

Annual General Meeting Minutes – September 8, 2023

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Land Acknowledgement:

We acknowledge that the work undertaken by CELA and our member libraries takes place on traditional Indigenous territories across Canada and we are grateful for the opportunity to live and work on this land and provide inclusive services to all Canadians.

Attendance

Present

Catherine Biss, Board Chair, CEO Markham Public Libraries

Peter Bailey, CEO, St. Albert Public Library

Grace Dawson, Regional and Community Services Librarian, Prince Edward Island Public Library Service

Mélanie Dumas, Director, Universal Collection, Bibliothèque et Archives nationales du Québec

Åsa Kachan, Chief Librarian & Chief Executive Officer, Halifax Public Libraries

Carolyn Minor, Section Head, Special Services, Winnipeg Public Library

Tara Wong, Chief Executive Officer, Oakville Public Library

Amanda Lepage, Director, Collections & Service Infrastructure, Saskatoon Public Library

Regrets

Heather Scoular, Director of Customer Experience, Fraser Valley Regional Library

Also Present

Lindsay Tyler, Senior Manager, Operations, CELA

Laurie Davidson, Executive Director, CELA

Call to Order

Catherine Biss, Board chair, called the meeting to order.

Establishment of Quorum

A quorum of members being present, the Chairperson declared the meeting to have been regularly called and properly constituted for the transaction of business.

Approval of 2022 Annual General Meeting Minutes

MOTION

Moved by Åsa Kachan

Seconded by Tara Wong

THAT the minutes from the 2022 Annual General Meeting on September 9, 2022 be approved.

CARRIED

Annual Reports

- Board Chair reflected on the accomplishments of CELA since 2014 and thanked all those who contributed to the success
- Executive Director highlighted activities and achievements in 2022-23

MOTION

Moved by Carolyn Minor

Seconded by Grace Dawson

THAT the Annual Reports from the Chair and Executive Director be received.

CARRIED

Financial Statements

Doug Guyatt, Auditor joined the meeting

- CEBA loan to be repaid by end of December 2023. \$30,000 to be repaid and \$10,000 in loan forgiveness

Doug Guyatt left the meeting

MOTION

Moved by Amanda Lepage

Seconded by Mélanie Dumas

THAT the financial statements and the report of the public accountant for the Corporation for the fiscal period ending March 31, 2023 be received.

CARRIED

MOTION

THAT Guyatt + Moffatt are appointed the public accountants of the Corporation, to hold office until the close of the next annual meeting of the members or until their successors are appointed, subject to the provisions of the *Canada Not-for-profit Corporations Act*, and the directors are authorized to fix their remuneration.

Moved by Åsa Kachan

Seconded by Mélanie Dumas
CARRIED

Confirmation of Resignations of Directors and Members

MOTION: That the Members confirm that **Ardis Proulx-Chedore** resigned as of April 14, 2023, **Jefferson Gilbert** resigned as of May 1, 2023 and **Catherine Biss**'s term expires at the conclusion of the current annual meeting of Members. As a consequence, Ardis ceased to be a member of CELA as of April 14, 2023, Jefferson ceased to be a member of CELA as of May 1st, 2023, and Catherine will cease to be a member of CELA as of the conclusion of this current annual meeting. The Board thanks everyone for all of their leadership furthering the goals of CELA and equitable library access:

Moved by Tara Wong
Seconded by Carolyn Minor

After discussion, it was RESOLVED THAT the Members confirm that the terms as directors of the above-referenced individuals as directors and members of CELA effective the dates set out above be acknowledged.

CARRIED

Election of New Directors

Elect individuals to become directors in accordance with the General Operating By-law No. 1, as follows: In order to proceed with the election of directors the Chairperson declared the meeting open for nominations. The following are nominated:

Name	Term
Brian Harding	2 years (term will end at the conclusion of the 2025 annual meeting as Mr. Harding is elected to fill the vacancy created by the resignation of Ardis Proulx-Chedore)
Tara Thompson	3 years (to conclusion of 2026 annual meeting)
Carolyn Minor	3 years (to conclusion of 2026 annual meeting)

Mélanie Dumas	3 years (to conclusion of 2026 annual meeting)
Amanda Lepage	3 years (to conclusion of 2026 annual meeting)

After discussion, there being no further nominations, the Chairperson declared the nominations closed. No members having demanded a ballot, the Chairperson declares the foregoing to have been duly elected directors of the Corporation for the term set out opposite their names, or until their successors are elected or appointed.

