



Hertz[®]

Advancing the Way the World Moves

2022 Sustainability and Impact Report

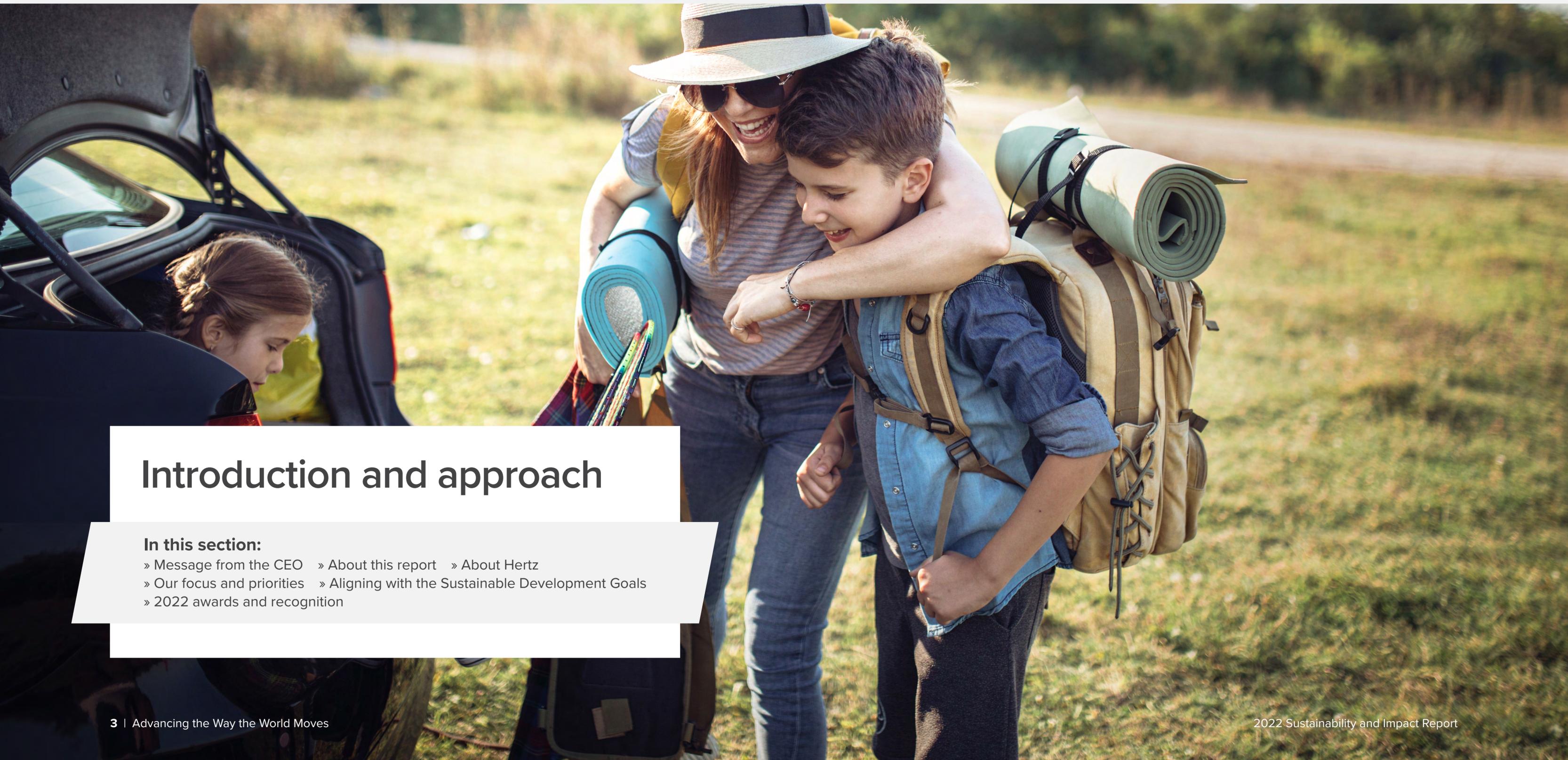


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Cautionary note on forward-looking statements

This report contains "forward-looking statements" within the meaning of the federal securities laws. Words such as "believe," "expect," "project," "potential," "anticipate," "intend," "plan," "estimate," "seek," "will," "may," "would," "should," "could," "forecasts," "guidance," "future," "could," "commitment," "goal" and similar expressions identify forward-looking statements, which include but are not limited to statements related to Hertz's sustainability goals and its environmental, social and governance programs, initiatives and plans, compliance programs, risk management, cybersecurity and data and privacy protection, and any other statements regarding future expectations, beliefs, plans, objectives, events or performance. We caution you that these statements are not guarantees of future performance and are subject to numerous evolving risks and uncertainties that we may not be able to accurately predict or assess, including risks related to Hertz's ability to implement its business and environmental, social and governance strategies, comply with associated regulations, meet increasing related expectations of stakeholders, otherwise achieve any current or future environmental, social and governance goals, prevent the misuse or theft of information the Company possesses, including as a result of cybersecurity breaches and other security threats, comply with privacy regulations across the globe, operate in many different countries, including the risk of a violation or alleged violation of applicable anti-corruption or anti-bribery laws, and where applicable to ensure its third-party partners likewise meet each the foregoing obligations, as well as those matters identified in the risk factors of Hertz's Annual Report on [Form 10-k](#) for the year ended December 31, 2022, as filed with the Securities and Exchange Commission (SEC) on February 7, 2023, and any updates thereto in subsequent filings with the SEC including in Hertz's Quarterly Reports on Form 10-Q. We caution you not to place undue reliance on our forward-looking statements, which speak only as of their date and are expressly qualified in their entirety by the above-referenced cautionary statements, and Hertz undertakes no obligation to update this information or update or revise publicly any forward-looking statements, whether as a result of new information, future events or otherwise. This report shall not be deemed incorporated by reference in any document filed with or furnished to the SEC.



Introduction and approach

In this section:

- » Message from the CEO
- » About this report
- » About Hertz
- » Our focus and priorities
- » Aligning with the Sustainable Development Goals
- » 2022 awards and recognition

Message from the CEO



As Hertz publishes its 2022 Sustainability and Social Impact Report, a new era of mobility is underway across our industry. The global transition to cleaner forms of energy, the rise of shared mobility, advancements in driving technology and other trends are changing the way our customers think about automotive travel. As one of the world's leading rental car companies, Hertz is helping to lead that change. We are, as our corporate purpose states, Advancing the Way the World Moves.

In pursuit of this purpose, Hertz is building on a 105-year history of dedication to our customers, employees and the communities where we live and work. That rich history is grounded in three core values that guide our business today, and shape our approach to sustainability and social impact:

We Put People First

At Hertz, we show up for one another and the people we serve. At no time was that more apparent than in fall 2022, during Hurricane Ian and its aftermath. The hurricane had a devastating impact on the Southwest Florida community where Hertz is headquartered. To our own employees who were affected, Hertz offered immediate financial and other assistance through our Employee Relief Fund program and a one-time financial grant to those living in the most impacted areas. We also supported community recovery and rebuilding efforts led by the Florida Disaster Fund and local organizations, with Hertz's contributions to hurricane-related efforts totaling \$1 million.

Despite the personal hardships caused by Hurricane Ian, Hertz employees showed up for our customers, helping them navigate unexpected travel changes caused by the storm. Just two months later, weather challenges again caused historic interruptions to global travel during the 2022 holiday season. Hertz employees worked diligently and patiently through these challenging circumstances, some of them even forgoing their own holiday plans with family and friends to get our customers back on the road. I could not have been prouder of the way that Hertz employees "put people first" during these experiences, as they do every day.

We Drive Change

Just as Hertz has been on the cutting edge of mobility for over a century, we are driving change across our industry today. With one of the largest electric vehicle (EV) rental fleets in the world, Hertz offers the opportunity for our customers to experience this next-generation automotive technology. To make that experience more comfortable, we are partnering with energy companies and other third parties on the buildout of charging infrastructure. Through our partnerships with rideshare companies, we are supporting shared mobility and providing an affordable entry point for drivers to increase their earnings by renting EVs. Working with mayors across the U.S., we are helping to accelerate the transition to electrification at the community level, while providing students with educational, training and employment opportunities to help prepare them for the automotive jobs of the future. And we are investing in technology at Hertz that is transforming the rental experience for our customers, making it more seamless, convenient and enjoyable.

We Win Together

At Hertz, success is viewed as a collective effort rather than an individual achievement. Across the company, teams work across disciplines to deliver an excellent experience

to our customers and to generate value for our employees, shareholders and communities. Our policies and practices underscore our commitment to fairness and opportunity. One example is Sharing in our Success, a bonus plan linked to the company's annual performance goals that allows employees to participate in the company's financial success.

In this report, Hertz outlines a sustainability and social impact strategy to shape our efforts in the coming years. I am proud of the progress this represents, even as it marks the start of a much longer journey. The world is undergoing historic shifts that will transform the way we think about travel. Transitions of this magnitude are never easy, but I am excited about what the future holds and confident that Hertz will play an important role in shaping it.

Stephen M. Scherr, Chief Executive Officer

About this report

This report covers the year ended December 31, 2022 and the operations of The Hertz Corporation (Hertz) globally, and is being published in December 2023. In many instances, our data is limited to the U.S. or North America, where the majority of our operational footprint exists, and unless indicated otherwise by context, data is generally rounded to the nearest tenth or thousandth. Notes throughout the report indicate whether global or regional data is used. The most current data available from the 2022 period is reflected throughout the report, and we share key 2023 highlights for select programs launched in 2022. Information in this report underwent rigorous internal review process checks. Additionally, Hertz obtained a limited level of assurance on select 2022 greenhouse gas (GHG) emissions inventory data.

To guide the development of this report, we referenced the Global Reporting Initiative (GRI) Sustainability Reporting Standards (2016- 2021), CDP's Climate Change Questionnaire, the Car Rental and Leasing SASB Industry Standard and the UN Sustainable Development Goals. Please refer to the content indexes in the [Appendix](#) for details.



About Hertz

Hertz is engaged principally in the business of renting vehicles primarily through our Hertz, Dollar and Thrifty brands. As of December 31, 2022, we operated our vehicle rental business globally from approximately 11,600 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. We are one of the largest worldwide vehicle rental companies and our Hertz brand name is among the most recognized globally. We have an extensive network of airport and off-airport rental locations in the U.S. and major European markets.

Hertz partners with transportation network companies to offer rideshare drivers flexible rental contracts. Hertz also sells vehicles through Hertz Car Sales, spanning nearly 50 retail locations in the U.S.

2022 company overview¹

Company operated rental car locations
6,400 operated globally

Globalized workforce
~25,000 employees

Franchisee rental car locations
5,200 operated globally

Furthering growth
\$8.7 billion in total revenue, 18% increase from 2021

Extensive offerings
547,400 peak rental fleet²



Our focus and priorities

To better inform our sustainability and impact reporting and broader programs, we complete environmental, social and governance materiality assessments at regular intervals, referencing leading standards and frameworks. These assessments provide a critical foundation for our reporting and broader strategy by helping us identify and prioritize the environmental, social and governance issues most significant to our business and its stakeholders (i.e., our “focus areas”). Note that priority topics may not be considered material for other reporting purposes, such as filings we make with the Securities and Exchange Commission.

In 2022, Hertz completed a full-scale non-financial materiality assessment of our global operations, referencing GRI and SASB standards and EcoVadis criteria. We engaged our employees and a wide variety of external stakeholders, including customers, investors, suppliers, community partners and others across our value chain. Through surveys, interviews and/or roundtables, we were able to gather and assess their interests, expectations and perceptions. Prior to issuing this report, we internally reviewed our materiality assessment to ensure findings from the 2021 assessment remained accurate.



Aligning with the Sustainable Development Goals

Our focus areas include those identified as material in our latest environmental, social and governance materiality assessment as well as select topics to monitor. Their alignment to the Sustainable Development Goals (SDGs), along with critical management topics and key programs, is illustrated below.



2022 awards and recognition

As a market leader focused on creating top-tier customer experiences, Hertz was honored with several awards in 2022.

EPA Green Power Partnership (10x Partner) Recognized for expanding green power markets at select U.S. facilities

Airports Going Green Awarded “Outstanding Vendor” for rental fleet electrification

World Travel Awards
Hertz Gold Plus Rewards program voted “World’s Leading Car Rental Awards Program”

Human Rights Campaign Foundation (4x Winner) Earned 100% rating and designation as “Best Place to Work for LGBTQ+ Equality”

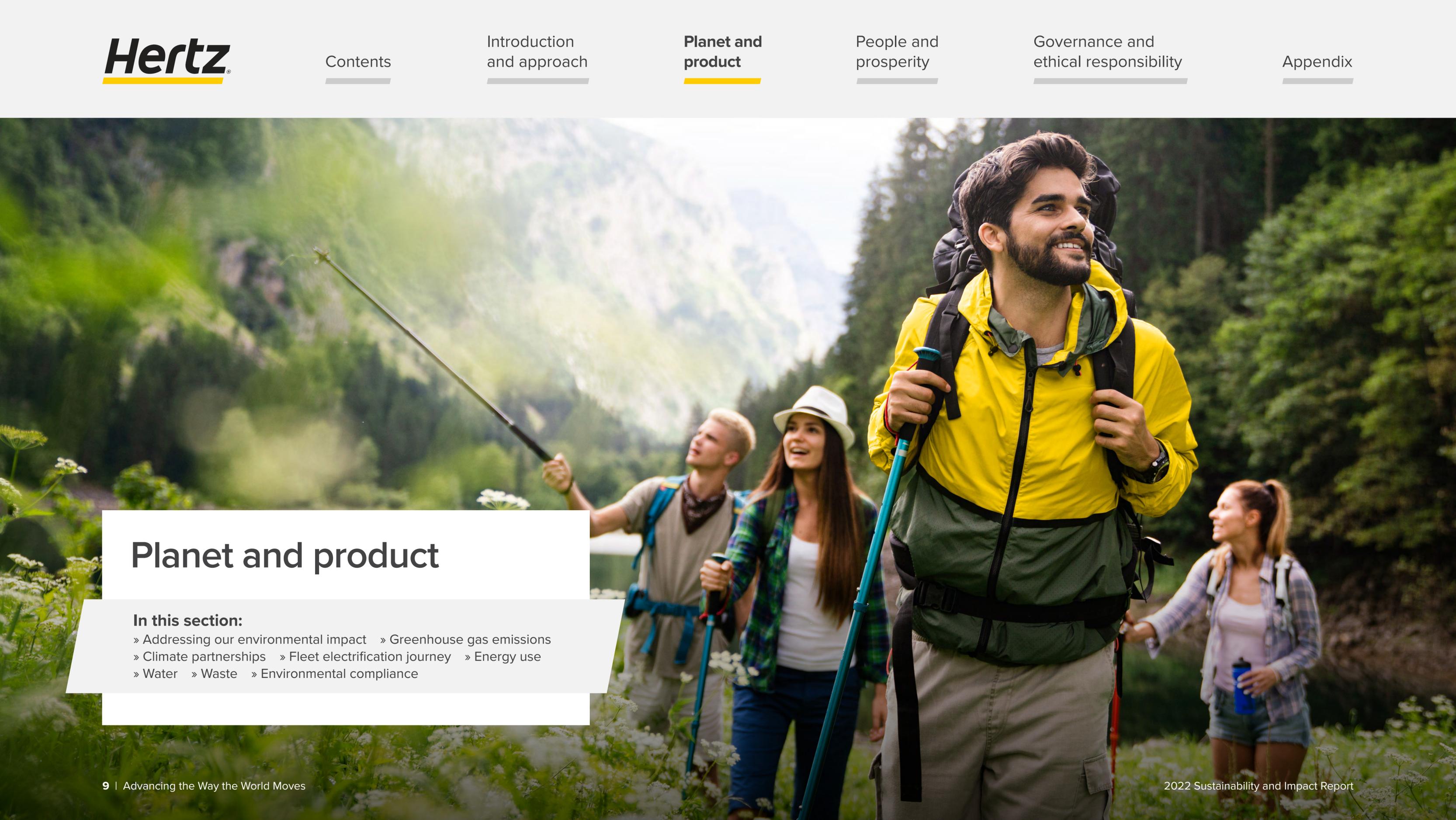
Travel Weekly Reader’s Choice Awards Recognized as “Best in Car Rentals – International”

