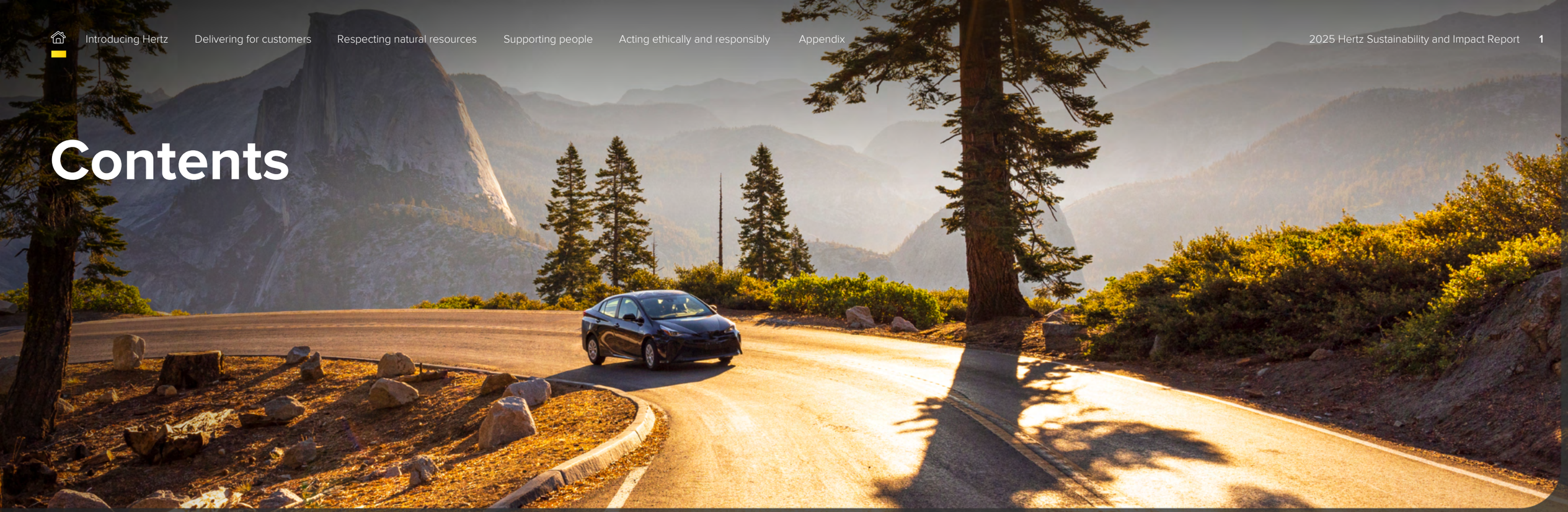
Hertz

2025 Update

Sustainability and Impact Report



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Message from the CEO

At Hertz, we believe how we operate is just as important as the results we achieve. Over the last year, we continued executing our Back-to-Basics strategy and strengthening the foundation of our business. We also took an important step in defining who we are, what we stand for, and where we are headed, embracing our mission of advancing the way the world moves.

That mission reflects the role Hertz plays every day. We connect people to opportunities, experiences, work, family, and the moments that matter most. Whether serving travelers, rideshare drivers, vehicle buyers, or commercial partners, our responsibility is to provide safe, reliable, and accessible mobility solutions that help people move forward.

To support that mission, we refreshed our company values in 2025. Safety First. No Compromise; Do The Right Thing. Always; Debate With Respect. Commit With Conviction; Own It. Drive Results; One Team.

These values represent the culture we are building and the expectations we set for ourselves. They guide how we make decisions, work together, serve our customers, and create value for our stakeholders. Most importantly, they help ensure we remain focused on doing the right things today while building a stronger company for tomorrow.

Looking ahead, we see significant opportunity in the future of mobility. Advances in vehicle technology, connected platforms, automation, and artificial intelligence are transforming the way people move and creating new demands across our industry. Through Oro Mobility, we are expanding into emerging mobility segments and leveraging the fleet management, operational expertise, and infrastructure capabilities that Hertz has built over more than a century. The future of mobility will be defined not only by technology, but by talent. For Hertz, that means investing in the workforce of the future.

Across our business, we continue to invest in our employees through training, leadership development, mentorship, and technical learning programs that help them build new capabilities and prepare for new opportunities. As our fleet evolves and new mobility solutions emerge, we are focused on ensuring our workforce has the skills necessary to support everything from advanced vehicle technologies to the next generation of mobility platforms.

We are also helping strengthen the broader automotive talent pipeline. Through our Hertz Onward strategic impact program and partnerships with schools, technical colleges, workforce organizations, and industry nonprofits, we are creating pathways and enabling students to explore careers in automotive technology and mobility. From scholarships and classroom support to hands-on learning experiences and technician training programs, these efforts help prepare the next generation of talent for a rapidly evolving industry.

These initiatives reflect a simple belief: creating opportunities for people strengthens our business, supports our communities, and helps ensure the mobility industry remains innovative and resilient for years to come.

As we look ahead, our path is clear. We will continue advancing the way the world moves by serving our customers well, investing in our people, operating responsibly, and building a stronger Hertz for the future.

Thank you for your continued trust and support.



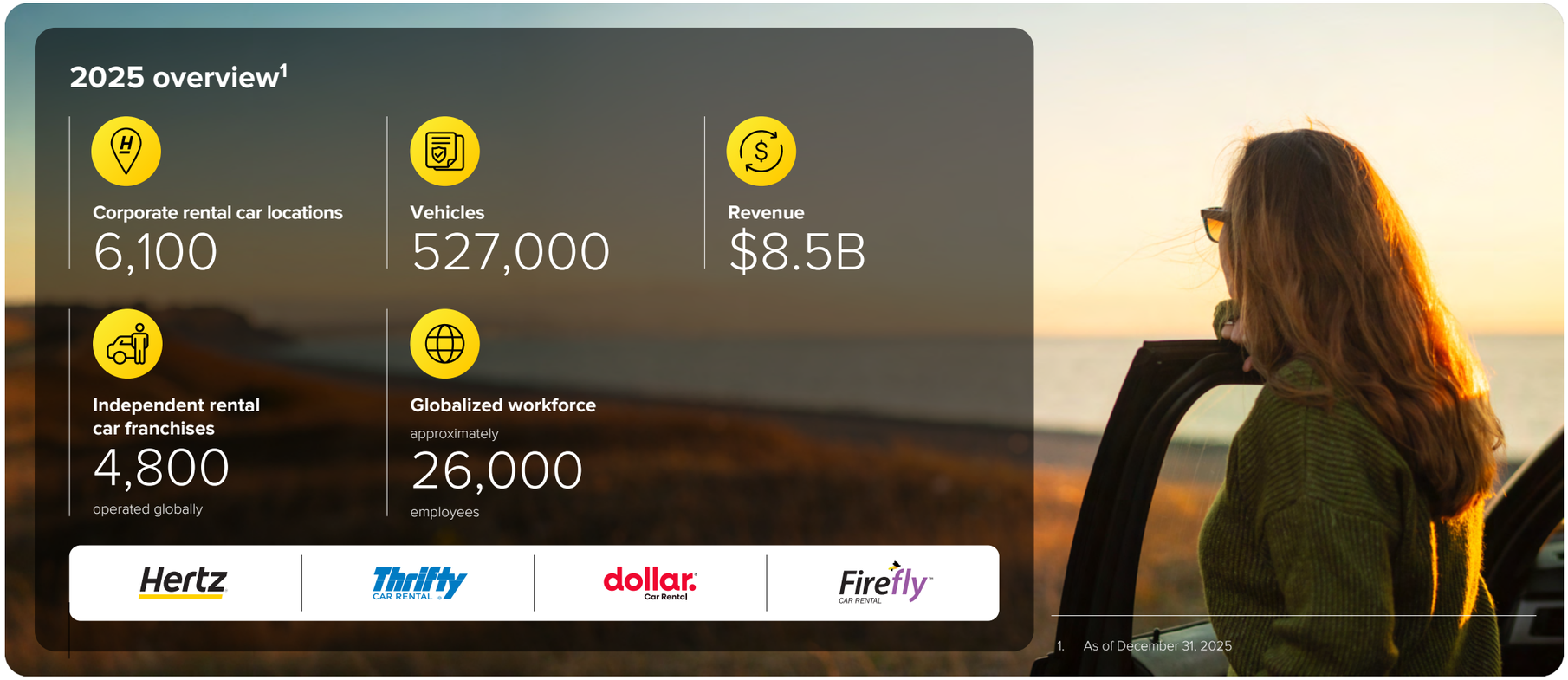
Gil West
Chief Executive Officer



“These initiatives reflect a simple belief: creating opportunities for people strengthens our business, supports our communities, and helps ensure the mobility industry remains innovative and resilient for years to come.

About Hertz

Hertz Global Holdings, Inc. (Company) (Nasdaq: HTZ) is one of the world's leading car rental and mobility solutions providers. The Company's subsidiaries, including The Hertz Corporation (Hertz), and licensees, operate the Hertz, Dollar, Thrifty, and Firefly vehicle rental brands, with approximately 11,000 rental locations in approximately 160 countries around the globe. The Company's subsidiaries and licensees also operate the Hertz Car Sales brand, which offers a range of quality, competitively priced used cars for sale online and at locations across the United States, and the Hertz 24/7 car-sharing business in Europe. Hertz also operates one of the largest rideshare rental fleets in the world and has established an affiliate operating company, Oro Mobility, to provide integrated fleet management solutions across a range of mobility segments, from driver-led to autonomous. We believe customers choose Hertz for its wide selection of top-rated vehicles, for its free Hertz Gold+ loyalty program, and because of Hertz's thousands of convenient locations.



1. As of December 31, 2025

Cautionary note on forward-looking statements

The data presented in this 2025 Sustainability and Impact Report (Report) is collected using currently accepted and relevant scientific- and industry methodologies, which are based on assumptions, estimates, and extrapolations. There are inherent uncertainties and limitations in the collection and presentation of our data. For example, certain information in this Report comes from third-party sources and operations outside of our control. While we believe such information is reasonably accurate and is based on generally accepted principles and methodologies, the collection of this data is beyond our direct influence. In addition, in some instances, we have extrapolated to estimate data that is unavailable. Our goals presented in this Report are aspirational and are not guarantees or promises that such goals will be met. Statistics and metrics, and other data presented in this Report, may be based on standards and practices for measuring progress that are still developing, internal controls and processes that continue to evolve, and assumptions that are subject to change. Accordingly, such historical, current, and forward-looking statistics, metrics, and other data may be subject to modifications in future sustainability and impact reports, due to such developing standards, practices, and controls and processes. This Report does not cover all information about our business. Inclusion of information in this Report, including the use of the terms "material," "materiality," "immaterial," "significant," "substantive," and other similar terminology, should not be construed as a characterization regarding the materiality of such information to our business or financial results or as stating that such information is necessarily material to investors or other stakeholders for purposes of United States federal securities laws. Certain statements contained in this Report may constitute "forward-looking statements," as defined under the United States federal securities laws. Forward-looking statements are identified by words such as "believe," "expect," "project," "potential," "anticipate," "intend," "plan," "estimate," "seek," "will," "may," "would," "should," "could," "forecasts," "guidance," or similar expressions. Such statements include, but are not limited to, the goals, targets, and commitments presented in this Report. These forward-looking statements are based on certain assumptions that we have made, given our experience in the industry, as well as our perceptions of historical trends, current conditions, expected future developments, and other factors. We believe these judgments are reasonable, but it should be understood that these forward-looking statements are not guarantees of future performance or results and that our actual results could differ materially from those expressed in the forward-looking statements, due to a variety of important factors, both positive and negative. Important factors that could affect our actual results and cause them to differ materially from those expressed in forward-looking statements include, among other things, those that may be disclosed from time to time in reports filed with, or furnished to, the United States Securities and Exchange Commission (SEC), including, without limitation, those described under Item 1A, "Risk Factors," in our Annual Report on Form 10-K for the fiscal year ended December 31, 2025, and in the reports we subsequently filed, or will file, with the SEC. Undue reliance should not be placed on forward-looking statements. All such statements speak only as of the date of this Report and, except as required by law, we undertake no obligation to update or revise publicly any forward-looking statements, whether as a result of new information, future events, or otherwise.

2025 highlights

Customer experience continued to improve in 2025, with Net Promoter Score (NPS) increasing nearly
50%
year over year

Approximately
76%
of our North American fleet received a New Car Assessment Program (NCAP) overall 5-Star Safety Rating

Hertz employees participated in
842,995
total training hours, reflecting our continued focus on employee development

Hertz provided
$162,520
of in-kind vehicle rentals to strategic nonprofit partners

Hertz Rideshare drivers covered approximately
1.5B
miles in the United States

More than
1.7B
EV miles driven in 2024 and 2025

Hertz significantly increased monthly and quarterly safety inspection compliance to
98%
in 2025



Since launching in August of 2025, the Hertz Gold Squad has expanded its mission around the world — greeting guests, easing stress during peak travel seasons, and showing people how travel is supposed to feel: absolutely golden.

