

**From:** Andrew Kowal [Kowal@franciscopartners.com](mailto:Kowal@franciscopartners.com)  
**Subject:** RE: Citizen Lab Report Request for Comment  
**Date:** February 20, 2018 at 1:19 PM  
**To:** [r.deibert@utoronto.ca](mailto:r.deibert@utoronto.ca), Brian Decker [Decker@franciscopartners.com](mailto:Decker@franciscopartners.com)  
**Cc:** Sarah McKune [sarah@citizenlab.ca](mailto:sarah@citizenlab.ca), Bill Marczak [bill@citizenlab.ca](mailto:bill@citizenlab.ca), Adam Senft [adam@citizenlab.ca](mailto:adam@citizenlab.ca)

AK

Dear Ron,

I am writing in response to your letter dated February 12 and following up on my email below. I understand Lyn Cantor has responded relative to the specific inquire pertaining to Procera and am responding relative to your questions regarding Francisco Partners.

Let me start by saying that Francisco Partners recognizes the importance of corporate governance and social responsibility. We spend considerable time and effort regarding the thoughtful development and implementation of proper governance and social responsibility policies and processes for Francisco Partners and for the companies in which we invest.

In our nearly twenty-year history, Francisco Partners has invested in over 200 technology companies. In our capacity as an investor, we work with company management teams to enhance (where necessary) and to implement robust corporate governance principles, business processes and policies, and business strategy, including social responsibility policies and practices.

In addition, as an investor, FP mandates the adoption of compliant business ethics policies and processes. Where appropriate, such policies and processes are based on, among other things, the engagement of outside parties and a variety of benchmarking information sources, including World Bank information.

We are very much willing to engage in a constructive dialogue with Citizen Lab on the topic of enhanced corporate governance and social responsibility, but we were disappointed to learn that you had engaged in media outreach prior to our commencing such a dialogue notwithstanding my prompt email below. FP and Citizen Lab sit on the same side of the table with respect to such matters: we both have a strong interest and are working hard to ensure that companies develop and implement appropriate social responsibility policies and practices.

Best,  
Andrew

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**From:** Andrew Kowal  
**Sent:** Tuesday, February 13, 2018 5:21 PM  
**To:** 'deibertr' <[r.deibert@utoronto.ca](mailto:r.deibert@utoronto.ca)>; Brian Decker <[Decker@franciscopartners.com](mailto:Decker@franciscopartners.com)>; Lyn Cantor <[Cantor@franciscopartners.com](mailto:Cantor@franciscopartners.com)>  
**Cc:** Sarah McKune <[sarah@citizenlab.ca](mailto:sarah@citizenlab.ca)>; Bill Marczak <[bill@citizenlab.ca](mailto:bill@citizenlab.ca)>; Adam Senft <[adam@citizenlab.ca](mailto:adam@citizenlab.ca)>; Dipanjan Deb <[Deb@franciscopartners.com](mailto:Deb@franciscopartners.com)>  
**Subject:** RE: Citizen Lab Report Request for Comment

Ron,

Thank you for reaching out. We appreciate that you did and welcome the opportunity to speak

with you on this important topic. I am traveling this week, but will be back in touch shortly.

Best,  
Andrew

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**From:** deibertr [<mailto:r.deibert@utoronto.ca>]

**Sent:** Monday, February 12, 2018 1:50 PM

**To:** Andrew Kowal <[Kowal@franciscopartners.com](mailto:Kowal@franciscopartners.com)>; Brian Decker <[Decker@franciscopartners.com](mailto:Decker@franciscopartners.com)>;  
Lyn Cantor <[Cantor@franciscopartners.com](mailto:Cantor@franciscopartners.com)>

**Cc:** Sarah McKune <[sarah@citizenlab.ca](mailto:sarah@citizenlab.ca)>; Bill Marczak <[bill@citizenlab.ca](mailto:bill@citizenlab.ca)>; Adam Senft  
<[adam@citizenlab.ca](mailto:adam@citizenlab.ca)>; Dipanjan Deb <[Deb@franciscopartners.com](mailto:Deb@franciscopartners.com)>; Information  
<[Information@franciscopartners.com](mailto:Information@franciscopartners.com)>

**Subject:** Citizen Lab Report Request for Comment

TO:

Andrew Kowal  
Deal Partner, Francisco Partners  
One Letterman Drive  
Building C - Suite 410  
San Francisco, CA 94129  
Via e-mail: [Kowal@franciscopartners.com](mailto:Kowal@franciscopartners.com)

Brian Decker  
Deal Partner, Francisco Partners  
One Letterman Drive  
Building C - Suite 410  
San Francisco, CA 94129  
Via e-mail: [decker@franciscopartners.com](mailto:decker@franciscopartners.com)

Lyndon Cantor  
Chief Executive Officer, Sandvine  
Operating Partner, Francisco Partners Consulting  
One Letterman Drive  
Building C - Suite 410  
San Francisco, CA 94129  
Via e-mail: [Cantor@franciscopartners.com](mailto:Cantor@franciscopartners.com)

Dear Mr. Kowal, Mr. Decker, and Mr. Cantor

Please find enclosed a letter concerning a forthcoming Citizen Lab research report. We would appreciate a reply to the questions contained in this letter as soon as possible.

We are happy to publish your full response, alongside our report, which we intend to publish no sooner than February 20th 2018.

Sincerely,  
Ron Deibert

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Please refer to the following link for important Francisco Partners disclaimer information regarding this e-mail communication: [www.franciscopartners.com/us/email-disclaimer](http://www.franciscopartners.com/us/email-disclaimer). By messaging with Francisco Partners you consent to the foregoing.