



## Memorandum

<b>TO:</b>	Ministry of Health
<b>FROM:</b>	Ian W. Delaney
<b>RE:</b>	Conflict of Interest Compliance FY2026
<b>DATE:</b>	April 21, 2026

Re. Conflict of Interest Compliance

I hereby attest to the following, pursuant to the obligation set out in article 13.3 of the Performance Agreement and for the period from April 1, 2025, to March 31, 2026:

- 1) I have received annual declarations from the board members and executives of Ornge, confirming that they have reviewed the Conflict of Interest Policies and that they have complied with the policies for the period in question.
- 2) I will cause this attestation to be posted to the Ornge web-site prior to June 1, 2026.

Dated at Toronto this 21<sup>st</sup> day of April 2026.

Ian W. Delaney  
Chairman

A handwritten signature in blue ink, appearing to read "Ian W. Delaney", with a large loop at the end of the signature.