

**CLOSED
CIVIL
CASE**

UNITED STATES DISTRICT COURT
SOUTHERN DISTRICT OF FLORIDA

CASE NO. 04-60856-CIV-MARRA/SELTZER

UNITED STATES EQUAL EMPLOYMENT
OPPORTUNITY COMMISSION,

Plaintiff,

and

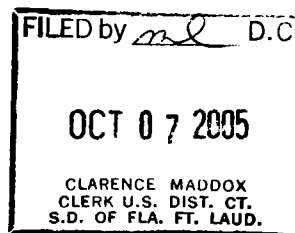
JESSICA VARELA,

Intervenor,

v.

DTG OPERATIONS, INC., d/b/a
DOLLAR RENT A CAR,

Defendant.



CONSENT DECREE

1. This Consent Decree ("Decree") is made and entered into by and between Plaintiff, the United States Equal Employment Opportunity Commission (the "Commission" or "EEOC"), Jessica Varela ("Plaintiff-Intervenor" or "Ms. Varela") and Defendant, DTG Operations, Inc. d/b/a Dollar Rent A Car ("Defendant")¹. The Commission, Jessica Varela, and Defendant are collectively referred to as the "Parties" throughout this Decree.

2. The Commission filed this action on June 30, 2004 under Title VII of the Civil Rights Act of 1964, 42 U.S.C. Section 2000e *et seq.* ("Title VII") and Title I of the Civil Rights

¹The affirmative relief requested in Section III through VI of this Consent Decree applies to Defendant's Ft. Lauderdale facilities.

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[Handwritten signature]

Act of 1991 alleging unlawful employment practices on the basis of sex (female), and retaliation and to provide appropriate relief to Jessica Varela, who was adversely affected by such practices.

5. The Court granted Ms. Varela's Motion to Intervene in this action. Like the EEOC, the Plaintiff-Intervenor alleged that Defendant violated Title VII and Title I. Ms. Varela's Complaint also alleged that Defendant violated the Florida Civil Rights Act of 1992, Fla. Stat. §§760.01, et seq. ("FCRA"), and also asserted certain common law claims.

4. Defendant filed Answers to EEOC's and Plaintiff-Intervenor's Complaints wherein Defendant denied any allegations of unlawful conduct and asserted several affirmative defenses. The Parties agree that execution of this Decree in no way constitutes an admission of liability on the part of the Defendant.

5. In the interest of resolving this matter to avoid the cost of litigation, and as a result of having engaged in comprehensive settlement negotiations, the Parties have agreed that this action should be finally resolved by the entry of this Decree. This Decree is final and binding on the Parties, their successors and assigns.

6. The Parties agree that this Decree resolves all claims against Defendant alleged in EEOC Charge Number 150-2003-03819 and the Complaint filed in this action. The Parties further agree that this Decree does not resolve any Charges of Discrimination that may be pending with the EEOC other than the Charge referred to in this paragraph.

NOW, THEREFORE, the Court having carefully examined the terms and provisions of this Decree, and based on the pleadings filed by the Parties, it is **ORDERED, ADJUDGED AND DECREED THAT:**

I. JURISDICTION

7. This Court has jurisdiction over the subject matter of this action and over the Parties for the purposes of entering and enforcing this Decree.

8. No party shall contest jurisdiction of this federal court to enforce this Decree, its terms, or the right of the EEOC to seek enforcement of the Decree in the event Defendant breaches any of the terms of this Decree.

II. GENERAL PROVISIONS

9. Defendant, its officers and employees, agree not to engage in conduct which violates Title VII of the Civil Rights Act of 1964, as amended, by adversely affecting the terms and conditions of any individual's employment by engaging in conduct that constitutes sexual harassment under Title VII.

10. Defendant, its officers, and employees, agree not to discriminate against any employee who files a charge of discrimination with the EEOC alleging violation(s) of such statute; who cooperates with the EEOC in the investigation and/or prosecution of any charge of discrimination; or who cooperated in the investigation or prosecution of this case.

III. ADOPTION AND DISTRIBUTION OF REVISED ANTI-DISCRIMINATION POLICY

11. Defendant has established a written policy against sexual harassment and retaliation, which is attached as Exhibit A. Defendant agrees that all of its employees and managers in the Ft. Lauderdale location will be provided a complete copy of its policy against sexual harassment and retaliation within thirty (30) days of the entry of this Decree. Defendant

also agrees that all new employees shall be given a copy of its policy against sexual harassment and retaliation within their first week of employment with the Defendant.