Global Traveler (5x Winner) Named “Best Leisure Car Rental” in Leisure Lifestyle Awards

Wherever Family Awards (2x Winner) Recognized as “Best Family-Friendly Rental”

Vault Voted #1 in “Best Travel & Transportation Internships” category

The Travvy Awards Voted #1 in “Best Car Rentals – International” category



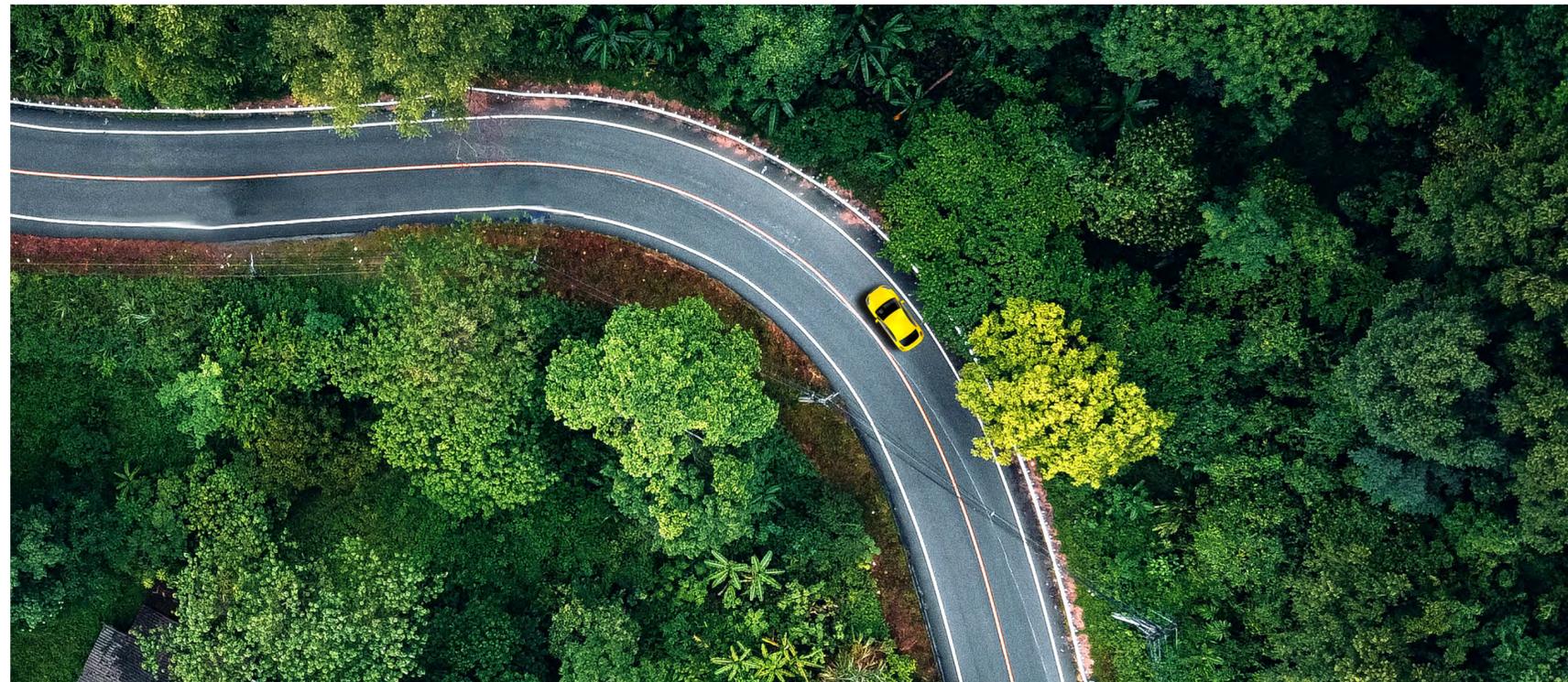
Planet and product

In this section:

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

Addressing our environmental impact

Hertz is committed to reducing the impact our operations and value chain have on the environment through sustainable business practices, strategic partnerships and smart investments in future technologies. We recognize the importance of reducing our greenhouse gas (GHG) emissions from both a climate and business perspective. We are working to reduce our impact by managing a fleet that includes both electric vehicles and increasingly more fuel-efficient gas-powered vehicles, as well as by practicing responsible energy use and electricity sourcing, water conservation and waste management, and using green construction practices.



Our focus areas



Greenhouse gas emissions and climate partnerships

Understanding our emissions impacts while leveraging a strong plan and partnerships to reduce our emissions footprint.



Water

Identifying best management practices and innovation to reduce water use.



Fleet electrification

Offering our customers an opportunity to experience electric vehicles.



Waste

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



Energy use

Member of the U.S. Environmental Protection Agency's (EPA) Green Power Partnership.

Greenhouse gas emissions

A key environmental priority is to reduce our greenhouse gas emissions footprint, and to develop and advance a comprehensive decarbonization strategy and execution plan. Our plan will be supported by analysis and engagement across our entire value chain and in alignment with our evolving business. Hertz will need to partner with our suppliers and customers, as well as engage in public-private collaboration to achieve scale and drive meaningful progress.

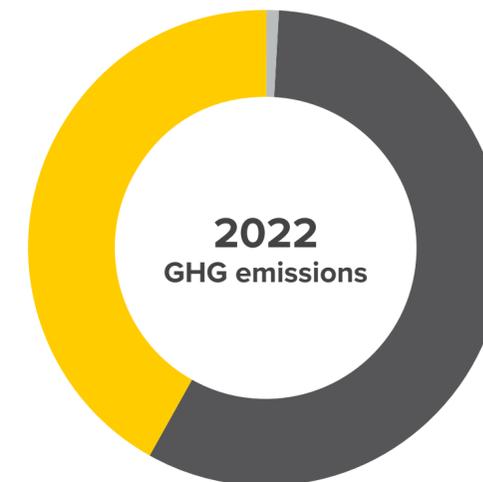
We cannot accelerate change without effectively measuring and managing our footprint. Hertz has conducted annual GHG inventory disclosures through the Carbon Disclosure Project (CDP) Climate Change Questionnaire for over a decade and has its annual GHG select inventory assured to a limited level by a third-party provider. Our 2022 independent accountants' review reports can be found on [page 68](#).



2022 GHG emission intensity



2022 GHG emissions (MT CO₂e) by scope³



- **Scope 1 – 42%**
Direct emissions from Hertz-owned sources, including facilities and corporate rental vehicle fleet.
- **Scope 2 – 1%**
Indirect emissions from the generation of electricity consumed and purchased by Hertz-owned sources, including that used to fuel or charge our rental vehicles (volumes illustrated with market-based methods).
- **Scope 3 – 57%⁴**
Other indirect emissions occurring in Hertz's value chain, currently including disclosure for six identified material categories, including capital goods and franchisees.

Climate partnerships

Customers

Our corporate customers regularly request our assistance with climate-related strategies. We help by providing account-level GHG emission reports so they can track emissions from rental cars as a component of their Scope 3 emissions business travel reporting and goal setting. Additionally, we train our sales account representatives on basic climate-related information so they can introduce the topic and our offerings to corporate customers. We aim to satisfy customer and supplier requests through our climate-related disclosures.



Suppliers

Hertz's suppliers are required to adhere to our [Global Supplier Code of Conduct](#). Hertz is committed to upholding sound environmental and sustainability practices and minimizing our environmental impact on our communities, and we look to our suppliers to do the same. Suppliers can do their part by making sure their work complies with all national and local environmental laws and regulations and by striving to protect the natural resources used in connection with their work. Our collaboration with suppliers will become increasingly important as we make efforts to address emissions associated with vehicle and other purchases.



Allies

We participate in industry associations focused on climate transition and the capabilities needed to support EV adoption. For example, today Hertz is the only rental car company in the [Corporate Electric Vehicle Alliance](#) (CEVA), led by Ceres. We also participate in the Global Business Travel Association's [\(GBTA\) sustainability program](#), inclusive of its [Climate Working Group](#). GBTA is the world's premier association serving the business travel industry, and the council advises GBTA in defining priority areas for collaboration and global action on climate change and corporate responsibility for the sector.





Fleet electrification journey

Throughout our 105-year history, Hertz has moved people and things. Now, within a changing mobility landscape, we are building a more diversified fleet for our customers, including electric vehicles. EVs offer our customers a premium driving experience and the opportunity to reduce carbon emissions.

Our customers range from leisure travelers who are curious about EVs to rideshare drivers looking to increase economic opportunity to corporate and government employees aiming to reduce their carbon footprints while on business travel. Hertz strives to offer the widest possible choice in vehicles to our customers.

In 2021, we became a first mover in rental car fleet electrification, bringing the Tesla Model 3 to airport and neighborhood locations in major U.S. markets and select cities in Europe. We expanded our offering in 2022 and into 2023 to include thousands more EVs from a variety of manufacturers—including General Motors, Polestar, Kia, Hyundai, Subaru, Volvo and others at a range of price points. Hertz has tens of thousands of EVs for rent at more than 2,000 locations in 44 U.S. states and additional EVs in the UK, mainland Europe, Australia and New Zealand.

Hertz is working with major energy companies to support the buildout of public charging infrastructure, including a partnership with bp pulse to install gigahub chargers at Hertz sites like Los Angeles International Airport and Houston Hobby Airport.

EV expansion through Hertz rideshare program

Hertz has offered a highly differentiated rental program to rideshare drivers for a number of years, but in 2022 we saw increasing interest in EV rentals, further catalyzing our fleet electrification journey. Our program is an affordable entry point for rideshare drivers and an available source of electric vehicles as shared mobility companies and their drivers adopt electrification.

Signature Hertz EV Test Drives, like those held in 2023 in Los Angeles and Denver, provide an opportunity for rideshare drivers to experience an EV firsthand and learn about affordable EV rental options through the Hertz program. By the end of 2022 nearly 50,000 rideshare drivers had rented an EV through Hertz, logging over 260 million miles.

Hertz Electrifies – partnering with America's cities

In 2022, the Hertz Electrifies program was developed as a public-private partnership between Hertz and cities across the country aimed at accelerating the transition to electric vehicles, while creating economic opportunity and environmental benefits across communities. Engagement with mayors across the country helped shape the programs' pillars to increase access to rental EVs, support public and private efforts to increase charging infrastructure, prepare students with EV skills for the jobs of the future and expand EV driving opportunities for rideshare drivers. The program officially launched early in 2023 with five cities officially engaged in the program—Atlanta, Denver, Houston, New York City and Orlando.

More information on the program and current partnership cities can be found on the Hertz Electrifies [website](#).

“I can think of no better partner in Hertz’s shift toward electrification than America’s cities, where innovation is happening.” – Stephen M. Scherr, Hertz Chair and CEO

Hertz Electrifies Pillars

Bringing EVs to cities



Hertz is

- Making EVs available to leisure, business and rideshare customers
- Introducing customers and communities to EVs through test drives and other signature events

Broadening economic opportunity



Hertz is

- Making EVs available through a flexible program to rideshare drivers
- Enabling rideshare drivers to conduct reduced emissions rides, addressing city-specific goals or regulations

Supporting charging infrastructure



Hertz is

- Adding charging capacity at its locations and supporting public charging infrastructure in partnership with third parties
- Sharing telematic insights from its connected fleet to inform city planning for charging infrastructure through the “Hertz Charging Opportunity Index”

Building education and training for jobs of the future



Hertz is

- Donating EVs to and sharing training materials with local partner high schools and community college auto programs to jumpstart EV skills
- Helping to provide scholarships for students who wish to continue their automotive and EV education path
- Providing students with shadowing and summer job opportunities

Energy use

We are committed to reducing the impact of our operations on the environment, and that includes our energy use.

Green buildings

We seek to maximize energy and water efficiency at our facilities and rely on renewable energy at a number of locations. Our world headquarters in Estero, Florida, is LEED Gold® certified. LEED, or Leadership in Energy and Environmental Design, standards are administered by the U.S. Green Building Council and their green building rating system is the most widely used and respected. We have five additional Hertz locations, including St. Louis, Charlotte, Denver, Dulles and Newark airports, that are also LEED certified.

Both LEED and International Organization for Standardization (ISO) standards enhance the health and comfort of building occupants, improve overall building performance and deliver cost savings. ISO 14001 sets environmental management standards and certifies facilities to those standards, while ISO 45001 addresses employee safety and workplace risks. Our Hertz European Service Center in Dublin is ISO 14001/45001 certified.

Along with green building certifications, Hertz has successfully completed energy-efficiency audits required by the European Energy Efficiency Directive at select European locations. This directive sets binding measures and obligations for achieving efficiency targets aligned with the European Union’s ambition to reduce GHG emissions by over 55% by 2030 compared to 1990.

Green power

Hertz is proud to be a member of the Green Power Partnership, a voluntary EPA program that encourages and recognizes organizations that produce and buy green power to reduce the environmental impacts associated with electricity use. Hertz has invested in on-site solar generation at select locations and has generated renewables across several facilities across the United States.



Solar array at Hertz HQ in Estero, FL.

Water

At Hertz, our commitment to reducing our environmental impact extends beyond climate and emissions and includes water stewardship. Water conservation and responsible water consumption are central tenets of our sustainability strategy and we're monitoring water impacts at many of our locations across the globe. We feel that our company and our industry must evaluate and leverage innovative solutions to do more with less. We're conducting research and collaborating across our value chain to better enable water stewardship in our operations.

As we strengthen our plan for water reduction outcomes, we are engaging our internal environmental and operations professionals, as well as trusted external partners, to identify Hertz's priority locations and opportunities for improvement. We expect our plan to include elements of enhanced water information systems, process assessment and optimization, water stress monitoring and the introduction of innovative technologies aimed at reducing our water consumption and increasing water conservation.

Car washes are the primary source of our water use, and we are focused on minimizing our demand on municipal water systems where we operate. We have conducted and are planning additional car wash technology, equipment and process studies to guide the development of our water action plan. These studies are helping us identify the most impactful mechanisms and innovative solutions for water management.

An exciting innovation was implemented by Hertz France to address the amount of water typically needed to clean returned cars. The team leveraged a new car cleaning technology, EcoPrep, which is a cutting-edge ecological vehicle cleaning system using a dry steam machine for interior and exterior cleaning. This process uses approximately 90% less water for vehicle sanitization and cleaning. What began as a small pilot in a handful of European locations expanded to 22 locations by the end of 2022.



Water information systems

Monitoring our existing water information and inventory for insights and opportunities.



Process assessment and optimization

Conducting assessments on current processes and equipment to identify opportunities for improvement.