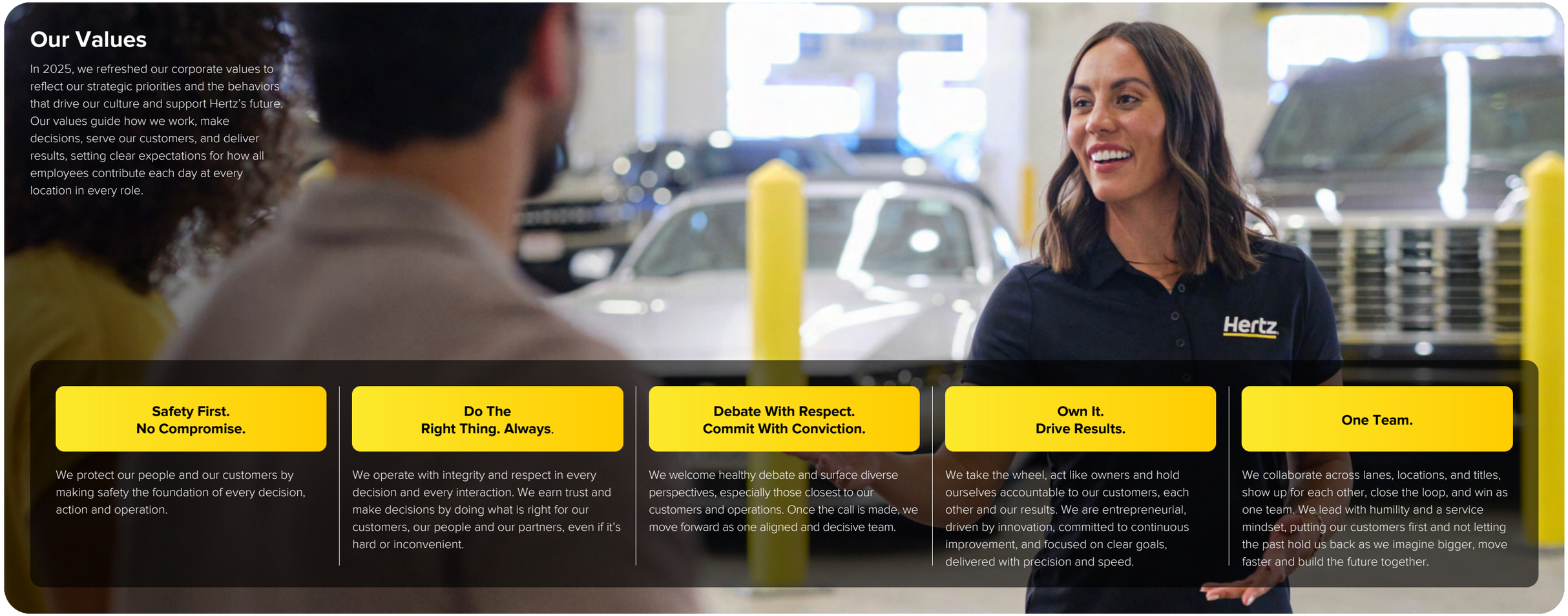
Awards and recognition

Our efforts to deliver unmatched customer experiences received these accolades in 2025.

- **Sustainability Magazine's Top 250 World's Most Sustainable Companies**
- **USA Today's America's Most Trusted Brands 2025**
- **USA Today's America's Best Customer Service 2025**
- **Newsweek's America's Best Loyalty Programs of 2025**
- **Business Traveler's 2025 Best Car Rental Company in North America**
- **Global Traveler's 2025 Best Rental Car Company**
- **2025 Handshake Early Talent Award Winner**
- **2025 Awardco Global Recognition Strategy Award Winner**

Our mission and values

Hertz's mission — advancing the way the world moves — reflects how we deliver modern mobility solutions that create choice for customers, opportunities for our employees, and progress for our business.



Our Values

In 2025, we refreshed our corporate values to reflect our strategic priorities and the behaviors that drive our culture and support Hertz's future. Our values guide how we work, make decisions, serve our customers, and deliver results, setting clear expectations for how all employees contribute each day at every location in every role.

Safety First. No Compromise.

We protect our people and our customers by making safety the foundation of every decision, action and operation.

Do The Right Thing. Always.

We operate with integrity and respect in every decision and every interaction. We earn trust and make decisions by doing what is right for our customers, our people and our partners, even if it's hard or inconvenient.

Debate With Respect. Commit With Conviction.

We welcome healthy debate and surface diverse perspectives, especially those closest to our customers and operations. Once the call is made, we move forward as one aligned and decisive team.

Own It. Drive Results.

We take the wheel, act like owners and hold ourselves accountable to our customers, each other and our results. We are entrepreneurial, driven by innovation, committed to continuous improvement, and focused on clear goals, delivered with precision and speed.

One Team.

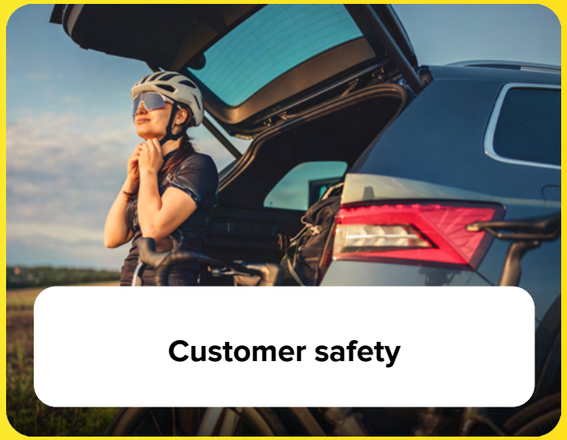
We collaborate across lanes, locations, and titles, show up for each other, close the loop, and win as one team. We lead with humility and a service mindset, putting our customers first and not letting the past hold us back as we imagine bigger, move faster and build the future together.

Our priority topics and focus areas

Hertz undertakes a non-financial materiality assessment of our value chain to inform our sustainability and impact strategy. This process identifies and prioritizes the most important topics for our business and stakeholders, drawing on input from both internal and external subject matter experts, including employees, customers, shareholders, community partners, suppliers, and industry organizations. Insights from the process guide our sustainability and impact disclosures, programs, and strategy. These priority topics directly inform how we structure this report and guide how we focus our efforts across operations. These topics, and the thresholds used to identify them, may differ from the thresholds used to determine materiality for certain financial and public reporting purposes, such as filings made with the United States Securities and Exchange Commission.

In our latest materiality assessment, conducted in 2024, we drew on the principles of forthcoming regulations and global reporting frameworks, including the European Sustainability Reporting Standards (ESRS) and the International Financial Reporting Standards (IFRS). This assessment helps ensure alignment between stakeholder expectations, regulatory developments, and the topics most relevant to our operations. We considered a broad range of topics as part of the materiality assessment, highlighting the following focus areas:

Our focus areas













Delivering for our customers

At every stage of the rental experience, Hertz aims to deliver exceptional service to our customers. This starts with our unwavering focus on safety and extends to offering vehicles our customers prefer, leveraging our deep industry experience to meet their needs, and supporting a seamless and consistent journey.

We value our diverse customer base, from business and leisure travelers, to rideshare professionals and Hertz Car Sales clients. We are continually innovating to meet and exceed their evolving expectations and refine our offerings, while striving to maintain a consistent customer experience.

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Customer health and safety

Protecting the health and safety of our employees and customers is fundamental to how we operate and reflects our core value of Safety First. No Compromise. We maintain guidelines, procedures, and operational controls designed to support safe experiences for customers and safe workplaces for employees. Senior leadership receives monthly updates on health and safety, including operational data and inspection results, supporting oversight and accountability for maintaining standards across our operations.

Protecting customers starts with the quality and safety features of the vehicles we offer. We are committed to the safety of our fleet through regular maintenance and systematic inspections, in accordance with our established safety protocols. At select locations, we also use automated vehicle inspection technology to help assess vehicle condition between rentals, supporting the identification of potential maintenance and safety issues. These processes are supported by ongoing monitoring of fleet condition and safety inspections, helping us to identify trends that inform operational improvements and proactive safety measures.

Safety Training

To enable advanced technologies in our fleet and maintain vehicles in accordance with safety and mechanical protocols, we continue to enhance diagnostic training for our technical team. Employees participate in regular online and in-person training sessions that cover safety and operational protocols.

These trainings are designed to equip our employees with the skills to maintain vehicle safety and reliability, build customer trust, and support operational excellence.

By strengthening employees' safety knowledge, these sessions help ensure a consistent, responsible rental experience across all customer touchpoints, from the rental desks to pick-ups and returns in our locations.

Our approach to safety considers every type of customer



BUSINESS AND LEISURE TRAVELERS

In certain markets, business and leisure travelers receive basic emergency roadside assistance coverage in the customer rental agreement for mechanical defects. Customers at select locations within the United States and Canada can choose to purchase our premium emergency roadside service, with enhanced liability protection and coverage of non-mechanical problems, accidents, and collisions.



HERTZ RIDESHARE CUSTOMER

Our Rideshare customers are offered a variety of services to enhance safety, including vouchers for Hertz Rideshare drivers that include regular safety inspections during the rental period, supporting regular servicing of their vehicles.



HERTZ CAR SALES CUSTOMERS

Our car sales customers receive a third-party history report to support transparency and informed purchasing decisions. Before being offered for sale, vehicles in our fleet follow a strict maintenance schedule and undergo comprehensive inspections. Customers also receive a limited powertrain warranty, with additional protection plans available.

In 2025, approximately

76%

of our North American fleet received a NCAP overall 5-Star Safety Rating

In 2025, more than

99%

of employees completed mandatory safety training

Hertz Rideshare

Our Hertz Rideshare program offers drivers the opportunity to earn income from the cars they rent from Hertz, with a range of vehicles available at different weekly price points. This flexibility supports individuals who do not own a car, including those with limited financial resources, to earn income on their own schedules through partnerships with platforms such as Uber and Lyft.

We prioritize quality and safety for all our customers and offer Hertz Rideshare drivers in the United States programs and services such as:

damage waiver options for the loss of, or damage to, the vehicle while "off app" (distinct from third-party liability protection);

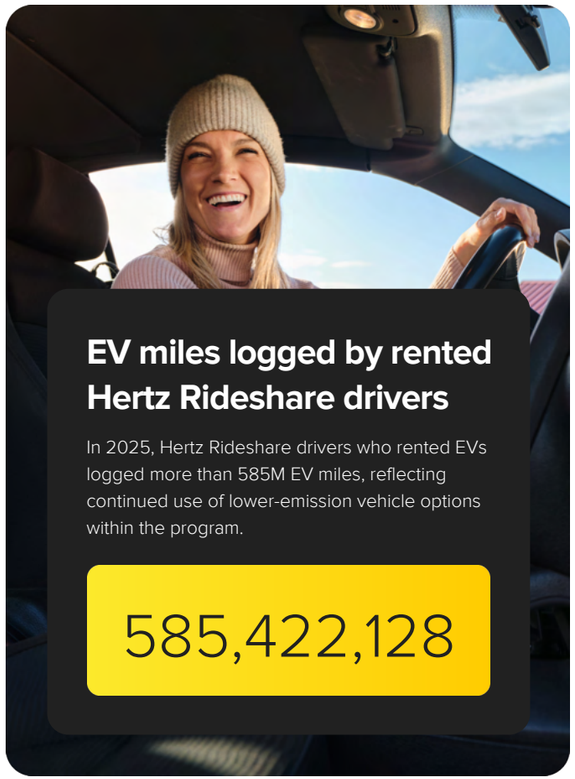
standard maintenance such as oil changes and tire rotations;

and optional 24-hour roadside assistance.

These features help to maintain vehicle quality, where elected, and may reduce out-of-pocket expenses for Hertz Rideshare drivers in the event of an accident.

Building on the insights and experience gathered from our Hertz Rideshare customers in the United States, we have expanded the offering to serve customers in several European markets. Through partnerships with Uber and Bolt, we serve rideshare customers in France, select cities in the Netherlands, and high-density markets across the United Kingdom. Through these partnerships, drivers have the option to rent hybrid, plug-in hybrid, and electric vehicles (EVs), depending on the market.

In the United Kingdom, the Hertz Rent2Buy® Rideshare Program allows drivers to access new and pre-owned EVs through a weekly fee that includes insurance, maintenance, and licensing. Ownership transfers to the driver at the end of the contract period. The Hertz Rent2Buy Rideshare Program in the United Kingdom is distinct from the Hertz Rent2Buy program available through Hertz Car Sales in the United States.



EV miles logged by rented Hertz Rideshare drivers

In 2025, Hertz Rideshare drivers who rented EVs logged more than 585M EV miles, reflecting continued use of lower-emission vehicle options within the program.

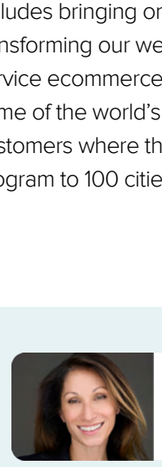
585,422,128

Access to value-first vehicles

We launched several retail initiatives in 2025 aimed at making the car-buying process more convenient, value-driven, and accessible to a wider range of customers. This includes bringing online car buying to HertzCarSales.com, transforming our website from an online catalog into a full-service ecommerce platform, launching our inventory on some of the world's leading digital marketplaces to meet customers where they are, and expanding our Rent2Buy program to 100 cities.

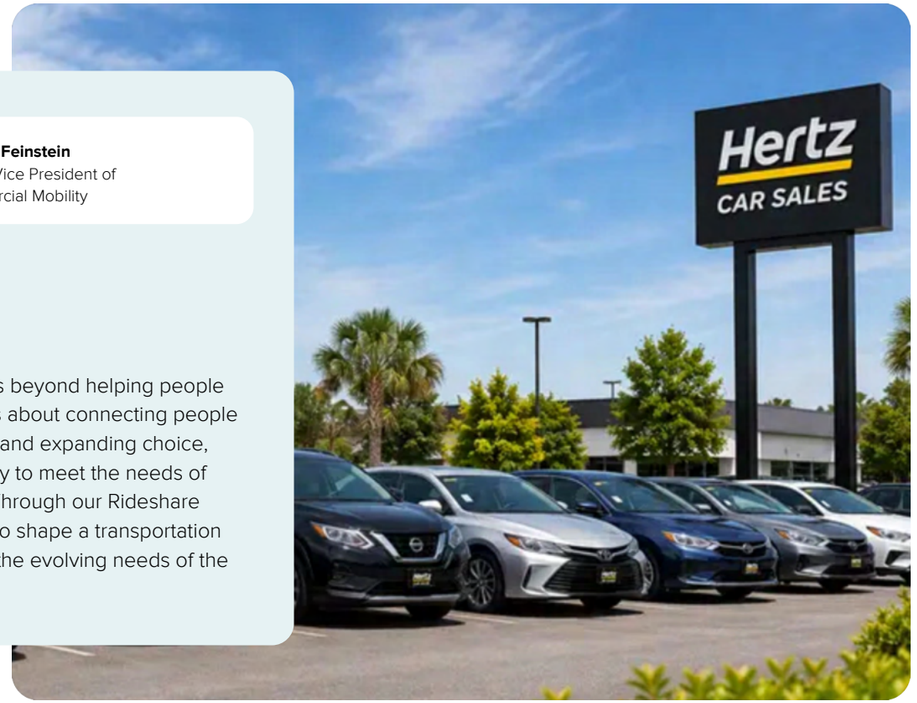
We offer thousands of high-quality, pre-owned vehicles at transparent and competitive prices and provide flexible financing options.