12. The Policy shall be distributed to all of Defendant's employees and management staff at the Ft. Lauderdale facilities and shall be included in any relevant policy or employee manuals kept by Defendant's businesses. The Policy shall also be kept and maintained in a conspicuous and accessible place for all employees and printed in a font that is easily legible (at least 12 point font).

IV. TRAINING

13. Defendant will conduct a four (4) hour annual training throughout the duration of this Decree for all of its managers, supervisory personnel and lead agents, at its Fort Lauderdale-Hollywood Airport facilities, with specific emphasis on sex harassment discrimination and the proper procedure to be followed if they become aware of sexual harassment in the workplace and/or if they receive a complaint of such discrimination. Defendant will provide the EEOC with at least two (2) weeks notice before it conducts its training session(s), with the date(s) and location(s) of the training, the identification of the training materials to be used at the training session, and the name and job title of the employees who will be in attendance at the training. The training will be conducted by Phelps, Dunbar, P.A., a qualified entity approved by the EEOC.

14. Defendant agrees that the training described in paragraph 13 shall be conducted by December 31, 2005, and, should thereafter take place by December 31 annually for the duration of this Decree. Defendant further agrees that training shall be given to all new

managers, supervisors and lead agents who did not attend the annual training, within sixty (60) calendar days of being placed in a management or supervisory position. Web-based training is acceptable for new managers and supervisory personnel.

V. POSTING

15. Defendant shall post within seven (7) calendar days from the Court's execution of this Decree a laminated 11" x 14" sized copy of the Notice attached hereto as Exhibit B. The notice shall be posted at Defendant's Fort Lauderdale facilities for the duration of this Decree in conspicuous locations accessible to all employees (i.e. employee bulletin board or lunch room).

VI. MONITORING

16. Defendant will retain all employment records relating in any way to any complaint, allegation and investigation of sexual harassment at any of Defendant's Ft. Lauderdale facilities for the duration of this Decree and as required by federal law.

17. Defendant will provide the EEOC with the name, home address and home phone number of any person who alleges that he/she has been subjected to sex harassment while working at any of Defendant's Ft. Lauderdale facilities during the preceding six (6) months. Defendant will also state its actions taken in response to each such allegation. The first report shall be submitted by March 1, 2006. Defendant will provide upon request by the Commission any and all documentation associated with each such complaint.

18. Defendant will certify to the EEOC every six (6) months throughout the duration of this Decree that it is in compliance with all aspects of this Decree. The first such certification

will be due no later than March 1, 2006 and thereafter by September 1st, and March 1st annually.

VII. EXPUNGEMENT OF ENTRIES FROM PERSONNEL RECORDS

19. Defendant currently can not locate a personnel file for Jessica Varela. If Ms. Varela's file is located, Defendant agrees to remove any termination warnings, reports, or disciplinary documents regarding Ms. Varela within ten (10) business days of locating Ms. Varela's file. The Defendant further agrees to give Jessica Varela a letter of reference, attached as Exhibit C, within ten (10) business days of the entry of this Decree.

VIII. MONETARY RELIEF

20. Defendant shall pay a lump sum in the amount of \$395,000 to resolve this litigation.
- a. \$15,000 shall be representative of lost wages, less amounts required to be withheld for federal, state, and local income taxes. Defendant will issue an IRS form and W-2, and shall be responsible for paying the employer's share of any federal, state and local, income taxes, and social security withholdings.
 - b. \$220,805.58 shall be representative of compensatory and punitive damages. Defendant shall issue an I.R.S. form 1099 to Ms. Varela substantiating same.
 - c. \$159,194.42 shall be representative of attorney fees and costs.

- d. All payments shall issue within fifteen (15) calendar days from the Court's execution of this Decree, by certified mail to the trust account of Darren J. Rousso, Darren J. Rousso, P.A., 2 Alhambra Plaza, Penthouse 2-C, Coral Gables, FL 33134. Copies of all payments shall be forwarded to the attention of Cheryl A. Cooper, Trial Attorney, U.S. Equal Employment Opportunity Commission, One Biscayne Tower, 2 South Biscayne Boulevard, Suite 2700, Miami, Florida 33131.

21. If Defendant fails to tender the payment described in paragraph 20 above, then Defendant shall pay interest on the defaulted payment at the rate calculated pursuant to 26 U.S.C. Section 6621(b) until the same is paid, and bear any additional costs incurred by the EEOC caused by the non-compliance or delay of the Defendant.

