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When WE launched its mission in 1995, we very quickly learned that ending child labor took a lot more than just kicking down sweatshop doors. That lesson led to the creation of our holistic five-pillar WE Villages sustainable development model for empowering communities to eliminate the root cause of child labor—desperate poverty. It also started a lifelong journey of continuous learning and growth, constantly striving to do better and have more impact.

That fundamental drive toward improvement is the reason we also have a passion for measurement and evaluation. From our program impacts, to our finances, to our workplace culture, we subject every aspect of our organization to rigorous examination. We actively seek out independent third-party assessments of our work, engaging professional evaluators like Mission Measurement, Knightsbridge, BCorp, Fair Trade, Plan to Protect and, of course the youth, educators and community members around the world who participate in our programs.

As part of our commitment to transparency, WE has for years shared these evaluations, reports, certifications, testimonials and policy documents online. We wanted to make it even easier to share these resources by compiling them in this booklet. The goal is to share our journey of self-evaluation, learning and growth with you, our supporters, donors and participants. As the organization strives for continuous improvement, we seek to build on our strengths and address our weaknesses so we can achieve the greatest possible impact.

We hope you find this informative. Thank you for joining us on our journey.

Our commitment to learning, growth and accountability

WE Charity Financials and Governance

At WE Charity, our goal is continuous learning, growth and improvement. That’s why WE engages third-party experts to review our financials, governance and organizational oversight. In accordance with our commitment to openness and transparency, we share this information with our donors, partners, and the general public.

WE Charity Audited Financial Statements
WE Charity posts its current and past financial statements. WE is proud to have received unqualified audits every year.

WE Charity Governance
WE Charity’s governance, with a full list of our Canadian and US Boards of Directors, and profiles of the Canadian and US board chairs. See full report
**ME to WE Governance and Impact**

*We believe social enterprises represent an important means to deliver social impact.*

Inspired by groups such as Grameen Bank, REStore (for Habitat for Humanity) and Goodwill, ME to WE is a social enterprise. As a pioneer, we strive to establish and uphold best practices for the sector. From the very beginning, WE has engaged recognized experts and authorities to advise and evaluate every aspect of our social enterprise.

**ME to WE Social Enterprise Impact Report, by Mission Measurement**

Mission Measurement is an organization that conducts evidence- and data-based evaluations of charities and non-profit organizations to measure their real social impact. In 2018, Mission Measurement conducted an independent assessment of ME to WE operations as a social enterprise, and the value and impact it creates for its charitable partner, WE Charity. In its evaluation, Mission Measurement states that ME to WE represents a “best in class” social enterprise that is setting a global industry standard. The assessment finds that ME to WE is operating accountably and transparently, and the social enterprise enables WE Charity to be sustainable and self-reinforcing. ME to WE is also succeeding in building socially conscious consumer habits among youth. Mission Measurement research surveys found that youth involved with ME to WE and WE Charity are 40 percent more likely to reward companies that commit to solving social problems; and that 50 percent of this group identify as socially conscious consumers. See full report

**Independent Review by the Hon. Stephen Goudge**

The Hon. Stephen Goudge is a respected Canadian jurist who served on the Ontario Court of Appeal from 1996 to 2014. He received the Law Foundation of Ontario’s Guthrie Award in 2013 for his outstanding contributions to Canada’s justice system. In 2018, Goudge conducted an independent review of ME to WE’s purpose, its relationship and contributions to WE Charity, and the role of founders Craig and Marc Kielburger. Goudge also examined the Track Your Impact program for transparency and results. He concluded that, although social enterprise is not yet a legally recognized sector in Canada, ME to WE does meet the requirements for the definition of a social enterprise, and has a clear social purpose. In terms of the relationship between ME to WE and WE Charity, Goudge expressed the legal opinion that the organizational structures are “clear, transparent, and provide for a proper basis for the relationship between the two organizations.” He also concludes that ME to WE makes a “meaningful” contribution to the mission and goals of WE Charity. Goudge indicates that founders Craig and Marc Kielburger do not receive undue personal benefit from either organization. Finally, Goudge concluded the Track Your Impact program delivers real and transparent impact for consumers, and the communities WE works with. See full report

**Statement from the Hon. Peter Cory**

The Hon. Peter Cory is a respected Canadian jurist who served as a Justice in the Supreme Court of Canada from 1989 to 1999. In 2010, Cory conducted a thorough review of the legal and financial structures of both ME to WE and WE Charity. His study included a review of the personal finances of WE and financial structures of both ME to WE and WE Charity.