These initiatives help reduce barriers to vehicle ownership and expand access to mobility and economic opportunities by providing more customers with convenient pathways to purchase value-first vehicles that meet their needs.



Andrea Feinstein
Senior Vice President of Commercial Mobility

"Sustainable mobility goes beyond helping people travel more efficiently. It's about connecting people to economic opportunity and expanding choice, flexibility, and accessibility to meet the needs of riders and drivers alike. Through our Rideshare offering, we are helping to shape a transportation system that responds to the evolving needs of the communities we serve."



Respecting natural resources

As one of the world's leading mobility solutions providers, we know we have a responsibility to use natural resources responsibly. As part of this, we are working to integrate sustainability across our fleet, operations, and service offerings. Our environmental efforts support our vision to build a thriving and resilient business today and in the future.

Our approach prioritizes improving the environmental performance of our fleet, buildings, rental locations, and the technology used to power our business every day. It is guided by policies, training, and clear governance to support environmental compliance among our employees, suppliers, and partners.



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Climate action

We continue to deepen our understanding of the potential risks that climate change poses to our business and communities, while working to manage emissions across our greenhouse gas (GHG) Inventory. Together, the following represent the primary sources of total GHG emissions and inform where we focus our efforts to manage our GHG inventory.

- **Scope 1** GHG emissions are primarily driven by our corporate rental fleet. We seek to enhance fleet efficiency by refreshing our internal combustion engine (ICE) fleet to include more fuel-efficient models and offering customers lower-emissions options.
- **Scope 2** emissions are indirect emissions resulting from the use of electricity to power our facilities and charge our EVs. We are working to minimize these emissions by improving the energy efficiency of our buildings and leveraging more energy-efficient technology.
- **Scope 3** emissions are generated across our value chain, upstream from suppliers and downstream from franchisees and customers, and represent the largest share of our emissions. We are proactively collaborating with stakeholders to identify ways to minimize emissions and strengthening our data collection, measurement, and reporting of Scope 3 emissions.

The following reflects year-over-year changes in our emissions profile resulting from a combination of operational changes across the business and ongoing enhancements to the data, methodologies, and processes used to develop our greenhouse gas inventory.

Hertz's total emissions (Scope 1, 2, and 3) decreased 3.9% year over year, from 26,222,117 MT CO_2e in 2024 to 25,188,005 MT CO_2e in 2025. Scope 1 GHG emissions decreased 1.4%, Scope 2 market-based GHG emissions decreased 17.4%, and Scope 3 GHG emissions, which represent the largest share of our emissions footprint, decreased 4.2%. Key drivers of these changes included a continued shift toward a more emissions-efficient vehicle fleet, changes in facility operations and energy consumption, and reductions in certain Scope 3 activities. The year-over-year changes were also influenced by increased use of primary-source information and other inventory refinements identified through immaterial prior-year errors. Hertz will continue to strengthen its emissions inventory by increasing the use of actual activity data, where available, and enhancing the quality and completeness of data across its operations and value chain.

Climate risk and opportunity assessment

To support our longer-term climate strategy, we conducted a global climate-risk and opportunities assessment in 2025. This assessment, informed by established climate reporting frameworks, including the Task Force on Climate-Related Financial Disclosures (TCFD), and input from internal stakeholders, evaluated potential physical and transition risks and identified areas of opportunity across our operations and value chain. In assessing these risks, we considered their potential impact, likelihood, and time horizons across a range of scenarios. The assessment provided insights into key risk drivers and supports the prioritization of climate-related risks and opportunities, informing our ongoing climate-related planning and integration into broader risk management processes. Insights from the assessment build on our ongoing efforts to assess water use and other material topics across our operations and help inform actions to improve efficiency and reduce consumption.

2. Please see Independent Accountants' Review Report in Appendix for criteria, along with additional information regarding the reporting boundary and methodologies.
3. The emission values presented have been rounded to the nearest whole number for improved readability. The sum of these numbers may not match the printed total.

GHG emissions by scope[2]

Scope 1
Direct emissions from Hertz-owned sources, including facilities and corporate rental vehicle fleet, in metric tons of carbon dioxide equivalent (CO_2e).

TOTAL
measured in MT CO_2e

2024	3,527,153
2025	**3,477,886**

Scope 2:
Indirect emissions from the generation of electricity consumed and purchased by Hertz-owned sources, including emissions from electricity used to charge our rental vehicles.

MARKET-BASED
measured in MT CO_2e

2024	165,168
2025	**136,362**

LOCATION-BASED
measured in MT CO_2e

2024	151,926
2025	**134,695**

Scope 3
Other indirect emissions occurring in Hertz's value chain. Categories included are: purchased goods and services, capital goods, fuel and energy-related activities not included in Scope 1 and 2, waste generated by operations, business travel, use of sold products, and franchises.

TOTAL
measured in MT CO_2e

2024	22,529,796
2025	**21,573,757**

Total emissions (Scopes 1, 2, and 3)[3]
measured in MT CO_2e (using market-based method for Scope 2)

2024	26,222,117
2025	**25,188,005**

GHG Emissions by intensity
Scope 1 and 2 market-based MT CO_2e emissions/$ of revenue

2024	0.00041
2025	**0.00043**

Fleet development

Building on our global fleet refresh in 2024, we continued to refine our fleet composition in 2025 to align with customer preferences and evolving operational considerations, which include EVs, hybrid vehicles, and more fuel-efficient ICE vehicles.

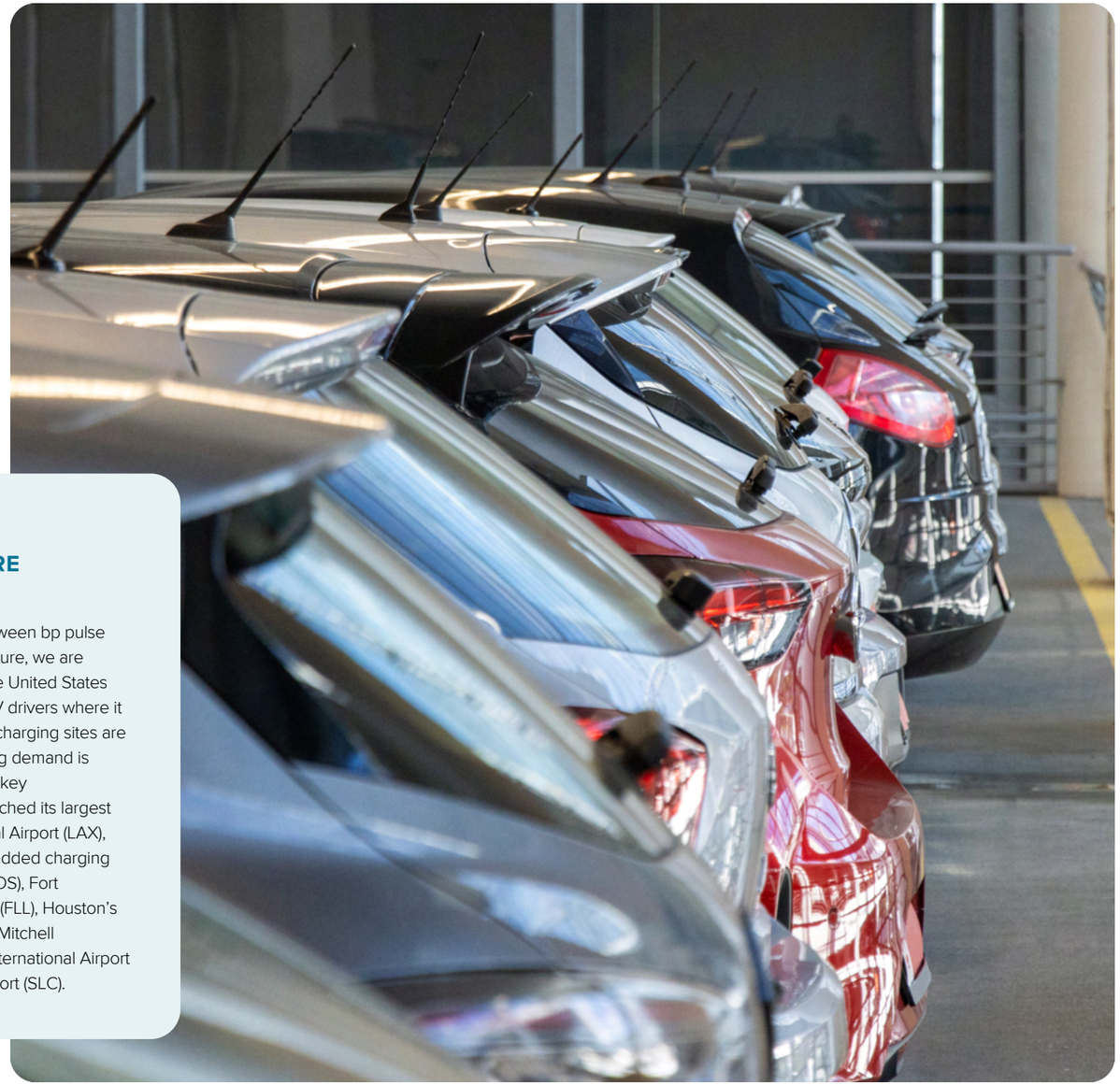
In regions where the charging infrastructure is well-established, EVs are a viable option for our customers, including Hertz Rideshare drivers. EV drivers may benefit from reduced fuel mileage costs and help support meeting the demand for lower-emissions travel.

In 2025, we transitioned our European EV charging access provider to Driivz, which manages the Plugsurfing platform. Since November 2025, customers have had access to approximately 1.1 million charge points across Europe, up from nearly 1 million previously, with access supported through tools such as radio frequency identification (RFID) key fobs. We are actively evaluating new solutions to improve customer convenience and streamline the EV charging experience.

We accelerated the transition to newer vehicles, as illustrated by a drop in average vehicle age of our North America active fleet from 13.32 months in 2024 to 11.76 months in 2025.

EVs remain a component of our fleet offering, and we continue to assess customer demand and operational considerations in managing their availability across our locations. We are also expanding into emerging mobility segments through our affiliate Oro Mobility, including autonomous vehicle (AV) fleet operations, through dynamic partnerships that are intended to leverage Hertz's fleet management, infrastructure, and large-scale operational expertise. Oro delivers scalable operational and maintenance services across both autonomous and driver-led operations in key U.S. markets, reflecting the breadth of our collaboration across multiple mobility models.

We continue to evaluate solutions that simplify the charging experience for customers and reduce operational complexity.



ADVANCING PUBLIC EV CHARGING INFRASTRUCTURE THROUGH BP PULSE

Building on the established partnership between bp pulse and Hertz to expand EV charging infrastructure, we are increasing access to EV charging across the United States for rideshare drivers, fleet operators, and EV drivers where it is needed most. These publicly accessible charging sites are strategically located in areas where charging demand is highest, particularly near major airports and key transportation hubs. In 2025, bp pulse launched its largest charging hub near Los Angeles International Airport (LAX), featuring 48 ultrafast charging bays. It also added charging stations near Boston Logan International (BOS), Fort Lauderdale-Hollywood International Airport (FLL), Houston's William P. Hobby Airport (HOU), Milwaukee Mitchell International Airport (MKE), San Francisco International Airport (SFO), and Salt Lake City's International Airport (SLC).

Since November 2025, customers have had access to approximately

1.1M

charge points across Europe

bp pulse launched its largest charging hub, featuring

48

ultrafast charging bays near Los Angeles International Airport

Energy efficiency

Managing energy resources efficiently reduces costs and emissions. With a large network of rental locations, facilities, and offices, we seek to improve our energy performance through operational efficiency and innovation. In 2025, the total amount of energy used by Hertz's sites was 194,528 MWh.[4]

We continue to look for ways to integrate energy efficiency measures in the design and operation of our corporate-owned facilities, some of which are LEED or ISO 14001 certified for the facilities' environmental management systems, such as our Rome headquarters, as well as a number of our airport facilities across the United States. In addition to sustainable building certifications, we invest in energy-efficient upgrades.

At select locations, we leverage onsite renewable energy and advanced energy management systems, including our world headquarters (HQ) in Estero, Florida. At HQ, we implement energy efficiency measures such as automated sun-responsive blinds and a chiller plant with an ice storage system that reduces peak energy demand and is partially powered by solar panels on our parking structure.

4. This metric represents total site energy consumption (electricity, natural gas, propane, and No. 2 fuel oil) at Hertz sites, including EV charging. It excludes energy consumption from fleet fuel and jet fuel sources.