MOTION

Moved by Åsa Kachan

Seconded by Tara Wong

THAT the foregoing to have been duly elected directors of the Corporation for the term set out opposite their names, or until their successors are elected or appointed.

CARRIED

The 2 new Directors were welcomed to the meeting.

Confirmation of Board of Directors Terms

MOTION

Moved by Carolyn Minor

Seconded by Peter Bailey

THAT the Board of Directors of the Corporation be confirmed together with expiry dates for each directors' term of office as follows:

Name	Term	Term Expiry
Peter Bailey	3 years	To 2024 annual meeting
Grace Dawson	3 years (renewable)	To 2024 annual meeting
Heather Scoular	3 years (renewable)	To 2024 annual meeting
Tara Wong	3 years (renewable)	To 2025 annual meeting
Asa Kachan	3 years (renewable)	To 2025 annual meeting
Brian Harding	(term will end at the conclusion of the 2025 annual meeting as Mr. Harding is elected to fill the vacancy created by the resignation of Ardis Proulx-Chedore)	To 2025 annual meeting
Carolyn Minor	3 years (renewable)	To 2026 annual meeting
Mélanie Dumas	3 years (renewable)	To 2026 annual meeting
Amanda Lepage	3 years (renewable)	To 2026 annual meeting
Tara Thompson	3 years (renewable)	To 2026 annual meeting

CARRIED

Number of board of Directors

The number of directors on the board of directors, as provided for in the Articles of Incorporation of CELA is a minimum of three and a maximum of 15. The Canada Not-for-profit Corporations Act requires the Members of CELA to fix the number of directors within this range from time to time; however, the Members are allowed to delegate the authority to fix the numbers within the range to the board of directors. The Chairperson confirms that the Members did, in fact, delegate this authority to the board of directors by resolution dated September 1, 2013. It is therefore necessary to confirm that the number of directors was increased from 9 to 11 with effect from the 2021 annual meeting, being September 10, 2021.

MOTION: That the number of directors was increased from 9 to 11 with effect from the 2021 annual meeting, being September 10, 2021, is ratified and confirmed.

Moved by Amanda Lepage
Seconded by Tara Wong

After discussion, it was RESOLVED THAT the directors confirm and ratify that the number of directors on the board of directors within the range provided for in the Articles of Incorporation of CELA was increased from 9 to 11 with effect from the 2021 annual meeting, being September 10, 2021.

CARRIED

Confirmation of Acts

MOTION

Moved: Mélanie Dumas
Seconded: Carolyn Minor

THAT all acts and proceedings of the directors, officers, and members since the date of the previous Annual General Meeting on September 9, 2022 be approved and confirmed.

CARRIED

Members expressed their sincere thanks to Catherine Biss for her leadership of the CELA board.

Adjournment

There being no further business, on motion the meeting terminated at 2:25 pm.

Moved: Tara Wong

Approved unanimously

Chairperson

Vice-Chair

Appendix 1 – Report of CELA Board Chair 2022–2023

Date: September 3, 2023
To: Members of the Board
From: Catherine Biss, Chair

It has been my honour to serve as the Chair of CELA since its inception as an organization on April 1, 2014. Under the leadership of a number of incredible Executive Directors: Andrew Martin, Michael Ciccone, Rina Hadziev and Laurie Davidson, the organization has become an important part of the print disabled ecosystem. I am very proud of the considerable advances CELA has made to enable our users to have access to more collections, through more channels and with more public library partnerships than ever before.

I want to express my sincere appreciation to current Executive Director Laurie Davidson and her team: Lindsay Tyler *Senior Manager*, Rachel Breau *Member Services Manager*, Karen McKay *Communications Manager*, Theresa Power *Content and Access Librarian*, Faline Bobier *Training and Outreach Coordinator*, Megan Toye *Metadata Coordinator* and Jessica Desmoreaux *Communications and Access Coordinator*. Over the last year, we also benefited from our fixed term contract employees including Yves Seguin, Ioana Gandrabur, Holly Pickering, Charmaine Co, Kim Kilpatrick and Joshua Greenspon. Together they have accomplished Board priorities and more. Two important examples are the onboarding of all Manitoba public libraries and launch of the Envoy Connect Service – the new low-cost audiobook player option with both physical and digital delivery options.

