

Corporate Social Responsibility Report

2020

avis budget group





Message from our CEO



Avis Budget Group is committed to innovation and moving the future of mobility forward. To deliver on this commitment, we must truly operate as a values-based organization and deeply understand the economic, social and environmental forces that will shape the health and prosperity of our business and the world.

These principles should drive each decision we make.

We are currently living in unprecedented times. The novel coronavirus pandemic has challenged our organization more than any other event in our 70-year history. Our ability to act quickly to reposition the business for success is a testament to the outstanding work and dedication of all our employees. While we have had to make some difficult decisions, including significant cost removal actions, we remain focused on taking the necessary steps to protect the health and safety of our communities, and to navigate through this disruptive global event. We are confident that we will emerge from the pandemic as a stronger, nimbler and more resilient organization.

We are also experiencing a powerful moment of social awakening, where the need to address systemic racial inequities and deliver enduring change has never been clearer. At Avis Budget Group, we are committed to advancing equity and inclusion within our workforce, consumer base, communities and supply chain. While we recognize that there is much more to be done, we have launched the #PowerofDIFFERENT initiative

to support having the difficult conversations required and establishing a holistic roadmap for meaningful internal change.

Climate change is another powerful force that will likely be a generationally defining issue. Currently, vehicles are believed to account for at least 15% of global greenhouse gas emissions and are the greatest source of air pollution in large cities. We view the transition to a low carbon economy as a significant business opportunity for our company. We are planning ahead for the future of mobility that is cleaner, safer, climate restorative and inclusive for all.






In our latest annual Corporate Social Responsibility Report, we invite you to learn more about our focus areas, programs, strategies and performance to create shared value and address the most critical issues that are material to our business.

Thank you for your interest in learning more about corporate social responsibility at Avis Budget Group. We look forward to continued collaboration with our stakeholders to move the future of mobility forward.

Joe Ferraro,
President and Chief Executive Officer



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Chapter 1 Our Company



Who We Are

We are a leading global provider of mobility solutions, operating three of the most recognized brands in the industry through Avis, Budget and Zipcar, the world's leading car-sharing network.

Together our brands offer a range of options, from car and truck rental to on-demand car sharing, that bring vehicles closer to where and when customers need them, by the minute, the hour, the day or longer.



70+ Years

experience managing global fleets



41 million

vehicle rental transactions worldwide (2019)



11,000

locations (including 4,300 licensee operated) across 27 corporate countries and 150 licensee countries



660,000

average vehicles in our fleet (2019)



200,000+

connected vehicles in our fleet (2019)

Noteworthy awards and recognitions

Named in 2019 as one of America's Top Corporations for Women's Business Enterprises for the 20th consecutive year

Winner of The Creating a Company Culture for Women to Advance and Succeed – WINit by GBTA (Global Business Travel Association)

Selected as one of America's Top 50 Corporations for Multicultural Business Opportunities, also known as the #Omni50

Recognized as a Military Friendly® Employer and a Military Friendly® Spouse Employer many years running

Named on Forbes' 2020 list of Canada's Best Employers

Avis Australia awarded Canstar Blue's 2020 'Most Satisfied Customers' award for car rental providers









Ranked highest in overall customer satisfaction among rental car apps by J.D. Power 2019

Named as New Zealand's most trusted car rental brand by Readers Digest for the third time in the last five years

Listed on the 2020 Corporate Equality Index, a national benchmarking survey and report on corporate policies and practices relating to LGBT workplace equality

Whom We Serve

Since our humble beginnings in 1946, our success has been predicated on building strong, mutually beneficial relationships with stakeholders across our value chain. Through our corporate social responsibility platform, we are able to build upon our strengths and deepen the spirit of partnership to advance the future of mobility.

Our Stakeholders	How We Engage
 Employees	We strive to maintain a strong pulse on the needs and expectations of our employees through employee surveys, two-way communication channels, regular manager check-ins and career development programs.
 Customers	Customers are and will always be at the heart of everything we do. We are constantly innovating our proposition to meet the changing demands of our customers. For example, in response to the global pandemic, we accelerated our plans to offer an increasingly contact-free experience for our customers, ensuring they could rent with confidence from us.
 Shareholders	We aim to deliver sustainable, responsible growth to our shareholders, demonstrating our commitment to best-in-class environmental, social and governance (ESG) practices.
 Suppliers	Guided by the expectations set forth in our Third Party Standards of Conduct, we actively partner with suppliers to manage risks and create shared value.
 Licensees	We provide licensees with economic opportunities and resources to support our company and its brands' commitment to corporate citizenship.
 Communities	We partner with government agencies and non-profit organizations to strengthen community resilience and improve community prosperity.
 Mobility Partners	We have entered into partnerships with innovators, including Waymo, Via, Otonomo, and Uber to leverage our fleet and data capabilities to promote ride sharing and reduce congestion.
 Industry Peers	We help to develop industry opportunities through active partnerships in trade associations, including the American Car Rental Association and Truck Renting and Leasing Association.