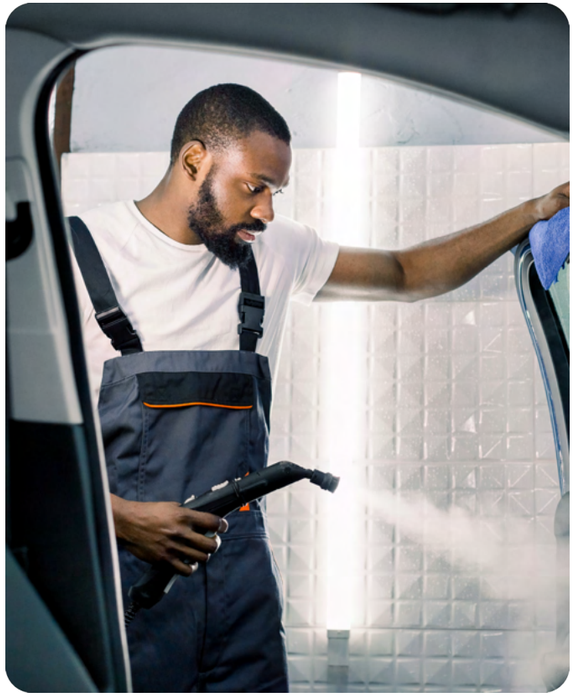


In 2025, the total amount of energy used by Hertz's sites was

194,528 MWh

Water use

Water is a vital resource, and we are continuing to build on our efforts to conserve water and consume it responsibly across our operations. We are expanding the use of water-efficient car-wash technologies, including the EcoPrep system, to prepare cars for customer rentals. EcoPrep is a cutting-edge vehicle cleaning system that uses a dry steam machine for interior and exterior cleaning. It is estimated to use over 98% less water for vehicle sanitization and cleaning than conventional cleaning systems, allowing us to significantly reduce our consumption of water. By the end of 2025, our vendors were using EcoPrep to clean cars in approximately 70% of Hertz-owned locations across Belgium, France, Germany, Italy, Luxembourg, the Netherlands, Spain, and the United Kingdom. In 2025, across these locations, we estimate we cleaned more than 300,000 cars using EcoPrep, saving nearly 5.3M gallons of water. We are expanding our use of this technology and implementing additional tracking to better measure adoptions and water savings across our operations.



EcoPrep uses an estimated

98%

less water for vehicle sanitization and cleaning than conventional cleaning systems

By the end of 2025, our vendors were using EcoPrep to clean cars in approximately

70%

of Hertz-owned locations

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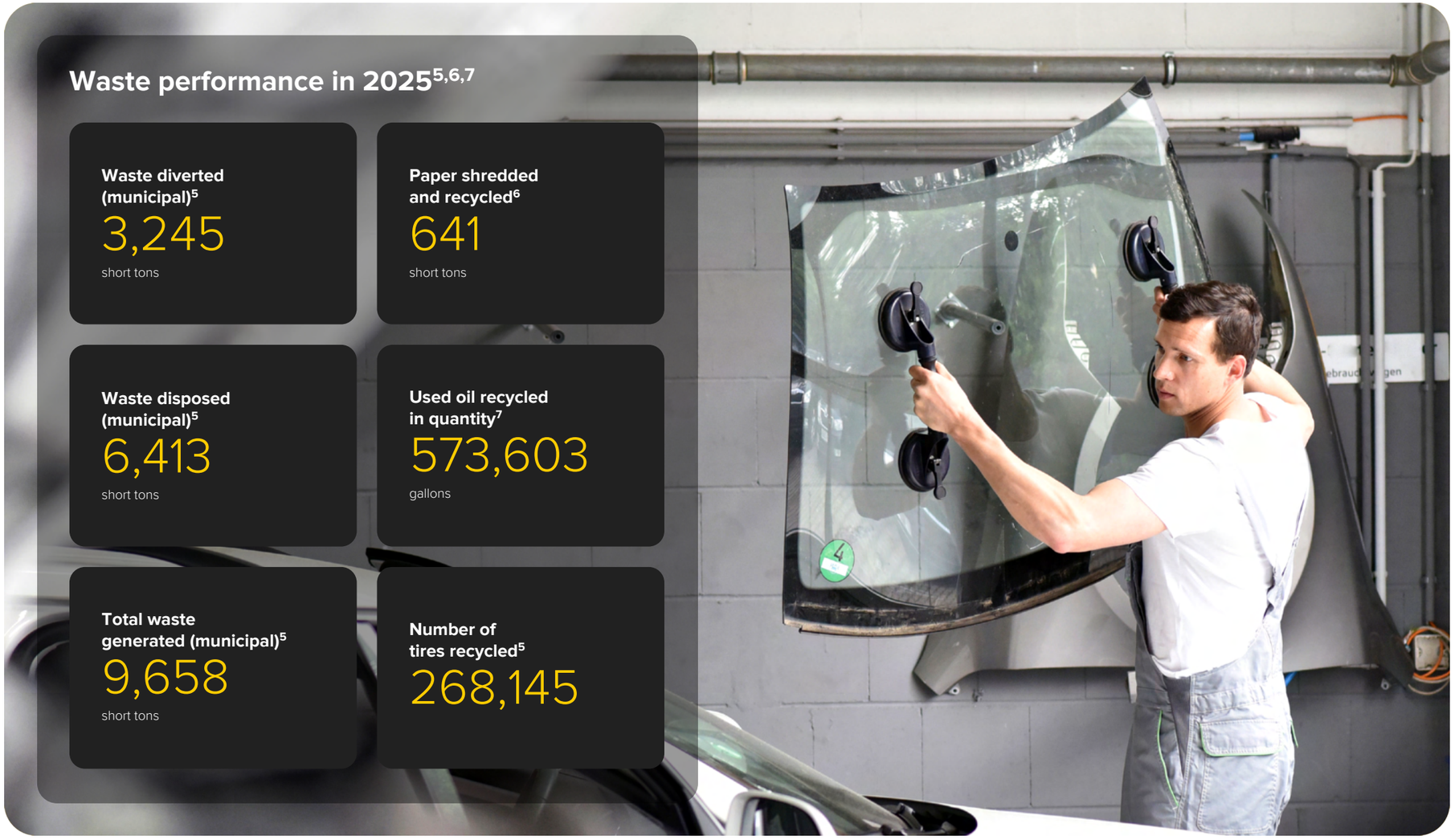
Waste reduction

We manage our operational waste in accordance with applicable laws, regulations, and best management practices. Our country and local management teams are responsible for compliance and guided by our Waste Management and Recycling Policy, which sets expectations of our employees and external contractors for proper handling of general waste and recyclable materials.

We partner with professional waste-management providers to support our efforts to reduce waste. Hertz was awarded a Certificate of Environmental Achievement for sustainable activities in partnership with Safety-Kleen, a waste management and recycling provider. Safety-Kleen estimates that, based on our waste and oil recycling efforts, 6,400 metric tons of CO_2 emissions were avoided in 2025.

Recycled Windshields

With limited U.S. infrastructure for laminated glass recycling, we focus on repairing windshields when feasible to help reduce waste. In partnership with our supplier base, we developed and launched a program to increase repairs from rock chip damage rather than replace windshields. In total, we completed repairs on 39,770 vehicles in 2025. Compared to repair, windshield replacement requires additional materials, manufacturing, transportation, and disposal, resulting in greater resource use and emissions.



Waste performance in 2025[5,6,7]

Waste diverted (municipal)[5]
3,245
short tons

Paper shredded and recycled[6]
641
short tons

Waste disposed (municipal)[5]
6,413
short tons

Used oil recycled in quantity[7]
573,603
gallons

Total waste generated (municipal)[5]
9,658
short tons

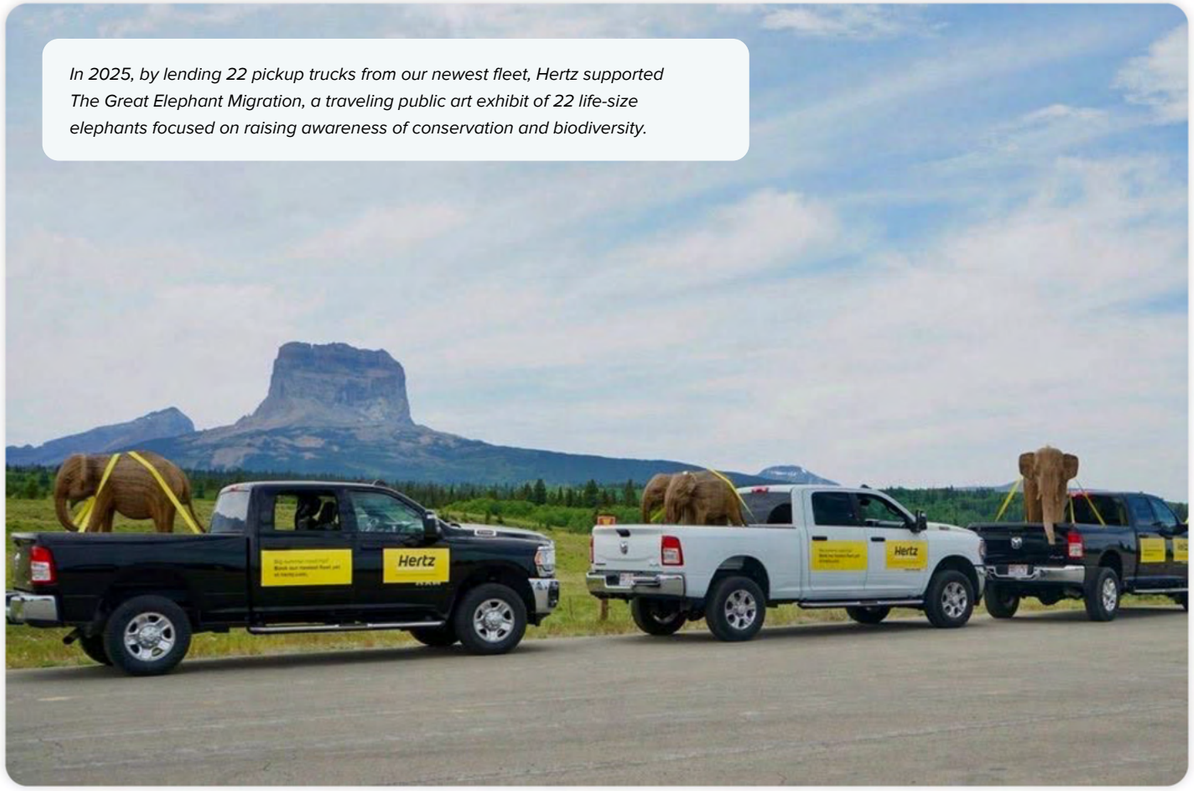
Number of tires recycled[5]
268,145

5. United States, Alaska, the District of Columbia, and Hawaii.
6. United States and Canada.
7. United States.

Environmental compliance

Hertz has strict protocols designed to support compliance with applicable environmental laws and regulations. We remain vigilant against potential environmental and safety incidents, including discharges of fuels, chemicals, and contaminated water.

Our Environmental Policy is designed to equip our employees with the necessary resources intended to promote compliance with applicable federal, state, provincial, and local environmental laws and regulations in the jurisdictions where we operate. Before we acquire, or divest from, a site, we conduct due diligence on potential environmental risks. Once we have made a site operational, regional Environmental Compliance Teams conduct regular inspections by supervising registrations, permits, and renewals.



In 2025, by lending 22 pickup trucks from our newest fleet, Hertz supported The Great Elephant Migration, a traveling public art exhibit of 22 life-size elephants focused on raising awareness of conservation and biodiversity.

Safe fuel handling

At many of our airport locations, we manage fuel and motor oil storage tanks, critical pieces of infrastructure that require strict oversight and monitoring to protect people and the environment. Our Operating, Controlling, and Storing Fuel and Non-Fuel Products Policy guides our approach to safe fuel handling at our storage facilities, to reduce environmental and safety risks. In 2025, our operations in the continental United States, the District of Columbia, Hawaii, and Canada included 153 underground and 344 above-ground tanks.

We use cloud-based technology to monitor leak detection and enable swift intervention. In 2025, we conducted 2,172 system inspections and 624 equipment tests, including 68 leak detection and pressure monitoring tests, and we permanently removed 23 tanks that had reached the end of their service life or were in locations that we were no longer operating. Our United States and Canadian fleets are equipped with onboard vapor recovery systems that reduce emissions by an estimated 95% during refueling. To promote a safer, more sustainable infrastructure, we continue to upgrade fueling and lubrication storage facilities.

In Europe, airport locations increasingly host and manage municipal storage and cleaning areas that they license to mobility companies. In Europe, Hertz currently has 44 municipally licensed facilities that house fuel storage tanks, and we engage with relevant aviation and regional authorities to maintain our European storage tank licenses.

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We permanently removed

23

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Our United States and Canadian fleet are equipped with onboard vapor recovery systems that reduce emissions by an estimated

95%

during refueling

Supporting people and communities

Our people-first mindset drives our success and the way we show up for our customers and communities.

Guided by our core values, we prioritize the health, safety, and well-being of our employees and strive to promote a creative, collaborative, and innovative workplace through employee recognition, engagement, and experiences that foster career development and team excellence. Our high-performing culture is grounded in strong ethics and safety standards that extend to our suppliers and partners. Through our Onward strategic impact program, we give back to community organizations and underserved groups and invest in the next generation to build the automotive workforce of the future.

In this section

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Team excellence	23
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Hertz Onward strategic impact program	26



Our People Philosophy

Our people at Hertz are fundamental to our success and growth. By investing in our employees and empowering them to excel, we are able to deliver unmatched experiences for our customers.

We aim to build a high-performance culture that raises the bar and establishes Hertz as the preferred employer in the travel and mobility industry.



Jyoti Chopra
Executive Vice President Chief Human Resources Officer

“Our people generate the momentum behind our success. By investing in their growth and building a high-performance culture where our values guide how we work every day, we are strengthening the talent and capabilities that will shape our future.”

Our People Strategy



Establish Hertz as the preferred employer for the travel and mobility industry.



Drive a high-performance culture.



Promote a creative, collaborative, and innovative culture through employee experiences, engagement, and recognition.



Support the safety, care, and well-being of the people of Hertz.



Build robust succession plans, identify benches, and/or talent gaps for key levels and most critical roles at Hertz.



Drive technological innovation, automation, and efficiencies in support of people practices across the business and operations.

Fair labor practices

We believe in providing a working environment that is safe and supportive, and that brings out the best in all Hertz employees. Our policies set clear expectations for high standards for conduct, integrity, and mutual respect across all levels of the organization. From airport rental counters to maintenance and corporate office locations, each Hertz employee has a shared responsibility to act ethically and with integrity.

