$522 MILLION+
RAISED BY UNITED WAY CENTRAIDE TO INVEST IN IMPROVING LIVES LOCALLY

1 MILLION+
DONORS, STAFF AND VOLUNTEERS HELPED TO CHANGE LIVES IN THEIR COMMUNITIES

1,100+
PROGRAMS NATIONWIDE WORKED TO MOVE PEOPLE FROM POVERTY TO POSSIBILITY

2,100+
PROGRAMS SUPPORTED ACROSS CANADA TO HELP KIDS BE ALL THEY CAN BE

106
LOCAL UNITED WAY CENTRAIDE OFFICES IMPLEMENTED SOLUTIONS TO LOCAL ISSUES

3,000+
PROGRAMS WORKED TO BUILD HEALTHY AND STRONG COMMUNITIES FOR ALL FROM COAST TO COAST
Thanks to the following United Ways Centraides for their contributions to this year’s Annual Report:

- Centraide Québec et Chaudière-Appalaches
- United Way Central Alberta
- United Way Central & Northern Vancouver Island
- United Way Kitchener-Waterloo & Area
- United Way Prince Edward Island
- United Way Saskatoon & Area
- United Way Toronto & York Region
- United Way Winnipeg
MESSAGE FROM THE CHAIR AND THE PRESIDENT & CEO

In 2015, the United Way Centraide Movement invested over $522 million to improve lives locally in communities across Canada. Our national office, United Way Centraide Canada, worked closely with 106 local offices across the country, supporting their work and helping to build our collective capacity. Together, we continued to move people from poverty to possibility, help kids be all they can be, and build strong and healthy communities.

To make real progress on Canada’s most pressing social issues – like poverty and its impact on vulnerable people in our communities – we know we can’t work alone. We are proud of the vital role the United Way Centraide Movement plays in bringing people together for the benefit of all. It is through the strength of our network, our relationships and our partnerships that we will become an even greater vehicle for social change in Canada. A great example of this strength in 2015 is how the Movement partnered with many levels of government, community agencies, business, labour, charities and donors to welcome Syrian refugees to Canada. Together, we are working to give refugees the best start to their new lives and will continue to support longer term efforts to ensure their successful inclusion in communities across the country.

We know that our communities face complex challenges. As a result, the United Way Centraide Movement has made a commitment to risk management, to transformation, to becoming more innovative and adaptive in our efforts and, most importantly, to increasing the impact of our local community work. By moving in bold new directions, we continue to shape our Movement’s future and that of the communities we serve.

On behalf of the National Board of United Way Centraide Canada, we are pleased to share this 2015 Annual Report, which highlights our significant progress in driving forward key priorities and initiatives from United Way Centraide Canada’s 5-year Strategic Plan. In 2015, the second year of these efforts, we advanced our strategic directions of becoming a high performing system, intelligent network, and powerful movement.

With the overwhelming support of the Canadian membership in 2015, United Way Centraide Canada entered into full membership with United Way Worldwide and launched a multi-year Movement Transformation Program, aimed at
accelerating the changes required to achieve our 10-year Strategic Directions. We also advanced key strategic reviews of our Movement’s membership accountability and United Way Centraide Canada governance, driving fundamental change in how we will work together in the coming years to maximize our impact. Our work together in Marketing and Communications is ensuring clear and compelling messaging reflective of our brand, our national goals, and our local experiences.

Our strategic priorities and the transformative work they are producing only serve to strengthen and support our Movement’s collective capacity. These efforts continue to demonstrate the power of working together to realize the vision of our communities and shape the United Way Centraide Movement of the future.

We would like to give special thanks to United Way Centraide donors, volunteers and staff, who number over one million and are associated with local United Ways Centraides across Canada. We are honoured by your support and the opportunity to work with dedicated and talented individuals in local United Way Centraide offices, on local Boards, in workplaces, in our allied agencies, and among our partners from labour.