**ME Charity Financials and Governance**

During a quarter-century political career, Scott McCallum served as Senator, Lieutenant Governor, and Governor for the state of Wisconsin. For nine years, he led The Aidmatrix Foundation, developing logistical software for charities and non-profits. In 2018, McCallum independently reviewed ME to WE’s model and impact. He determines that, not only is ME to WE a “viable social enterprise,” it is working to establish best practices for the social enterprise sector. Further, McCallum states that the impacts of ME to WE “go beyond sustainably providing as a social enterprise for the WE Charity and its beneficiaries to that of taking a 360-degree approach providing conclusive outcomes for its program participants.” He concludes that ME to WE’s model “should be emulated and can be looked upon as best practice in an emerging field.” See statement

**Statement from Jason Saul, CEO, Mission Measurement**

Jason Saul is the founder and CEO of Mission Measurement, an organization that evaluates the impact of non-profit organizations. Saul is a faculty member at the Kellogg School of Management, and has served as an advisor to major organizations and corporations such as Starbucks, Levi Strauss, the Smithsonian and the American Red Cross. In this letter, Saul offers a broad-ranging evaluation of WE Charity domestic and international programs, WE’s workplace culture and business model. Saul calls WE’s business approach “innovative, smart and efficient,” noting that ME to WE not only sustainably supports WE Charity programs financially, but also directly advances the organization’s mission. Saul expresses the opinion that ME to WE and WE Charity have enacted policies and controls to ensure an appropriate relationship between the organizations. See statement

**Statement from Scott McCallum, former Governor of Wisconsin**

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**Order from the Ontario Superior Court of Justice, affirmed by the Ontario Public Guardian and Trustee**

This formal court document (not available online) issued in 2010 and consented to by the Ontario Public Guardian and Trustee, affirms the structure of ME to WE as a legally separate entity from WE Charity, with its obligations to donate profits to WE Charity.

**Letter from the WE Charity Board of Directors**

This letter from the Board of Directors of WE Charity details the structures and procedures of WE Charity governance, and the role and relationship of ME to WE to WE Charity.

**Statement from Kestenberg Rabinowicz Partners LLP, Chartered Professional Accountants**

A financial report on ME to WE earnings, and amounts donated to WE Charity, from 2014 to 2018. See statement
We are continually measuring and evaluating our work in each community, and the impact of our travel experience program, learning from our successes and setbacks in order to continually grow and increase our impact.

**WE Villages: An Examination of WE Charity’s International Community Development Model by Mission Measurement**

Mission Measurement is an organization that conducts evidence- and data-based evaluations of charities and non-profit organizations to measure their real social impact. Mission Measurement studied the WE Villages development model with the goal of providing WE Charity an empirical evaluation of the program’s effectiveness, sustainability and cost-effectiveness. Mission Measurement studied industry-wide best practices, and academic literature on development concepts and interventions, and reviewed WE Villages against those learnings. See full report

**ME to WE Trips Impact Report by Mission Measurement**

Mission Measurement is an organization that conducts evidence- and data-based evaluations of charities and non-profit organizations to measure their real social impact. Mission Measurement conducted an objective third-party evaluation to determine the social value created and outcomes produced by ME to WE Trips. The report concludes that “ME to WE Trips are a key component to fulfilling WE Charity’s sustainable development model.” The trips generate sustainable funding for projects, provide enhanced development opportunities that improve program aspects like health care provided at medical facilities, and create jobs in WE Villages communities. Mission Measurement determines that the trips are not only financially sustainable, but also environmentally and socially sustainable. Finally, the study finds the trips have a measureable impact on participants, increasing awareness and understanding of global issues, and increasing engagement as active global citizens. See full report

