



Advancing the Way the World Moves

2023 Sustainability and Impact Report





Contents

Introduction and approach	03	People and prosperity	20	Appendix	52
Message from the CEO		Supporting our employees and communities		Comprehensive data	
About this Report		Customer health and safety		SASB content index	
About Hertz		Occupational health, safety and security		GRI content index	
Our focus areas and priorities		Fair and equitable labor practices		Independent Accountants’ Review Report (GHG emissions)	
Designed to align with the Sustainable Development Goals		Workforce health and well-being programs			
2023 Awards and recognition		Empowering our workforce			
		Diversity, equity and inclusion, and equal opportunity			
		Hertz Impact Programs			
Planet and product	09	Governance and ethical responsibility	42		
Addressing our environmental impact		Ethical conduct and oversight			
Greenhouse gas emissions		Board and management oversight			
Climate partnerships		Enterprise risk management			
Fleet diversification		Codes of conduct			
Energy use		Anti-corruption			
Water use		Data privacy and cybersecurity			
Waste		Human rights and anti-modern slavery			
Environmental compliance		Supplier diversity			
		Compliance reporting and investigations			

Introduction and approach

- Message from the CEO
- About this Report
- About Hertz
- Our focus areas and priorities
- Designed to align with the Sustainable Development Goals
- 2023 Awards and recognition





Message from the CEO

At Hertz, we are absolutely committed to delivering an unmatched customer experience as core to our Back-to-Basics Roadmap. As CEO, I am proud that delivering sustainable growth and creating value includes continuously reinforcing trust in our iconic brand.

This Report reflects the transparent way in which we operate across every aspect of our business, including our broader value chain. It outlines our efforts to use our collective talent and skills to drive greater impact. It also highlights how we are engaging our customers and helping them advance their own priorities. Although this Report focuses primarily on our progress in 2023, it paves the way for even greater program maturity, specific goals and, ultimately, meaningful progress in the years ahead.

The cornerstones of our work are the ingenuity and enthusiasm of our employees. Our employees are our biggest differentiator, and they are our most important ambassadors. We also realize that, to scale, you need to partner with others. This Report outlines how we are locking arms with customers, trade associations, nonprofits and many others to make a difference and drive greater value within the communities in which we live and work.

I am enthusiastic about the Hertz journey ahead – offering the very best rental experience for our customers while solidifying a sustainable business for the benefit of all our stakeholders.

Warmly,



Gil West



About this Report

This 2023 Sustainability and Impact Report (Report) covers the 2023 calendar year and encompasses the global operations of The Hertz Corporation (Hertz). In many instances, our data is limited to the United States (U.S.) or North America, where much of our operational footprint exists, and global revenue generation occurs, unless otherwise indicated, whether global or regional data is used, and data is generally rounded to the nearest tenth or thousandth.

We share key 2023 highlights for select programs. The information in this Report underwent rigorous internal review process checks. Additionally, Hertz obtained a limited level of assurance on select 2023 greenhouse gas (GHG) emissions inventory data.

To guide the development of this Report, we referenced and leveraged the reporting standards of the Global Reporting Initiative (GRI) Sustainability Reporting Standards (2016-2021), the Car Rental and Leasing Sustainability Accounting Standards Board (SASB) and the United Nations Sustainable Development Goals (SDGs). Please refer to the content indexes in the [Appendix](#) for details.

Cautionary note on forward-looking statements

The data presented in this Sustainability & Impact Report (Report) is collected using accepted and relevant scientific- and industry-accepted 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 & 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 in light of 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 you should understand 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, 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, 2023 and in our Quarterly Report on Form 10-Q for the quarter ended June 30, 2024.

You should not place undue reliance 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.

About Hertz

Hertz is one of the largest worldwide vehicle rental companies, and our Hertz brand name is among the most recognized globally. We are engaged principally in the business of renting vehicles primarily through our Hertz, Dollar and Thrifty brands. As of December 31, 2023, we operated our vehicle rental business globally from approximately 11,400 company-operated and franchisee locations across approximately 160 countries and jurisdictions, including North America, Europe, Latin America, Africa, Asia, Australia, the Caribbean, the Middle East and New Zealand.

2023 overview¹

Corporate rental car locations

6,700

operated globally

Independent rental car franchises

4,700

operated globally

Extensive offerings

591,600

peak rental fleet vehicles

Globalized workforce

27,000

employees

Furthering growth

\$9.4 billion

in total revenue,
8%+ increase from 2022





Our focus areas and priorities

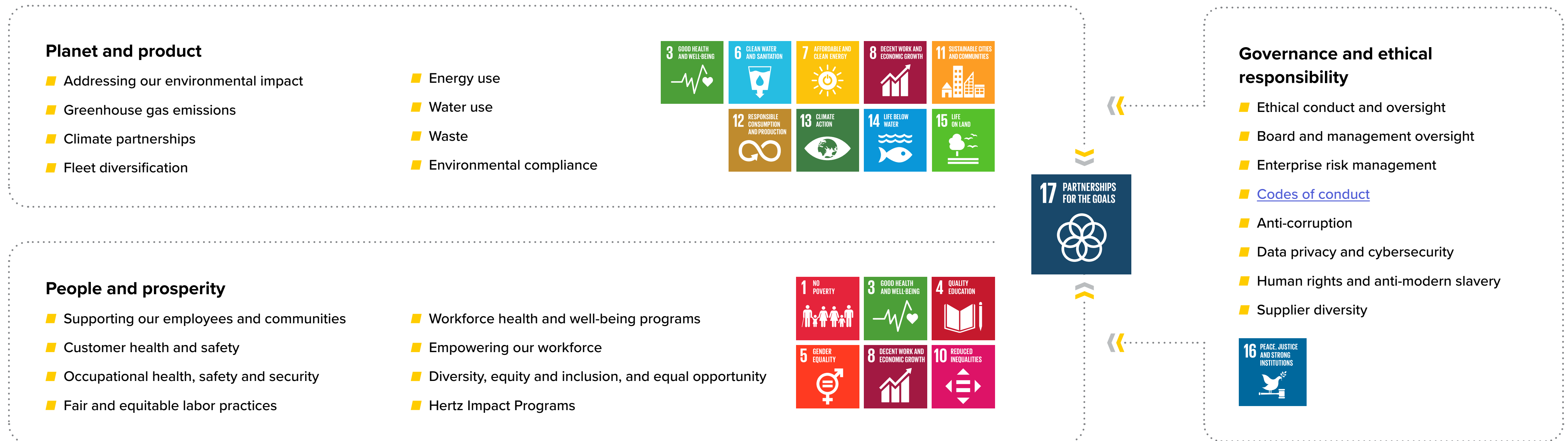
At Hertz, we strive for transparency around the identification and prioritization of environmental, social and governance topics and around reporting clear and accurate information about associated initiatives and their progress. This work is informed by periodic assessments of Hertz’s business, leveraging insights from key stakeholders. The most important topics to us, our “focus areas,” are outlined within this Report and provide a roadmap to assist us in driving meaningful progress. These focus areas may differ from those considered material for regulatory reporting purposes, such as filings with the United States Securities and Exchange Commission (SEC).

We conducted a full-scale non-financial materiality assessment of our global operations in 2022. We engaged our employees and a wide variety of external stakeholders, including customers, investors, suppliers, community partners and others across our value chain. Prior to issuing this Report, we internally reviewed our materiality assessment in an effort to ensure findings from the 2022 assessment remained accurate. In 2024, we expect to be conducting our bi-annual materiality assessment and anticipate that the outcome of the materiality assessment will not only prepare Hertz for forthcoming regulatory requirements, such as those promulgated by the European Union (EU) but will provide an even more informed roadmap for us to follow.

As we look ahead, we continue to reference and leverage the GRI Sustainability Reporting Standards to guide our efforts. Leveraging Hertz’s Enterprise Risk Management (ERM) structure will also help support our ongoing commitment to effectively integrate environmental, social and governance topics and drive sustainability practices across our operations.

Designed to align with the Sustainable Development Goals

Our focus areas encompass priorities identified from our 2022 environmental, social and governance materiality assessment, as well as additional key topics we monitor. The focus areas are designed to align with the SDGs, along with essential management topics and pivotal programs, as illustrated below.





2023 Awards and recognition

As a market leader focused on creating top-tier customer experiences, Hertz was honored with these awards in 2023.

Best Car Rentals – Overall: Silver

Travvy Awards

Best in Car Rentals – International

Travel Weekly

**Best Car Rental
Companies – Best Overall**

U.S. News & World Report

**Favorite Car Rental
Company**

Trazee Travel

**Family Innovator of the
Year, Rental Car**

WhereverFamily Sixth Annual Awards

Early Talent Award

Handshake Early Talent Awards

Drive Electric Award Honorees

Plug In America

The background of the slide is a composite image. The left side shows a calm lake reflecting snow-capped mountains under a clear sky. The right side shows a steep, rocky cliffside with a winding road that has a long-exposure light trail from a car, glowing yellow. A dark, semi-transparent rectangular box is overlaid on the left side of the image, containing the section header and a list of topics.

Planet and product

- Addressing our environmental impact
- Greenhouse gas emissions
- Climate partnerships
- Fleet diversification
- Energy use
- Water use
- Waste
- Environmental compliance



Addressing our environmental impact

Hertz remains committed to reducing the environmental footprint of our operations and value chain. Through the adoption of sustainable business practices, fostering strategic partnerships and investing in advanced technologies, we aim to mitigate our environmental impact. Addressing the challenges posed by climate change, in particular GHG emissions, is an environmental priority, reflecting our commitment to the world around us and our desire to drive positive progress in our business.

We are making strides to reduce our environmental impact by managing a diversified fleet that includes both electric technology and increasingly more fuel-efficient gas-powered vehicles. We continue to promote energy efficiency within our own facilities and to identify a pathway for increased renewable electricity. We also recognize that we cannot progress meaningful change without collaboration and strategic climate partnerships.

Our focus areas



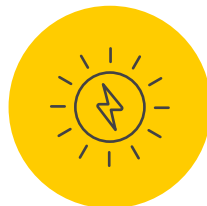
Greenhouse gas emissions and climate partnerships

Understanding our emissions impacts while leveraging partnerships to reduce our emissions footprint.



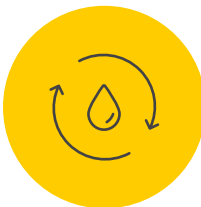
Fleet diversification

Providing a broad choice of vehicles, while considering their impact on our business and emissions footprint.



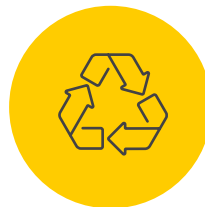
Energy use

Promoting energy efficiency within LEED- and ISO-certified corporate facilities.



Water use

Identifying best management practices and innovation to reduce water use.



Waste

Reducing waste and increasing recycling-and-reuse practices through cross-industry partnerships and internal management processes.



Environmental compliance

Promoting policies and procedures designed to ensure compliance with applicable laws and regulations.





Greenhouse gas emissions

A key environmental focus area for Hertz is the reduction of our greenhouse gas emissions footprint. We believe we have improved the data management and calculations for our GHG inventory, recognizing that effective management requires accurate measurement. We progressed our measurement of Scopes 1 and 2 and placed an emphasis on expanding our Scope 3 category reporting, engaging across our business to improve data processes. We will continue to review data processes and, when necessary, refine our emissions inventory, calculating and verifying in accordance with the GHG Protocol².

For the second year in a row, Hertz received limited review assurance under the AICPA attestation standards. This more rigorous assurance process has helped enhance our controls, which will be critical as we prepare both (i) for new environmental-based reporting regulations promulgated by EU law and by implemented national laws and (ii) for proposed environmental-based rules and regulations promulgated by other global governing bodies.

With more complete data, we are now able to embark on the next phase in our climate journey: a more comprehensive climate risk assessment, which we expect to begin later in 2024. This, combined with our evaluation of a path to reduction targets, will be the building blocks for Hertz’s goal of establishing a transparent climate transition plan in the future.

We also know that to be successful, we must expand our engagements with key climate stakeholders, including employees, franchisees, suppliers, customers and industry groups. We believe that our shared desire to drive progress will make us all, and our planet, stronger.

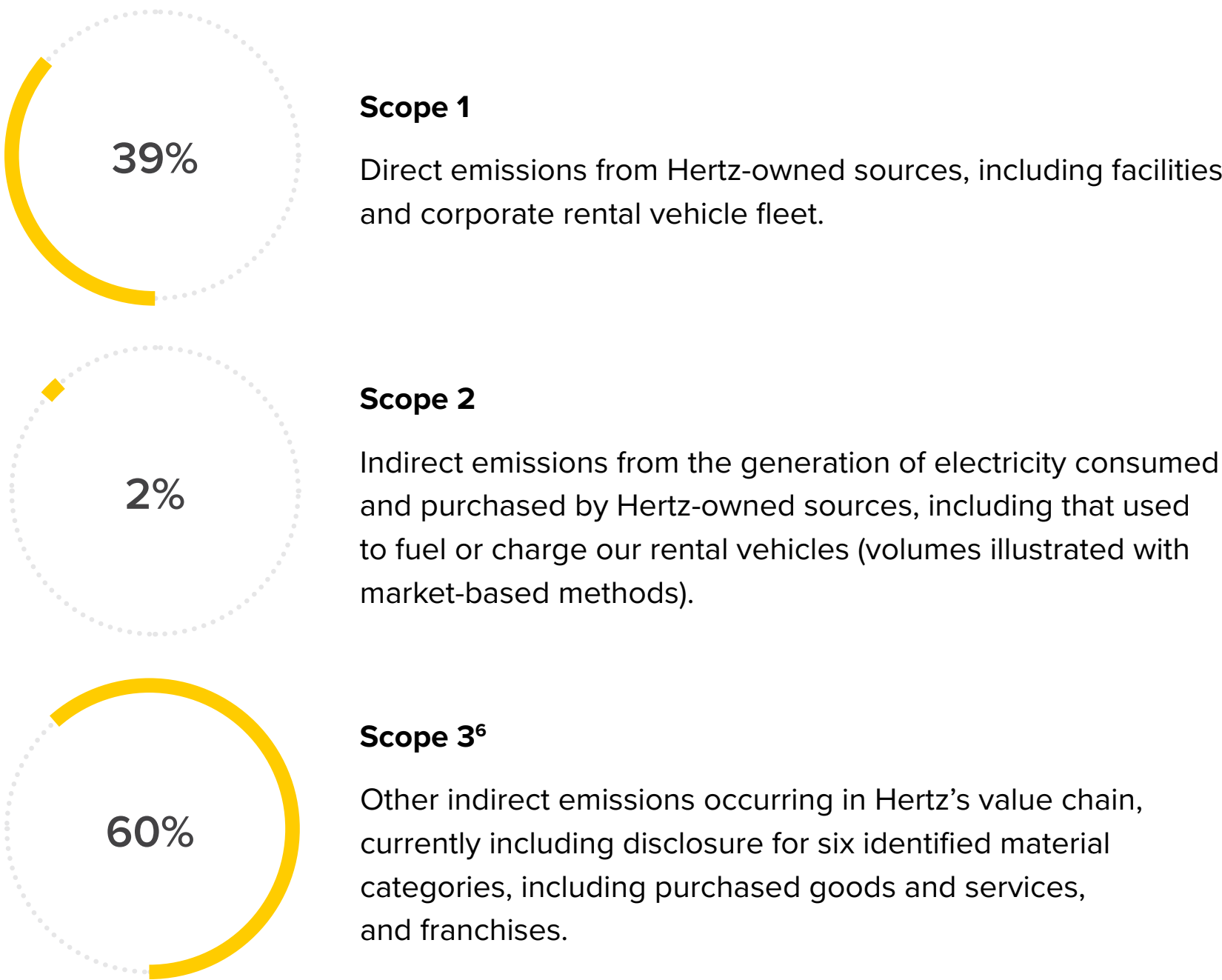
Since 2011, Hertz has conducted annual GHG inventory disclosures through CDP (previously known as the Carbon Disclosure Project) Climate Change Questionnaire and has its annual GHG select inventory assured to a limited level by a third-party provider. Our 2023 Independent Accountants’ Review Report can be found on [page 73](#).

