



OUR CHANGE FOR CHILDREN



Save the Children

Annual Report 2018

Save the Children is the leading independent organization for children. For nearly 100 years, we've worked to ensure all children realize their rights.

OUR VISION

is a world in which every child attains the right to survival, protection, development and participation.

OUR MISSION

is to inspire breakthroughs in the way the world treats children and to achieve immediate and lasting change in their lives.

Credit: Allison Joyce / Save The Children



The first Save the Children organization was founded in London, England, in 1919 by Eglantyne Jebb and her sister Dorothy Buxton. It was launched in response to the aftermath of WWI and the Russian Revolution. Jebb's work pioneered the United Nations' movement toward formal recognition of universal child rights.

* Names have been changed throughout the report

AT SAVE THE CHILDREN, WE KNOW THAT THE GENEROSITY OF SUPPORTERS LIKE YOU HAS A LASTING IMPACT ON CHILDREN'S LIVES, THEIR FAMILIES, THEIR COMMUNITIES AND OUR WORLD.



MESSAGE FROM OUR PRESIDENT AND CEO

One hundred years ago, the world for children was changed forever by a woman who took action. Our founder, Eglantyne Jebb, was so compelled by the suffering of children in the wake of the First World War that she boldly declared they had rights. Her cause soon became the first global movement for children – and continues to inspire our work here in Canada and around the world.

2018 saw significant progress for children on many development fronts – reduction of poverty, extension of education, improvements in health. But it was a difficult year for crises around the world, which increased at an alarming rate. Last year alone, 62 million people were affected by extreme weather events. Since 2017, 31 million people have been displaced as a direct result of natural disasters or conflicts. When crisis strikes, children are always among the most vulnerable and at risk of having their rights violated.

At the start of the year, I travelled to Kurdistan in northern Iraq. The people there – whether those returning to Mosul after its long occupation, internally displaced persons or Syrian refugees – see constant reminders of what they have been through and the security threats that remain. Thanks to you, Save the Children responded to

113 emergencies across 58 countries in 2018, directly reaching 16 million people, including 9.3 million children. In this annual report, you will read about what we have accomplished together. You will see how your involvement has made a remarkable difference for more than 40 million children around the world.

We are grateful that you chose to stand behind our cause, as we strive to create a world where all children have the opportunity to realize their rights and fulfill their potential. I want to thank you for contributing to our vital work and encourage you to continue your support to deliver real and lasting improvements to children's lives. The future for some of the world's most disadvantaged girls and boys is better and brighter because of your actions, your generous support and your commitment to our shared cause.

On behalf of the world's children,

A handwritten signature in black ink that reads "Bill Chambers".

Bill Chambers
President and CEO Save the Children Canada

WHAT WE ACCOMPLISHED

WE REACHED OVER **40 MILLION CHILDREN** IN **118 COUNTRIES**



EMERGENCY RESPONSE/
PREPAREDNESS

SAVE THE CHILDREN REACHED

9.3m

children at risk through
emergency response,
preparedness, disaster
risk reduction

RESPONDED TO

113

emergencies across

58

countries

INDIGENOUS AND
CANADIAN PROGRAM

provided emergency and
preparedness training to

10,681

children, youth and adults
in First Nations communities
in Manitoba and Ontario



CHILD PROTECTION

SAVE THE CHILDREN
HELPED KEEP

2.9m

children safe from all
forms of violence, abuse
and neglect



HEALTH AND NUTRITION

27.6m

children were helped through
our health and nutrition
programs



CHILD POVERTY
WE REACHED

2.4m

children living in
extreme poverty



CHILD RIGHTS AND
GOVERNANCE

1.0m

benefitted from
Save the Children's work



EDUCATION

7.9m

children reached through
our education programs

HOW WE'RE MAKING A DIFFERENCE



INDIGENOUS AND CANADIAN PROGRAM

We are reaching the most deprived children in First Nations, Inuit and Metis Communities, with a focus on Indigenous newborns, girls and young people.



HEALTH AND NUTRITION

Save the Children aims to improve the health and nutrition of girls and boys worldwide, with a special focus on adolescent sexual and reproductive health; maternal, newborn, and child health and survival.



