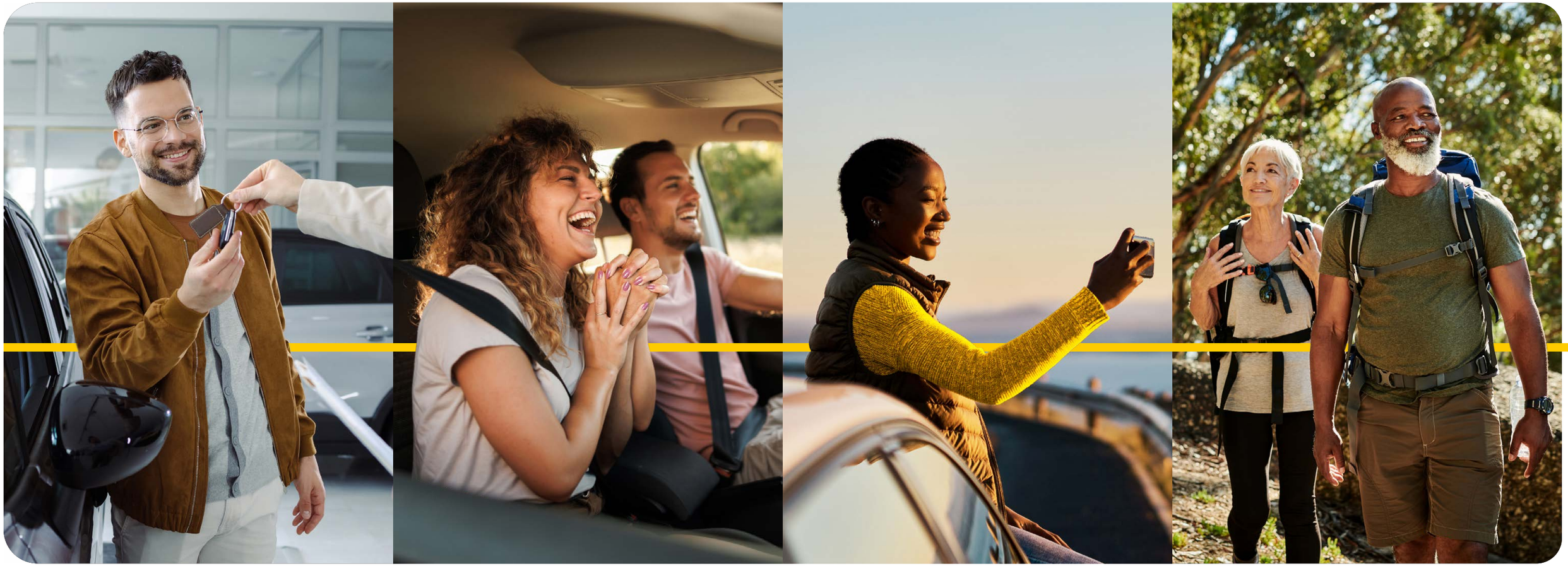
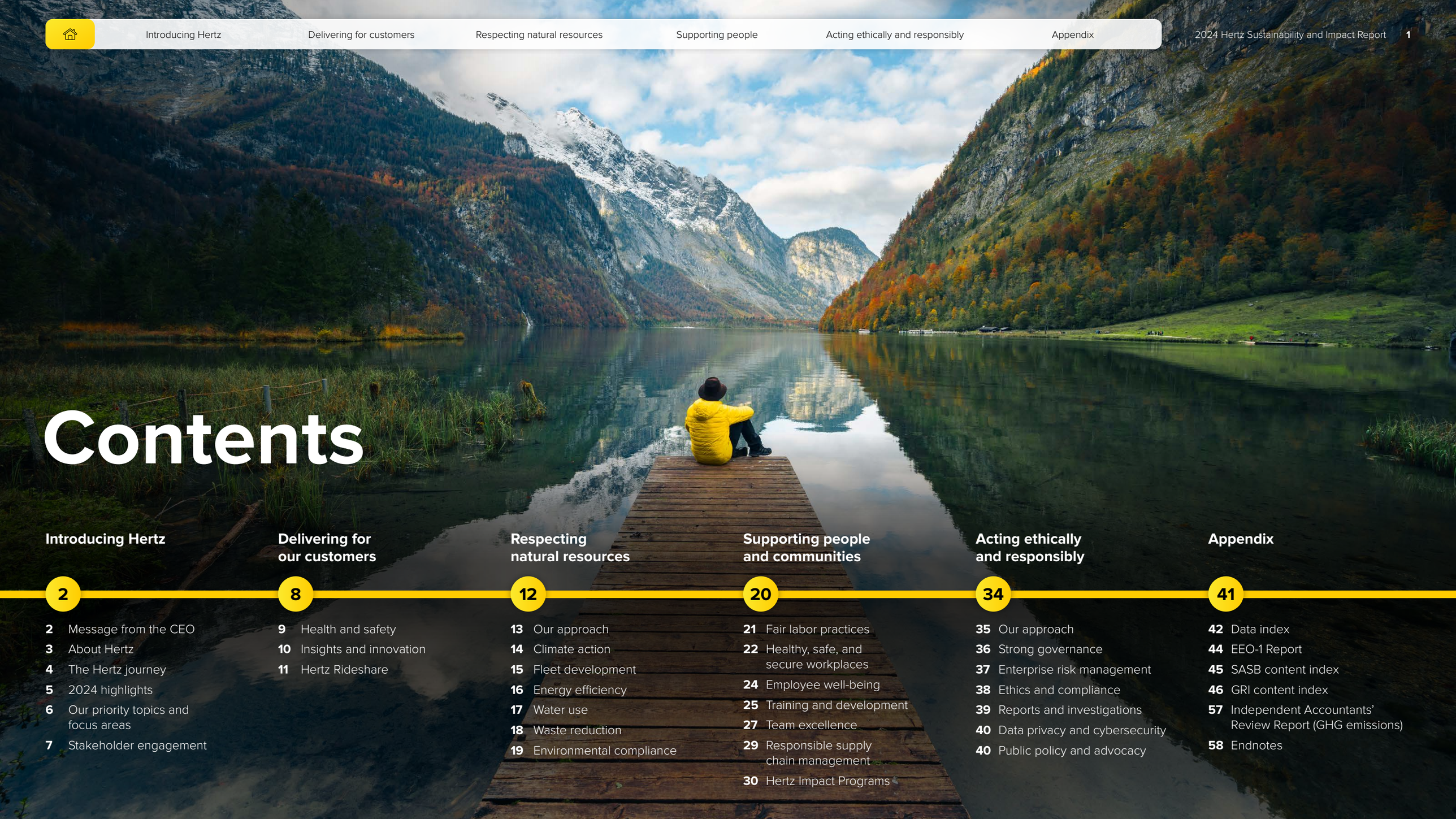
Hertz

Our Journey Together

2024 | Sustainability and Impact Report





Contents

Introducing Hertz

2

2 Message from the CEO
3 About Hertz
4 The Hertz journey
5 2024 highlights
6 Our priority topics and focus areas
7 Stakeholder engagement

Delivering for our customers

8

9 Health and safety
10 Insights and innovation
11 Hertz Rideshare

Respecting natural resources

12

13 Our approach
14 Climate action
15 Fleet development
16 Energy efficiency
17 Water use
18 Waste reduction
19 Environmental compliance

Supporting people and communities

20

21 Fair labor practices
22 Healthy, safe, and secure workplaces
24 Employee well-being
25 Training and development
27 Team excellence
29 Responsible supply chain management
30 Hertz Impact Programs

Acting ethically and responsibly

34

35 Our approach
36 Strong governance
37 Enterprise risk management
38 Ethics and compliance
39 Reports and investigations
40 Data privacy and cybersecurity
40 Public policy and advocacy

Appendix

41

42 Data index
44 EEO-1 Report
45 SASB content index
46 GRI content index
57 Independent Accountants' Review Report (GHG emissions)
58 Endnotes

Message from the CEO

When we introduced our Back-to-Basics roadmap in April 2024, we set out to reset Hertz's foundation and position the company for the future. This work is about discipline, sharper execution, and getting the fundamentals right. But it's also about responsibility to our customers, our employees, the communities where we operate, and the environment we all share.

Our customers are at the center of everything we do. Over the past year, we focused on listening closely, raising the bar on every interaction, and ensuring a more consistent experience. We saw a double-digit increase in our Net Promoter Score between June 2024 and June 2025, a clear sign that this focus on service and consistency is making a difference. We also refreshed our global fleet, investing in newer, safer, and more fuel-efficient vehicles while continuing to offer hybrid and electric models. These changes supported both customer preferences and our commitment to more sustainable operations.

Our approximately 26,000 employees are at the heart of our transformation. In 2024, they not only drove performance, but they also helped shape the future of the workforce. With more than a century as a key player in the U.S. auto industry, we believe Hertz has an important role in developing the next generation of talent both within our company and in schools and training programs nationwide.

This past year, we partnered with organizations to fund scholarships and raise career awareness for high school and college students pursuing automotive and mobility careers. We donated salvaged vehicles and provided financial support to technical and vocational programs, enabling students to gain hands-on training before entering the workforce. We also expanded employee development through our Drive Ahead mentorship initiative and our Maintenance Academy.

By investing in both our people and the students preparing to enter the field, we're strengthening a talent pipeline that our industry and communities will rely on for years to come.

Looking ahead, we know the mobility industry is changing rapidly. Connected technologies and autonomous vehicles will reshape how people move. Hertz is positioned to lead in this future. Our experience managing large, complex fleets, including EVs, provides the foundation for scaling tomorrow's fleets safely and efficiently.

Our mission is clear: to run a sharper operation today, while keeping customers at the center of everything we do, operating more sustainably, and building a workforce ready to lead in the next era of mobility.

Thank you for your continued trust and support.

Gil West
Chief Executive Officer

"Our mission is clear: to run a sharper operation today, while keeping customers at the center of everything we do, operating more sustainably, and building a workforce ready to lead in the next era of mobility."

About Hertz

Hertz Global Holdings, Inc. (Company) (Nasdaq: HTZ) is one of the world's leading car rental and mobility solutions providers. The Company's subsidiaries, including The Hertz Corporation (Hertz), and licensees operate the Hertz, Dollar, Thrifty, and Firefly vehicle rental brands, with more than 11,000 rental locations in approximately 160 countries around the globe. The Company's subsidiaries and licensees also operate the Hertz Car Sales brand, which offers a range of quality, competitively priced used cars for sale online and at locations across the United States, and the Hertz 24/7 car-sharing business in Europe.

We believe customers choose Hertz for its wide selection of top-rated vehicles, for its free Hertz Gold Plus Rewards® loyalty program, and because of Hertz's thousands of convenient locations.

2024 OVERVIEW[1]

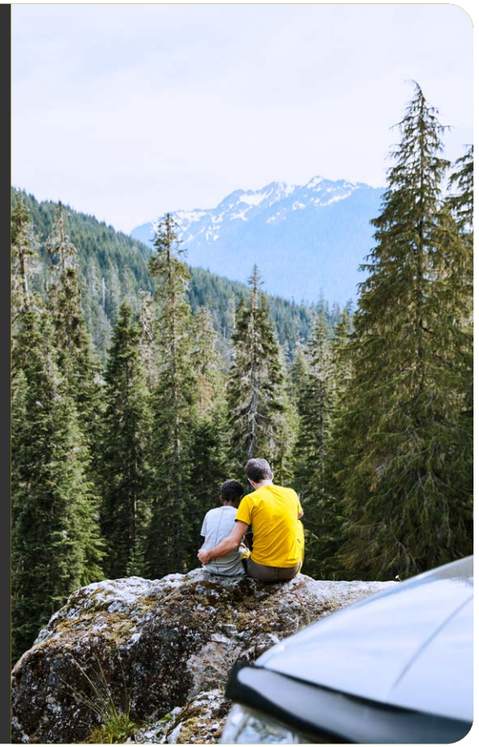
Corporate rental car locations
6,400

Vehicles
560,000

Revenue
$9B

Independent rental car franchises
4,800
operated globally

Globalized workforce
approximately
26,000
employees



Cautionary note on forward-looking statements

The data presented in this 2024 Sustainability and Impact Report (Report) is collected using accepted and relevant scientific- and industry-accepted methodologies, which are based on assumptions, estimates, and extrapolations. There are inherent uncertainties and limitations in the collection and presentation of our data. For example, certain information in this Report comes from third-party sources and operations outside of our control. While we believe such information is reasonably accurate and is based on generally accepted principles and methodologies, the collection of this data is beyond our direct influence. In addition, in some instances, we have extrapolated to estimate data that is unavailable. Our goals presented in this Report are aspirational and are not guarantees or promises that such goals will be met. Statistics and metrics, and other data presented in this Report, may be based on standards and practices for measuring progress that are still developing, internal controls and processes that continue to evolve, and assumptions that are subject to change. Accordingly, such historical, current, and forward-looking statistics, metrics, and other data may be subject to modifications in future sustainability and impact reports, due to such developing standards, practices, and controls and processes. This Report does not cover all information about our business. Inclusion of information in this Report, including the use of the terms "material," "materiality," "immaterial," "significant," "substantive," and other similar terminology, should not be construed as a characterization regarding the materiality of such information to our business or financial results or as stating that such information is necessarily material to investors or other stakeholders for purposes of United States federal securities laws. Certain statements contained in this Report may constitute "forward-looking statements," as defined under the United States federal securities laws. Forward-looking statements are identified by words such as "believe," "expect," "project," "potential," "anticipate," "intend," "plan," "estimate," "seek," "will," "may," "would," "should," "could," "forecasts," "guidance," or similar expressions. Such statements include, but are not limited to, the goals, targets, and commitments presented in this Report. These forward-looking statements are based on certain assumptions that we have made, given our experience in the industry, as well as our perceptions of historical trends, current conditions, expected future developments, and other factors. We believe these judgments are reasonable, but it should be understood that these forward-looking statements are not guarantees of future performance or results and that our actual results could differ materially from those expressed in the forward-looking statements, due to a variety of important factors, both positive and negative. Important factors that could affect our actual results and cause them to differ materially from those expressed in forward-looking statements include, among other things, those that may be disclosed from time to time in reports filed with, or furnished to, the United States Securities and Exchange Commission (SEC), including, without limitation, those described under Item 1A, "Risk Factors," in our Annual Report on Form 10-K for the fiscal year ended December 31, 2024, and in the reports we subsequently filed, or will file, with the SEC. Undue reliance should not be placed on forward-looking statements. All such statements speak only as of the date of this Report and, except as required by law, we undertake no obligation to update or revise publicly any forward-looking statements, whether as a result of new information, future events, or otherwise.

The Hertz journey

Hertz pioneered the car rental industry, and the Hertz brand is one of the most recognized brands globally. For more than a century, Hertz has offered innovative, differentiated products to make every rental experience seamless and special.

1910

1918
Waiter Jacobs gives shape to car rental business with 12 Model Ts.

1920

1923
John D. Hertz enters and forms the HertzDriverUrSelf System.

1930

1932
First airport location opens. Fly/Drive begins. Rent-It-Here, Leave-It-There One-Way Rentals

1940

1947
Hertz introduces uniforms as "The Hertz Look."

1950

1955
Hertz reaches 1,000 locations worldwide.

1960

1962
Thrifty Rent-A-Car System, Inc. is officially formed.

1965
Hertz launches Hertz Equipment Rentals. Dollar founded as "Dollar A Day Rent A Car" in Los Angelas, CA.

1968
Doris & James Casson open the first Dollar Rent A Car franchise.

1970

1970
Worldwide Reservations Center open in Oklahoma City.

1972
Hertz introduces #1 Club. Thrifty expands locations to Europe.

1980

1989
Hertz introduces #1 Club Gold. Chrysler Corporation acquires Dollar & Thrifty.

1990

1995
Hertz introduces NeverLost, the first on-board navigational system.

1996
Hertz launches Hertz Local Edition.

1997
Dollar Thrifty Automative Group Inc. (DTG) is formed.

2000

2001
Hertz launches Prestige Collection.

2010

2012
Hertz Global Holdings, Inc. acquires Dollar Thrifty Automative Group, Inc.

2015
Hertz opens new worldwide headquarters in Estero, FL.

2018
Hertz celebrates its 100th anniversary.

2020

2021
Hertz diversifies fleet with electric vehicles.

2024
Hertz's Rideshare business grows, with Hertz Rideshare drivers covering approximately 1.5 billion miles in the United States.

2024 highlights

Net Promoter Score (NPS) increased by
11 points
between June 2024 and June 2025

Hertz employees participated in
824,711
total training hours

Approximately
77%
of our North American fleet received a New Car Assessment Program (NCAP) overall 5-Star Safety Rating

Hertz provided
$154,980
of in-kind vehicle rentals to strategic nonprofit partners

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

11,934
employees participated in anti-bribery training

More than
2.1B
EV miles driven in 2023 and 2024

Approximately
60
global ethics and compliance ambassadors

Awards and recognition

Our efforts to deliver unmatched customer experiences received these accolades in 2024.

Best Rental Car Company
Business Traveler

America's Best Large Employers
Forbes

GT Tested Reader Survey Award—Best Rental Car Company
Global Traveler Magazine

Best Luxury Car Rental Company Worldwide
Luxury Travel Advisor

Best Car Rental Company, Overall
Money.com

Best Car Rental Company, Best for Low Prices
Money.com

Travvy Awards' Best Car Rental Brands
TravelPulse

Readers' Choice Award for International Car Rental
Travel Weekly

Our priority topics and focus areas

Hertz undertakes a bi-annual, non-financial materiality assessment of our value chain, and this assessment informs our sustainability and impact strategy. This process helps to identify and prioritize the most important topics for our business and stakeholders. These topics, and the thresholds used to identify them, may differ from the thresholds used to determine materiality for certain financial and public reporting purposes, such as filings made with the United States Securities and Exchange Commission.

During 2024, we strengthened our approach to materiality, drawing on the principles of forthcoming regulations and global reporting frameworks, including the European Sustainability Reporting Standards (ESRS) and the International Financial Reporting Standards (IFRS). The assessment analyzed potential and actual impacts, risks, and opportunities across sustainability and impact topics. Drawing on both internal and external subject-matter experts, we conducted workshops, focus groups, interviews, and surveys with stakeholders that included employees, customers, shareholders, community partners, suppliers, and industry bodies. The insights gained from our materiality assessment guide the direction of our programs, strategy, planning, and reporting.