2023 GHG Emission Intensity

0.00038

CO₂e emissions/dollar of revenue³

2023 GHG Emissions (MT CO₂e) by Scope^{4,5}



Climate partnerships



Customers

Our corporate customers, especially, increasingly seek greater transparency with detailed information on emissions to support their own climate reduction activities. As part of our commitment to transparency, we make available account-level GHG emissions reports, upon request, which enables our customers to track tailpipe emissions from rental cars as part of their Scope 3 business travel reporting and goal setting.

We train our Hertz sales account representatives about the importance of sustainability initiatives and climate-related information. We also train our account representatives to provide resources to customers interested in low emissions rental vehicles in an effort to make the rental experience a seamless one.

Hertz supports enhanced emissions reduction initiatives for business travel through a strategic partnership with Siemens. For more information about this partnership, see [page 13](#).



Suppliers

Hertz strives to partner with suppliers who not only share our values and commitment to doing business with integrity, but who also make sound environmental decisions, as a significant portion of our footprint relates to our supply chain.

We encourage our suppliers to share the Hertz commitment to the environment by adhering to environmental laws, protecting natural resources and addressing the suppliers' own environmental footprint, which in turn will contribute to our efforts to reduce our footprint. Our supplier diversity program, as discussed on [page 50](#) of this Report, additionally allows us to support environmental stewardship across a greater assortment of suppliers.



Allies

Hertz is more effectively able to advance its environmental programs and achieve meaningful progress by locking arms with others. We look to those working within, and adjacent to, our industry to help engage in best practices, collaborate on initiatives and drive greater standardization. In 2023, we continued our engagement as the only rental car company in the [Corporate Electric Vehicle Alliance](#) (CEVA), led by Ceres. Hertz also became a Platinum member of the Global Business Travel Association (GBTA) Foundation and now has a seat on the Sustainability Leadership Council. In this capacity, we have been able to engage at a high level with travel industry and sector peers to help shape a set of [Sustainable Procurement Standards](#) for the ground transport industry, which will launch later in 2024, meant to drive greater consistency for corporate travel procurement questions.



Corporate partner

We believe that sustainability is a key component of Siemens’ overall strategy. Siemens has chosen to partner with Hertz as a foundational partner in the Siemens North America travel program, which focuses on reducing emissions from business travel as part of their global commitments. Hertz’s EV fleet assists Siemens to make tangible progress against Siemens’ own goals, utilizing electrified ground transportation to positively impact Scope 3 (Car Rental) emissions.

According to Siemens, its partnership with Hertz helped Siemens avoid 257 metric tons of carbon dioxide equivalent emissions in 2023, the equivalent of 300 acres of U.S. forests-sequestering carbon over one year. Together, Hertz and Siemens created custom educational toolkits and hosted special events in an effort to boost acceptance of EV vehicles as an alternative to renting traditional gas-powered vehicles.



In a world where sustainability is more than just a buzzword, Siemens and Hertz are leading the way. We’ve worked hand in hand to implement a best-in-class, industry-leading electric vehicle renting policy. This policy not only helps us reduce our Scope 3 emissions but also provides our employees with an enjoyable, productive renting experience.”

Patric Stadtfeld
Siemens Regional Chief Procurement Officer
for the Americas





Fleet diversification

For more than a century, Hertz has made every effort to evolve with the times to meet the dynamic needs of our customers. Hertz strives to offer the widest possible choice in vehicles. As we navigate the shifting landscape of mobility, we have diversified our fleet to include electric vehicles (EVs). These EVs not only offer an enhanced driving experience but also allow our customers to contribute to environmental sustainability by choosing lower emission solutions.

Our customers include leisure travelers who prefer renting EVs, as well as those curious about this new technology. We partner with rideshare drivers looking to rent EVs, increasing their own economic opportunity and offering lower emission rides to their customers. We also have corporate and government customers aiming to reduce their carbon footprints while on business travel.

Beginning in 2021, we became a first mover in rental car fleet electrification, introducing EVs across thousands of locations. We have spent time engaging and educating our customers, and our employees, about these vehicles to enhance the experience and help ensure safe and efficient journeys. We remain committed to providing our renters with the vehicle choice they seek. We continue to align our fleet with the demand and expectations of our customers, including both electric and increasingly more fuel-efficient gas-powered vehicles from a variety of manufacturers, over a broad range of price points.

To further enhance our EV rental experience, Hertz is partnering with bp Pulse and other energy companies to support their expansion of public charging infrastructure. We offer discounts and several charging options for our customers during their rental. Additionally, we have invested in our internal infrastructure, upgraded our recharging solutions, and improved educational resources and support in an effort to ensure a seamless and high-quality customer experience.



EV expansion through Hertz rideshare program

We believe we have been at the forefront of providing innovative rental solutions to rideshare drivers, particularly through our EV rental program. As rideshare professionals want EVs as a vehicle choice, Hertz offers a variety of options in this market. By participating in our EV rental program, drivers gain access to a broader customer base seeking eco-friendly transportation options. Over the 2022-2023 period, over 90,000 rideshare drivers have rented an EV through Hertz, logging over 750 million miles.

Partnering with America's cities

In 2023, Hertz launched its signature public-private partnership, Hertz Electrifies, with city leaders in Denver, Houston, Atlanta, Orlando and New York City. This program has allowed us to introduce the latest vehicle technology in key markets and to better familiarize drivers with the unique aspects of operating an EV. Through local EV ride-and-drive events, Hertz helped community members evaluate different EV makes and models and, for some, demystify the EV driving experience.

Hertz has also been able to partner with these cities to help increase access to federal funding for public charging infrastructure, which is a critical component to a successful low carbon transition. Hertz assists partner cities in application readiness and, where possible, provides for free our proprietary Hertz Charging Opportunity Index, which identifies where Hertz EVs dwell. This data helps focus charging projects to the most essential locations; the data is additionally designed to help cities craft a more effective business case.

The Hertz Electrifies program has also been focused on assisting the next generation of maintenance technicians and other critical roles within this quickly evolving automotive value chain. In 2023, Hertz team members engaged directly with students from technical high schools and community colleges in our partner cities. Much more on this aspect of the partnership can be found in the Hertz Impact Programs section of this Report, on [page 35](#).





Energy use

We are focused on energy efficiency within our operations, particularly in the larger buildings that we occupy. It is important to our commitment to environmental stewardship, as energy use provides a tangible way to manage emissions within our organization⁷.

Our world headquarters in Estero, Florida is LEED Gold® certified, a prestigious designation administered by the U.S. Green Building Council. Additionally, our facilities in Charlotte, Denver, Dulles, Newark and St. Louis airports have also achieved LEED (Leadership in Energy and Environmental Design) certification. These certifications, along with standards set by the International Organization for Standardization (ISO), enhance occupant health and comfort, improve building performance and deliver cost savings. Our Hertz European Service Center in Dublin is certified under ISO 14001/15001 for environmental impact and ISO 45001 for employee safety.

In line with our commitment to sustainability, we have completed energy-efficiency audits as required by the European Energy Efficiency Directive at select locations in Europe, in an effort to support the EU's goal to reduce GHG emissions by over 55% by 2030 compared to 1990 levels.

Water use

Water stewardship is another environmental focus area for Hertz. We must focus on conservation and responsible consumption, both within our facilities and within our fleet vehicle operations. Our success relies on improved data, identifying best practices, optimizing and maturing processes, and scaling innovative solutions.



Water data

Monitoring and improving our water information and inventory for insights and mitigation opportunities.



Process optimization

Leveraging best practices to improve processes and program management.



Water stress monitoring

Tracking water stress models and assessments to help ensure the development of the Hertz water plan.



Innovative technology

Researching, testing, implementing and scaling innovative car wash technology.

For example, our Denver International Airport location leverages a water reclamation, filtration and recycling system, designed so that cars will be washed repeatedly with the same baseline water.





Waste

Hertz aims to reduce waste in our facilities and operations and to see those efforts drive less waste and toxins to landfills and/or incineration facilities. As a result, we have established waste management partnerships across the globe to maximize these efforts and have informed our employees and subcontractors about Hertz’s expectations through our Waste Management and Recycling Policy and through our Environmental Policy. These policies include enterprise-wide programs to address general waste and recyclable materials, electronic waste, rechargeable batteries, hazardous waste, used oil, mercury-containing bulbs, used tires and construction materials.

Country, state and local regulatory requirements vary widely, and, therefore, our country and local management teams work to support compliance with local laws, regulations and best management practices.



We promote recycling and waste reduction across our global enterprise.

2023 Waste data

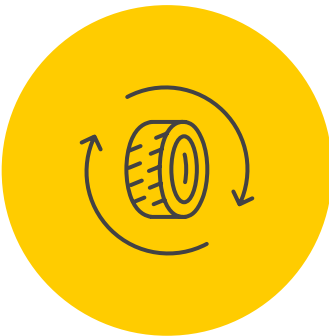
U.S. highlights



6,206 short tons
waste disposed



3,064 short tons
waste diverted

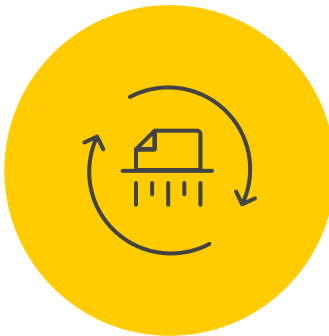


354,147
tires recycled⁸



75,630 pounds
IT waste recycled⁸

U.S. and Canada highlights



828 short tons
paper shredded and recycled



552,791 gallons
used oil recycled



Environmental compliance

We believe that our commitment to protecting the environment, our employees and our customers is reflected in our approach to environmental compliance. We have established policies and procedures that are designed to ensure employees are equipped with the necessary resources to operate our locations in full compliance with applicable federal, state, provincial and local environmental laws and regulations.

Hertz's Environmental Policy provides corporate guidance for the management of hazardous materials and substances utilized during business activities. Our policy includes, though is not limited to, coverage of the following topics:

- **Emergency environmental incidents and spills.**
- **Environmental due diligence for leased properties.**
- **Spill, prevention, control and countermeasure plans.**
- **Asbestos, lead-based and mold management.**

In addition, our management engages in communications with regulators, as needed, on environmental-related matters.

Fueling

At many of our airport locations, we manage fuel and motor oil storage tanks in accordance with our Operating, Controlling and Storing Fuel and Non-Fuel Products Policy. This policy outlines regulatory and company standards for tank management, encompassing purchases, deliveries, controls, inventory reconciliation and regulatory compliance. We utilize cloud software to help us remain compliant. This software is designed to do the following: (i) to provide real-time fuel tank alarm monitoring; (ii) to employ a work-order system that promptly addresses issues and mitigates risks; (iii) to track all tank sites (owned and operated, both above and underground) for compliance, including installation details, type, monitoring methods, leak detection and regulatory licensing; and (iv) to facilitate tank testing and inspection notifications.

To minimize negative environmental impacts, we conduct annual environmental compliance assessments and monthly right-to-know reporting at all 219 owned and operated sites in the U.S. In 2023, we proactively removed or relocated 20 aboveground storage tanks and permanently removed 2 underground storage tanks that were nearing or had exceeded their 30-year service life.

Hertz is committed to responsible air quality management by maintaining our fleet and fueling systems to meet United States Environmental Protection Agency emission standards and using vapor recovery systems during fuel deliveries. Our fleet is equipped with onboard vapor recovery systems (ORVR), which reduces vapor emissions during refueling.

People and prosperity

- Supporting our employees and communities
- Customer health and safety
- Occupational health, safety and security
- Fair and equitable labor practices
- Workforce health and well-being programs
- Empowering our workforce
- Diversity, equity and inclusion, and equal opportunity
- Hertz Impact Programs



Supporting our employees and communities

At Hertz, we put people first. Every day, we endeavor to provide our customers with a seamless and safe rental experience. The driving force behind our progress and our brand differentiation is our employees. We strive to empower our employees so they can build trust with our customers and within the communities where we live and work.

One measure of our business success is our ability to attract and retain top talent. We believe that a diverse workforce, enriched with varied backgrounds and perspectives, helps us to succeed, and by embracing diversity, we can engage authentically with the communities where we live and work, thereby making a meaningful, positive impact.



Our social focus areas



Customer health and safety

Sharing information and maintaining rigorous processes to help keep customers safe.



Occupational health, safety and security

Engaging our employees in an effort to cultivate a safe, secure and healthy culture.