**Statement from Brett Tollman, TreadRight Foundation**

Brett Tollman is founder of the TreadRight Foundation, a non-profit working to promote environmentally and socially sustainable tourism in line with the UN Sustainable Development Goals. TreadRight has supported more than 50 sustainable tourism projects around the world, and is a sponsor of the UN World Tourism Organization. Working from that expertise, and personal experiences participating in ME to WE trips, Tollman provides a third-party evaluation of ME to WE Trips and its impact. Tollman notes the deep personal understanding that trip participants gain of global issues and the challenges facing host communities. Tollman states that the host communities themselves benefit significantly from the economic input, job creation and higher-level skills training in areas like management and engineering, that are generated locally through the program. He also praises the attention to detail and thoughtfulness of ME to WE Trips in terms of ensuring their environmental and social sustainability, and protection of the well-being and dignity of host communities. See statement

**Statement from Dan Koenig, Toronto Catholic District School Board**

Dan Koenig has led five partnership projects between WE and the Continuing Education department of the Toronto Catholic District School Board, bringing students and educators on service travel experiences to WE partner communities in Kenya. Koenig comments on the pedagogical value of the trips experience, working as a component within the broader framework of service learning. He speaks to the reasonable cost structure of the trips program, compared to the value received, and how the support and resources for fundraising within the program have helped make the trips accessible for youth from all backgrounds. See statement

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**International Programs and Trips**

*For over 20 years, WE Charity has engaged in sustainable development work that empowers communities as active partners in positive change. Aligned with the United Nations’ Sustainable Development Goals, WE Charity employs our unique five-pillar sustainable development model that addresses the underlying challenges that lead to extreme poverty: education, health care, clean water and sanitation, environmentally sustainable food security and economic opportunity. Integrally woven into and supporting our development work are ME to WE travel experiences. ME to WE travelers experience an immersive cultural experience rooted in community friendship and trust, actively contributing to and supporting the work of WE Charity in developing communities. It’s a safe, immersive and socially responsible way to travel.*
Dr. Jane Park is a doctor of internal medicine and pediatrics with Mayo Regional Hospital in Maine. In 2018, Park and three other physicians spent a week at WE’s Baraka health center in Kenya, as part of WE’s initiative utilizing service trip experiences to enhance the delivery of WE development programs. Park speaks to the quality of the facilities and care she witnessed at Baraka, the skills and knowledge she and her colleagues were able to share with the local health care professionals, and the personal impact of the trip on her as a health care worker. See statement

Statement from Dr. Jane Park

Dr. Christopher Henes is a dentist, and serves as director of General Practice Residency for Denver Health, one of Colorado’s top health care institutions. Henes participated in a training service trip to WE’s Kishon clinic in Kenya. Henes testifies he found the program superior to other medical exchange programs he is aware of, as he and the other visiting physicians did not simply treat patients, but engaged in active knowledge sharing and skills development with local health professionals. This creates a lasting and sustainable impact on the quality of care in the facility. He also notes the cultural equity in the program—that he came away with as much new knowledge from the local health workers as he imparted to them, enhancing his own professional skills. See statement

Statement from Dr. Christopher Henes

Jane Marindany is a “Mama”—a respected female community elder among the Maasai. Marindany chairs a local women’s cooperative microfinance savings and loans program. She speaks to the impact of WE programs on the 582 women in her group, and the economic empowerment they have achieved by creating their own businesses through the ME to WE Artisans program. In her own household, Marindany notes her daughter is now able to study to be a nurse through the college that WE has established. See statement

Statement from Jane Marindany, citizen of Narok County
José Azogue Hurtado is a municipal leader in the community of Shuid, Ecuador, a WE Villages partner community. Hurtado notes that, while parts of Ecuador have benefited from a growing tourism industry, many rural areas like his have not been included in that growth. He states that ME to WE Trips have helped address that inequality, increasing local prosperity. He notes how the WE Villages has empowered the community to build the water and education infrastructure the community had previously lacked. He expresses particular appreciation for how both the physical construction of the school buildings, and the education resources, have been carefully tailored to incorporate and respect local needs, knowledge, culture and traditions. He particularly notes how WE has adopted the “Minga” approach of communal participation that is integral to the Andean culture.

Bolivar Aguinda is the leader of Bellavista Beja, a WE Villages partner community in Ecuador. Aguinda talks about what the community has managed to achieve—increasing access to education and clean water—working in partnership with WE staff and trips participants. He notes the respect shown for the people of his community by trip participants, and his observation that participants come away from their time in his community with a far better understanding of his people’s culture, way of life, and the challenges they face.

