

**LETTER OF REFERENCE FOR**

We understand that \_\_\_\_\_ is applying for membership of the PPEA as an Associate Member and in recognition of their services rendered to \_\_\_\_\_ we are pleased to write this letter of reference.

\_\_\_\_\_ provides HR and payroll services, always of the highest professional standard and quality. \_\_\_\_\_ team members present strong commitment to tasks performed.

Based on our experience with them as service providers, we are pleased to recommend their application for the Associate Membership of PPEA.

Sincerely,