisions and established a more dynamic, opportunistic environment.
- Transformed the siloed, adversarial and risk averse culture to trust-based and empowered. By guiding team members to understand the business lines' needs and earning their confidence, efficiency and profitability increased, and employee engagement rose dramatically.
- Improved overall performance by changing reporting lines for more effective coordination of strategies, increased knowledge sharing and better decision making.

- Helped the organization better understand the role of Treasury through consistent, transparent and clear communication.
- Introduced data analytics, machine learning and artificial intelligence, providing actionable insight into consumer behaviour for retail banking and market trends allowing the bank to better position its balance sheet.
- Spearheaded numerous first-to-market initiatives, such as the first Canadian bank to successfully launch an alternative Tier 1 capital structure in the US. The deal was named North American Financial Bond of the year in 2017.

Executive Vice President and Chief Market Risk Officer

2012 – 2015

Reporting to the Chief Risk Officer, responsible for global market risk, liquidity and funding risk, operational risk, enterprise risk (including Bank’s Recovery and Resolution plans), and model risk. Voting member of Senior Credit, Market Risk Management Policy and Risk Policy Committees. Regular participant at the Risk Committee of the Board of Directors.

- Improved the business lines’ negative perception of the Risk function by fostering constructive and value-added discussions between trade floor risk management and the trading desks, and by strengthening communications between the Credit Risk and Market Risk functions. As a result, the Bank exceeded objectives while operating within the established risk appetite.
- Significantly improved the Bank’s relationship with regulators.

Global Capital Markets

1997 – 2012

Co-Head Global Cross Markets Solutions	2010 – 2012
Deputy Head, Credit Derivatives and Structured Equity	2009 – 2010
Managing Director	2007 – 2009
Director, Derivative Products	2000 – 2007
Associate Director, Derivative Products	1997 – 2000

Multi-product responsibilities covering the vast array of derivative products.

- Initially responsible for providing derivative and funding solutions for government clients, subsequently expanding scope to cover derivative needs for buy-side clients (pension funds, insurance companies, asset managers, hedge funds.)
- Key “firefighter” during the crisis. Successfully restructured one of the conduits frozen in the Asset Backed Commercial Paper crisis in Canada and was actively involved in the Lehman bankruptcy file.
- Recognizing that during the crisis funding, liquidity, capital and balance sheets were now scarce resources, helped the Bank to position itself accordingly to optimize returns.

Bank of Canada, Ottawa, ON

1988 – 1997

The Bank of Canada is the country’s central bank whose principal role is to promote the economic and financial welfare of Canada.

Progressive positions, culminating in Financial Markets Officer, in Canada Savings Bonds (a retail savings instrument offered by the Government), Open Market Operations, Foreign Exchange (including the sale of gold), Foreign Financing (including the Government’s Swap Program), and played a key role in the creation of the Risk Management Unit. Developed strong relationships with Finance Canada and the Crown Corporations and participated in international central bank forums.

BOARD WORK

Board Director, Arthritis Society Canada	2021 – Present
Chair, National Council, Arthritis Society Canada	2020 - Present
Board Director, Unity Health Toronto (Canada's largest Catholic healthcare network)	2018 – 2020
Chair, Providence Healthcare Foundation (member since 2014)	2018 – 2020
Member, Rotman Advisory Council, University of Toronto	2017 – 2019
Chair, Scotiabank Ireland Designated Activity Company (Scotiabank's Irish subsidiary)	2015 – 2019

EDUCATION

MBA, Finance, University of Toronto, 1988
BSc, Medical Microbiology, University of Alberta, 1985