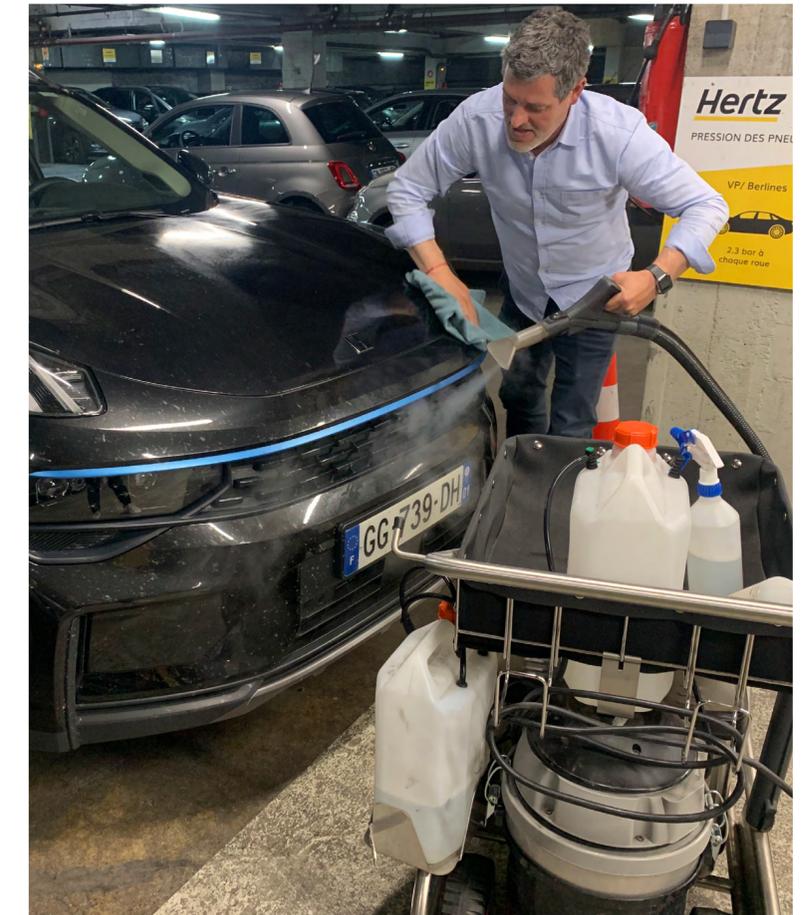
Water stress monitoring

Tracking water stress models and assessments for strategic development and implementation of Hertz water action plan.



Innovative technology

Researching, testing and evaluating innovative car wash technology.



Hertz France teams using new innovative car cleaning technology EcoPrep.

Waste

Handling waste and recycling throughout our global operations is addressed in our waste management and recycling policy and program. We developed this policy with the intention of reducing the amount of waste and toxins that are disposed of in landfills and incineration facilities. The policy covers general waste and recyclable materials, electronic waste, rechargeable batteries, hazardous waste, used oil, mercury-containing bulbs, used tires and construction material. Our environmental policy provides additional procedures for hazardous material handling, including used tires, oil and car batteries. 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.

Our operations and procurement teams work closely with waste management partners to coordinate efforts to promote recycling and reduce waste. For example, they provide all our locations with signage and appropriate receptacles for waste and recycling. Our recycling, outside of traditional comingled materials, consists mainly of used tires, paper, used oil and electronics. As we pursue fleet electrification, we are considering the implications of electric vehicle batteries along our value chain. We are reviewing our waste and environmental policies in case updates are needed in association with this transition.



We coordinate with our waste management partners to promote recycling and reduce waste.

2022 waste data

U.S. highlights

6,098 short tons

Waste disposed



2,879 short tons

Waste diverted



377,656+

Tires recycled⁵



3,669+ pounds

IT waste recycled⁵



U.S. and Canada highlights

832 short tons

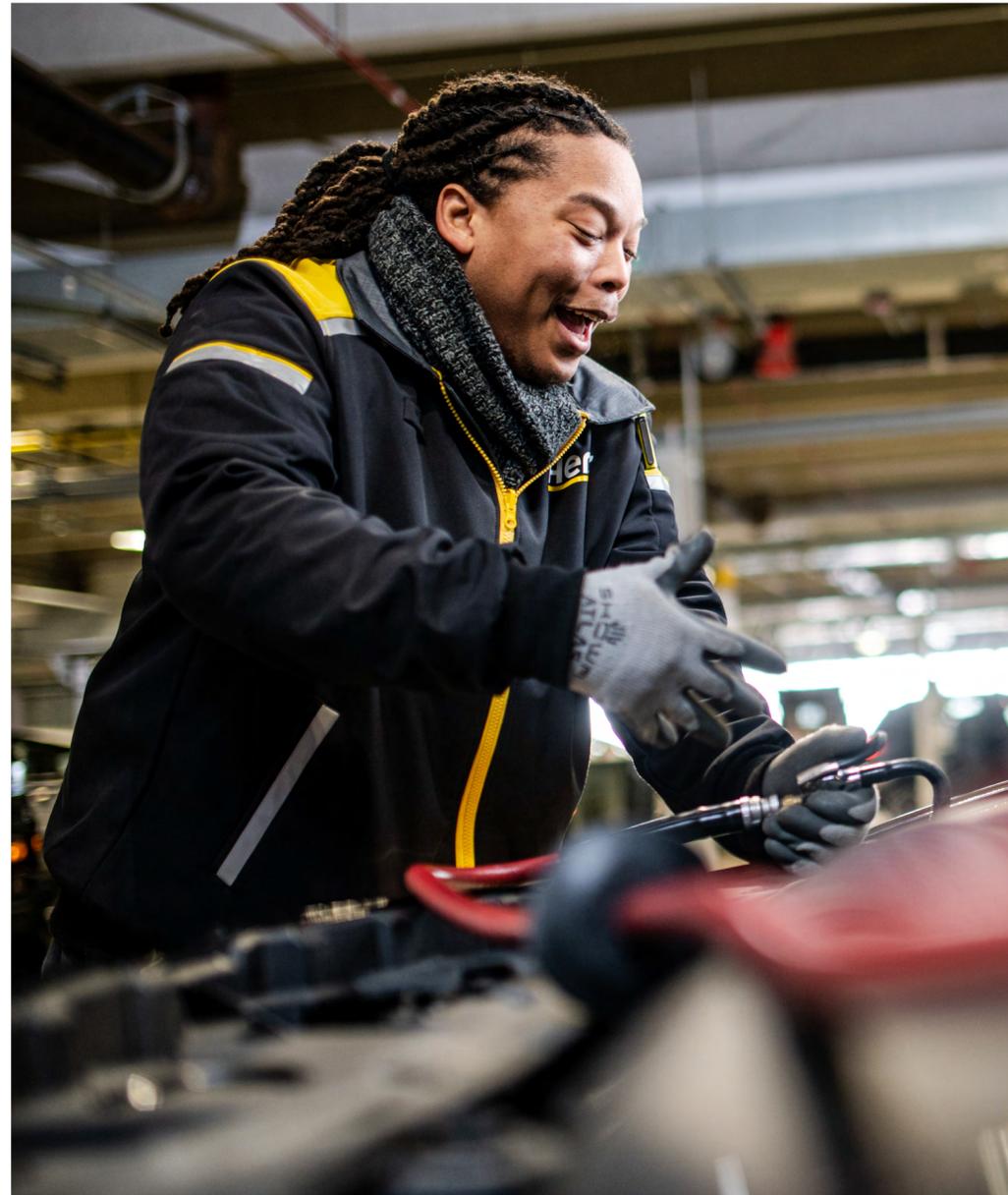
Paper shredded and recycled



538,914 gallons

Used oil recycled





Environmental compliance

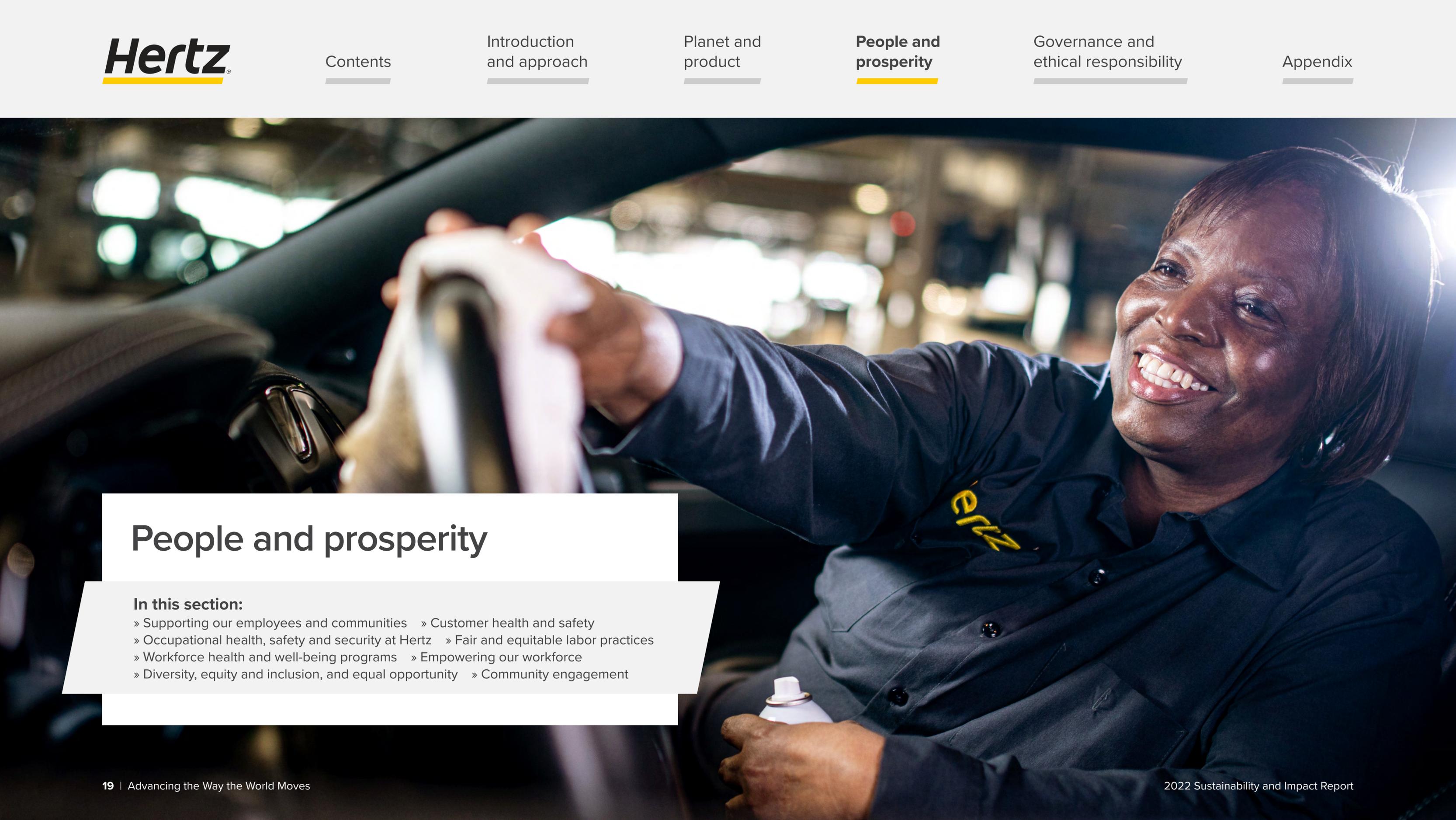
We are committed to minimizing the impact of our operations on the environment by implementing programs that incorporate sound environmental practices. We have policies and procedures designed to provide employees the resources necessary to operate our locations in compliance with all country, state/provincial and local environmental laws and regulations. For example, Hertz's Environmental Policy outlines responsibilities for permitting, training, record keeping and certification requirements. It also covers our management of:

- Hazardous and dangerous materials relating to vehicle maintenance operations
- Handling and reporting of environmental incidents and spills via an emergency hotline available 24/7/365
- Environmental regulatory and government inspections
- Measures for spill prevention as well as spill response and incident reporting
- Refrigerant recycling
- Stormwater pollution prevention plans
- Environmental property assessment
- Limitations on engine idling

Fueling

Most of our airport locations are equipped with fuel and motor oil storage tanks, and our Operating, Controlling and Storing Fuel and Non-Fuel Products Policy outlines regulatory and company requirements associated with tank management. This policy covers purchases and deliveries, controls and inventory reconciliation as well as testing, inspection and leak detection. Our use of cloud software, including real-time fuel tank alarm monitoring, and our work-order system allow for timely resolution if issues arise. To further minimize environmental compliance risks, we conduct environmental right-to-know reporting at all 136 required sites in the U.S. annually. In 2022, we removed 32 Aboveground Storage Tanks (AST) used for gasoline, motor oil, and diesel fuel and five Underground Storage Tanks (USTs) containing gasoline, that were nearing or exceeding their anticipated 30-year service life, to reduce environmental risk.

To responsibly manage impacts to air quality from combustion engine vehicles, Hertz maintains our fleet and fueling systems to meet all EPA emission standards and permitting requirements or comparable global standards. We also use vapor recovery systems to minimize emissions during fuel deliveries and vehicle refueling.



People and prosperity

In this section:

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

Supporting our employees and communities

People are central to Hertz's success. They are our valued customers, with whom we strive every day to offer a convenient, safe and comfortable rental experience. They are our employees, whom we rely upon to achieve meaningful progress and drive brand differentiation. We strive to empower our employees so they can build trust with our customers and the communities we serve around the world. Attracting and retaining top talent is more than a measure of our business success, it is a measure of who we are. We can achieve more when we are made up of diverse backgrounds and insights. When we do this, we can also show up authentically in the communities in which we work and serve, and make a positive difference.



Community engagement

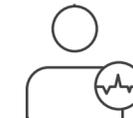
We value corporate and individual citizenship and are committed to making a positive impact in the thousands of communities where we operate.

Our focus areas



Customer health and safety

Sharing information and maintaining rigorous processes to keep customers safe.



Workforce health and well-being programs

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



Occupational health, safety and security

Continually engaging our employees to cultivate a safe, secure and healthy culture.



Empowering our workforce

Tailoring training and education to support employees' career growth.



Fair and equitable labor practices

Ensuring compliant and ethical practices throughout the employee lifecycle.



Diversity, equity and inclusion

Cultivating a work environment where everyone's contributions are respected and valued.

Customer health and safety

Customer health and safety is a top priority at Hertz. We take great pride in ensuring safety, award-winning customer service and innovative solutions to meet our customers' mobility needs.

We continually work to keep vehicles and facilities safe by coordinating closely with vehicle manufacturers and other industry stakeholders. For example, Hertz policy is to ensure that vehicles subject to open safety-related recalls are not made available to rent until after the recall is remedied.

We also perform self-audits on the safety and security of our facilities to make sure they comply with the Occupational Safety and Health Administration (OSHA) and internal requirements. During 2022, we strengthened and expanded the security systems at many of our U.S. facilities with additional alarms and closed-circuit television (CCTV).

We keep our fleet in good running condition. Our vehicle maintenance centers are equipped with sophisticated diagnostic and repair equipment. Being proactive about maintenance minimizes inconveniences for our customers. We also include our basic emergency roadside service with every rental. For additional peace of mind, our customers have the opportunity to purchase premium emergency roadside service.

Going the extra mile to keep our customers safe

We have maintained a high level of cleanliness standards, which were expanded during the coronavirus pandemic, including regularly disinfecting high-touch areas in our shuttle buses and at all locations, such as door handles, counters, kiosks and other hard surfaces.





Occupational health, safety and security at Hertz

Safety is a part of our culture

Hertz maintains the highest regard for the health and safety of our employees, customers, contractors and communities where we operate. Throughout our global operations we focus on mitigating risk, improving processes, developing skills and increasing knowledge through communication and training.