Our focus areas

We considered a broad range of topics as part of the materiality assessment, highlighting the following focus areas:

Stakeholder engagement

The commercial and regulatory context for our business is complex and fast-moving. To help navigate this landscape, we seek the opinions, insights, and support of both our internal and external stakeholders. We regularly engage with our stakeholders in a variety of ways.

Our priority stakeholders

Employees

Employee feedback offers valuable insights that help shape our business. We regularly interact on a range of topics through the Hertz Employee Voice Survey, workshops, global Town Halls, and one-on-one interviews. Subjects have included career progression, safety, and community support.

Customers

To better understand our customers' priorities, we use a range of channels, including pulse surveys of our Hertz Gold Plus Rewards loyalty customers. We use this feedback to shape our initiatives on topics, such as fleet environmental performance and vehicle safety. Our sales organization also tracks corporate and government customer inquiries and expectations, to help create more sustainable partnerships.

Investors

We aim to create long-term value for our investors, while demonstrating the outcome of our sustainability and impact strategy. In addition to quarterly investor calls, we regularly engage with institutional investors, addressing questions about our sustainability program and our various public disclosures.

Communities

We consider the needs of the communities where we live and work, providing support for several nonprofits—on both a local and a global scale. Our community-focused partners provide valuable insights to enable us to focus our efforts and ensure we have outcome-based reporting to help us gauge impact.

Franchisees

These external partners act as brand representatives, with an expectation that they adhere to our principles and standards. We regularly engage with them through regional council meetings and Hertz's quarterly newsletter, covering topics such as safety, branding, and fleet development.

Suppliers

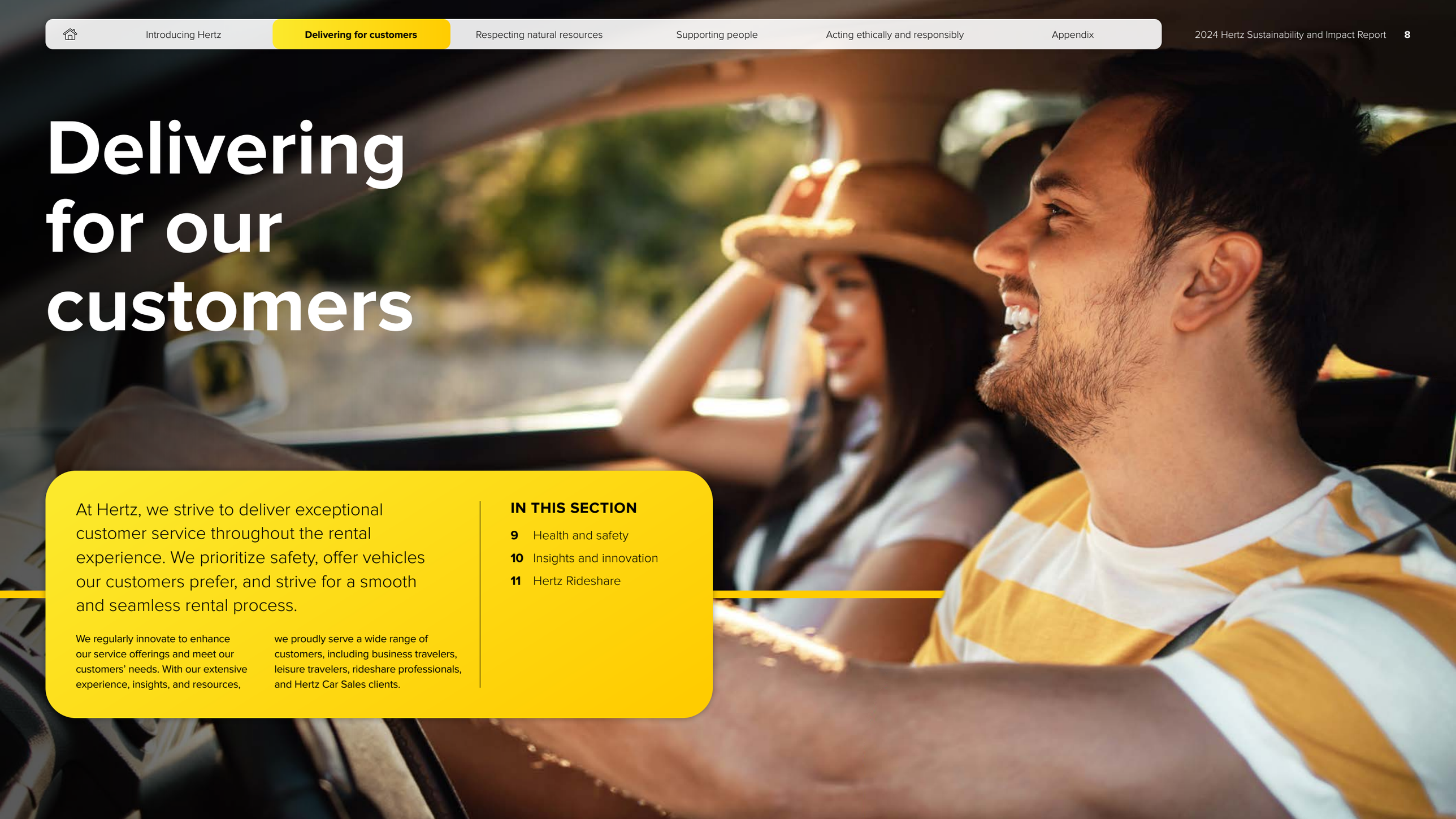
We seek supply chain partners that share our commitment to quality and operational excellence, as well as to ethical and responsible business practices. We regularly engage with our supplier network and conduct due diligence on partners in an effort to promote compliance with our Global Supplier Code of Conduct. Outreach to our suppliers addresses topics such as fair competition, safe working environments, and trade regulations.

Industry associations

We provide stakeholder input to help shape the future of our industry by participating in business and national trade associations in the United States, Europe, Australia, and New Zealand. This includes our sustainability work with the Global Business Travel Association (GBTA) Foundation and the nonprofit Ceres. Our involvement also includes work on mobility topics, in collaboration with the American Vehicle Owners Alliance and the U.S. Travel Association.

Regulators and policymakers

We contribute our perspective on policy and regulatory issues at the federal, state, and local levels through our U.S.-based trade association, the American Car Rental Association (ACRA), and through our Canada-based trade association, Associated Canadian Car Rental Operators (ACCRO). With Hertz representation on the boards of both organizations, we collectively address topics, such as vehicle-owner rights on data and ease of recovery of vehicles that have been towed.



Delivering for our customers

At Hertz, we strive to deliver exceptional customer service throughout the rental experience. We prioritize safety, offer vehicles our customers prefer, and strive for a smooth and seamless rental process.

We regularly innovate to enhance our service offerings and meet our customers' needs. With our extensive experience, insights, and resources, we proudly serve a wide range of customers, including business travelers, leisure travelers, rideshare professionals, and Hertz Car Sales clients.

IN THIS SECTION

9 Health and safety
10 Insights and innovation
11 Hertz Rideshare

Health and safety

At Hertz, health and safety are a top priority, and we have established guidelines and procedures designed to safeguard the health and well-being of our customers. Our senior leaders receive regular updates on health and safety across our operations, providing oversight and driving accountability for maintaining our high standards.

Protecting customers starts with the quality and safety features of the vehicles we offer. In 2024, approximately 77% of our North American fleet received a New Car Assessment Program (NCAP) overall 5-Star Safety Rating, up from 73% in 2023. We strive to ensure the safety of our fleet with systematic and rigorous checks, in accordance with our established protocols, as well as regular maintenance. We maintain a strict policy of not offering vehicles for rent or sale that are subject to an open safety recall at the time of listing.

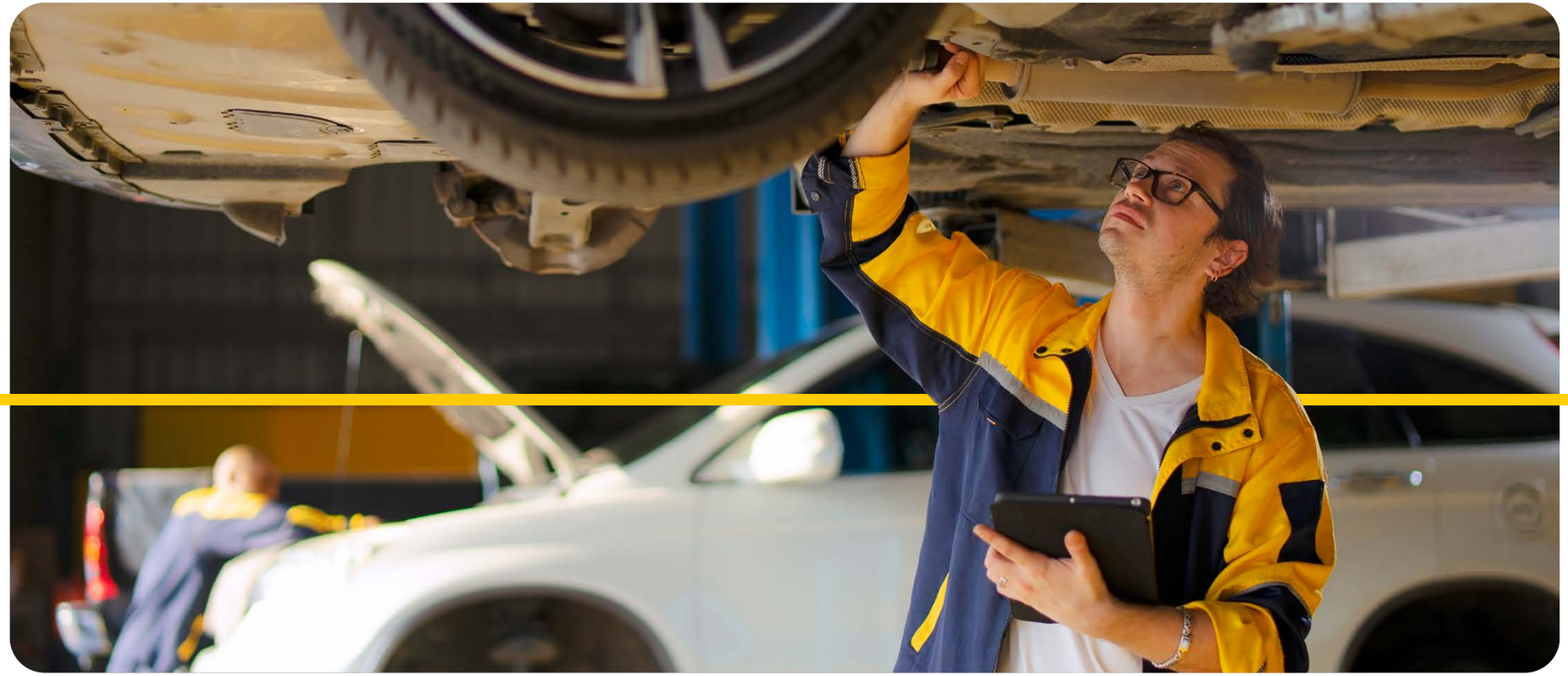
In some countries, Hertz customers benefit from the inclusion of basic emergency roadside assistance coverage in the customer rental agreement; this coverage is for mechanical defects. For added peace of mind, our premium emergency roadside service, available at select locations within the United States and Canada, offers our customers the option to purchase enhanced liability protection and coverage, including support for non-mechanical problems, accidents, and collisions.

We offer our Hertz Rideshare customers a variety of services to enhance safety for both drivers and passengers. For example, Hertz Rideshare drivers now benefit from vouchers that include regular safety inspections during the rental period, helping to ensure that their vehicles are regularly serviced and remain safe to drive.

The approach to safety extends to our Hertz Car Sales customers. To promote transparency and safety, we provide buyers with a third-party report detailing vehicle histories. Vehicles follow a strict maintenance schedule while in our fleet and undergo a rigorous inspection before being offered for sale. As part of the purchase, we include a limited powertrain warranty, with additional protection plans available.

Safety Training

To support the advanced technologies in our fleet, we continued to enhance diagnostic training for our technical team in 2024, in an effort to ensure that our vehicles are maintained in accordance with safety and mechanical protocols. Employees participate in regular online and in-person training sessions that cover safety, operational protocols, and data protection. These sessions help to ensure a consistent, responsible rental experience across all customer touchpoints, from the rental desks to pick-ups and returns in our locations' garages.



In 2024, approximately

77%

of our North American fleet received a New Car Assessment Program (NCAP) overall 5-Star Safety Rating, up from 73% in 2023

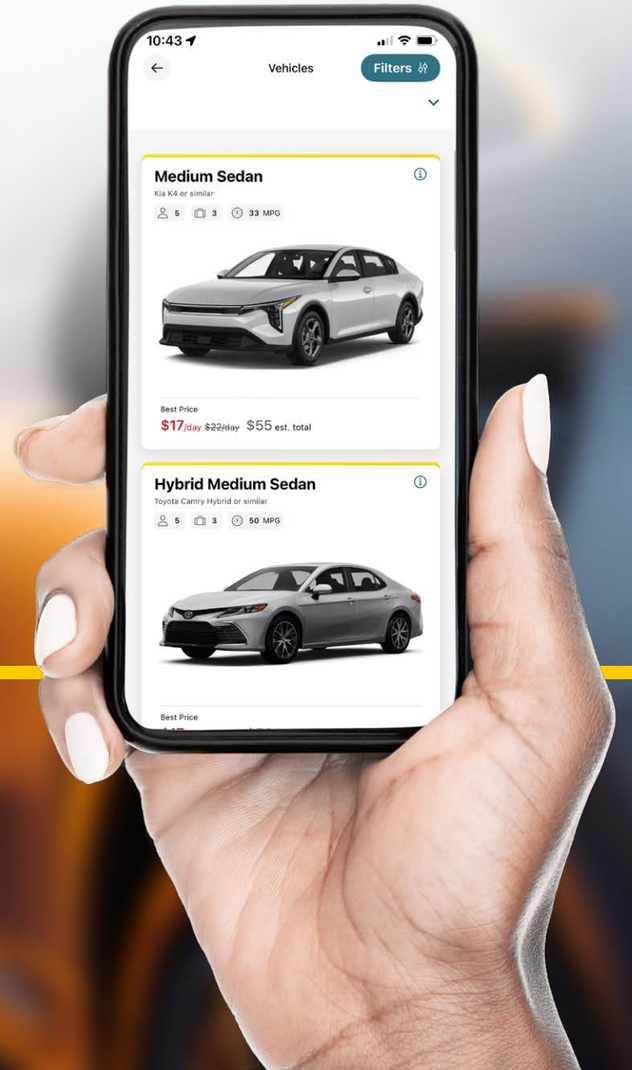
Insights and innovation

Delivering a seamless and consistent experience is central to making Hertz the preferred choice for customers. To continue to enhance our understanding of how to meet and exceed this expectation, we adopted an enhanced digital feedback platform in 2024. The technology offers customers a variety of touchpoints to share feedback, enabling us to innovate and refine our services.

We know how important preferred vehicle availability is to our customers. In 2024, as part of our efforts to improve availability, we combined different types of maintenance checks to reduce workshop visits. Due to this increase in efficiency, it has allowed us to have more vehicles available to meet our customers' preferences and needs. This initiative, along with other operational improvements focused on reliability, responsiveness, and service consistency, contributed to an 11-point increase in our Net Promoter Score (NPS) between June 2024 and June 2025 and improved scores across all areas of our Customer Satisfaction survey.

Vikram Rajagopalan
Vice President Customer Experience

"The Hertz brand today is built upon decades of earned trust from our customers, in delivering a seamless and consistent experience. We're always pushing ourselves on how we can continue to elevate that promise by listening and acting upon customer feedback."



11-point
increase in our Net Promoter Score (NPS) between June 2024 and June 2025

Hertz Rideshare

Our Hertz Rideshare program offers drivers the opportunity to earn income from the cars they rent. We offer rental cars at a variety of price points for weekly rentals. This flexibility empowers individuals who do not own a car—including those with limited financial resources—to earn income on their own schedules, through partnerships with platforms such as Uber and Lyft.

We prioritize quality and safety for all our customers, and offer Hertz Rideshare drivers in the United States benefits such as: Damage waiver options for the loss of, or damage to, the vehicle while "off app" (distinct from third-party liability protection); standard maintenance (such as oil changes and tire rotations); and 24-hour roadside assistance. These features help to maintain the quality of vehicles on the road and reduce financial liability for Hertz Rideshare drivers in the event of an accident.

