



UK Health Chilworth House Hampshire Corporate Park Templars Way Eastleigh Hampshire SO53 3RY
www.aviva.co.uk/health

July 2010

To Whom It May Concern

Dear Sir/Madam

Re: David Jones

David worked for Aviva Health UK from October 2009 until July 2010 as Interim Head of Procurement and P2P, reporting to the Finance and Commercial Director. David's role involved leading the development and implementation of procurement strategy for circa £300m annual Private Medical Insurance (PMI) claims spend. David led a team of circa 20 procurement staff, circa 20 P2P staff based in the UK and circa 120 P2P staff in an outsourced operation based in India.

David's key achievements during this time were:

- Reorganised the team structure to facilitate an improved category management focus and for the first time specifically focus on the strategically important 'Specialists' category
- Refreshed procurement strategy in conjunction with key stakeholders
- Introduced a formal savings planning & delivery process
- Led a multi-disciplinary project to introduce new technology (IMRT) with expected savings of £0.5m p.a.
- Established a successful team to substantially reduce transactional P2P headcount
- Successfully managed a serious legal dispute with a key supplier

David is an experienced procurement professional, who has made a significant contribution to the development of procurement strategy within Aviva Health UK. He is intelligent and articulate and demonstrates a high level of commitment and integrity. Aviva would like to thank David for the contribution that he has made during his period of employment and wishes him well for the future.

Yours faithfully

A handwritten signature in blue ink that reads "R.H.S. Cowley".

Rob Cowley
Finance & Commercial Director