EDUCATION

Far too many children don't have access to quality education. Save the Children is working with parents, teachers and Ministries of Education to ensure schools are safe and teachers are equipped to ensure girls and boys learn the essential skills they need to build their future.



EMERGENCIES AND PREPAREDNESS

Save the Children delivers lifesaving emergency relief and remains as long as necessary to ensure children and families can recover from the losses, restore their lives and build their resilience for years to come. We prepare ourselves and at-risk communities, so we can act rapidly and reduce disaster risks for children.



GENDER

Our programs aim to eliminate stereotypes and transform negative gender and social norms which contribute to discrimination and gender inequality. We recognize that girls and boys must equally be able to make their own decisions and enjoy the same opportunities to reach their full potential.



CHILD POVERTY AND SUSTAINABLE LIVELIHOODS

To combat children living in extreme poverty, we're working with families, to help them better support their children, even in times of crisis. To break the intergenerational cycle of poverty, we are helping build young people's skills to allow them to gain access to decent and sustainable work opportunities.



CHILD PROTECTION

Everywhere in the world, rights of children are violated and girls and boys face violence, abuse and neglect. Save the Children works and advocates to prevent all forms of violence against children within their families, schools, and communities and to protect children in humanitarian crises.

Photo credits – left column from top to bottom:
 1. Save the Children
 2. Clement Tardif / Save the Children
 3. Noelle Ibarra
 4. Save the Children

Photo credits – right column from top to bottom:
 1. Ray-ginald Louissaints
 2. Oli Cohen
 3. Save the Children
 4. Carlota Guerrero/Save the Children

CHILDREN'S VOICES



Credit: Save the Children

Shuma's* story

Shuma*, a bright, energetic 12-year-old, is the daughter and granddaughter of former sex workers from the Daulatdia brothel, Asia's largest brothel situated in Bangladesh. Shuma studies at a Save the Children-supported school for children from the brothel and now has big ambitions – she wants to be an English teacher when she grows up.

“Girls should be able to study and fulfill their dreams,” says Shuma. “They should decide for themselves what they want to be. If I study, I will do well in life. I won't be a sex worker.”

Shuma is now in grade seven and has been the top student in her class for five years. She credits her education and inspirational teachers like Papia Sultana (whose salary is paid for by Save the Children) for giving her the ambition to go further in life than her mother and grandmother. Shuma's mother, Aklima*, escaped from the brothel and now works for an NGO supported by Save the Children, Mukti Mohila Samity (MMS), a safe space project set-up for young children from Daulatdia. Aklima says the job has restored her self-esteem and has given her back the respect of the community which was lost when she worked as a prostitute.

Shuma loves learning, playing cricket with her friends and dreaming of her future. “I enjoy coming to school a lot. In school, I can talk to my friends but also new people,” says Shuma. “My favourite subjects are Islamic studies and English. I like English because it will help me to speak to foreigners.”

“The thing I like most is drawing. I like to draw village scenes.” Shuma's bright smile fades when she tells the story of two friends who dropped out of school. “One got married when she was not yet 18 years old. The other got involved in brothel work. I think their future will be very bad.”

“Girls should be able to study and fulfill their dreams. They should decide for themselves what they want to be. My dream is to teach young children.”

Shuma, 12 years old

*Name changed for protection.

SPIN MASTER COLLABORATION

Play is fundamental for every child's learning and development. Sadly, in many conflict-affected countries like Syria and Iraq, access to something as simple as a toy can be non-existent.

In 2018, the children's entertainment and toy company Spin Master and Save the Children Canada combined forces to take the Toy Movement to over 40,000 children in 10 refugee and internally displaced persons camps in northern Iraq. The Toy Movement initiative gives children affected by conflict, in some of the hardest-to-reach places, the chance to play, have fun and just be children again.

Ronnen Harary, Spin Master's Co-Founder and Co-Chief Executive Officer, and Bill Chambers, President and CEO of Save the Children Canada, traveled to Iraq to support the toy distribution effort and meet the refugee and internally displaced children.

“The Toy Movement's mission is to deliver inspiration, imagination and joy to children living in troubled parts of the world,” said Ronnen. “Children are great equalizers, full of an abundance of imagination, spirit and innocence. Those living in these devastating situations are being deprived of many basic needs, negatively impacting their lives and generations to come.”