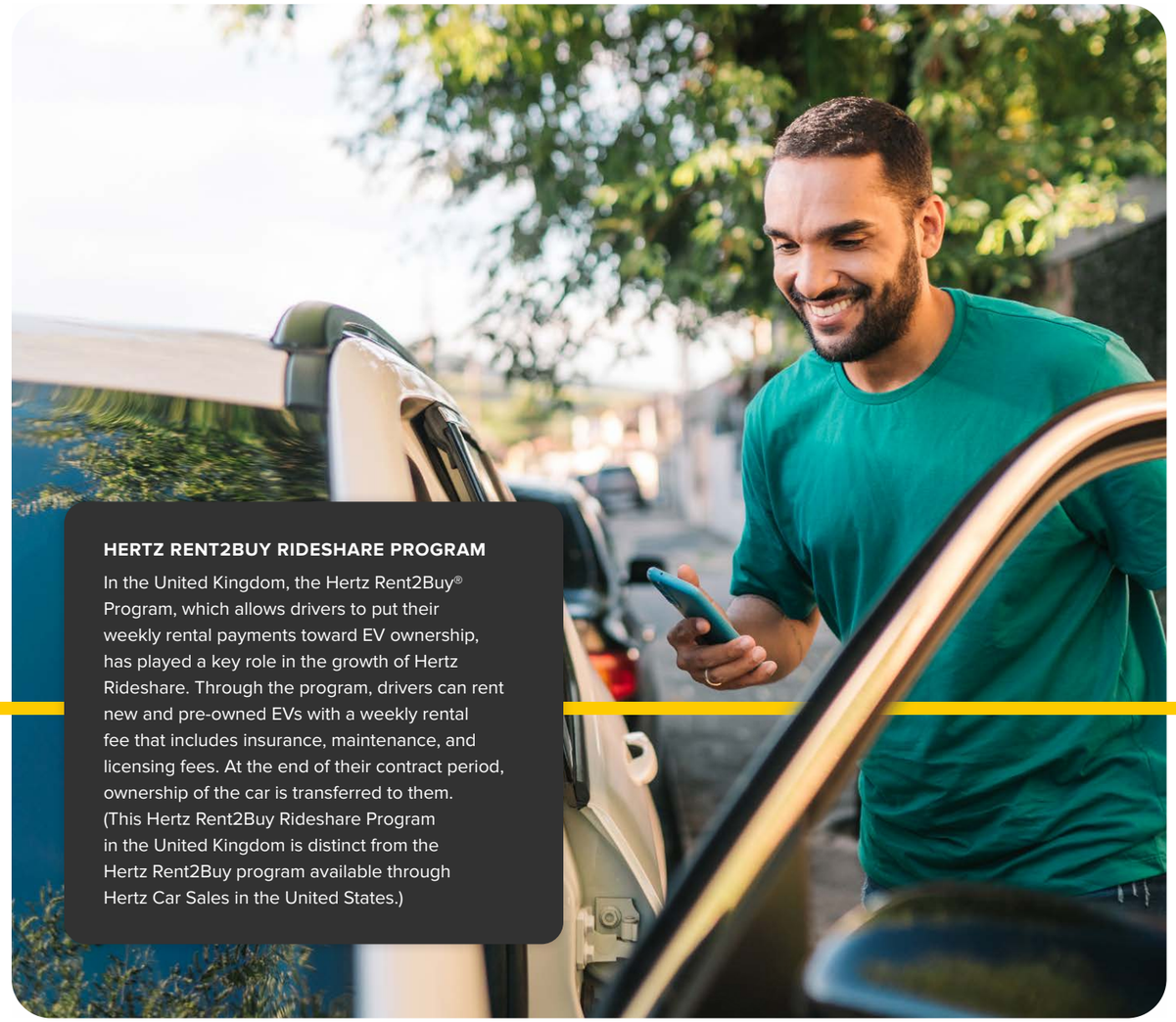
Building on the insights and experience gathered from our Hertz Rideshare customers in the United States, we have expanded the offering to serve customers in several European markets. We have a program in partnership with Uber in Amsterdam, The Netherlands, and in Lyon, France. In addition, we have partnered with Bolt in Paris. Our European Rideshare drivers may benefit from renting electric vehicles (EVs), as doing so can exclude them from emissions-related charges in certain cities.

During 2024, Hertz Rideshare drivers covered approximately

1.5B

miles in the United States

EV miles logged by Hertz Rideshare drivers



HERTZ RENT2BUY RIDESHARE PROGRAM

In the United Kingdom, the Hertz Rent2Buy® Program, which allows drivers to put their weekly rental payments toward EV ownership, has played a key role in the growth of Hertz Rideshare. Through the program, drivers can rent new and pre-owned EVs with a weekly rental fee that includes insurance, maintenance, and licensing fees. At the end of their contract period, ownership of the car is transferred to them. (This Hertz Rent2Buy Rideshare Program in the United Kingdom is distinct from the Hertz Rent2Buy program available through Hertz Car Sales in the United States.)

Respecting natural resources

As one of the world's leading mobility solutions providers, we recognize our responsibility to conserve natural resources.

Our environmental efforts align with our long-term vision: Both are focused on building a resilient and sustainable business for the future. We start by implementing policies and training designed to support environmental compliance among our employees as well as our Suppliers and Partners. We also aim to improve the environmental performance of our fleet, our buildings, and even the technology that we use. In addition, we strive to offer our customers vehicles—such as EVs and new, more fuel-efficient internal combustion engine (ICE) vehicles—that align with customers' environmental objectives.

IN THIS SECTION

13 Our approach
14 Climate action
15 Fleet development
16 Energy efficiency
17 Water use
18 Waste reduction
19 Environmental compliance

Our approach

We take a multifaceted approach to our environmental efforts, focused on the following areas:

Climate action
Understanding our emissions impact, while leveraging partnerships to reduce our emissions footprint.

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

Energy efficiency
Promoting energy efficiency in LEED- and ISO-certified corporate facilities.

Water use
Identifying best management practices and innovations to reduce water use.

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

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

Climate action

We recognize the risks that climate change presents to our communities and our business. Like all global organizations, we must do our part to help minimize emissions. Our corporate rental fleet generates the largest source of Hertz's direct Scope 1 GHG emissions. To help address this issue, we have been refreshing our ICE fleet to include more fuel-efficient models and continuing to provide our customers with lower-emissions options.

Scope 2 represents the indirect emissions generated in the production of the electricity we use to operate our facilities and charge our electric rental vehicles. We are working to reduce Scope 2 emissions by improving the energy efficiency of our buildings and leveraging more energy-efficient technology. For more information, see page 16.

Our Scope 3 emissions, those generated in our value chain both upstream from suppliers, as well as downstream from franchisees and customers, represent the largest proportion of our impact. Like many companies, we face challenges in both measuring and in reducing these emissions, since they are not in our direct control. We have made progress in reporting Scope 3, and we will continue to focus on improving our data collection, while also collaborating with our stakeholders to reduce overall emissions.

The growth in Hertz's emissions in 2024 was primarily due to the expansion of our Scope 3 emissions data collection and reporting. For the first time in 2024, we are including emissions for Scope 3, Category 11 (Use of Sold Products) in our emissions totals. Prior year figures have not been restated for comparability.

Climate risk and opportunity assessment

To support our emissions-reduction efforts and our longer-term climate strategy, we initiated a global climate-risk and opportunities assessment in 2024, which is expected to be finalized later in 2025. This comprehensive exercise will analyze different climate scenarios with the potential to impact Hertz's business and operations, and will identify climate-related physical risks, such as potential damage to property and infrastructure. The analysis will also examine transition risks, including policy changes and carbon-pricing models. In addition, the analysis will identify areas of opportunity both for Hertz and our value chain. The assessment will not only inform our climate and decarbonization strategy but provide insights into our business.

GHG Emissions by Scope[2, 3]

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

TOTAL
measured in MT CO_2e

2023	2024
3,411,054	3,527,153

Scope 2
Indirect emissions from the generation of electricity consumed and purchased by Hertz-owned sources, including emissions from electricity used to charge our rental vehicles.[4]

MARKET-BASED
measured in MT CO_2e

2023	2024
145,336	151,926

LOCATION-BASED
measured in MT CO_2e

2023	2024
149,848	165,168

Scope 3[5]
Other indirect emissions occurring in Hertz's value chain. Categories included are: purchased goods and services, capital goods, fuel and energy-related activities not included in Scope 1 and 2, waste generated by operations, business travel, use of sold products, and franchises.

TOTAL
measured in MT CO_2e

2023	2024
5,274,440	22,529,796

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

2023	2024
8,835,341	26,222,117

GHG emissions intensity
MT CO_2e emissions/$ of revenue

2023	2024
0.00038	0.00041

Hertz received an overall CDP Climate Change score of B in 2024, up from B- in 2023.

The growth in Hertz's emissions in 2024 was primarily due to the expansion of our Scope 3 emissions data collection and reporting. For the first time in 2024, we are including emissions for Scope 3, Category 11 (Use of Sold Products) in our emissions totals. Prior year figures have not been restated for comparability.

Fleet development

At Hertz, we connect drivers, vehicles, and technology to the open road and its many possibilities. In 2024, we launched a global fleet refresh, to better meet our customers' preferences and evolving needs. Our average peak global rental fleet grew to 611,200 in 2024, up from 591,600 in 2023, reflecting strategic investments in newer, more fuel-efficient ICE models, as well as hybrids. We also offer a range of EVs to suit customers' wide range of preferences and environmental objectives.

Integrating more efficient engines and offering lower-emissions vehicles in our fleet can help to reduce our overall GHG emissions and the GHG emissions of our customers. We continue to refine our fleet composition and to align with the priorities of our customers, whether they are seeking cost savings, performance, or lower environmental impact in vehicle selection. In regions where the charging infrastructure is well-established, EVs are an increasingly popular choice for customers, including Hertz Rideshare drivers. EV drivers may benefit from reduced fuel mileage costs and support meeting the demand for environmentally conscious mobility, with a focus on emissions reduction. At Hertz, we are continually working to make sustainable travel more accessible and impactful.

Our average peak global rental fleet grew to

611,200

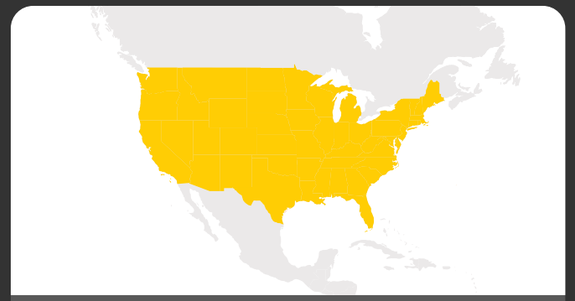
in 2024, up from 591,600 in 2023

Energy efficiency

Managing energy resources efficiently reduces costs and emissions. With a global network of more than 6,400 facilities and offices, we seek to improve our energy performance through operational efficiency and innovation. In 2024, the total amount of energy used by Hertz's buildings was 263,339 MWh.[6] During the year, we continued to integrate energy efficiency measures in the design and operation of our corporate-owned facilities, some of which have received LEED or ISO 14001 certifications for the facilities' environmental-management systems. We have deployed onsite renewable energy at select locations, including our Estero, Florida, headquarters. To further reduce our digital footprint, we migrated legacy data processing systems to a cloud-based solution powered by wind and solar energy. We track our global energy consumption in order to identify opportunities for improvement. Additionally, we invest in employee training in an effort to ensure energy is managed responsibly at every level of the organization.

Energy management across our global operations

We have deployed a wide range of energy management strategies, which respond to the local conditions of each location:



UNITED STATES

Our world headquarters in Estero, Florida is LEED Gold® certified for sustainable design and operation, with rooftop photovoltaics contributing to the site's electricity needs. Our facilities in Charlotte, Denver, Dulles, Newark, and St. Louis airports have also achieved LEED certification.

ROME

In 2024, we relocated our Rome headquarters to an LEED-certified building, enhancing energy efficiency.

SPAIN

We source all electricity from verified renewable energy providers, as certified by our suppliers for our directly paid energy bills.

UNITED KINGDOM

In 2024, we received energy audit reports on our facilities. The review, conducted by a third party, identified a variety of energy savings opportunities, which we expect to implement in 2025. These opportunities include energy-management training, lighting upgrades, and better temperature controls (e.g., server facilities). Implementing these improvements will not only enhance our energy efficiency of our sites but also support compliance with the U.K. Government's Energy Savings Opportunity Scheme (ESOS), which applies to large U.K. entities.

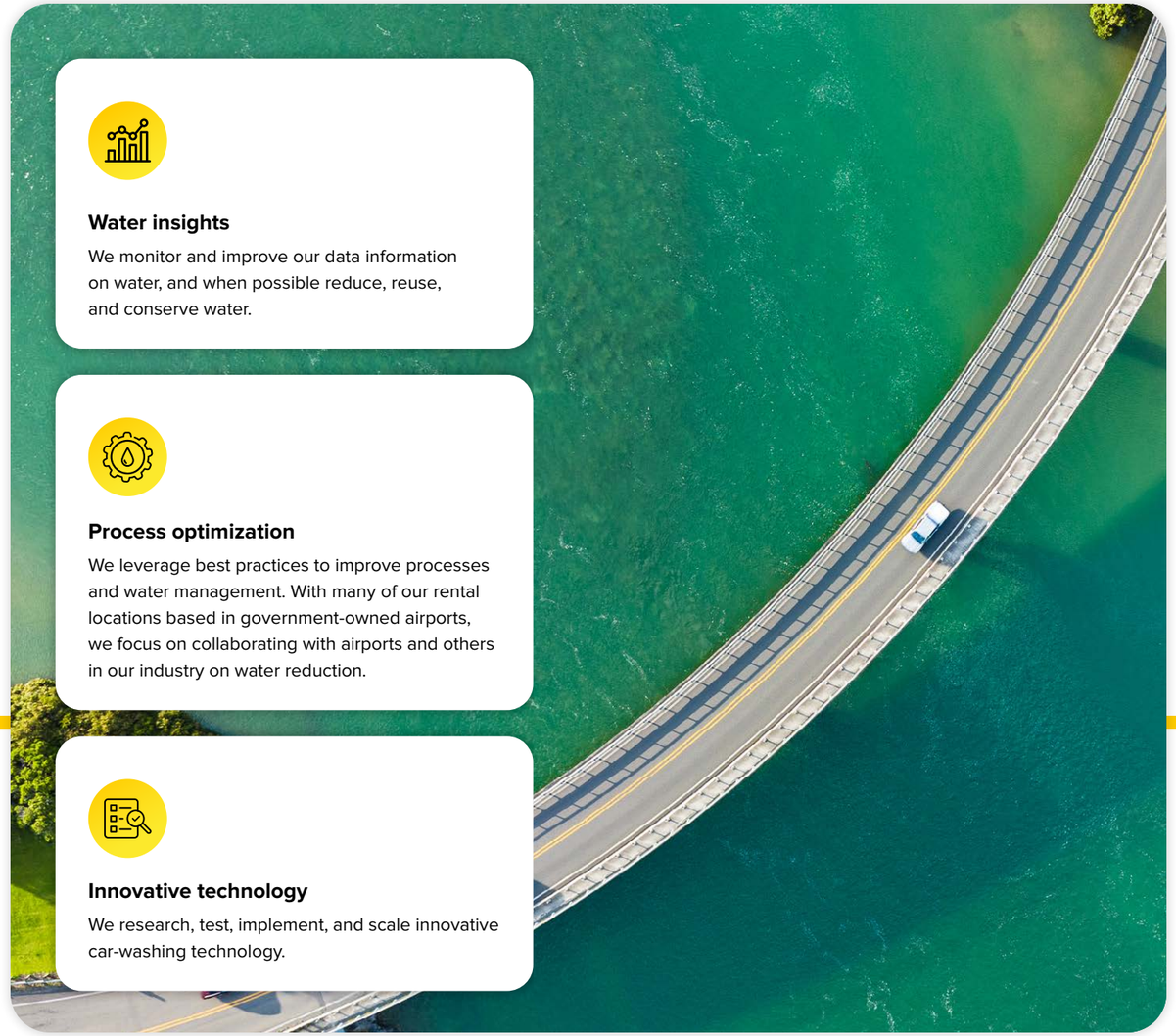
MODERNIZING DATA INFRASTRUCTURE FOR RESILIENCE AND EFFICIENCY

With a vehicle fleet generating billions of data points, migrating to cloud-based data centers provides a secure solution, while helping to meet our environmental goals.

Efficient data processing is key to our business, and in 2024, we saw an opportunity to enhance both operational agility and energy efficiency by retiring legacy data centers and moving to cloud-based solutions. We believe that this transformation, which was completed in 2025, also helps to reduce data-management risks and keeps us up to date with the latest data-processing technologies. Additionally, we believe that the modernization presented by our cloud-solution partners supports our sustainability goals by making our information technology (IT) operations more energy efficient and strengthening our ability to respond to evolving cyber threats.

Water use

Water is a vital resource, and we are taking steps to conserve water and to consume it responsibly, both in our corporate locations and across our fleet operations. We have continued to assess our water impacts, as well as to deploy proven, water-efficient technologies at our sites.



Water insights

We monitor and improve our data information on water, and when possible reduce, reuse, and conserve water.

Process optimization

We leverage best practices to improve processes and water management. With many of our rental locations based in government-owned airports, we focus on collaborating with airports and others in our industry on water reduction.

Innovative technology

We research, test, implement, and scale innovative car-washing technology.

INNOVATIVE TECHNOLOGY TO CONSERVE WATER WHEN WASHING CARS

We have expanded significantly the use of new water-efficient car-wash technologies, continuing to roll out an advanced, water-efficient car-washing system, EcoPrep, to prepare cars for customer rentals. EcoPrep is a cutting-edge, ecological vehicle cleaning system that uses a dry steam machine for interior and exterior cleaning. It uses an estimated over 90% less water for vehicle sanitization and cleaning than conventional cleaning systems and allows us to reduce our consumption of water significantly. It also means that cars can be cleaned closer to our airport locations, where customers deposit and collect their rental vehicles, reducing emissions and mileage on our vehicles. By the end of 2024, our teams were using EcoPrep to clean cars in approximately 50 Hertz-owned locations across Belgium, France, Germany, Italy, Luxembourg, the Netherlands, Spain, and the United Kingdom. In 2024, across these locations, we estimate we cleaned more than 515,000 cars using EcoPrep, saving nearly 13.6 million gallons of water.

We estimate we cleaned more than 515,000 cars using EcoPrep, saving nearly

13.6M

gallons of water

Waste reduction

We have an extensive international network of rental locations, offices, and technical facilities, with complex waste streams. We endeavor to manage all used materials responsibly, and our country and local management teams aim to comply with all local laws, regulations, and best management practices.

Our Waste Management and Recycling Policy specifies what we expect from our employees and external contractors, as they operate in our offices and locations around the world. The policy contains guidance on how to handle general waste and recyclable materials, including construction and demolition materials, rechargeable batteries, electronic waste, used oil, and used tires.

We work with professional waste-management providers as we endeavor to improve efficiency. We reuse materials where possible, recycle where facilities allow, and aim to limit what we send to landfill or incineration facilities.

As new offices or rental locations open, we generally reuse office furniture in an effort to minimize waste. In 2024, we reused materials at our new Rome headquarters, including chairs, tables, and glass walls from the previous site. In addition, we donated items to underserved communities in Ghana, Ireland, Romania, and the United Kingdom as part of our office relocation in Ireland and the United Kingdom. Our contributions totaled over 200,000 kilograms of office equipment or furniture, which was able to be reused in partnership with Waste to Wonder.