Without all of you, our collective ability to improve lives and build strong communities would not be possible. Your commitment and passion drive lasting, positive change and empower others to do the same. We look forward to continuing our work together in 2016 and beyond.

Together, we are possibility.

Dennis Jackson
Board Chair,
United Way Centraide Canada

Dr. Jacline Nyman
President & CEO,
United Way Centraide Canada
OUR MISSION:
TO IMPROVE LIVES AND BUILD COMMUNITY BY ENGAGING INDIVIDUALS AND MOBILIZING COLLECTIVE ACTION.

OUR VALUES:
Demonstrate trust, integrity, respect, inclusivity and transparency
Energize and inspire volunteerism and volunteer leadership
Endorse innovation, partnerships and collective action
Provide non-partisan leadership
Embrace diversity
On pose pour la cause #noustousici
OUR DONORS PROVIDE THE FOUNDATION FOR ALL OF THE WORK WE DO IN COMMUNITIES ACROSS CANADA. THE CORE OF THAT FOUNDATION IS FORMED BY THE CORPORATIONS AND LABOUR ORGANIZATIONS THAT, TOGETHER WITH THEIR EMPLOYEES OR MEMBERS, RAISED $1 MILLION OR MORE IN SUPPORT OF UNITED WAY CENTRAIDE IN 2015.

We at United Way Centraide Canada extend our heartfelt gratitude and sincere appreciation to all our generous supporters, who continue to make it possible for us to create opportunities for a better life for everyone in our communities.

- Alberta Union of Provincial Employees (AUPE)
- Amalgamated Transit Union (ATU)
- Association of Management, Administrative and Professional Crown Employees of Ontario
- Bell Canada
- Best Buy & Future Shop
- Blake, Cassels & Graydon LLP
- BMO Financial Group
- Brookfield
- Cameco
- Canada Revenue Agency
- Canadian Environmental Assessment Agency
- Canadian Federation of Nurses Union and its member organizations (CFNU)
- Canadian Labour Congress (CLC)
- Canadian Natural Resources Limited
- Canadian Office and Professional Employees Union (COPE)
- Canadian Union of Public Employees (CUPE)
- Cargill Limited
- CGI
- CIBC
- City of Toronto
- City of Toronto, Administrative, Professional, Supervisory Association Inc.
- CN
- Costco Wholesale Canada Ltd.
- Deloitte
- Department of National Defence
- Desjardins Group
- Devon Canada Corporation
- Employment and Social Development Canada
- Enbridge Gas Distribution Inc.
- Enbridge Inc.
- Enbridge Pipelines Inc.
- Environment Canada
- Esso Imperial Oil
- EY
- FCA Canada Inc.
- Federal Service Retirees
- Finning
- Ford Motor Company of Canada, Limited
- General Motors of Canada Limited
- Global Affairs Canada
- Government of Alberta

THANKS A MILLION
THANKS A MILLION

- Government of Canada Workplace Charitable Campaign
- Government of Ontario
- Government of Quebec
- Great-West Life, London Life and Canada Life
- Health Canada
- Hydro-Québec
- IBM Canada Ltd.
- Industrial Alliance Financial Group
- Intact Financial Corporation
- International Association of Fire Fighters (IAFF)
- International Association of Machinists and Aerospace Workers (IAM&AW)
- International Brotherhood of Electrical Workers (IBEW)
- James Richardson & Sons, Limited and Affiliated Companies
- KPMG LLP
- LCBO
- Manulife
- McCarthy Tétrault LLP
- METRO
- National Bank of Canada
- National Union of Public and General Employees and its component unions (NUPGE)
- Nexen Energy ULC
- NOVA Chemicals
- Ontario Public Service Employees Union (NUPGE/OPSEU)
- Osler, Hoskin & Harcourt LLP
- Parks Canada
- PCL Construction
- Pembina Pipeline Corporation
- Polar Asset Management Partners
- Pratt & Whitney Canada
- Procter & Gamble Inc.
- Public Service Alliance of Canada (PSAC)
- Public Services and Procurement Canada
- PwC
- RBC
- Rio Tinto Inc.
- Rogers Communications
- Scotiabank
- Service Employees International Union (SEIU)
- Shell Canada Limited
- Spectra Energy
- Sun Life Financial
- Suncor Energy
- Syncrude Canada Ltd.
- TD Bank Group
- Teamsters Canada (TC)
- Teck Resources Limited
- The J. Armand Bombardier Foundation, Bombardier Inc.
- The Professional Institute of The Public Service Of Canada
- TransAlta Corporation
- TransCanada Corporation
- Unifor Canada
- UNITE HERE
- United Food and Commercial Workers International Union (UFCW)
- United Steelworkers (USW)
- UPS Canada and UPS SCS Inc.
- WorleyParsons Canada
THANKS TO UNITED WAY CENTRAIDE CANADA’S SUPPORTERS

