

Dept/Ext.:	Telephone:	Branch/Office:	E-Mail:	Date
Human Capita	011 923 3500	Head Office	Amanda.Mhlongi@avisbudget.co.za	19.03.2024

## DMSA REFERENCE LETTER

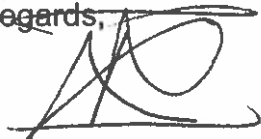
In 2023 Zenith Car Rental ta Avis Budget enlisted the services of DMSA for the design and rollout of our engagement survey. This particular survey bears significance as it was the first one we undertook as a stand-alone entity after the unbundling from Barloworld. The experience and expertise of Dr. Mark Paiker and his team made this process seamless.

Their approach to the project was inordinately innovative as we had unique requirements on how different types of employees were to participate in the survey, as we have a big group of employees who don't have access to conventional means of communication and thus needed a solution on how they also needed to participate paperless. The team proposed the use of cell phones to complete the survey and they facilitated the employees receiving the data needed to complete the survey.

We can also commend the presentation of the results, the statistical analysis, and the production of easy-to-read reports. They also provided additional support in taking the Executive Members and the Human Capital team through the report and assisted in highlighting focus points when rolling out the results and action planning with the different employee groups.

DMSA far exceeded expectations and as a result, we confidently recommend their services.

Regards,



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**Amanda Mhlongo**  
**Senior Human Capital Manager**  
Tel: 011 387 3500  
E-mail: [Amanda.Mhlongo@avisbudget.co.za](mailto:Amanda.Mhlongo@avisbudget.co.za)

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