Fair and equitable labor practices

Promoting compliant and ethical practices among our employees.



Workforce health and well-being programs

Offering programs and engagement to help with the mental, physical, emotional and financial well-being of our workforce.



Empowering our workforce

Tailoring training and education to support employee career growth.



Diversity, equity and inclusion, and equal opportunity

Cultivating a work environment where all employees are respected and valued.



Hertz Impact Programs

Being a force for good in our industry and in the communities in which we live and work.



Customer health and safety

At Hertz, customer health and safety are a top priority. We have established guidelines and procedures that are aimed at safeguarding the health and well-being of our customers during their rental experience, including measures designed to ensure the overall safety of our rental environment (such as proactive vehicle maintenance) and the cleanliness of vehicles within our fleet.

We routinely perform self-audits on the safety and security of our facilities, as we are committed to our facilities complying with all Occupational Safety and Health Administration (OSHA), state, local and internal requirements. In addition, our frontline employees receive regular training on health and safety practices and protocols.

We strive to maintain our fleet to the highest industry standards. Our vehicle maintenance centers are equipped with diagnostic and repair equipment, and our proactive maintenance, including specialized maintenance generally at every 10,000 miles, minimizes inconveniences for our customers.

In most countries, we include our basic emergency roadside service with rentals, and for additional peace of mind, these customers have the opportunity to purchase premium emergency roadside service.

Cleanliness

We maintain a high level of cleanliness standards. Special attention is given to high-touch areas, such as steering wheels, door handles, gear shifts and control panels.





Occupational health, safety and security

Maintaining the health and safety of our employees, customers, contractors and communities where we live and work is of utmost importance to us. We are dedicated to reducing risks, enhancing processes and fostering skill development through comprehensive communication and training across our operations.

Safety training

We require safety training for all employees through our learning management system, with new hires receiving foundational safety training during onboarding and established employees undergoing annual refresher courses. Our training programs are tailored to specific job roles and include hazard awareness and customer safety.

Safety training, for specific job roles, is facilitated by our four full-time regional Safety Managers and communicated through regular meetings, bulletins and our monthly newsletter. This structure is supported by a voluntary employee network of Safety Champions, who link local and regional Occupational Health, Safety and Security (OHS&S) organizations’ efforts, reinforcing our commitment to a safe, responsible and ethical work environment.

Types of safety trainings



Core
General safety programs, procedures and guidelines for employees.



Job-specific
Responsibility- and task-specific, together with focused training on safe practices, processes and procedures.



Development
Responsibility, growth and new task training on safe practices, processes and procedures.



Safety Champion Program
Additional safety and operations training focused on hazard identification, operating procedures, safety reporting and response processes.



Program of integrity

Across our various locations, our OHS&S teams, either directly or through third-party services, conduct health and safety audits. These audits involve active participation from our frontline employees, supervisors and managers. We utilize technology to track and communicate the results of these audits to our operations, OHS&S, risk management and human resources teams. This tracking enables collaboration in developing solutions to identified issues.

All incidents and injuries are to be reported, investigated and managed accordingly. Our OHS&S teams collaborate closely, as needed, with our operations, risk management, human resources and workers' compensation teams. This collaboration aims to ensure the health and well-being of our employees and endeavors for all cases of injury to be reported and managed in compliance with applicable laws and regulations.

Security commitment

As part of our commitment to protect the health and safety of our employees, we have equipment, procedures and processes to help safeguard our employees' physical safety and security. Our employees are central to our success and are considered our most valuable asset. Consequently, Hertz takes the responsibility of safeguarding their health and safety with utmost seriousness.

Asset and personnel protection

Our security protocols address potential threats to our team members, which include verbal and physical altercations, as well as risks to physical assets such as theft, burglary and vandalism. Hertz evaluates the security requirements of its operations and employs a variety of security measures to protect our employees, customers, assets and facilities. These measures include those noted below.

- **Physical security measures:** This measure includes access control doors, enhanced lighting, fencing and barriers to prevent unauthorized access.
- **Technological measures:** We utilize advanced audio and visual devices, motion sensors and comprehensive access control systems, including closed-circuit television.
- **Training and procedures:** Our training includes emergency response procedures, conflict escalation processes and de-escalation training to prepare our staff for various scenarios.

Security incident management

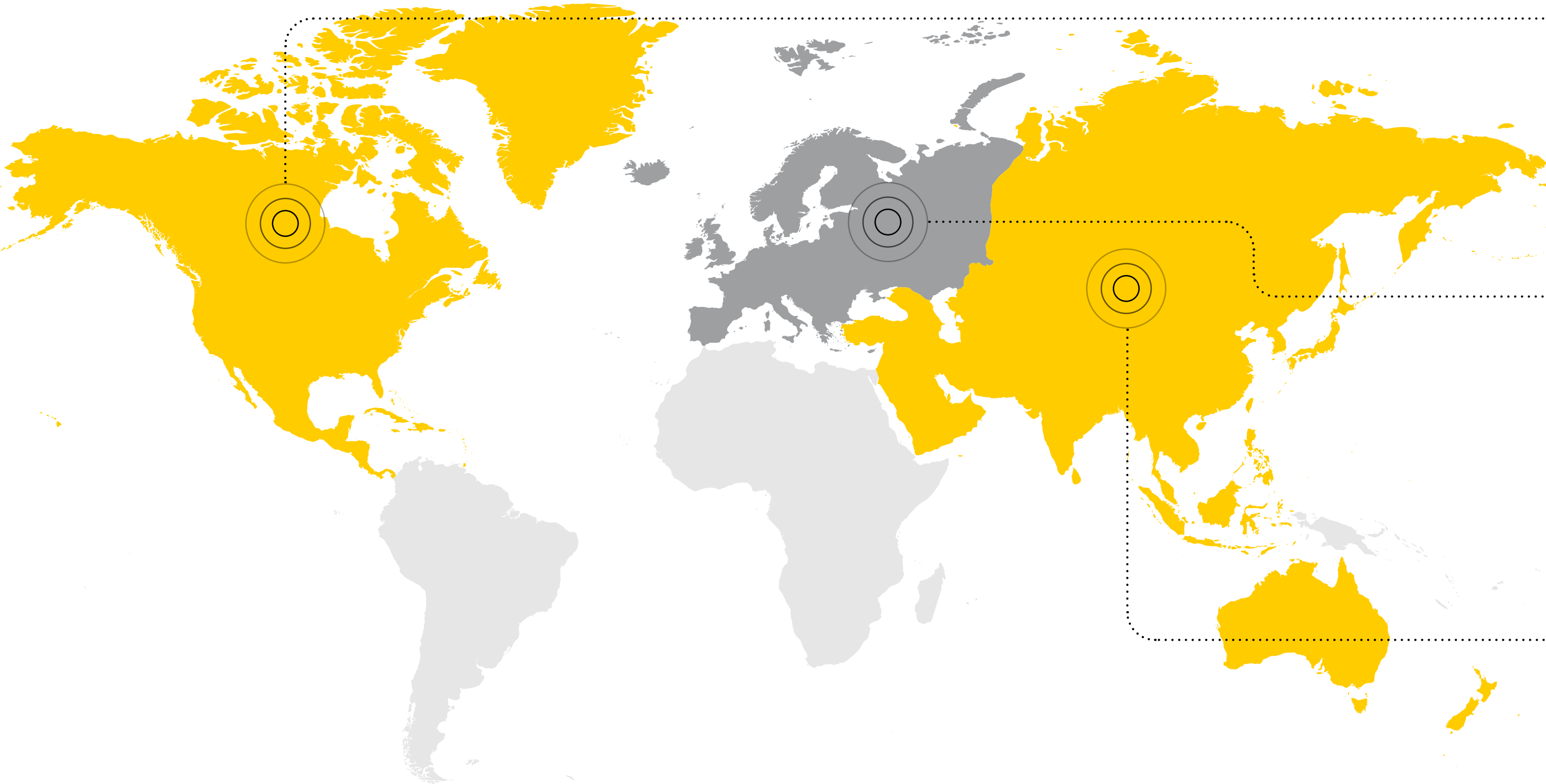
Hertz fosters a safety culture that emphasizes the importance of deterring, avoiding and mitigating security incidents. Our training, communications and policies require that all security incidents be reported through designated channels. Our OHS&S teams, along with other internal teams, collaborate to review reports of security incidents and conduct thorough post-incident evaluations to improve our security protocols on a regular basis.

Safety across the globe

Hertz operates globally in the mobility industry. The Corporate Safety and Security Team, based in Estero, Florida, oversees our worldwide safety and security efforts, coordinating with regional OHS&S teams.

Our OHS&S programs are designed to adhere to the regulations, laws, policies and procedures set by the respective country or local governing authorities. These OHS&S teams actively track regulatory updates from local authorities; this tracking is intended to ensure that our programs remain compliant and that our teams are protected under the applicable laws and regulations.





• **North America**

Our North American Program operates in accordance with U.S. – Occupational Safety & Health Administration (U.S. – OSHA) and Canadian Centre for Occupational Health and Safety (CCOHS) laws and regulations. Within the region, the North American team designs programs for compliance with specific country and state requirements.

• **Europe**

Our European Program operates in accordance with EU – Occupational Safety & Health Administration (EU – OSHA) laws and regulations. We are committed to complying with specific country requirements, as well as European standards and directives. The Hertz European Service Center holds Occupational Health and Safety ISO 45001 certification, which is a certification indicating that the facility has met the criteria of global ISO standards for improving employee safety and reducing workplace risks.

• **Asia-Pacific**







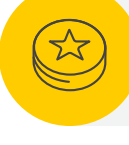
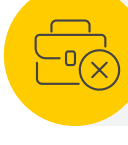

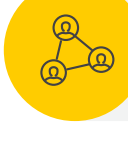

Our Asia-Pacific Program works to comply with all applicable local, state and federal laws in each respective country in the Asia-Pacific region.



Fair and equitable labor practices

Our employees are critical to our success, and we aim to attract and retain a world-class team. We strive to offer fair employment terms, compensation and working conditions throughout our global footprint. Hertz is committed to fostering a workplace where business is conducted consistent with our core values, our [Standards of Business Conduct](#) (Code of Conduct) and our policies.

We have designed our programs and policies to comply with all applicable country, federal, state, provincial and local laws, as well as all executive orders, directives and regulations covering human resources and programs including:

- | | |
|--|---|
|  Employment |  Tuition aid |
|  Talent acquisition and recruiting |  Transfers |
|  Compensation |  Promotions |
|  Benefits |  Terminations |
|  Training and development |  Social/recreational programs |
|  Education | |

Hertz has crafted compensation and talent management programs that aim to promote employee attraction, recruitment, development and retention in order to bring out the best in everyone. Our Board of Directors (Board) has established a Compensation Committee tasked with oversight, monitoring and reporting to the Board on executive compensation matters.

At Hertz, we respect the right of our employees in the U.S. and in international locations to organize and be represented by labor unions, works councils and other such organizations. We work hard to maintain positive working relationships with our union partners and other employee representatives.



Equal employment opportunity

Hertz is an equal employment opportunity (EEO) employer, and we have an Employment and Equal Opportunity Policy (EEO Policy) that governs our actions. We value all employees equally regardless of age, color, national origin, citizenship status, physical or mental disability, race, religion, creed, sex, gender, sexual orientation, gender identity and/or expression, genetic information, marital status, status with regard to receipt of public assistance, veteran status or any other characteristic protected by federal, state or local law.

Hertz is committed to an equal opportunity workplace and to fostering an inclusive culture.

We provide reasonable accommodations for qualified individuals with disabilities who require such accommodations and for employees that require accommodations as a result of religious practices. Hertz Human Resources Business Partners (HRBP) are trained to follow Hertz procedures and guidelines to support employees submitting accommodation requests. All requests are reviewed by a dedicated member of our legal team, in collaboration with the HRBP, to determine effective and reasonable accommodations, and once they are identified, accommodations are promptly provided and/or implemented.

At Hertz, employees who witness or believe they are subject to a violation of the EEO Policy have multiple reporting avenues to accommodate any potential

scenario, including contacting the Hertz Compliance Hotline and/or engaging one of our Compliance Ambassadors. The Compliance Ambassador Program provides an internal Hertz contact person, each of whom is nominated by leadership from a key department across Hertz's business, for employees to consult for advice and guidance when dealing with questions and uncertainties associated with integrity and ethics, or compliance issues.

We take reports of EEO Policy violations very seriously. We encourage our employees (and require our managers) to report any inappropriate situation so it can be investigated quickly. We will not tolerate any form of retaliation against individuals who make good faith reports of alleged violations of our EEO Policy, or who cooperate in an investigation of such a report.

Hertz has implemented procedures and training to help avoid EEO Policy violations. We take allegations of EEO Policy violations very seriously and investigate every report. Suspected violations may be reported through a variety of avenues and will be addressed promptly.





Workforce health and well-being programs

We believe that supporting employees’ mental, physical, emotional and financial well-being should be a requirement for any business, and we strive to deliver quality benefits to our employees. We believe the ability to thrive both in their personal lives and in their professional roles is key to our employees delivering exceptional service to our customers.

Hertz provides eligible employees with a Total Rewards program to support current and future physical, emotional and financial health; the program includes access to retirement and other benefits. In each of our global regions, we seek out well-being partner vendors to support employee needs. Vendors provide resources such as guidance on emotional well-being and work-life balance.

Our Total Rewards program may include – depending on position – incentive based compensation programs. We are proud to offer “Sharing in Our Success,” a broad-based profit-sharing program to select employees. The program supplements performance and incentive plans already in place by rewarding those employees for helping Hertz achieve set targets for profitability and customer success. The plan reinforces what can be accomplished when employees work together as a team, which is critical to our long-term success.

As part of our commitment to continuous improvement, we perform, in all countries where we operate, engagement surveys and a market analysis, designed to ensure that our employee rewards programs are reflective of what we believe is fair compensation. You can find more information on Hertz’s U.S. programs [here](#).



Empowering our workforce

Hertz offers a business and technical training program to support our employees’ professional development and career advancement; this program is tailored to support employees at all levels of their career and promote opportunities for success. We believe that continuous learning for our employees drives results and gives Hertz the ultimate competitive advantage; we also believe that our learning culture encourages self-development and accelerates employee growth in areas about which our employees are passionate.