“Through our partnership with this incredible organization Save the Children, the Toy Movement aims to enrich the lives of these children, giving them the chance to experience the joy of play and show them they are not alone.”

Save the Children has been working with families, communities and local authorities in Iraq since 1991. We respond to the needs of internally displaced people and Syrian refugees living inside and outside camps – providing child protection, education, food, shelter and water, sanitation and hygiene programs.

Save the Children and Spin Master's collaboration is based on a shared commitment that every child has the right to be protected and should have the opportunity to learn, play and grow, regardless of their circumstances. It harnesses Spin Master's corporate assets as a large multinational entertainment and toy company and Save the Children's expertise as a leading child rights organization. This partnership is making a real difference in the lives of children impacted by conflict. Through fostering play and socialization, development and learning, it is helping to get childhoods back on track.



Credit: Rosie Thompson/Save the Children



Credit: Sergei Bachalakov / Shutterstock.com

NATIONAL RECONCILIATION PROGRAM

Thanks to you, Save the Children works with First Nations, Inuit and Metis communities throughout Canada where children are often most deprived of their rights. In 2018, we focused our efforts in Canada on advancing Indigenous and child rights through our new National Reconciliation Program. With your support, we directly reached 10,620 children in 61 First Nations across six provinces.

Building Resilience

When crisis strikes, children are always among the most at risk of harm. That's why Save the Children is working in partnership with Indigenous organizations to help protect children before, during and after emergencies, and build resilience. We help develop, staff and deliver high-quality programs aimed at reducing the impact of disasters and climate change on Indigenous children. We deliver essential supplies and provide safe, supervised spaces for children to learn, play and cope. We also stay longer term to support children's recovery.

Protecting First Nation Children in Crisis

Save the Children partners with fashion and lifestyle company PVH Canada and their brands – Tommy Hilfiger, Calvin Klein, IZOD and Van Heusen – to support First Nations in preparing to protect children when disasters strike. In 2018, PVH Canada employees volunteered their time to pack 1,000 emergency backpacks for children in Siksika Nation, Alberta. Each backpack contained a hygiene kit (comb, washcloth, toothbrush and toothpaste), identification tag, notebook, crayons, flashlight, and a small stuffed toy to give children comfort during a crisis.

Our Focus for the Future

Climate change is hitting Canada twice as hard as the rest of the world, warming at double the rate of the global average. As a result, we are seeing floods, wildfires and extreme weather events becoming more frequent and more severe.

Climate change also poses a variety of health threats. Indigenous children are often among those most affected by these threats simply because of where they live, their lack of access to appropriate care and colonial legacies.

We are committed to working in partnership with First Nations, Inuit and Metis children and their communities to better understand, plan for and respond to this changing climate. Our approach supports children to realize their inherent rights to survive and thrive.

HUMANITARIAN AND EMERGENCY RESPONSE

Protecting children in conflict is at the heart of our mission. Children are more at risk from war and conflict now than at any other time in the past 20 years. One crisis that stood out in 2018 was the brutal war in Yemen.

For every 10 people there, eight rely on humanitarian aid to survive, making Yemen the world's largest humanitarian crisis. In March 2018, the conflict entered its fourth year. Its impact has left a generation of children in need of mental health support to avoid lifelong psychological damage.

The children of Yemen have seen their friends and family members killed and buried under the rubble of their collapsing homes. They have witnessed their schools and hospitals targeted and destroyed. They have been denied access to life-saving food and medicine, and have watched as the life they once knew be torn apart. The prolonged exposure to war, stress and uncertainty is devastating for children. It creates issues and challenges that can last a lifetime.

A failing economy and collapsing currency are also among a long list of factors that have seen Yemen's children dying from preventable causes. The cost of basic food items – such as flour, rice, salt, sugar and cooking oil – has nearly doubled since the conflict escalated in 2015. In October 2018, Save the Children estimated that more than 100 children were dying from hunger every day.

We stepped up our response, keeping thousands of children safe, providing life-saving aid and psychosocial support, and campaigning for peace and justice.

A UN-mandated group of international experts investigated violations of international law in Yemen. We pushed to ensure Canada supported the mandate of this group and the extension of its work, including where possible, the examination of violations committed against children.