To our current Board members – Asa Kachan, Grace Dawson, Jefferson Gilbert, Peter Bailey, Tara Wong, Heather Scoular, Mélanie Dumas, Amanda Lepage and Carolyn Minor and our past Board members – including Vickery Bowles, Gwen Schmidt, Teresa Johnson, Kitty Pope and Pilar Martinez, I would like to say thank you for making the right of equal access for Canadians with print disabilities a priority.

I wish you all the best in your future endeavours and thank you for your support and commitment to CELA.

Sincerely,

Catherine Biss
Chair, CELA

Appendix 2 – Executive Director’s Report 2022-2023

Introduction

Overall, FY22-23 saw growth and change for CELA and I have been honoured to share in the new projects and learnings that have been undertaken. This year, CELA prepared for the launch of our new Envoy Connect Service, our new offering for a low-cost audiobook player with both physical and digital delivery options. The launch officially happened at the end of May 2023. CELA also continued developing and testing our smart speaker delivery option, with plans for wider release in FY23-24. CELA continued its work with the National Network for Equitable Library Service (NNELS) on AccessibleLibraries.ca through the Public Libraries Accessibility Resource Centre (PLARC) project as well as on work around securing federal funding through Employment and Social Development Canada (ESDC) for our organizations for FY22-23 and beyond. This included submitting joint recommendations for the new Equitable Access to Reading Program (EARP) announced in Budget 2022. We completed the loading of the audiobook collection of the National Library Service for the Blind and Print Disabled (NLS) and began preparation for loading the NLS Braille collection. We also continued collaborative work with various publishers and publishing organizations. We had the pleasure of onboarding all Manitoba public libraries through the course of this year and we also welcomed a few new libraries from British Columbia.

Overall Collection Statistics and Usage

The selection and offering of materials to CELA users through public libraries is guided by the [CELA Collections Policy](#). In FY22-23, the total number of items available to CELA users totaled 1,241,626 (as of March 31, 2023). Collection statistics are as follows:

- CELA continues to provide access to a collection now totalling 150,664 titles available in multiple digital and physical accessible formats, including human-narrated audio, braille, and eText. 63,720 new items were added to the collection in FY22-23.
- As of March 31, 2022, Bookshare offered 1,079,283 accessible books in eText, Braille, and synthetic voice to CELA users – 105,271 of which were added in the previous year.
- CELA has an agreement with Bibliothèque et Archives nationales du Québec (BAnQ) that provides additional French material and support. In this year, 287 BAnQ French DAISY Audio titles and 66 French Braille titles have been added to the CELA collection.

- In this year, CELA circulated 548,928 physical items (DAISY CD books/magazines and Braille) and had 880,324 online circulations.
- At the end of the year, CELA had 22,410 registered users, with 2,242 new users added throughout the year.
- CELA services 1,079 public libraries across the country, with 2,121 service points.

Marrakesh, ABC and NLS

The Government of Canada officially acceded to the treaty in June of 2016, becoming the 20th country to do so and reaching the minimum number needed for the treaty to take effect. It officially went into effect on September 30, 2016.

CELA has access to materials through WIPO's Accessible Books Consortium's (ABC) Global Exchange, which provides a mechanism to share accessible materials with copyright stipulations for each country integrated within the process. As a result, CELA is able to increase the depth and breadth of its collection by sharing resources with other countries.

From January to December 2022, CELA users have accessed ABC-supplied titles close to 5,000 times for a total of over 125,000 titles accessed since 2014. CELA continues to work closely with ABC and CELA is offering our Marrakesh eligible collection to users worldwide participating in the ABC pilot for direct user access.

CELA continues to load titles from NLS (National Library Service for the Blind and Print Disabled) through an agreement which allows for the exchange of Marrakesh eligible titles between the two countries. CELA has received 100,000+ titles in braille and human-narrated audio from NLS and CELA is working to process and add these titles over the coming years. In FY22-23, CELA added 57,489 audio titles from the NLS collection for a total of over 80,000 audiobooks added over the last 2 years. These exchanges greatly enhance the breadth of our collection and offers a diversity of choice to our users. As a part of loading the NLS audiobooks, CELA continues to convert the titles into the standard DAISY format (NLS uses a different standard for their audiobooks) and is sharing these converted titles back with ABC.