United Way Centraide Canada is grateful to the individual donors and outstanding organizations that have made remarkable contributions to support our mission to improve lives and build community by engaging individuals and mobilizing collective action.

By contributing to United Way Centraide Canada, our supporters are helping us act as a national voice on social issues, provide leadership and support for United Ways Centraides across the country, and create opportunities for a better life for everyone in our communities.

We thank the following individuals and organizations for their monetary support in 2015:

$10,000 +
- Ruth and Marcel Prevost - Legacy gift through insurance policy to benefit United Way Centraide Canada
- Capital Advisors
- Suncor Energy Foundation

$1,200 TO $9,999
- Jacques Bérubé
- Caroline E. Davis
- Serge Desrochers
- Walter Flasza
- Yuri Fulmer
- Kelly Harrington
- Dennis Jackson
- Jacline Nyman
- Louise Powell-McCarthy

- Canadian Labour Congress
- Canada Post
- Customersat.com Inc.
- General Mills
- General Motors Corporation
- Google
- IBM Charitable Fund
- Leon’s Furniture
- McCarthy Tétrault LLP
- NextEra Energy Canada
- Spike TV
- The Calgary Foundation
- The Phillip Smith Foundation
OUR THANKS TO THE FOLLOWING INDIVIDUALS AND ORGANIZATIONS FOR THEIR PARTNERSHIP AND GENEROUS SUPPORT

IN-KIND SUPPORT
- BLG (Marc Jolicoeur)
- Canada Post
- Kith & Kin Productions Inc.
- KPMG / ITnet
- Mr. L.C. (Skip) Lumley
- TAXI
- Transformation by Design

NATIONAL MEDIA PARTNERS
- Bell Media
- National Post
- Rogers
- Shaw Media
- TC Media
- The Globe and Mail
- The Walrus

NATIONAL CONFERENCE SPONSORS
- Agrium Inc.
- Andar
- Canadian Labour Congress Prairie Region
- ConversArt
- COPE 397
- Coughlin & Associates Ltd.
- CUPE Health Care Council
- CUPE Local 1975
- Dakota Dunes Community Development Corporation
- Edwards School of Business
- Labour Partners Across Saskatchewan
- Nova Networks
- Regina & District Labour Council
- Saskatchewan Federation of Labour
- Saskatchewan Indian Gaming Authority
- Saskatchewan Indian Gaming Authority

OUR PARTNERSHIPS
Together
We Are Possibility
At United Way Centraide, we are mindful of the significant trust placed in us. Maintaining the confidence of our donors and partners through transparency and by following rigorous ethical standards continues to be a top priority.

United Way Centraide has a long history of responsible stewardship of our community’s resources. We continue to be acknowledged for our best practices promoting openness and accountability, and make our administrative and fundraising costs available to the public.

In addition to following the standards set by the Canada Revenue Agency, United Way Centraide Canada has developed its own Transparency, Accountability and Financial Reporting policies, which are intended to ensure the highest degree of transparency and accountability when reporting financial information by member United Way Centraide organizations.