Waste performance in 2024

Waste diverted (municipal)[7]
3,382
short tons

Waste disposed (municipal)[7]
6,818
short tons

Total waste generated (municipal)[7]
10,200
short tons

Paper shredded and recycled[8]
740
short tons

Used oil recycled in quantity[9]
631,678
gallons

Number of tires recycled[7]
340,424

Weight of furniture items reused[10]
233
short tons

Donation value of furniture[10]
$593,157

Environmental compliance

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

Our Environmental Policy is designed to equip our employees with the necessary resources intended to promote compliance with applicable federal, state, provincial, and local environmental laws and regulations in every jurisdiction where we operate. The policy includes, but is not limited to:

- environmental due diligence;
- emergency spill response;
- management of hazardous materials; and
- industrial hygiene.

Before we acquire, or divest from, a site, we conduct due diligence on potential environmental risks. Once we have made a site operational, regional environmental compliance teams conduct regular inspections by supervising registrations, permits, and renewals.

Safe fuel handling

At many of our airport locations, we manage fuel and motor oil storage tanks, critical infrastructures that require careful oversight to protect both people and the environment. These tanks, which can deteriorate over time, are subject to strict regulations and require constant monitoring. Our Operating, Controlling, and Storing Fuel and Non-Fuel Products Policy, which we regularly update, sets out our approach and best practices in purchasing, operating, storing, controlling, and maintaining our storage facilities. In 2024, our operations in the continental United States, the District of Columbia, Hawaii, and Canada included 168 underground and 408 above-ground tanks.

We monitor the tanks using cloud-based software technology that provides real-time alerts for leaks or temperature changes, designed to enable swift intervention that minimizes the environmental risks that may occur. In 2024, we conducted 877 equipment tests, including leak detection and pressure monitoring, and we permanently removed 32 tanks that had reached the end of their service life or were in locations that we were no longer operating.

To further reduce environmental and safety risks, our fleet of vehicles in the United States and Canada are equipped with onboard vapor recovery systems that capture airborne emissions from gasoline. These systems significantly reduce hydrocarbon emissions, with estimates showing a 95% reduction during refueling. In 2025, we expect to upgrade some fueling and lubrication storage facilities across the continental United States, Hawaii, and Canada, part of our ongoing investment in safer, more sustainable infrastructure.

Local agency licensing

In Europe, airport locations increasingly host and manage municipal storage and cleaning areas that they license to mobility companies. In Europe, Hertz currently has 43 facilities that house fuel storage tanks, a number that may decline in the coming years, as local airport infrastructure evolves. As part of our thorough approach to safe and responsible operations, we also engage with the relevant aviation and regional authorities for the renewal of our European storage tank licenses.

In 2024, we conducted

877

equipment tests, including leak detection and pressure monitoring

We permanently removed

32

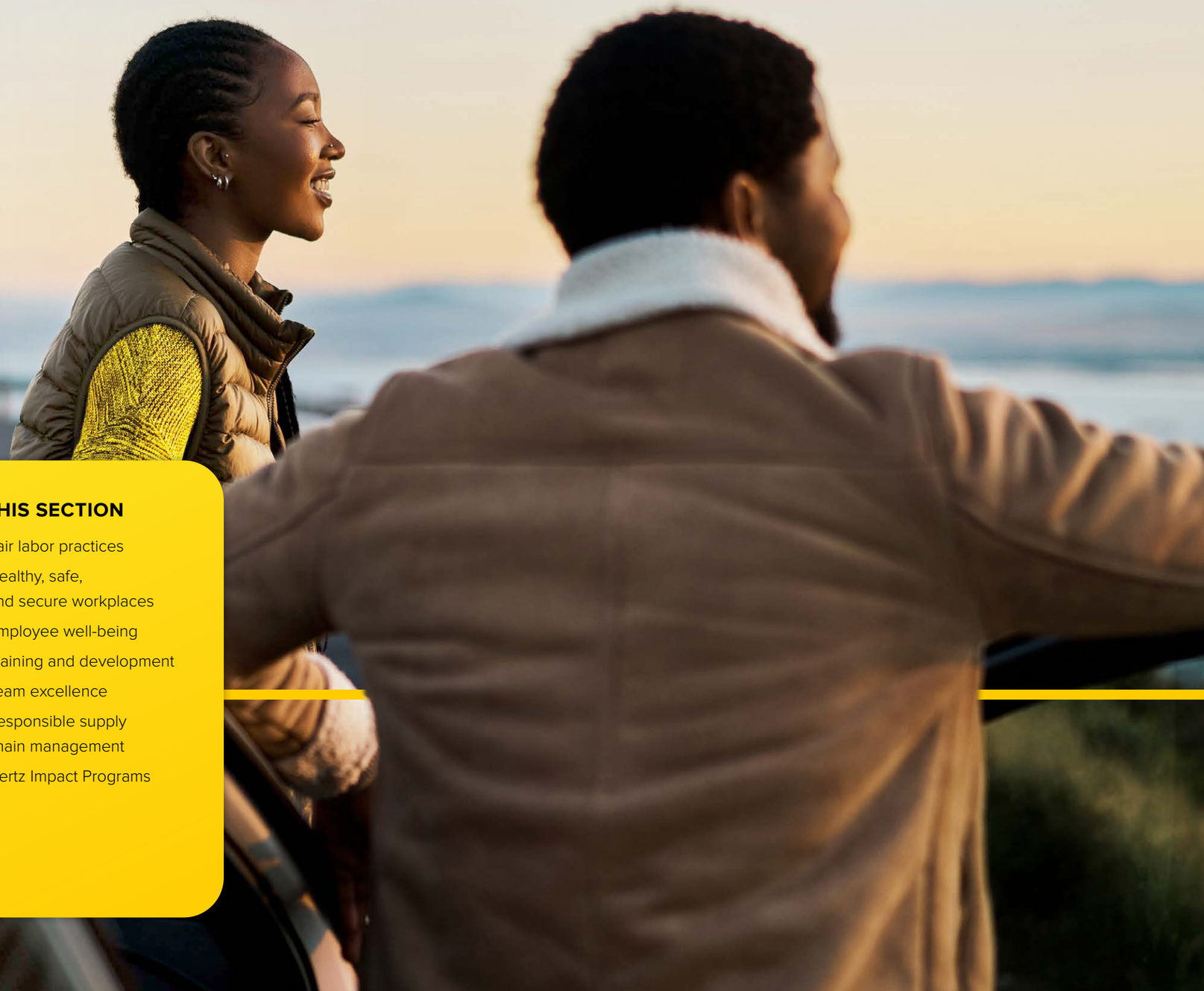
tanks that had reached the end of their service life or were in locations that we were no longer operating

Estimates showing a

95%

reduction of hydrocarbon emissions during refueling as a result of onboard vapor recovery systems

Supporting people and communities



We put people first. We begin with a focus on the health and safety of our employees and our customers. We also create a supportive, high-performing culture for our employees and give back to our communities.

We operate with policies focused on high ethical standards and encourage open lines of communication with our employees. In addition, our expectations regarding safety and ethical conduct are extended to our suppliers, partners (e.g., agents, franchisees, and licensees), consultants, contractors, subcontractors, and all their affiliates (collectively, our Suppliers and Partners). Further, our Employee Resource Groups (ERGs) empower employees to connect and share perspectives. We also provide our employees opportunities to enhance their skills and advance their careers. Lastly, many of our employees participate in our Hertz Impact Programs, which reach underserved groups and organizations in the communities where we live and work.

IN THIS SECTION

21 Fair labor practices
22 Healthy, safe, and secure workplaces
24 Employee well-being
25 Training and development
27 Team excellence
29 Responsible supply chain management
30 Hertz Impact Programs

Fair labor practices

We believe in providing a working environment that is safe and supportive, and that brings out the best in all Hertz employees. Our policies uphold high standards for conduct, integrity, and mutual respect across all levels of the organization.

Business conduct

Working in varied environments, from airport rental counters to maintenance workshops and corporate-style offices, each of our employees has a shared responsibility at all times to act with integrity and make appropriate ethical decisions. The Hertz Code of Conduct provides guidance for employees at all levels regarding Hertz expectations on various topics, including ethics. The Code of Conduct also addresses how employees should interact with different stakeholders: peers, customers, Suppliers and Partners, investors, and communities.

Employee association

We respect the right of our employees in the United States and in international locations to organize and be represented by labor unions, works councils, and similar organizations. During 2024, we maintained active working relationships with these organizations and engaged in discussions on a range of topics. The discussions included negotiations on compensation and working environments; we resolved the negotiations without interruption to customer services. In 2024, union contracts covered approximately 30% of employees in the United States and approximately 30% of employees in Canada. In Europe and in the United Kingdom, employees have representation through works councils.

Equal opportunities

At Hertz, we value the creation of a workplace where every employee feels safe, respected, and empowered to thrive. As an equal opportunity employer, our objective is to uphold a culture of fairness and inclusion across the organization. Our Equal Employment Opportunity (EEO) Policy, last updated in the first quarter of 2025, sets out how we endeavor to provide equal opportunities to all employees, regardless of age, national origin, citizenship status, physical or mental disability, race, religion, creed, sex, gender, sexual orientation, gender identity and/or expression, genetic information, marital status, status with regard to receipt of public assistance, veteran status, or any other characteristic protected by federal, state, or local law.

We provide reasonable accommodations for qualified individuals with disabilities and/or for individuals who observe specific religious practices during their working hours. To support these accommodations, our Hertz Human Resources Business Partners receive dedicated training and resources to guide employees through the accommodation process. Where applicable, these business partners collaborate with a qualified member of the Legal Department to assess and implement appropriate solutions promptly and respectfully.

We encourage open communication and provide multiple channels for employees to report concerns or potential violation of our EEO Policy. These channels include engagement with direct managers, other leaders, the Human Resources Team (HR Team), and the Ethics and Compliance Team (E&C Team), as well as the use of the Hertz Compliance Hotline. Employees may also connect with our global network of Hertz Ethics and Compliance Ambassadors, who are nominated by members of leadership from key departments across the organization. The Ethics and Compliance Ambassadors offer guidance on matters associated with integrity, ethics, and compliance, and they also help reinforce key policies and raise awareness regarding required employee training.

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

In 2024, approximately

30%

of employees in the United States and in Canada were covered by union contracts

Healthy, safe, and secure workplaces

Safeguarding the health and safety of our employees and our customers is of utmost importance to Hertz. We have comprehensive policies and protocols addressing health and safety across the business, from frontline staff working with rental customers to technicians operating complex machinery in our facilities, and beyond.

A dedicated central team oversees our worldwide health and safety strategy, coordinating with regional Operational Health, Safety, and Security teams. In 2024, we continued to strive to build a culture where safety is a top priority. We focused on expanding participation in training and increasing accountability for safety performance.

Skills and tools to reduce risks

Safety is fundamental to how we operate. We are dedicated to fostering a culture where safety is embedded into daily routines and is supported by training, technology, and clear communications. In 2024, we introduced a digital safety management platform to advance how we monitor and respond to safety risks. The platform, available to frontline managers and rolled out across the organization in 2025, is designed to enable us to efficiently record details of facility inspections, investigate incidents, and help identify trends in operational safety. The better data is intended to help teams have the ability to identify risk areas and be proactive by, for example, adding training initiatives to help reduce incidents. By combining technology with a stronger safety culture, we believe we are working to create safer environments for our employees, our customers, and our partners.

Safety Champions

Our locations contain a variety of potential safety risks, stemming from the storage of chemicals and fuels, and the use of complex hydraulic machinery. To mitigate these risks, we have established an internal network of Safety Champions. These employees receive specialized training, designed to improve safety performance and providing a feedback mechanism to relay safety recommendations to senior management. By the end of 2024, 385 Safety Champions were operating at different locations, offering advice and providing techniques to reduce risks and help prevent incidents. Topics covered by the Safety Champions included techniques on safer driving, slip-hazard removal, vehicle-cleaning protocols, and the prevention of heat-related illnesses and injuries.

REDUCING THE RISKS FROM HOTTER TEMPERATURES

In 2024, average temperatures exceeded records in many of our locations around the world. This presented potential health and safety risks to our employees, many of whom work outdoors while moving and maintaining our vehicles. We have taken several additional steps to protect the health and safety of our employees who work in these environments. These steps include initiating an awareness and training program at our vulnerable sites across the United States and Canada. We have also integrated heat-safety awareness into our regular employee communications, including advice on acclimatization, breaks, and emergency preparedness.

By the end of 2024,

385

Safety Champions were operating at different locations

International safety legislation compliance

In all the regions where we operate, we monitor legislation, as well as rules and regulations applicable to our business. Regional examples include, though are not limited to, those noted below.

NORTH AMERICA

U.S. Occupational Safety and Health Administration (OSHA) standards. Canadian occupational health and safety (OH&S) regulations and standards, with each province and territory maintaining its own Occupational Health & Safety Act (OHSA). The North American team also designs programs intended to support compliance with specific country, state, and provincial requirements.

EUROPE

European Agency for Safety and Health at Work (EU-OSHA) regulations. In addition, there are country-specific regulatory requirements, as well as European standards and directives. The Hertz European Service Center holds Occupational Health and Safety ISO 45001 certification, based on employee safety, as well as on the identification and reduction of workplace risks; an audit by an accredited body is required to achieve this certification.

ASIA-PACIFIC

Applicable to us are local, state, and federal laws in each country in the regions where we operate.

Safety and security at work

We take a proactive approach to safeguarding our employees and our facilities, by striving to regularly assess potential safety and security risks. Our appropriately trained safety and security teams evaluate operational needs and implement measures tailored to each location.

Employee training plays a key role in our approach. Our training includes emergency response procedures, conflict-resolution processes, and de-escalation training, designed to prepare employees for various potential scenarios.

Employee well-being

Hertz's employees are the key to our success—now and in the future. We aim to support their health and well-being with a comprehensive series of programs.

Hertz Custom Benefit Plan

The Hertz Custom Benefit Plan supports employees' mental, physical, emotional, and financial needs, which, together, we hope, will enable our employees to thrive. For eligible U.S. employees, the program offered the following in 2024:

HEALTH AND WELLNESS

We provide support for medical, dental, vision, disability, and well-being. We also offer the Employee Assistance Program, which is free, confidential support offered by phone by licensed counselors to employees and their families.

FINANCIAL

We offer financial benefits for health and retirement, life insurance, and adoption support; we also offer vehicle discounts for commuting.

The full benefits packages available to Hertz employees in the continental United States, the District of Columbia, and Hawaii may be accessed at the following link

Full benefits package

Supporting Transition2Work

We endeavor to create a safe environment across all of Hertz's operations, but occasionally injuries occur, and employees may need to take time off to recover fully. Our Transition2Work program offers employees in the United States and the District of Columbia who are recovering from a workplace injury the opportunity to utilize their skills, on full pay, at one of our local nonprofit partners, in order to facilitate their return to the Hertz workplace. Launched nationally in 2018, the program has received positive feedback both from the Hertz participants and from the organizations that benefit from the support.

A 2024 participant from the program in the United States shared the following about her experience with Transition2Work

"While I was recuperating from an injury, the Hertz team found me an opportunity at a local nonprofit in the city where I live. The organization prepares meals that they provide to the local homeless population. It was a great opportunity to not only work and earn my regular wages but also to be productive and give back to people in need while I was recovering. It made me feel that Hertz was really committed to my recovery and my community, and once I am back at work, I plan to continue volunteering at the organization."

61
employees participated in an assignment

64
injured workers returned to work

27,000
hours contributed to the community

93
assignments with participation

11
states impacted

$898,000
economic impact to not-for-profits

Training and development

From day one at Hertz, employees receive training and support to refine their skills and build their careers. We have continued to provide training and development resources to team members across the business. Among our recent initiatives, we introduced a new mentorship program called Drive Ahead, providing in-person support for employees exhibiting high potential.

New talent onboarding

In a global business of approximately 26,000 employees, providing new talent with the skills needed to drive our business success is crucial to our growth. To support new talent in acquiring the skills needed to succeed, we have launched a new-hire and corporate-onboarding initiative. This program assisted with the onboarding of an average of 613 employees per month in 2024, with orientation and core skills training, followed by specialist training. After this initial training, learning continues throughout the year, enhancing the knowledge and supporting the career development of these employees.

We have a range of expert partners to help ensure that external recruitment initiatives reach a broad selection of candidates. To source skilled talent, we partner with veterans organizations, specialist workforce associations, and academic institutions, such as the Universal Technical Institute. In recognition for our efforts in 2024, we were awarded the Handshake Early Talent Award in 2025 for demonstrating excellence in, and commitment to, creating varied career pathways and "rapid" growth opportunities in a "dynamic setting that inspires personal and professional achievement," and for our focus on career development, mentorship programs, and leadership pathways.

Ongoing skills development

Our employees are seeking to future-proof their careers by increasing their range of skills. To support this demand, we have piloted a Skills Assessment Program, hosted on our online platform, Learning Connection; the program tests employees on job-specific skills. Based on employee scores within the assessment, the employees receive course recommendations to help with growth and development. We are expanding the program in 2025 to cover a wider range of topics, as well as more employees throughout the organization.

For technical teams supporting our evolving fleet, our Maintenance Academy offers ongoing, technical training and upskilling in auto mechanics, with no prerequisites required for participation. In 2024, 93 employees completed the two-month curriculum, which provides employees interested in a career in automotive mechanics the opportunity to be trained around combustion engine and EV vehicles; this figure was up from 67 in 2023.

Our training in numbers

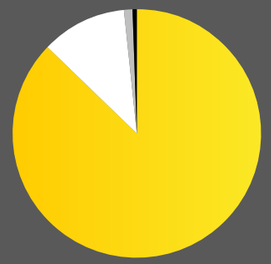
At Hertz, we invest in our employees by creating meaningful development opportunities. Our data shows the average number of training hours per employee in 2024, broken down by employee level.

