



April 6, 2010

To whom it may concern:

This letter of reference is in relation to the work, that Robert Shereck of Legacy Transformational Consulting Inc., conducted with the Senior Executive Team of CBC/Radio-Canada from January to March 2010.

I initially contacted Robert in the summer of 2009 to begin discussions concerning the need for better alignment and communication at the executive team level. Robert had been referred to me by Bombardier Aerospace who had contracted Robert's services on a number of occasions.

After a number of discussions we agreed to embark on a five day session. The purpose of the session was to allow the leadership team the opportunity to have frank and open discussions and commit to operating principles and a 'way of being' going forward. A number of new players had joined the team along with a number of individuals who had many years of experience in the Corporation. The time was right to bring everyone together and align on a vision to move forward.

Robert was instrumental in pulling out the tough conversations and laying the groundwork for the future operating state. He provided one on one coaching to each executive team member and did a thorough diagnostic of the situation. He pushed very hard to pull out the issues and lay them on the table so we could address them in a frank and transparent manner.

We are now operationalizing the principles we have agreed on as a team and working them in to our strategic review process.

Should you have any further questions, I would be pleased to answer them.

Best regards,

A handwritten signature in black ink, appearing to be "J. L.", written in a cursive style.

Vice-President, People and Culture
CBC/Radio-Canada