United Ways Centraides strive to ensure that donor dollars are invested to maximize community impact. Donating to local United Ways Centraides is one of the best ways to drive lasting and positive change in our communities across the country. Taking an evidence-based approach to investment, leveraging donor gifts with investments from partner organizations, engaging hundreds of thousands of volunteers in support of community work, and soliciting pro-bono services, sponsorships and in-kind donations are just some of the ways we ensure the support of our donors is invested in the most effective manner possible.

United Way Centraide Canada is proud to be a member of Imagine Canada, and to be recognized for its leadership role in the non-profit sector.
OF THE INDEPENDENT AUDITORS ON THE SUMMARY FINANCIAL STATEMENTS

To the Members of United Way Centraide Canada and United Ways of Ontario - Les Centraide de l’Ontario

The accompanying summary financial statements of United Way Centraide Canada and United Ways of Ontario - Les Centraide de l’Ontario, which comprise the summary statements of financial position as at December 31, 2015 and the summary statements of operations and changes in net assets for the year then ended, and related notes, are derived from the audited financial statements, prepared in accordance with Canadian accounting standards for not-for-profit organizations, of United Way Centraide Canada and United Ways of Ontario - Les Centraide de l’Ontario as at and for the year ended December 31, 2015.

We expressed an unmodified audit opinion on those financial statements in our reports dated March 31, 2016.

The summary financial statements do not contain all the disclosures required by Canadian generally accepted auditing standards applied in the preparation of the audited financial statements of the United Way Centraide Canada and United Ways of Ontario – Les Centraide de l’Ontario. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of United Way Centraide Canada and United Ways of Ontario - Les Centraide de l’Ontario.

MANAGEMENT’S RESPONSIBILITY FOR THE SUMMARY FINANCIAL STATEMENTS

Management is responsible for the preparation of a summary of the audited financial statements on the basis described in note 1.

AUDITORS’ RESPONSIBILITY

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, “Engagements to Report on Summary Financial Statements.”

OPINION

In our opinion, the summary financial statements derived from the audited financial statements of United Way Centraide Canada and United Ways of Ontario - Les Centraide de l’Ontario as at and for the year ended December 31, 2015 are a fair summary of those financial statements, in accordance with the basis described in note 1.

Chartered Professional Accountants, Licensed Public Accountants
March 31, 2016
Ottawa, Canada
Summary Statement of Financial Position
As at December 31, 2015, with comparative information for 2014
United Way Centraide Canada

<table>
<thead>
<tr>
<th>Assets</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>1,999,294</td>
<td>464,094</td>
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<tr>
<td>Short-term investments</td>
<td>1,206,048</td>
<td>1,257,373</td>
</tr>
<tr>
<td>Amounts receivable</td>
<td>600,529</td>
<td>184,362</td>
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<tr>
<td>Prepaid expenses</td>
<td>18,858</td>
<td>113,525</td>
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<tr>
<td><strong>Total current assets:</strong></td>
<td>3,824,729</td>
<td>2,019,354</td>
</tr>
<tr>
<td>Tangible capital and intangible assets</td>
<td>226,596</td>
<td>117,223</td>
</tr>
<tr>
<td>Investment in life insurance</td>
<td>49,388</td>
<td>57,721</td>
</tr>
<tr>
<td><strong>Total assets:</strong></td>
<td>4,100,713</td>
<td>2,194,298</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current liabilities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>927,364</td>
<td>1,006,937</td>
</tr>
<tr>
<td>Deferred contributions</td>
<td>1,933,874</td>
<td>243,064</td>
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<tr>
<td><strong>Total current liabilities:</strong></td>
<td>2,861,238</td>
<td>1,250,001</td>
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<tr>
<td>Deferred capital contributions</td>
<td>101,350</td>
<td>–</td>
</tr>
<tr>
<td>Leasehold inducement</td>
<td>–</td>
<td>9,284</td>
</tr>
<tr>
<td>Deferred revenue - life insurance</td>
<td>49,388</td>
<td>57,721</td>
</tr>
<tr>
<td><strong>Net assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>963,491</td>
<td>769,353</td>
</tr>
<tr>
<td>Invested in tangible capital and intangible assets</td>
<td>125,246</td>
<td>107,939</td>
</tr>
<tr>
<td><strong>Total net assets:</strong></td>
<td>1,088,737</td>
<td>877,292</td>
</tr>
</tbody>
</table>