Our Response to the COVID-19 Global Pandemic

The global COVID-19 pandemic is an unprecedented event that the world is reacting to and learning to deal with. The travel industry has been particularly impacted as people were forced to stay at home and stop travelling. As a mobility provider hugely impacted by the pandemic, Avis Budget has lived true to its family-friendly values, with our number one priority continuing to be the health and safety of our employees and customers. We acted quickly and decisively at the start of the outbreak, introducing a number of measures to protect our people and our customers:

- Introduced the Avis Safety Pledge and Budget Worry-Free Promise, designed to enhance the cleanliness and disinfection of our rental facilities and vehicles.
- Launched a coalition with RB, the maker of Lysol and Dettol, medical professionals with expertise in public health and COVID-19, and Hip Hop Public Health, a national nonprofit organization that creates engaging content to drive behavioral change and supplements our employee training for consistent, responsible habits.
- Increased our app-based Mobile Select product and facilities with automated exit gates to provide our customers with contactless, self-service car rental transactions.
- Installed plexiglass shields at our facilities along with signage and floor markings to encourage safety habits and social distancing.
- Provided our staff with masks, hand sanitizer and gloves, and are making sure that protective equipment is available to all customers.
- Shared enhanced safety protocols with our employees and instituted daily health self-assessments before each shift.
- Encouraged anyone who feels ill to stay home with an enhanced sick leave policy. In the U.S., we check staff temperatures before beginning work. We offer free COVID-19 testing to all employees.

Our Support of the Black Lives Matter Movement



Avis Budget Group strongly condemns all forms of racism and racial intolerance and as a company we have a strict zero-tolerance policy towards any form of discrimination.

From our inception, ABG has been passionate about providing its employees with the very best experiences. It is our rich diversity of backgrounds, cultures and viewpoints that supports this passion, drives our success and ensures we live up to our full potential. As an equal-opportunity employer, we are proud to provide an inclusive workplace that embraces and celebrates demographic, cultural and lifestyle differences.

Although we have worked hard together to build an inclusive company, there is still more we can, and will, do. We launched **#PowerofDIFFERENT** to help address this, initially with **Power of WOMEN** and then the **Power of VETERANS**. This year we have launched **Power of COLOR**, an Employee Resource Group (ERG) made up of employees from diverse backgrounds, that advocates equality, opportunities for advancement, and facilitates discussions around best practices and resources to promote more targeted racial understanding and diversity.

In addition to our internal focus, the Company has publicly supported the Black Lives Matter movement on our corporate website, career site and through social media by stating our condemnation of racial injustice and racial inequality and committing to join in the conversation and act.



"We strive to have a diverse and inclusive work environment where employees feel valued for their uniqueness, recognized for their diverse talents, and where they can bring their whole selves to work, every day."

**Beth Clarke, Director,
Organization Development**





Chapter 2 Our Accomplishments



People

Connecting you to a collaborative and supportive environment

Diversity and Inclusion

- Launched #PowerofDIFFERENT, our initiative to support an inclusive workplace that embraces and celebrates demographic, cultural and lifestyle differences
- Women represent 35% of our total global workforce and 34% of new hires globally
- 59% of our U.S. employees are diverse and represented 67% of our U.S. new hires
- \$4.5 billion spent with certified diverse suppliers in 2019, permitting Avis Budget Group to remain a member of the exclusive Billion Dollar Roundtable since 2009

Health, Safety and Wellness

- Introduced the Avis Safety Pledge and Budget Worry-Free Promise, designed to enhance the cleanliness and disinfection of our rental facilities and vehicles, ensuring the health and safety of our employees and customers
- Partnered with Hip Hop Public Health to launch highly engaging video content to promote hand washing and mask wearing across our global workforce

Employee Engagement

- 78% of our employees feel proud to work for Avis Budget Group
- Over half of the organization using our innovative employee app to share news and engage with the wider company



Future

Connecting you to activities that reduce our environmental impact

Sustainable Operations

- 200,000+ fully connected vehicles in our fleet to support our ability to reduce greenhouse gas emissions through a steadfast focus on fleet maintenance and optimization
- Recognized by the U.S. EPA ENERGY STAR® for superior building performance at our world headquarters in the United States
- 19,000+ metric tons of CO2e were offset through our carbon offset program for corporate customers

Sustainable Fleet

- 21,000 hybrid vehicles globally, one of the largest low emission fleets in our industry
- 25% of our vehicles in Norway and Sweden are hybrid and electric
- 30% of our fleet in the United States received U.S. EPA Smart Way Certification
- 1 million+ Zipcar members reduce their CO2 footprint by up to 1,600lbs per year
- 300+ VW eGolfs, the largest, publicly available EV fleet in the UK
- Advanced our partnership with OurCommunityCarShare by doubling our Zipcar fleet to 14 electric vehicles, providing low-income Sacramentons with zero emission vehicles
- Advanced our partnerships with mobility innovators (Uber, Waymo and Via)



Life

Connecting you to inspire change and strengthen our communities

Corporate Partnerships and Collaborations

- Supported causes that are close to our employees' hearts such as Make A Wish Foundation, Susan G Komen, Alex's Lemonade Stand Foundation, Age Concern and R U OK?
- Formed in 2019, Zipcar is a founding member of Pittsburgh Mobility Collective that provides a suite of transportation technologies, services, and infrastructure to residents, workers, and visitors

ISO Certifications

- Spain, Norway and Sweden continued ISO 14001 certifications
- Spain operations also holds ISO 9001 and ISO 39001 certifications