Keeping our Hertz team safe

Hertz is committed to providing safe, responsible and ethical operating environments for its employees. Our operations in the mobility industry span a wide variety of professions across multiple continents. We continuously strive to be engaged with all of them and invest substantial resources into our Occupational Health Safety and Security (OHS&S) programs to ensure our employees have a safe work environment.

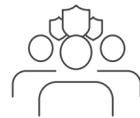
As part of this commitment, we provide safety training through our learning management system. New employees receive **core** safety training as part of their onboarding process, and **job-specific** safety training based on their position and responsibilities. Established employees receive job-specific refresher training annually thereafter and have opportunities for additional **development** throughout their careers to expand and advance their skills and career. Hertz training programs are specifically designed based on the responsibilities of the team member and cover both job hazard procedures and customer **safety** curriculum. Additionally, team members can participate in Hertz's voluntary **Safety Champion Program** and receive additional training to function as an extension of the OHS&S team.

Safety training



Core

General safety programs, procedures and guidelines for the company and location.



Job-specific

Responsibility and task-specific, 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.

Hertz safety and training programs include initial and mandatory refresher training as well as technical and professional skill development curriculum.

Safety across the globe

As a global operator in the mobility industry, we manage OHS&S by region and country according to local laws and regulations. The Hertz Corporate Safety and Security Team located in Estero, FL, coordinates the global safety and security program through our regional OHS&S teams located in each region.

Hertz OHS&S programs are designed to follow and comply with regulations, laws, policies and procedures mandated by the country and/or local governing authority. Our OHS&S teams continuously monitor regulatory activity from OSHA as well as delegate local governing authorities to ensure the local Hertz program is compliant and our teams are covered by the most current laws and regulations.



North America

Our North American Program operates in accordance with U.S. – Occupational Safety & Health Administration (U.S. – OSHA) laws and regulations. Within the region, the North American team ensures the program complies with specific country and state requirements.



Europe

Our European Program operates in accordance with EU – Occupational Safety & Health Administration (EU – OSHA) laws and regulations. Within the region, the European team ensures the program complies with specific country requirements as well as European standards and directives.

Hertz European Service Center holds Occupational Health and Safety ISO 45001 certification, which demonstrates that the facility meets the criteria of global ISO standards to improve employee safety and reduce 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.

Safety focus and communication

Safety is a continuous focus and is constantly communicated throughout our operations through regular safety meetings, messages, bulletins and the organization's monthly newsletter. In addition to its OHS&S team, Hertz has established a safety champion program that establishes local team members with OHS&S responsibilities and connects local operations to regional and geographical OHS&S representatives. The safety champions expand the frontline representation of Hertz's safety program and integrate our operations teams with our OHS&S team.

We promote safety through ongoing training, regular communication and the efforts of our employee safety champions.



Hertz safety champions are an extension of our OHS&S team. They are comprised of team members throughout our operation teams. The program is designed to integrate operation teams with OHS&S teams to increase the on-site day-to-day eyes and ears of the safety program. Hertz provides additional training to safety champions who assist in supporting the safety program and ensuring safe environments and operations for the teams they work in.

A program of integrity

Throughout our regions, our OHS&S teams conduct (or employ third-party services to conduct) routine health and safety audits. The audits actively consult our frontline employees, supervisors and managers during the process. Our processes leverage technology to track and communicate audit results to operations, OHS&S, and risk-management and human resource teams so they can collaborate on solutions to issues.

All incidents and injuries are to be reported, investigated and managed accordingly. Our OHS&S teams work closely with our operations, risk-management, human resources and workers' compensation teams to address the health and well-being of our employees and ensure all injury cases are reported and managed in accordance with applicable laws and regulations.

Security

As part of our commitment to protect the health and safety of our employees, Hertz has equipment, procedures and processes in place to help safeguard their physical safety

and security. Our people are the engine that drives Hertz to success and as such they are our greatest and most valuable asset. Hertz takes our responsibility to protect their health and safety seriously.

Protection of assets covers issues relating to team members, including threats and verbal and physical altercations as well as physical assets involving theft, burglary and vandalism. Hertz assesses the security needs for its operations and uses an assortment of security measures to ensure the safety of its employees, customers, assets and facilities. Security measures range from physical measures and technology to training, processes and procedures.

Security measures (physical and technological measures are not universally employed)

- **Physical measures:** access control doors, lighting, fencing and barriers
- **Technology:** audio and visual devices, motion sensors, access control systems
- **Training, processes and procedures:** emergency response procedures, conflict escalation processes and de-escalation training

Security incident management

Our safety culture, training and resources make every effort to deter, avoid and mitigate any security incidents. Hertz training, communications and policies require all security incidents and events to be reported through specific channels. OHS&S teams, as well as other internal teams, collaborate to review security incident reports and conduct post-incident evaluations.

Fair and equitable labor practices

Our people are our greatest asset, and we aim to be a world-class global employer and 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, code of business conduct and company policies.

Hertz intends to, and our programs and policies are designed 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:



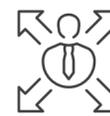
Employment



Tuition aid



Talent acquisition and recruiting



Transfers



Compensation



Promotions



Benefits



Terminations



Training and development



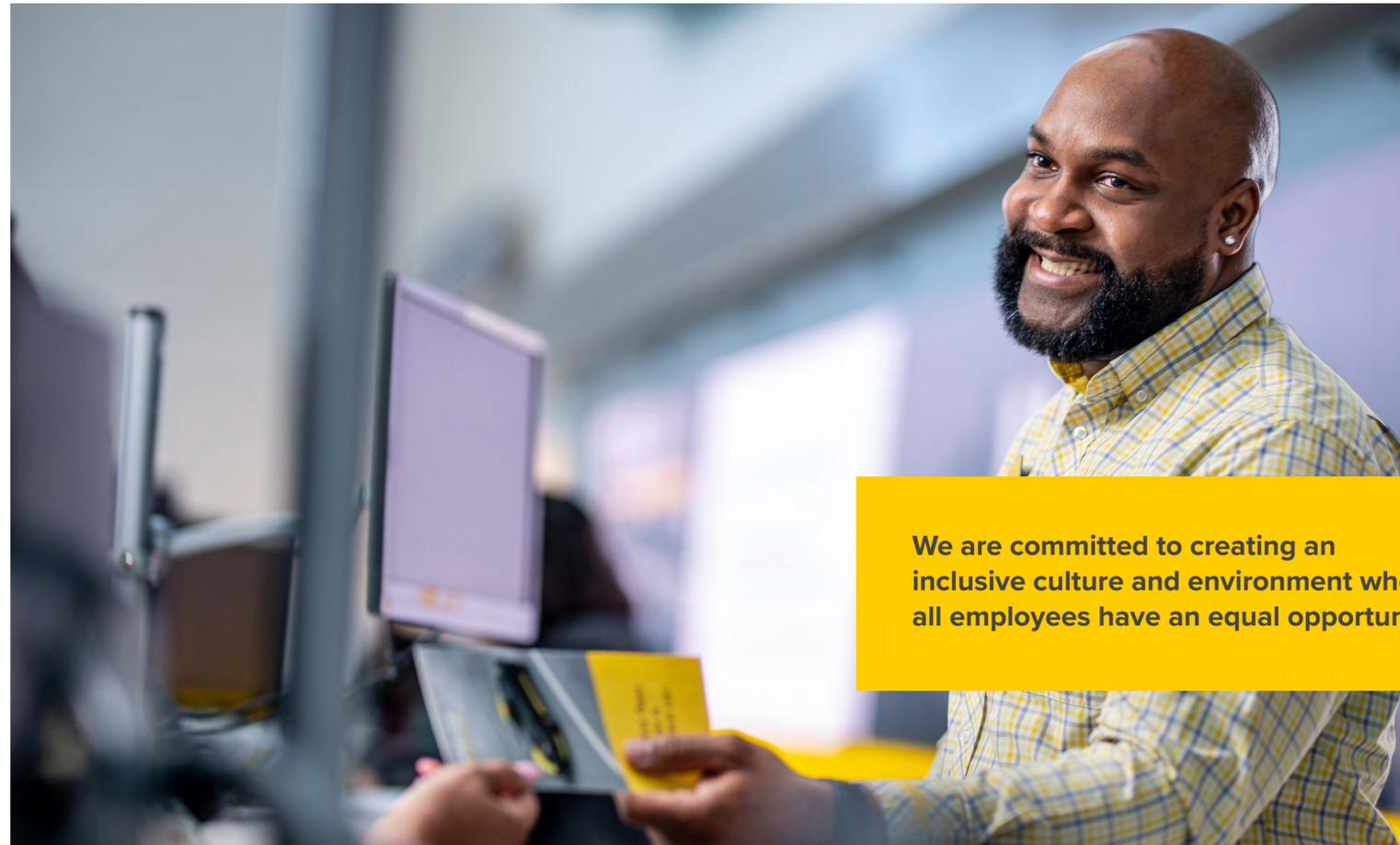
Social/recreational programs

Hertz’s talent management and compensation programs and initiatives are intended to promote employee attraction, recruitment, development and retention to create a workforce that aligns with our values. We follow best practices to thoughtfully design the terms and conditions of employment, including competitive compensation, benefits, learning and development opportunities, and an engaged and inclusive culture. Our 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 a labor union, works council, 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 has an Equal Employment Opportunity Policy (EEO Policy) that it operates by. We value all employees globally regardless of age, color, national origin, citizenship status, physical or mental disability, race, religion, creed, gender, sex, sexual orientation, gender identity and/or expression, genetic information, marital status, status with regard to public assistance, veteran status or any other characteristic protected by federal, state or local law.



We are committed to creating an inclusive culture and environment where all employees have an equal opportunity.

We provide reasonable accommodations for qualified individuals with disabilities who require them. Hertz Human Resource Business Partners (HRBP) are trained to support employees submitting accommodation requests and have review procedures and guidelines for support. All requests are reviewed by a dedicated member of our legal team in collaboration with the HRBP to determine effective and reasonable accommodations. Once accommodations are identified, they are promptly provided and/or implemented.

At Hertz, any employee who witnesses or believes they are subject to a violation of the EEO Policy has multiple reporting avenues to accommodate any potential scenario, including a Compliance Hotline or through the Compliance Ambassador Program. This Program provides a trusted contact person in the form of a Compliance Ambassador for employees to consult with for advice, guidance and understanding when dealing with questions and uncertainties associated with integrity and ethics or compliance issues. Compliance Ambassadors can be engaged at any point throughout the issue reporting, management and resolution process.

We take reports of EEO Policy violation very seriously. We investigate all reports and take prompt action to remedy any corroborated allegations. We encourage our employees (and require managers) to report any inappropriate situation so it can be investigated quickly. We do not allow any form of retaliation against individuals who make good faith reports of alleged violations, or who cooperate in an investigation of such report, of our EEO Policy.

Hertz takes allegations of EEO Policy violations seriously, and investigates every report.

Workforce health and well-being programs

At Hertz we are dedicated to the mental, physical, emotional and financial well-being of our workforce. Our employees are the reason we are able to deliver best-in-class service to our customers. It is critical that they feel supported and healthy in and outside of work.

Hertz provides eligible employees with a Total Rewards program to support current and future physical, emotional and financial health. In addition to base compensation, our Total Rewards program includes—based on position—incentive compensation programs such as our profit-sharing program and achievement-based bonus programs. This program also includes access to retirement and other benefits. We proactively seek out health and well-being vendor partners in each of our global regions to provide programs that will best support our employees' needs. We continually look for opportunities to improve our short- and long-term benefit programs to demonstrate our commitment to the value that our workforce brings. Our broad-based profit-sharing program is called “Sharing in Our Success.” The program supplements performance and incentive plans already in place and is designed to keep our global team focused on our goals and reward them for their hard work and achievement within Hertz’s success. You can find more information on Hertz’s U.S. programs [here](#).



Empowering our workforce

Hertz offers a robust business and technical training program to support our employees' professional development and career advancement. Our ability to continuously learn and transform that learning into action drives results and gives us the ultimate competitive advantage. Our learning culture encourages self-development to accelerate employee growth and engagement in areas they are passionate about. Our employees have the opportunity to grow their foundational knowledge and skills into advanced opportunities within the company.

Our training, education and development programs are tailored to support employees at all levels of their career and promote opportunities for success with personal and professional development options. We leverage a range of tools, including online, in-person and hands-on courses to expand and deepen employees' business and technical knowledge.

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 2022, the team launched over 150 training courses and programs globally and prepared for expanded offerings in 2023 to engage, develop and advance our employees with offerings targeting new and changing processes, systems and technology to ensure our employees have the skills they need to meet the evolving business needs of the future.



Over 150 training courses launched in 2022.

Training for the future

Hertz employees play a vital role in our industry-leading goal to support customer adoption of electric vehicles. In 2022 we began the development of **EV University**, leveraging Hertz's learning management system to support employees globally with job-specific training that will refresh and evolve as our electric fleet grows. We also provide employees with extensive training, test drives and exposure to EV models and operations at car shows and other events so they are equipped to guide renters through the ins and outs of EV driving.

12,656
employees completed at least one EV University course in 2022.

In addition, we also have our **Maintenance Academy**, which offers ongoing technical training and upskilling efforts in auto mechanics. This academy delivers a two-month curriculum, giving employees interested in a career in automotive mechanics the opportunity to be trained as a mechanic—for EV and combustion engine vehicles alike—with no prerequisites for participation.

200
employees completed the Maintenance Academy Program in 2022.

Cultivating leaders

Hertz understands the importance of professional progression and is committed to growing its talent from within. We have developed a robust portfolio of leadership development programming and designed a Leadership Evolution Program to support our teams at any level along their professional journey as well as support business and operational roles from individual contributors all the way up to the general manager. Its goal is to empower participants to thrive in their roles today, while developing the knowledge and skills needed to take the next step in their careers. We also have leadership development programs for emerging leader candidates with career ambitions beyond the general manager level.

Nearly 1,300 participants completed the program in 2022.

In addition to these training and development programs, Hertz has an extensive catalog of self-service development offerings that provide employees the opportunity to pave their own advancement path. Whether employees are on the frontlines of customer service, fleet operations, EV adoption or supporting it through their roles at our corporate offices, everyone can benefit from personalized offerings provided through our Learning Management System or Coursera Partnership.

The Hertz Learning Management System is filled with curated content to enhance personal and professional skillsets. Employees can take advantage of a variety of optional training offerings at any time and at their own pace. These trainings, or “playlists,” cover a variety of topics from wellness to DEI, including Hertz Drive Your Growth Conversations, a podcast series launched in 2022 that interviews Hertz leaders.

In 2022, Hertz employees completed over 42,500 playlist trainings.

We have also partnered with **Coursera** to offer even more learning and development opportunities. Coursera is a world-class learning platform offering more than 7,000 cutting-edge courses facilitated by top instructors from 200 of the world’s leading universities and organizations.

We strive to be a leader in the mobility industry and provide our employees with a rewarding and developmental work environment. Our leaders aim to create a best-in-class employment experience for our employees, enabling them to deliver an unmatched customer experience.



Diversity, equity and inclusion, and equal opportunity

Our global team

Our people are our greatest asset, and we aim to be a world-class employer. As a global company we understand the value of a workplace that looks like the world around us. We have employees from a variety of backgrounds, perspectives and experiences and we embrace, celebrate and support the diversity of our leaders and employees as well as the unique perspectives they bring to our business and operations. The diversity of our teams throughout our community affords Hertz the opportunity to cultivate and foster a work environment where everyone's contributions are respected and valued.

