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## Memorandum

<b>TO:</b>	Ministry of Health
<b>FROM:</b>	Ian W. Delaney
<b>RE:</b>	Conflict of Interest Compliance FY2024
<b>DATE:</b>	April 15, 2024

### 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, 2023 to March 31, 2024:

- 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, 2023.

Dated at Toronto this 15th day of April, 2024.

DocuSigned by:  
  
C27957AB4DEB4E8...  
Ian W. Delaney  
Chairman