Dr. Kaushal Kulkarni is an ophthalmologist with San Diego’s Sharp Rees-Stealy Medical Group. Kulkarni participated in a service trip to WE’s Baraka health center. He expresses his appreciation for how the program creates long-term sustainable development of the local health care system by delivering skills training in rural areas where this is often lacking. He testifies to the further impact that medical training programs will have in the new local college established by WE. Kulkarni also observes that health care is not the only sector benefitting from WE skilled service trips. He observed communities also benefiting from the knowledge and experience of visiting education and agriculture professionals.

Lucille Mandin is a retired professor from the University of Alberta with over 30 years experience training new generations of teachers. She helped establish a partnership between WE and the francophone St-Jean campus of the University of Alberta, bringing student teachers on service trips to WE partner communities. Mandin testifies to the personal and professional growth she has witness in her students who have participated in the program. She notes the preparations taken by WE to ensure that trip participants are approaching their host communities with the proper cultural understanding and respect, and with the mindset that they are engaging in a cultural exchange as equals, not saviors. She also praises WE’s rigorous protocols to ensure the safety and well-being of the community youth working with the student teachers.

Statement from José Azogue Hurtado, Shuid, Ecuador

Statement from Bolivar Aguinda, Bellavista Beja, Ecuador

Statement from Dr. Kaushal Kulkarni

Statement from Lucille Mandin

Statement from Dr. Kaushal Kulkarni

Statement from Lucille Mandin

Statement from José Azogue Hurtado, Shuid, Ecuador

Statement from Bolivar Aguinda, Bellavista Beja, Ecuador
Domestic Programs

WE Schools seeks to bring service-learning into every classroom.

The WE Schools program is aligned with Ministry of Education and Common Core guidelines, and impacts more than 4.3 million students at over 16,000 schools in North America and the UK. Service-learning is a form of experiential learning where global issues are directly linked to core curriculum, and students learn about the subject through volunteering, action and real-world problem solving in their own communities. WE Schools resources are developed in partnership and with direct input from educators, and we routinely seek feedback from teachers and school board officials to continually improve. We also engage third parties to study and quantify the impact of the WE Schools program.

WE Schools Standards and Guidelines for Corporate and Foundation Sponsorship

WE Schools is a high-impact learning program that offers cost-free resources for educators, students and community partners. In order for WE Schools to be a free program, WE depends on the generous support of foundations and corporate partners. This document outlines WE policies for selecting our partners, and for recognizing those partners on WE Schools materials, to uphold the highest standards for the integrity of the program and to protect our participants by limiting the exposure of students to corporate branding.


Mission Measurement is an organization that conducts evidence and data-based evaluations of charities and non-profit organizations to measure their real social impact. Mission Measurement conducted a survey study of educators and youth 13–18, who have been involved in WE Schools program. These were compared to a control group of similarly aged youth and educators who did not participate in WE Schools programs. The survey concluded that WE Schools youth exhibit higher levels of active citizenship, have higher college and workplace readiness, are more likely to possess in-demand skills like leadership and communication, and exhibit significantly higher aptitude for knowledge acquisition. A further specific study of at-risk youth in Title I U.S. schools found that at-risk youth involved in WE were far more likely to exhibit positive development and behaviors than their peers.

Statement from Jennifer McCrea, Assistant Deputy Minister, BC Ministry of Education

This statement reconfirms the ongoing partnership between WE and the BC Ministry of Education, and describes the value of WE Schools resources in raising student and educator awareness of global issues, and creating a culture of community service.

Evaluation of curriculum by Anthony Brown, Barrister & Solicitor

In 13 years serving as General Counsel to the Toronto District School Board, Anthony Brown was responsible for advising on policies and procedures for one of Canada’s largest educational bodies. Brown reviews and expresses his expert opinion on WE standards for corporate partnerships in the WE Schools program and their compliance with school board policies.

Statement from Ted Franson, Superintendent of Education

This document is a letter of endorsement from Ted Franson, the Superintendent of Education for Winnipeg’s Pembina Trails School District, to the Manitoba Minister of Education. Franson offers his observations on the personal and educational impact of the WE Schools program on participating students in his school district.