Inspire the World

- A team of Zipcar employees planted 700 bulbs at New York City Housing Authority's Davidson Houses in the Bronx, using Zipcars to transport all the bulbs
- Members of our International Headquarters in the UK supported a local community land-share that uses the power of gardening to positively change people's lives, by clearing land for new crops
- Locations across Avis Budget Australia have rallied around a common cause and supported R U OK? – suicide prevention organization
- Zipcar's employees worked together to build bikes on behalf of Together We Rise, a non-profit organization





Chapter 3

Our approach to Corporate Social Responsibility



At Avis Budget Group we have a clear employer value proposition that is focused on "Connecting you to more", organizing and communicating our offerings and programs around the pillars of "People, Future, and Life". Corporate Social Responsibility runs at the heart of this and this year we have built on the great platform and work that we have put in place in previous years.

Now, more than ever, a comprehensive, proactive and ambitious approach to achieving sustainability is fundamental to address the environmental impacts of Climate Change, the social impacts of racial inequalities and the major challenges posed by the global COVID-19 pandemic. This year, we are taking a big step by launching our first greenhouse gas emission reduction target under our Future pillar. This is the first of more targets that we will launch over the coming months to equip and empower our company to significantly increase our positive impact on People, Future and Life. Also, we are driving this initiative along the launch of the UN Decade of Action to deliver on the Sustainable Development Goals (SDGs).

Pillar	Future
Goal	Chart a new path for sustainable and inclusive mobility
2030 Targets	Reduce absolute greenhouse gas emissions by 30% while growing our business ¹

Our Corporate Social Responsibility efforts are also guided by our materiality assessment and the United Nations Sustainable Development Goals (UN SDGs) to address the most urgent problems facing our world today. We might not have all the answers and cannot achieve our goals alone, but we aim and are open to collaborate and work together with our industry peers, stakeholders and customers to find innovative solutions and share our learnings.

¹This would be the top line emissions reduction target (with 2018 base year).

Materiality Assessment

In a fast-paced changing world, we regularly evaluate, align and focus on advancing our strategy, programs and reporting in areas where we can drive the greatest impact. Guided by insights gained from engaging with our stakeholders, we have prioritized a set of the most material corporate social responsibility topics to Avis Budget Group.

Our Corporate Social Responsibility Materiality Matrix

Importance to our Stakeholders	Very High	<ul style="list-style-type: none"> Biodiversity and Ocean Conservation Responsible Marketing 	<ul style="list-style-type: none"> Local Economic Benefits Greenhouse Gas Emissions 	<ul style="list-style-type: none"> Customer Experience Diversity and Inclusion Mobility Innovation and Partnerships Vehicle and Road Safety
	High	<ul style="list-style-type: none"> Waste Supply Chain Responsibility 	<ul style="list-style-type: none"> Human Rights Community Engagement and Investments 	<ul style="list-style-type: none"> Inclusive Mobility Employee Engagement and Benefits
	Medium	<ul style="list-style-type: none"> Public Policy Participation Labor and Management Relationships 	<ul style="list-style-type: none"> Employee Training and Development Water 	<ul style="list-style-type: none"> Occupational Health and Safety Ethics, Anti-Corruption and Compliance
		Medium	High	Very High
		Relevance to our Company's Business Model		



Standards, Frameworks and UN Sustainable Development Goals

We align our efforts to a number of industry-recognized standards and frameworks.

GRI Standards: We publish our annual Corporate Responsibility Report in accordance with the Global Reporting Initiative (GRI) Standards, a globally recognized framework for disclosures on environmental, social and governance performance issues most important to our business and stakeholders.

SASB Standards: We include disclosures identified by the Sustainable Accounting Standards Board (SASB) standards for the Car Rental Industry. SASB is an independent, non-profit organization with a mission to develop and disseminate sustainability accounting standards that help public corporations disclose material, decision-useful information to investors.

CDP: Every year, we publicly report on strategy and performance for the CDP Climate Change program, which represents investors with more than \$1 trillion in assets and our corporate customers that participate.

UN Sustainable Development Goals: Our work is aligned to the UN SDGs in which we have identified where we can make the greatest impact.



These are the 17 UN SDGs.

Source: www.un.org/sustainabledevelopment/sustainable-development-goals/



“We envision a world where personal mobility is completely connected, integrated and on-demand for all.”

Gerard Insall, Executive Vice President and Chief Information Officer

Advancing the UN Sustainable Development Goals

As the leading provider of mobility solutions worldwide, Avis Budget Group plays an important role in helping the international community reach the United Nations Sustainable Development Goals (UN SDGs) – a collection of 17 global goals set by the United Nations General Assembly in 2015 for the year 2030.

The UN SDGs are a normative outlook on the world, meaning that it sets the goals to which the world should aspire to help guide the future course of economic and social development. The UN SDGs calls for widespread economic progress where, extreme poverty is eliminated, social trust is encouraged through policies that strengthen the community and the earth's physical environment is protected from human-induced degradation.