Training for the future

In 2023, we kicked off Fleet Management University, which provides our leaders with training to support the management of fleet through the utilization of emerging technology, such as registration and renewal applications. We launched 23 modules in this inaugural year, with plans for continued growth and future expansion.

Hertz employees continue to play a vital role in supporting customer adoption of EVs. EV University was started in 2022, leveraging Hertz’s learning management system to provide job-specific training to employees globally. In 2023, 16 new courses were added to the program; we had over 7,000 course completions by employees in 2023.

Maintenance Academy offers technical training and upskilling in auto mechanics with no prerequisites for participation. In 2023, 67 employees completed the two-month curriculum, which provides employees interested in a career in automotive mechanics the opportunity to be trained around EV and combustion-engine vehicles alike.

Cultivating leaders

Hertz understands the importance of professional progression and is committed to growing its talent from within from individual contributors to General Managers and beyond. We have developed a Leadership Evolution Program, structured to enhance the skills and knowledge of our employees at all levels and to empower these employees to excel in their current roles in order to advance their careers.

691 Leadership Evolution trainings were completed in 2023.

The Leadership Advancement Program (LAP), launched in 2023, is designed to cultivate leaders and drive transformative change for further advancement at Hertz. The program is currently available to North American leaders with a demonstrated history of success. We seek to develop our employees into leaders who can empower and inspire their teams to succeed. Participants go through a challenging four-month

Our dedicated Global Learning team collaborates with operational and corporate leaders to develop and deliver tactical knowledge and skill development courses. Training is available in multiple languages to support our global workforce. In 2023, the team launched over 330 training courses and programs globally. These programs advance our employees, with offerings targeting new and changing processes, systems and technology that aim to ensure our employees have the skills they need to meet our evolving business needs of the future.

journey where they dive deep into Hertz-centric insights, hone leadership skills, sharpen business acumen and enhance professional capabilities. During 2023, 39 North American leaders completed the program, with 67% of participants being promoted after completion.

During the LAP experience, candidates go through a shark tank team project, designed both to solve complex challenges within our operations and to drive continuous improvement within our organization, giving senior leadership a pipeline of ideas, solutions and insights that address complex business challenges. In 2023, a number of ideas were presented, and several are in the process of being implemented, one of which is the Passport to Your Success program, structured to positively impact new hire attrition through gamification and engagement throughout a new hire’s first year of employment. Incremental checkpoints incorporated into the program provide feedback and aim to empower employees to enhance their skills and network for a successful career at Hertz.

With these programs, we strive to provide our employees with a rewarding work experience, full of opportunities for professional development. We believe that, if we are

able to provide a positive experience for our employees, we will enable them, in turn, to deliver an unmatched customer experience.





Diversity, equity and inclusion, and equal opportunity

Diversity, equity and inclusion pillars

People

- Building a workforce representative of the communities we serve at every level.
- Creating equitable opportunities for all team members to succeed.

Culture

- Cultivating a culture of inclusion, trust and transparency.
- Encouraging everyone to be their true selves.

Community

- Extending our company values to customers, suppliers and communities where we live and work.
- Connecting talent acquisition as well as training and education opportunities with our education philanthropic pillar.

At Hertz, we firmly believe that diversity, equity and inclusion (DEI) are critical components of our sustainability strategy. Our commitment to DEI means that we strive to create a culture where our employees feel valued and respected, where every person can apply their unique identities and backgrounds to advance the way the world moves.

A diverse workforce brings a plethora of perspectives. By fostering an inclusive culture that welcomes varied viewpoints, we are optimistic that we can enhance our adaptability and resilience, enabling us to better anticipate and respond to environmental and social challenges. Our approach extends beyond our organizational boundaries, influencing our community engagements, suppliers and partnerships; our approach is designed to uplift underrepresented groups and give back to our communities. Our initiatives include targeted recruitment, comprehensive training programs, and policies designed to eliminate biases and barriers. We make efforts to support minority-owned/women-owned/disadvantaged business enterprises (M/W/DBE) via our [Global Supplier Code of Conduct](#) and [Supplier Diversity Program](#). By integrating DEI into our business, from operations to decision-making, we believe that we are not only acting equitably but are also enhancing our competitive advantage.

At Hertz, monitoring progress matters. We diligently collect and track diversity data across our organization, as we are committed to complying with privacy regulations in each region in which we operate. By analyzing this data, we gain insights and identify

potential areas for enhancement. In 2023, we started designing a revamped employee engagement survey to gather insights across the following key areas: manager effectiveness; rewards programs; leadership and inspiration; environmental, social and governance topics; innovation; Hertz values; customer focus; and communications. We launched the survey in 2024 and intend to use the results to refresh our strategies for creating a culture of transparency and inclusion.

Fostering our inclusive culture and workplace

We are committed to enhancing cultural awareness to cultivate an environment characterized by open dialogue, mutual respect and a recognition of individual differences. Our Employee Resource Groups (ERGs) play a pivotal role in this effort. These voluntary, employee-led groups help promote a diverse and inclusive workplace aligned with our organizational goals. These groups endeavor to provide a way for our employees to unite and actively participate in creating an inclusive culture through networking, business enhancement, career development, mentoring, community engagement and cultural education. We are proud of the growth and efforts of our ERGs. In 2023, our ERG chapters expanded to 38, from 12 in 2022.



ERGs giving back

During the holiday season, our ERGs intensify their efforts to collaborate with local charities, making significant contributions to the community through food, clothing and toy drives. A notable partnership in 2023 was with the Harry Chapin Food Bank of Southwest Florida, where ERGs worked with our employees and generously donated 735 items, totaling 918 pounds, to support the food bank and assist those in need within our community.

Additionally, our Wellness ERG Chapter in San Antonio/Austin, in collaboration with the Hays County Food Bank, made a substantial impact by distributing meal boxes to over 300 residences during the holidays. Furthermore, the San Antonio/Austin Chapter of the Women and Allies ERG demonstrated remarkable community spirit by assisting in serving over 10,000 plates at the United Way’s H-E-B Feast of Sharing, an annual Thanksgiving dinner event. These initiatives underscore our commitment to community engagement and the powerful role our ERGs play in fostering a spirit of giving and support during the holiday season.

Our ERGs and their missions



HERTZ MULTICULTURAL GROUP

Shape a more inclusive workplace by raising awareness of cultural nuances and celebrate cultural diversity throughout the organization and in the communities we serve.



HERTZ WORKING FAMILIES AND ALLIES

Educate, communicate and leverage resources so that employees may successfully achieve work-family balance.



HERTZ PRIDE AND ALLIES

Promote enrichment and opportunity for the LGBTQ+ community to attract and retain a diverse workforce.



HERTZ WOMEN AND ALLIES

Empower women to lead in their own way and to grow and thrive in both their careers and the community.



HERTZ VETERANS AND ALLIES

Build a culture that recognizes and celebrates the contributions of our veterans, active-duty reservists and their families, while supporting their needs.



HERTZ WELLNESS GROUP

Connect employees to celebrate and advocate for physical, emotional, financial and mental health in and out of the workplace.



Creating opportunities for success

Mentorship is an important part of our culture, and our programs are designed to develop internal career advancement pathways that support our DEI objectives.

Our mentorship programs focus on identifying a diverse network of mentees and pairing them with a diverse pool of mentors. This setup aims to grow and develop both parties of the mentee-mentor relationship. We use a unique algorithm to help pair participants to match skillsets and interests, such as business interests, the desire to build a personal brand, executive presence and more. These mentorship programs are application-based, with specific eligibility criteria.

Mentorship Programs



**General Management
Mentorship Program**

This program is structured to prepare our director-level employees for executive roles and consists of sessions on certain topics, such as understanding financials and steps on improving profit and loss scenarios in order to prepare the employees for the financial and business-management responsibilities of the promotional roles.



**Women's
Mentorship Program**

This program is designed to enhance leadership skills, increase engagement and develop business acumen for manager- and director-level female employees. In 2023, 133 women in North America participated in the program.

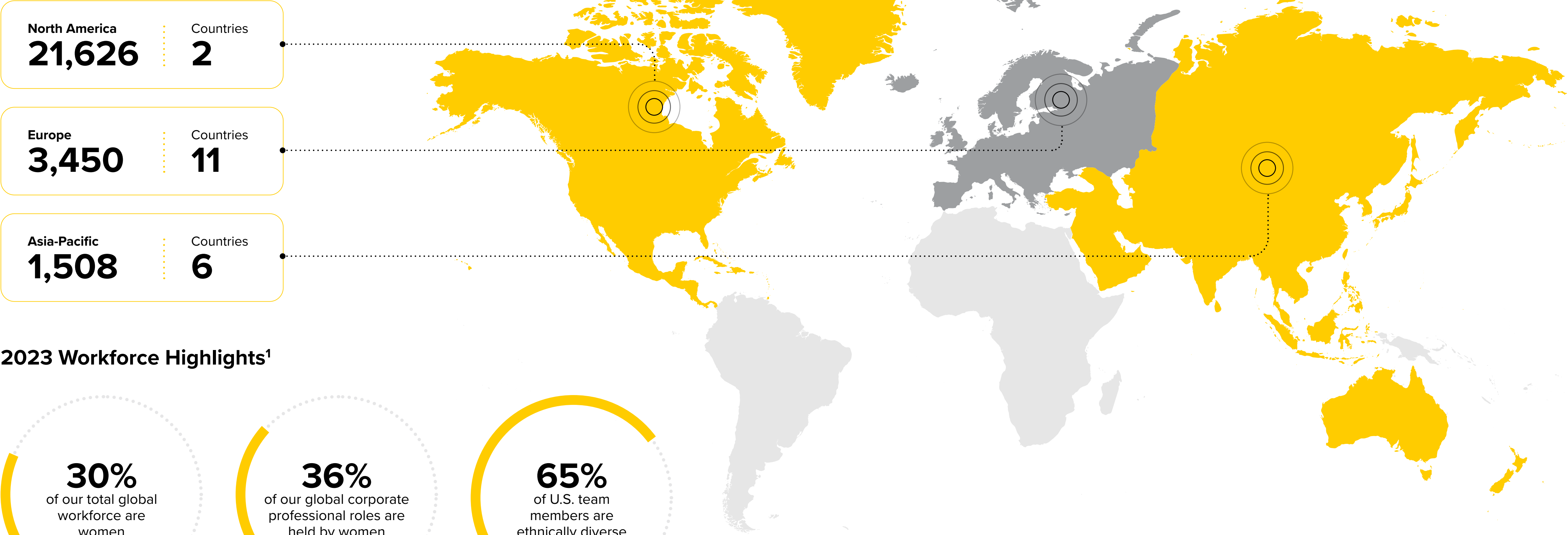


**Revenue Management
Mentorship Program**

The first pilot of this program was launched in 2022. The offerings within the program are designed to increase exposure and enhance the professional skills of employees. This program began as a two-month pilot and has since grown to over 40 participants.



Hertz 2023 global workforce



2023 Workforce Highlights¹



12% of our employees have been with the company for more than 20 years.
Global employees – 26,584 | Countries – 19



Collaborating for talent development and acquisition

Hertz engages in strategic partnerships for talent acquisition in an effort to leverage external expertise, broaden our recruitment reach, enhance the quality and diversity of our workforce, and help develop a future-ready workforce in our communities. These collaborations enable us to access specialized recruitment tools and networks, through which we expect to attract top-tier talent in a competitive market. We are of the opinion that these partnerships are integral to maintaining a robust talent pipeline.

Central Oklahoma Workforce Innovation Board

This board aims to improve lives by building a quality workforce through education and by creating connections between job seekers and businesses. As a board member, Hertz provides feedback and insight regarding workforce challenges in Central Oklahoma and contributes to workforce development and accessibility programs.

Universal Technical Institute

We partnered with Universal Technical Institute for our Maintenance Service Academy, which gives new hires and employees looking for a career change the opportunity to become a mechanic in less than two months. No previous experience in the field is required, and this helps us attract and retain broader talent for these roles. The academy offers employees a career path working with vehicles ranging from gasoline-powered to electric.

Univision

Univision, a leading media company serving Hispanic audiences, partners with Hertz to broadcast career opportunities tailored to bilingual and Spanish-speaking professionals. This collaboration endeavors to ensure that our content is inclusive and accessible, and reaches a diverse audience that highlights opportunities particularly relevant to Spanish-speaking individuals.

Workforce

Workforce is a non-profit organization that provides services to support economic development. This non-profit offers resources both for employers to find qualified employees and for job seekers to get the training and assistance to help achieve success in the workforce.

Goodwill

As an employer partner, Hertz's Talent Acquisition Team advises on curriculum for in-demand training programs, participates in job fairs and supports career connections between our organization and the broader community.





Hertz Impact Programs

At Hertz, we recognize that our responsibilities extend beyond our business objectives to the communities in which we live and work. Our commitment to social impact and community engagement is so integral to our corporate ethos that we aligned our priorities to Hertz’s three corporate values: We drive change; we put people first; and we win together. We have designed our Hertz Impact Programs around these 3 pillars in an effort to address key issues that resonate with our stakeholders and align with our business values. Those issues include shaping the future automotive workforce, addressing critical needs in our communities and empowering our employees to make a difference. We feel that these programs not only contribute to societal progress but also enhance our corporate culture, thereby fostering a sense of pride and purpose among our employees.

Hertz is committed to engaging with communities in a manner that empowers and uplifts. Whether it’s through volunteerism, partnerships with local organizations, in-kind rentals or direct financial support, we strive to be a good neighbor, enriching the areas where we live and work. These engagements help us stay connected to local needs and expectations; in addition, we are optimistic that the impact through our engagements is both positive and relevant.

Hertz Impact Programs’ Pillars

Advancing the way the world moves by strategically giving our money and our time.



We drive change by enabling the automotive workforce of the future.

Through engagement, education and career advancement initiatives in key cities.



We put people first by supporting our communities.

Through in-kind donations and critical funding to aid in disaster response, essential services, and community and employee needs.



We win together by leveraging the power of our people to make an impact.

Through employee engagement, including ERGs, to increase impact where we live and work.