FY2024 TOTAL COMBINED TRAINING HOURS BY EMPLOYEE CATEGORY

Total Hours

824,711

- 718,584
- 91,418
- 8,739
- 5,970



Average Hours Per Employee

22

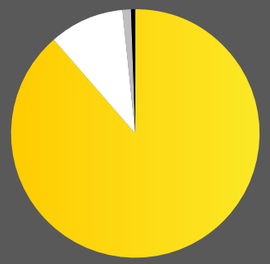
- 22
- 17
- 29
- 16

FY2024 TOTAL REQUIRED TRAINING HOURS BY EMPLOYEE CATEGORY

Total Hours

787,714

- 697,208
- 76,940
- 7,899
- 5,667



Average Hours Per Employee

21

- 22
- 14
- 26
- 15

EMPLOYEE CATEGORY[11]

- Workforce
- Manager
- Director
- Executive

In 2024,

93

employees completed Maintenance Academy's two-month curriculum

Mentorship connections

Mentorship plays a vital role in enabling our employees to fulfil their potential. Our Drive Ahead program is designed to help our Corporate employees build relationships with, and learn from, leaders in different areas across the Corporate functions. In 2024, 43 employees participated in Drive Ahead.

For those employees in the early stages of their careers in Operations, we also offer a dedicated mentorship program. Our goal-oriented Operations Mentorship Program (OMP) concentrates on skill development in specific operational knowledge areas and pairs leaders from different geographic regions with each other. In 2024, our OMP had 134 participants, and 94% reached the goals set at the beginning of the program. The program was so successful that 95% of mentees reported noticeable improvements in their skills and/or performance.

Leadership development

At Hertz, we endeavor to help employees at all levels acquire new skills and experiences that support career progress. Our Leadership Evolution Program seeks to provide employees throughout the business with the skills and knowledge designed to enable them to excel in their current roles.

We also run a training program, called the Leadership Advancement Program (LAP), designed for high-potential leaders. LAP is a four-month, immersive experience that seeks to hone leadership skills, sharpen business acumen, and enhance professional capabilities. LAP also includes workshops for collective learning and for networking opportunities.

We offer a leadership development program designed for, and targeted for, high-potential General Managers and intended to help them develop skills relevant to senior leadership and Vice President-level responsibilities. The program is designed to deepen strategic thinking, strengthen leadership and influence, and build the capabilities needed to drive business performance. Participants engage in advanced training on topics such as corporate strategy, executive presence, and insights regarding high-impact projects.

Performance reviews

Our experience is that regular reviews support employees at all levels of the business, enabling them to respond to feedback and grow their careers. This, in turn, helps enable our employees to achieve their full potential. Performance reviews additionally are designed to support customer service excellence and improve business results. Globally, we have a multifaceted review process that generally includes self- and manager-evaluations, 360-degree reviews, mid-year reviews, and reviews of new frontline team members after their first 45 days with Hertz. The reviews address how well employees have met their goals and objectives and also assess how well employees embody Hertz values. Review processes may vary by location and position type, and are conducted in accordance with local employment laws.

In 2024,

43

employees participated in Drive Ahead mentorship program

In 2024,

95%

of Operational Mentorship Program participants reported improvements in their skills and/or performance

Team excellence

We strive to cultivate a work environment where all employees are respected and valued. Hertz has a large and dispersed number of employees, with wide-ranging experiences and backgrounds. Our employees' collective knowledge enables us to meet effectively the needs of the broad base of customers and communities that we serve. To create a supportive working environment, we have developed and refined our strategy around the following pillars, representative of how we strive to operate:

People

- Offering career opportunities and advancement that attract and retain a talented, motivated workforce.
- Creating opportunities for all team members to succeed.

Culture

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

Community

- Extending Hertz's values to customers, Suppliers and Partners, and communities where we live and work.
- Connecting talent acquisition, as well as training and educational opportunities, with our philanthropic pillar.

Policies and programs

We aim for a proactive, positive working environment everywhere we operate. Not only do we expect ethical conduct from our employees, but our policies with Suppliers and Partners are designed to mirror the high standards we expect of our employees. For further reference, please see the links below to the applicable codes of conduct.

HERTZ CODE OF CONDUCT

- Prohibits discrimination of any kind in the Hertz workplace.
- Reinforces the message that Suppliers and Partners are expected to adhere to the same standards expected of Hertz employees.

GLOBAL SUPPLIER CODE OF CONDUCT

- Makes clear that any code violation, which includes discrimination against the Suppliers' and Partners' own employees or the Suppliers' and Partners' own violation of labor laws, may result in the termination of the current agreement with Hertz and/or the prevention of a future business relationship with Hertz.
- Sets expectations that Suppliers and Partners will develop and implement policies and procedures designed to ensure respect of and for all human rights in their businesses and supply chain.

GLOBAL BRAND PARTNER CODE OF CONDUCT

- Aims to ensure Suppliers and Partners honor the Hertz brand and exemplify it well.
- Sets forth the expectation that all stakeholders will be treated respectfully and absent any form of discrimination.

Global workforce[12]

NORTH AMERICA

21,000
employees

2
countries

EUROPE

3,400
employees

11
countries

ASIA-PACIFIC

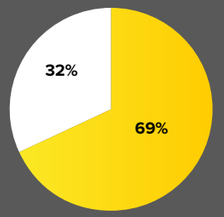
1,600
employees

6
countries

WORKFORCE HIGHLIGHTS

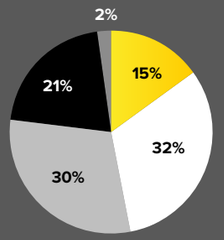
Gender globally

- Men
- Women



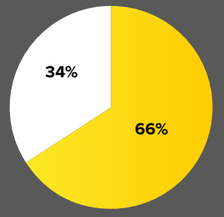
Generations globally

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



Ethnicity United States

- Minority
- Non-minority



Employee survey

During 2024, Hertz solicited employee engagement in the form of a survey intended to gain insights on how we could improve our strategy, performance, and culture. In an effort to ensure confidentiality and to promote transparency, we partnered with a third-party vendor to administer the survey and deliver the results. The exercise gathered insights from across the workforce globally. The questions addressed communications, customer focus, governance, Hertz values, innovation, leadership and inspiration, manager effectiveness, rewards programs, and sustainability. We shared the results with our employees and initiated action plans to improve certain areas of our performance. Improvements included enhancing our rewards and benefits programs, providing new training modules, and communicating a clearer vision for the future.

Community organization partnerships

We work closely with local community groups to increase opportunities for the people they serve. These partnerships also help Hertz develop talent through education and networking opportunities. Some of these organizations and our joint initiatives include:

CENTRAL OKLAHOMA WORKFORCE INNOVATION BOARD

This group seeks to improve lives by using education to build a quality workforce and by creating connections between job seekers and businesses. As a board member, Hertz provides feedback and insight on workforce challenges in Central Oklahoma and contributes to workforce development and accessibility programs.

COLLABORATORY

This Southwest Florida-based community foundation is committed to helping address social problems in the state. Our annual donations support the organization's efforts in providing job skills to the underserved, increasing access to affordable housing, and enhancing health and wellness access for those in need.

GOODWILL

This nonprofit chain of thrift stores, founded more than 120 years ago, is connected to many communities across the United States. Through opportunities to participate in Goodwill job fairs, we support career connections between Hertz and the broader community.

UNIVERSAL TECHNICAL INSTITUTE

We partner with this organization to support our Maintenance Service Academy, which gives new recruits and employees the opportunity to become a mechanic in fewer than two months. No prior experience in the field is required, and with campuses located across Arizona, California, Florida, Illinois, Michigan, New Jersey, North Carolina, Pennsylvania, and Texas, this institute helps us attract and retain a broad cross-section of talent for work on all vehicle types, ranging from gasoline-powered to electric.

UNIVISION

We partner with Univision, a leading media company serving Hispanic audiences, to broadcast career opportunities tailored to bilingual and Spanish-speaking professionals.

WORKFORCE

This nonprofit provides services to support economic development and supplies resources that enable employers to find qualified employees. Workforce also supports job seekers with training and assistance, to find and retain work in the careers of the job seekers' choosing.

Hertz Employee Resource Groups

Our voluntary Employee Resource Groups, which are initiated and led by employees, are open to all regardless of identity. Our ERGs seek to promote open dialogue and mutual respect and help to build a positive, welcoming culture by strengthening relationships driven by common interests. Members of the ERGs decide on and conduct their own activities and often include networking and conduct career development, mentoring, community engagement, and cultural education. The ERGs also provide our business leaders invaluable insights that often help inform strategy. Following is a list of all our ERGs, which helped make Hertz a dynamic and continually evolving place to work in 2024:

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

Responsible supply chain management

As a global organization, we operate in many regions with different rules and regulations, and we expect consistently high ethical standards from all our Suppliers and Partners.

Global Supplier Code of Conduct

Our Global Supplier Code of Conduct states that our Suppliers and Partners must comply with the following:

- Operate in safe working environments, which includes maintaining safe working conditions and respecting human rights.
- Follow all applicable laws and regulations regarding wages, hours, overtime, workers' compensation, and other mandated benefits.
- Protect Hertz's confidential information and assets, using them solely for their intended purposes.
- Comply with U.S. trade regulations, including sanctions and export rules, regardless of their location.
- Support workplaces where individuals treat each other respectfully, and free from discrimination and harassment.
- Maintain a culture of integrity, uphold human rights, and stand firmly against human trafficking and forced or coerced labor.

Workers in our supply chain can access Hertz channels to report suspected violations of law or misconduct. These channels include, in addition to a Hertz contract manager or primary Hertz contact, a dedicated Ethics & Compliance email address and regional mailing addresses. For more information, see page 39.

We articulate our policies in the Global Supplier Code of Conduct. This code applies to all Hertz brands' Suppliers and Partners (as defined in this Report), and to all products and services that Hertz purchases. The Global Supplier Code of Conduct outlines Hertz's expectations and guidelines for acting fairly and responsibly.

Hertz expects all our Suppliers and Partners to know and understand the Global Supplier Code of Conduct and to follow its guidelines. To check compliance, we reserve the right to conduct audits at our discretion. When we identify violations, we reserve the right to terminate current agreements and cease further business activities.

Human rights and anti-modern slavery

As a global organization, Hertz is dedicated to acting ethically and is committed to respecting and defending human rights throughout our business and supply chain. The travel industry is uniquely positioned to help combat human trafficking and other human rights concerns. At Hertz, we take this responsibility seriously, as reflected in our Code of Conduct. We expect our employees to understand the importance of human rights and to aid in preventing, detecting, and reporting potential violations. Our Anti-Modern Slavery Policy, updated in 2024, applies to all directors and to all employees, including officers, as well as agency workers, in Australia, Canada, Europe, and the United Kingdom.

We educate our customer-facing employees to recognize the warning signs of potential human trafficking. We ask these workers to look for red flags and to know how to report through the proper local channels.

As a global organization, Hertz is dedicated to acting ethically and is committed to respecting and defending human rights throughout our business and supply chain.

Hertz Impact Programs

At Hertz, we pride ourselves on having a positive impact on the communities where we live and work. Hertz Impact Programs include a wide range of activities that align closely with our corporate values. These activities also help to empower our employees, who help make change happen. Our employees embrace the opportunity to make a difference, consistent with the pillars listed below. Together, we aim to:

- **Drive change, by enabling the automotive workforce of the future** through engagement, education, and career-advancement initiatives in key cities.
- **Put people first, by supporting our communities** with in-kind vehicle rental donations and critical funding, supporting disaster response and essential services, together with community and employee needs.
- **Win together, by leveraging the power of our employees to make an impact**, harnessing their energy and such resources as employee resource groups (ERGs), to make a positive difference in the communities where we live and work.

From public-private partnerships and volunteerism to engagement with local and global organizations, Hertz provides in-kind rentals and direct financial support to many in need. We strive to be a good neighbor, enriching the areas where we live and work.

2024 Hertz Impact Programs highlights

Over
$195,000
donated to TechForce, including grants and in-kind donations, to help students become professional automotive technicians

$154,980
of in-kind vehicle rentals to strategic nonprofit partners

Hertz provided
$100,000
in funding to support the American Red Cross

65
Hertz Technician Scholarships awarded to students studying in the areas of automotive, collision, and diesel

Nearly
200
students engaged with Hertz career-fair teams in 2024

$186,785
awarded through the Hertz Employee Relief Fund

Enabling the automotive workforce of the future

In a rapidly evolving industry, Hertz is investing in people and their skills. Advances in automotive technologies create a need for people with new maintenance skills and experience. In recent years, demand has outpaced supply. According to the TechForce Foundation's 2024 Supply vs Demand Report, by 2028, the United States is likely to have a need for approximately 349,000 automative technicians, due to individual separations (e.g., technicians retiring or leaving the industry), and a need for an additional estimated 87,000 automotive technicians, due to growth in the industry. To mitigate this situation and help ensure enough interest in the sector, we work with several strategic partners that provide resources and funding.

ADVANCING AUTOMOTIVE TECHNICAL CAREERS

TechForce Foundation is a nonprofit committed to career exploration and workforce development of professional technicians across various technical-career sectors. We have worked with the TechForce Foundation since 2023, providing scholarships, training, and educational resources, as well as certification grants, to students pursuing an education as automotive technicians. During 2024, we provided a total of more than $97,500 to TechForce, with 65 students receiving grants and scholarships. These funds supported tuition to technical colleges and institutions across the United States. We also post job vacancies on the networks' internal job boards in order to promote opportunities for students interested in the automotive industry.

Hertz scholarship recipient attending the Universal Technical Institute in Houston

"I am passionate about pursuing my next chapter in life as a female mechanic. I hope to show the world that women can become anything they want, despite what anyone else believes. My dream career is to become an automotive and diesel mechanic, and I am excited about learning something new. My future goal is to one day open my own shop, continue learning, and teach other women everything I have learned."

CREATING EDUCATION OPPORTUNITIES FOR AUTOMOTIVE WORKERS

Hertz is helping prepare the next generation of automotive workers for the job market through partnerships with select high schools, technical schools, and community colleges. During 2024, we partnered with institutions in Atlanta, Denver, Houston, New York City, and Orlando. working directly with students and instructors and providing hands-on access to the latest vehicle technologies. Nearly 200 students engaged with Hertz career-fair teams in 2024. We also provided introductory safety training and certified online EV training curricula, as well as tours of local Hertz facilities.

SUPPORTING IMMOKALEE YOUTH WITH WORK EXPERIENCE

Since 2007, the Immokalee Foundation has successfully partnered with local businesses, high schools, universities, and colleges to support residents of Immokalee, which is located in Southwest Florida and is home to a large agricultural community. The foundation helps many of the area's young people receive a college education. With 100% of candidates graduating from high school and 93% going on to higher education, the Immokalee Foundation was looking for additional ways to support its youth. For the last three years, Hertz has worked with the Immokalee Foundation to create unique workplace experiences for its young people. One example of an opportunity that we have opened to Immokalee youth is welcoming them to our Hertz operations at Southwest Florida International Airport, where the students were offered insights into potential career options from local Hertz professionals.

SECURING MORE TALENT IN COLLISION REPAIRS

The Collision Repair Education Foundation (CREF) seeks to address the shortfall of new entrants into the industry by raising awareness in schools and colleges and by providing select learning opportunities. For example, Hertz provides funding and salvaged vehicles to support CREF's efforts to encourage entry-level technicians to become collision-repair specialists. We also participate in national events, industry engagements, and local student experiences to help the automotive industry find high-quality candidates. During 2024, we increased our annual commitment to $40,000, with grants awarded to seven schools, benefiting 270 students in high school and beyond.

Spokesperson for the Rolla Technical Institute, a CREF grant recipient

"The donations, along with the grant, help tremendously. The tools we have acquired through the grant have allowed the students to meet goals we, as educators, set for the students."

Due to growth in the industry, the United States will need an additional

87,000

automotive technicians

During 2024, we provided a total of more than

$97,500

to TechForce for grants and scholarships

Increased our annual commitment to CREF, benefitting

270

students in high school and beyond

Supporting our communities

Hertz believes in giving back to the communities where we live and work. Through partnerships with impactful local organizations, we assist those in need, from supporting relief preparedness to donating rental vehicles to families facing the hardship of ill health.

AMERICAN RED CROSS

With extreme weather events increasing, the American Red Cross brings preparedness and relief to communities around the world. During 2024, Hertz provided $100,000 in funding to support the organization's efforts to assist communities in 28 countries affected by hurricanes, floods, and wildfires. Following events such as California wildfires, flash flooding in Bangladesh, and super typhoons in the Philippines, the Red Cross teams assisted with complex needs, including meals, overnight stays, medical supplies, financial assistance, and blood donations. The organization also helped vulnerable communities prepare for emergencies, with training on first aid, on caring for the bereaved, and on operating safely in flooded environments.

TEAM RUBICON

This veteran-led humanitarian group is dedicated to preparing communities in advance of disasters and deploying relief and assistance when they arise. We are proud to offer support in the form of vehicle rental donations, allowing Team Rubicon volunteers to use Hertz-donated trucks and SUVs to assist in local disaster response. In 2024, we donated over 115 rentals to help support Team Rubicon and its efforts.

These vehicles included support for four wildfire-mitigation operations, serving communities in the fire-prone states of California and Colorado. According to the organization, these in-kind rental contributions, valued at $111,444, enabled "every stage of Team Rubicon's work: before, during, and after disasters." The vehicles supported expert teams that provided more than 1,390 days of training and assistance in 21 states.

NEIGHBORSHARE

Our vehicles support this community-focused nonprofit in bringing emergency transport relief to families and individuals across the United States. NeighborShare offers targeted mobility services when people need it most. Reliable and accessible transportation helps bridge gaps in access to education, employment, health care, and social connections, significantly enhancing the quality of life of individuals and families.

We were proud to have brought mobility assistance to 577 people and 183 families during 2024. According to NeighborShare, 47% of the households assisted by Hertz were able to obtain or retain employment, directly contributing to their financial and personal stability. Hertz donations also included assistance with managing emergency car repairs and maintenance, providing support to move home, reuniting families, and providing access to relief after Hurricane Helene in Western North Carolina.

In addition to supporting NeighborShare, we work with a variety of nonprofits and community groups involved in disaster response, and we assist individuals and families during personal, financial, and health crises. In 2024, this assistance included in-kind vehicle rentals, valued at $144,566, to our partners.

JACK AND JILL LATE STAGE CANCER FOUNDATION

This foundation has been arranging special experiences for children facing the imminent loss of a parent to cancer since 2006. We donate rental vehicles, which the foundation provides to parents and their children, thereby enabling the family to enjoy memorable experiences. In 2024, the eighth year of our partnership with the foundation, we provided 43 vehicles with an in-kind value of $33,121, supporting families across the United States.

