

SIR GRAHAM DAY

30 August 2018

O.C., O.N.S., C.D., Q.C.

Selection Committee
Nova Scotia Business Hall of Fame
c/o JA Nova Scotia
300-1550 Bedford Highway
Nova Scotia B4A 1E6

I have known David Hoffman for over 20 years. Valued friendship aside, I first worked with him for several years when I was a member of The Bragg Group Advisory Board. Later we were colleagues on the Board of The Shaw Group. My experience of David is that of a man of integrity, solid relevant skills and one committed fully to the success of the enterprises with which he may be associated.

For some, the concept of “Co-Chief Executive Officers” flies in the face of organizational behaviour orthodoxy. Unorthodox it may be, but the reality is that when it works, it works beautifully. In the case of The Bragg Group, time has proven that the John Bragg - David Hoffman managerial partnership works. John and David seem always to work together seamlessly and effectively.

David, a Chartered Accountant trained in England, joined John Bragg in 1993. He was appointed to his present position in fiscal year 1998/99. When one considers the “founding” of Oxford Frozen Foods 50 years ago with the Bragg Group of 2018, with its communications and international airport services arms, in addition to the original food businesses, economic success speaks not only to John Bragg’s entrepreneurial talent but also to the small team internally which John has created and nurtured, together with “outside” talent. David Hoffman’s functional skills, together with the example he sets within the Bragg Group, and generally, has been and continues to be central to successes of the Bragg team.

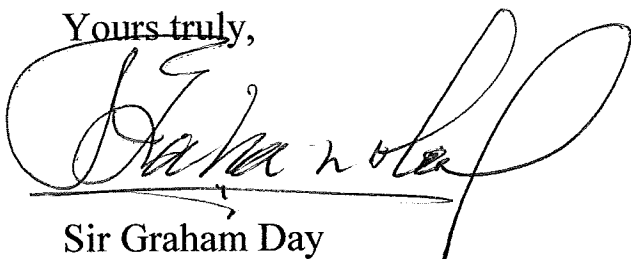
John Bragg refers to the “Oxford Culture.” This speaks to the interpersonal relationships and behaviours encouraged throughout all employee sectors. David Hoffman and his wife, Nina, live in Oxford and participate fully in the Oxford/Collingwood community. John and David have been successful in exporting the Oxford Culture to the Group’s communications business and now are working to extend it to the international airports services business, (headquartered in Truro, NS!). The Group’s businesses may not be unique, but, I believe, that the ways they are managed under the Co-Chief Executive structure are both different and very effective.

My experience and observation of the John and David team is not one where tasks are compartmentalized. Rather, for many managerial aspects John and David appear to be interchangeable. I submit that the evidence of the success of the Bragg Group is one which has many contributors. David Hoffman has been and is a key contributor. Importantly, the examples which John and David provide result in younger employees being developed successfully which is critical to the continuing success of The Bragg Group.

When David joined the Board of The Shaw Group, in addition to the relevant skills and experience he offered, he also brought elements of The Bragg Group culture which meshed effectively with Shaw, a Group, owned by its senior managers, which had emerged from years of family ownership. David is an easy colleague with whom to work. He is always prepared, thoughtful, constructive and never confrontational.

I believe his contributions to a multi-faceted, complicated, international group of commercial enterprises, The Bragg Group, together with his contributions to both community and Nova Scotia’s commercial interests at large, merit David Hoffman being selected as a Member of The Novs Scotia Business Hall of Fame.

Yours truly,

A handwritten signature in black ink, appearing to read "Graham Day", written over a horizontal line. The signature is fluid and cursive.

Sir Graham Day