Hertz Impact highlights

231

total training hours onsite with automotive partner
school students and instructors

\$30K

donated to automotive partner schools for
school equipment

\$92,622

worth of grants distributed to Hertz
employees through the
Hertz Employee Relief Fund

\$278K

worth of donated
vehicle rentals to strategic
non-profit partners

\$293K

worth of donated vehicles to
automotive partner schools for
educational purposes and other
charitable programs



We drive change by shaping the automotive workforce of the future.

The automotive industry is changing rapidly. Due to the advancement of new vehicle technologies, an expanded set of skills are required. As Hertz navigates this space, we must act in an effort to empower the next generation of professionals with the skills and opportunities that we believe are necessary to thrive in the automotive workforce of the future.

These insights are underpinned by the [United States Energy & Employment Report 2023](#), which highlights motor vehicle employers' difficulties in finding qualified workers.

In order to minimize the gap created by the rapidly changing, technologically advanced environment, Hertz has chosen strategic partners to support this effort.

Educational development and scholarship initiatives through TechForce

TechForce Foundation is a non-profit committed to the career exploration and workforce development of professional technicians across various sectors. In partnership with the TechForce Foundation, Hertz provides scholarships, training and educational resources, as well as certification grants, to students who are pursuing their automotive technician education. TechForce additionally provides Hertz with an opportunity to engage with the current technician workforce through community events, student experiences and career placement.



We are proud to partner with Hertz to supercharge the pipeline of future technicians, providing tools and opportunities to start their careers and building a community to support each other along the way.”

Jennifer Maher
Executive Director of TechForce Foundation



I love working on cars, especially when I get them up and running. I have loved the satisfaction of putting stuff together and making it work ever since I was a kid. This career allows me to continue without any doubts that I will enjoy my career I love my job and won't feel that I am being forced to work just for money. With all that said, my dream career is to be an automotive technician.”

Wilson C
First Hertz Technician Scholarship recipient in partnership with the TechForce Foundation





Collaboration with the Collision Repair Education Foundation (CREF)

Hertz values CREF as an official non-profit partner. CREF supports collision repair education programs, schools and students to produce entry-level technicians to help meet current and future industry needs. CREF also provides awareness of collision industry career opportunities within local schools and communities representing many industry segments. This collaboration extends scholarships and grants to students and instructors engaged in automotive collision repair programs. Hertz donates salvaged vehicles to programs, enhancing the instructional resources available and providing students with hands-on experience. In addition, our employees participate in national events, industry engagements and local student experiences in an effort to help this automotive industry sector gain a more qualified workforce.

Putting automotive technical students in the driver's seat

Through partnerships with select high schools, technical schools and community colleges in Atlanta, Denver, Houston, New York City and Orlando, Hertz is striving to prepare the next generation of automotive workers for the job market. We are directly engaged onsite with students and instructors, providing hands-on access to the latest vehicle technology, offering introductory safety training and certified online EV training curricula, as well as onsite tours of local Hertz facilities. These students are given the opportunity to talk with a host of Hertz personnel in various stages of their careers and receive feedback on the skills and competencies needed to advance in the automotive industry. In some cases, Hertz offers summer internships or even permanent jobs post-graduation to help jumpstart the students' maintenance or other career goals.





We put people first by supporting critical needs.

At Hertz, our commitment to putting people first is at the core of everything we do. We believe in the power of community support and are dedicated to initiatives that uphold the well-being and safety of the communities we serve. As we continue to evolve and expand our outreach efforts, we are focused on strategic partnerships and programs that provide disaster relief, as well as mobility and transportation needs.

Hertz engages in meaningful partnerships with many notable organizations, each of which we believe addresses critical humanitarian needs in unique ways. Team Rubicon, a veteran-led humanitarian group, focuses on providing timely assistance to global communities affected by disasters and crises. In 2023, Hertz provided 326 in-kind vehicle rentals, valued at nearly \$250,000, to Team Rubicon, thereby helping to extend Team Rubicon’s capabilities even further.

We also collaborate with the Jack and Jill Late Stage Cancer Foundation (JAJF). This foundation is dedicated to offering memorable experiences to families facing the imminent loss of a parent due to cancer. We facilitated these invaluable family moments by donating 42 vehicle rentals in 2023.



The smiles and joy of each precious family continue to be the best way JAJF thanks Hertz for your goodwill, compassion and investment, for your continued belief in the importance of JAJF and in the importance of family. . . . We look forward to continuing to celebrate the many Hertz moments moving forward.”

Jon Albert
Jack and Jill Foundation Founder

NeighborShare

NeighborShare operates by partnering with local nonprofit community heroes – such as case workers and social workers – who are deeply integrated within their communities. These partners pinpoint urgent, often overlooked, needs that, if unmet, could lead to severe crises for families. By filling these gaps, involving needs of \$400 or less, NeighborShare and Hertz together provide a simple yet impactful solution that prevents many families from facing potential destabilization.

We believe that our collaboration with NeighborShare exemplifies a powerful commitment to addressing essential transportation needs within communities, directly impacting the stability and livelihood of many individuals. Through this partnership, in 2023, Hertz aided 460 individuals, 40% of whom we understand were able to obtain or retain employment.

Partnership highlight

Roxanne, a single mother of a 3-year-old daughter, works weekends cleaning a hospital so she can spend her weekdays at her internship, paving her way toward a dental assistant degree. Life threw Roxanne a curveball when her car, the very lifeline that ensures that she gets to her job, to her internship and that her daughter is taken care of, needed a critical transmission repair. Our support helped her with this repair so that she could continue her education and provide for her daughter.



Hertz Employee Relief Fund

The Hertz Employee Relief Fund (ERF) was established in 2018 with a mission to support Hertz employees facing financial hardship. This initiative reflects Hertz's commitment to its workforce, providing timely assistance during times of need. These grants help recipients manage unforeseen financial challenges.

A key feature of the ERF is the matching contribution element. Hertz matches every dollar contributed by employees, up to \$100,000 annually, thereby increasing the potential impact of donations. Additionally, Hertz covers all administrative fees associated with the fund, which setup is designed to ensure that 100% of the donations go directly to supporting employees in need, maximizing the efficacy and reach of the fund. In 2023 alone, the fund awarded 52 grants to employees and has awarded 601 total grants since its inception, thereby continuing the mission of providing financial assistance to employees. This support is a reflection of the commitment of Hertz to its employees and Hertz employees to their colleagues.

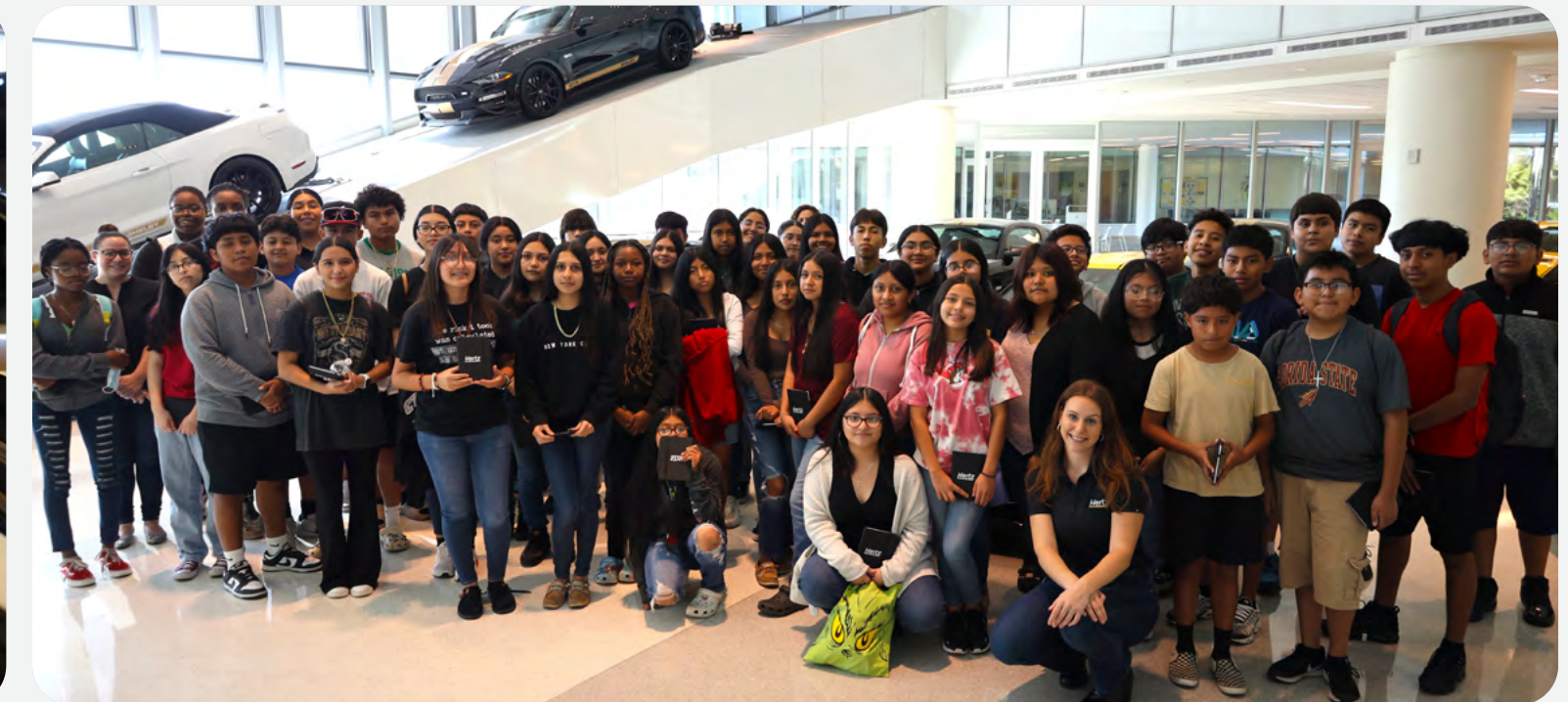




We win together by empowering our employees to make a difference in the communities where we live and work.

At Hertz, we are deeply committed to positively impacting the communities where we live and work. Through our hyper-local engagement initiatives that involve employees across various levels of our organization, we strive to address specific needs within local neighborhoods, fostering mutual support and a spirit of community. As we endeavor to ensure that our efforts are both relevant and impactful, we tailor these initiatives to the unique challenges and opportunities of each locality.

In addition to these overall efforts by our employees generally, our ERGs – organized, employee-led groups that reflect our employees’ diverse perspectives, experiences and skillsets – play a crucial role in driving our community engagement and outreach enhancement efforts. For more information on our ERGs, including the names of our ERGs, their mission statements and specific examples of ERG community efforts, see [page 31](#) of this Report.



Supporting Immokalee Foundation students in career development

The Immokalee Foundation, dedicated to fostering the educational and vocational advancement of children in Immokalee, Florida, partners with organizations to enhance life skills through targeted programs. In alignment with this mission, Hertz welcomed over 50 students from the foundation to our Southwest Florida International Airport location and headquarters for a day of immersive professional development. This initiative is part of our long-standing commitment to nurturing young talent and enriching our community.

During their visit, the students explored a range of career opportunities within Hertz. They learned about operations at the airport, sustainable engineering and were introduced to EVs through a virtual EV car show. The day also included interactions with our recruiting and Human Resources teams, who provided advice on achieving professional goals. A panel discussion, featuring Hertz executives from diverse backgrounds, offered the students insights into various career paths and encouraged them to pursue their aspirations with confidence.

Page Motes, current Vice President, Chief Compliance and Sustainability Officer at Hertz, emphasized the importance of the event: “We are proud to support the Immokalee Foundation and its students. This day was an excellent opportunity for them to see the breadth of careers available at Hertz and to inspire them to work hard towards their future goals.”

Governance and ethical responsibility

- Ethical conduct and oversight
- Board and management oversight
- Enterprise risk management
- Codes of conduct
- Anti-corruption
- Data privacy and cybersecurity
- Human rights and anti-modern slavery
- Supplier diversity
- Compliance reporting and investigations





Ethical conduct and oversight

At Hertz, we are committed to good corporate governance and promoting the long-term trust of our stakeholders by adopting structures, policies and practices that are designed to provide responsible oversight of our key environmental, social and governance focus areas.

Hertz has adopted a [Code of Conduct](#) that applies to all employees (including officers) and to directors, and is intended to guide ethical decision-making and foster a culture of integrity. Employees are also encouraged to raise concerns, without fear of retaliation. Our Code of Conduct is designed to help our employees act with integrity each and every day.

In addition to making ethical decisions, we are committed to complying with regulatory or other programs (that help to reinforce stakeholder trust and business resiliency), including data privacy and cybersecurity, anti-corruption, human rights/anti-modern slavery and supplier diversity.

Through these efforts, Hertz aims to drive accountability and confidence, while fostering a sustainable and inclusive environment for all stakeholders.



Governance and ethical responsibility focus areas



Board and management oversight

Overseeing our efforts at the highest levels of the organization.



Enterprise risk management

Managing sustainability and impact risks within our Enterprise Risk Management program.



Codes of conduct

Cultivating an ethical, compliant and speak-up culture.



Anti-corruption

Addressing promptly reports of non-compliance and leveraging insights to improve.



Data privacy and cybersecurity

Maintaining trust with our stakeholders.



Human rights and anti-modern slavery

Policies, processes and employee engagement to recognize and report signs of human trafficking.



Supplier diversity

Supporting small businesses and minority-owned/women-owned/disadvantaged business enterprises (M/W/DBE).

Board and management oversight

Board and Board committee oversight

At Hertz, we are committed to appropriate oversight and accountability of our corporate responsibility initiatives, and our Board and senior management are directly engaged in this effort. The Hertz Board is responsible for overseeing our corporate strategy and our management; our management, in turn, is responsible for our day-to-day operations. Our directors have extensive financial, operational, governance and market experience. Our directors also come to Hertz with diverse perspectives, which enriches the strategic guidance they are able to provide.

Responsibility at Hertz for environmental, social and governance issues starts at the top, with our Board overseeing our practices, policies and activities that create the foundation for our strategies and programs in this area. In fact, these topics are among our Board's core responsibilities, as specified in our Corporate Governance Guidelines.

The Board's Governance Committee oversees environmental, social and governance activities of Hertz on a more micro, formal level. In 2023, the Governance Committee received reports from management on Hertz's detailed sustainability strategy, key initiatives and evolving risks. Hertz, in 2023, also launched its new corporate purpose ("Advancing the Way the World Moves") and key values, with the support of the Governance Committee, as well as the full Board. Our intention is to align our sustainability strategy and programs to our purpose and our values, as we recognize that "how" we operate and engage is equally as important as our results.