Employee association

We respect the right of our employees in the United States and internationally to organize and be represented by labor unions, works councils, and similar organizations. During 2025, we maintained active working relationships with these organizations and engaged in negotiations that were resolved without interruption to customer services. In 2025, union contracts covered approximately 28% of employees in the United States and approximately 31% of employees in Canada. In Europe and in the United Kingdom, employees have representation through works councils.

Equal opportunities

Our Equal Employment Opportunity (EEO) Policy, last updated in 2025, outlines how we endeavor to provide equal opportunities to all employees and a workplace in which discrimination on any basis protected by applicable law is prohibited. We also provide reasonable accommodation for individuals with disabilities and for religious practices during work hours, supported by dedicated training and resources for our Human Resources (HR) Business Partners to guide employees through the accommodation process.

We empower employees to raise concerns or potential violations of our EEO Policy through multiple reporting channels, including the Hertz Compliance Hotline. Employees are also encouraged to engage directly with their managers, leadership, HR, the Ethics and Compliance Team, or our global network of Hertz Values and Compliance Ambassadors, who offer guidance on issues of integrity, ethics, and compliance and help reinforce key policies.

We take reports of EEO Policy violations seriously, encouraging employees and their managers to escalate situations for timely and appropriate investigation. We have zero tolerance for retaliation against individuals who in good faith raise concerns of alleged violations of our EEO Policy and/or participate in an investigation.



Healthy, safe, and secure workspaces

Safeguarding the health and safety of our employees and customers is of utmost importance to Hertz. We maintain global health and safety policies and protocols across our operations, from frontline customer interactions to vehicle maintenance activities.

A dedicated team oversees our global health and safety strategy, coordinating with regional Operational Health, Safety, and Security Teams. In 2025, we continued to build a culture where safety is front and center, with a focus on improved safety training and inspections compliance.

Skills and tools to reduce risks

Safety is fundamental to how we operate. We are dedicated to fostering a culture where safety is embedded into daily routines and is supported by training, technology, and clear communications. This safety-first culture starts with good data. In 2025, we completed the rollout of a digital safety management platform to improve monitoring and proactive response to safety risks. The technology is designed to enable frontline managers to efficiently record facility inspections, investigate incidents, and identify operational safety trends.

We ramped up our health and safety efforts through the following new initiatives in 2025:

LAUNCHING OUR STRETCH AND FLEX PROGRAM

To help prevent onsite injuries, we implemented a mandatory stretching routine during daily team huddles at all Hertz field sites. We partnered with Rising Workplace to develop four stretching routines based on the movements specific to job types, which are illustrated with instructions on posters that were delivered to all Hertz locations and in videos provided on the Hertz Safety Page. Our safety managers provided in-person training at many of our larger airport locations, as well as live training sessions online for all remaining airports and Hertz operating sites. Since the program's inception in November 2025, we recorded a 20% decrease in the number of ergonomic injuries, and we plan to expand the program as optional to Hertz corporate locations in 2026.

INCREASING LOCATION INSPECTION COMPLIANCE

Under our internal safety program, Hertz locations in North America conduct monthly and quarterly inspections of equipment, safety systems, and workplace hazards, supporting our compliance obligations and helping protect employees. Through the hard work of our Health and Safety Team to improve direct engagement with site managers on inspection compliance, we significantly increased our monthly and quarterly safety inspection compliance to 98% in 2025.

In 2025, we completed more than

17K

safety inspections across our facilities

Since the inception of the Stretch and Flex program, we have seen a

20%

decrease in the number of ergonomic injuries

INNOVATING SAFER EQUIPMENT

Hertz replaced legacy glass scrapers with a safer design and enhanced safety communications, including training materials and workplace signage. Following implementation in March 2026, incidents and injuries associated with glass scraper use decreased from 11 in 2025 to zero.

Safety Champions

Our internal network of Safety Champions supports our safety risk mitigation efforts and provides a mechanism for sharing safety recommendations with senior management. Safety Champions received specialized training on topics including safe driving practices, ergonomics, OSHA and regulatory inspections, incident investigations, distracted driving, heat illness, and holiday safety. By the end of 2025, 443 Safety Champions were operating in the United States and Canada.

Safety and security at work

We take a preventative approach to protecting our employees and our facilities through regular assessment of potential occupational safety and security risks. Our appropriately trained Safety and Security Teams evaluate operational needs and implement measures tailored to each location. Employee training includes conflict-resolution and de-escalation processes designed to prepare employees for various potential scenarios. Starting in May 2025, we established cross-departmental monthly safety meetings across executive and operational levels, to promote collaboration and accountability around safety performance.

REDUCING SAFETY RISKS FROM HEAT AND OTHER EXTREME WEATHER

High temperatures present health and safety risks for employees working outdoors across many of our sites around the world. To protect the health and safety of our employees who work in these environments, we have targeted safety training and awareness programs across higher-risk sites in the United States and Canada, with protocols in place for heat and other extreme weather conditions, including rain, storms, and cyclones, to help prepare sites to manage and minimize risks. We educate employees at vulnerable sites to use proactive safety risk management, including rest breaks, hydration, and protective equipment, and emphasize clear procedures for severe weather events.



Employee well-being

We seek to support the safety, care, and well-being of Hertz employees through a range of programs and customized benefits. Our Human Resources Team continually adapts Hertz benefits plans to meet the diverse and changing needs of our employees by leveraging employee feedback and using data and market insights to better tailor our benefits offering.

In 2025, we expanded our Employee Assistance Program (EAP) to all employees globally. The EAP provides employees and their families with free, confidential mental health support by phone, virtually, or in person with a licensed counselor. In addition, all global employees have access to exclusive discounted pricing on everyday purchases to support financial wellness, as well as free online wellness classes.

Hertz Custom Benefit Plan

The Hertz Custom Benefit Plan supports the mental, physical, emotional, and financial needs of our employees and helps them to thrive. For eligible U.S. employees, the program offered the following benefits in 2025:

HEALTH AND WELLNESS

We provide support for medical, dental, vision, disability, and well-being. In 2025, for those enrolled in the Hertz medical plan, we implemented enhanced health care coordination, a new virtual primary care solution, access to expert second opinions about medical conditions or treatment options, an enhanced diabetes program, a new fertility and maternity solution, a new digital physical therapy solution, and new surgery and cancer support services. We also added a new surrogacy program that provides access to personalized guidance, resources, and reimbursement.

FINANCIAL

We offer financial benefits for health and retirement, life insurance, and adoption support, as well as vehicle discounts for commuting. Throughout 2025, we provided several in-person, virtual, and on-demand financial education sessions. We also added new short-term loan and consumer goods purchasing programs, allowing employees to spread out payments through payroll deduction.



In 2025,

40%

of eligible employees participated in our retirement plan, and Hertz contributed nearly $18 million in employer match

Hertz contributes approximately

$1.1M

annually to employee Health Savings Accounts

For more details on benefits packages available to Hertz employees, visit Full Benefits Package

Full Benefits Package

Training and development

We invest in our team members by offering a range of training resources and creating meaningful development opportunities to help them grow their skills and advance professionally. Developing our people globally remains a top priority for Hertz, and we aim to build critical capabilities and leadership skills to drive performance, growth, and organizational effectiveness.

Recruitment and onboarding

We aim to build a high-performance culture that raises the bar and establishes Hertz as the preferred employer in the travel and mobility industry. We seek top talent through recruitment initiatives designed to reach a broad range of candidates, sourcing skilled talent through partnerships with veterans organizations, specialist workforce associations, and academic institutions, such as the Universal Technical Institute.

Our new-hire and corporate onboarding program assisted with the onboarding of 400 employees on average per month in 2025, with orientation and core skills training, followed by specialist training. In 2025, we made the following enhancements to our onboarding process:

- **Launched a new hire champion program** for additional local support, resulting in more consistent and structured hands-on, on-the-job training.
- **Established a new hire feedback loop committee** that monitors survey input and data from new hires at various touchpoints throughout their onboarding experience to prioritize areas for continuous improvement.
- **Optimized system flow** and training assignments.
- **Increased flexible trainer-led sessions** to offer training options for new hires working outside traditional training hours.

Ongoing skills development

To support employee demand for upskilling, we offer a suite of ongoing skills development programs to support our workforce in future-proofing their careers:

SKILLS ASSESSMENT PROGRAM

Hosted on our online platform, Learning Connection, this program tests employees on job-specific skills and provides curated development paths for each skill level across seven competencies. In 2025, we scaled this initiative to nearly 400 leaders and continued expanding the program to cover a wider range of topics as well as more employees throughout the organization.

CUSTOMER EXPERIENCE (CX) TRAINING

We launched a CX Training pilot program in 2025 to enhance the customer experience and support frontline employees. Based on the business impacts to CX metrics, positive feedback, and lessons learned from the pilot, we have scaled the program division-wide in 2026.

MAINTENANCE SERVICE ACADEMY

To support our evolving fleet, Hertz's Maintenance Service Academy offers technical training and upskilling on all vehicle types, including combustion engines and EVs, for employees pursuing auto mechanics careers, with no previous experience required. In 2025, approximately 199 employees completed the two-month curriculum, nearly doubling the graduates in 2024.

NEW LEARNING PARTNERSHIPS

We provided enhanced learning opportunities through new partnerships with LinkedIn Learning and Masterclass in 2025, along with other vendor learning resources.

MICRO-LEARNING WITH DeVry UNIVERSITY

To expand access to development opportunities for our frontline employees, we established a partnership with DeVry University in 2025, to offer employees flexible micro-learning sessions that deliver training in shorter, modular formats that are better suited to hourly work schedules.

Our training in numbers

Total and average training hours per employee reflect our continued focus on employee development

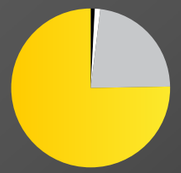
EMPLOYEE CATEGORY[8]
Workforce | Manager | Director | Executive

FY2025 TOTAL COMBINED TRAINING HOURS BY EMPLOYEE CATEGORY

Total Hours

842,995

635,935 | 8,687
192,615 | 5,758



Average Hours Per Employee

23

21 | 17
39 | 14

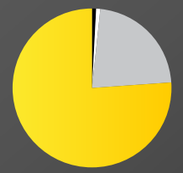


FY2025 TOTAL REQUIRED TRAINING HOURS BY EMPLOYEE CATEGORY

Total Hours

809,077

617,483 | 7,280
179,338 | 4,976



Average Hours Per Employee

22

20 | 15
36 | 12



THE HIGH PERFORMANCE BLUEPRINT

This past summer, we offered two virtual learning resource workshops for our U.S. Corporate employees. These sessions provided an overview of our most powerful learning resources available to support their professional growth at Hertz, including LinkedIn Learning, skills assessments, AI simulations, and more.

8. Workforce: Non-exempt Fair Labor Standards Act (FLSA) when available, otherwise Agent/Assistant, Non-exempt (Nonex), Union, Coordinator/Mentor, Specialist, Team Leader; Managers and Directors: Assistant Manager (AMGR), Supervisor (SUPV), Manager (MGR), Director (DIR), and Senior Director (SRDIR); Executive: Vice President (VP), Senior Vice President (SVP), and Executive (Exec).

Mentorship connections

At Hertz, we believe mentorship opportunities strengthen our culture and accelerate talent growth. In 2025, employees could participate in two mentorship programs:

- **Drive Ahead** is designed to provide in-person development opportunities for Corporate employees, enabling participants to connect and learn from leaders across various functions.
- **Operations Mentorship Program (OMP)** is a goal-oriented initiative focused on developing skills in key operational knowledge areas by pairing leaders across geographic regions. Based on a 40% response rate from participants, 90% reported improvements in skills and/or performance.

Leadership development

To keep our leadership pipeline strong and retain top talent, we provide multiple opportunities to improve leadership skills:

- **Leadership Evolution Program,** our largest leadership initiative, spans various lines of business and role levels, and curricula is completed by participants over a six- to nine-month period. The program builds leaders' foundational knowledge, while preparing them for the next step in their career journey.
- **Leadership Advancement Program (LAP),** which concluded its third cohort in 2025, is a four-month, immersive experience designed for high-potential leaders to sharpen business acumen, hone leadership and professional capabilities, and provide networking and collective learning opportunities.
- **Masterclass Development Program** leverages the Masterclass online learning platform to allow employees to learn at their own pace and then brings leaders together to discuss relevant topics, including artificial intelligence strategy, business strategy, and growth mindset.
- **Road to Success**: In 2025, we launched a pilot program designed to support newly promoted or recently hired corporate leaders. The program consists of a series of virtual seminars and online learning as well as an annual in-person core skills workshop for select participants, all focused on building essential leadership skills.
- **On the Road Field Location Engagement Program** was launched in 2025 to strengthen leadership's connection with our frontline operations, by assigning leaders as executive sponsors to specific field locations. Through site visits, hands-on engagement, and virtual follow-ups, participating leaders are helping to foster a culture of appreciation and continuous improvement.