In 2024, we donated over

115

rentals to help support Team Rubicon and its efforts

The vehicles supported expert teams that provided more than

1,390

days of training and assistance in 21 states

We were proud to have brought mobility assistance to

577

people and 183 families during 2024 through our partnership with NeighborShare

According to NeighborShare,

47%

of the households assisted by Hertz were able to obtain or retain employment

Leveraging the power of our employees

Employees at Hertz embody the values that make us feel proud. Some contribute to the Employee Relief Fund, helping peers who have fallen upon hard times. Others donate their skills and expertise through volunteer hours. Everyone involved is critical to Hertz's positive impact on communities.

EMPLOYEE RELIEF FUND

Established in 2018, the Hertz Employee Relief Fund helps employees experiencing financial hardship because of natural disasters, medical emergencies, or other unforeseen events. Hertz matches donations from employees, contributing up to $100,000 annually. So that all the donations go directly to supporting employees in need, Hertz also covers all administrative fees associated with the fund.

During 2024, we awarded 176 grants to employees, totaling $186,785. Emergencies included support for the arrangement of funerals, care for employees suffering from domestic abuse, funding for surgical operations, and remediation funds for homes damaged during extreme weather events. Since its inception, the program has distributed $776,558 to meet 1,076 requests.

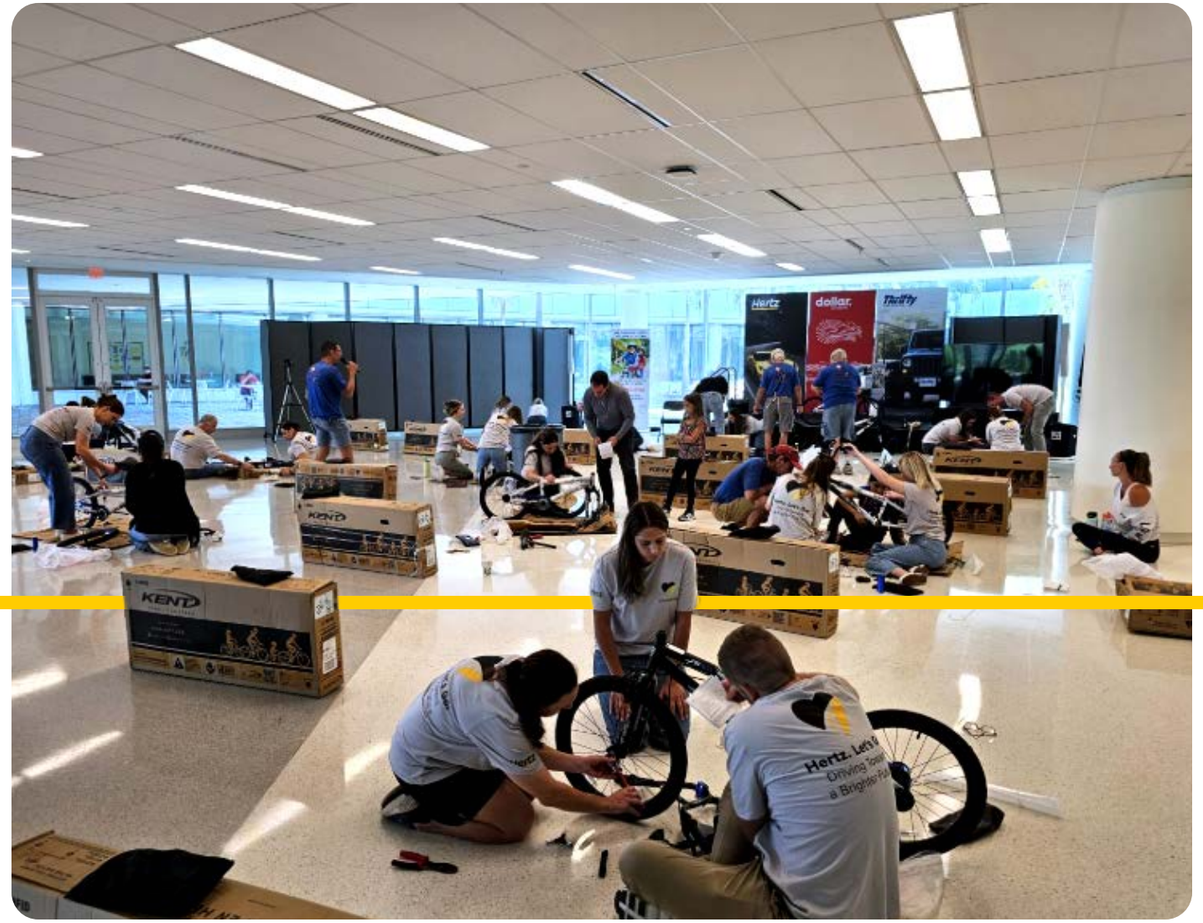
Grant recipient, November 2024

"Applying for assistance through the Employee Relief Fund was a super easy process. We had damage from Hurricane Milton, so we looked into the Employee Relief Fund benefit with Hertz, and we were able to get a grant to cover our roof shingle damage. The team was very responsive."

GLOBAL MONTH OF GIVING

Our employees committed enthusiastically to our inaugural Hertz Global Month of Giving, held in December 2024. This opportunity to support deserving causes inspired teams of Hertz employees from a wide range of departments across the globe to volunteer for a variety of activities. Highlights of projects during the Month of Service and throughout the year included providing work experience opportunities to children with autism in Madrid, Spain; delivering Meals on Wheels in Florida, near our world headquarters in Estero; organizing food bank donations from our European headquarters in Uxbridge, United Kingdom; preparing meals in Sydney, Australia, for disadvantaged school children; and collecting back-to-school basics for young students from our mid-Atlantic region in the United States. Hertz employees donated over 1,200 hours to these activities during 2024.

The Global Month of Giving accompanies the many acts of service contributed by our employees throughout the year. This included our Legal Department's assembling bicycles for Bikes for Tykes, Inc., in Naples, Florida, from our headquarters in Estero.



Through the Hertz Employee Relief Fund,

176 grants

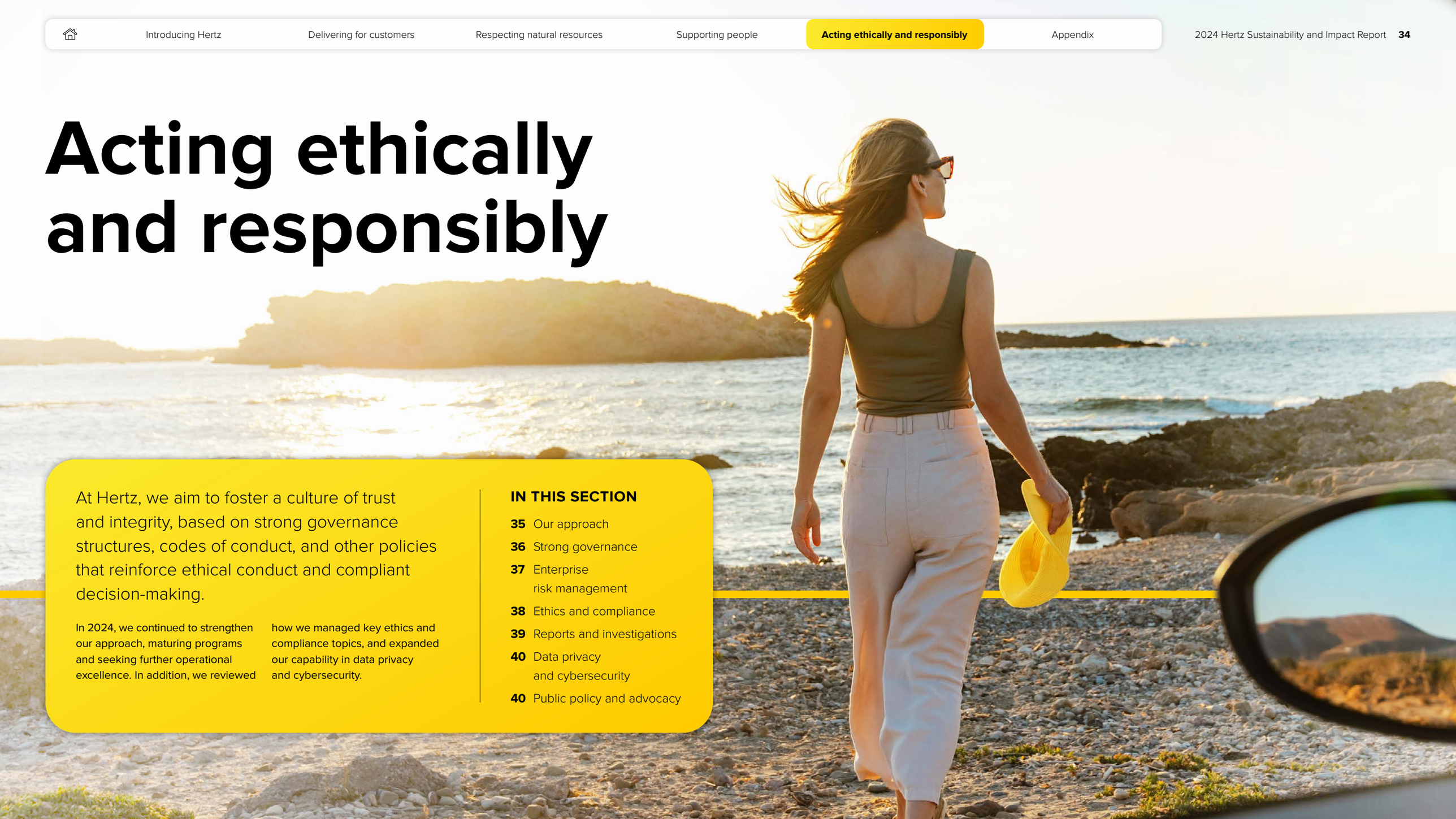
were awarded to employees in 2024

Since its inception, the program has distributed

$776,558

to meet 1,076 requests

Acting ethically and responsibly



At Hertz, we aim to foster a culture of trust and integrity, based on strong governance structures, codes of conduct, and other policies that reinforce ethical conduct and compliant decision-making.

In 2024, we continued to strengthen our approach, maturing programs and seeking further operational excellence. In addition, we reviewed how we managed key ethics and compliance topics, and expanded our capability in data privacy and cybersecurity.

IN THIS SECTION

35 Our approach
36 Strong governance
37 Enterprise risk management
38 Ethics and compliance
39 Reports and investigations
40 Data privacy and cybersecurity
40 Public policy and advocacy

Our approach

We take a consistent approach to managing governance, key risks, and mitigations across our value chain.

Strong governance

Overseeing the performance of, and maintaining responsibility for, the organization at its highest level; the ethics and compliance program is among these oversight responsibilities.

Enterprise risk management (ERM)

Identifying, assessing, and mitigating risks, including, though not limited to, business, environmental, legal, and technological risks.

Codes of conduct

Cultivating an ethical, compliant, and speak-up culture, without fear of retaliation.

Ethics and compliance

Adhering to ethical standards and implementation of controls to help avoid misconduct across key risks, including anticorruption; promptly addressing reports of non-compliance.

Data privacy and cybersecurity

Complying with applicable data privacy and cybersecurity rules and regulations across the globe, and upholding strict data privacy and data security standards and protocols, thereby maintaining trust with stakeholders.

Human rights and anti-modern slavery

Maintaining policies and processes and engaging with both our supply chain and employees to help recognize and encourage the reporting of human trafficking and other human rights violations.

Ethics of Suppliers and Partners

Enforcing and upholding Hertz's high ethical standards among our Suppliers and Partners, and fostering a shared commitment to ethical and responsible business practices.

Strong governance

The trust of our stakeholders relies on our commitment to robust corporate governance. Our organizational structures and policies support this commitment, enhancing our commercial, ethical, and environmental performance.

The updated Code of Conduct (formerly, the "Hertz Standards of Business Conduct") sets out what we expect from our employees and is intended to promote ethical decision-making and to foster a culture of integrity. The Code of Conduct applies to all employees, including officers, and is also applicable to members of the Board of Directors (the Board). The Code of Conduct covers the organization's established ethical principles and a number of important topics, including data privacy and cybersecurity, anti-corruption, fraud, antitrust, human rights/anti-modern slavery, and Hertz's relationship with Suppliers and Partners. The Code of Conduct also provides information on how employees may raise concerns within the organization, without fear of retaliation.

The Board acts as the ultimate decision-making body at Hertz, with oversight of all aspects of our strategic decision-making. The Board advises and oversees the management team, which is responsible for Hertz's day-to-day operations. The Corporate Governance Guidelines outline the core responsibilities of the Board.

Sustainability oversight

As outlined in its charter, the Board's Governance Committee has formal responsibility for overseeing Hertz's sustainability-related strategy, policies, and actions. In addition, the Governance Committee maintains responsibility for sustainability-specific disclosures. The Audit Committee also supports our sustainability initiatives. It assists the Board with oversight of our ERM program and overall compliance with regulatory requirements.

Our Sustainability Disclosure Committee, comprised of cross-functional executives, is responsible for overseeing sustainability-focused disclosure processes, resources, and results. The committee also governs the annual disclosure of non-financial matters, based both on regulatory requirements and on our understanding of stakeholder expectations.

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

See below to learn more about our updated code for our employees

Code of Conduct

The updated Code of Conduct sets out what we expect from our employees and is intended to promote ethical decision-making and to foster a culture of integrity.

Enterprise risk management

The Board has ultimate responsibility for enterprise risk management, including management of potential sustainability-related risks. The Audit Committee consults with the Board on the top enterprise risks, supporting strategic planning for risk mitigation and resource allocation.

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

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

Sustainability and impact risks

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

ERM governance

Board of Directors

- Provides oversight of major risks facing Hertz.
- Develops strategies for the management and mitigation of those risks.

Audit Committee of the Board

- Assists the Board in overseeing ERM, including cybersecurity and other technology risks.
- Discusses with management Hertz's major financial risk exposures and the steps management has taken to monitor and control such exposures, including Hertz's risk assessment and risk management policies.
- Oversees, reviews, and discusses with management: (a) the ERM process, including management's implementation and maintenance of the risk governance structure, risk assessment, and risk management practices and guidelines; (b) the effectiveness of the security of the IT systems, capabilities for disaster recovery, data protection, cyber threat detection, and cyber incident response; and (c) the management of technology-related compliance risks.
- Provides oversight on significant risk and control exposures, including fraud risks.
- Reviews reports from management and discusses policies that relate tow significant enterprise risks facing Hertz.
- Considers, together with management, how risks are being identified, assessed, and managed.
- Reports, by way of the Audit Committee Chair, to the Board on enterprise risk.
- Takes other specific risk-related actions, as required pursuant to the Audit Committee Charter.

Risk Management Committee (RMC)—Senior Leadership Team

- Leads the implementation and enhancement of the global ERM framework.
- Coordinates with the Risk Operating Committee (ROC) and its members, all of whom are subject-matter experts and are responsible for overseeing specific risk areas.
- Provides an ERM report to the Audit Committee on a regular basis and sets recommendations on risk-related priorities.

Internal Audit

- Supplies independent validation that risk-management controls are operating as intended.

Ethics and compliance

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

The ECC workstreams for 2024 included taking steps to increase ethical and compliance literacy across the organization. The E&C Team documented our risk assessment and mitigation efforts on material compliance topics, such as anti-bribery, competition law, fraud against third parties, and conflicts of interest. The team also assessed the maturity of these areas and how they could advance during 2025. Hertz continued to encourage individuals to speak up with concerns and also solicited feedback from stakeholders across the organization.

Page Motes
Chief Compliance & Sustainability Officer

"Integrity is built upon daily, repeatable actions, rooted in transparency, accountability, and trust. At Hertz, we all work to foster this culture and bring these principles into our engagements with customers and others within our value chain."

Key controls and training

Hertz operates in numerous locations worldwide, and as a result, we are required to comply with rules and regulations across many different regions. In addition to meeting regulatory requirements, we are committed to promoting ethical conduct throughout our business by setting our own global standards of integrity and accountability. These standards apply not only to our own employees but to our Suppliers and Partners and to the way in which we conduct business with them. In addition, in late 2024, we began migrating from a legacy tool to a more robust third-party due diligence platform and enhanced a number of our risk-identification and risk-mitigation processes.

In 2024, we conducted a global overhaul of our policy management process. The E&C Team began a thorough evaluation of all active corporate policies, covering nearly every aspect of our business, and assessing the policies for relevance, potential duplication, and ease of interpretation. After identifying relevant and applicable current policies and creating a timeline to retire the rest, we launched a Policy Review Committee, in an effort to ensure effective, ongoing policy maintenance. The Policy Review Committee strives to ensure that each aspect of the Hertz business is represented by a dedicated policy.

Guided by our goal of fostering a culture of ethics and compliance, in 2024, we conducted employee training that covered key Code of Conduct topics, such as anti-bribery, corruption, and conflicts of interest. The training, which had 11,934 participants, included standalone anti-bribery training, with guidance, as applicable, on specific jurisdictional nuances.

My role as an Ethics and Compliance Ambassador

Ethics and Compliance Ambassadors, of which there were approximately 60 globally at the end of 2024, are vital to solidifying a culture of integrity and accountability, helping to ensure a focus on daily, ethical decision-making throughout the organization.

We interviewed our Ethics and Compliance Ambassador for Hertz Operations in Europe. She describes the role and the value it brings to our organization and our employees.

"As an Ethics and Compliance Ambassador, I serve as a key point of contact for our employees with questions related to business ethics. My role is to strive to ensure that our teams understand expectations, feel safe speaking up, and recognize that compliance is a shared responsibility."

11,934
participants trained in anti-bribery

Approximately
60
global ethics and compliance ambassadors

Reports and investigations

Hertz is focused on cultivating a high-integrity culture, where all employees feel comfortable raising concerns, without fear of retaliation. The E&C Team partners with Audit, HR, Security, Legal, and other departments to keep the processes supporting this culture working both consistently and fairly.

