



Vincent L. Ready
Labour Arbitration and Mediation Services Ltd.

March 16, 2010

TO WHOM IT MAY CONCERN:

Re: Garnet Zimmerman

I have known Garnet for over 20 years in his capacity as a negotiator and I found he always conducted himself in a well-prepared and professional manner.

By utilizing effective strategies and good conflict resolution skills, along with his thorough understanding of the collective bargaining process, Garnet is dedicated to finding sound and creative solutions to industrial relations problems.

Garnet has extensive knowledge of federal, provincial and US labour laws successfully concluding many national and regional collective agreements under all jurisdictions.

I have no hesitation in offering Garnet the highest commendation in either a negotiator or mediator role.

Yours truly,

VINCENT L. READY
LABOUR ARBITRATION & MEDIATION SERVICES LTD.

Vincent L. Ready

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