2025 LAP participant

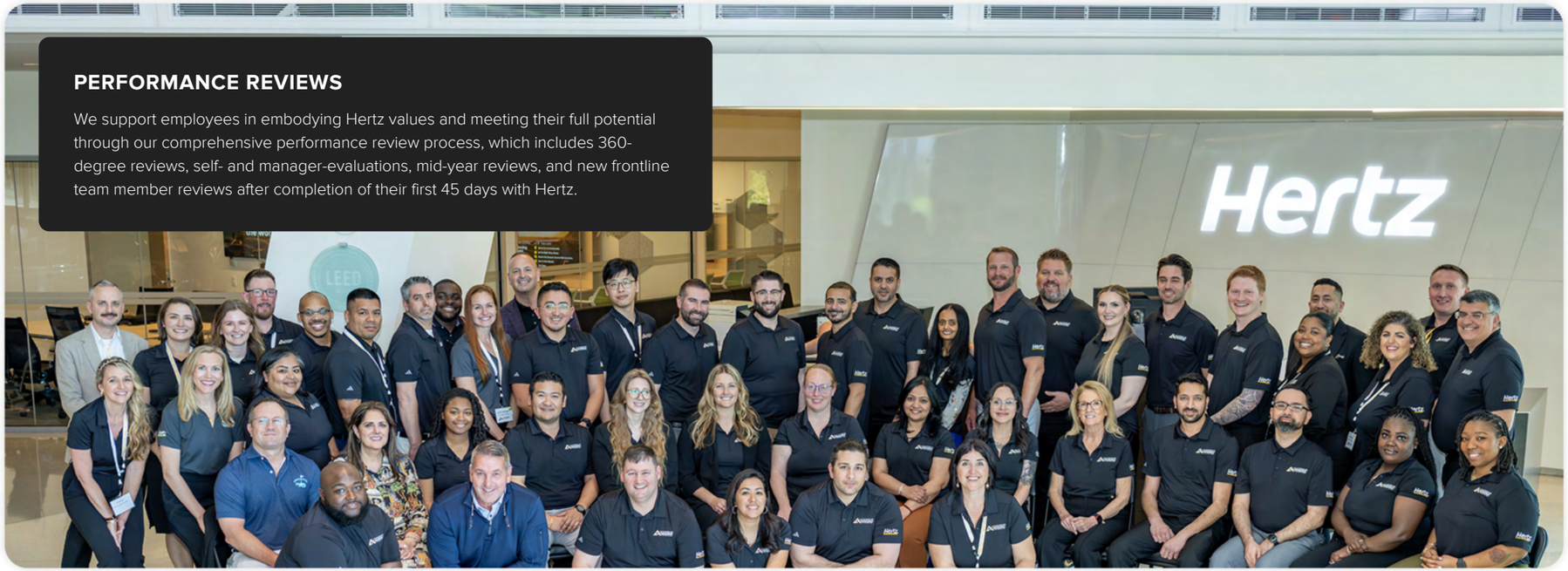
"The LAP program has been, without question, the most impactful development experience of my career at Hertz, accelerating my growth as a leader in ways I never imagined. The communication, business, and collaboration skills I've gained are truly invaluable."

2025 Road to Success program participant

"Road to Success is a critical training program for people managers that offers tools and processes that help them to be successful and create positive impact on their teams and organization."

PERFORMANCE REVIEWS

We support employees in embodying Hertz values and meeting their full potential through our comprehensive performance review process, which includes 360-degree reviews, self- and manager-evaluations, mid-year reviews, and new frontline team member reviews after completion of their first 45 days with Hertz.



Team excellence

We are committed to building a culture where all employees feel valued and respected. Our large and dispersed workforce brings a wide range of backgrounds and experiences to Hertz, enabling us to innovate and effectively meet the needs of our customers and communities that we serve. Our approach to cultivating a supportive work environment where employees can bring their whole selves to work focuses on:

People

We offer career opportunities and advancement to attract and retain motivated talent and help our employees succeed.

Culture

We seek to promote a culture of trust, collaboration, and transparency, encouraging employees to be their true selves.

Community

We aim to extend our values to our customers, suppliers and partners, and communities, connecting our talent acquisition, training, and education opportunities with our philanthropic efforts.

Our governance policies

To achieve excellence, we work to maintain a culture grounded in integrity and high standards of ethical conduct. We apply these principles to our employees, as well as our suppliers and brand partners, as reflected in the following policies:

- **Hertz Code of Conduct** is a practical, interactive resource that helps our employees understand our key integrity rules and provides guidance on making decisions rooted in our values and ethical principles.
- **Global Supplier Code of Conduct** sets expectations for our suppliers to develop and implement human rights policies and procedures and reinforces that failure to comply with labor and human rights standards risk termination of current or future business with Hertz.
- **Global Brand Partner Code of Conduct** outlines our standards to ensure our brand partners, including franchisees, licensees and agencies, honor and uphold the Hertz brand, while treating all stakeholders respectfully and without discrimination.

9. Workforce data reflects information available as of December 31, 2025. Diversity reporting varies by jurisdiction based on legal requirements. Sum of employee regional numbers may not correspond with global total due to unavailability of data in some regions. Percentages may not total 100 due to rounding.

Global workforce[9]

NORTH AMERICA		EUROPE		ASIA-PACIFIC	
21,156 employees	2 countries	3,118 employees	11 countries	1,460 employees	6 countries



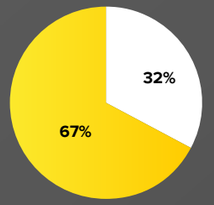




WORKFORCE HIGHLIGHTS

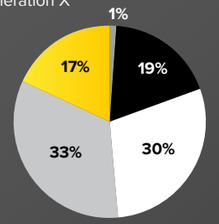
Gender globally

- Male
- Female



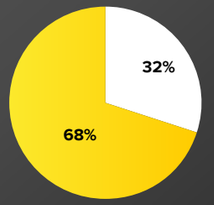
Generations globally

- Generation Z
- Baby Boomers
- Millennial
- Silent Generation
- Generation X



Ethnicity United States

- Total Minority
- Total Non-minority



Our Employee Voice Survey

In 2025, we strengthened how we gather and act on employee feedback through ongoing team engagement and formal mechanisms, such as our annual Employee Voice Survey. Administered by a third party to support confidentiality and transparency, the Employee Voice Survey provided insights into topics including well-being, retention, and leadership, which informed engagement priorities and targeted actions across the business:

- Introduced our refreshed mission and values to better reflect who we are and where we are headed.
- Expanded benefits and total rewards to better support employees at every stage.
- Continued enhancing internal communication and collaboration across locations and functions through digital engagement platforms, reaching approximately 60% of Hertz global community members and connecting more than 17,000 of our 26,000 employees.
- Renewed our focus on safety, including the launch of our Stretch and Flex Program and the Year of Safer Journeys, a campaign to promote safe driving and reduce accidents.
- Provided targeted support for select locations through dedicated listening sessions to better understand and address local concerns.
- Conducted Communications Focus Groups with our international employees to help ensure global perspectives are heard.

In early 2026, we also launched a new monthly Employee Sentiment Index with enhanced questions and a more refined sampling approach to strengthen how we listen and respond.

STRENGTHENING EMPLOYEE RECOGNITION AND APPRECIATION

Through our global recognition program, we achieved a 7% year-over-year increase in our Employee Net Promoter Score (eNPS) in 2025. This enhanced engagement was illustrated by 1,300 peer recognitions during Employee Appreciation Day, increased employee survey participation, higher use of our recognition platform, and improved visibility and sense of belonging among frontline employees through integration of digital recognition tools.

Workforce development partnerships

We partner with local community organizations to increase opportunities for the people they serve, while also supporting workforce development efforts and building our local talent pipeline through education, training, and networking. Partnerships include:

CENTRAL OKLAHOMA WORKFORCE INNOVATION BOARD

As a board member, Hertz provides insights on regional workforce challenges and supports programs that advance workforce development and accessibility.

COLLABORATORY

We support this community foundation through annual funding that supports the organization's efforts to increase access to affordable housing, health and wellness resources, and job skills training to the underserved in Southwest Florida.

GOODWILL

By participating in Goodwill job fairs that connect candidates in the broader community with Hertz, we are actively supporting community hiring.

UNIVERSAL TECHNICAL INSTITUTE

This partnership supports our Maintenance Service Academy, helping us to attract and retain a pipeline of skilled auto mechanics through its campuses across nine states.

UNIVISION

We collaborate with this leading media company to broadcast career opportunities tailored to bilingual and Spanish-speaking professionals.

WORKFORCE

Our partnership supports economic development, connects qualified candidates with employers, and provides job training, placement, and retention assistance.

BUILDING A LEADERSHIP PIPELINE

Hertz launched a new community partnership in 2025 with the Southwest Florida Leadership Institute (SFLI) Advisory Board, an organization that designs customized learning programs for leaders at all levels, addresses workforce skill gaps, and supports economic growth across sectors. As an SFLI Advisory Board member, we provide guidance and feedback to help ensure the organization's offerings are aligned with in-demand skills gaps, advancing the Southwest Florida workforce and strengthening the local business community.

Hertz Employee Resource Groups

Our voluntary, employee-led Employee Resource Groups (ERGs) are open to all employees and help us to foster a welcoming culture. ERGs are designed to promote open dialogue, mutual respect, and connection through networking, mentoring, career development activities, cultural education, and community engagement. Our ERGs collaborate across departments to organize events that drive employee engagement and community, as demonstrated by our world headquarters Fall Festival. This annual event brought together more than 400 employees in 2025 to participate in activities including a trunk-or-treat, a fundraiser supporting a colleague's family, and an interactive experience with local first responders.

In 2025, our **42** ERGs consisted of the seven legacy ERGs established at our headquarters, as well as 35 local and regional chapters that have expanded from our foundational ERG charter in recent years.

Our ERGs

- GENH PROFESSIONALS AND ALLIES
- HERTZ MULTICULTURAL GROUP
- HERTZ PRIDE AND ALLIES
- HERTZ VETERANS, FIRST RESPONDERS, AND ALLIES
- HERTZ WELLNESS GROUP
- HERTZ WOMEN AND ALLIES
- HERTZ WORKING FAMILIES AND ALLIES



Responsible supply chain management

As a global organization, we operate in many regions with different rules and regulations, and we expect consistently high ethical standards from all our suppliers and partners. We articulate these standards and Hertz expectations in our Global Supplier Code of Conduct and our Brand Partner Code of Conduct, which collectively apply to all suppliers (including consultants, contractors, and subcontractors) as well as our business partners (franchisees, agents, licensees, and other key partners).

Workers in the supply chain can access Hertz channels to report suspected violations of law or misconduct. In addition to a Hertz contract manager or primary Hertz contact, these channels include a dedicated Ethics & Compliance email address.

Our Supplier Management Program

In 2025, we developed our Supplier Management Program to strengthen how we manage our large and complex global supply base. The program establishes a structured, enterprise-wide framework that spans the full supplier lifecycle—selection, contracting, onboarding, management, and termination—designed to deliver more predictable, efficient, and well-managed outcomes in our supplier relationships.

The program was formally launched in early 2026, and we are rolling out the program in phases, beginning with a pilot group of strategic suppliers. This initial phase focuses on building stronger ongoing relationships through structured business reviews, performance scorecards, and annual contract reviews, supporting continuous oversight and value realization beyond individual transactions.

Human rights and anti-modern slavery

We are committed to respecting and defending human rights throughout our business and across our global supply chain. The travel industry is uniquely positioned to help combat human trafficking and other human rights concerns. At Hertz, we take this responsibility seriously, as reflected in our Code of Conduct.

We expect our employees to understand the importance of human rights and to aid in preventing, detecting, and reporting potential violations. We educate our customer-facing employees to recognize the warning signs of potential human trafficking and train them to look for red flags and know how to report through the proper local channels.

Our Anti-Modern Slavery Policy, updated in December 2024, applies to all directors and employees, including officers, as well as contractors, agency workers, and temporary staff, in Australia, Canada, Europe, and the United Kingdom.

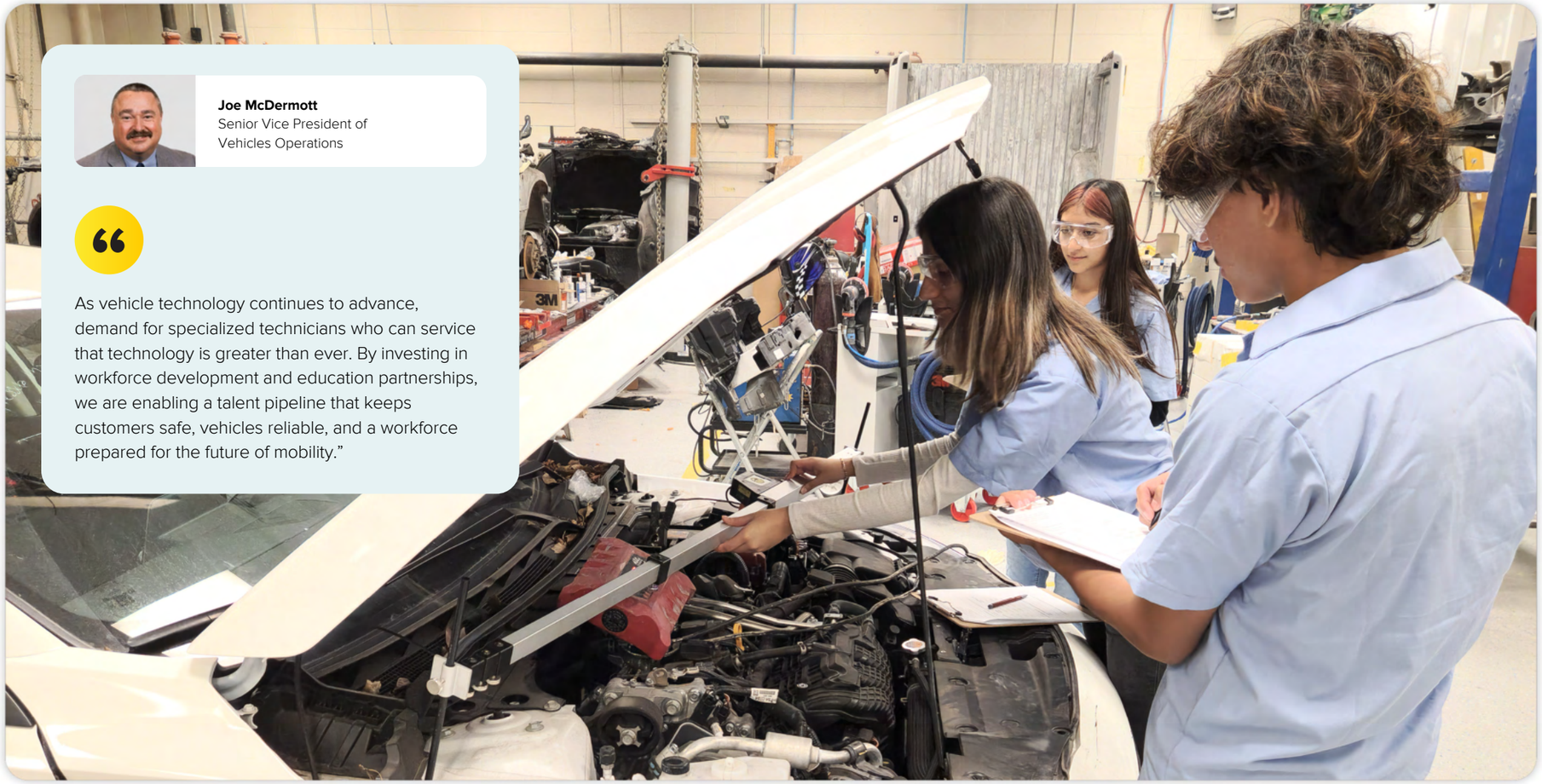
In 2025, we expanded our Modern Slavery Course to include North America employees at the manager level and above, as well as select centers of excellence such as Procurement, HR, and Purchasing. Hertz Values and Compliance Ambassadors were also trained to identify potential human trafficking red flags and support timely reporting, and helped distribute posters to our field locations to educate customer-facing employees.