4,100,713 2,194,298

See accompanying notes to summary financial statements.
### Summary Statement of Financial Position

As at December 31, 2015, with comparative information for 2014

**United Ways of Ontario – Les Centraide de l’Ontario**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>70,968</td>
<td>8,077</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>4,236</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>75,204</td>
<td>8,077</td>
</tr>
<tr>
<td><strong>Investments</strong></td>
<td>2,583,717</td>
<td>2,623,871</td>
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<tr>
<td><strong>Liabilities and Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current liabilities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>47,168</td>
<td>23,698</td>
</tr>
<tr>
<td></td>
<td>47,168</td>
<td>23,698</td>
</tr>
<tr>
<td><strong>Net assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>2,611,753</td>
<td>2,608,250</td>
</tr>
<tr>
<td></td>
<td>2,658,921</td>
<td>2,631,948</td>
</tr>
</tbody>
</table>

See accompanying notes to summary financial statements.
Summary Statement of Operations and Changes in Net Assets
For the year ended December 31, 2015, with comparative information for 2014

United Way Centraide Canada

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>REVENUE:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership dues</td>
<td>3,906,576</td>
<td>3,968,820</td>
</tr>
<tr>
<td>Fees and contributions</td>
<td>1,070,944</td>
<td>426,649</td>
</tr>
<tr>
<td>Donations</td>
<td>225,663</td>
<td>220,528</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>82,352</td>
<td>67,853</td>
</tr>
<tr>
<td>Interest</td>
<td>41,889</td>
<td>62,892</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>5,327,424</td>
<td>4,746,742</td>
</tr>
<tr>
<td>EXPENSES:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and employee benefits</td>
<td>2,722,310</td>
<td>2,689,699</td>
</tr>
<tr>
<td>Professional and consulting fees</td>
<td>845,505</td>
<td>681,850</td>
</tr>
<tr>
<td>Conferences, meetings and travel</td>
<td>690,679</td>
<td>386,996</td>
</tr>
<tr>
<td>Office</td>
<td>299,463</td>
<td>280,438</td>
</tr>
<tr>
<td>United Way Worldwide</td>
<td>271,900</td>
<td>231,980</td>
</tr>
<tr>
<td>Board of Directors’ meetings and travel</td>
<td>124,569</td>
<td>96,866</td>
</tr>
<tr>
<td>Other services</td>
<td>98,644</td>
<td>60,636</td>
</tr>
<tr>
<td>Amortization of tangible capital and intangible assets</td>
<td>62,909</td>
<td>67,257</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>5,115,979</td>
<td>4,495,722</td>
</tr>
<tr>
<td>Excess of revenue over expenses</td>
<td>211,445</td>
<td>251,020</td>
</tr>
<tr>
<td>Net assets, beginning of year</td>
<td>877,292</td>
<td>626,272</td>
</tr>
<tr>
<td>Net assets, end of year</td>
<td>1,088,737</td>
<td>877,292</td>
</tr>
</tbody>
</table>

See accompanying notes to summary financial statements.
Summary Statement of Operations and Changes in Net Assets
For the year ended December 31, 2015, with comparative information for 2014
United Ways of Ontario – Les Centraide de l’Ontario

