



Dale
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Morris
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May 28, 2009

Mr. Sean Mulcair
Mrs. Anne Marie Gloutney
Gradient Solutions

Dear Ann Marie:
Dear Sean:

In January 2008, we engaged Gradient Solutions (“GSI”) to act as project manager with respect to the integration of operations at Dale Parizeau Morris Mackenzie (“DPMM”). Following on the work commenced by a third party IT service provider in 2007, DPMM identified the need for assistance related to the overall merge of all operating lines including Accounting, Human Resources and IT. The mandate included, as a secondary objective, the optimization of workflow processes and updating documentation within the Commercial Lines and Risk Management departments. GSI was not responsible for the integration of operations; rather their role consisted of highlighting key issues and critical focus areas as well as planning the timelines associated with the completion of the operational and optimization issues. The key deliverable of this mandate was a document in which comprehensive details were raised on the work accomplished as well as the work to be accomplished (the “Closure Report”).

Senior management was kept informed as to the project status through regular meetings, reports and documentation that included minutes, business analyses and studies as required and requested. GSI recommended practical solutions which targeted the unique applications within DPMM. In addition, the recommendations were based on GSI having solid industry experience.

The mandate was evolutionary in nature and GSI was faced with a multitude of changing scenarios. The GSI team worked easily with all employees involved with the integration and they became a part of our culture and our corporate family over the course of their mandate. Furthermore, GSI provided me with an independent lens through which key issues and variables were discussed.

I would gladly recommend GSI to other members of the insurance industry, and we would welcome the opportunity to work with them again.

Yours very truly,

DALE PARIZEAU MORRIS MACKENZIE

David Kennedy
Executive Vice President – Chief Financial Officer

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