Statement from Sandra Czajka, Educator

Sandra Czajka is a mathematics and computer sciences educator with Brookfield High School in Riverside, Illinois. Czajka expresses her appreciation for WE’s cause neutrality, which empowers youth to tackle any issues they are passionate about. She discusses how WE Schools materials and activities have enhanced her conversations with students about their future careers in STEM fields, and how they can make a positive social difference through those fields.
Statement from My-Linh Hang Coleman, Educator
As an educator, My-Ling Hang Coleman is a recipient of the Toronto District School Board’s Teaching Excellence award and OTIP’s Ontario Elementary Teacher of the Year award. Coleman is also a consultant to Inhabit Education, a Nunavut-based company developing educational resources that incorporate Northern and Indigenous perspectives. Coleman describes her experiences working with her students in the WE Schools program, and offers her expert assessment of WE’s practices for limiting youth exposure to corporate branding. See statement

Statement from Brian Beal, Director of Education
The schools of the Simcoe-Muskoka Catholic District School Board have been heavily involved in the WE Schools program since 2009. Director of Education Brian Beal shares his personal observations on the impact of WE activities on students, and shares the feedback he has received from principals in his Board concerning WE Schools resources. See statement

Statement from Dr. Jacqueline Sanderlin, Executive Director
The Inglewood Unified School District is a Title 1 school district, serving low-income neighborhoods in urban west Los Angeles. Over 40 per cent of students in the district are at-risk youth, either living in foster care or homeless. Dr. Sanderlin, Executive Director of Inglewood’s Office of School and Community Relations, describes the value of cost-free WE Schools resources for under-funded school system, as well as the support WE has provided in developing key additional partnerships. See statement

Statement from Marna McMillan, Curriculum Coordinator
Marna McMillan, a curriculum coordinator with School District 43, Coquitlam, BC, comments on how WE’s approach empowers communities to address their own unique challenges and issues, both domestically through WE Schools, and internationally through WE Villages. McMillan also comments on WE’s openness to receiving and learning from external feedback from educators. See statement

Statement from Katelyn Forgione, Educator
Katelyn Forgione, an educator with the York Catholic District School Board, speaks to the team-building effect of WE Schools activities, bringing both school faculty and students closer together. See statement

Statement from Adle Ong, Educator
Adle Ong has been overseeing a WE Schools group at École Charles-Perrault, in Roxboro, Quebec, for four years. Ong notes that their greatest challenge is finding or creating materials that meet Ministry of Education requirements, and also “open the window to the world” for students. Ong says WE Schools are “invaluable” in this, especially as the resources are tailored to fit different age groups and competency levels. See statement

Statement from Rovina Subryan, Educator
Rovina Subryan, an educator with Eastview Public School in Toronto, has been involved with the WE Schools program for five years and her statement references how WE Schools resources have changed her students both in and out of the classroom. Their critical thinking skills have advanced in their studies, and they are far more socially conscious in their daily lives. See statement

Testimonials from educators
The following are statements from educators across Canada and the U.S. who participated in ME to WE Trips, with students, or with other educators. They speak to the impact those experiences had on them as educators, and on their students.

- Cathy van der Mark, School District 54, Smithers, BC Read statement
- Irma Magana, Lakewood High School, Lakewood, CA Read statement
- Olana Thomson, North Middle School, Calgary, AB Read statement
- Katie Saunders, Bath Community School, Bath, NB Read statement
- Margaret Warcup, Terrace, BC Read statement
Participant Protection

Each year, hundreds of thousands of children and youth around the world partner with WE to take on local and global issues by: implementing WE Schools campaigns and events in their communities, attending WE Day, traveling the world with ME to WE international service trips, learning leadership skills at Take Action Camp and listening to inspirational ME to WE speakers. The safety and well-being of the children and youth we partner with are our highest priority. That’s why WE has worked to develop a solid slate of policies and best practices for protection of our participants, drawing on the expertise and accreditation of recognized experts like Plan to Protect.

