

19 July 2018

To Whom it may concern

Dear Sir/Madam

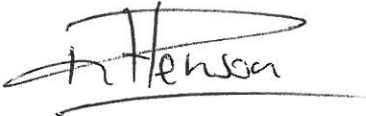
Averile Ryder Global Reward Specialists (ARGRS) has provided SRHR Africa Trust (SAT) with the following remuneration consulting and NPO advisory services, covering South Africa and other sub-Saharan countries in which we operate, since 2009 to date:

- Presentations to SAT staff and other relevant stakeholders regarding the various project scopes and methodology used by ARGRS;
- Graded, matched and benchmarked our CEO role and provided reports;
- Drafted role profiles and occupational families, clarified existing role profiles, graded SAT role categories using the Paterson System of Job Evaluation and provided job evaluation reports;
- During 2009 ARGRS carried out a bespoke salary survey for SAT spanning multiple countries within Sub-Saharan Africa and covering numerous role categories, remuneration trends, remuneration as well the value of all cash and non-cash benefits and allowances;
- ARGRS has also matched and benchmarked SAT roles to the Averile Ryder Global Reward Specialists Public and bespoke NPO Salary Surveys and have discussed their findings with the relevant SAT managers, directors and other stakeholders;
- Carried out regression analysis and computed the costs of rectifying any anomalies;
- Discussed the results of the above and mutually agreed to a SAT compensation strategy;
- Developed total-cost-to-company "TCC" pay scales in accordance "with a line of best fit";
- Computed the cost of rectifying any anomalies against the proposed new SAT "TCC" pay scales;
- Drafted complete reports covering the scope of the various compensation review projects, the methodology that was used and ARGRS findings;
- Finalised all the above projects documentation and appendices and emailed reports to SAT;
- Provided feedback and advice to the SAT Remuneration Committee of the Board on numerous occasions

In our dealings with ARGRS over the years we have consistently found that they provide a very professional service which is tailored to our needs, is evidence based and founded on a bedrock of experience and knowledge of best practice in the market in which we operate. We have no hesitation in recommending them.

Please contact the writer below, or SAT's Chief Operating Officer, Felicitas Chiganze, should you require any additional information.

Yours sincerely



Richard Henson
Finance Director

Cc: Felicitas Chiganze, Chief Operating Officer