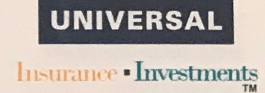


Universal Life Insurance Company
PO Box 2145 San Juan Puerto Rico 00922-2145
T: (787) 706-7337 F: (787) 793-1999 www.universalpr.com



San Juan, Puerto Rico 28th of September 2017

To whom it may concern:

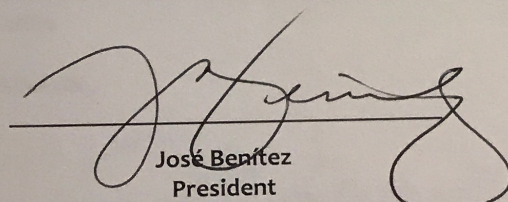
Universal Group Inc. is one of the largest insurance groups in Puerto Rico. It has operations in 17 U.S. states and offers insurance products, policy financing and investment options. Their life and investment insurance branch, **Universal Life Insurance Company**, has more than 2.2 billion dollars in deposits, making them the leaders in the IRA's and Annuities market in Puerto Rico.

We would like to highly recommend **London Consulting Group's Human Development Department** for their excellent work. They were in charge of the **Change Management and Managerial Development** aspect of the Process Improvement Project which was carried out with the personnel in our **Life and Investment Insurance** department between **May and September 2017**.

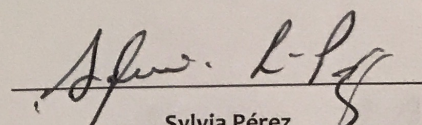
The program's objective was to establish conditions which enabled the personnel in our project to excel in terms of **Methodology, Mind-set, and Attitude**. Some of the initiatives that were carried out were:

- **Project's Communications Program and Change Management:** Through this initiative we managed to maintain the company's personnel constantly informed on the progress of the project, and at the same time, promote the appropriate values and behaviors which enabled us to develop the project.
- **Strategic Coaching for the Managerial Personnel:** In these one-on-one sessions, the participants received support and guidance which allowed them to effectively implement the knowledge they acquired in the seminar sessions, to their work.
- **Managerial Abilities Seminar:** This seminar consisted of 8 very dynamic and interactive workshops, which were designed in a specific manner in order to address the development necessities displayed by the participants (14 members) through the undertaking of different **Profile Tests** and the **Managerial Values Survey**. This seminar provided our personnel with the necessary techniques and tools that enabled them to lead the different work groups in a more efficient, strategic and methodological manner.
- **Operational Workshop:** As part of the comprehensive impact, 3 operational workshops were delivered for 26 participants. This greatly contributed towards strengthening the level of integration between the departments and managed to increase their level of involvement in the project.

Without a doubt, this program was very important for our organization. The increased acceptance towards change, along with the new abilities that were acquired, were key factors in developing the leadership skills among our personnel. Due to this, we highly recommend **London Consulting Group's Human Development Department** for their professionalism, commitment and efficiency in carrying out a program of this nature.



José Benítez
President
Universal Life Insurance Company



Sylvia Pérez
Vice President of Operations
Universal Life Insurance Company