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Data Management & Statistical Analysis
(DMSA)

02 October 2019

TO WHOM IT MAY CONCERN

This letter serves to confirm that DMSA assisted us in the development and rollout of the Employee Engagement survey in April 2019.

The DMSA team was very helpful, listened carefully to our needs and helped to customise the survey in accordance with our organisation's needs, ethos and targeted culture.

The team was available to consult with all the identified stakeholders to clarify any concerns and allay fears that employees might have. Mark and team also helped in preparing reports for the organisation and the various departments and divisions. They were also flexible in providing information that some leaders wanted in the reporting phase.

It was an absolute pleasure working with DMSA, and I would highly recommend them!

Yours sincerely

A handwritten signature in black ink, appearing to read 'Masenyane Molefe', with a long horizontal flourish extending to the right.

Masenyane Molefe
Group Executive: Human Resources