The Audit Committee of our Board also plays an important role in our sustainability program. The Audit Committee, consistent with its charter, assists the Board in overseeing our ERM program and in overseeing our overall compliance with regulatory requirements.

Management oversight

In 2023, we launched a Sustainability Disclosure Committee, comprised of cross-functional executive leaders, that is responsible for overseeing sustainability-focused disclosure processes, resources and results. The committee also oversees the annual disclosure of non-financial matters, based on both regulatory requirements and our understanding of stakeholder expectations. In addition, Hertz has a Sustainability and Impact Team (S&I Team), which, until July 2024, was overseen by the Executive Vice President (EVP) of Corporate Affairs, who reported directly to the Chief Executive Officer (CEO). This team has since transitioned and is under the leadership of Hertz's EVP, General Counsel and Corporate Secretary, who reports directly to the CEO. Our current Vice President, Chief Compliance and Sustainability Officer (CCO/CSO), the leader of the S&I Team, strives to ensure that environmental, social and governance priorities align with company-wide business strategies and collaborates across the enterprise to drive key sustainability programs and initiatives. The CCO/CSO and the S&I Team collectively are also responsible for, among other things, tracking and reporting plan progress; this work is supported and overseen by the Sustainability Disclosure Committee.



Enterprise risk management

Hertz is governed by an experienced Board, who actively engage in assessing and managing enterprise risks, including environmental, social and governance risks. The Audit Committee plays a crucial role in this process by reviewing and discussing the top enterprise risks with the Board, thereby facilitating open feedback and strategic planning for risk treatment and resource allocation. In fact, pursuant to the Audit Committee’s charter, one of the primary purposes of the committee is to assist the Board in overseeing ERM, including cybersecurity.

Enterprise risk management enhancements

Hertz maintains an ERM process to identify, assess and monitor risks that are, or may become, material to the business. Our ERM process includes participation, in the form of surveys and discussions, by senior management, other leaders and employees across the business. In addition, the Risk Management Committee (RMC), comprised of members of senior management, meets regularly to discuss our top risks. A key initiative under this process has been the focus on cybersecurity, recognized as a material risk within our business. To address this risk, we take a broad approach.

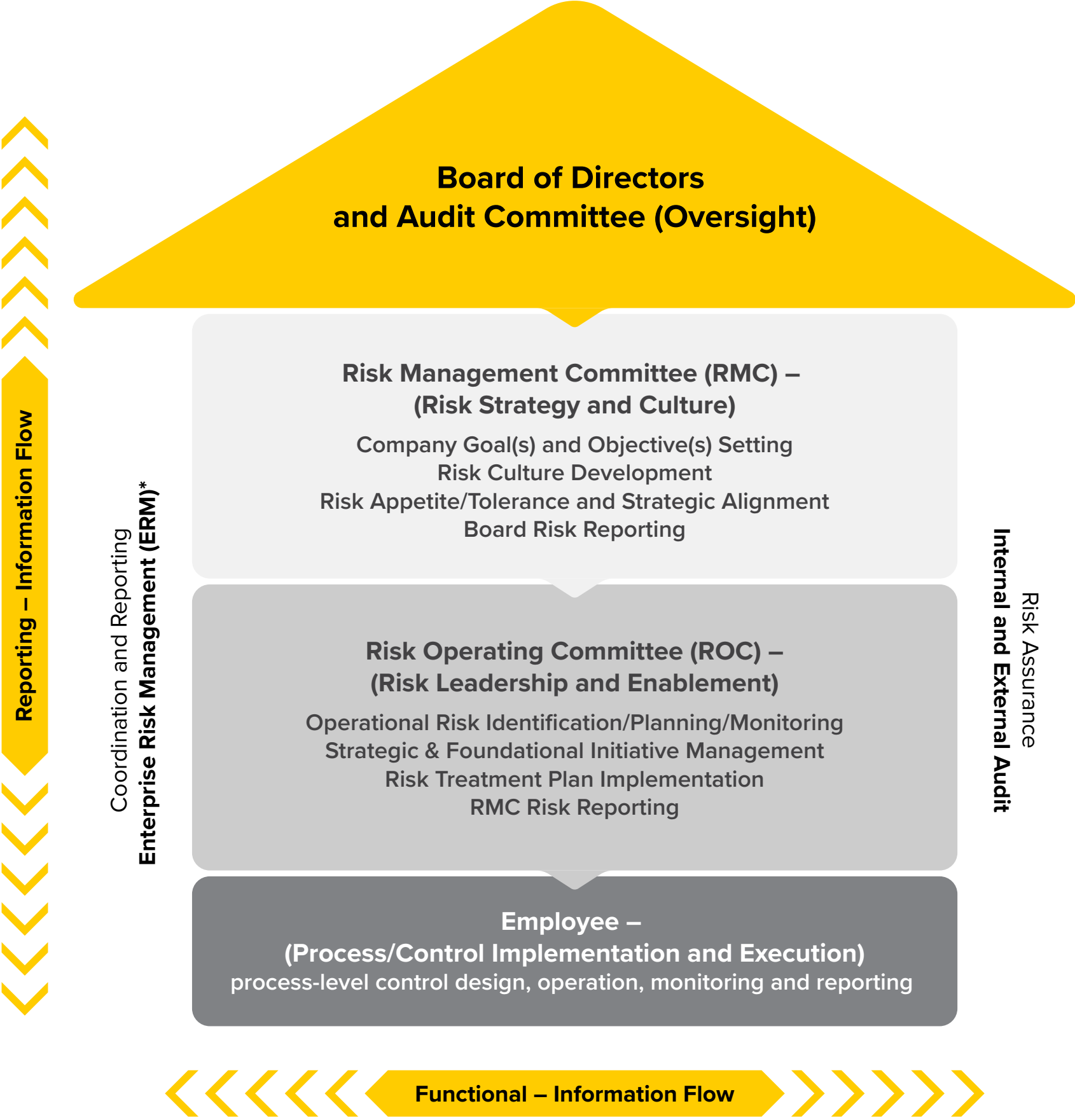
Our ERM governance structure

The governance structure of our ERM includes the groups noted below.

- **Board of Directors:** Provides, among its core responsibilities as outlined in our Corporate Governance Guidelines, oversight of major risks facing Hertz and develops strategies for the management and mitigation of those risks.
- **Audit Committee of the Board:** Assists the Board, consistent with the Audit Committee charter, in oversight of ERM, including cybersecurity. In addition, pursuant to its charter, the Audit Committee reviews and discusses with management the implementation and maintenance of a risk governance structure, a risk assessment, and risk management practices and guidelines. Also, as outlined in its charter, the Audit Committee provides oversight on significant risk exposures and control issues impacting Hertz, and evaluates the effectiveness of the Hertz control framework. The Audit Committee has other responsibilities, outlined in its charter, that relate to ERM. As part of the ERM process, the Audit Committee reviews reports from management and discusses

with management policies that relate to significant enterprise-wide risks facing Hertz; together, management and the Audit Committee consider how risks are being identified, assessed and managed. The Chair of the Audit Committee reports to the Board on enterprise-wide risk.

- **Risk Management Committee (RMC) – Senior Management Group:** Leads the implementation and enhancement of the global ERM framework, supported by the Risk Operating Committee (ROC) and its members, who are subject-matter experts responsible for overseeing specific risk areas. Our management provides an ERM Report to the Audit Committee on a regular basis, and this Report catalogues the top risks that management believes to be facing Hertz.
- **Internal Audit:** Provides independent validation that risk management controls are effectively designed and operating as intended. Internal Audit also reviews enterprise-wide risks on an annual basis.



Note: *The ERM function performs risk analysis and assessments, provides emerging risk insight, and facilitates identification and timely reporting of top enterprise-level risks to inform strategic decisions.



External standards

Our ERM governance framework leverages leading practices from external standards, such as establishing committees focused on specific topics and initiatives like the Committee of Sponsoring Organizations (COSO), ERM and ISO 31000.

Hertz governance framework

Within the Hertz ERM governance framework, we have an Enterprise Risk Management Team (ERM Team), which is led by our Vice President of Enterprise Risk Management. The ERM Team coordinates and facilitates governance and is responsible for analyzing risks to the business, including risks relating to climate change and environmental, social and governance matters.

Risk identification

As we endeavor to capture risk identification across all organizational levels, Hertz conducts Employee Voice Surveys and a Biennial Risk Assessment Survey targeted at mid-level leaders and above. These tools help in capturing a wide range of insights and potential risks from various parts of the organization.

Addressing environmental, social and governance risks

Our ERM framework includes environmental, social and governance risks for assessment and identification. The ERM Team collaborates with the S&I Team and other key subject-matter experts to align on these risks and escalate them as necessary to senior leadership. This integrated approach is designed to ensure that environmental, social and governance considerations inform our strategic planning and operational processes.

These structured efforts demonstrate Hertz's commitment to robust risk management and responsible corporate governance, in an effort to enhance shareholder value.

Codes of conduct

Hertz is dedicated to operating our business with the utmost integrity, respect and sense of responsibility. Our Code of Conduct provides guidelines on acceptable behaviors for employees (including officers) and directors, thereby helping to promote our commitment to ethical practices and to foster a culture of doing the right thing. Topics covered include non-discrimination, workplace health and safety, data privacy, exceptional customer service, conflict of interest avoidance, anti-bribery measures, community engagement and environmental compliance.

We expect all members of our value chain, including non-employee affiliates, to adhere to our principles and conduct business legally, ethically and with social responsibility. To guide our franchisees, licensees and agents, we have established the Global Brand Partner Code of Conduct. Similarly, our Global Supplier Code of Conduct outlines the standards of behavior we expect from our suppliers and directs our interactions with various service providers, such as towing companies, vehicle paint vendors and local vehicle repair shops. For major contracts, we perform thorough due diligence in an effort to ensure our partners are financially stable, not under economic sanctions, and cognizant of anti-corruption and anti-modern slavery practices. Monitoring of these third parties helps us identify and mitigate potential compliance issues, underscoring our commitment to integrity.

We encourage our employees, suppliers and franchisees to seek guidance, ask questions and report any suspected violations of applicable codes of conduct. Multiple reporting channels are available, including a 24/7 Compliance Hotline and direct communication with compliance personnel, human resources and/or our Compliance Ambassadors.

Hertz takes allegations of noncompliance seriously, and we strive to ensure that each report is thoroughly investigated and resolved appropriately. We are committed to a non-retaliation policy and maintain a zero-tolerance stance against any form of mistreatment of others related to reporting misconduct in good faith.

Anti-corruption

Hertz is committed to maintaining the highest standards of integrity and ethical conduct, and we are committed to complying with global laws, such as the Foreign Corrupt Practices Act, the French Sapin II Law and the UK Bribery Act. Our Anti-Bribery Policy forbids anyone from offering, attempting to offer, accepting, authorizing or promising any sort of bribe or kickback in order to obtain or retain an improper business advantage. Our Global Brand Supplier Code of Conduct and our Global Brand Partner Code of Conduct also forbid the third parties we do business with, such as our vendors, suppliers, franchisees and agencies, from engaging in these types of unethical business practices.





Data privacy and cybersecurity

Hertz respects the privacy rights of our customers and strives to safeguard those rights through our privacy and data security program, which covers the collection, transfer, storage and use of customer data. Our [U.S. Privacy Policy](#), and our [EU Privacy Policy](#), both describes our practices concerning the use of our customers' personal information and informs customers of their legal rights. Our Global Information Security and Compliance (GISC) program drives initiatives, designed to protect the confidentiality, integrity and availability of our information systems and data.

In addition, our GISC program also helps to ensure that we are engaged in the following:

- Monitoring and tracking events on our network to appropriately respond.
- Coordinating between information security and physical security teams to identify and respond to threats.
- Implementing appropriate tools to help in the protection of our data and information technology.
- Monitoring government and industry sources for news of potential threats.
- Maintaining policies and procedures to address data security and privacy topics, such as password management.
- Providing cybersecurity awareness training for employees.

Hertz understands that cybersecurity is critical to corporate success. Procedures are part of the GISC program that are specifically designed to detect and address cybersecurity threats. In addition, as discussed in more detail on [page 45](#), one of our Audit Committee's primary responsibilities is to assist our Board in overseeing ERM, which includes cybersecurity. Our Audit Committee, pursuant to its charter, reviews and discusses with management, including the senior technology officer, the quality and effectiveness relating to the security of, among other things, our information technology systems, data protection, cyber threat detection and cyber incident response.

We are continually striving to meet our customers' changing needs and preferences, which includes incorporating increasingly "smart" and connected vehicles into our fleet. With these additions, maintaining data security measures, to enable customer privacy, as well as cybersecurity prevention and detection measures, remain a priority.

Human rights and anti-modern slavery

Human rights and anti-modern slavery

As a global company, we are dedicated to acting ethically and are committed to respecting and defending human rights throughout our business and supply chain. Our Anti-Modern Slavery Policy applies to all Hertz employees, officers and directors.

The travel industry is uniquely positioned to help combat human trafficking and other human rights issues, and at Hertz, we take this responsibility seriously. We expect our employees to understand the importance of human rights and to aid in preventing, detecting and reporting potential violations. We educate our employees to recognize the warning signs of potential human trafficking victims, to look for red flags when working with third parties and to know how to report a concern through our Compliance Helpline or other internal channels. Through these efforts, we aim to contribute to the eradication of human trafficking.

Global Supplier Code of Conduct: Fair working conditions and human rights

Hertz's [Global Supplier Code of Conduct](#) outlines our expectations for suppliers regarding fair working conditions and human rights, among other concepts. We expect our suppliers to follow all applicable laws and regulations regarding wages, hours, overtime, compensation and other worker-related benefits. To maintain a culture of integrity, suppliers also have a responsibility to uphold human rights and stand firmly against human trafficking and forced or coerced labor. Suppliers should also abide by all child labor laws and support the elimination of unlawful child labor and exploitation. Hertz expects its suppliers to develop and implement policies and procedures designed to respect human rights in those suppliers' businesses and supply chains.



Supplier diversity

Hertz is committed to fostering supplier diversity and inclusion across all facets of our business. We recognize that our success is enhanced by embracing diverse perspectives, which includes actively engaging with suppliers that integrate diversity within their practices.