Our advocacy on Yemen also covered the ongoing sale and provision of military equipment such as bombs, small arms and armoured vehicles to countries like Saudi Arabia and the United Arab Emirates. This trade is helping to fuel the conflict and Canada is among the suppliers to these countries. We pushed the Canadian government to review the export of its armoured vehicles to Saudi Arabia, conducted lobbying in Ottawa and put out public calls for action.



Credit: Sacha Myers/Save the Children

Attack in Afghanistan

In January 2018, four of our dedicated colleagues in Afghanistan were killed in a malicious and senseless attack. Humanitarian workers shouldn't lose their lives saving lives. What happened to them must not happen again.

At Save the Children, we stand up for the rights of children every single day. We empower children to realize their potential. We are champions for children because we know that children are our future. We are on the ground in some of the most dangerous places in the world to ensure that children are protected. This is what our four lost colleagues stood for.

This tragic event is a reminder of the importance of why, together, we need to keep doing everything we can to help children, to create a future free from fear and violence. You and your support are the reason we're able to work in places like Afghanistan and 118 countries around the world to reach every last child.

We are on the ground in some of the most dangerous places in the world to ensure that children are protected.

HUMANITARIAN AND EMERGENCY RESPONSE

2018 was another year of suffering for children caught up in humanitarian crises fueled by war, persecution and drought. But, with your support, we helped over 9.3 million children directly impacted by emergencies around the world.

Earthquake and tsunami in Sulawesi, Indonesia

On September 28, 2018, a catastrophic 7.5-magnitude earthquake and a 20-foot high tsunami struck the island of Sulawesi in Indonesia. The disaster claimed the lives of more than 4,300 people, caused widespread destruction and impacted hundreds of thousands of children.

Save the Children has worked in Indonesia for more than three decades and has responded to nearly all the natural disasters in that time. We were one of the first agencies to

gain access to Sulawesi after last year's earthquake and tsunami. Expert humanitarian staff from Save the Children's partner in Indonesia travelled 500 miles by boat to reach the worst-affected communities.

The earthquake and tsunami left children homeless and in danger of exploitation, abuse or trafficking. Many experienced psychosocial effects by what they had been through. Some were alone, separated from their families amid the chaos.

Through the generous support of our donors, we were able to mount a rapid, large-scale response that helped more than 70,000 children. Our teams provided children and families with vital health care, shelter, water and hygiene supplies, and set up temporary schools.



ADVANCING CHILDREN'S RIGHTS THROUGH ADVOCACY AND CAMPAIGNS

Credit: Kare Pewelczuk



Credit: Jonathan Hyams / Save the Children

Nothing about us without us

Young people aren't sitting back and waiting for change to happen – they are demanding it today. They are standing up and speaking out about their rights more effectively than ever before.

At Save the Children, we are inspired by these children and young people every single day. We work hand-in-hand with them – in Canada and overseas – along with other child rights organizations, governments and partners to push tirelessly for a brighter future for every child.

From Swedish climate change activist Greta Thunberg and U.S. gun control advocate Emma González to clean water advocate Autumn Peltier – of Wikwemikong First Nation here in Canada – young leaders are rising up to claim their rights and to fight for change.

Empowering young women in action

In 2018, Save the Children was proud to support two incredible young women to come to Canada and address

global leaders at the G7 Summit in Whistler, BC. Aissata and Tshidi spoke about why and how countries should invest in adolescent girls.

Both are respected leaders in their communities in Mali and South Africa, standing up for girls' rights and pushing for gender equality. They are tackling issues such as child marriage, access to education, and girls' sexual and reproductive health.

Aissata and Tshidi made a real impact when they met with Honourable Marie-Claude Bibeau, Canada's Minister for International Development and other G7 leaders. They showed how those in positions of power cannot empower adolescent girls without first providing safe spaces and support for them to advocate and share their voices.

The interventions of Aissata and Tshidi and their peers – alongside advocacy by Save the Children and partners-led G7 leaders to prioritize the holistic needs of adolescent girls. This was enshrined in the Whistler Declaration on Unlocking the Power of Adolescent Girls for Sustainable Development.