IX. ENFORCEMENT OF DECREE

22. The Commission shall have independent authority to seek judicial enforcement of each aspect, term, provision and attachment of this Decree. However, the EEOC shall not seek such judicial enforcement unless it has first (1) given Defendant's General Counsel a written notice of its intention to seek judicial enforcement, delivered to 5330 East 31 Street, P.O. Box 35985, Tulsa, OK 74153-0985, which notice shall specify the alleged breach for which judicial enforcement shall be sought and (2) provided Defendant at least twenty (20) days to cure any alleged breach of any terms, except the provisions set forth in paragraphs 20 and 21 entitled monetary relief, for which court enforcement may be sought immediately.

23. The Court will take whatever measures necessary to effectuate the terms of this Decree.

X. COSTS

24. Each Party shall bear its own costs associated with this litigation.

XI. DURATION OF CONSENT DECREE

25. The duration of this Decree shall be three (3) years from the date of entry of the Decree.

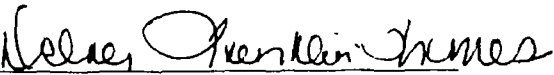
The Clerk shall CLOSE this case. All pending motions are denied as moot.

SO ORDERED, ADJUDGED AND DECREED, this 7th day of October, 2005.

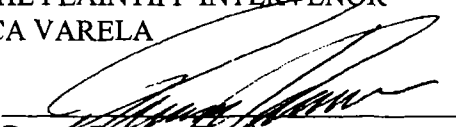


KENNETH A. MARRA
UNITED STATES DISTRICT JUDGE

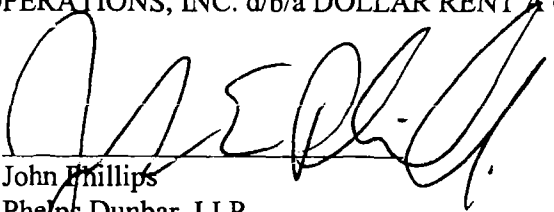
AGREED TO:
FOR THE PLAINTIFF,
UNITED STATES EQUAL EMPLOYMENT OPPORTUNITY COMMISSION

by:  Date: 10/5/05
Delner Franklin-Thomas
Regional Attorney
U.S. Equal Employment Opportunity Commission
Miami District Office
One Biscayne Tower, Suite 2700
2 South Biscayne Boulevard
Miami, Florida 33131
Telephone: (305) 530-6001
Facsimile: (305) 536-4494

AGREED TO:
FOR THE PLAINTIFF-INTERVENOR
JESSICA VARELA

by:  Date: 10/5/05
Darren Rouso, Esquire
Darren J. Rouso, P.A.
2 Alhambra Plaza, Penthouse 2-C
Coral Gables, FL 33134
Telephone: (305) 446-0100
Facsimile: (305) 445-7750

AGREED TO:
FOR THE DEFENDANT
DTG OPERATIONS, INC. d/b/a DOLLAR RENT A CAR

by:  Date: 10/9/05
John Phillips
Phelps Dunbar, LLP
100 South Ashley Drive, Suite 1900
Tampa, Florida 33602-5311
Telephone: (813) 472-7550
Facsimile: (813) 472-7570

HUMAN RESOURCES

NUMBER: HUM20

CREATION DATE: 12-2004

REVISION DATE:

POLICY: DISCRIMINATION AND HARASSMENT-FREE WORKPLACE

POLICY STATEMENT:

It is the policy of Dollar Thrifty Automotive Group, Inc. and its subsidiaries (the "Company") to ensure equal employment opportunity for every employee without regard to race, color, sex, religion, national origin, ancestry, citizenship, age, marital status or changes in marital status, pregnancy, sexual orientation, mental or physical disability, status as a Vietnam-era or special disabled veteran, or any other group status protected by state or local law. The Company is firmly committed to this Policy ("Policy") of non-discrimination in all employment practices and to maintaining a workplace free of harassment. The Company strongly disapproves of and will not tolerate harassment of its employees and/or the improper interference with the ability of its employees to perform their expected job duties by anyone, including managers, supervisors, co-workers, vendors, customers or other non-employee contacts. All employees are responsible for respecting the rights of their co-workers and complying with this Policy.

DEFINITIONS AND EXAMPLES

"Harassment" - "Harassment" includes, but is not limited to, any unwelcome or offensive conduct, whether verbal, physical, visual or otherwise, related to an individual's race, color, sex, religion, national origin, ancestry, citizenship, age, marital status or changes in marital status, pregnancy, sexual orientation, mental or physical disability, status as a Vietnam-era or special disabled veteran, or any other group status protected by state or local law, that creates an intimidating, hostile or offensive work environment or interferes with an individual's work performance.