We continue to promote diversity and inclusion through fair and equitable hiring, promotion, compensation, education and training and community outreach programs. We continually focus on ways to attract and retain our employees, provide opportunities for professional development and support the physical, emotional and financial well-being of all our employees.

At Hertz, monitoring progress matters. We capture and track diversity data throughout our organization while respecting and complying with privacy laws in the various regions where we operate. Analyzing diversity data helps us understand our current state and consider opportunities for improvement. These analyses consider a variety of factors, including years of experience, to normalize comparisons and inform appropriate adjustments if discrepancies are found.



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

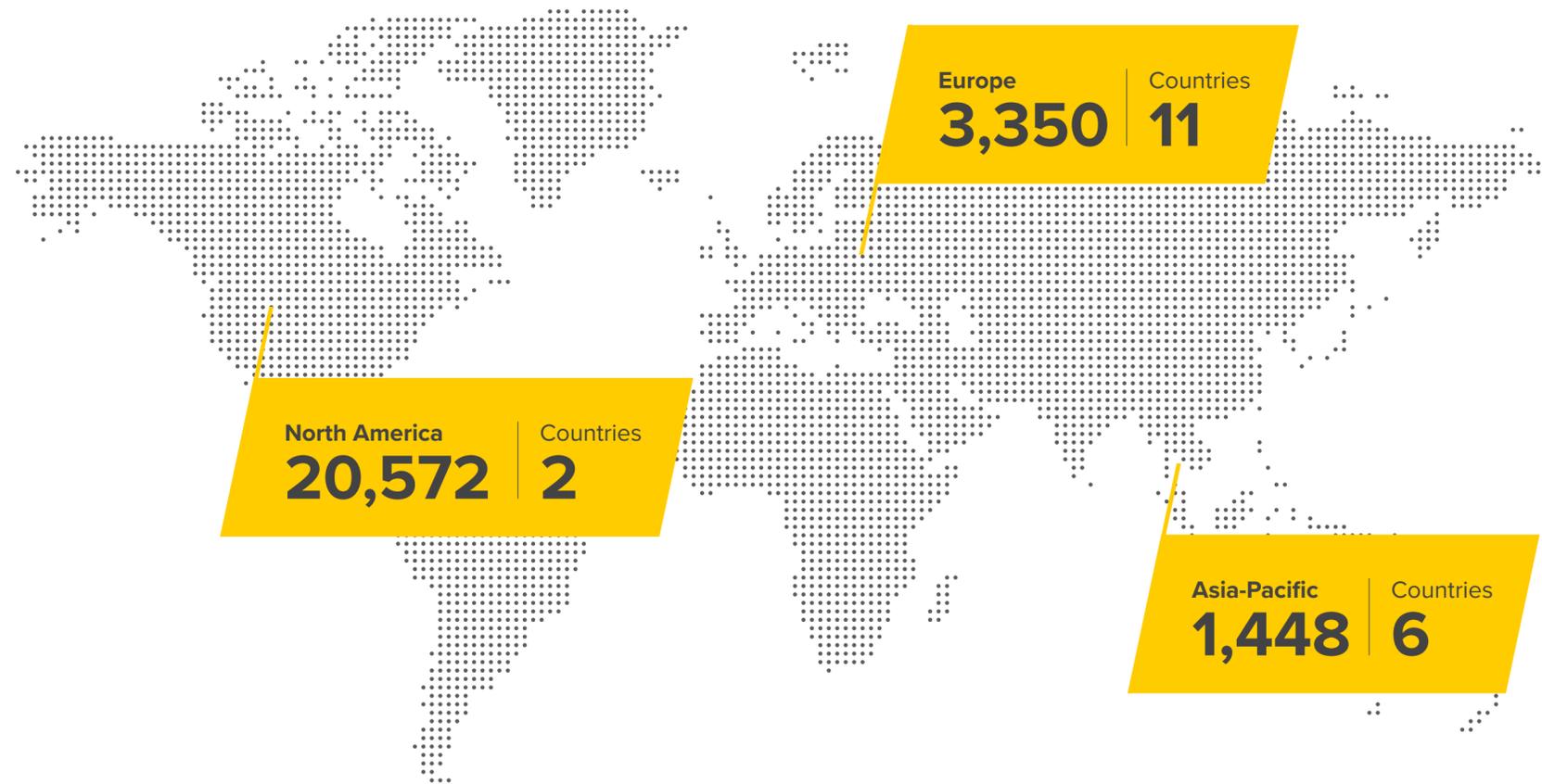
- Cultivating a culture of inclusion, trust and transparency.
- Encouraging everyone to be their true selves.



Community

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

Hertz 2022 global workforce



2022 Workforce Highlights¹



11% of our employees have been with the company for more than 20 years.

Global employees – 25,370 | Countries – 19



Furthering DEI through mentorship

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

One element of the mentorship program is focused on identifying a diverse network of mentees and pairing them with a diverse pool of mentors. This design aims to grow and develop both parties of the mentee-mentor relationship.

Within our mentorship program, we have an element that focuses on leadership development for emerging leaders within our company. Our General Management (GM) mentorship program prepares our director-level employees for vice president roles and consists of sessions on topics such as understanding financials and how to improve profit and loss to prepare them for the financial and business management responsibilities of those roles.

2022 added mentor programs

Women's Mentorship Program

We launched our inaugural Women's Mentorship Program in 2022. The program is designed to enhance leadership skills, increase engagement and develop business acumen for manager and director-level female employees.

Revenue Management Mentorship Program

We launched the first pilot of the Revenue Management Mentorship Program in 2022. The offerings within the program are designed to increase exposure and enhance the professional skills of employees. This program was launched as a two-month pilot with the intent to learn from it and scale it in 2023.

Furthering DEI beyond employees

We share our company values with customers and suppliers through marketing, engagement and innovative partnerships. Our marketing and advertising features diverse employee and customer representation, aspiring to be inclusive and welcoming. We make efforts to support women- and minority-owned businesses via our [Global Supplier Code of Conduct](#) and Supplier Diversity Program.

Among our efforts to form and maintain meaningful partnerships with individuals, businesses and community organizations, our Indigenous Participation Plan (IPP) in Australia is especially successful. The IPP formalizes our affiliation with Indigenous people, businesses, suppliers and communities to create sustainable pathways for employment, training and skills development within Hertz and the community.

Fostering our inclusive culture and workplace

We are focused on driving cultural awareness to help foster an environment where there is open dialogue, mutual respect and an appreciation of everyone's differences. One way we are achieving this is through our Employee Resource Groups (ERGs). ERGs are voluntary, employee-led groups that help foster a diverse and inclusive workplace through grassroots efforts across our organization, offering the opportunity for diverse employee groups and their allies to come together and shape a culture of inclusion through networking opportunities, business growth, career development, mentoring, community involvement and cultural awareness.

Members that participate in ERGs are encouraged to use their unique expertise and perspectives to enhance the work environment and bring about business impact. ERG memberships are free, and all employees are welcome to participate.

Our ERGs and their missions



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



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



Promote enrichment and opportunity for the LGBTQ+ community, accelerate the company's competitive advantage and attract and retain a diverse workforce.



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



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



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

Diversifying talent pathways via community partnerships

FutureMakers Coalition

Hertz is a partner in a collective impact initiative working to help Southwest Floridians earn the high-quality credentials needed to enter the workforce. We participate in the coalition's Persistence and Completion Regional Action Team and are working with Florida Gulf Coast University (FGCU) through the coalition to develop micro-credentialing tailored to Hertz's talent needs at our headquarters.

Goodwill of Central Oklahoma

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.

Work Ready Oklahoma

This nonprofit workforce board connects unemployed and underemployed individuals in Oklahoma County to training and jobs that offer opportunities for increased independence. Members of our HR Team regularly speak to classes, share job postings and encourage applications, among other engagement efforts.

Central Oklahoma Workforce Innovation Board

This board works to improve lives by building a quality workforce through education and 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 clear career path working with vehicles ranging from gasoline-powered to electric.



Community engagement

How we show up in our communities matters, and we are honored to engage with strategic social impact organizations and mobilize public-private partnerships. Our community engagement strategy mirrors our broader corporate purpose and values of putting people first and setting the pace for an electric future. In 2022, we supported communities and nonprofits by activating employee-led volunteer initiatives and charitable contributions through monetary and in-kind donations.

Community engagement focus areas



Partnering across the industry to contribute vehicles to community members in need and students enrolled in technical education programs.



Taking care of our employees and communities in times of crisis.



Showing up as corporate citizens in flagship communities and beyond.





Helping with mobility needs

Hertz is proud to support select nonprofits helping people get to where they need to go. Whether it is accelerating careers or addressing unmet transportation needs, we utilize our fleet to make a difference in people's lives. Although not an exhaustive list, the following partners are core to these efforts:

[Collision Repair Education Foundation](#) – By working with industry employers, the foundation identifies and develops candidates while providing career opportunities in the automotive sector. Hertz participates in career fairs that aim to bridge the gap between collision repair students at high schools and technical colleges around the country. This partnership connects us with over 15,000 students while simultaneously supporting a broader collision repair talent pipeline.

[Recycled Rides](#) – The National Auto Body Council's Recycled Rides program is comprised of auto body professionals and businesses promoting and contributing to community-based initiatives. The program leverages collision repair industry leaders to alleviate transportation challenges by providing refurbished vehicles to individuals and nonprofits. Hertz donates vehicles to the program to support those in need.

[Jack and Jill Late-Stage Cancer Foundation](#) – The foundation provides "timeouts from cancer" to create treasured memories for children who are losing a parent. Hertz supports the foundation in delivering WOW Experiences® to the families they serve by providing in-kind vehicle rentals to be utilized for oncologist-recommended travel experiences.

Support when it matters

When unexpected hardships occur, or crises arise, Hertz steps up. At Hertz, taking care of each other and the communities around us is part of our culture. Whether it's an individual hardship, a community crisis or a natural disaster, Hertz looks for opportunities to make a meaningful impact. We are proud of the services, work and support that our partner organizations provide during times of unexpected hardship.

Hertz provides flexibility to its customers in the aftermath of natural disasters and often works with government and relief organizations to make vehicles and trucks available for their efforts.

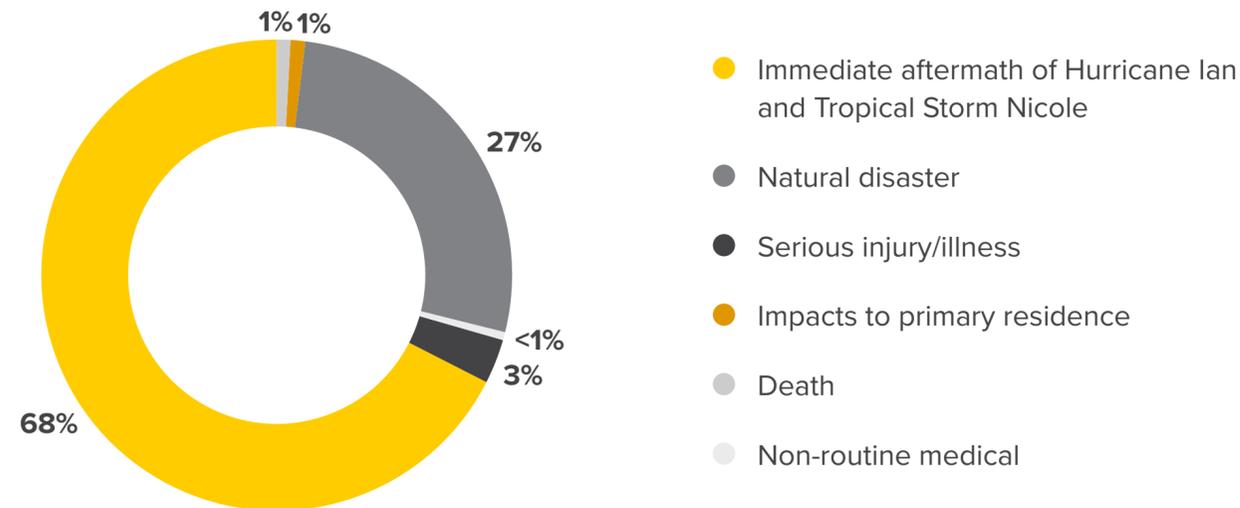
On an ongoing basis, we partner with [Team Rubicon](#), which is a veteran-led humanitarian organization serving global communities before, during and after disasters. We were proud to support Team Rubicon's on-the-ground operations by providing 70 in-kind vehicle rentals to power their missions in 2022.

When Hurricane Ian struck, [Hertz announced \\$1 million in contributions](#) to support relief and recovery efforts across Southwest Florida and to further assist Hertz employees who live in areas impacted by Hurricane Ian.

Helping our Hertz family

We are continuously focused on our Hertz teams and families. The Hertz Employee Relief Fund is designed to assist employees who are experiencing serious financial hardship and are unable to afford housing, utilities and other basic living expenses.

2022 grants awarded by qualifying event



The Hertz Employee Relief Fund is supported by voluntary donations from Hertz employees. Hertz matches all employee donations dollar-for-dollar up to \$100,000 and covers administrative costs of the program so all donations go directly to employees in need.

“I had a good experience with the Hertz Employee Relief Fund. I didn’t think I would qualify, however upper management encouraged me to apply. I had a lot of damage to my roof and water damage in my home from Hurricane Ian. I thought I was on my own. The Hertz Employee Relief Fund helped with my deductible—hurricane deductibles are usually quite high. The Fund also helped with items not covered under insurance like lost food from no power for over a week, and landscaping. I do appreciate my co-workers for helping during this extremely stressful time. #LetsGo”

— Hertz Employee Relief Fund Grant recipient

214
employees helped

Over
\$134,000
awarded

Being there for our neighbors

We are committed to making a positive impact in the communities where we operate. To accomplish this, we partner with large-scale organizations and regionally specific groups to promote economic well-being and access to career opportunities. Through our partnerships, we aim to build more resilient and sustainable livelihoods for our communities.

Volunteer efforts

[The Boys and Girls Club of America](#) works to enable young people of all backgrounds to reach their full potential as productive, caring and responsible citizens. In 2022, Hertz contributed to the organization by hosting back-to-school community engagements, school supply drives and volunteer events with local Clubs throughout the United States.

16
clubs supported

3
vehicles donated



Hertz donated a custom-wrapped van to the Boys and Girls Club of Lee County (where the Estero, FL, headquarters is located) in addition to backpacks and school supplies.