Education for girls in conflict and crisis

In 35 crisis-affected countries, 75 million children and youth are out of school. Many will spend their entire childhood and adolescence uprooted from their homes by protracted conflict – with families spending an average of 26 years as refugees or displaced within their own countries.

The picture is more bleak for girls than boys. In conflicts and humanitarian crises, they are 2.5 times more likely to miss out on education.

That's why Save the Children joined forces with partners to advocate for girls' education in conflict and crisis at the 2018 G7 Summit in Canada. We used evidence from our tried and tested programs to show decision-makers why it is important to prioritize girls' education. We shared tools and knowledge to ensure that Canada's policy commitments and funding contributions are targeted to have the highest impact, where it is most needed.

Thanks to supporters like you, who rallied behind our cause to demonstrate support for girls' education, we mobilized enough attention to secure a historic political commitment from Canada and world leaders. This led to the G7 Charlevoix Declaration on quality education for girls, adolescent girls and women in developing countries.

Canada further mobilized close to \$3.8 billion to support this commitment, representing the single largest investment in education for women and girls in crisis and conflict situations.



Credit: Daphnee Cook/Save the Children

Children caught in conflict

Following the brutal violence in Myanmar's Rakhine State in August 2017, hundreds of thousands of Rohingya women, men and children fled into neighbouring Bangladesh.

In 2018, we continued to call on Canada for adequate and timely funding to help Rohingya refugees and those still in Myanmar – with a special focus on the needs of children. This included prioritizing education and protection for children who had witnessed and experienced horrific atrocities such as extreme sexual violence, killing and maiming.

We ramped up our advocacy to ensure the international community does not allow the perpetrators of these horrific acts to escape from being held accountable. We took part in a high-level, experts' roundtable in Ottawa and engaged Bob Rae – Canada's Special Envoy to Myanmar – to call on Canada to invest in education, protection and justice for Rohingya children.

Following this advocacy, we welcomed Bob Rae's report which focused on both children's education and holding the perpetrators of violence to account. Furthermore, education projects were included in Canada's funding for this crisis and accountability listed among the top foreign policy priorities in the official Canadian strategy for this emergency.

GENDER EQUALITY

Transforming inequalities, transforming lives

Discrimination harms girls and boys around the world. Save the Children works and advocates for every child to have an equal opportunity to fulfill their potential and have a better tomorrow. Gender equality is a priority across all areas of our work.

We challenge harmful behaviours that discriminate against women and girls. We work closely with boys, girls, men and women – as well as with children and adults with non-binary gender identities – to challenge discriminatory gender norms. We strive to ensure boys and girls are safe from harm, live in an environment where they are equally heard and valued, and have equal time for education, work, rest and play.

We believe that realizing the sexual and reproductive health and rights of women and girls is key to the

advancement of gender equality and empowerment. Therefore, we place an explicit and important focus on advancing the rights of girls in our programming, including in fragile and conflict-affected countries.