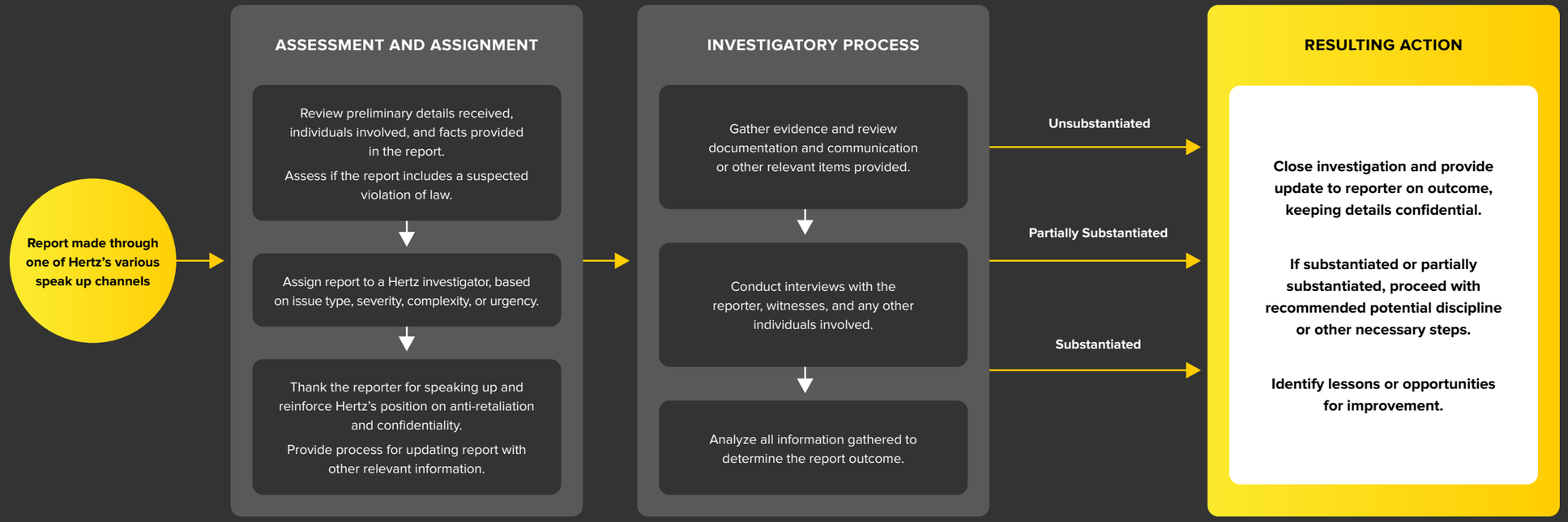
When an employee or third-party raises an allegation of potential misconduct, we act promptly. The channels for raising concerns include a dedicated 24/7 Compliance Hotline, which is operated by a third party, but we also encourage employees to raise concerns to their manager or another member of management,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

The E&C Team tracks relevant data, including case volumes, case types, geographic distribution, investigation durations, and outcomes, including whether allegations were substantiated and if disciplinary actions were taken. We conduct periodic self-assessments, in an effort to align our Ethics and Compliance Program with best practices and for peer benchmarking purposes in order to anticipate future compliance challenges.

Our annual Code of Conduct Disclosure Survey gathers insights from key employees to identify potential conflicts of interest and to uncover unreported violations. Upon completion, an analysis of the survey results is shared with both the ECC and the Audit Committee. The results and the corresponding analysis also help the E&C Team to identify trends, draft targeted communications, and develop tailored training programs.

New investigations protocol

In an effort to elevate the performance of our global investigations, we have matured our investigations process by, for example, updating our investigations triage protocol. This more robust tiering system enables the rapid identification of the most complex and/or concerning cases and connects them to the most qualified internal group to conduct the inquiry. We have also strengthened the use of our single-source investigations management tool to enable better tracking of cases. New Internal Investigations Guidelines explain the new steps in detail:



Data privacy and cybersecurity

Hertz is committed to protecting data through a comprehensive privacy and data security program.

Respecting privacy and strengthening trust

Hertz is committed to privacy and maintaining trust with our stakeholders. We oversee the collection, transfer, storage, and use of personal data, with the objective of ensuring compliance with global privacy rules and regulations, thereby reinforcing stakeholder trust. Our security monitoring, as well as the implementation of physical and digital safeguards on the IT front, support these efforts. In addition, our third-party vendors that process Hertz data are generally contractually required to adhere to data protection and compliance standards that are equivalent to those implemented by Hertz and that are in with, or exceed, industry standards.

Ethical AI governance and risk mitigation

Recognizing the transformative potential of artificial intelligence (AI), in 2024, we took proactive steps intended to ensure its responsible deployment and to comply with global AI rules and regulations. In early 2025, we created a cross-functional AI Enablement Team and implemented AI governance controls, as well as a comprehensive AI Policy that governs the ethical use of generative AI and addresses the embedded AI technologies we use across our operations. The AI Policy sets out minimum control standards that aim to mitigate risks, such as data leakage, model misuse, and unauthorized AI tool adoption. The minimum control standards are aligned with the National Institute of Standards and Technology (NIST) AI Risk Management Framework and MITRE Adversarial Threat Landscape for Artificial Intelligence Systems (ATLAS) standards, reinforcing our commitment to transparency, fairness, and accountability in AI use.

Strategic data risk management and governance

To further reduce data-related risks, our Global Information Security and Compliance Team transitioned the organization to risk-based frameworks developed by NIST. These cybersecurity and risk management frameworks enable us to assess and prioritize threats based on probability and business impact. The threats include ransomware, supply chain impact, AI-enabled exploits, social engineering, and infrastructure failures. The frameworks help us make informed investment decisions and implement remediation strategies, in an effort to deliver a cybersecurity posture that is resilient and successfully responsive to emerging risks.

Dan Dubowski
Senior Vice President & Chief Information Security Officer

“Security is no longer just a protective measure or a compliance checkbox. It's a business enabler and an innovation accelerant.”

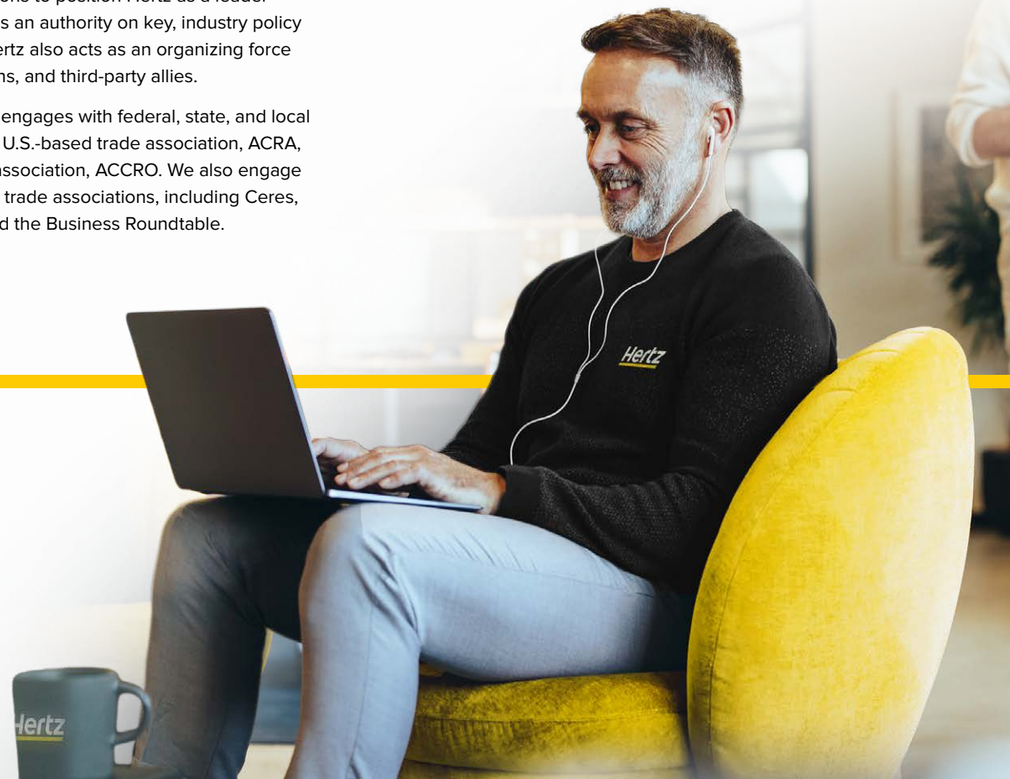
Public policy and advocacy

As a global organization, Hertz participates in shaping policy, with our business priorities and our stakeholder interests at the forefront of our initiatives. The Hertz Government Affairs function is housed within our Legal Department, to help ensure that official policy positions Hertz takes are aligned with the broader goals and objectives of the business.

Our Government Affairs Team focuses on the policies and regulations that affect our business. Led by the Vice President of Government Affairs, the team works closely with governments, regulators, and trade associations to position Hertz as a leader in the car rental industry and as an authority on key, industry policy matters. When appropriate, Hertz also acts as an organizing force for trade associations, coalitions, and third-party allies.

The Government Affairs Team engages with federal, state, and local regulatory bodies through our U.S.-based trade association, ACRA, and our Canada-based trade association, ACCRO. We also engage through business and national trade associations, including Ceres, the U.S. Travel Association, and the Business Roundtable.

During 2024, we conducted a dialogue with policymakers on a variety of key policy topics. These included matters related to consumer protection, corporate tax, and policies designed to ensure access to the real-time vehicle data and functions of our fleet. We also consulted with policymakers on whether customers might be permitted to rent vehicles in EU countries outside the country where the vehicles are registered.



Appendix

IN THIS SECTION

42 Data index
44 EE0-1 Report
45 SASB content index
46 GRI content index
57 Independent Accountants' Review Report (GHG emissions)
58 Endnotes

Data index

Emissions[2, 4, 13]	**2024**
GREENHOUSE GAS EMISSIONS (METRIC TONS CO_2e)	
Scope 1 Emissions	**3,527,153**
Scope 2 Emissions	
Location-based	151,926
Market-based	165,168
Scope 3 Emissions	
Category 1: Purchased goods and services	409,161
Category 2: Capital goods	2,350,670
Category 3: Fuel and energy-related activities not included in Scope 1 and 2	947,190
Category 5: Waste generated in operations	2,708
Category 6: Business travel	4,098
Category 11: Use of Sold Products	17,473,103
Category 14: Franchises	1,342,867
Scope 3 Emissions Total	**22,529,796**
Total Emissions—Scope 1, Scope 2 (market-based), and Scope 3	**26,222,117**
EMISSIONS INTENSITY	
MT of CO_2e emissions/$ of revenue	0.00041

Waste	**2024**
WASTE COMPOSITION (SHORT TONS)[14]	
Waste diverted/recycled	3,382
Waste disposed	6,818
Total waste generated	**10,200**
ADDITIONAL WASTE RECYCLED	
Paper shredded and recycled (short tons)[8]	740
Used oil recycled (gal)[9]	631,678
Tires recycled (number)[7]	340,424

Our team[15]

	2024
BOARD OF DIRECTORS	
Gender	
Women	22%
Men	78%
Ethnicity	
Minority	0%
Non-minority	100%
Age	
Under 30	0%
30–39	0%
40–49	11%
50–59	56%
60+	33%
EMPLOYEES	
Generations	
Generation Z	15%
Millennial	32%
Generation X	30%
Baby Boomers	21%
Silent Generation	2%
Average employee age	46

Training and education

EMPLOYEE CATEGORY (GLOBAL)	TOTAL TRAINING HOURS	AVERAGE TRAINING HOURS
Managers	106,127	18
Workforce	718,584	22

Customer health and safety

CUSTOMER SAFETY METRIC	2024
Percent of fleet with 5-Star ratings[16]	77%

The U.S. Equal Employment Opportunity Commission (EEOC) Employer Information Report (EEO-1)

U.S. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION (EEOC)
2024 EMPLOYER INFORMATION REPORT (EEO-1 COMPONENT 1)

EEOC Standard Form 100 (SF 100)
Revised 08/2023
OMB Control Number: 3046-0049
Expiration Date: 11/30/2026

SECTION A – TYPE OF REPORT
CONSOLIDATED REPORT

SECTION B – EMPLOYER IDENTIFICATION

OFS COMPANY ID	EMPLOYER NAME
0827508	HERTZ CORPORATION THE

ADDRESS	CITY/TOWN	STATE	ZIP CODE
8501 WILLIAMS ROAD	ESTERO	FL	33928

SECTION C – HEADQUARTERS OR ESTABLISHMENT-LEVEL IDENTIFICATION (if applicable)

HQ/ESTABLISHMENT-LEVEL UNIT ID	HEADQUARTERS OR ESTABLISHMENT-LEVEL NAME

HEADQUARTERS OR ESTABLISHMENT-LEVEL ADDRESS	CITY/TOWN	STATE	ZIP CODE

SECTION D – EMPLOYER IDENTIFICATION NUMBER (EIN)
131938568

SECTION E – EMPLOYER FILING ELIGIBILITY
☒ **YES** (Employer Is Eligible to File) ☐ **NO** (Employer Is Not Eligible to File) ☐ **EMPLOYER NO LONGER IN BUSINESS**

SECTION F – FEDERAL CONTRACTOR DESIGNATION (if applicable)
Unique Entity ID (UEI): UNAVAILABLE

☐ **YES** (Single-Establishment Employer is Federal Contractor) ☒ **YES** (Multi-Establishment Employer is Federal Contractor)

☒ **YES** (Headquarters is Federal Contractor) ☐ **YES** (Non-Headquarters Establishment is Federal Contractor)

☒ **YES** (One or More Non-Headquarters Establishments is Federal Contractor)

SECTION G – NAICS INFORMATION
532111 - Passenger Car Rental

SECTION H – WORKFORCE DEMOGRAPHIC DATA

JOB CATEGORIES	Race/Ethnicity														Row Total
	Hispanic or Latino		Not Hispanic or Latino												
			Male						Female						
	Male	Female	White	Black or African American	Asian	Native Hawaiian or Other Pacific Islander	American Indian or Alaska Native	Two or More Races	White	Black or African American	Asian	Native Hawaiian or Other Pacific Islander	American Indian or Alaska Native	Two or More Races	
Executive/Senior Level Officials and Managers	13	7	139	10	28	0	1	5	58	3	3	1	0	1	269
First/Mid-Level Officials and Managers	325	146	775	354	142	19	13	36	390	269	55	28	5	30	2587
Professionals	220	155	561	317	170	10	11	18	354	252	65	11	13	23	2180
Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sales Workers	329	319	547	530	190	19	9	20	396	709	107	45	12	18	3250
Administrative Support Workers	109	147	148	137	40	3	8	5	244	233	31	17	14	10	1146
Craft Workers	345	4	264	271	143	20	8	8	8	6	0	1	0	1	1079
Operatives	79	10	55	162	24	10	0	5	9	42	0	3	0	0	399
Laborers and Helpers	648	112	326	911	202	32	14	12	45	72	16	1	0	0	2301
Service Workers	43	47	33	59	7	1	0	2	8	63	3	0	1	1	268
CURRENT 2024 REPORTING YEAR TOTAL	2111	947	2848	2751	946	114	64	111	1512	1649	280	107	45	84	13569
PRIOR 2023 REPORTING YEAR TOTAL	2242	1016	3114	3170	983	134	63	153	1649	1870	297	124	60	122	14997

SECTION I – WORKFORCE SNAPSHOT PERIOD
12/20/2024 - 12/26/2024

SECTION J – HEADQUARTERS OR ESTABLISHMENT-LEVEL COMMENTS (optional)

Sustainability Accounting Standards Board (SASB) content index

Car rental and leasing sustainability account standard

Topic	Accounting Metric	Region	2024	Code
Customer safety	Percentage of rental fleet vehicles rated by NCAP programs with an overall 5-star safety rating, by region[16]	North America	77%	TR-CR-250a.1
Fleet fuel economy and utilization	Rental day-weighted average rental fleet fuel economy (mpg)[17]	North America	36.61	TR-CR-410a.1
	Fleet-utilization rate[18]	Global	79%	TR-CR-410a.2

Activity Metric	Region	2024	Code
Average vehicle age (months)[19]	North America	13.32	TR-CR-000.A
Total available rental days (days)[20]	Americas	155,935	TR-CR-000.B
	International	38,321	
Average rental fleet size (vehicles)[21]	Americas	426,017	TR-CR-000.C
	International	104,661	

Global Reporting Initiative (GRI) content index[22]

#	GRI disclosure	References and additional detail
GENERAL DISCLOSURES		
2-1	Organizational details	Our Journey Together 2024 Sustainability and Impact Report About Hertz, p.3 FORM 10-K p.1-19, p.42
2-2	Entities included in the organization's sustainability reporting	Our Journey Together 2024 Sustainability and Impact Report About Hertz, p.3
2-3	Reporting period, frequency and contact point	Our Journey Together 2024 Sustainability and Impact Report About Hertz, p.3
2-4	Restatements of information	Not applicable
2-5	External assurance	Hertz obtained a limited level of assurance on 2024 select greenhouse gas emissions inventory data. Our Journey Together 2024 Sustainability and Impact Report Independent Accountants' Review Report (GHG emissions), p.57
2-6	Activities, value chain and other business relationships	Our Journey Together 2024 Sustainability and Impact Report About Hertz, p.3 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	Our Journey Together 2024 Sustainability and Impact Report Supporting people and communities p.20 FORM 10-K, p.11

#	GRI disclosure	References and additional detail
2-8	Workers who are not employees	Our Journey Together 2024 Sustainability and Impact Report Fair labor practices, p.21 FORM 10-K, p.11
2-9	Governance structure and composition	Our Journey Together 2024 Sustainability and Impact Report Strong governance, p.36 Proxy Statement-2025, p.5, p.9, p.16 Board of Directors Board Committees Governance Guidelines, p.1, p.2
2-10	Nomination and selection of the highest governance body	Proxy Statement-2025, p.3, p.18
2-11	Chair of the highest governance body	Board of Directors
2-12	Role of the highest governance body in overseeing the management of impacts	Our Journey Together 2024 Sustainability and Impact Report Strong governance, p.36
2-13	Delegation of responsibility for managing impacts	Our Journey Together 2024 Sustainability and Impact Report Strong governance, p.36
2-14	Role of the highest governance body in sustainability reporting	Our Journey Together 2024 Sustainability and Impact Report Strong governance, p.36
2-15	Conflicts of interest	Governance Guidelines, p.2 Hertz Standards of Business Conduct, p.20
2-16	Communication of critical concerns	Our Journey Together 2024 Sustainability and Impact Report Reports and investigations, p.39