Developing career readiness

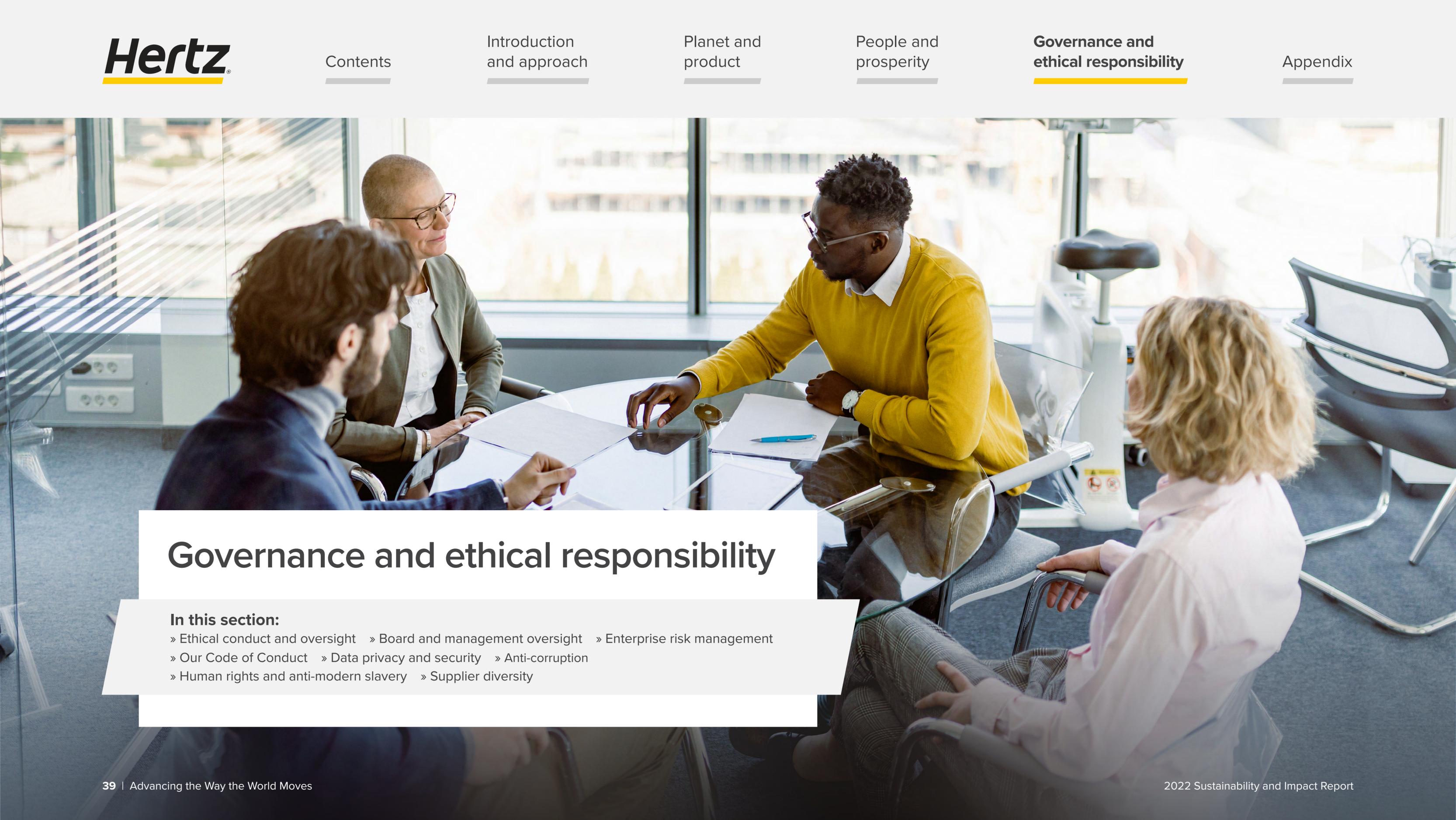
We are proud to support the development of strong talent pathways in the communities we call home. The following represent some key partnerships that help us accomplish this:

[The Immokalee Foundation](#) – This nonprofit’s mission is to provide students with the resources and confidence they need to succeed in building pathways to professional careers. Their signature Career Pathways program prepares students for future employment throughout their academic journey from elementary to high school. Hertz supports this mission by hosting a field trip touring the Hertz Southwest Florida International Airport location and World Headquarters to gain exposure to a variety of career opportunities at Hertz.

[Florida Gulf Coast University Lutger College of Business](#) – Hertz joined the business school’s Preferred Employer Program in 2022 to help shape business education and workforce readiness in the region where we are headquartered. Hertz has an on-site presence and works closely with the program through board membership, presentations to business students and career fairs.



Immokalee Foundation Career Pathways students at Hertz World Headquarters in Florida.



Governance and ethical responsibility

In this section:

- » Ethical conduct and oversight
- » Board and management oversight
- » Enterprise risk management
- » Our Code of Conduct
- » Data privacy and security
- » Anti-corruption
- » Human rights and anti-modern slavery
- » Supplier diversity

Ethical conduct and oversight

Hertz strives to generate and maintain trust with all stakeholders. We do so through effective accountability and oversight structures covering our key environmental, social and governance focus areas. We integrate this work into our risk-management processes and provide clear policies for our most important topics. We set organizational standards and provide guidance through [our Code of Conduct](#) on how to make ethical decisions and how to speak up if we are not living our values. We take special care with data our customers and employees have entrusted to us. We provide opportunity and support for diverse organizations to be a part of the Hertz family.



Governance and ethical responsibility focus areas



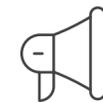
Board and management oversight

Overseeing our efforts at the highest levels of the organization.



Anti-corruption

Properly addressing reports of non-compliance and leveraging insights to improve.



Enterprise risk management

Managing sustainability and impact risks within our enterprise risk management program.



Human rights and anti-modern slavery

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



Our Code of Conduct

Cultivating an ethical, compliant and speak-up culture.



Supplier diversity

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



Data privacy and security

Maintaining trust with our stakeholders.

Board and management oversight

Board oversight

Our [Board of Directors](#) is responsible for overseeing our corporate strategy and our management; our management is responsible for our day-to-day operations. Our directors have extensive financial, operational and market experience. They also come to Hertz with a diversity of perspectives, which enriches the strategic guidance they provide.

The Board's Governance Committee oversees environmental, social and governance activities of the company. In 2022, the Committee received reports from management on Hertz's sustainability strategy. The Board's Audit Committee oversees Hertz's enterprise risk management activities and was engaged during 2022 in reviewing our disclosure practices regarding sustainability matters.

Management oversight

Our Corporate Responsibility Executive Steering Council (CR Council) is comprised of select members of senior management and oversees our sustainability strategy, helps champion its execution and reviews key sustainability metrics and results.

Hertz brought on a VP of Sustainability & Impact in mid-2023 to lead the Sustainability & Social Impact team and the company's environmental and impact strategy. This team plays a central role in aligning priorities with company-wide business strategy and is responsible for tracking and reporting plan progress. We also launched a Sustainability Disclosure Committee in 2023 consisting of cross-functional leaders to oversee rigorous and consistent disclosure of environmental, social and governance matters going forward.

Enterprise risk management

Hertz is governed by an experienced [Board of Directors](#) who recognize, understand and embrace the importance of assessing and managing enterprise risks, including corporate social responsibility assessment, management and reporting.

Our enterprise risk-management structure

Hertz has established an Enterprise Risk Management (ERM) governance structure consisting of Board-level, senior management and management-level committees and individual contributor representatives. Hertz's ERM governance structure incorporates leading practices from external standards, such as establishing committees focused on specific topics and initiatives like the Committee of Sponsoring Organizations, ERM and ISO 31000.

Within Hertz ERM governance structure, the Vice President of Risk Management and Director of Risk Management currently make up the Enterprise Risk Management Team (ERM Team). The ERM Team coordinates and facilitates governance and is responsible for analyzing risks to the business, including climate change and ESG.



Hertz's ERM governance structure is comprised of four key stratum under the Board of Directors.

Board of Directors



Board-level committees

The Audit Committee has the highest level of ERM program oversight.



Senior management-level committees

The Risk Management Committee (RMC) is responsible for oversight of the risk management program and risk strategy. This committee includes senior management representatives.

Management-level committees

The Risk Oversight Committee (ROC) is responsible for day-to-day identification and oversight of risk and is comprised of a broader group of champions, primarily senior leaders throughout the company. They are responsible for embedding risk management, inclusive of sustainability risks, throughout the organization.

Frontline employees and individual contributors

This is the foundational layer of ERM program. Employees in each business unit are responsible for risk processes and controls, and monitoring and reporting as coordinated by the ERM team.



Identifying risk throughout our organization

Together, the layers of our ERM governance structure support risk identification, assessment, treatment plan development and management, and monitoring of risk management performance and outcomes. With our robust risk management program structured to include our frontline employees as its foundational layer, and numerous communication mechanisms, the process produces a broad list of internal and external risks. From the list of communicated risks, the ERM Team, in conjunction with the ROC and RMC, identifies the highest priority, company-specific risks, including sustainability- and compliance-related risks, for strategic planning. Hertz continuously looks for opportunities to improve its processes.

For our European operations, climate change risks and opportunities are monitored by our European Environmental Health and Safety Team via a register of regulations platforms. This team is also responsible for compliance with the European Union Energy Efficiency Directive.



Our Code of Conduct

Doing business the right way isn't just about following the law—it's about acting with integrity, respect and responsibility. [Hertz's Code of Conduct](#) describes specific practices to identify acceptable and unacceptable behavior for employees, officers and directors and helps promote our culture of acting ethically and doing the right thing in our operations around the world. [Hertz's Code of Conduct](#) also outlines our policies and guidelines to help our employees navigate a variety of situations in relationships with each other and our stakeholders. Covered topics include, but are not limited to, avoiding discrimination, promoting workplace health and safety, protecting personal information, providing excellent customer service, avoiding conflicts of interest, avoiding bribery and corruption, getting involved in our communities and ensuring environmental compliance.

Hertz expects all members along our value chain to follow our principles and conduct business in a legal, ethical and socially responsible manner. We have third-party-specific codes of conduct to guide those affiliated with Hertz who are not employees. The Global Brand Partner Code of Conduct applies to our franchisees, licensees and agents, while our [Global Supplier Code of Conduct](#) applies to companies we work with, such as towing companies, vehicle paint vendors and local vehicle repair shops. For suppliers with whom we have large contracts, we conduct additional due diligence—striving to work with financially viable companies who are not subject to economic sanctions and have an awareness of anti-corruption and anti-modern slavery practices. We continuously monitor these third parties for potential issues of concern and believe investing additional time and resources contributes to preventing noncompliance.

We encourage our employees, suppliers and franchisees to seek guidance, ask questions and report any suspected violations through one of many available channels. Our third-party Compliance Hotline is available 24 hours a day, seven days a week. Employees can also talk to compliance personnel, human resources or one of our compliance ambassadors around the world.

Hertz takes every allegation of noncompliance seriously. Each case is carefully reviewed to ensure it is investigated and resolved appropriately. We are committed to non-retaliation, and we have zero tolerance for mistreatment of others because they chose to report misconduct in good faith.



Data privacy and security

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

Hertz has a long history of evolving to meet customers' changing preferences by introducing a variety of rental solutions, and today, that means introducing an increasingly "smart" and connected fleet. With these additions, we are focused on enhancing our security program to enable customer privacy and cyber threat prevention and detection.

In addition, our GISC team monitors potential cyber threats and leads our business continuity risk management. Our business continuity plans are designed with the goal of enabling Hertz to operate and maintain our essential functions in the event of a mass system outage.

The key steps we take to protect our information systems include:

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

Anti-corruption

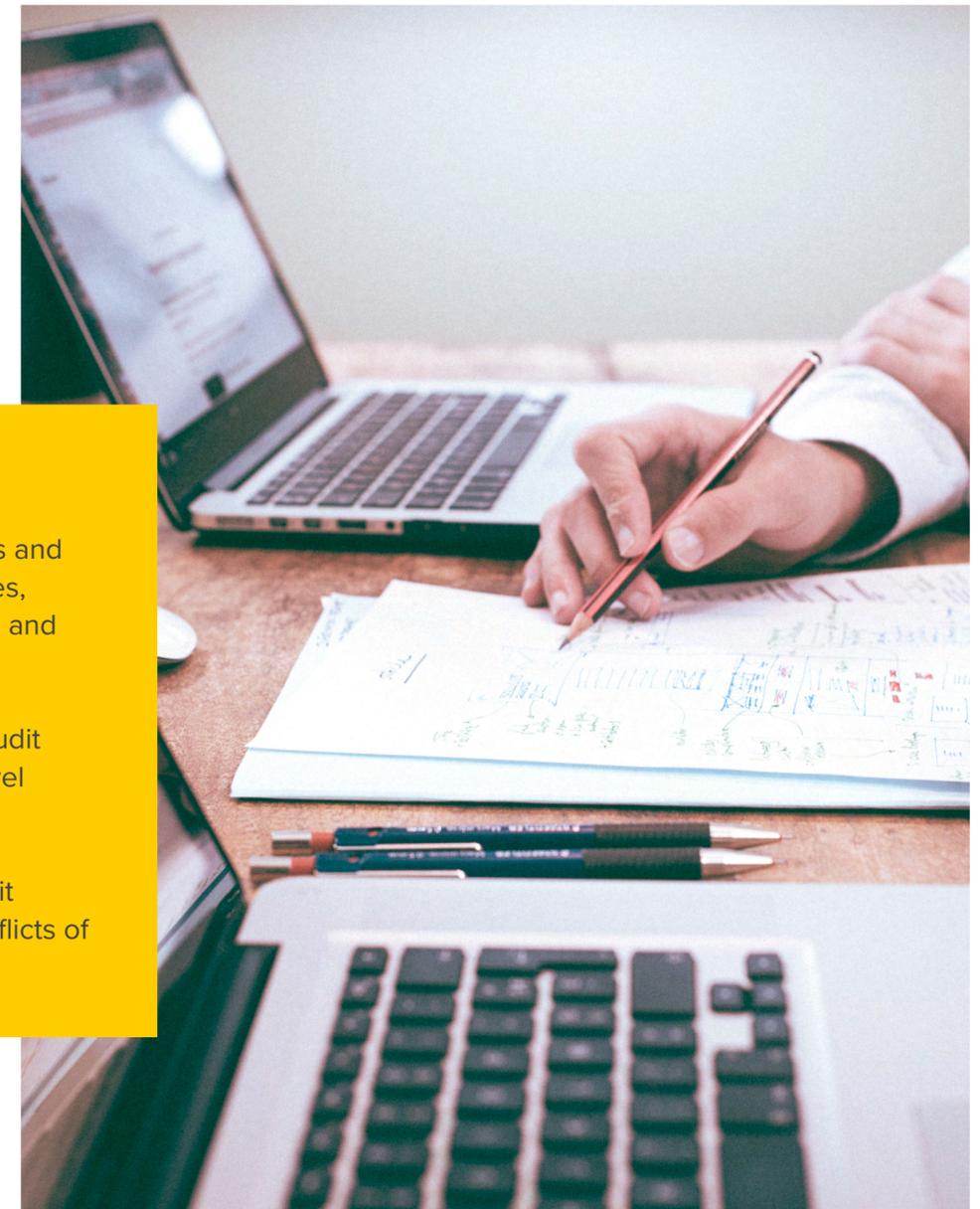
As part of our commitment to integrity, Hertz does not tolerate corruption in any form and seeks to conduct business ethically at all times, as set forth in [our Code of Conduct](#). We are committed to complying with applicable laws and regulations globally (such as the Foreign Corrupt Practices Act, the French Sapin II Law and the UK Bribery Act) and we adopt strict internal policies designed to foster compliance with those laws and detect, prevent and deter unethical business practices. We maintain an Anti-Bribery Policy, which forbids anyone from offering, attempting to offer, accepting, authorizing, or promising any sort of bribe or kickback to obtain or retain an improper business advantage.

Compliance reporting and investigations

By using dedicated software to document each report of possible noncompliance, we can identify trends and deliver targeted communications and tailored training as needed. In addition to tracking the volume and types of cases, we also collect data based on geography and case outcomes, including whether allegations were substantiated and if there was disciplinary action. We also track the number of days required to investigate and any follow-up actions, such as whether a policy was revised or a training session was conducted.

At Hertz, compliance is a priority at all levels of the organization. Our [Board of Directors](#) and executives are involved and stay informed. The Audit Committee of the Board receives a presentation on our compliance program and efforts every quarter. In addition, we have a management-level corporate compliance committee that meets to discuss compliance trends in the business, as well as training sessions and policy updates.