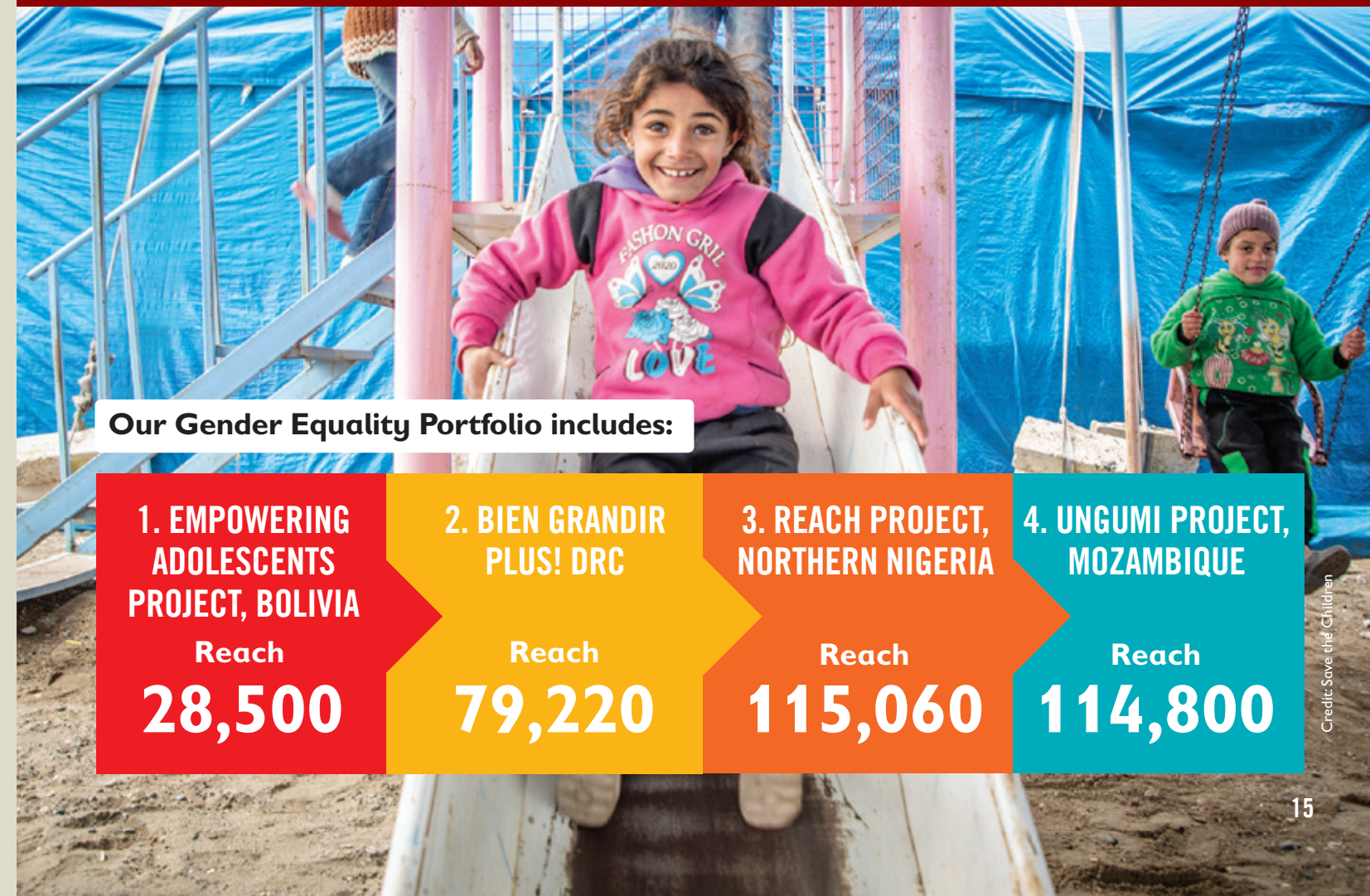
Adolescent Sexual and Reproductive Health and Rights

Working with the Government of Canada and other partners, Save the Children Canada manages a gender-transformative sexual and reproductive health portfolio of over \$40 million. We work with local partners in five countries, with a focus on the sexual, reproductive health and rights of children aged 10 to 14 and adolescents aged 15 to 19.

Our programs focus on addressing the social norms and unequal power imbalances which shape underlying attitudes, practices and beliefs related to decision-making, body integrity, and sexual and gender-based violence.



Credit: Sacha Myers / Save the Children



Credit: Save the Children

Our Gender Equality Portfolio includes:

