



To whom it may concern,

My name is Michelle Douglas, and I have served as Chair of WE Charity's Board of Directors for over a decade. Our Board of Directors is deeply committed to providing good governance, and diligently overseeing the work of WE Charity as they strive to make a positive difference in the world.

Our board is made up of highly engaged experts with diverse professional backgrounds and experiences. We are a group of deeply committed volunteers who bring a wealth of knowledge in the fields of education, business, finance, governance, media, branding, law, and social justice. Our cumulative experience allows us to offer informed and responsible guidance and oversight to the charity, ensuring the highest levels of integrity in their work.

The Board of Directors is the apex governance entity within WE Charity. We meet a minimum of four times annually, but often convene (often by phone) more frequently. These meetings include a two-day, in person retreat and at least one other in-person meeting per year. Additionally, the Canada and U.S. Board Chairs speak regularly (often weekly) with WE Charity's leadership team on governance matters, engage regularly via email, and periodically strike *ad hoc* board committees to address specific issues. Our board maintains high practice standards, keeps minutes, and makes every effort to act diligently, responsibly and with integrity at all times.

We are tremendously proud of all that WE Charity has accomplished over the past 23 years. They have experienced exponential growth, expanding their work to engage 4 million young people in North America and the UK in service learning, while helping more than 1 million people lift themselves out of poverty through their international work. For this work, WE Charity has been recognized time and time again by international bodies, receiving the Roosevelt Freedom Medal, the Nelson Mandela Human Rights Award, the World's Children's Prize for the Rights of the Child and a Muhammad Ali Humanitarian Award, to name just a few.

Due to the unique experience that each board member brings to our work, we also provide guidance to WE Charity's leadership team by helping them navigate complex issues and processes. Having decades of expertise in a wide variety of fields, we provide advice and strategic guidance which contribute to enhanced effectiveness and successful outcomes. WE Charity has committed to creating the largest amount of social good that their resources will allow, and we diligently support them while also ensuring that the organization is acting in a manner that is impactful, efficient, and principled.

We are proud to work with WE Charity's leadership to ensure they are meeting WE's exacting standards as well as our own.

I am also pleased to speak about our special partner in the WE Movement. ME to WE is an award-winning example of the social enterprise model. It generates revenue through sales of products and services like a business, but must also operate with the fundamental purpose to make the world a better place. ME to WE is able to fulfill its "social good mandate" in a number of ways, the most obvious being that each year it



donates a minimum of half (but often much higher – in 2017 it donated 80 per cent) of its annual net profits to WE Charity, investing the other half back in ME to WE. This support to WE Charity has made a huge difference in the charity's work, helping it to achieve excellent stability by providing more than \$20 million in cash and in-kind donations over the past decade.

Another innovative way that ME to WE is able to create a positive impact is through the “closed loop” model of ME to WE Artisans. This cutting-edge approach creates employment opportunities in WE Charity's international partner communities, such that more than 1,400 women are working to craft ME to WE's flagship products. The women are paid well, often earning up to four times what they were making before, and funds from the sale of the products they create go back into supporting their communities, completing the closed loop.

The social enterprise model, as demonstrated so effectively through the work of ME to WE, is a model with integrity and effective outcomes. In some countries, social enterprise is embraced readily, while in Canada, the adoption of this model has been slower. Thus, we are proud of Me to We's role in Canada as a leader in promoting the value and integrity of the social enterprise model.

In working with ME to WE, WE Charity is particularly careful to ensure that we are transparent and accountable in describing the relationship between both entities. To this end, WE Charity sets out the details of this relationship very clearly [on our website](#). Further, the relationship between ME to WE and WE Charity has undergone reviews by independent law firms or other reviews, such as:

- The Public Guardian Trustee of Ontario
- The Ontario Superior Court
- Corporate lawyers from Torys LLP and Miller Thomson
- WE Charity's accounting firms
- The Right Honourable John Turner, former Prime Minister and corporate lawyer through a formal legal review
- Retired Supreme Court of Canada Justice Peter Cory, who provided an independent evaluation of the relationship between ME to WE and WE Charity (as Free the Children as we were then known) and in particular, a review of our founders' role in the organizations

ME to WE is also a certified B Corporation, part of the ranks of a rapidly growing group of socially-minded companies that meet the highest standards of transparency and accountability.

The funds that ME to WE directs back to WE Charity are truly changing lives around the world. For example, they support the charity's educational work, which has touched the lives of more than 4 million young people across Canada and the UK, and it directly supports WE Villages and its holistic Five Pillar Model of sustainable international development.



In my own capacity as Chair of WE Charity's Canadian Board of Directors, I am able to apply my knowledge in a number of ways to ensure that ME to WE is able to effectively support the charity. This includes reviewing ME to WE's audits on an annual basis, and reviewing its annual donations to WE Charity. Any related-party transactions between the two organizations are publicly disclosed in WE Charity's own audit report. The charity's Board of Directors also receives annual impact updates from Russ McLeod, the Chief Operations Director for ME to WE. Further, the Board of Directors of WE Charity receives detailed presentations from Mr. McLeod as well as the Executive Director of WE Charity, Scott Baker, on the reconciliation of activities that impact both organizations. It has been demonstrated clearly that the mutual benefits derived through this relationship significantly favour WE Charity.

A key aspect to understanding ME to WE's integrity and adherence to its stated purpose is to see that its net balance sheet will always be minimal. They do not pay dividends to any stakeholder, instead, net profits are donated to WE Charity or are invested back into the organization to promote its expansion (a practice that allows it to continue to innovate).

While there is close cooperation between WE Charity and ME to WE, both organizations have separate staff and fully separate headquarters. Where there are situations where staff may perform functions for both entities, there is a reconciliation done to ensure proper accounting.

I, along with the rest of WE Charity's Board of Directors, have a high degree of confidence and trust in the structure and relationship that exists between ME to WE and WE Charity. Further, we have a high degree of confidence and trust in the leadership team of both organizations.

Speaking personally, I have known the leaders of both entities for more than a decade and I have known WE's co-founders, Marc and Craig Kielburger, for about 14 years. They are world-class leaders and I have no doubt whatsoever about their integrity, commitment and leadership capabilities. It is an honour to work with them to build a movement that is changing our world for the better.

Sincerely,

A handwritten signature in cursive script, appearing to read 'M. H. Douglas'.

Chair, WE Charity Board of Directors