Statement from Plan to Protect
Plan to Protect is an internationally recognized leader in developing organizational and corporate policies and procedures for the protection of children, youth and other vulnerable persons from abuse. This letter, dated February 21, 2019, reaffirms WE’s ongoing partnership and accreditation with Plan to Protect. Plan to Protect confirms that it has provided to WE a policy assessment; affirmation that WE has addressed the gaps identified in its initial assessment; assistance in developing a customized protection policy; training for WE staff; and ongoing support. Plan to Protect acknowledges WE’s efforts to maintain the highest possible standard in participant protection. See statement

Plan to Protect Certificate
WE has been working with Plan to Protect since 2016. A copy of the document certifying WE’s accreditation with Plan to Protect. See certificate

Summary of the WE Child and Youth Protection Policy
This document is an abbreviated overview of the elements of WE’s policies and procedures for the protection of its child and youth participants, as well as staff, ambassadors and stakeholders. This policy was developed in partnership with Plan to Protect, is an internationally recognized leader in developing organizational and corporate policies and procedures for the protection of children, youth and other vulnerable persons. See policy document

Statement from the Ontario Camps Association
The Ontario Camps Association is a non-profit organization that promotes and accredits organized youth camps in the province of Ontario. The OCA maintains a rigorous set of standards for safety and quality that camps must meet in order to receive accreditation. This letter affirms that officials from the OCA conducted evaluation visits in 2018 to WE’s Take Action Camp in Bethany, Ontario. Based on those assessments, the WE Take Action Camp meets the standards of the OCA, and continues as an accredited member of the Ontario Camps Association. See statement

People and Culture

Over the past 20-plus years, WE has grown from a group of teenagers working in the Kielburgers’ living room to a globe-spanning organization with hundreds of team members in country offices around the world. That exponential growth, combined with the limits of non-profit resources, has brought its share of human resource complexity. That’s why WE continuously strives to create the best possible working environment for our dedicated and passionate team of change-makers. In order to constantly do better, WE engages independent human resource experts to study and report on our workplace environment and culture, and to ensure WE maintains the highest standards for a safe and inclusive workplace.
98% of employees believe they are making a positive change.

Namend as one of Canada’s Top 10 Most Admired Corporate Cultures

Independent audit of WE’s corporate culture by HR firm Lee Hecht Harrison Knightsbridge

Lee Hecht Harrison Knightsbridge is a respected firm providing human resource expertise and services to business. The firm conducted a comprehensive review of WE’s employee experience and corporate culture in order to identify strengths within the organization and opportunities for improvement. The review report concludes: “Employees of all tenures described WE as having a strong culture with contagious energy stemming from employees’ unified passion to make a difference, both in their local community and worldwide. The organization is highly mission-driven; employees’ personal values align to the organization’s mission, they are able to live their values at work, and they feel as though the work they do at WE is more meaningful than it would be elsewhere (especially at a for-profit organization) because of its focus on making a positive impact.”

See full report

WE Alumni Statements

We are grateful to the many team members who helped to build the WE organization and deliver on its mission to empower children and young people. We’re thankful that alumni are overwhelming proud of their work at WE. They report that not only has it been a rewarding and expanding experience from a career standpoint, it’s also highly rewarding on a personal level. This webpage showcases over 100 former employees sharing their experiences at WE.

See statements

Independent Human Resources Case Study: An Overview of the WE Organization by Dr. David Baum

Dr. David Baum is an expert in organizational psychology. He has participated in conflict mediation in Northern Ireland, designs walking board meetings in the Middle East and has consulted for some of the world’s biggest name organizations and corporations, including the U.S. State Department, IBM, Walgreens, Johnson & Johnson and many more. In this article, Baum studies the growth and maturation of WE Charity, from a group of teenage volunteers to a globe-spanning organization. He studies the learnings that occurred through the various phases of growth, and how they impacted factors such as organizational philosophy and mission, program development, revenue streams and human resources. See full article

Dr. Baum also conducted an overview of WE from a HR standpoint. He finds that WE “is becoming a people-first organization because the leadership understands that the people drive the mission and create the impact.” And offers his opinion that: “What sets the WE organization apart is that it learns from mistakes, corrects them, and moves forward.” See full case study

Employees feel as though the work they do at WE is more meaningful than it would be elsewhere.
WE Charity Financials and Governance

Review of Co-founder Compensation by Celeste Bannon Waterman, Partner and Research Lead at KCI
WE commissioned a review by KCI—Canada’s leading firm of consultants to the non-profit sector—for the WE Charity Board of Directors. Celeste Bannon Waterman is an experienced researcher who has provided analytical advice to top Canadian non-profits like United Way / Centraide Canada, the CAMH Foundation and Make-a-Wish Canada. Bannon Waterman conducted a benchmarking review of the compensation received by WE co-founders Craig and Marc Kielburger, relative to available comparator data for the sector. Marc Kielburger and Craig Kielburger have never been paid by WE Charity. They receive an annual salary from ME to WE. KCI reviewed all information and concludes that: “Relative to other youth-focused and youth-serving organizations the compensation for the WE co-founders would be within the typical range of compensation for executive level positions.”