Other Collection Partnerships

- We continue our work with CNIB, who provide original production of accessible material in human-narrated DAISY audio, braille and epub format. Original production by CNIB is reserved primarily for books that

are not available commercially in an accessible format. The books are generally new and most often Canadian publications– books that would not be available to Canadians with print disabilities if not produced by CNIB on behalf of CELA. CNIB also provides 11 human-narrated audio magazines and magazines in braille.

- We continue to offer Bookshare titles that provide an ever-expanding depth to the collection, offering over 1,000,000 books in accessible formats in a variety of languages, including current bestsellers and an impressive collection of educational resources.
- Through an agreement with Zinio, nearly 150 magazines in DAISY Text are made available on or near the date of publication.
- We have agreements in place with Overdrive and Blackstone Audio that allow CELA to purchase commercial audiobooks and ebooks. CELA then adds functionality to improve accessibility, and provides them to CELA users simultaneously to the commercial release at substantially less cost than full original audio production.
- CELA provides access to approximately 45 national, international and regional newspapers, which are updated daily and available online in accessible HTML.
- CELA continues its partnership with Penguin Random House Canada (PRHC), whereby PRHC is generously contributing Canadian-produced audiobooks with Canadian distribution rights to CELA's collection. Additional new titles are being added on an ongoing basis to the CELA collection at the same time they are available through commercial channels.
- CELA continues its work with Audible.ca. Audible.ca contributed an initial selection of 125 audiobooks to the CELA collection and we will now be loading titles every quarter. The titles include a cross section of Audible's offerings with titles in both French and English.
- CELA works with individual publishers and publisher associations to get accessible formats of books in braille, epub and audio. With the born accessible publishing movement and more Canadian publishers becoming accessibility certified, CELA expects these relationships to grow.
- CELA has an ongoing agreement with NNELS (National Network for

Equitable Library Service) to exchange up to 150 titles per year between the two organizations.

- An agreement exists between CELA and the Bibliothèque et Archives nationales du Québec (BAnQ) that ensures access to CELA services for residents of Québec and reciprocal access to the BAnQ French-language collection for Canadians outside Québec.

Relationship with National Network for Equitable Library Service (NNELS)

In FY22-23 there continued to be many collaborative projects and initiatives with the National Network for Equitable Library Service (NNELS). Some of these projects included:

- CELA participated in the in-person Accessible Publishing Summit, hosted by NNELS, in February of 2023, which saw experts and stakeholders from publishing, government, education, accessibility, and related industries gather together to share information, network and plan next steps in advancing accessible publishing in Canada.
- In January, CELA was part of team of organizations to celebrate World Braille Month including NNELS, Braille Literacy Canada, Canadian Council of the Blind, CNIB, and PRCVI.
- With support from the Canada Book Fund, NNELS (National Network for Equitable Library Service) and CELA (Centre for Equitable Library Access) continued to co-lead the Public Libraries Accessibility Resource Centre (PLARC) project, to engage with library staff to develop awareness and training in accessibility in all areas of the library, and help ensure the availability, procurement and delivery of accessible books and resources across Canada. In this year, PLARC completed the "Is Your Public Library Accessible" Study, which engaged users with lived experiences to evaluate their local public libraries and provide insight and feedback about accessibility barriers.
- CELA staff also worked with colleagues at NNELS to coordinate joint purchasing and reduce duplication of effort between the two organizations.
- CELA and NNELS also worked collaboratively on federal funding issues, including our submission of our joint recommendations for the new Equitable Access to Reading Program as announced in Budget 2022.

Other Partnerships

In addition to relationships in collection development, CELA continues to seek partnerships with consumer groups, library organizations, technology organizations and literary organizations that serve to strengthen the relationship between people with print disabilities in Canada and CELA member libraries. Examples are as follows:

Accessible Media Inc.

CELA has always had a strong relationship with AMI, providing interviews and insights on topics affecting Canadians with print disabilities. AMI and CELA have partnered to promote CELA services and collections in an ongoing segment that broadcasts every other Friday on their *Live at 5* radio program.

Braille Literacy Canada

CELA has a mutually beneficial partnership with BLC, promoting both organizations' services to each other's respective audiences. BLC promotes the availability of CELA's braille collection, including music, via newsletter and other avenues. In turn CELA promotes BLC programs to CELA users via newsletter. This partnership also offers CELA another avenue for feedback from users.