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>REVENUE:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment income</td>
<td>155,883</td>
<td>286,145</td>
</tr>
<tr>
<td>Other income</td>
<td>5,190</td>
<td>9,790</td>
</tr>
<tr>
<td>Contribution from United Way Centraide Canada</td>
<td>4,000</td>
<td>4,000</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>165,073</td>
<td>299,935</td>
</tr>
<tr>
<td><strong>EXPENSES:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>72,667</td>
<td>69,541</td>
</tr>
<tr>
<td>Meetings, conference and travel</td>
<td>57,954</td>
<td>53,306</td>
</tr>
<tr>
<td>Other</td>
<td>15,949</td>
<td>15,789</td>
</tr>
<tr>
<td>Contributions</td>
<td>15,000</td>
<td>5,000</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>146,570</td>
<td>138,636</td>
</tr>
<tr>
<td><strong>Excess of Revenue over Expenses</strong></td>
<td>3,503</td>
<td>156,299</td>
</tr>
<tr>
<td><strong>Unrestricted net assets, beginning of year</strong></td>
<td>2,608,250</td>
<td>2,451,951</td>
</tr>
<tr>
<td><strong>Unrestricted net assets, end of year</strong></td>
<td>2,611,753</td>
<td>2,608,250</td>
</tr>
</tbody>
</table>

See accompanying notes to summary financial statements.
NOTES TO SUMMARY FINANCIAL STATEMENTS

Year ended December 31, 2015

United Way Centraide Canada was incorporated on April 1, 1972 under the Canada Corporations Act. Effective July 8, 2013, United Way Centraide Canada continued their articles of incorporation from the Canada Corporations Act to the Canada Not-for-Profit Corporations Act. United Way Centraide Canada is a registered charitable organization for the purposes of the Income Tax Act (Canada) and as such is not subject to income tax and is able to issue donation receipts for income tax purposes.

United Way Centraide Canada is the national voice for the United Way Centraide Movement in Canada and internationally and in addition provides leadership and support to its members in achieving a shared mission to improve lives and build community by engaging individuals and mobilizing collective action.

United Ways of Ontario - Les Centraide de l’Ontario was officially established as a regional association under the legal auspices of United Way Centraide Canada on November 6, 1983. All assets of United Ways of Ontario - Les Centraide de l’Ontario are administered as trust funds by United Way Centraide Canada solely for the benefit of the United Ways Centraides who are the members of United Ways of Ontario - Les Centraide de l’Ontario. In the event that United Ways of Ontario - Les Centraide de l’Ontario ceases to operate, or there is a change in operations, such that some or all of the assets are no longer required, the remaining assets will be distributed to the member United Ways Centraides on a proportional basis to their original contribution.

1. Summary financial statements:

The summary financial statements are derived from the complete audited financial statements, prepared in accordance with Canadian accounting standards for not-for-profit organizations, as at and for the year ended December 31, 2015.

The preparation of these summary financial statements requires management to determine the information that needs to be reflected in the summary financial statements so that they are consistent, in all material respects, with or represent a fair summary of the audited financial statements.

These summarized financial statements have been prepared by management using the following criteria:

(a) whether information in the summary financial statements is in agreement with the related information in the complete audited financial statements; and

(b) whether, in all material respects, the summary financial statements contain the information necessary to avoid distorting or obscuring matters disclosed in the related complete audited financial statements, including the notes thereto.

Management determined that the statements of changes in net assets and cash flows do not provide additional useful information and as such has not included them as part of the summary financial statements.