Anonymous staff survey by TemboStatus
WE uses the TemboStatus online engagement platform to conduct annual anonymous surveys of its entire staff base in order to continuously grow and improve the workplace environment and experience at WE. The report details the findings of the latest survey, conducted in 2018. The survey had a 90 percent response rate from over 900 current team members. Key findings of the survey are: 78% of WE employees say “they love their job”; 98% of WE employees believe they are making a positive change in the world because of their work; 91% of WE employees feel a personal connection to the work we do; 87% of our team say they are personally engaged by the work they do. The report notes that in employee self-reported statements, since 2015, WE has seen a 2.85x improvement in the area of work-life balance, 5.33x improvement in providing adequate compensation, 1.22x improvement in overall employee recognition and 1.73x improvement in the effectiveness of internal employee communications efforts.

Internal HR Case Study by Dalal Al-Waheidi, Executive Director of WE Charity, and Russ McLeod, Executive Director of ME to WE
This case study documents the history of WE movement, from our early days as a group of 12-year-old volunteers working out of a family basement in Thornhill, Ontario, to what it is today—a 1,000-person strong organization with a charity operating on four continents and a social enterprise that sells socially conscious retail products. WE has being selected three times as a Top Employer for Young People, being named as one of Canada’s Top 10 Most Admired Corporate Cultures and with a leadership group composed of 77 percent women, WE continues to work toward becoming a world-class organization.

Employment Policy Compliance Review by Singh Lamarche LLP
Singh Lamarche LLP is a recognized expert in Canadian employment law and workplace investigations. The firm conducted an independent review of WE policies for the prevention, reporting and investigation of workplace employee protection issues such as sexual harassment. Singh Lamarche also reviewed WE’s compliance with the Accessibility for Ontarians with Disabilities Act. The evaluation concluded that WE policies and practices represent the “gold standard” in ensuring the protection and accommodation of employees.

Report from Appiah Law LLP
Appiah Law LLP is a firm specializing in employment and labor law, which provides legal counsel to WE. The firm conducted a further review of the policies and measures WE has enacted for the protection of its employees. This brief summary report of its findings concludes that WE “is ardently protective of the rights of its employees to a violence-free and harassment-free workplace.”
Awards

WE Charity is a high-impact, accountable and innovative charity. And the world has been taking note. We are humbled by the recognition and proud of our world-class development model and the award-winning accomplishments of our organization and our team.

Humanitarian
- Good Housekeeping Humanitarian Seal (2017)
- Dedication Award, Muhammad Ali Humanitarian Awards (2013)
- World of Children Anniversary Award (2012)
- Skoll Award for Social Entrepreneurship (2007)
- Community of Christ International Peace Award (2005)
- World of Children Founders Award (2002)
- Distinguished Peace Leadership Award (2001)

Leadership
- Canada’s Most Admired CEOs (Broader Social and Public Service)
- Canada’s Top 40 under 40
- Canada’s Top 20 under 20
- Canada’s Most Powerful Women: Top 100
- Inducted as a Global Leader of Tomorrow at the World Economic Forum (1998)

Excellence
- 2015 Webby Awards—Official Honoree, We365 Social Media App (with Clearbridge Mobile)
- 2014 Canadian Screen Awards—Nominee, Best Music Program or Series, WE Day 2013 (with Bell Media)

Citizenship
- Canada’s Walk of Fame (2013)
- Queen Elizabeth II Diamond Jubilee Medal (2012)
- Member of the Order of Canada (2008)
- Governor General’s Meritorious Service Decoration (1998)

Corporate Culture
- Canada’s Most Admired Corporate Cultures Award 2013
- Notable.ca Canada’s Top 5 Charities Run by Young Professionals 2013
- Canada’s Top Employer for Young People 2011, 2012, 2013
- One of Canada’s Top Employer for Youth (2010 and 2011)

WE Charity Financials and Governance