Canadian Accessibility Network (CAN)

CELA became a collaborating organization of the Canadian Accessibility Network (CAN). CAN, under the leadership of the READ Initiative at Carleton University, is a national collaboration to advance accessibility for persons with disabilities through Research, Design and Innovation, Education and Training, Policy, Employment, and Community Engagement.

Canadian Council of the Blind (GGT and Visionaries Groups)

CELA has a strong relationship with the Getting Together with Technology (GTT) group. Started by the Canadian Council of the Blind (CCB) the GTT "helps blind and partially sighted residents to explore and integrate assistive devices in their home and work lives. The groups meet monthly to discuss new and updated devices, and participants teach each other how to include assistive technology in their daily lives.

Canadian Urban Libraries Council

CELA has the support of the Canadian Urban Libraries Council/ Conseil des Bibliothèques Urbaines du Canada (CULC/CBUC), an organization consisting of public libraries representing communities or regions with populations exceeding 100,000.

Dolphin

In the last year, CELA has offered joint webinars with Dolphin, an assistive technology developer, on the use of their EasyReader app, which allows the seamless delivery of CELA books to a user's iOS or Android devices.

EDRLab

As a part of the expanded delivery options project, CELA is partnering with EDRLab to deliver a smart speaker solution to users. EDRLab is an international, non-profit development laboratory, working on the deployment of an open, interoperable and accessible digital publishing ecosystem, worldwide.

Indigenous Literary Partnerships

CELA continues to seek opportunities to support literary programs for Indigenous works, including the Indigenous Voices Award, First Nation Communities Read and the Burt Award for First Nations, Inuit and Métis.

Literary Award Programs

CELA continues providing accessible versions of books for major Canadian literary awards and programs such as the Giller Prize, the Governor General's awards and Canada Reads. Collaboration with these high-profile awards programs brings an increased awareness within the literary and publishing community about the need for developing and providing accessible materials to ensure all Canadians have the opportunity to take part in national cultural conversations. Through these collaborations, CELA is able to produce accessible versions of the short-listed books – based on confidential advance knowledge of the lists – and make them available at the moment the organizations announce their short lists, ensuring CELA patrons have

the same opportunity as all Canadians to read and participate in the process.

OLS (Ontario Library Services)

This year, in partnership with OLS, CELA was pleased to offer a selection of our webinars through OLS's training services. Library staff can attain a "CELA Service in Ontario Public Libraries Certificate" by watching all four CELA webinars. The certificate and webinars are also available in French.

TD Summer Reading Club

CELA continues to be a member of the TD Summer Reading Club (TDSRC) National Committee. In addition to an accessibility advisory role, CELA also ensures that as many titles as possible are available in accessible formats. Since 2017, CELA also has offered an accessibility award to a French and English library for outstanding accessible practices for offering children's library services.

Vision Australia

As a part of the expanded delivery options project, CELA has partnered with Vision Australia, to adapt their software and workflow for the Envoy Connect, the low-cost audiobook player to deliver audiobooks to our users. Vision Australia is a not-for-profit organisation and Australia's largest provider of services for people with blindness and low vision

Vues et Voix

CELA and Canal M, a radio show on the French Vues et Voix network, have conducted a series of interviews about books in the CELA collection, broadcast in French and available online.

Support, Training and Outreach

- CELA makes it a priority to respond as quickly as possible to questions, concerns and title requests from users and libraries. We can report that nationwide we handled 22,889 user queries either by phone or email in FY22-23. Member Services staff at CELA handled 1,288 questions from member libraries and their staff.

- CELA also provides a broad and continually evolving range of information and resources on our website about accessibility, print disabilities, compatible devices and apps, and information about the Marrakesh Treaty and other external influences on the service we provide.
- CELA staff participated in both online and in-person conferences and tradeshows. Overall, CELA staff participated in 26 virtual conference and presentation events across the country reaching over 650 people. CELA also had a booth at 3 different conferences: BC Library Conference (virtual), OLA Superconference (in-person), and the MLA/SLA joint conference (virtual).
- Overall, CELA offered 21 webinars in FY22-23 and these webinars reached 770 participants. These training opportunities and engagement will improve the ability of public library staff in member libraries across Canada to deliver accessible services to their users with print disabilities and will also improve the knowledge of CELA services for users, families, and friends.