The complete audited financial statements of United Way Centraide Canada and United Ways of Ontario - Les Centraide de l’Ontario are available upon request by contacting these organizations.
UNITED WAY CENTRAIDE CANADA BOARD OF DIRECTORS

1st row – left to right:
Dr. Jacline Nyman (Ontario),
Alnasir Samji (Ontario),
Oryssia Lennie (Alberta),
Rachel Larabie-LeSieur (Québec),
Dennis Jackson (Ontario)

2nd row – left to right:
François Mercier (Québec),
Serge Desrochers (Québec),
Caroline Davis (Ontario),
Motilall Sarjoo (Sarj) (Ontario),
Donald Lafleur (Ontario),
Pierre Métivier (Québec),
Yuri Fulmer (British Columbia),
Kelly Harrington (Saskatchewan),
Kingsley Bowles (Manitoba)

Absent:
Marc Doucette (New Brunswick),
Tammy Holland (Ontario),
François Marcoux (Québec)
OFFICERS
Dennis Jackson C.F.P., PFP, MBA., Board Chair
Yuri Fulmer, Vice-Chair
Oryssia Lennie, Past-Chair
François Marcoux, Treasurer
Rachel Larabie-LeSieur, Secretary
Dr. Jacline Nyman, President and CEO, non-voting member

DIRECTORS
Kingsley Bowles
Caroline Davis
Serge Desrochers
Marc Doucette
Kelly Harrington
Tammy Holland
Donald Lafleur
François Mercier
Pierre Métivier
Alnasir Samji
Motilall Sarjoo (Sarj)

STANDING COMMITTEES
EXECUTIVE COMMITTEE
Dennis Jackson, Chair
Yuri Fulmer, Vice-Chair
Oryssia Lennie, Past Chair
François Marcoux, Treasurer
Jacline Nyman, President & CEO

GOVERNANCE COMMITTEE
Kingsley Bowles, Chair
Dennis Jackson
François Marcoux
Donald Lafleur
Alnasir Samji
Oryssia Lennie
Yuri Fulmer
Jacline Nyman

NOMINATING COMMITTEE
Oryssia Lennie, Chair
François Marcoux
Jacline Nyman

AUDIT & FINANCE COMMITTEE
François Mercier, Chair
Dennis Jackson
Alnasir Samji
Serge Desrochers
Jacline Nyman

AD HOC COMMITTEES
GCWCC REVIEW COMMITTEE
Walter Flasza, Chair
(former UWCC Board member)
Dennis Jackson
Rachel Larabie-LeSieur
Pierre Métivier
Caroline Davis
Jacline Nyman

COMMUNICATIONS COMMITTEE
Ivan Watson, Chair
(Jan-May 2015)
Dennis Jackson
Marc Doucette
Tammy Holland
Rachel Larabie-LeSieur
Charmian Love
Jacline Nyman

NOMINATING COMMITTEE (SUB-COMMITTEE OF GOVERNANCE COMMITTEE)
Oryssia Lennie, Chair
François Marcoux
Jacline Nyman

MEMBERSHIP COMMITTEE
Marc Doucette, Chair
Dennis Jackson
François Mercier
Kelly Harrington
Tammy Holland
Motilall Sarjoo
Mark Brown
Jacline Nyman

211 CANADA TRANSITION COMMITTEE
Tammy Holland, Chair
Dennis Jackson
Marc Doucette
Jacques Castonguay
Ken Howland
Rosanna Thoms
Debra Shime
John Munro
Sue Wilkinson
Andrew Benson
UNITED WAY CENTRAIDE CANADA TEAM MEMBERS

1st row – left to right:
Françoise Tremblay, Dr. Jacline Nyman, Diane Dumont, Nicole Espenant, Kim Lockhart, Dawn Phillips, Sharon Lupton, Marie-Josée Rosset

2nd row – left to right:
Robert Bédard, Andrew Strutt, Daniel Manseau, Poya Kherghhepoush, Bill Morris, Sylvain Beaudry, Jacques Bérubé, Mohammad Aryaie, Paul Totten, Brennan Heath

3rd row – left to right:
Bill Wright, Rob McCulloch, Louise Powell-McCarthy, Jennifer-Lee Mason, Dan Clement, Brigitte Jarvis, Nicole Graham