1. EMPOWERING ADOLESCENTS PROJECT, BOLIVIA

Reach
28,500

2. BIEN GRANDIR PLUS! DRC

Reach
79,220

3. REACH PROJECT, NORTHERN NIGERIA

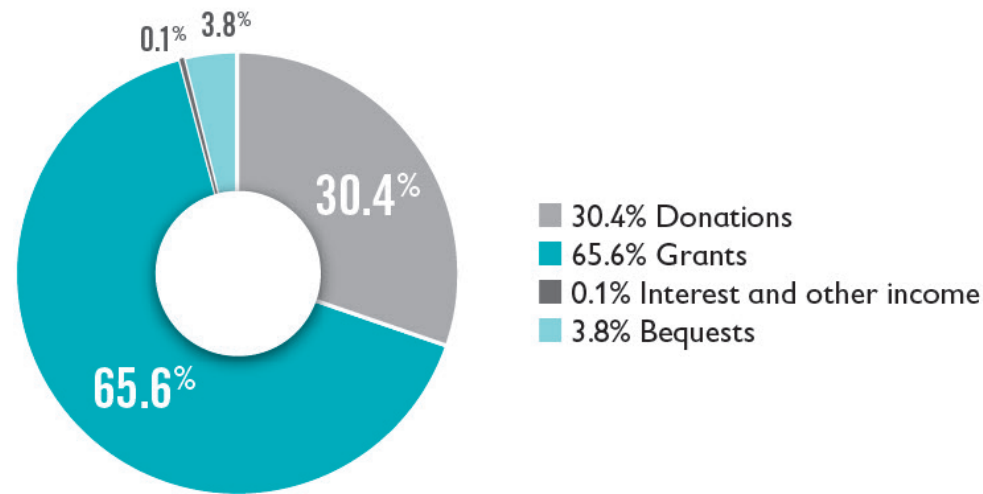
Reach
115,060

4. UNGUMI PROJECT, MOZAMBIQUE

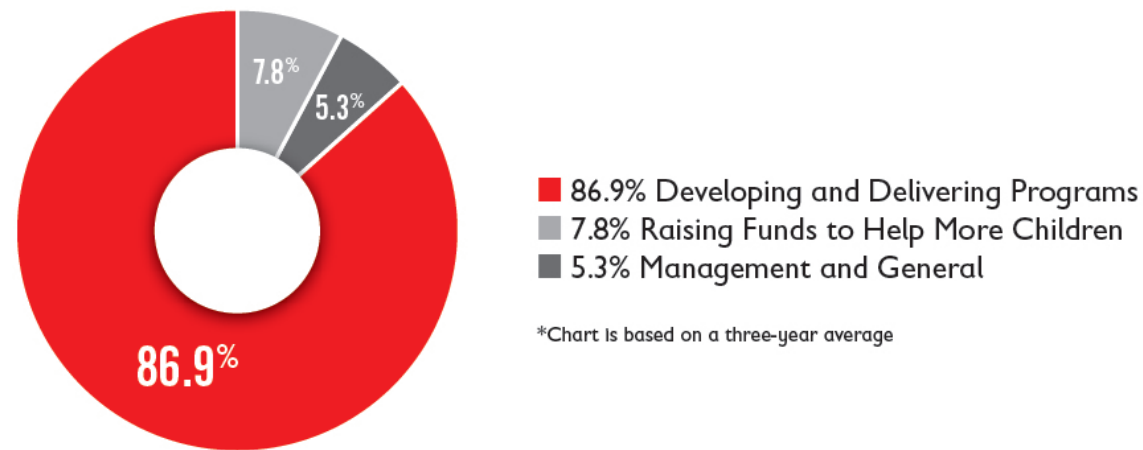
Reach
114,800

OUR FINANCES

Where our money comes from

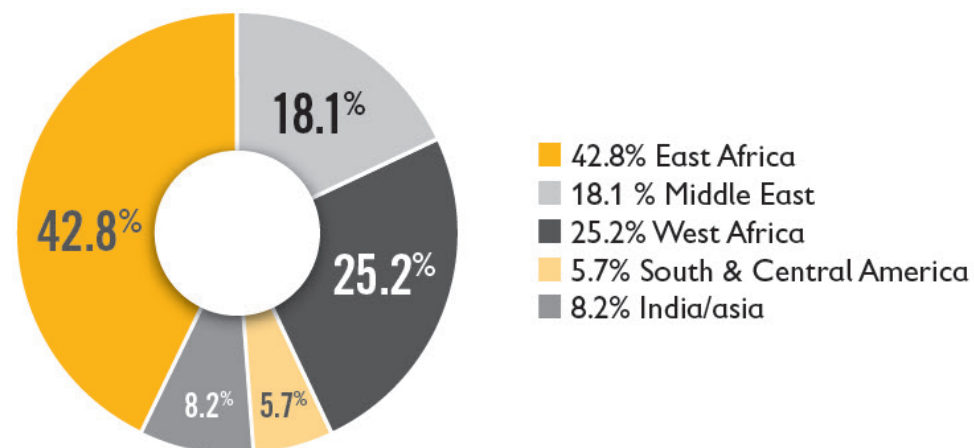


Where our money goes



*Chart is based on a three-year average

International programs



REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY FINANCIAL STATEMENTS



To the Members of Save the Children Canada

Opinion

The summary financial statements, which comprise the summary statement of financial position as at December 31, 2018, 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 of Save the Children Canada (the "Organization") for the year ended December 31, 2018.