Digital Platform

CELA's platform uses underlying Bookshare technology with a Drupal-based front-end for search and discovery services. The platform provides the following:

Accessibility

The interface is accessible to patrons, librarians, and CELA staff and provides an optimized experience for mobile devices, screen-readers and magnifiers.

Discovery

CELA and Bookshare Collections are integrated into one catalogue with a clear user interface focused on search & discovery. An advanced search option was introduced in the past year.

Functionality

All patron and transaction data is kept on servers located in Canada, granular reporting is available, and there is a simple automatic registration process.

Choice

In addition to the human-narrated audiobook content and human-transcribed braille from the CELA collection, there is also an increase in the volume of braille and synthetic audio from Bookshare, created on-the-fly and available via multiple content delivery options. This allows for a breadth of content and format choice.

Copyright Protection

Each file created through the platform is digitally watermarked – a method that provides protection against piracy without limiting the file to certain applications or readers – and fingerprinted to identify the user while protecting their privacy. The increased copyright protection is allowing positive partnership conversations with publishers that will result in increased content for CELA users.

CELA continues to gather feedback from users and libraries to refine and improve our platform.

Newsletters

Monthly newsletters to users and libraries, delivered in both English and French, provide a vehicle for CELA to share information about services and collections, educate users and member libraries about technology and accessibility options and offer an easy way for users and libraries to engage with CELA staff. In addition to *Open Book* and *Open Book* for libraries, CELA also publishes *Open Book* for Educators, a biannual newsletter aimed at educators who use CELA service to support their students. Total subscribers are:

- *Open Book* and *Livre ouvert*: over 9,800 users
- *Open Book* for Libraries and *Livre ouvert pour Bibliothèques*: over 1,200 library staff
- *Open Book* for Educators and *Livre ouvert pour enseignants*: over 1,100 educators

Staff Development

CELA continues with its Annual Development and Learning Plans, as a way of ensuring staff identify areas of growth and receive opportunities for further development and training. CELA continues to do our once-a-month 'Deep Dive' sessions, where different staff members present on various topics.

FY22-23 also saw our team welcome new members. Megan Toye, CELA's Metadata Coordinator who was previously on contract, became a permanent staff member. We welcomed Jessica Desmoreaux as our new

Communications and Access Specialist in September. We also were able to continue and add new fixed term employees to help us with our new delivery options, cataloguing and other research projects. Welcome to Holly Pickering, Ioana Gandrabur, Charmaine Co, Kim Kilpatrick and Joshua Greenspon.

Expanded Delivery Options Project

Since its inception, CELA has been committed to providing users choice in the materials they read and how they access those materials. As part of that commitment, this past year we have embarked on the Expanded Delivery Options Project. Through this project we have been exploring new technologies and options for service delivery which will give our users additional ways to access CELA content. CELA's goal has always been to remove the barriers that people with print disabilities face in accessing reading. As new and developing technologies are expanding the ways our users can access reading materials, we need to ensure that our systems enable all our users to have choices to meet their reading needs now, and in the future.

The project is focused on testing new options for audiobook delivery to supplement the digital options already available. The pilot project started in December 2021 and ended in June 2022. Selected CELA users participated in providing feedback on one of three options: a low cost, portable and easy-to-use audiobook called the Envoy Connect; a DAISY player test model that uses a reloadable storage device and which provides excellent sound quality and large buttons for easy navigation; and a voice assistant application for smart speakers.

The three options were selected for the pilot based on a number of criteria, with a focus on ensuring there would be options to meet the needs of the diversity of CELA users. In choosing which options to pilot, we were careful to consider criteria like cost, access to reliable internet, and comfort levels with newer technology. The feedback gathered in the pilot has given us valuable information to assess these options. Since June 2022, we have been working on readying 2 of these new options for general release; the Envoy Connect and the Alexa smart speaker option. The Envoy Connect was launched for general release at the end of May 2023 and the Alexa smart speaker option is planned for later in the Fall of 2023.

Conclusion

Overall, I have been amazed at the work that our staff and contractors continue to do to further equitable access to reading in Canada. Their expertise and dedication is remarkable and I am honoured to work with such a talented group of people.

Appendix 3 – Financial Statements

See accompanying pdf