We are aligning our actions to meaningfully support the UN SDGs in the following areas:



Vehicle and Road Safety

Partnering to help reduce the number of injuries and casualties globally



Inclusive Economic Growth

Leveraging the power of mobility to create local jobs and economic opportunity for all



Women and Girls

Empowering women and girls across our value chain



Sustainable Mobility

Partnering with government agencies and mobility innovators to relieve congestion and make cities smarter



Water

Protecting community access to clean, portable water



Climate Change

Advancing low carbon mobility solutions and community resilience



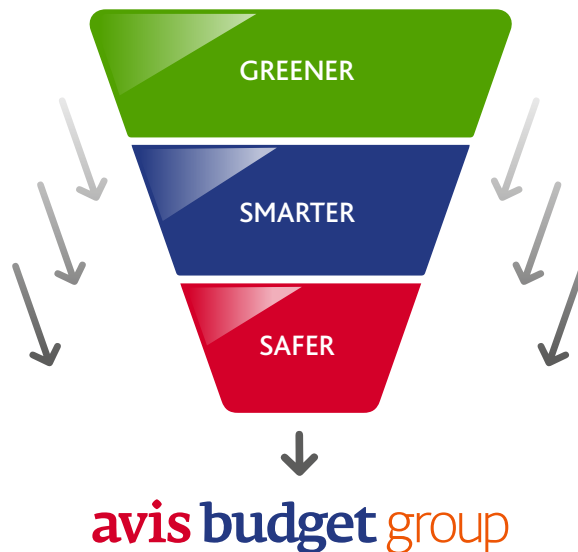
“History teaches us that the great breakthroughs and ideas that shape our world come from people of all different backgrounds, and it is through inclusion that we nurture innovation, create a welcoming workplace and develop strong leaders.”

Inderpal S Lall,
Legal Director, International

Roadmap for Sustainable, Inclusive Mobility

At Avis Budget Group we have been building new platforms, developing technologies and capabilities to further revolutionize the rental experience, and evolving our business to meet the present and future needs of our customers. People want access to mobility and having access to a vehicle through different channels is going to be part of how we provide consumers with a mobility solution.

Our goal is to leverage innovation to drive sustainable mobility, better customer experiences and position our company as a leading global provider of the next generation of mobility solutions. We have formed a range of new partnerships and developed services to ensure that we remain at the forefront in our industry.



[WATCH OUR MOBILITY VIDEO](#)

A Fully Connected Fleet

At Avis Budget Group, we are on the road to a mobility revolution. Our investments in connectivity, mobile digital user experience, new technology partnerships and self-service fleet management, positions us strongly for significant growth in a new mobility world. A world where:

- Consumers are looking for alternatives to traditional ownership that provide greater flexibility during these uncertain times and continue to expand their use of on-demand models
- Global travelers demand convenient, safe, eco-friendly and secure vehicle options for leisure and business whenever, however and wherever they need

We are leveraging connected vehicles technology to drive sustainable mobility and new customer experiences tied to 5 data-driven features:

- **GPS:** for real time location
- **Vehicle telemetry data:** for real time mileage and archival analytics with different levels of granularity (i.e. per rental, month, year)
- **Fuel level:** for real time fuel consumption to the 1/10th of a gallon or liter for Internal Combustion Engines, or for current charge levels for hybrid and electric vehicles
- **Vehicle systems communication:** for real time and archived vehicle system information such as low tire pressure, oil levels, and with the appropriate permissions, access to vehicle sensor data that can provide data to help cities improve road conditions, route congestion and air quality
- **Self-Service:** which, at select locations, enables customers to skip the line and get on the road with a completely safe, touchless, no human interface, automated and express experience, including the introduction of Digital Key technologies which eliminates the need for physical keys and key fobs



“We recognize that being a successful organization means our progress is measured not only in economic terms, but also in the many ways we impact the world around us.”

Izzy Martins,
Executive Vice President,
Americas



Smart Vehicles, Smart Cities, Smart Infrastructure

The rise of intelligent vehicles is paralleled by the rise of smart cities, and both will need to be connected. Mobility is a holistic ecosystem, and a key to sustainable transportation in cities is the integration of various modes of transport with infrastructure management for the exchange of critical data to power new services and create new efficiencies.

Launched in 2017, our “Mobility Lab” in the greater Kansas City, Missouri area serves as a test bed for developing new operational processes and benefits from managing our fully connected ABCG vehicles, which includes collaborating with smart city initiatives. Our growing fleet of connected vehicles, not just in Kansas City but around the world, enables us to securely collect and manage anonymized data, in compliance with international data privacy regulations and standards, that we can exchange with our partnering cities. For instance, as we integrate our connected vehicles with a city’s, we could provide our customers with real time information from the appropriate metro agency about their train, ferry or airport connection, or the location of the nearest available municipal parking space closest to their destination. In exchange, we could share sensor data from our fleet that would provide critical information on road conditions to enable timely and cost-saving repairs.

Data is a key driver of the new global digital economy, and our connected fleet data positions us to partner with more cities around the globe to power today’s and tomorrow’s mobility initiatives.

Our First-Ever Commercial Vehicle Supersite

In 2019, we launched our first-ever commercial vehicle supersite in Castleford, UK which is providing a center of excellence for commercial rental operations. This new hub will increase capacity and capabilities, expand our company’s commercial fleet network and help to build a wider range of specialized vehicles including double and single-cab tippers, box trucks, panel vans, drop sides and crew cabs.