We conduct periodic self-assessments to ensure our program is aligned with best practices and anticipates future compliance issues. We solicit information from our employees around the world through an annual Code of Conduct Disclosure Survey, asking questions to identify any conflicts of interests or violations of law or policy not previously reported or uncovered.



Human rights and anti-modern slavery

As a global company dedicated to acting ethically, we are committed to respecting and defending human rights within our business and supply chain. Dignity and respect are cornerstones of our company's core values, and we will continue our efforts to ensure our employees are treated fairly regardless of where they work.

Our [Global Human Rights Policy Statement](#) applies to all Hertz employees, officers and directors. We expect all our employees to understand that everyone is entitled to human rights and therefore we should all act to prevent, detect and report potential violations so they can be properly addressed.

We also expect our third-party business partners—including our vendors and franchise partners—to have the same zero-tolerance approach toward human rights violations. We will not tolerate, support or deal with any business or individual that is knowingly and intentionally involved in human rights violations. We support diversity and inclusion; safe, healthy and secure workplaces; fair working conditions; and freedom of association and collective bargaining. We monitor the efforts and commitments of vendors and business partners to address human trafficking and modern slavery through ongoing due diligence processes.

The travel industry is uniquely positioned to support the eradication of human trafficking. At Hertz, 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 internally. We observe International Human Rights Day every year by sharing a message and training materials with our employees.

"At Hertz, we are committed to acting ethically and with integrity. Modern slavery is a global tragedy that destroys lives and communities, and we are dedicated to maintaining and adhering to high standards for respecting and defending human rights."

**– Dominick Muracco,
VP Chief Compliance Officer**

Supplier diversity

Hertz is dedicated to and focused on the promotion of supplier diversity and inclusion in all aspects of our business. We believe success comes from inviting and incorporating diverse perspectives, and that includes building relationships with minority-owned businesses as well as suppliers who integrate diversity into their business practices.

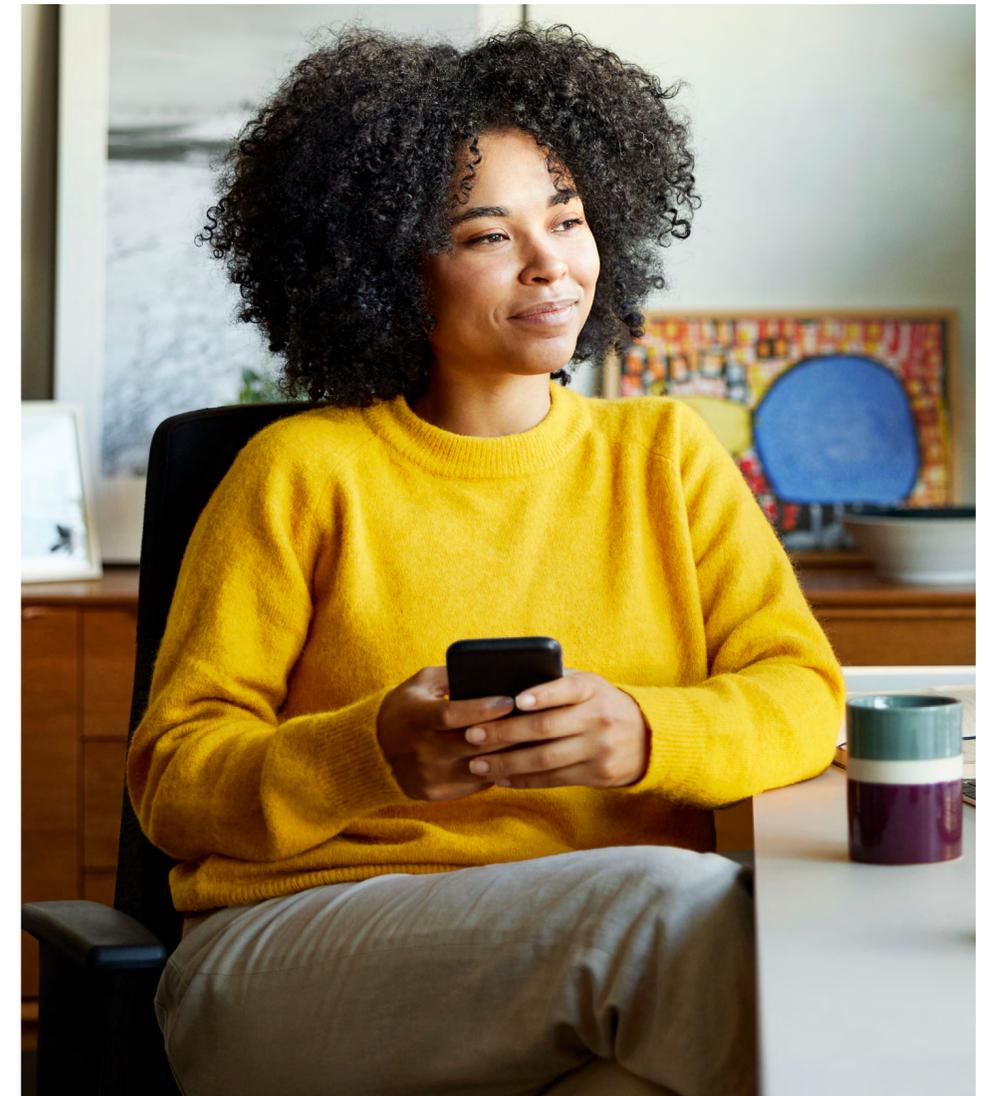
Supporting the growth of small businesses and minority/women-owned/disadvantaged business enterprises ("M/W/DBE") is an important value for Hertz. Our Disadvantaged Business Enterprise Purchasing Program and Airport Concessions Disadvantaged Business Enterprise ("ACDBE") Program define our approach to supplier diversity, which promotes and encourages the use of M/W/DBE companywide.

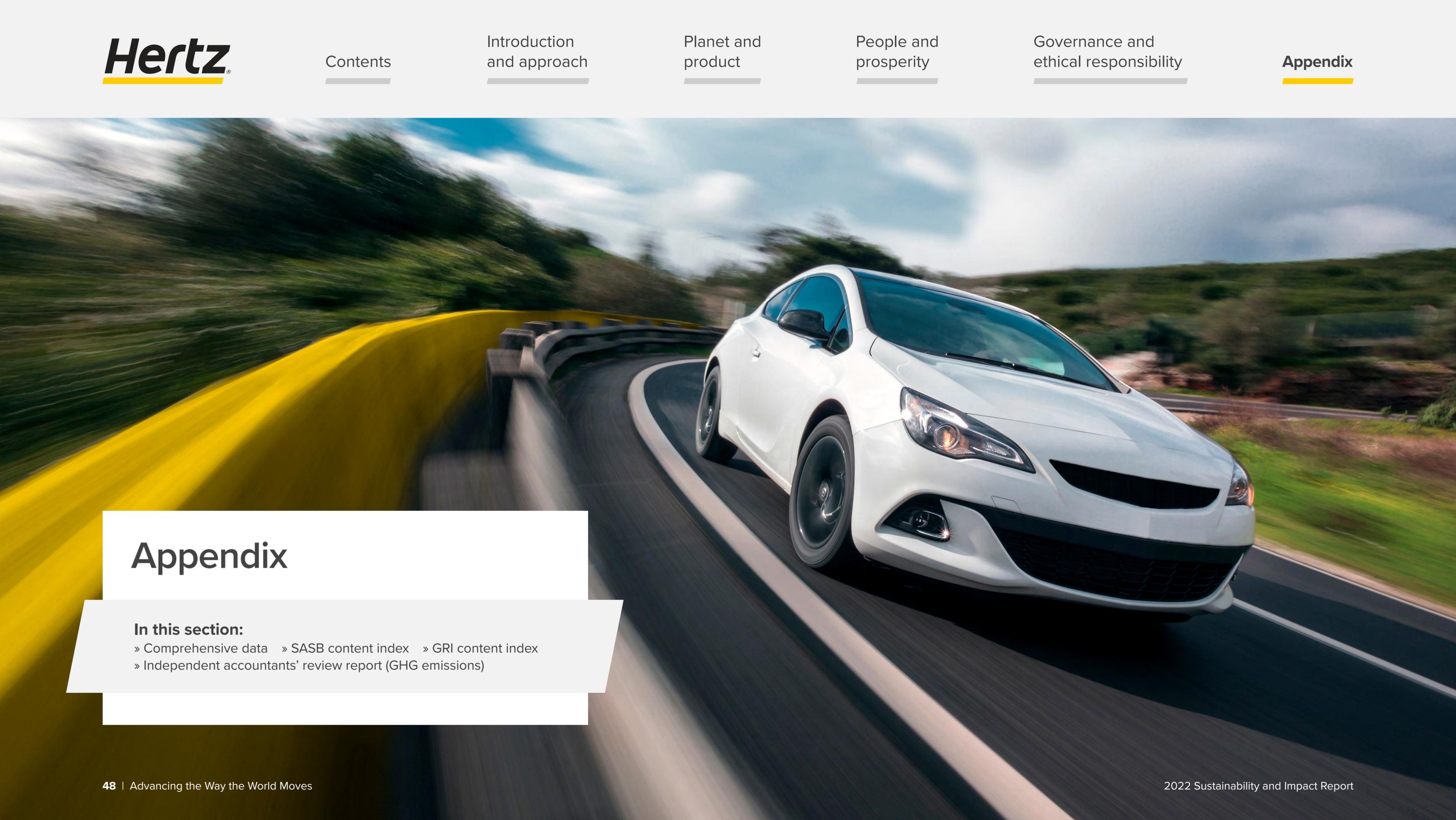


Through our supplier diversity program, we are committed to the equal and fair treatment of all suppliers.

The 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 more efficiently 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 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.





Appendix

In this section:

- » Comprehensive data
- » SASB content index
- » GRI content index
- » Independent accountants' review report (GHG emissions)

Comprehensive data

Planet and product

Emissions³

Greenhouse gas emissions (metric tons CO ₂ e)	2022
Scope 1 Emissions	4,063,866
Scope 2 Emissions	
Location-based	73,116
Market-based	73,876
Scope 3 Emissions	5,499,239
Category 1: Purchased goods and services ⁶	372,638
Category 2: Capital goods ⁶	2,690,565
Category 3: Fuel and energy-related activities not included in Scope 1 and 2 ⁶	916,671
Category 5: Waste generated in operations	1,947
Category 6: Business travel	5,181
Category 14: Franchises ⁶	1,512,237
Total	9,636,981

Emissions intensities ⁷	2022
Revenue emissions intensity rate (mtons CO ₂ e/revenue \$)	0.000476

Energy

Energy consumed within the organization (kWh)	2022 sum of volume (kWh)
Electricity consumed ⁸	79,495,886
Renewable energy generated on site	910,932
Other energy consumed ⁹	33,676,733
Total	114,083,551

Waste

Waste composition (short tons) ¹⁰	2022
Waste diverted/recycled	2,879
Waste disposed	6,098
Total waste generated	8,977

Additional waste recycled	2022
IT recycled (lbs) ⁵	3,669
Paper shredded and recycled (short tons) ¹¹	832
Used oil recycled (gal) ¹¹	538,914
Tires recycled (number) ⁵	377,656

People and prosperity

Diversity, equity and inclusion

Board of Directors	2022
Gender	
Female	22%
Male	78%
Ethnicity	
Asian	n/a
Black or African American	n/a
Hispanic or Latino	n/a
Caucasian	100%
Two or more races	n/a
Age	
Under 30	n/a
30-39	n/a
40-49	22%
50-59	56%
60+	22%

Employees

Gender	2020		2021		2022	
Female	7,708	32%	7,497	32%	8,212	32%
Male	16,026	68%	15,846	68%	17,158	68%

Gender by region	2022					
	North America		Europe		Asia-Pacific	
Female	6264	30%	1327	40%	621	43%
Male	14308	70%	2023	60%	827	57%

Race and ethnicity ¹²	2020		2021		2022	
American Indian	111	1%	131	1%	166	1%
Asian	1,113	7%	1,257	7%	1,378	7%
Black or African American	4,939	30%	5,541	32%	6,527	33%
Hispanic or Latino	2,497	15%	3,051	17%	3,507	18%
Native Hawaiian/other Pacific Islander	181	1%	209	1%	263	1%
Caucasian	7,027	43%	6,786	39%	6,853	35%
Two or more races	387	2%	477	3%	606	3%
Preferred not to answer/unknown	260	2%	131	1%	262	1%

Age	2020		2021		2022	
Under 30	4,160	18%	4,131	18%	5,194	20%
30-39	4,915	21%	4,676	20%	5,099	20%
40-49	4,283	18%	4,239	18%	4,657	18%
50-59	4,672	20%	4,865	21%	4,940	19%
60+	5,704	24%	5,432	23%	5,480	22%
Average employee age	47		47		45	

Minority and female representation	2020	2021	2022
Women in hourly roles ²¹	31%	31%	31%
Women in professional roles ²²	38%	36%	35%
Women in VP+ roles ²³	24%	25%	24%
Minorities in hourly roles (U.S.) ²²	59%	64%	67%
Minorities in professional roles (U.S.) ²²	44%	48%	49%
Minorities in VP+ roles (U.S.) ²³	13%	13%	11%
Women	37%	36%	34%
Percentage of other (middle and junior) roles held by women	39%	37%	37%
Percentage of Information Technology (IT) workforce who are women	31%	28%	25%
Percentage of entry-level positions held by women	31%	31%	31%
Percentage of employees promoted who are women	34%	35%	38%
Percentage of employees that left the company who are women	32%	33%	32%
Percentage of employees hired who are women	30%	33%	33%
Percentage of U.S. employees who are minority women	18%	20%	21%
Percentage of women in the upper middle pay quartile globally	37%	38%	37%
Percentage of women in the lower middle pay quartile globally	30%	31%	32%
Percentage of women in the lower pay quartile globally	25%	25%	25%

Training and education

Online training (hours) through Hertz-offered programs		2022	
Employee category		Mandatory training	Voluntary training
Executives (SrDIR and up)		2,363.02	473.25
Directors		4,690.18	749.66
Managers		113,130.47	20,974.06
General workforce		690,636.95	26,549.85
Grand Total		810,820.62	48,746.82

Customer health and safety

Customer safety metric	2022
Percentage of rental fleet vehicles rated by NCAP programs with an overall 5-star safety rating ¹³	68%

Governance and policies

SASB content index

Car rental and leasing sustainability account standard

Table 1. Sustainability disclosure topics and accounting

Topic	Accounting metric	Region	2022	Code
Customer safety	Percentage of rental fleet vehicles rated by NCAP programs with an overall 5-star safety rating, by region ¹³	North America	68%	TR-CR-250a.1
Fleet fuel economy and utilization	Rental day-weighted average rental fleet fuel economy (mpg) ¹⁴	North America	28	TR-CR-410a.1
	Fleet-utilization rate ¹⁵	Global	78%	TR-CR-410a.2

Table 2. Activity metrics

Activity metric	Region	2022	Code
Average vehicle age (months) ¹⁶	North America	17	TR-CR-000.A
Total available rental days (days, in thousands) ¹⁷	Americas	140,647	TR-CR-000.B
	International	34,179	
Average rental fleet size (vehicles) ¹⁸	Avg Americas	385,234	TR-CR-000.C
	Avg international	93,564	