We also updated our Global Human Rights Policy Statement in early 2026 to articulate Hertz's position on broader human rights tenets.



Hertz Onward strategic impact program

We look to create opportunities that educate, uplift, and rebuild our communities. We leverage our scale and reach to make a meaningful impact through strategic partnerships, funding, vehicle donations, and volunteering. This investment in our communities reflects our aim to improve access to resources, economic opportunities, and local engagement so that the places where we live and work can thrive.



Joe McDermott
Senior Vice President of Vehicles Operations

“As vehicle technology continues to advance, demand for specialized technicians who can service that technology is greater than ever. By investing in workforce development and education partnerships, we are enabling a talent pipeline that keeps customers safe, vehicles reliable, and a workforce prepared for the future of mobility.”

Our Hertz Onward impact program represents our commitment to helping individuals and communities move forward no matter the journey. Onward drives our progress around three pillars:

Enable

We enable progress by closing the automotive skills gap and creating clear pathways into mobility careers. Through targeted education partnerships, early career engagements, and hands-on training, we invest in the workforce of tomorrow, strengthening both our industry and the communities we serve.

Empower

We empower communities and individuals to move forward by providing mobility solutions and critical funding during times of disruption and crisis. By leveraging Hertz’s capabilities, we deliver support during disasters and moments of essential need.

Elevate

We elevate impact by harnessing the collective power of our employees to support local communities. Through volunteerism, Employee Resource Groups (ERGs), and community partnerships, we channel the energy and expertise of our team into action that strengthens the places where we live and work.

Enabling the automotive workforce of the future

Automotive industries face rising demand for skilled technicians, but many students lack access to technical career resources. Even with increased interest in automotive technician career pathways, the demand far outpaces the available workforce, according to the TechForce Foundation's latest Supply & Demand Report.

Since early 2023, Hertz has been investing in strategic partnerships with education providers and nonprofit organizations to provide resources and funding to help build the automotive workforce of the future. Our Automotive Workforce Program is enabling the next generation of automotive technicians by connecting students with real-world learning, industry exposure, and long-term mobility career pathways, bridging the gap between education and workforce needs.

Educating the next generation of technicians

Through partnerships with high schools, technical schools, and community colleges, we provide student field trips to airport and maintenance facilities and early-career access to new vehicle technologies. We also fund technician scholarships, tools and classroom grants to help students succeed. In 2025, Hertz partnered with nine schools in six U.S. cities, engaging 200-300 students and providing 50 Hertz Technician Scholarships.

During the year, we also launched a new formal school partnership with The Immokalee Technical College in Immokalee, Florida. In our first engagement, Hertz professionals visited the college to speak to both I-Tech engineering pathway students and The Immokalee Foundation students about engineering jobs in the field, as well as EV and hybrid technologies, engaging in hands-on learning with a vehicle brought to the classroom. As a member of the college's advisory board, Hertz's partnership focuses on building career exposure and skills alignment to support community-based workforce development.

In addition, we established a two-year $20,000 partnership agreement with Junior Achievement Southwest Florida, to support its mission of empowering K-12 students through experiential learning to plan for their futures and make smart academic and economic choices. Hertz employees also regularly volunteer with the organization to help expose students to different career opportunities.

Other examples of our partnerships aimed at developing emerging automotive talent include:

THE IMMOKALEE FOUNDATION

This partnership provides workplace experiences for students pursuing higher education, offering work experiences with real-world insight into various career paths.

TECHFORCE FOUNDATION

We partner with TechForce to provide scholarships, training, educational resources, and certification grants to students pursuing an automotive technician education. In 2025, we donated $123,500, with 29 students receiving Hertz Technician Scholarships to support tuition to U.S. technical colleges and institutions.

THE COLLISION REPAIR EDUCATION FOUNDATION

To help address a shortage of talent in collision repairs, this partnership enables donation of salvaged vehicles to collision repair programs.

In 2025, Hertz partnered with

9

schools in six U.S. cities, engaging 200-300 students

Hertz provided

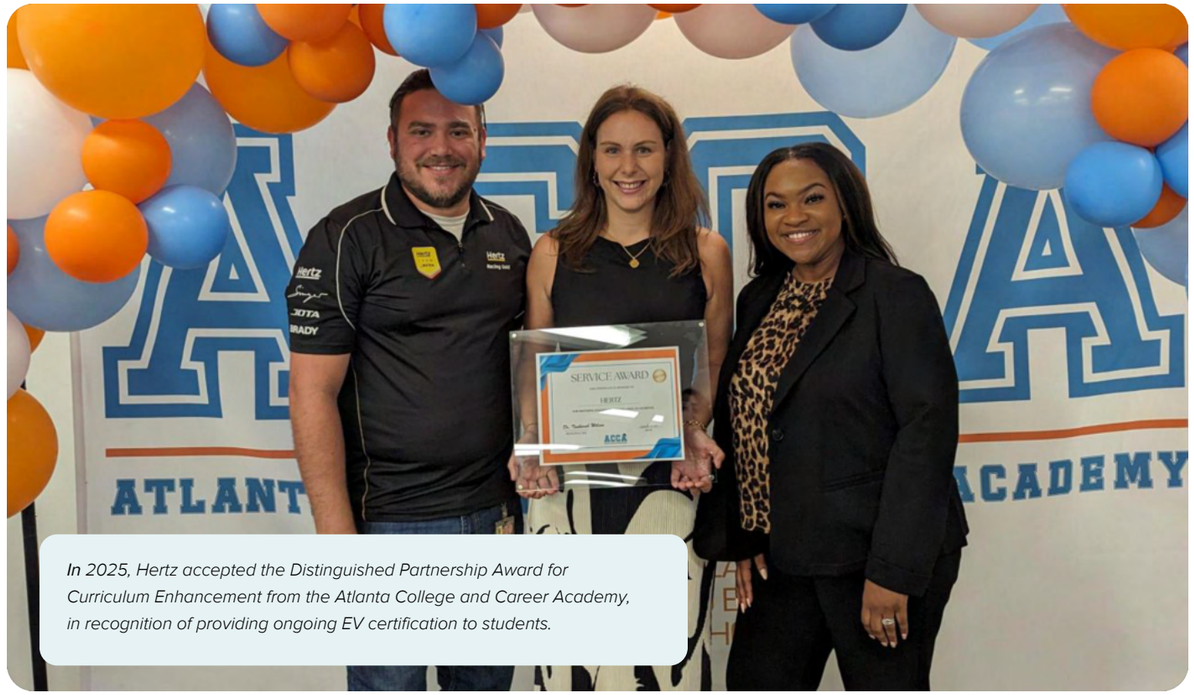
50

Hertz Technician Scholarships

In 2025, we donated

$123,500

29 students receiving Hertz Technician Scholarships



In 2025, Hertz accepted the Distinguished Partnership Award for Curriculum Enhancement from the Atlanta College and Career Academy, in recognition of providing ongoing EV certification to students.





Empowering our communities

From donating rental vehicles to families facing health-related hardships to strengthening disaster relief preparedness, Hertz is dedicated to being there when our communities need us most. In 2025, we expanded our community impact beyond local partnerships, broadening our reach to global collaborations:

WORLD CENTRAL KITCHEN

We launched our first global nonprofit partnership with World Central Kitchen (WCK), to help provide food aid quickly and effectively to global communities affected by crises. In 2025, we established a two-year agreement with WCK to give $100,000 annually to support different responses around the world. Half of our 2025 grant was allocated to WCK's response to Hurricane Erick in Mexico and Hurricane Melissa in Jamaica, supporting the provision of nearly 13,000 chef-quality meals to those in need.

AMERICAN RED CROSS

We provided $100,000 in funding to assist communities with disaster preparedness and relief in countries affected by natural disasters, including meals, shelter, medical supplies, financial assistance, blood donations, and community preparedness training.

TEAM RUBICON

Hertz donated 238 rental vehicles to help this veteran-led humanitarian group prepare communities in advance of disasters and deploy disaster response relief. The vehicles supported expert teams that provided more than 61 days of training and assistance in 29 states.

JACK AND JILL LATE STAGE CANCER FOUNDATION

For the ninth year, we donated rental vehicles to provide special experiences to families with children facing the imminent loss of a parent to cancer. We donated 39 vehicles with an in-kind value of $24,684, to help families create new memories together.

NEIGHBORSHARE

Our quarterly donations supported this community-focused nonprofit in bringing emergency transport relief and mobility assistance to 466 people and 164 families throughout the year, helping 63% of the households assisted by Hertz to obtain or retain employment, directly contributing to their financial and personal stability.

Elevating impact through employee engagement

Whether volunteering in their local communities, sharing their skills and expertise with nonprofit organizations, or contributing part of their earnings to their fellow employees in need, Hertz employees continue to embody our values through impactful community engagement.

HERTZ EMPLOYEE RELIEF FUND

Since 2018, the Hertz Employee Relief Fund has distributed $944,068 to support 1,236 employees experiencing financial hardship. Employees can donate to the Fund through payroll deductions, one-time donations, or via Awardco Giving, and Hertz matches donations up to $100,000 annually, covering all administrative costs. In 2025, we awarded 39 grants to employees totaling $82,208 to support employees dealing with a variety of emergencies, such as domestic violence or medical needs.

GLOBAL MONTH OF GIVING

December 2025 marked our second Hertz Global Month of Giving, when employees across departments and around the world team up to support the causes they care about, volunteering their time to serve local community organizations. At our global headquarters in Estero, Florida, our Legal Team partnered with Meals of Hope to pack meals for local families in need. Together, the team packed 792 meal kits, delivering 4,752 meals to members of the community.



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Acting ethically and responsibly

We strive to cultivate a culture of trust, where integrity is embedded in the way we operate and interact with our stakeholders.

Our governance structures are built on a foundation of ethical principles and compliance. In 2025, we strengthened our governance programs and processes to improve accountability, performance, and transparency.



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Strong governance

Robust corporate governance is fundamental to how we do business. Our organizational policies and codes of conduct advance our commercial, ethical, and environmental performance.

Our Code of Conduct sets out what we expect from our employees and is intended to promote ethical decision-making. The Code applies to all employees, including officers, as well as members of the Board of Directors (the Board), and covers our approach to managing critical issues such as anti-corruption, anti-trust, and fraud.

In 2025, we initiated a major update of the Code, with the revised Code launched in early 2026. The refreshed Code is an interactive resource that expands on critical topics such as fair competition, preventing fraud, and human rights, while continuing to highlight an ethical decision-making process in combination with our Hertz Values.

In addition to its broader oversight responsibilities, the Board oversees Hertz's business strategy. The Board advises and oversees the management team, which is responsible for Hertz's day-to-day operations. Our Corporate Governance Guidelines outline the core responsibilities of the Board.

Sustainability oversight

As outlined in the Board's Governance Committee Charter, the Board's Governance Committee oversees our sustainability and impact strategy, policies, and actions, and also maintains responsibility for sustainability-specific disclosures. The Board's Audit Committee also oversees our sustainability initiatives, assisting the Board with oversight of our enterprise risk management (ERM) program and overall compliance with regulatory requirements.

Our Sustainability Disclosure Committee is a cross-functional team of executives responsible for managing sustainability-related disclosure processes, resources, and outcomes, including the annual disclosure of non-financial matters, based both on regulatory requirements and on our understanding of stakeholder expectations.



Jason Turkovich
Chief Risk Officer

"Effective enterprise risk management isn't about avoiding risk. It's about making better decisions. By integrating risk into strategic decision-making, we strengthen resilience and support sustainable, long-term value creation."

Hertz's Sustainability & Impact (S&I) Team is led by the Vice President, Chief Compliance and Sustainability Officer (CCO/CSO). The team is responsible for helping to ensure that sustainability and impact priorities align with Hertz's business strategies. In addition, the S&I Team collaborates with colleagues across the organization to support key impact-focused programs and initiatives. The CCO/CSO reports to Hertz's Executive Vice President, Chief Legal Officer, and Corporate Secretary, who reports directly to the Chief Executive Officer.

Enterprise risk management

The Board's Audit Committee oversees our ERM program, including oversight of potential sustainability-related risks. The Audit Committee consults with the Board on the top enterprise risks, supporting strategic planning for risk mitigation and resource allocation.

The ERM process seeks to identify, assess, and monitor risks that could potentially become material to the business. The Risk Management Committee, comprised of Senior Leadership Team members, meets regularly to address emerging and present risks. Leaders and subject matter experts from across the business also contribute using various channels, including surveys and meetings. Hertz conducts a Biennial Risk Assessment Survey, targeted at mid-level leaders and above, and our annual Employee Voice Survey can also raise concerns from employees, as well as from a wider constituency.