In our opinion, the accompanying summary financial statements are a fair summary of the audited financial statements, on the basis described in the Note to the summary financial statements.

Summary financial statements

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for

not-for-profit organizations. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the Organization's audited financial statements and the auditor's report thereon.

The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated May 29, 2019.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of the summary financial statements on the basis described in the Note to the summary financial statements.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, *Engagements to Report on Summary Financial Statements*.

Deloitte LLP

Chartered Professional Accountants
Licensed Public Accountants
May 29, 2019.

Summary statement of financial position

	2018	2017
Assets		
Current assets	\$	\$
Cash	14,581,903	15,961,424
Marketable securities	2,110,186	2,091,869
Accounts receivable	1,450,424	753,954
Advances to partners	4,183,493	4,358,062
Prepaid expenses	129,910	146,203
	22,455,916	23,311,512
Capital assets	1,044,893	1,215,943
	23,500,809	24,527,455
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	1,920,805	3,114,685
Deferred revenue	16,311,095	17,455,659
Deferred lease inducement	—	—
	18,231,900	20,570,344
Net assets		
General Fund	1,295,109	683,311
Reserve Fund	2,973,800	2,923,800
Strategic Initiatives Fund	1,000,000	350,000
	5,268,909	3,957,111
	23,500,809	24,527,455

Summary statement of operations and changes in net assets

	2018	2017
Revenue	\$	\$
Contributions	15,187,151	21,438,537
Global Affairs Canada	30,938,930	27,376,951
International grants	1,843,723	4,423,255
Interest and other income	69,795	66,723
Amortization of deferred lease inducement	—	42,685
Bequests	1,922,286	689,409
	49,961,885	54,037,560
Program expenses		
International	40,218,290	45,430,167
Canadian	1,377,633	997,769
	41,595,923	46,427,936
Operating and other expenses		
Fundraising	3,932,939	4,644,399
Marketing	695,992	339,401
Unrealized capital loss	31,642	45,683
General administration	2,213,925	2,840,655
Loss on disposal of assets	—	728
Amortization	180,935	132,408
	7,055,433	8,003,274
	48,651,356	54,431,210
Excess (deficiency) of revenue over expenses for the year before the undernoted	1,310,529	(393,650)
Foreign exchange gain (loss)	1,269	(53,113)
Excess (deficiency) of revenue over expenses for the year	1,311,798	(446,763)
Net assets, beginning of year	3,957,111	4,403,874
Net assets, end of year	5,268,909	3,957,111

The accompanying note is an integral part of the summary financial statements.

Basis of presentation, Save the Children Canada (the "Organization") has prepared these summary financial statements to be included in its annual report. These summary financial statements present an aggregated view of the same information as contained in the audited financial statements, except for the statement of cash flows and the notes to the audited financial statements. The audited financial statements can be obtained from the Organization, on request.

TOGETHER WE DELIVERED RESULTS



For as long as it takes, wherever the need presents itself, Save the Children will be there.

In a constantly changing world, the only consistent thing for us is our dedication to work with and for children, to fulfill their rights to survive, learn and be protected from harm.

Because of you – our valued donors, supporters and corporate partners – millions of children have hope for a brighter future. In 2018, more girls and boys were kept safe during times of crisis, more children facing malnutrition and health concerns received life-saving care, more girls were given an education. Your support ensured that each of them has the chance of a better life.

Your generous commitment to Save the Children also means that we owe it to you to be accountable for everything we do. As you see in this report, we are proud of our work this past year and count ourselves fortunate to have supporters like you.

We remain committed to using all of our resources effectively to achieve the best outcomes for the most vulnerable girls and boys at home and abroad. Our finances are sound, our results are measurable and our commitment is strong.

The continued support of people like you means that we delivered real and lasting change for children in 2018. Together, we are making a difference.

Richard Stursberg
Chairman of the Board of Directors

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