#	GRI disclosure	References and additional detail
2-17	Collective knowledge of the highest governance body	Our Journey Together 2024 Sustainability and Impact Report Strong governance, p.36 Proxy Statement-2025, p.5-18
2-18	Evaluation of the performance of the highest governance body	Proxy Statement-2025, p.3-8
2-19	Remuneration policies	Proxy Statement-2025, p.30, p.41
2-20	Process to determine remuneration	Proxy Statement-2025, p.41
2-21	Annual total compensation ratio	Proxy Statement-2025, p.90
2-22	Statement on sustainable development strategy	Our Journey Together 2024 Sustainability and Impact Report Message from the CEO, p.2, Our priority topics and focus areas, p.6
2-23	Policy commitments	Our Journey Together 2024 Sustainability and Impact Report Our approach, p.35, Team excellence, p.27, Strong governance, p.36, Ethics and compliance, p.38 Global Human Rights Policy Hertz Standards of Business Conduct Global Supplier Code of Conduct
2-24	Embedding policy commitments	Our Journey Together 2024 Sustainability and Impact Report Team excellence, p.27, Strong governance, p.36, Enterprise risk management, p.37, Ethics and compliance, p.38 Hertz Standards of Business Conduct Privacy Policy EU Privacy Policy Global Human Rights Policy Global Supplier Code of Conduct

#	GRI disclosure	References and additional detail
2-25	Processes to remediate negative impacts	Our Journey Together 2024 Sustainability and Impact Report Enterprise risk management, p.37, Ethics and compliance, p.38, Reports and investigations, p.39 Hertz Standards of Business Conduct Privacy Policy EU Privacy Policy Global Human Rights Policy Global Supplier Code of Conduct
2-26	Mechanisms for seeking advice and raising concerns	Our Journey Together 2024 Sustainability and Impact Report Reports and investigations, p.39 Hertz Standards of Business Conduct Global Supplier Code of Conduct
2-27	Compliance with laws and regulations	Our Journey Together 2024 Sustainability and Impact Report Health and safety, p.9, Environmental compliance, p.19, Fair labor practices, p.21, Healthy, safe, and secure workplaces, p.22, Strong governance, pg.36, Ethics and compliance, p.38, Reports and investigations, p.39, Data privacy, p.40 Hertz Standards of Business Conduct Privacy Policy EU Privacy Policy Global Human Rights Policy Global Supplier Code of Conduct No significant environmental fines in the reporting years.
2-28	Membership associations	Our Journey Together 2024 Sustainability and Impact Report Stakeholder engagement, p.7, Fair labor practices, p.21, Hertz Impact Programs, p.30, Public policy and advocacy, p.40
2-29	Approach to stakeholder engagement	Our Journey Together 2024 Sustainability and Impact Report Stakeholder engagement, p.7
2-30	Collective bargaining agreements	Our Journey Together 2024 Sustainability and Impact Report Fair labor practices, p.21

#	GRI disclosure	References and additional detail
MATERIAL TOPICS		
1	Process to determine material topics	Our Journey Together 2024 Sustainability and Impact Report Our priority topics and focus areas, p.6
2	List of material topics	Our Journey Together 2024 Sustainability and Impact Report Our priority topics and focus areas, p.6
ANTI-CORRUPTION		
3-3	Management of material topics	Our Journey Together 2024 Sustainability and Impact Report Our Approach, p.35
205-1	Operations assessed for risks related to corruption	Our Journey Together 2024 Sustainability and Impact Report Our Approach, p.35
205-2	Communication and training about anti-corruption policies and procedures	Our Journey Together 2024 Sustainability and Impact Report Our Approach, p.35
205-3	Confirmed incidents of corruption and actions taken	Our Journey Together 2024 Sustainability and Impact Report Our Approach, p.35
ENERGY		
3-3	Management of material topics	Our Journey Together 2024 Sustainability and Impact Report Energy efficiency, p.16
302-1	Energy consumption within the organization	Our Journey Together 2024 Sustainability and Impact Report Energy efficiency, p.16
302-2	Energy consumption outside of the organization	Our Journey Together 2024 Sustainability and Impact Report Energy efficiency, p.16

#	GRI disclosure	References and additional detail
302-3	Energy intensity	Our Journey Together 2024 Sustainability and Impact Report Energy efficiency, p.16
302-4	Reduction of energy consumption	Our Journey Together 2024 Sustainability and Impact Report Energy efficiency, p.16
302-5	Reductions in energy requirements of products and services	Our Journey Together 2024 Sustainability and Impact Report Energy efficiency, p.16
WATER AND EFFLUENTS		
3-3	Management of material topics	Our Journey Together 2024 Sustainability and Impact Report Water use, p.17
303-1	Interactions with water as a shared resource	Our Journey Together 2024 Sustainability and Impact Report Water use, p.17
303-2	Management of water discharge-related impacts	Our Journey Together 2024 Sustainability and Impact Report Water use, p.17
303-3	Water withdrawal	Our Journey Together 2024 Sustainability and Impact Report Water use, p.17
303-4	Water discharge	Our Journey Together 2024 Sustainability and Impact Report Water use, p.17
303-5	Water consumption	Our Journey Together 2024 Sustainability and Impact Report Water use, p.17

#	GRI disclosure	References and additional detail
EMISSIONS		
3-3	Management of material topics	Our Journey Together 2024 Sustainability and Impact Report Climate action, p.14, Environmental compliance, p.19
305-1	Direct (Scope 1) GHG emissions	Our Journey Together 2024 Sustainability and Impact Report Climate action, p.14, Data index > Emissions, p.42
305-2	Energy indirect (Scope 2) GHG emissions	Our Journey Together 2024 Sustainability and Impact Report Climate action, p.14, Data index > Emissions, p.42
305-3	Other indirect (Scope 3) GHG emissions	Our Journey Together 2024 Sustainability and Impact Report Climate action, p.14, Data index > Emissions, p.42
305-4	GHG emissions intensity	Our Journey Together 2024 Sustainability and Impact Report Climate action, p.14, Data index > Emissions, p.42
305-5	Reduction of GHG emissions	Our Journey Together 2024 Sustainability and Impact Report Climate action, p.14
305-6	Emissions of ozone-depleting substances (ODS)	Not applicable
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions	Not collected

#	GRI disclosure	References and additional detail
WASTE		
3-3	Management of material topics	Our Journey Together 2024 Sustainability and Impact Report Waste reduction, p.18
306-1	Waste generation and significant waste-related impacts	Our Journey Together 2024 Sustainability and Impact Report Waste reduction, p.18
306-2	Management of significant waste-related impacts	Our Journey Together 2024 Sustainability and Impact Report Waste reduction, p.18
306-3	Waste generated	Our Journey Together 2024 Sustainability and Impact Report Waste reduction, p.18, Data index > Waste, p.42
306-4	Waste diverted from disposal	Our Journey Together 2024 Sustainability and Impact Report Waste reduction, p.18, Data index > Waste, p.42
306-5	Waste directed to disposal	Our Journey Together 2024 Sustainability and Impact Report Waste reduction, p.18, Data index > Waste, p.42
EMPLOYMENT		
3-3	Management of material topics	Our Journey Together 2024 Sustainability and Impact Report Fair labor practices, p.21
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	FORM 10-K, p.12-13

#	GRI disclosure	References and additional detail
OCCUPATIONAL HEALTH AND SAFETY		
3-3	Management of material topics	Our Journey Together 2024 Sustainability and Impact Report Healthy, safe, and secure workplaces, p.22
403-1	Occupational health and safety management system	Our Journey Together 2024 Sustainability and Impact Report Healthy, safe, and secure workplaces, 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. Corrective actions or a formal action plan will be prepared to address or correct deficiencies identified in the safety self-evaluation.
403-3	Occupational health services	Our Journey Together 2024 Sustainability and Impact Report Healthy, safe, and secure workplaces, p.22
403-4	Worker participation, consultation, and communication on occupational health and safety	Our Journey Together 2024 Sustainability and Impact Report Healthy, safe, and secure workplaces, p.22, Employee well-being, p.24
403-5	Worker training on occupational health and safety	Our Journey Together 2024 Sustainability and Impact Report Healthy, safe, and secure workplaces, p.22
403-6	Promotion of worker health	Our Journey Together 2024 Sustainability and Impact Report Healthy, safe, and secure workplaces, p.22, Employee well-being, p.24 Hertz Benefits
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Global Supplier Code of Conduct Our Journey Together 2024 Sustainability and Impact Report Health and safety, p.9

#	GRI disclosure	References and additional detail
TRAINING AND EDUCATION		
3-3	Management of material topics	Our Journey Together 2024 Sustainability and Impact Report Training and development, p.25
404-1	Training and development, p.25	Our Journey Together 2024 Sustainability and Impact Report Training and development, p.25, Data index > Training and education, p.43
404-2	Programs for upgrading employee skills and transition assistance programs	Our Journey Together 2024 Sustainability and Impact Report Employee well-being, p.24, Training and development, p.25
DIVERSITY AND EQUAL OPPORTUNITY		
3-3	Management of material topics	Our Journey Together 2024 Sustainability and Impact Report Fair labor practices, p.21
405-1	Diversity of governance bodies and employees	Our Journey Together 2024 Sustainability and Impact Report Fair labor practices, p.21, Data index > Our team p.43
CHILD LABOR		
3-3	Management of material topics	Our Journey Together 2024 Sustainability and Impact Report Fair labor practices, p.21
FORCED OR COMPULSORY LABOR		
3-3	Management of material topics	Our Journey Together 2024 Sustainability and Impact Report Fair labor practices, p.21

#	GRI disclosure	References and additional detail
LOCAL COMMUNITIES		
3-3	Management of material topics	Our Journey Together 2024 Sustainability and Impact Report Hertz Impact Programs, p.30
SUPPLIER SOCIAL ASSESSMENT		
3-3	Management of material topics	Our Journey Together 2024 Sustainability and Impact Report Responsible supply chain management, p.29
CUSTOMER HEALTH AND SAFETY		
3-3	Management of material topics	Our Journey Together 2024 Sustainability and Impact Report Health and safety, p.9
416-1	Assessment of the health and safety impacts of product and service categories	Our Journey Together 2024 Sustainability and Impact Report Health and safety, p.9, Data index > Customer health and safety, p.43, SASB Index, p.45
CUSTOMER PRIVACY		
3-3	Management of material topics	Our Journey Together 2024 Sustainability and Impact Report Data privacy, p.40
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Our Journey Together 2024 Sustainability and Impact Report Data privacy, p.40

Independent Accountants' Review Report (GHG emissions)

2024 Independent Accountants' Review Report—Scopes 1, 2, and 3 greenhouse gas (GHG) emissions

Endnotes

1 As of December 31, 2024.

2 Please see Independent Accountants' Review Report in Appendix for criteria, along with additional information regarding the reporting boundary and methodologies.

3 The total emissions reported for the prior year in our 2023 Sustainability and Impact Report reflects an immaterial discrepancy compared to the figure presented here, which is attributable to a clerical error in last year's report.

4 Emission totals are found using market-based for Scope 2. The emission values presented have been rounded to the nearest whole number for improved readability. The sum of these numbers may not equal 100% or match the printed total.

5 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; Category 11: Use of sold products; and Category 14: Franchises.

6 This metric represents total building energy consumption (electricity, natural gas, propane, and No. 2 fuel oil) at Hertz-occupied sites. It excludes energy consumption from fleet fuel, EV chargers, and jet fuel sources.

7 United States, Alaska, the District of Columbia, Hawaii.

8 United States and Canada.

9 United States.

10 United Kingdom and Europe.

11 Workforce: Non-exempt FLSA when available, otherwise Agent/Assistant, Nonex, Union, Coordinator/Mentor, Specialist, Team Leader; Managers and Directors: AMGR, DIR, MGR, SRDir, SUPV; Executive: VP, SVP, Exec.

12 Workforce data reflects information available as of December 31, 2024. Diversity reporting varies by jurisdiction based on legal requirements. Sum of employee regional numbers may not correspond with global total due to unavailability of data in some regions. Percentages may not total 100 due to rounding.

13 In 2025, Hertz established calendar year 2024 as its new base year for GHG emissions reporting. This decision was informed by updated data on site attributes, enhanced availability of Scope 3 emissions data, and confirmation of category materiality. As part of this update, Hertz is leveraging the established methodology and disclosing emissions for Category 11 (Use of Sold Products) for the first time. The category includes emissions that stem from the continued use of vehicles sold by Hertz; emissions were estimated using remaining mileage projections and distance-based DEFRA factors. With improved data accuracy and the inclusion of Category 11, Hertz considers the 2024 emissions inventory to be a more robust and representative baseline, making it a strong foundation for future reporting.

14 Data from waste vendors outside of the United States are excluded due to unavailability of data.

15 Percentages may not total to 100 due to rounding.

16 Percentage found by dividing the number of vehicles with an overall 5-star safety rating by the total number of active vehicles in the North American fleet system with New Car Assessment Program (NCAP) safety ratings within the reporting year. Franchise and corporate-owned vehicles outside of North America are excluded from this calculation.

17 This metric is found by multiplying each vehicle's fuel efficiency, in miles per gallon (MPG), by the total number of transactions per vehicle for all vehicles active within the North American fleet during the reporting year. Franchise and corporate-owned vehicles outside of North America are excluded from this calculation.

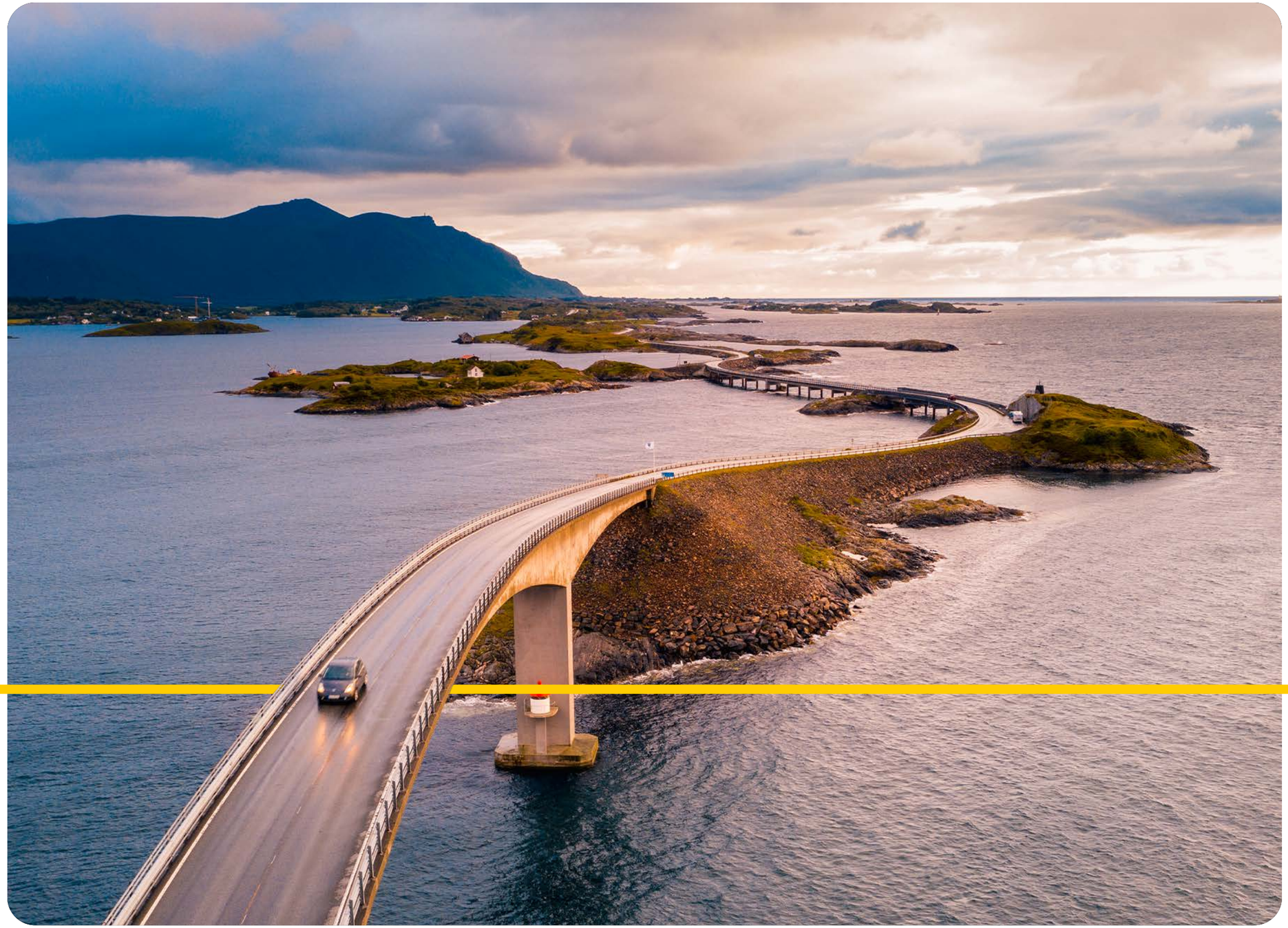
18 Vehicle Utilization is calculated by dividing total Transaction Days by Available Car Days.

19 Vehicle age is defined as the length, in months, that a vehicle was maintained within our fleet system in North America for all corporate-owned vehicles during the reporting year. Franchise and corporate-owned vehicles outside of North America are excluded from this calculation.

20 Available Car Days represents Average Rentable Vehicles multiplied by the number of days in a given period.

21 Average Rentable Vehicles excludes vehicles for sale on our retail lots or actively in the process of being sold through other disposition channels and is determined using a simple average of such vehicles at the beginning and end of a given period.

22 Hertz has reported with reference to the GRI Standards (2016-2022) for the calendar year 2024.



Hertz

2024
Sustainability and
Impact Report