GRI content index¹⁹

#	GRI disclosure	CDP Climate Questionnaire 2022	References and additional detail
General disclosures			
2-1	Organizational details	C0	Advancing the Way the World Moves 2022 Sustainability and Impact Report About Hertz, p.5 Form 10-k Item 1. Business, p.1-20 and Item 2. Properties, p.38
2-2	Entities included in the organization's sustainability reporting	C0	Advancing the Way the World Moves 2022 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 2022 Sustainability and Impact Report Appendix > Comprehensive data > Emissions, p.49
2-5	External assurance	C10.1, C10.1a, C10.1b, C10.1c	Hertz obtained a limited level of assurance on 2022 select greenhouse gas emissions inventory data. Advancing the Way the World Moves 2022 Sustainability and Impact Report Appendix > Independent accountants' review report (GHG emissions), p.68
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 2022 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.
2-7	Employees		Advancing the Way the World Moves 2022 Sustainability and Impact Report Fair and equitable labor practices, p.25 , Empowering our workforce, p.28 , Diversity, equity, inclusion and equal opportunity, p.30 Form 10-k, p.13
2-8	Workers who are not employees		Advancing the Way the World Moves 2022 Sustainability and Impact Report Fair and equitable labor practices, p.25 Form 10-k Item 1. Business, p.13

#	GRI disclosure	CDP Climate Questionnaire 2022	References and additional detail
2-9	Governance structure and composition		<p>Advancing the Way the World Moves 2022 Sustainability and Impact Report Board and management oversight, p.41 Proxy statement 2022 Nominees for election, p.5, Incumbent directors, p.6, Director independence, p.9, Policy on diversity, p.14 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</p>
2-10	Nomination and selection of the highest governance body		<p>Proxy statement 2022 How we evaluate director nominees, p.4 and p.14</p>
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 2022 Sustainability and Impact Report Board and management oversight, p.41
2-13	Delegation of responsibility for managing impacts	C1.2	Advancing the Way the World Moves 2022 Sustainability and Impact Report Board and management oversight, p.41
2-14	Role of the highest governance body in sustainability reporting	C1.1b	Advancing the Way the World Moves 2022 Sustainability and Impact Report Board and management oversight, p.41
2-15	Conflicts of interest		Corporate governance guidelines, p.4
2-16	Communication of critical concerns		Advancing the Way the World Moves 2022 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 2022 Sustainability and Impact Report Board and management oversight, p.41
2-18	Evaluation of the performance of the highest governance body	C1.3	<p>Proxy statement 2022 Board evaluation process, p.18</p>

#	GRI disclosure	CDP Climate Questionnaire 2022	References and additional detail
2-19	Remuneration policies	C1.3	Proxy statement 2022 2022 director compensation, p.31-41, Compensation discussion and analysis p.28-50 At the moment, there is no specific executive compensation in place for the management of environmental, social and governance factors.
2-20	Process to determine remuneration	C1.3	Proxy statement 2022 Compensation discussion and analysis p.28-50
2-21	Annual total compensation ratio		Proxy statement 2022 CEO pay ratio p.64
2-22	Statement on sustainable development strategy		Advancing the Way the World Moves 2022 Sustainability and Impact Report CEO letter, p.4 , Our focus and priorities, p.6
2-23	Policy commitments		Advancing the Way the World Moves 2022 Sustainability and Impact Report Our Code of Conduct, p.43 , Data privacy and security, p.44 , Anti-corruption, p.45 , Human rights and anti-modern slavery, p.46 Hertz Code of Conduct Privacy Policy Global Human Rights Policy Statement Global Supplier Code of Conduct 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 people, fleet and technology systems, and follow best practices to measure and manage our environmental impact.
2-24	Embedding policy commitments		Advancing the Way the World Moves 2022 Sustainability and Impact Report Our Code of Conduct, p.43 , Empowering our workforce, p.28 , Human rights and anti-modern slavery, p.46 , Enterprise risk management, p.41 Hertz Code of Conduct Privacy Policy Global Human Rights Policy Statement Global Supplier Code of Conduct

#	GRI disclosure	CDP Climate Questionnaire 2022	References and additional detail
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	Advancing the Way the World Moves 2022 Sustainability and Impact Report Our Code of Conduct, p.43 , Empowering our workforce, p.28 , Compliance reporting and investigations, p.45 , Human rights and anti-modern slavery, p.46 , Enterprise risk management, p.41 Hertz Code of Conduct Privacy Policy Global Human Rights Policy Statement Global Supplier Code of Conduct
2-26	Mechanisms for seeking advice and raising concerns		Advancing the Way the World Moves 2022 Sustainability and Impact Report Our Code of Conduct, p.43 , Compliance reporting and investigations, p.45 Hertz Code of 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 2022 Sustainability and Impact Report Environmental Compliance, p.18 , Customer health and safety, p.21 , Occupational health, safety and security at Hertz, p.22 , Fair and equitable labor practices, p.25 , Our Code of Conduct, p.43 , Data privacy and security, p.44 , Human rights and anti-modern slavery, p.46 Global Human Rights Policy Statement Hertz Code of Conduct Global Supplier Code of Conduct No significant environmental fines in the reporting years.
2-28	Membership associations		Advancing the Way the World Moves 2022 Sustainability and Impact Report About Hertz, p.5 , 2022 awards and recognition, p.8 , Climate partnerships p.12 , Energy use, p.15 , Customer health and safety, p.21 , Empowering our workforce, p.28 , Diversifying talent pathways via community partnerships, p.38 , Community engagement, p.35 , Supplier diversity, p.47
2-29	Approach to stakeholder engagement	C12.1, C12.1a, C12.1b, C12.2, C12.2a, C12.3, C12.3b	Advancing the Way the World Moves 2022 Sustainability and Impact Report
2-30	Collective bargaining agreements		Advancing the Way the World Moves 2022 Sustainability and Impact Report Fair and equitable labor practices, p.25

#	GRI disclosure	CDP Climate Questionnaire 2022	References and additional detail
Material topics			
1	Process to determine material topics		Advancing the Way the World Moves 2022 Sustainability and Impact Report Our focus and priorities p.6
2	List of material topics		Advancing the Way the World Moves 2022 Sustainability and Impact Report Our focus and priorities p.6
Anti-corruption			
3-3	Management of material topics		Advancing the Way the World Moves 2022 Sustainability and Impact Report Anti-corruption, p.45
205-1	Operations assessed for risks related to corruption		Advancing the Way the World Moves 2022 Sustainability and Impact Report Anti-corruption, p.45
205-2	Communication and training about anti-corruption policies and procedures		Advancing the Way the World Moves 2022 Sustainability and Impact Report Anti-corruption, p.45
205-3	Confirmed incidents of corruption and actions taken		Advancing the Way the World Moves 2022 Sustainability and Impact Report Anti-corruption, p.45

#	GRI disclosure	CDP Climate Questionnaire 2022	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 2022 Sustainability and Impact Report Addressing our environmental impact, p.10 , Energy use, p.15
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 2022 Sustainability and Impact Report Energy use, p.15 , Comprehensive data > Energy, p.49
302-2	Energy consumption outside of the organization		Advancing the Way the World Moves 2022 Sustainability and Impact Report Energy use, p.15 , Comprehensive Data > Energy, p.49
302-3	Energy intensity		Advancing the Way the World Moves 2022 Sustainability and Impact Report Energy use, p.15
302-4	Reduction of energy consumption		Advancing the Way the World Moves 2022 Sustainability and Impact Report Addressing our environmental impact, p.10 , Energy use, p.15
302-5	Reductions in energy requirements of products and services		Advancing the Way the World Moves 2022 Sustainability and Impact Report Energy use, p.15
Water and effluents			
3-3	Management of material topics		Advancing the Way the World Moves 2022 Sustainability and Impact Report Water, p.16
303-1	Interactions with water as a shared resource		Advancing the Way the World Moves 2022 Sustainability and Impact Report Water, p.16
303-2	Management of water discharge-related impacts		Advancing the Way the World Moves 2022 Sustainability and Impact Report Water, p.16
303-3	Water withdrawal		Advancing the Way the World Moves 2022 Sustainability and Impact Report Water, p.16
303-4	Water discharge		Advancing the Way the World Moves 2022 Sustainability and Impact Report Water, p.16
303-5	Water consumption		Advancing the Way the World Moves 2022 Sustainability and Impact Report Water, p.16

#	GRI disclosure	CDP Climate Questionnaire 2022	References and additional detail
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 2022 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 2022 Sustainability and Impact Report Greenhouse gas emissions, p.11, Comprehensive data > Emissions, p.49
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 2022 Sustainability and Impact Report Greenhouse gas emissions, p.11, Comprehensive data > Emissions, p.49
305-3	Other indirect (Scope 3) GHG emissions	C6.4, C6.4a, C6.5, C10.1c	Advancing the Way the World Moves 2022 Sustainability and Impact Report Greenhouse gas emissions, p.11, Comprehensive data > Emissions, p.49
305-4	GHG emissions intensity	C6.10	Advancing the Way the World Moves 2022 Sustainability and Impact Report Greenhouse gas emissions, p.11, Comprehensive data > Emissions, p.49
305-5	Reduction of GHG emissions	C4.3, C4.3a, C4.3b, C4.3c, C4.5, C4.5a	Advancing the Way the World Moves 2022 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 2022 Sustainability and Impact Report Greenhouse gas emissions, p.11

#	GRI disclosure	CDP Climate Questionnaire 2022	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 2022 Sustainability and Impact Report Waste, p.17
306-1	Waste generation and significant waste-related impacts		Advancing the Way the World Moves 2022 Sustainability and Impact Report Waste, p.17
306-2	Management of significant waste-related impacts		Advancing the Way the World Moves 2022 Sustainability and Impact Report Waste, p.17
306-3	Waste generated	C6.5	Advancing the Way the World Moves 2022 Sustainability and Impact Report Waste, p.17 , Comprehensive data > Waste, p.50
306-4	Waste diverted from disposal		Advancing the Way the World Moves 2022 Sustainability and Impact Report Waste, p.17 , Comprehensive data > Waste, p.50
306-5	Waste directed to disposal		Advancing the Way the World Moves 2022 Sustainability and Impact Report Waste, p.17 , Comprehensive data > Waste, p.50
Employment			
3-3	Management of material topics		Advancing the Way the World Moves 2022 Sustainability and Impact Report Fair and equitable labor practices, p.25
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.13-14

#	GRI disclosure	CDP Climate Questionnaire 2022	References and additional detail
Occupational health and safety			
3-3	Management of material topics		Advancing the Way the World Moves 2022 Sustainability and Impact Report Occupational health and safety, p.22
403-1	Occupational health and safety management system		Advancing the Way the World Moves 2022 Sustainability and Impact Report Occupational health and safety, p.22
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 2022 Sustainability and Impact Report Occupational health and safety, p.22
403-4	Worker participation, consultation, and communication on occupational health and safety		Advancing the Way the World Moves 2022 Sustainability and Impact Report Occupational health and safety, p.22
403-5	Worker training on occupational health and safety		Advancing the Way the World Moves 2022 Sustainability and Impact Report Occupational health and safety, p.22
403-6	Promotion of worker health		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 2022 Sustainability and Impact Report Customer health and safety, p.21
Training and education			
3-3	Management of material topics		Advancing the Way the World Moves 2022 Sustainability and Impact Report Our focus and priorities, p.6 , Aligning with the Sustainable Development Goals, p.7 , Empowering our workforce, p.28-29
404-1	Average hours of training per year per employee		Advancing the Way the World Moves 2022 Sustainability and Impact Report Empowering our workforce, p.28-29 , Comprehensive data > Training and education, p.55
404-2	Programs for upgrading employee skills and transition assistance programs		Advancing the Way the World Moves 2022 Sustainability and Impact Report Empowering our workforce, p.28-29 , Diversity, equity and inclusion, and equal opportunity, p.30-34

#	GRI disclosure	CDP Climate Questionnaire 2022	References and additional detail
Diversity and equal opportunity²⁰			
3-3	Management of material topics		Advancing the Way the World Moves 2022 Sustainability and Impact Report Empowering our workforce p.28
405-1	Diversity of governance bodies and employees		Advancing the Way the World Moves 2022 Sustainability and Impact Report Diversity, equity and inclusion, and equal opportunity, p.30 , Comprehensive data > Diversity, equity and inclusion, p.51 Proxy statement 2022 Board Diversity Matrix p.15
Child labor²⁰			
3-3	Management of material topics		Advancing the Way the World Moves 2022 Sustainability and Impact Report Human rights and anti-modern slavery, p.46
Forced or compulsory labor²⁰			
3-3	Management of material topics		Advancing the Way the World Moves 2022 Sustainability and Impact Report Human rights and anti-modern slavery, p.46
Rights of indigenous peoples²⁰			
3-3	Management of material topics		Advancing the Way the World Moves 2022 Sustainability and Impact Report Diversity, equity and inclusion, and equal opportunity, p.30
Local communities²⁰			
3-3	Management of material topics		Advancing the Way the World Moves 2022 Sustainability and Impact Report Diversity, equity and inclusion, and equal opportunity, p.30
Supplier social assessment²⁰			
3-3	Management of material topics		Advancing the Way the World Moves 2022 Sustainability and Impact Report Supplier diversity, p.47

#	GRI disclosure	CDP Climate Questionnaire 2022	References and additional detail
Customer health and safety			
3-3	Management of material topics		Advancing the Way the World Moves 2022 Sustainability and Impact Report Customer health and safety, p.21
416-1	Assessment of the health and safety impacts of product and service categories		Advancing the Way the World Moves 2022 Sustainability and Impact Report Customer health and safety, p.21 , Comprehensive data > Customer health and safety, p.56 , SASB index
Customer privacy			
3-3	Management of material topics		Advancing the Way the World Moves 2022 Sustainability and Impact Report Data privacy and security, p.44
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		Advancing the Way the World Moves 2022 Sustainability and Impact Report Data privacy and security, p.44

Independent Accountants' Review

[2022 Independent Accountants' Review Report - Scopes 1 and 2 greenhouse gas \(GHG\) emissions](#)

[2022 Independent Accountants' Review Report - Scope 3 greenhouse gas \(GHG\) emissions](#)

Endnotes

1. As of December 31, 2022.
2. Represents the peak rental fleet in 2022.
3. Please see Independent Accountants' Review Reports in Appendix for criteria, along with additional information regarding the reporting boundary and methodologies.
4. 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.
5. Represents U.S. data from our largest vendor partner.
6. 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.
7. Scope 1+2 emissions, market-based for Scope 2.
8. Boundary aligns with that disclosed in our 2023 CDP Climate Change Questionnaire.
9. This is composed of natural gas, Number 2 fuel oil and propane.
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. 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 National Highway Traffic Safety Administration's 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.
14. 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.
15. Vehicle Utilization is calculated by dividing total Transaction Days by Available Car Days.
16. 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.
17. Available Car Days represents Average Rentable Vehicles multiplied by the number of days in a given period.
18. Average Rentable Vehicles excludes vehicles for sale on our retail lots or actively in the process of being sold through other disposition channels and determined using a simple average of such vehicles at the beginning and end of a given period.
19. Hertz has reported referencing the GRI Standards (2016-2022) for the calendar year 2022.
20. Relevant topic for disclosure and to monitor, falls below the threshold of most significant material topics.
21. Hourly: Non-exempt FLSA when available, otherwise: Agent/Assistant, Non-exempt, Union, Coordinator/Mentor, Specialist, Team Leader.
22. Professional: Exempt FLSA when available (excluding job roles VP, SVP, Exec), otherwise: DIR, MGR, NonSupv, Professional, STL/Exec TL, RMGR, AMGR, SrDIR, SUPV.
23. VP+: VP, SVP, EVP.



2022 Sustainability and Impact Report

