



August 9, 2017

To Whom It May Concern:

Kolbe assessments and Jason Cupp have been important strategic partners of Affinity Worldwide since 2008.

We rely heavily on the insight of Kolbe results for each of our associates. We rely even more heavily on Jason to work with individual associates, managers, department heads and the executive team to translate those results into a critical daily tool of a growing workforce.

Jason not only knows the intricacies of our complicated enterprise, but goes above and beyond to stay engaged with all levels of the organization. His independent insight and counsel plays an important part of a cohesive environment.

Most of all, Jason is easy to work with—and a pleasure to have on the team. Even though he is technically an external partner, he truly is a partner. We continue to value his contributions as it relates to the Kolbe process, but also rely on his knowledge and experience in many areas. I speak comfortably on behalf of the rest of the executive team when I say yes, he is a business partner, but he is also a trusted resource and friend to the organization.

Please do not hesitate to contact me if any additional information is needed for this very deserving accolade for Jason.

Sincerely,

A handwritten signature in black ink that reads "Kay Moore". The signature is written in a cursive, flowing style.

Kay Moore
CHRO

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