



June 27, 2014

Thomas Insulation Inc.  
1115-55 Avenue N.E.  
Calgary, AB T2E 6W1

Subject: Letter of Reference

To whom it may concern:

It is with confidence that I put forth this recommendation of Thomas Insulation Inc. and its Project Supervisor, Sam Savill. WorleyParsonsCord Blackfalds Module Facility recently completed the MEG Christina Lake Well Pads Module Project with Thomas Insulation Inc. The project involved the construction of 118 modules over a 19 month period.

Thomas Insulation Inc. maintained a positive working relationship with WPC throughout the project. They take pride in the quality of work they deliver on a project and were knowledgeable within their scope of work. The project faced several changes and challenges from the Client and Thomas was able to adapt and maintain schedule and quality of work. Project challenges from Thomas' point of view were communicated proactively to the WPC construction management team in regards to material delivery dates and estimated module completion dates. Thomas provided accurate weekly progress reports, schedule updates and any changes that deviated from scope.

Thomas Insulation's commitment to safety was also evident on this project. Work areas were kept clean during and after construction activities. They constantly participated in the safety programs on site and attended all safety meetings. When audited on their safety procedures and paperwork Thomas always kept good records and were proactive when dealing with all safety procedures.

Regards,

**WorleyParsonsCord Operations, WorleyParsons Canada**

Pete Sandberg

Project Manager