Our ERM governance framework leverages leading practices from external standards. We have active committees focused on specific topics and initiatives, including the Committee of Sponsoring Organizations and ISO 31000, the international standard providing guidelines for implementing a risk-management framework.

Risk mitigation measures were strengthened in 2025 through the introduction or expansion of dedicated policies covering third-party due diligence, antitrust, prevention of fraud against third parties, and conflicts of interest. In addition, we integrated our ERM team under our Legal function, with oversight by General Counsel, helping to embed ERM into our broader risk management framework. This also includes oversight of Hertz's wholly owned insurance subsidiaries, which provide third-party liability coverage for our rental business, further bolstering risk governance.

Sustainability and impact risks

Key sustainability-related risks are integrated into our ERM framework. The ERM process includes contributions from the S&I Team and other subject-matter experts from functional teams, including Legal, HR, Information Technology (IT), and Operations. Together, these teams identify and assess potential impacts of identified risks. These teams escalate risks to senior management, when necessary, and integrate the risks into our strategic planning and operational processes, as applicable.



Ethics and compliance

Our Chief Compliance & Sustainability Office (CCO/CSO) chairs our ethics and compliance oversight body, the Executive Compliance Council (ECC) and reports to both the Audit Committee and the Governance Committee of the Board on compliance, sustainability, and impact topics. The CCO/CSO is responsible for helping to ensure that the Ethics and Compliance Program focuses on Hertz's priorities, covers certain key risks, including regulatory risk, and is properly resourced for success. The ECC has prioritized four areas within the Ethics and Compliance Program: increasing maturity of key risk programs, fostering a culture of ethics, managing a robust and consistent investigations process, and driving operational efficiency and excellence.



Page Motes
Chief Compliance & Sustainability Officer

"As a trusted brand for over a century, we believe that true leadership begins with integrity. It is the foundation of our legacy and remains central to our values, shaping each decision and interaction."

Key controls and training

Hertz operates in numerous locations worldwide, and as a result, we are required to comply with rules and regulations across many different regions. Our approach to promoting ethical conduct throughout our business is further reflected in our own global standards of integrity and accountability, which apply to employees, suppliers, and partners, guiding how we conduct business with them. We conduct employee training covering key Code of Conduct topics, such as anti-bribery, corruption, competition law, conflicts of interest, privacy, and modern slavery and human rights.

Our quarterly internal newsletter, Ethics in Action, spotlights Hertz's focus on ethics and compliance, providing important policy updates and lessons learned from real-life application of our policies. In 2025, we developed new educational and communication materials to offer further learning resources to support employees in better understanding the key concepts of the Code of Conduct, such as a "Know the Code" toolkit designed for Values and Compliance Ambassadors to promote across the organization.

Reports and investigations

We are dedicated to maintaining a culture where employees feel comfortable raising concerns, without fear of retaliation. The Ethics and Compliance (E&C) Team partners with Audit, HR, Security, Legal, and other departments to keep the processes supporting this culture consistent and fair.

When an employee or third party raises an allegation of potential misconduct, we seek to review and respond to the matter promptly. The channels for raising concerns include a dedicated 24/7 Compliance Hotline, which is operated by a third party. We also encourage employees to raise concerns to their manager or another member of management, to the HR Team, or directly to our E&C Team. Contact details for the hotline, including a website and country phone number, are listed in the Code of Conduct.

The E&C Team monitors and assesses relevant case data to identify trends, evaluate program effectiveness, and anticipate future compliance risks. Our annual Code of Conduct Disclosure Survey gathers employee insight into potential conflicts of interest and unreported violations, which are shared with the ECC and the Board, helping to inform targeted communications and enable tailored training programs.



Data privacy and cybersecurity

Hertz is committed to protecting personal and business data through a privacy and information security program. This program is designed to safeguard the confidentiality, integrity, and availability of information across our operations and supply chain and is aligned to recognized international standards and regulatory requirements.

In March 2026, we obtained ISO/IEC 27001 certification for our information security management system, within the scope set out in the applicable certificate. The certification reflects a structured risk-based approach to identifying, managing, and continuously improving data security controls. These controls include governance and oversight, security risk management, access controls, encryption, incident response, business continuity planning, and ongoing monitoring and assurance activities.

Through data protection practices, employee awareness and training, and regular independent assurance, we work to maintain the trust of our customers, partners, and employees while supporting the responsible and sustainable use of information.

Respecting privacy and strengthening trust

We oversee the collection, transfer, storage, and use of personal data, to comply with global privacy rules and regulations, reinforcing stakeholder trust. These efforts are supported by continuous security monitoring, together with the implementation of appropriate physical and technical safeguards across our IT environment. In addition, our third-party vendors that process Hertz data are generally contractually required to commit to data protection obligations appropriate to the data involved.

Strategic data risk management and governance

To further reduce data-related risks, our Global Information Security and Compliance Team transitioned the organization to risk-based frameworks developed by the National Institute of Standards and Technology (NIST). These cybersecurity and risk management frameworks enable us to assess and prioritize threats based on probability and business impact. The threats include ransomware, supply chain impact, AI-enabled exploits, social engineering, and infrastructure failures. The frameworks help us make informed investment decisions and implement remediation strategies, in an effort to strengthen our resilience and responsiveness to emerging risk.

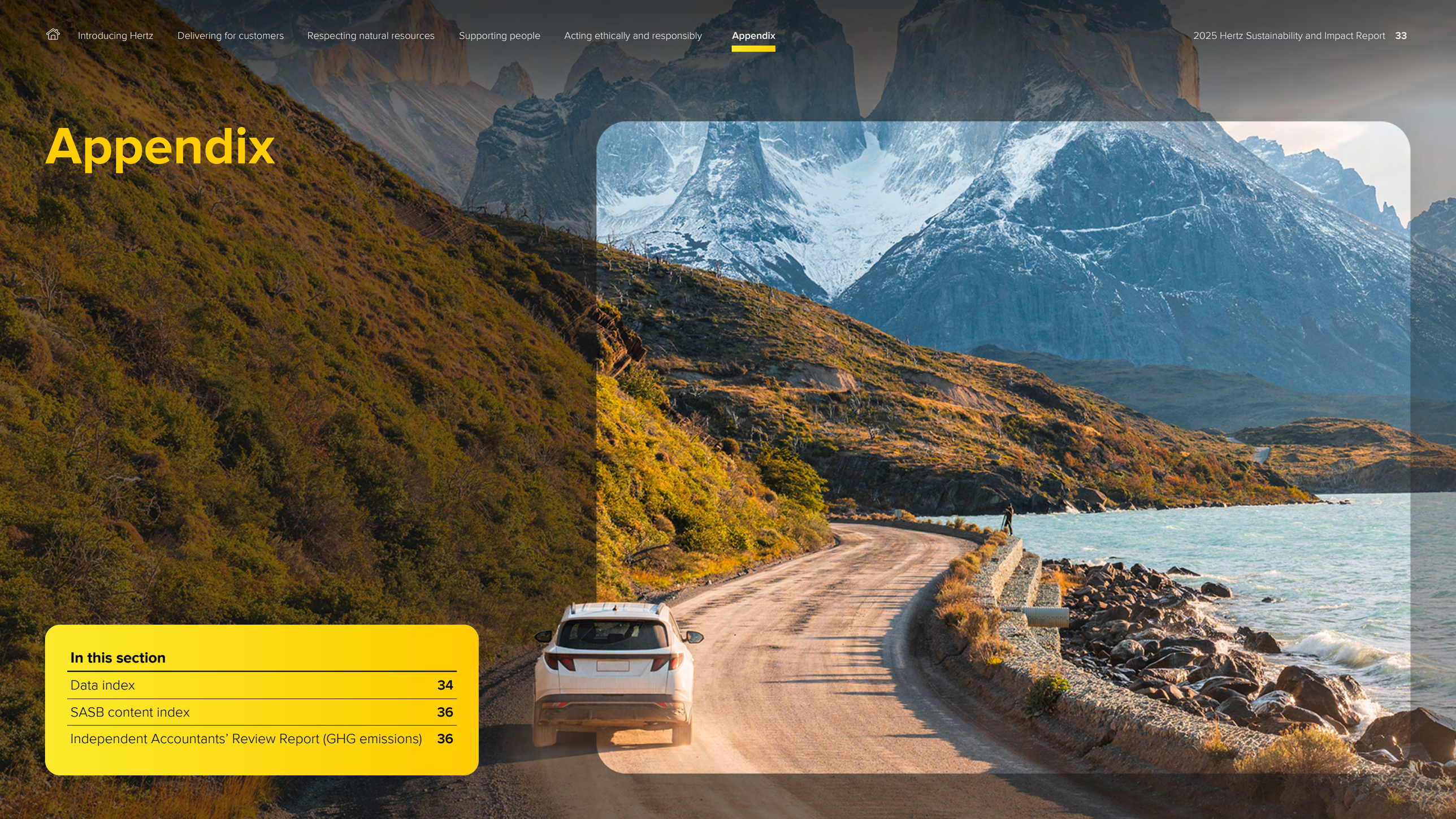


In 2025, more than

99%

of Hertz employees completed privacy and cybersecurity training, including both mandatory and voluntary training sessions

Appendix



In this section

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Data index

Emissions[10,11]	2025
GREENHOUSE GAS EMISSIONS (METRIC TONS CO2e)	
Scope 1 Emissions	3,477,886
Scope 2 Emissions	
Location-based	134,695
Market-based	136,362
Scope 3 Emissions	
Category 1: Purchased goods and services	363,843
Category 2: Capital goods	2,600,444
Category 3: Fuel- and energy-related activities not included in Scope 1 and 2	987,362
Category 5: Waste generated in operations	16,911
Category 6: Business travel	4,167
Category 11: Use of sold products	16,524,424
Category 14: Franchises	1,076,606
Scope 3 Emissions Total	21,573,757
Total Emissions — Scope 1, Scope 2 (market-based), and Scope 3	25,188,005
EMISSIONS INTENSITY	
Scope 1 and 2 market-based MT CO_2e emissions/$ of revenue	0.00043

Waste	2025
WASTE COMPOSITION (SHORT TONS)[12]	
Waste diverted/recycled	3,245
Waste disposed	6,413
Total waste generated	**9,658**
ADDITIONAL WASTE RECYCLED	
Paper shredded and recycled (short tons)	641
Used oil recycled (gallons)	573,603
Tires recycled (number)	268,145

10. Please see Independent Accountants' Review Report in Appendix for criteria, along with additional information regarding the reporting boundary and methodologies.
11. The emission values presented have been rounded to the nearest whole number for improved readability. The sum of these numbers may not match the printed total.
12. Data from waste vendors outside of the United States are excluded due to unavailability of data.
13. United States and Canada.
14. United States.
15. United States, Alaska, the District of Columbia, and Hawaii.

Our team[16]

	2025
BOARD OF DIRECTORS	
Gender	
Women	27%
Men	73%
Ethnicity	
Minority	0%
Non-minority	100%
Age	
Under 30	0%
30–39	0%
40–49	9%
50–59	46%
60+	46%
EMPLOYEES	
Generations	
Generation Z	17%
Millennial	33%
Generation X	30%
Baby Boomers	19%
Silent Generation	1%
Average employee age	46

Training and education

EMPLOYEE CATEGORY (GLOBAL)	TOTAL TRAINING HOURS	AVERAGE TRAINING HOURS
Managers	207,060	35
Workforce	635,935	21

Customer health and safety

CUSTOMER SAFETY METRIC	2025
Percent of fleet with 5-Star ratings[18]	76%

16. Percentages may not total 100 due to rounding.
17. Managers includes Manager, Director, and Executive categories.
18. Percentage is determined by dividing the number of vehicles with an overall 5-star safety rating by the total number of active vehicles in the North American fleet system with New Car Assessment Program (NCAP) safety ratings within the reporting year. Franchise and corporate-owned vehicles outside North America, as well as vehicles with unavailable or zero MPG values, are excluded from this calculation.

Sustainability Accounting Standards Board (SASB) content index

Car rental and leasing sustainability accounting standard

Topic	Accounting Metric	Region	2025	Code
Customer safety	Percentage of rental fleet vehicles rated by NCAP programs with an overall 5-star safety rating, by region [19]	North America	76%	TR-CR-250a.1
Fleet fuel economy and utilization	Rental day-weighted average rental fleet fuel economy (MPG) [20]	United States	36.23	TR-CR-410a.1
	Fleet-utilization rate [21]	Global	81%	TR-CR-410a.2

Activity Metric	Region	2025	Code
Average vehicle age (months) [22]	North America	11.76	TR-CR-000.A
Total available rental days (in thousands) [23]	Americas	146,157	TR-CR-000.B
	International	37,885	
Average rental fleet size (vehicles) [24]	Americas	400,355	TR-CR-000.C
	International	103,704	

19. Percentage is determined by dividing the number of vehicles with an overall 5-star safety rating by the total number of active vehicles in the North American fleet system with New Car Assessment Program (NCAP) safety ratings within the reporting year. Franchise and corporate-owned vehicles outside North America, as well as vehicles with unavailable or zero MPG values, are excluded from this calculation.
20. This metric is determined by multiplying each vehicle's fuel efficiency, in miles per gallon (MPG), by the total number of transactions per vehicle for all vehicles active within the U.S. fleet during the reporting year. Franchise and corporate-owned vehicles outside the United States, as well as vehicles with unavailable or zero MPG values, are excluded from this calculation.
21. Vehicle Utilization is calculated by dividing total Transaction Days by Available Car Days.
22. Vehicle age is defined as the length, in months, that a vehicle was maintained within our fleet system in North America for all corporate-owned vehicles during the reporting year. Franchise and corporate-owned vehicles outside North America are excluded from this calculation.
23. Available Car Days represents Average Rentable Vehicles multiplied by the number of days in a given period.
24. Average Rentable Vehicles excludes vehicles for sale on our retail lots or actively in the process of being sold through other disposition channels and is determined using a simple average of such vehicles at the beginning and end of a given period.





2025 Update: Sustainability and Impact Report