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12th July 2018

To Whom It May Concern:

CERTIFICATE

1. I, Adv W. E. Robin Raubenheimer, certify as follows:
 - (a) I am an elected Trustee of the Anglican Diocese of Natal. As such I was a member of a Task Team mandated to undertake a review of the post structure for the lay staff of the Diocese, i.e., the administrative and ancillary employees.
 - (b) The aforementioned exercise involved organisational aspects, job profiles and remuneration levels.
 - (c) **Averile Ryder Global Reward Specialists** were engaged to support this exercise as an expert service provider.
 - (d) I confirm that Averile Ryder Global Reward Specialists furnished all deliverables and associated advice timeously and well within the stipulated budget limits.

2. This certificate is provided by myself, knowing that the Bishop of Natal is at this time on vacation leave and would thus not be available to respond to any request from Averile Ryder Global Reward Specialists for a reference.

Yours faithfully



Adv W.E.R. Raubenheimer