Onsite resources include the ability to store and manage over 100 vans. We have also equipped the site with electric charging stations to demonstrate our commitment to the future of commercial vehicle rental and join city efforts in reducing air pollutants from city centers. For example, the city of York which is located only 24 miles north-east of our hub, is set to introduce low emission zones which will ban internal combustion engine vehicles from driving around its city center.

Customers who book through Budget UK are also able to pick up their commercial vehicle directly from the new location in Castleford, while Avis UK customers can benefit from a delivery and collection service for commercial vehicles.



Partnering with Leading Mobility Innovators



We will continue to look for partnership opportunities as we evolve our business to meet a future where mobility is completely connected, integrated, on-demand and shared, and is delivered to both consumers and businesses as a service.

We continued our partnership with Uber and Via to add thousands of vehicles to their drive programs in cities across North America and the UK. Through these partnerships, and digital integrations enabled by our fleet management platform's APIs, ride-hail drivers are able to seamlessly and quickly reserve an Avis rental vehicle in select cities from third-party ride-hail apps. We are also expanding the use cases of our fleet with these ride-hail partners as a result of the global COVID-19 pandemic, such as partnering to provide dedicated transport for medical workers and delivering food and other staples to senior citizens and transportation-challenged households.

In 2019 our partnership with Otonomo's Automotive Data Services Platform helped us gain new and actionable insights

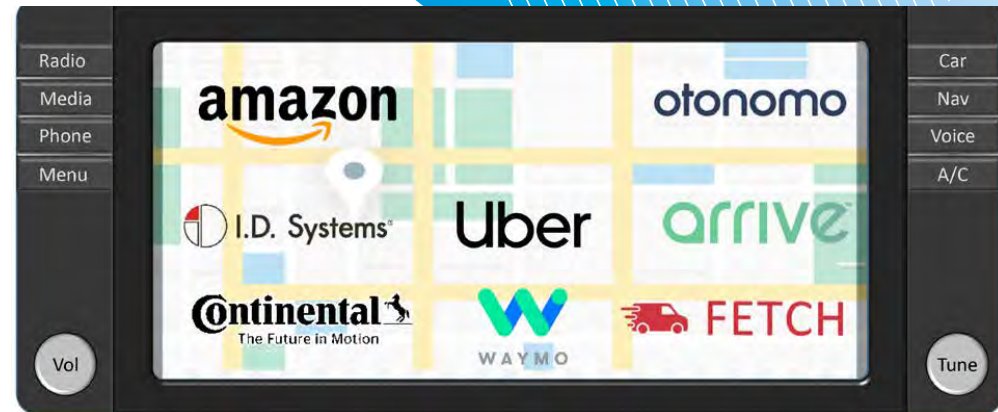
from our global connected fleet, which spans a diverse range of makes, models and telematics technologies. The Otonomo Platform provides Avis Budget Group with new opportunities for collaboration with cities and other partners that benefit both our customers and the general public.

We continue to offer fleet support and maintenance services for Waymo's self-driving car programs in the US, primarily in Phoenix, Arizona, the Bay area in California, and other locations where they are testing and operating their 600-vehicle fleet. This partnership enables Avis Budget Group to learn valuable early lessons on to how manage and operate self-driving vehicles, preparing the way to a future of true autonomy on the roads and the potential elimination of car accidents caused by human error.

We also broadened our partnership with Via, the global leader in public-private micro-transit. In the UK and the US, both municipal and independent contract drivers rent our vehicles for use through the Via platform in order to service transit

"deserts" and meet other transportation needs of the cities and agencies who contract directly with Via. Via's use-cases enabled by our connected fleet include new micro-transit initiatives for first mile/last mile solutions, paratransit customers and corporate campus transit riders. We added new locations in 2019, including Jersey City, NJ, featuring EV vans and sedans.

Finally, we continue to pioneer self-service mobility for our rental customers, building on Zipcar's self-service leadership in car sharing. Through our Avis mobile app and its platform, we have tested and started to launch both Digital Key technology from Continental and Auto Exit Gate services for rapid automated and secure check-outs. These and other new features are even more important as we build a truly "touchless" rental experience to set the highest levels of both safety and convenience for our customers.



Partnering with Customers to Provide Low Carbon Services

Through carbon offset credits, we help corporate customers make their car rental programs 100% carbon neutral. Carbon offset credits are created through projects that remove or reduce greenhouse gas emissions in various ways, such as renewable energy generation, energy efficiency, and reforestation programs.

We have an alliance with NextEra Energy Resources, the largest generator of wind and solar power in North America and a provider of carbon offset programs. Through NextEra, we offer corporate customers the option to invest in sustainable energy projects that offset, or neutralize, their emissions.

We are also able to calculate the greenhouse gas emissions for our corporate customers with the ability to drill down for specific locations, countries or globally, over any particular time period. Once our customers determine their annual greenhouse gas emissions reductions goals with respect to their car rental use, we offer the opportunity to further partner with them to achieve their goals.

Inclusive Mobility

At Avis Budget Group we seek to design and expand mobility services that improve transportation access and people's lives. To have meaningful, sustainable impact we look for partnerships that create a culture of inclusion and provide freedom of mobility to the many people. Thus, allowing all to go wherever they want with a great sense of independence and without the financial burden of car ownership.