Examples of harassment expressly prohibited by this Policy include, but are not limited to, the following:

- Racial slurs.
- Ethnic jokes.
- Posting offensive statements, posters or cartoons.
- Sexual harassment, as defined below.

The Company reserves the right to deem any other conduct or behavior as inappropriate under this Policy.

"Sexual Harassment" - Harassment also includes "sexual harassment". Unwelcome sexual advances, requests or solicitations for sexual favors, unwelcome or offensive touching or physical contact, and other verbal, physical, visual or other behavior of a sexual nature, constitute "sexual harassment" when:

Exhibit A

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- Submission to such conduct is made either explicitly or implicitly as a term or condition of an individual's employment;
- Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting the individual; or
- Such conduct has the purpose of interfering with an individual's work performance or creating an intimidating, hostile or offensive work environment.

Examples of sexual harassment expressly prohibited by this Policy include, but are not limited to, the following:

- Touching, such as rubbing or massaging someone's neck or shoulders, stroking someone's hair or brushing against another's body.
- Sexually suggestive touching.
- Grabbing, groping, kissing, pinching or fondling.
- Violating someone's personal space.
- Blocking a person's path.
- Whistling or cat calls.
- Lewd, off-color, sexually oriented comments or jokes.
- Foul or obscene language.
- Leering, staring, stalking or looking a person up and down (elevator eyes).
- Suggestive or sexually explicit posters, calendars, photographs, graffiti or cartoons.
- Unwanted or offensive letters or poems.
- Sitting or gesturing sexually.
- Offensive e-mail or voicemail messages.
- Sexually oriented or explicit remarks, including written or oral references to sexual conduct, or gossip, rumors or lies regarding one's sex life, body, sexual activities, deficiencies or prowess.
- Referring to someone as a "girl", "hunk", "doll", "babe", "honey" or the like.
- Questions about one's sex life, experiences or preferences.
- Repeated requests for dates.
- Giving inappropriate or unwelcome personal gifts.
- Sexual favors in return for employment rewards or threats if sexual favors are not provided.
- Sexual assault, battery or rape.
- Any other conduct or behavior deemed inappropriate by the Company.

IMPORTANT NOTICE TO ALL EMPLOYEES

An employee who has experienced conduct s/he believes is contrary to this Policy have an obligation to take advantage of the following complaint procedures. An employee's failure to fulfill this obligation could affect her or his rights in pursuing legal action.

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COMPLAINT AND INVESTIGATION PROCEDURES

Reporting Harassment or Discrimination

1. **General - Early reporting and intervention have proven to be the most effective method of resolving actual or perceived incidents of harassment. Therefore, while no fixed reporting period has been established, the Company strongly urges the prompt reporting of complaints or concerns so that rapid and constructive action can be taken.**

2. **Employees –**
 - **Employees should not assume management is aware of alleged harassment or discrimination.**
 - **Any employee who believes s/he has been the victim of job-related harassment or believes s/he has experienced or been treated in an unlawful, discriminatory manner, should immediately report the matter to the employee's immediate supervisor, the next level of management or to the Human Resources Department.**
 - **An employee does not need to report any complaint first to the employee's supervisor, particularly if the supervisor is the offender, or follow any formal chain of command when reporting such complaints, but may bypass anyone in the employee's direct chain of command and file his or her complaint directly with the Human Resources Department at any time. If the people identified above are not available, or if the employee is uncomfortable reporting the complaint to these management employees, the employee should report the matter to any other appropriate member of management.**

NOTE: California-based employees may also contact the California Department of Fair Employment & Housing at (800) 884-1684 to report job-related harassment and discrimination.
 - **This Policy applies to all incidents of alleged harassment, including those occurring off-premises, or off-hours, where the alleged offender is a supervisor, co-worker or non-employee with whom the employee is involved, directly or indirectly, in a business or potential business relationship. Should the alleged harassment occur after normal business hours, a complaint should be filed as early as practicable on the first business day following the alleged incident.**
 - **The availability of this complaint procedure does not preclude or prevent an employees who believes s/he is being subjected to harassment from promptly advising the offender that his or her behavior is unwelcome and requesting that it be discontinued.**

