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Date: 21 April 2023

## TO WHO IT MAY CONCERN

This letter serves to confirm that Thornhill Associates conducted a 360 Leadership Effectiveness Assessment for the SENTECH Leadership Team in 2022/23. SENTECH benefited considerably from this initiative and was highly appreciated by the Leadership team.

The professional team at Thornhill Associates displayed a flexible approach to customising and administering the 360 Leadership Assessment survey to cater for our specific business needs and specific outcomes required.

The post assessment coaching intervention was valuable and provided insights for areas of improvement for our Leadership team.

I have no hesitation in recommending Thornhill Associates for their impressive project management capability, outstanding quality of their coaching team and professionalism.

Kind regards

  
Kereng Motlhabi  
Chief People Officer – SENTECH

Email: [MotlhabiK@sentech.co.za](mailto:MotlhabiK@sentech.co.za)  
Mobile: +27833261092  
Work: 011 4714524

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**Directors:** Sedzani Mudau (Chairperson), Veronica Motloutsi, Mapuleng Moropa, Tshavhuyo Sesane, Themba Phiri, Nkhumeleni Mudunungu, Mbasa Metuse, Luvuyo Keyise, Kiruben Pillay, (ED & CEO) Mlamli Boo, (ED & Acting CFO) Rudzani Rasikhinya CA(SA), & (ED & COO) Tebogo Leshope.

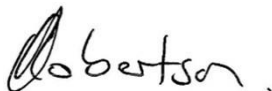
**Company Secretary:** Ephenia Motlhamme

**SENTECH SOC Ltd Reg no: 1990/001791/30**

29 March 2023

**To whom it may concern**

I commend Thornhill Associates. Over many years, in my former role as Head Delivery Corporate Education, I made use of their leadership questionnaires to enhance the Leadership components of programmes run in Corporate Education at GIBS. The 360 questionnaires are specifically tailored for the differing levels of seniority and outcomes. Thornhill take time to understand the programme outcomes and timelines and provide their knowledge and expertise in selection and administration of such programmes. The service provides clear instructions to administrators and users pre, during and post programme. Queries by all users are answered immediately and Thornhill also provide reminders and follow ups to delegates who are not meeting timelines. Thornhill are flexible with late requests and always helpful. Deadlines are never delayed, and the work is executed seamlessly. I recommend their professional services without reservation.



**Ginny Robertson**  
**Head GIBS Alumni and Incoming Immersions**  
**011771 4000**

14 February 2022

**Reference Letter: Thornhill Associates**

AutoX engaged the services of Thornhill Associates in 2021 to assist with the development of a 360-degree survey focused on our leadership group within the company.

The professional team at Thornhill displayed a flexible approach to customising our survey questionnaires and report templates to cater for our specific business needs and addressing the specific outcomes we required.

It was important from the onset that we engaged with an organisation with a proven track record in developing these types of surveys, along with a reputation for ethical and confidential conduct.

The subsequent survey reports have been very well received by all participants and has created the opportunity for individual and team development going forward.

We are going to continue with the roll out of the 360-degree surveys in other areas of our business as part of our Continuous Improvement drive within the business.

I would strongly recommend that Thornhill be considered as a business partner when engaging in these types of interventions.

Yours sincerely

Dave Arnold

A handwritten signature in dark ink, appearing to be "Dave Arnold", written over a thin horizontal line.

Continuous Improvement Executive  
AutoX (Pty) Ltd  
davea@auto-x.co.za

31 March 2022

***TO WHOM IT MAY CONCERN***

This letter serves to confirm that the Gordon Institute of Business Science (GIBS) uses the services of Thornhill Associates to supply online 360-degree surveys to their corporate client market- managers and leaders at junior to executive level.

Thornhill has been a valued provider to GIBS for several years on the grounds of the quality service they provide to GIBS as well as the quality of the working relationship they have with us.

This suite of services entails creating new questionnaires with specified questions, administering them online to participants, and generating individual reports. It also includes the use of Thornhill standard questionnaires which we find very useful for our clients.

During the time that GIBS has used Thornhill, we have always found that they provide a professional, helpful, intelligent, and responsive service. They have the capabilities to customise 360-degree assessments, the intellectual understanding of core behavioural competencies required in business management and leadership, and they always deliver their services on time and accurately.

I have found their approach to collaborative work and partnership to be value-adding, creative, supportive and professional throughout and have no hesitation in recommending Thornhill Associates for any 360-degree feedback or related service.