Find out more about our commitment to Mobility Innovation visit [our website here](#)

HIGHLIGHT:

OurCommunityCarShare



Zipcar, in partnership with the Sacramento Metropolitan Air Quality Management District, the Sacramento Housing Authority, and Breathe California, launched the OurCommunityCarShare (OCCS) electric car share program in 2017. With the goal of increasing access to zero-emission vehicles for low-income Sacramentons, OCCS is a successful partnership model that has enabled clean, shared mobility.

Building on the initial success of this first-of-its-kind program, Zipcar is planning to grow its presence at communities across Sacramento. More importantly for the first time, both Housing Authority residents and Zipcar members will have access to the EV fleet and therefore clean mobility across the city.



Chapter 4 People



Avis Budget was listed on the 2020 Corporate Equality Index, a national benchmarking survey and report on corporate policies. Avis Budget Group's nearly perfect score reflects its commitment to LGBTQ+ workplace equality, with respect to tangible policies, benefits and practices.

Diversity, Inclusion and Belonging

At Avis Budget Group, we value each employee around the world, whose talent, skill and personality have helped establish us as a leading global mobility provider. And because we believe that embracing and promoting diversity is a critical component of our success, we have committed to creating a safe, supportive and inclusive environment.

As an equal-opportunity employer, we are proud to provide an inclusive workplace that embraces and celebrates demographic, cultural and lifestyle differences. We strive to have a diverse and inclusive work environment where co-workers feel valued for their uniqueness, recognized for their diverse talents, and where they can bring their whole selves to work.

Global Female Representation		US Minority Representation	
Hourly	34%	Hourly	63%
Manager	39%	Manager	38%
Director	28%	Director	18%
VP+	27%	VP+	14%
Total	35%	Total	59%

Global Gender Pay Equity

To ensure we are compensating both women and men employees fairly and equitably, we transitioned to a global Center of Excellence total rewards function five years ago with the aim to standardize and harmonize our reward programs across all countries. As a result, we have established global bonus and stock programs that provide for equal incentive pay opportunity for all employees in same or similar positions across the globe. Additionally, we utilize global guidelines and standards to inform compensation decisions for all new hires and promotions.

To monitor our performance for our management employees, we evaluate base salary placement relative to our internal salary ranges for men and women. **In 2019, the average base salary placement for women and men management was at 100% parity.**

For our front-line hourly workforce (non-management employees), we maintain pay equity through our standardized compensation practices in which all employees begin at the same start rate, based on their location and position, and annual pay increases are applied consistently to all employees based on tenure.

While we understand and appreciate the value that diversity in all aspects of our operations brings us and are proud of our achievements with regard to diversity and inclusion, we realize that this is a work in progress and there is always more to be done.

Inclusive Mobility

A diverse workforce means richer ideas and broader perspectives when it comes to considering the needs of our customers, stakeholders and employees and, most importantly, it's the right thing to do. A key component of our ongoing commitment to diversity and inclusion is our motivation to improve diverse representation across all functions in the business. Reaching this goal will inspire current and future employees, and the next generation of workers to our organization.

As an equal-opportunity employer, we are proud to provide an inclusive workplace that embraces and celebrates demographic, cultural and lifestyle differences – it's as simple as the **#PowerofDIFFERENT**. We strive to have a diverse and inclusive work environment where employees feel valued for their uniqueness, recognized for their diverse talents, and where they can bring their whole selves to work, every day - a place where we all can thrive.

To help us celebrate and promote this, and ensure we continue to give all our employees a voice, we have created a number of Employee Resource Groups (ERGs).

Our ERGs are made up of employees from diverse backgrounds that advocate equality, opportunities for advancement, and facilitate discussions around best practices and resources to promote more targeted cultural, racial understanding and diversity. It is about making the most of our differences.

We launched **#PowerofDIFFERENT** in 2019, our main initiative to advance our effort to create a more inclusive workplace that embraces and celebrates demographic, cultural and lifestyle differences. Initially with Power of WOMEN and then the Power of VETERANS. This year we launched Power of COLOR, aimed at driving internal change and influencing external change. The ERG has three workstreams; programs and strategies to acquire and advance Black Leaders; listening, learning and acting on feedback from our Black employees to enhance our work environment and communities; and designing Zipcar specific solutions on these same pillars and sharing best practices where appropriate.