To support the growth and development of small businesses and minority-owned/women-owned/disadvantaged business enterprises (M/W/DBE), Hertz has established programs, such as the Disadvantaged Business Enterprise Purchasing Program and the Airport Concessions Disadvantaged Business Enterprise (ACDBE) Program. These initiatives are designed to promote and facilitate the inclusion of M/W/DBE suppliers throughout Hertz. Additionally, we have invested in a technology platform that helps us identify opportunities to work with diverse suppliers.

Our supplier diversity program includes the following strategic efforts:

- Formalized awareness processes for promoting M/W/DBE participation.
- DBE coordinators and procurement managers in our North American offices to support and promote program implementation, seek out certified ACDBE suppliers and encourage M/W/DBE vendors to obtain ACDBE certification.
- A dedicated administrator to maintain our ACDBE and M/W/DBE database and tracking system, including the implementation of a new procurement platform to manage and report on our supplier diversity program.
- Encouraging new suppliers to identify and maintain their M/W/DBE status and, if applicable, their classification, ethnicity and certification(s). This information is saved for tracking and reviewing for any upcoming contract opportunities.
- Routine diversity reporting to partners, such as airports, national customers and government entities.
- Engagement with the Airport Minority Advisory Council, National Minority Supplier Development Council and Women's Business Enterprise National Council.
- Market research to identify small and diverse business contractors and suppliers.

More information about Hertz's supplier diversity program can be found [here](#).





Compliance reporting and investigations

Compliance is a priority at all levels of the Hertz organization, with our Board and our executives playing active roles in overseeing compliance. In addition, the Audit Committee of the Board receives quarterly updates on our compliance program and efforts.

We utilize advanced software for documenting and analyzing reports of potential noncompliance, allowing us to identify trends in noncompliance, as well to deliver targeted communications and tailored training courses. In an effort to refine our compliance strategies and in addition to tracking the volume and types of cases, we also collect data based on geography, investigation durations and case outcomes, including whether allegations were substantiated and whether there was disciplinary action.

Additionally, we conduct periodic self-assessments aligned with best practices and anticipate future compliance challenges. Our annual Code of Conduct Disclosure Survey gathers insights from employees globally to identify potential conflicts of interest and unreported or uncovered violations.

A blue Ford SUV is driving on a multi-lane bridge over a river. The car is in the center of the frame, moving towards the right. The bridge has a metal railing and yellow lane markings. The background shows lush green trees and foliage. The image is slightly blurred to convey a sense of motion.

Appendix

- Comprehensive data
- SASB content index
- GRI content index
- Independent Accountants' Review Report (GHG emissions)



Comprehensive data

Emissions^{4,5}

Greenhouse gas emissions (metric tons CO ₂ e)	2023
Scope 1 Emissions	3,411,054
Scope 2 Emissions	
Location-based	145,336
Market-based	149,848
Scope 3 Emissions	
Category 1: Purchased goods and services ⁹	428,990
Category 2: Capital goods ⁹	2,513,088
Category 3: Fuel and energy-related activities not included in Scope 1 and 2 ⁹	821,153
Category 5: Waste generated in operations	1,773
Category 6: Business travel	5,503
Category 14: Franchises ⁹	1,503,932
Total	8,834,342

Emissions intensities ³	2023
Revenue emissions intensity rate (mtons CO ₂ e/revenue \$)	0.00038

Waste

Waste composition (short tons) ¹⁰	2023
Waste diverted/recycled	3,064
Waste disposed	6,206
Total waste generated	9,269

Additional waste recycled	2023
IT recycled (lbs) ⁸	75,630
Paper shredded and recycled (short tons) ¹¹	828
Used oil recycled (gal) ¹²	552,791
Tires recycled (number) ⁸	354,147



Diversity, equity and inclusion

Board of Directors		2023
Gender		
Female		22%
Male		78%
Ethnicity		
Asian		0%
Black or African American		0%
Hispanic or Latino		0%
Caucasian		100%
Two or more races		0%
Age		
Under 30		0%
30-39		0%
40-49		11%
50-59		56%
60+		33%



Employees

Gender	2021	2022	2023
Female	32%	32%	32%
Male	68%	68%	67%
Nondisclosed and nonbinary			1%

Gender by region		2023		
	North America	Europe	Asia-Pacific	
Female	30%	39%	41%	
Male	70%	61%	59%	

Age	2021	2022	2023
Under 30	18%	20%	18%
30-39	20%	20%	21%
40-49	18%	18%	18%
50-59	21%	19%	19%
60+	23%	22%	24%
Average employee age	47	45	46

Race and ethnicity ¹²	2021	2022	2023
American Indian	1%	1%	1%
Asian	7%	7%	6%
Black or African American	32%	33%	26%
Hispanic or Latino	17%	18%	15%
Native Hawaiian/other Pacific Islander	1%	1%	1%
Caucasian	39%	35%	27%
Two or more races	3%	3%	1%
Preferred not to answer/unknown	1%	1%	0.16%



Minority and female representation	2021	2022	2023
Women in hourly roles ¹³	31%	31%	30%
Women in professional roles ¹⁴	36%	35%	36%
Women in VP+ roles ¹⁵	25%	24%	27%
Minorities in hourly roles (U.S.) ¹³	64%	67%	58%
Minorities in professional roles (U.S.) ¹⁴	48%	49%	51%
Minorities in VP+ roles (U.S.) ¹⁵	13%	11%	16%
Women representing Hertz top 10% as compensated employee	36%	34%	34%
Percentage of other (middle and junior) roles held by women	37%	37%	35%
Percentage of Information Technology (IT) workforce who are women	28%	25%	25%
Percentage of entry-level positions held by women	31%	31%	29%
Percentage of employees promoted who are women	35%	38%	33%
Percentage of employees that left Hertz who are women	33%	32%	32%
Percentage of employees hired who are women	33%	33%	30%
Percentage of U.S. employees who are minority women	20%	21%	21%
Percentage of women in the upper middle pay quartile globally	38%	37%	36%
Percentage of women in the lower middle pay quartile globally	31%	32%	34%
Percentage of women in the lower pay quartile globally	25%	25%	24%



Training and education

2023		
Employee category (global)	Total Training Hours	Average Training Hours
Managers	194,197	37
Workforce	785,299	41

Customer health and safety

Customer safety metric	2023
Percent of fleet with 5-Star ratings ¹⁶	73%



Sustainability Accounting Standards Board (SASB) content index

Car rental and leasing sustainability account standard

Table 1. Sustainability disclosure topics and accounting

Topic	Accounting Metric	Region	2023	Code
Customer safety	Percentage of rental fleet vehicles rated by NCAP programs with an overall 5-star safety rating, by region ¹⁶	North America	73%	TR-CR-250a.1
Fleet fuel economy and utilization	Rental day-weighted average rental fleet fuel economy (mpg) ¹⁷	North America	38%	TR-CR-410a.1
	Fleet-utilization rate ¹⁸	Global	80%	TR-CR-410a.2

Activity Metric	2023	Code
Average vehicle age (months) ¹⁹	North America - 16	TR-CR-000.A
Total available rental days (days) ²⁰	Americas: 154,272 International: 38,061	TR-CR-000.B
Average rental fleet size (vehicles) ²¹	Avg Americas: 422,485 Avg international: 104,173	TR-CR-000.C



Global Reporting Initiative (GRI) content index²²

#	GRI disclosure	CDP Climate Questionnaire 2023	References and additional detail
General disclosures			
2-1	Organizational details	C0	Advancing the Way the World Moves 2023 Sustainability and Impact Report About Hertz, p.5 FORM 10-K Item 1. Business, p.1-19 and Item 2. Properties, p.41
2-2	Entities included in the organization’s sustainability reporting	C0	Advancing the Way the World Moves 2023 Sustainability and Impact Report About this Report, p.5
2-3	Reporting period, frequency and contact point		Advancing the Way the World Moves 2022 Sustainability and Impact Report About this Report, p.5
2-4	Restatements of information	C5.1b, C5.1c,C7.9a	Advancing the Way the World Moves 2023 Sustainability and Impact Report Appendix > Comprehensive data > Emissions, p.53
2-5	External assurance	C10.1, C10.1a, C10.1b, C10.1c	Hertz obtained a limited level of assurance on 2023 select greenhouse gas emissions inventory data. Advancing the Way the World Moves 2023 Sustainability and Impact Report Appendix > Independent Accountants’ Review Report (GHG emissions), p.73
2-6	Activities, value chain and other business relationships	C2.2, C2.3, C2.4, C3.3, C12, C12.1, C12.2, C12.3, C12.5, SC1.3, SC1.4, SC1.4b, SC2.2, SC4.1	Advancing the Way the World Moves 2023 Sustainability and Impact Report About Hertz p.5 Hertz engages in areas within its value chain that are core to business growth and aligned with partners’ mobility objectives. Our upstream activities include investment in technologies and working with vehicle manufacturers and other suppliers. Downstream, our diversified customer channels of business, leisure and rideshare include individual customers, corporate clients, travel agencies, hotels, airlines, rideshare companies and contractors, community partners and franchisees.



#	GRI disclosure	CDP Climate Questionnaire 2023	References and additional detail
2-7	Employees		Advancing the Way the World Moves 2023 Sustainability and Impact Report Fair and equitable labor practices, p.26 , Empowering our workforce, p.29 , Diversity, equity, inclusion and equal opportunity, p.30 FORM 10-K , p.12
2-8	Workers who are not employees		Advancing the Way the World Moves 2023 Sustainability and Impact Report Fair and equitable labor practices, p.26 FORM 10-K Item 1. Business, p.12
2-9	Governance structure and composition		Advancing the way the World Moves 2023 Sustainability and Impact Report Board and management oversight, p.44 Proxy Statement-2023 Nominees for Election, p.5, Incumbent Directors, p.7, Director Independence, p.9, Policy on Diversity, p.15 Board of Directors Board Committees Governance Guidelines Overall purpose and responsibilities of the Board, p.1, and Selection of nominees and requisite skills and characteristics, p.2
2-10	Nomination and selection of the highest governance body		Proxy Statement-2023 How We Evaluate Director Nominees, p.4 and p.18
2-11	Chair of the highest governance body	C1	Board of Directors
2-12	Role of the highest governance body in overseeing the management of impacts	C1.1a	Advancing the Way the World Moves 2023 Sustainability and Impact Report Board and management oversight, p.44
2-13	Delegation of responsibility for managing impacts	C1.2, C1.2a	Advancing the Way the World Moves 2023 Sustainability and Impact Report Board and management oversight, p.44
2-14	Role of the highest governance body in sustainability reporting	C1.1b	Advancing the Way the World Moves 2023 Sustainability and Impact Report Board and management oversight, p.44



#	GRI disclosure	CDP Climate Questionnaire 2023	References and additional detail
2-15	Conflicts of interest		Governance Guidelines, p.2 Proxy Statement-2023, Ethical Business Practices, p.2 Hertz Standards of Business Conduct, p.20
2-16	Communication of critical concerns		Advancing the Way the World Moves 2023 Sustainability and Impact Report Our Code of Conduct, p.43
2-17	Collective knowledge of the highest governance body		Advancing the Way the World Moves 2023 Sustainability and Impact Report Board and management oversight, p.44 Proxy Statement-2023, p.5-8
2-18	Evaluation of the performance of the highest governance body	C1.3	Proxy Statement-2023, Election of Directors, p.4-9
2-19	Remuneration policies	C1.3	Proxy Statement-2023, Director Compensation, p.19, Compensation Discussion and Analysis p.28
2-20	Process to determine remuneration	C1.3	Proxy Statement-2023, Compensation Discussion and Analysis p.28
2-21	Annual total compensation ratio		Proxy Statement-2023, CEO Pay Ratio p.64
2-22	Statement on sustainable development strategy		Advancing the Way the World Moves 2023 Sustainability and Impact Report CEO letter, p.4 , Our focus areas and priorities, p.6



#	GRI disclosure	CDP Climate Questionnaire 2023	References and additional detail
2-23	Policy commitments		<p>Advancing the Way the World Moves 2023 Sustainability and Impact Report Our Code of Conduct, p.43, Human rights and anti-modern slavery, p.49 Global Human Rights Policy Hertz Standards of Business Conduct Global Supplier Code of Conduct</p> <p>With regards to the Precautionary Principle, we operate according to the belief that managing our businesses ethically and responsibly is critical to our success as well as the right thing to do. We are committed to continuous improvement that drives sustainable innovation and enhances our business performance in four key areas: People, Product, Planet and Our Communities. We do this by investing in our employees, fleet and technology systems, and we follow best practices to measure and manage our environmental impact.</p>
2-24	Embedding policy commitments		<p>Advancing the Way the World Moves 2023 Sustainability and Impact Report Our Code of Conduct, p.43, Empowering our workforce, p.28, Human rights and anti-modern slavery, p.49, Enterprise risk management, p.45 Hertz Standards of Business Conduct Privacy Policy EU Privacy Policy Global Human Rights Policy Global Supplier Code of Conduct</p>
2-25	Processes to remediate negative impacts	C2, C2.1, C2.1a, C2.1b, C2.2, C2.2a, C2.3, C2.3a, C2.4, C2.4a	<p>Advancing the Way the World Moves 2023 Sustainability and Impact Report Our Code of Conduct, p.43, Empowering our workforce, p.28, Compliance reporting and investigations, p.51, Human rights and anti-modern slavery, p.49, Enterprise risk management, p.45 Hertz Standards of Business Conduct Privacy Policy EU Privacy Policy Global Human Rights Policy Global Supplier Code of Conduct</p>