Please contact me if you require any further information

Kind regards, Alison  
Director – Personal and Applied Learning, GIBS, University of Pretoria

Your sincerely





26 April 2021

TO WHOM IT MAY CONCERN

**REFERENCE LETTER: THORNHILL ASSOCIATES (PTY) LTD**

Safripol (Pty) Ltd has been engaging with Thornhill since 2008 for all our 360 Leadership Assessments, Employee Opinion Surveys and Customer Opinion Surveys. This has included administering all online questionnaires, generating individual and group reports as well as providing coaching on feedback to participants.

I have found Thornhill to provide a highly professional and technically competent service and in line with best practices. They have been extremely helpful in providing guidance on topical issues. They have the capacity to conduct assessments and surveys on schedule, manage the process confidentially and effectively without errors.

They have been a pleasure to work with and we will definitely continue with their services in future. I have therefore no hesitation in recommending Thornhill Associates for any 360-degree feedback or Opinion Survey- project.

Kind Regards,



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**Anna-Marie de Lange**  
HR Manager  
Email: [Adelange@safripol.com](mailto:Adelange@safripol.com)  
Tel: 016 970 4094



**Kim Rey & Associates**  
HUMAN RESOURCES CONSULTING

15 April 2016  
By email

To whom it may concern

**TESTIMONIAL: THORNHILL ASSOCIATES (PTY) LTD**

I have been a client of Thornhill Associates (Pty) Ltd for approximately five years and have worked with Thornhill Associates' 360 assessment tools for about nine years. I have always found the overall service levels that I have experienced from Thornhill Associates to be exceptional. Their service is prompt, efficient and friendly and their turnaround times are quick. Thornhill Associates have the capability and capacity to develop customised questionnaires. I have worked on customisation of questionnaires with Professor Jonathan Cook and the Thornhill Associates service and technical teams and they were able to deliver a high quality product that was tailored to both the leadership capabilities of the companies that I worked with and took best practice into account. I have also worked extensively with Thornhill using their generic 360 leadership assessment tool with great results.

The company also has capacity to conduct 360 assessments and to provide coaching feedback.

It has been a pleasure working with Thornhill Associates over the years. I would be happy to be contacted by anyone who may be seeking a reference on the company. My details are below.

Yours sincerely,

**Kim Rey**  
Managing Director

15 April 2016

**Letter of recommendation: Thornhill Associates**

It is with great pleasure that we provide a reference for Thornhill Associates.

We have been making use of Thornhill's professional services for our firm's 360 feedback and leadership development surveys since 2014.

We found Thornhill's service levels to be highly satisfactory and professional at all times. We maintained close communication with the project managers during the survey process and found them to be very accommodating and cooperative with the company's requirements. Our company was always guaranteed that all information will be treated as highly confidential.

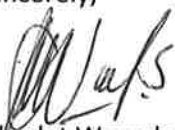
Thornhill Associates has the capability and capacity to customize questionnaires and conduct 360-degree assessments effectively and timeously, they have always kept us apprised of the workload and outcomes to be expected.

In addition, Thornhill provides adequate and experienced resources to manage the assessment process, together with professional coaching services to assist with the individual development plans and the execution thereof.

Based on our experience, any firm should be very pleased to do business with Thornhill Associates and I have no hesitation in recommending them for your leadership surveys, professional development and coaching services.

Should you require any further information, please do not hesitate to contact me.

Sincerely,



**Charlet Wessels**

**HR Officer**

**HR Department**

**Partners** AH Bracken, MJ Braune, JM Brown, CD Dalglish, JR Dixon, BM Engelsman, R Gardiner, GC Howell, WC Joughin, DA Kilian, PR Labrum, BF Liber, DJ Mahlangu, RRW McNeill, HAC Meintjes, MJ Morris, GP Nel, VS Reddy, M Ristic, PE Schmidt, PJ Shepherd, MJ Sim, VM Simposya, AA Smithen, HFJ Theart, KM Uderstadt, AT van Zyl, DJ Venter, MD Wanless, ML Wertz, A Wood

**Directors** AJ Barrett, JR Dixon, GC Howell, V Maharaj, DJ Mahlangu, VS Reddy, PE Schmidt, PJ Shepherd

**Associate Partners** R Armstrong, N Brien, SE Coetser, M Hinsch, AH Kirsten, LH Kirsten, S Kisten, JA Lake, V Maharaj, SA McDonald, RD O'Brien, T Shepherd, JJ Slabbert, D Visser