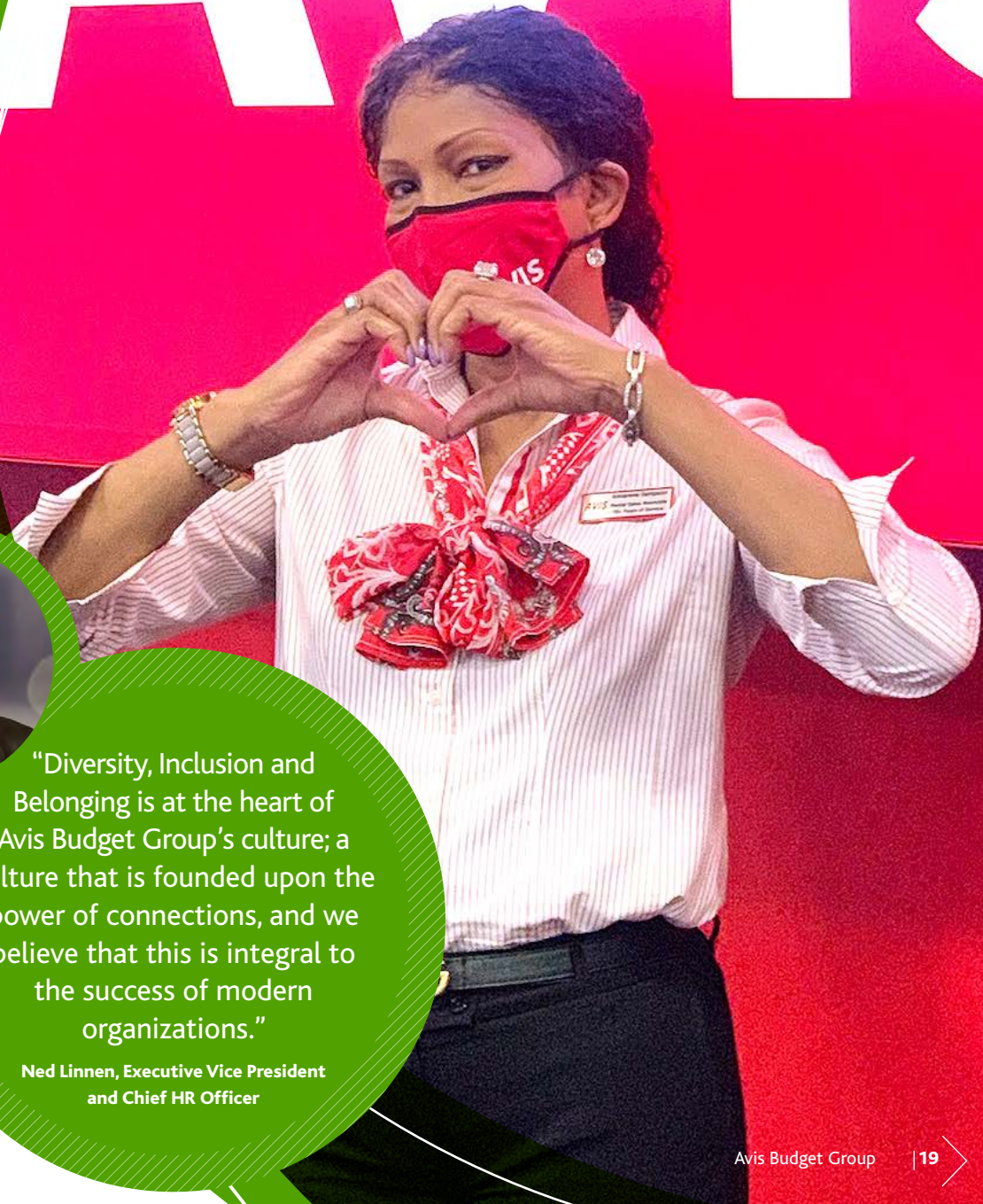


#PowerofDIFFERENT



"Diversity, Inclusion and Belonging is at the heart of Avis Budget Group's culture; a culture that is founded upon the power of connections, and we believe that this is integral to the success of modern organizations."

**Ned Linnen, Executive Vice President
and Chief HR Officer**



Recruitment

Our talent strategy is solidly rooted in attracting and retaining a diverse workforce. We run scores of recruitment programs that aim to give back to our local communities. Our Talent Acquisition teams have strong relationships with organizations that help us reach a diverse flow of candidates: LGBTQ+, domestic violence victims, underprivileged youth, and those with physical or mental disabilities, just to name a few. We also aim marketing communications to target a broad age demographic, often showcasing our roles in retirement communities.

This year we started a new relationship with Local Job Network, a leading compliance and local recruiting solution provider that sends our roles to 600+ employment and diversity sites. We have also been using the tool to proactively reach out to, and build meaningful relationships with, a library of over 15,000 local diversity organizations. We continually evaluate these new connections for effectiveness ensuring that our energy is spent with partners that can deliver results. Thus far, our partnership with Local Job Network has resulted in 86,169 job views and 7,993 minority applications.

We coach, support, encourage and enable everyone to feel empowered to realize their potential and understand how their skills, experiences and training can be transferred to a variety of roles. We want people to view us as a company they can flourish with and make an impact to our success.

Supporting Our Veterans and Military Families

Avis Budget Group is a 2020 and long-standing winner of the Military Friendly® Employer and a Military Friendly® Spouse Employer awards

We prioritize ensuring that our recruiters have the skills necessary to understand and recruit veterans and have developed bespoke training modules as part of our learning journey. Each recruiter has a veteran hiring goal, resulting in a recent 4.96% of hires identifying as veterans in North America. We've also participated in Veteran Recruiting Career Fairs, including virtual fairs, showcasing roles well suited to vets' skills, interacting with attendees one-to-one, and encouraging them to apply for a role within our company. Other veteran partners include Masshire, Unemployment of NY Veterans Dept, Edge4Vets Canada, Wounded Warrior Hawaii, and Department of Labor and Industrial Relations Workforce Development for Local Veterans Hawaii, and Orion.

Supplier Diversity

At Avis Budget Group, we have a long-standing culture of embracing diverse suppliers. Year after year, we are recognized with high honors from supplier diversity industry associations based on our achievements in supporting diverse enterprises for our commitment to our communities.