3. **Managers - Each member of management is responsible for creating an atmosphere free of discrimination and harassment, sexual or otherwise. Any supervisor or manager who becomes aware of possible sexual or other unlawful harassment or discrimination must immediately advise the Vice President of Employee Relations in the Human Resources Department so that a prompt investigation and, if necessary, corrective action can be taken.**

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Investigating Reports of Harassment, Discrimination or Retaliation

1. Any reported allegation of harassment, discrimination or retaliation will be investigated promptly and thoroughly by the Human Resources Department. The investigation may include individual interviews with the parties involved, and where necessary, with witnesses who may have observed the alleged conduct or individuals who may have relevant knowledge.
2. The Company expects any employee involved in any investigation of harassment, discrimination or retaliation to cooperate and assist the Human Resources Department in its investigation.
3. Upon the completion of the investigation, the employee who reported the conduct will be informed as to the investigation's results.

Confidentiality

Any report or complaint will be handled and maintained in a confidential manner throughout the investigation process to the extent consistent with adequate investigation and appropriate disciplinary action, if warranted. Each employee involved in an investigation should likewise treat the matter as confidential.

Disciplinary Action

If the Company determines that an employee has violated this Policy by discriminating or harassing another employee, appropriate disciplinary action will be taken against the offending employee, up to and including termination of employment.

Retaliation

The Company prohibits any form of retaliation against any employee for filing a good faith complaint under this Policy and for assisting in an investigation. Any employee who believes s/he has been retaliated against should immediately report the matter as discussed above in this Policy. However, if, after investigating any complaint of unlawful discrimination or harassment, the Company determines that the complaint is frivolous or was not made in good faith, or that an employee provided false information regarding the complaint, disciplinary action may be taken against the individual who filed the complaint or who gave false information.

Harassment by Non-Employees

This Policy also applies to the conduct of non-employee work contacts. In the event an employee is subject to unwelcome sexual conduct or any other such prohibited misconduct by a vendor, customer or other non-employee work contact, the employee should report the conduct as discussed above in this Policy.

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Consensual Manager-Subordinate Relationships

To further prevent issues of sexual harassment arising from manager-subordinate relationships, the Company has adopted a policy prohibiting a manager/supervisor from working closely with or within the same line of reporting, directly or indirectly, with a subordinate with whom the manager/supervisor is having a consensual intimate relationship. See Policy HUM19-Employment of Relatives, Domestic Partners and Significant Others; Manager-Subordinate Relationships.

DISTRIBUTION AND ACCEPTANCE OF POLICY

Distribution

This Policy will be: (1) distributed to all employees and new hires, (2) set forth in summary in the Employee Handbook, (3) posted on employee bulletin boards or other information distribution areas in all Company facilities, and (4) posted on the Company's intranet site at <http://dtgonline> under "Corporate Policies and Procedures" for the Human Resources Department as Policy No. HUM20. All employees and new hires receiving a copy of this Policy will be required to read this Policy and sign and return either a signed Employee Acknowledgement: Discrimination and Harassment-Free Workplace Policy (Figure 1) or an Employee Acknowledgement of Multiple Workplace Policies, or if the employee is a supervisor/manager, a Supervisor/Manager Acknowledgement – Discrimination and Harassment-Free Workplace Policy (Figure 2).

Acceptance

Employees, by their decision to continue their employment with the Company following notice of the adoption, implementation and/or modification of this Policy, shall be deemed to have accepted its terms and conditions for the duration of their employment by the Company.

Interpretation

The Company reserves the right to interpret, modify or revise this Policy, in whole or in part, without notice. Nothing in this Policy is to be construed as an employment contract nor does it alter any employee's at-will status.

This policy was approved by the Final Review Group December 8, 2004.

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**FIGURE 1
EMPLOYEE ACKNOWLEDGEMENT: DISCRIMINATION AND HARASSMENT-FREE
WORKPLACE POLICY**



The undersigned employee of Dollar Thrifty Automotive Group, Inc. or its subsidiaries ("Company") acknowledges that s/he has received, read and understands the Discrimination and Harassment – Free Workplace Policy (Policy Number HUM20) of the Company ("Policy"). The undersigned employee further agrees to comply with and abide by this Policy and the procedures set forth therein. Further, the undersigned acknowledges that if s/he engages in any conduct that is prohibited by this Policy, appropriate disciplinary action will be taken against the undersigned, up to and including termination of employment.

Date: _____ By: _____
Signature of Employee

Printed Name: _____

SUPERVISOR INSTRUCTIONS: Forward this signed Employee Acknowledgement to the Human Resources Department in Tulsa, Oklahoma for filing in the employee's personnel file.