Absent:
Louise Bellingham
Kayt Render
EXECUTIVE TEAM

Dr. Jacline Nyman
President and CEO

Dan Clement
Executive Vice-President

Sylvain Beaudry
Vice-President, Finance and Operations

Louise Bellingham
Vice-President, Communications and Brand Strategy

Louise Powell-McCarthy
Vice-President, Governance and Networks

Rob McCulloch
Vice-President, Fundraising Strategy

Paul Totten
Vice-President, Business and Technology Solutions

MANAGEMENT TEAM

Robert Bédard
Senior Manager, Office of the President & CEO

Jacques Bérubé
National Director, Membership Accountability

Brigitte Jarvis
Manager, Accounting and Finance

Poya Kherghehpoush
Director, Movement Transformation

Kim Lockhart
National Director, Community Impact

Sharon Lupton
National Director, Labour Programs and Services

Daniel Manseau
Vice-President, Québec / ACQ

Bill Morris
National Director, 211 Canada & Public Policy

Kayt Render
Program Manager, United Way Worldwide

OPERATIONS TEAM

Mohammad Aryaie
Business Intelligence Analyst

Diane Dumont
Translator

Nicole Espenant
Marketing and Communications Officer

Nicole Graham
Community Animator

Brennan Heath
Marketing and Communications Officer

Jennifer-Lee Mason
Senior Community Animator

Dawn Phillips
Executive Assistant

Marie-Josée Rosset
Translator

Andrew Strutt
Coordinator, United Ways of Ontario

Françoise Tremblay
HR Assistant

Bill Wright
Network & Systems Administrator
ACROSS CANADA

ALBERTA
United Way Alberta Capital Region
United Way Alberta Northwest
United Way Calgary and Area
United Way Central Alberta
United Way Fort McMurray
United Way Hinton
United Way Lakeland
United Way Lethbridge & South Western Alberta
United Way Lloydminster & District
United Way South Eastern Alberta

BRITISH COLUMBIA
United Way Central & Northern Vancouver Island
United Way Central and South Okanagan/Similkameen
United Way Cowichan
United Way East Kootenay
United Way Fraser Valley
United Way Greater Victoria

Manitoba
United Way Brandon & District Inc.
United Way Carberry & North Cypress
United Way Morden and District
United Way Neepawa & District
United Way Portage Plains
United Way Winkler & District
United Way Winnipeg

United Way Lower Mainland
United Way North Okanagan Columbia Shuswap
United Way Northern British Columbia
United Way Powell River & District
United Way Thompson Nicola Cariboo
United Way Trail and District

New Brunswick
United Way Centraide Greater Moncton and Southeastern New Brunswick Region
United Way Central New Brunswick / Centraide Région du Centre du Nouveau-Brunswick
United Way Saint John, Kings and Charlotte

Newfoundland and Labrador
United Way Newfoundland & Labrador

Northwest Territories
United Way Northwest Territories

Nova Scotia
United Way Cape Breton
United Way Colchester County
United Way Cumberland County
United Way Halifax
United Way Lunenburg County
United Way Pictou County

In 2015, there were 106 United Ways Centraides operating in Canada, in addition to our national office.
<table>
<thead>
<tr>
<th>Location</th>
<th>United Way</th>
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<tbody>
<tr>
<td><strong>ONTARIO</strong></td>
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<td>United Way Bruce Grey</td>
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<td>United Way Burlington &amp; Greater Hamilton</td>
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<td>United Way Cambridge and North Dumfries</td>
<td>United Way Peterborough &amp; District</td>
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<td>United Way Centraide Ottawa</td>
<td>United Way Quinte</td>
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<td>United Way Centraide Prescott-Russell</td>
<td>United Way Renfrew County</td>
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<td>United Way Sarnia-Lambton</td>
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<td>United Way Centraide Sudbury and/et Nipissing Districts</td>
<td>United Way Sault Ste. Marie &amp; district</td>
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<td>United Way Centraide Windsor-Essex County</td>
<td>United Way South Niagara</td>
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<td>United Way Chatham-Kent</td>
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