#	GRI disclosure	CDP Climate Questionnaire 2023	References and additional detail
2-26	Mechanisms for seeking advice and raising concerns		Advancing the Way the World Moves 2023 Sustainability and Impact Report Our Code of Conduct, p.43 , Compliance reporting and investigations, p.51 Hertz Standards of Business Conduct Global Supplier Code of Conduct
2-27	Compliance with laws and regulations	C1.2, C2.2a, C11, C11.1a, C11.1c, C11.1d	Advancing the Way the World Moves 2023 Sustainability and Impact Report Environmental Compliance, p.19 , Customer health and safety, p.22 , Occupational health, safety and security, p.23 , Fair and equitable labor practices, p.26 , Our Code of Conduct, p.43 , Data privacy and security, p.48 , Human rights and anti-modern slavery, p.49 Hertz Standards of Business Conduct Privacy Policy EU Privacy Policy Global Human Rights Policy Global Supplier Code of Conduct No significant environmental fines in the reporting years.
2-28	Membership associations	C12.1, C12.1a, C12.1b, C12.2, C12.2a, C12.3, C12.3b, C12.3c	Advancing the way the World Moves 2023 Sustainability and Impact Report About Hertz, p.5 , Energy Use, p.16 , Customer Health and Safety, p.22 , Empowering our workforce, p.29 , Impact Programs p.35 , Supplier Diversity, p.50
2-29	Approach to stakeholder engagement		Advancing the way the World Moves 2023 Sustainability and Impact Report
2-30	Collective bargaining agreements		Advancing the Way the World Moves 2023 Sustainability and Impact Report Fair and Equitable Labor Practices, p.26



#	GRI disclosure	CDP Climate Questionnaire 2023	References and additional detail
Material topics			
1	Process to determine material topics		Advancing the Way the World Moves 2023 Sustainability and Impact Report Our focus areas and priorities p.6
2	List of material topics		Advancing the Way the World Moves 2023 Sustainability and Impact Report Our focus areas and priorities p.6
Anti-corruption			
3-3	Management of material topics		Advancing the Way the World Moves 2023 Sustainability and Impact Report Anti-corruption, p.47
205-1	Operations assessed for risks related to corruption		Advancing the Way the World Moves 2023 Sustainability and Impact Report Anti-corruption, p.47
205-2	Communication and training about anti-corruption policies and procedures		Advancing the Way the World Moves 2023 Sustainability and Impact Report Anti-corruption, p.47
205-3	Confirmed incidents of corruption and actions taken		Advancing the Way the World Moves 2023 Sustainability and Impact Report Anti-corruption, p.47



#	GRI disclosure	CDP Climate Questionnaire 2023	References and additional detail
Energy			
3-3	Management of material topics	C4.1, C5.3, C6.1, C6.2, C6.3, C6.4, C6.4a, C6.5, C8.1, C8.2, C8.2a, C8.2b, C8.2c, C8.2g	Advancing the Way the World Moves 2023 Sustainability and Impact Report Addressing our environmental impact, p.10 , Energy use, p.16
302-1	Energy consumption within the organization	C6.1, C6.2, C6.4, C6.4a, C6.5, C8.1, C8.2, C8.2a, C8.2b, C8.2c, C8.2g	Advancing the Way the World Moves 2023 Sustainability and Impact Report Energy use, p.16 , Comprehensive data > Energy, p.53
302-2	Energy consumption outside of the organization		Advancing the Way the World Moves 2023 Sustainability and Impact Report Energy use, p.16 , Comprehensive data > Energy, p.53
302-3	Energy intensity		Advancing the Way the World Moves 2023 Sustainability and Impact Report Energy use, p.16
302-4	Reduction of energy consumption		Advancing the Way the World Moves 2023 Sustainability and Impact Report Addressing our environmental impact, p.10 , Energy use, p.16
302-5	Reductions in energy requirements of products and services		Advancing the Way the World Moves 2023 Sustainability and Impact Report Energy use, p.16



#	GRI disclosure	CDP Climate Questionnaire 2023	References and additional detail
Water and effluents			
3-3	Management of material topics		Advancing the Way the World Moves 2023 Sustainability and Impact Report Water use, p.17
303-1	Interactions with water as a shared resource		Advancing the Way the World Moves 2023 Sustainability and Impact Report Water use, p.17
303-2	Management of water discharge-related impacts		Advancing the Way the World Moves 2023 Sustainability and Impact Report Water use, p.17
303-3	Water withdrawal		Advancing the Way the World Moves 2023 Sustainability and Impact Report Water use, p.17
303-4	Water discharge		Advancing the Way the World Moves 2023 Sustainability and Impact Report Water use, p.17
303-5	Water consumption		Advancing the Way the World Moves 2023 Sustainability and Impact Report Water use, p.17
Emissions			
3-3	Management of material topics	C4.1, C4.1c, C4.2, C4.3, C4.3a, C4.3b, C4.3c, C4.5a, C5.1, C5.1a, C5.1b, C5.2, C5.3, C6.1, C6.2, C6.3, C6.4, C6.4a, C6.5, C6.10, C7.1, C7.1a, C7.2, C7.3, C7.3a, C7.5, C7.6, C7.6c, C7.7, C7.9, C7.9a, C7.9b, C10.1, C10.1a, C10.1b, C10.1c, C10.2, C11.1, C11.1a, C11.1c, C11.1d, C11.2, C11.3	Advancing the Way the World Moves 2023 Sustainability and Impact Report Addressing our environmental impact, p.10 , Greenhouse gas emissions, p.11 , Climate partnerships, p.12
305-1	Direct (Scope 1) GHG emissions	C6.1, C6.4, C6.4a, C7.1, C7.1a, C7.2, C7.3, C7.3c, C10.1, C10.1a	Advancing the Way the World Moves 2023 Sustainability and Impact Report Greenhouse gas emissions, p.11 , Comprehensive data › Emissions, p.53



#	GRI disclosure	CDP Climate Questionnaire 2023	References and additional detail
305-2	Energy indirect (Scope 2) GHG emissions	C6.2, C6.3, C6.4, C6.4a, C7.5, C7.6, C7.6c, C7.9, C10.1b	Advancing the Way the World Moves 2023 Sustainability and Impact Report Greenhouse gas emissions, p.11 , Comprehensive data > Emissions, p.53
305-3	Other indirect (Scope 3) GHG emissions	C6.4, C6.4a, C6.5, C10.1c	Advancing the Way the World Moves 2023 Sustainability and Impact Report Greenhouse gas emissions, p.11 , Comprehensive data > Emissions, p.53
305-4	GHG emissions intensity	C6.10	Advancing the Way the World Moves 2023 Sustainability and Impact Report Greenhouse gas emissions, p.11 , Comprehensive data > Emissions, p.53
305-5	Reduction of GHG emissions	C4.3, C4.3a, C4.3b, C4.3c, C4.5, C4.5a	Advancing the Way the World Moves 2023 Sustainability and Impact Report Greenhouse gas emissions, p.11
305-6	Emissions of ozone-depleting substances (ODS)		Not applicable
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions		Advancing the Way the World Moves 2023 Sustainability and Impact Report Greenhouse gas emissions, p.11



#	GRI disclosure	CDP Climate Questionnaire 2023	References and additional detail
Waste			
3-3	Management of material topics	C5.1a, C5.1b, C6.5, C10.1c	Advancing the Way the World Moves 2023 Sustainability and Impact Report Waste, p.18
306-1	Waste generation and significant waste-related impacts		Advancing the Way the World Moves 2023 Sustainability and Impact Report Waste, p.18
306-2	Management of significant waste-related impacts		Advancing the Way the World Moves 2023 Sustainability and Impact Report Waste, p.18
306-3	Waste generated	C6.5	Advancing the Way the World Moves 2023 Sustainability and Impact Report Waste, p.18 , Comprehensive data > Waste, p.54
306-4	Waste diverted from disposal		Advancing the Way the World Moves 2023 Sustainability and Impact Report Waste, p.18 , Comprehensive data > Waste, p.54
306-5	Waste directed to disposal		Advancing the Way the World Moves 2023 Sustainability and Impact Report Waste, p.18 , Comprehensive data > Waste, p.54
Employment			
3-3	Management of material topics		Advancing the Way the World Moves 2023 Sustainability and Impact Report Fair and equitable labor practices, p.26
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		FORM 10-K , Item 1. Business Employees and Human Capital Management, p.12-13



#	GRI disclosure	CDP Climate Questionnaire 2023	References and additional detail
Occupational health and safety			
3-3	Management of material topics		Advancing the Way the World Moves 2023 Sustainability and Impact Report Occupational health, safety and security, p.23
403-1	Occupational health and safety management system		Advancing the Way the World Moves 2023 Sustainability and Impact Report Occupational health, safety and security, p.23
403-2	Hazard identification, risk assessment and incident investigation		Our Safety Program in the Hertz Safety policy includes an annual safety self-evaluation (or equivalent report) by location. An action plan must be prepared to address or correct deficiencies identified in the safety self-evaluation.
403-3	Occupational health services		Advancing the Way the World Moves 2023 Sustainability and Impact Report Occupational health, safety and security, p.23
403-4	Worker participation, consultation, and communication on occupational health and safety		Advancing the Way the World Moves 2023 Sustainability and Impact Report Occupational health, safety and security, p.23
403-5	Worker training on occupational health and safety		Advancing the Way the World Moves 2023 Sustainability and Impact Report Occupational health, safety and security, p.23
403-6	Promotion of worker health		Advancing the Way the World Moves 2023 Sustainability and Impact Report Workforce health and well-being programs, p.28 Hertz Benefits
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		Global Supplier Code of Conduct Advancing the Way the World Moves 2023 Sustainability and Impact Report Customer health and safety, p.22



#	GRI disclosure	CDP Climate Questionnaire 2023	References and additional detail
Training and education			
3-3	Management of material topics		Advancing the Way the World Moves 2023 Sustainability and Impact Report Our focus areas and priorities, p.6 , Designing to align with the Sustainable Development Goals, p.7 , Empowering our workforce, p.29
404-1	Average hours of training per year per employee		Advancing the Way the World Moves 2023 Sustainability and Impact Report Empowering our workforce, p.29 , Comprehensive data › Training and education, p.57
404-2	Programs for upgrading employee skills and transition assistance programs		Advancing the Way the World Moves 2023 Sustainability and Impact Report Empowering our workforce, p.29 , Diversity, equity and inclusion, and equal opportunity, p.30
Diversity and equal opportunity ²³			
3-3	Management of material topics		Advancing the Way the World Moves 2023 Sustainability and Impact Report Empowering our workforce, p.29
405-1	Diversity of governance bodies and employees		Advancing the Way the World Moves 2023 Sustainability and Impact Report Diversity, equity and inclusion, and equal opportunity, p.30 , Comprehensive Data › Diversity, equity and inclusion, p.55 Proxy Statement-2023 Policy on Diversity, p.15



#	GRI disclosure	CDP Climate Questionnaire 2023	References and additional detail
Child labor ²³			
3-3	Management of material topics		Advancing the Way the World Moves 2023 Sustainability and Impact Report Human rights and anti-modern slavery, p.49
Forced or compulsory labor ²³			
3-3	Management of material topics		Advancing the Way the World Moves 2023 Sustainability and Impact Report Human rights and anti-modern slavery, p.49
Local communities ²³			
3-3	Management of material topics		Advancing the Way the World Moves 2023 Sustainability and Impact Report Diversity, equity and inclusion, and equal opportunity, p.30
Supplier social assessment ²³			
3-3	Management of material topics		Advancing the Way the World Moves 2023 Sustainability and Impact Report Supplier diversity, p.50
Customer health and safety			
3-3	Management of material topics		Advancing the Way the World Moves 2023 Sustainability and Impact Report Customer health and safety, p.22
416-1	Assessment of the health and safety impacts of product and service categories		Advancing the Way the World Moves 2023 Sustainability and Impact Report Customer health and safety, p.22 , Comprehensive Data > Customer health and safety, p.57 , SASB Index, p.58



#	GRI disclosure	CDP Climate Questionnaire 2023	References and additional detail
Customer privacy			
3-3	Management of material topics		Advancing the Way the World Moves 2023 Sustainability and Impact Report Data privacy and cybersecurity, p.48
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		Advancing the Way the World Moves 2023 Sustainability and Impact Report Data privacy and cybersecurity, p.48

Independent Accountants' Review Report (GHG emissions)

2023 Independent Accountants' Review Report – Scopes 1, 2 and 3 greenhouse gas (GHG) emissions



Endnotes

1. As of December 31, 2023.
2. The GHG Protocol aims to establish “comprehensive global standardized frameworks” that “measure and manage greenhouse gas (GHG) emissions from private and public sector operations, value chains and mitigation actions.” www.ghgprotocol.org/about-us
3. Scope 1+2 emissions, market-based for Scope 2.
4. Please see Independent Accountants’ Review Report in Appendix for criteria, along with additional information regarding the reporting boundary and methodologies.
5. Emission totals and percentages are found using market-based for Scope 2. The emission values presented have been rounded to the nearest whole number for improved readability. The sum of these numbers may not equal 100% or match the printed total.
6. Scope 3 emissions categories calculated include: Category 1: Purchased goods and services, Category 2: Capital goods, Category 3: Fuel and energy-related activities not included in Scope 1 and 2, Category 5: Waste generated in operations, Category 6: Business travel and Category 14: Franchises.
7. Hertz has excluded its solar energy use from this Report as it is not deemed material at this time.
8. Represents U.S. data from our largest vendor partner.
9. After the completion of our 2022 Scope 3 Hotspot Assessment, emissions from these categories met Hertz’s 5% significance threshold used to determine if emissions are relevant to Hertz operations.
10. Data from waste vendors outside of the U.S. are excluded due to unavailability of data.
11. Represents U.S. and Canada.
12. Represents U.S. data only.
13. Hourly: Non-exempt FLSA when available, otherwise: Agent/Assistant, Non-exempt, Union, Coordinator/Mentor, Specialist, Team Leader.
14. Professional: Exempt FLSA when available (excluding job roles VP, SVP, Exec), otherwise: DIR, MGR, NonSupv, Professional, STL/Exec TL, RMGR, AMGR, SrDIR, SUPV.
15. VP+: VP, SVP, EVP.
16. Percentage found 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 of North America are excluded from this calculation.
17. This metric is found 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 North American fleet during the reporting year. Franchise and corporate-owned vehicles outside of North America are excluded from this calculation.
18. Vehicle Utilization is calculated by dividing total Transaction Days by Available Car Days.
19. 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 of North America are excluded from this calculation.
20. Available Car Days represents Average Rentable Vehicles multiplied by the number of days in a given period.
21. 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.
22. Hertz has reported referencing the GRI Standards (2016-2022) for the calendar year 2023.
23. Relevant topic for disclosure and to monitor, however, the topic falls below the threshold of most significant material topics from the 2022 environmental, social and governance materiality assessment.



2023 Sustainability and Impact Report