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TO WHOM IT MAY CONCERN:

RE: Garnet Zimmerman

I am pleased to write this letter of reference for Garnet Zimmerman whom I have known for more than a decade. As former legal counsel to the International Brotherhood of Teamsters, Local 31, I worked closely with Garnet when he was the Principal Officer of that union. Garnet is in a class of his own when it comes to negotiation. I observed this first hand in 1999 when several hundred owner/operator truck drivers shut down the Vancouver Port Authority for a month. The largest group were members of Local 31 and numerous companies filed lawsuits against the Teamsters alleging illegal strike and interference in commerce and trade. Garnet was the key player in negotiating an end to the dispute and on terms that leveled the playing field for all drivers across the sea container industry. The settlement reached in 1999 was a landmark agreement because it forced the industry to deal with the safety and revenue concerns of the drivers as a group. Without Garnet's involvement I seriously doubt an agreement would ever have been reached.

From 1999 — 2003 I worked with Garnet on numerous cases involving Local 31 or Teamsters Canada. Garnet is a natural leader with a commanding presence at the bargaining table. He has a deep knowledge of labour relations and a skill at understanding his opponent's true objectives. Garnet is widely respected in labour circles in British Columbia. I was staff counsel to the BC Labour Relations Board in the mid-90's when I first heard of him. That reference, and every one since, consistently reflect the high esteem with which Garnet is regarded. He is a first rate professional, highly knowledgeable and engaging. Most importantly, he has the skill and experience to be a heavy hitter when it matters most. When I say that Garnet is in a class of his own, I do not make the comment lightly. I've spent 25 years in the industry and Garnet is truly **the** best negotiator I've encountered. He is a formidable opponent. Feel free to contact me directly if you need any more information.

Rebecca Murdock