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**FIGURE 2
SUPERVISOR/MANAGER ACKNOWLEDGEMENT: DISCRIMINATION AND
HARASSMENT – FREE WORKPLACE POLICY**



The undersigned supervisor/manager of Dollar Thrifty Automotive Group, Inc. ("Company") acknowledges that s/he has received, read and understands the Discrimination and Harassment – Free Workplace Policy (Policy Number HUM20) of the Company ("Policy").

The undersigned employee further agrees to comply with and abide by this Policy and the procedures set forth therein. As a supervisor/manager, the undersigned further acknowledges that s/he is responsible to create an atmosphere free of discrimination and harassment, sexual or otherwise, and that should the undersigned "know or have reason to know" of conduct or behavior in violation of the Policy, including, but not limited to conduct or behavior:

- reported by the employee subject to the harassment;
- observed, even in the absence of a complaint;
- reported anonymously;
- reported by someone other than the alleged victim;
- reported by someone who wants no one to find out;
- reported by someone who wants no action taken;
- reported outside working hours and/or off the Company's premises;
- reported by an applicant, employee, temporary workers or non-employees;
- outside working hours and/or the Company's premises that creates an intimidating, hostile or offensive work environment or interferes with an individual's work performance;
- that does not involve any witnesses;
- the undersigned sees as trivial or insignificant;
- reported by someone the undersigned sees as a "chronic complainer"; or
- involves someone who intimidates and/or threatens the undersigned;

The undersigned must immediately advise the Human Resources Department so that a prompt investigation and, if necessary, corrective action can be taken.

The undersigned acknowledges that if s/he engages in any conduct that is prohibited by this Policy, including, but not limited to, ignoring or excusing behavior that should have been reported and investigated, or failing to immediately advise the Human Resources Department of such behavior or conduct, including allegations thereof, appropriate disciplinary action will be taken against the undersigned, up to and including termination of employment.

Date: _____ By: _____
Signature of Employee

Printed Name: _____

SUPERVISOR INSTRUCTIONS: Forward this signed Employee Acknowledgement to the Human Resources Department in Tulsa, Oklahoma for filing in the employee's personnel file.

EXHIBIT B

NOTICE TO ALL EMPLOYEES
POSTED PURSUANT TO A CONSENT DECREE BETWEEN THE
UNITED STATES EQUAL EMPLOYMENT OPPORTUNITY COMMISSION AND
DTG OPERATIONS, INC. D/B/A DOLLAR RENT A CAR

This notice is being posted pursuant to a Consent Decree entered by the Court in EEOC v. DTG Operations, Inc. d/b/a Dollar Rent A Car, Case No. 04-60856-CIV-MARRA.

DTG will not discriminate against employees in violation of Title VII of the Civil Rights Act of 1964 ("Title VII"). Title VII protects individuals from employment discrimination because of their race, religion, color, national origin, or sex. Title VII also protects individuals from retaliation for having complained of an unlawful employment practice. DTG will not condone employment discrimination of any kind as set forth in federal anti-discrimination laws, including, but not limited to, sexual harassment.

Furthermore, DTG assures its employees that it supports Title VII and will not take any action against an individual because he/she has exercised his/her rights under the law to oppose discriminatory acts or to file charges with the EEOC.

Appropriate corrective action, up to and including termination, shall be taken against any employee (including management personnel) found to violate the policies regarding discrimination, based upon the circumstances involved.

This notice shall remain posted for three (3) years from the date signed. Employees or applicants for employment who have questions about their rights under Title VII or any other federal anti-discrimination law may telephone the Miami District Office of the Equal Employment Opportunity Commission at 1-800-669-4000.

Signed this ____ day of _____, 2005.

PRESIDENT/CEO, DTG OPERATIONS INC.
D/B/A DOLLAR RENT A CAR

DO NOT REMOVE BEFORE _____, 2008.

EXHIBIT C

[DATE]

To Whom It May Concern:

This letter will confirm that Jessica Varela was employed with DTG Operations, Inc., formerly known as Dollar Rent A Car Systems, Inc., from January 6, 2000 until May 7, 2003. Ms. Varela worked at the Fort Lauderdale-Hollywood Airport facilities. During Ms. Varela's tenure, she worked as a full time Rental Sales Agent. Ms. Varela's last rate of pay was \$5.62 per hour plus commission.

Sincerely,

Lynne Pritchard
Staff Vice President, Employee Relations
Dollar Thrifty Automotive Group, Inc.