**Consultants** AC Burger, *BSc(Hons)*; JAC Cowan, *PrSciNat, BSc(Hons)*; JH de Beer, *PrSci Nat, MSc*; T Hart, *MA, TTHD*; Dr GA Jones, *PrEng, PhD*; TR Stacey, *PrEng, DSc*; Dr OKH Steffen, *PrEng, PhD*; PJ Terbrugge, *PrSciNat, MSc*; DW Warwick, *PrSciNat, BSc(Hons)*

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18 January 2016

**TO WHOM IT MAY CONCERN:**

Wits Business School uses the services of Thornhill Associates to supply online 360-degree surveys. We have used these surveys at a number of different levels on our programmes, ranging from middle managers to senior managers. This has entailed creating new questionnaires with the questions we specified and using standard questionnaires, administering them online to participants, and generating individual reports.

During the time that Wits Business School has used Thornhill, we have found that they have provided a professional and helpful service. They have the capabilities to customise 360-degree assessments and always deliver their services on time and accurately.

I have found their approach to be helpful and professional throughout and have no hesitation in recommending Thornhill Associates for any 360-degree feedback project.

A handwritten signature in blue ink, reading 'C. Viedge'.

Conrad Viedge  
MBA Director

## Thornhill Associates: Testimonial

□ Riette Ackermann <ackermannr@gibs.co.za>

Sent: Mon 2015-08-03 02:01 PM

To: □ Jonathan Cook

Cc: □ Daphne Hudson



To whom it may concern,

Hope you are well. The purpose of this e-mail is to provide a testimony of our experience of working with Thornhill Associates as a service provider.

Among many other projects for which GIBS uses the services of Thornhill Associates to supply online 360-degree surveys, we engaged Thornhill to conduct 360-degree evaluation for a project for Transnet SOC Ltd. This entailed designing questionnaires for 2 different levels of leadership development programmes – a *Senior Management Development Programme* and a *Global Executive Leadership Development Programme*. The questions had to be created in alignment with the Transnet Competency Frameworks at these various levels. In addition, the questionnaires were administered online to managers across the Transnet group and individual reports were generated.

Throughout the many years that GIBS has used Thornhill, we have found that they have provided a very professional, knowledgeable and helpful service. Thornhill have the expertise to customise 360-degree assessments and always deliver their services on time and accurately.

I have found their approach to be helpful and professional throughout and therefore I have no hesitation in recommending Thornhill Associates for any 360-degree feedback project.

Kind regards,

Riëtte

**Riette Ackermann**  
*Professional Associate*  
Gordon Institute of Business Science

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Web: [www.gibs.co.za](http://www.gibs.co.za)

Founded in 2000, the University of Pretoria's Gordon Institute of Business Science (GIBS) is an internationally accredited business school, based in Johannesburg, South Africa's economic hub. As the business school for business, we focus on general management in dynamic markets to significantly improve responsible individual and organisational performance, primarily in the South African environment and increasingly in our broader African environment, through the provision of high quality business and management education. In May 2015 the annual UK Financial Times Executive Education rankings, a global benchmark for providers of executive education, once again ranked GIBS as the top South African and African business school. This is the 12th year running that GIBS has been ranked among the top business schools worldwide. In October 2014 the GIBS MBA was ranked among the top 100 business schools globally in the prestigious Financial Times Executive MBA Rankings. GIBS is the only business school in Africa to appear in this ranking.



**MTN GROUP MANAGEMENT SERVICES (PROPRIETARY) LIMITED**

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Thornhill Associates Reference Letter

**TO WHOM IT MAY CONCERN:**

MTN Group uses the services of Thornhill Associates to supply online 360-degree surveys, across our 22 countries footprint and in 27 operating units. This entailed creating new questionnaires with the question intentions that we specified, administering them online to participants, and generating group and individual reports.

During the time that MTN has used Thornhill (since early 2014), we have found that they have provided a very professional and helpful service. They have the required capabilities to customise 360-degree assessments and always deliver their services on time and accurately and have delivered 6120 360-degree assessments to our staff to date. They embody a "Can Do" attitude and are an absolute pleasure to work with in that their professionalism and passion for great work is always felt.

I have found their approach to be most helpful and professional throughout.

I have no hesitation in recommending Thornhill Associates for any 360-degree feedback project.

Please feel welcome to call me if further discussion on their service provision is required.

Yours sincerely

Dane' Osborne

A handwritten signature in blue ink that reads 'Dane'.

Senior Manager: Culture Development

MTN Group HR Centre of Excellence

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