HIGHLIGHTS:



Named in 2019 as one of America's Top Corporations for Women's Business Enterprises by the Women's Business Enterprise National Council. We are the only car rental company to earn a spot on the annual listing and have been featured on the list for 20 consecutive years.

\$4.5 billion spent with certified diverse suppliers in 2019. Avis Budget Group has been a member of the exclusive Billion Dollar Roundtable (BDR) since 2009, with continued distinction as the only member from the Travel Industry and the only car rental company – BDR mandates that all corporate inductees spend at least one billion dollars annually with certified minority and women-owned businesses on a first-tier basis.

Health, Safety and Well-Being

At Avis Budget Group, our people are our most valuable asset. Our core belief is that Health and Safety is every employee's responsibility, not only for our employees but for our customers, vendors, and all community stakeholders. Our customers consistently tell us that it is our people's professionalism, calm and friendly demeanor, and desire to go above and beyond that makes Avis Budget Group a great company to deal with. This is what makes them return to us time and again. It is imperative that our people bring their best selves to work every day. This is why we take their health, safety and well-being so seriously.

Our Performance⁴

Avis Budget Group	2017	2018	2019
Total recordable incident rate	2.28	2.67	2.73
Lost-time incident rate	0.88	0.93	0.93

⁴ Performance is based on our United States operations which represents our largest employee population. These incident rates are calculated per 100 Full Time Equivalent (FTEs). In 2019, there was no employee fatalities in North America.



Our Safety Pledge

As the global pandemic hit the travel industry, Avis Budget sought to reassure our employees and customers by introducing the Avis Safety Pledge and Budget Worry-free Promise. This is our commitment to help provide a safe and convenient rental experience. As part of this, we have enhanced our cleaning protocols, including utilizing disinfectant that is CDC-recommended and EPA certified to be effective against human coronavirus, including novel pathogens such as the one responsible for COVID-19.

THE AVIS SAFETY PLEDGE **AVIS**

The Avis Safety Pledge is the relentless commitment from all of us here at Avis to keep every one of our customers and employees safe. That's why we've taken safety measures across all aspects of the rental experience.

- 1. AT THE DESK**
 - Staff avoid stationary face-to-face at rental desks
 - Staff are provided with masks and gloves
 - Customer Screens at check-in and rental desks
 - Hand sanitizer for customers
 - Enhanced cleaning of desks and all high touch areas
- 2. PICKING UP YOUR VEHICLE**
 - Disinfectant stations at vehicle lockers
 - Staff are provided with masks and gloves
 - Vehicles are cleaned using approved disinfectants prior to every rental
 - Special attention is paid to cleaning seats, door panels, handrails, touchpoints, dashboards, and glove compartments
 - Enhanced cleaning of exterior surfaces, including tires and door handles, both inside and out
- 3. RETURNING YOUR VEHICLE**
 - Staff are provided with masks and gloves
 - Check for vehicle issues before handover
 - Disinfectant stations at return desks
 - Disinfectant provided when returning your vehicle
 - Vehicles are cleaned using approved disinfectants prior to every rental



"Car rental is a clean and safe form of transportation. Empowering our customers to control their own environment as they travel is a key differentiator. We have a strong legacy of providing clean vehicles and improving the customer experience. In times of uncertainty, our customers can count on us to get them wherever they need to go both safely and conveniently."

Elaine Vitello, Vice President, HR and Corporate Social Responsibility

Well-being

At Avis Budget Group we take a holistic approach to well-being. We understand that to deliver our best performance, our employees need to be healthy and happy in all areas of their lives. Our Live Well program focuses on helping our people achieve all aspects of well-being through habits and activities that promote physical, financial and emotional well-being.



PHYSICAL:

In addition to our health plans, we offer a number of other ways for employees and their families to get and stay physically healthy. Free preventative care is available through all our U.S. medical plans. GlobalFit's Get Active program is designed to help our employees get connected with fitness and nutrition resources, often at discounted prices. Wellness challenges are offered through the year for extra support in keeping those healthy habits. Whether it's focusing on getting more active during the "Maintain, Don't Gain" campaign to avoid the holiday weight gain, or trying out a new gym in the "New Year, New You" campaign, our wellness challenges are focused on helping employees achieve their wellness goals in a fun and supportive way.



FINANCIAL:

Money worries can be a huge cause of mental, and subsequently physical, anguish. Avis Budget Group offers employees access to financial consultation for matters such as reducing debt and retirement planning. We have also developed programs and communications to educate and ensure that employees are well aware of the benefits and resources available to them and their families, such as pension options, saving plans and discounts.



EMOTIONAL:

Unfortunately, social stigmas about mental health still exist. We are seeking to break down the barriers around mental health by providing employees not only with services to mitigate mental distress, but also to provide them with the tools to recognize warning signs in themselves and others. Employees have access to professional counseling which can help with emotional issues such as stress and anxiety, depression and sadness, marital, relationship and family concerns, and substance abuse and addiction.

HIGHLIGHTS:



In Australia, our colleagues have partnered with R U OK?

This is a national organization that aims to get people talking about mental health. The partnership encourages employees to develop resources and build skills and confidence in navigating conversations with anyone they might be worried about their well-being.

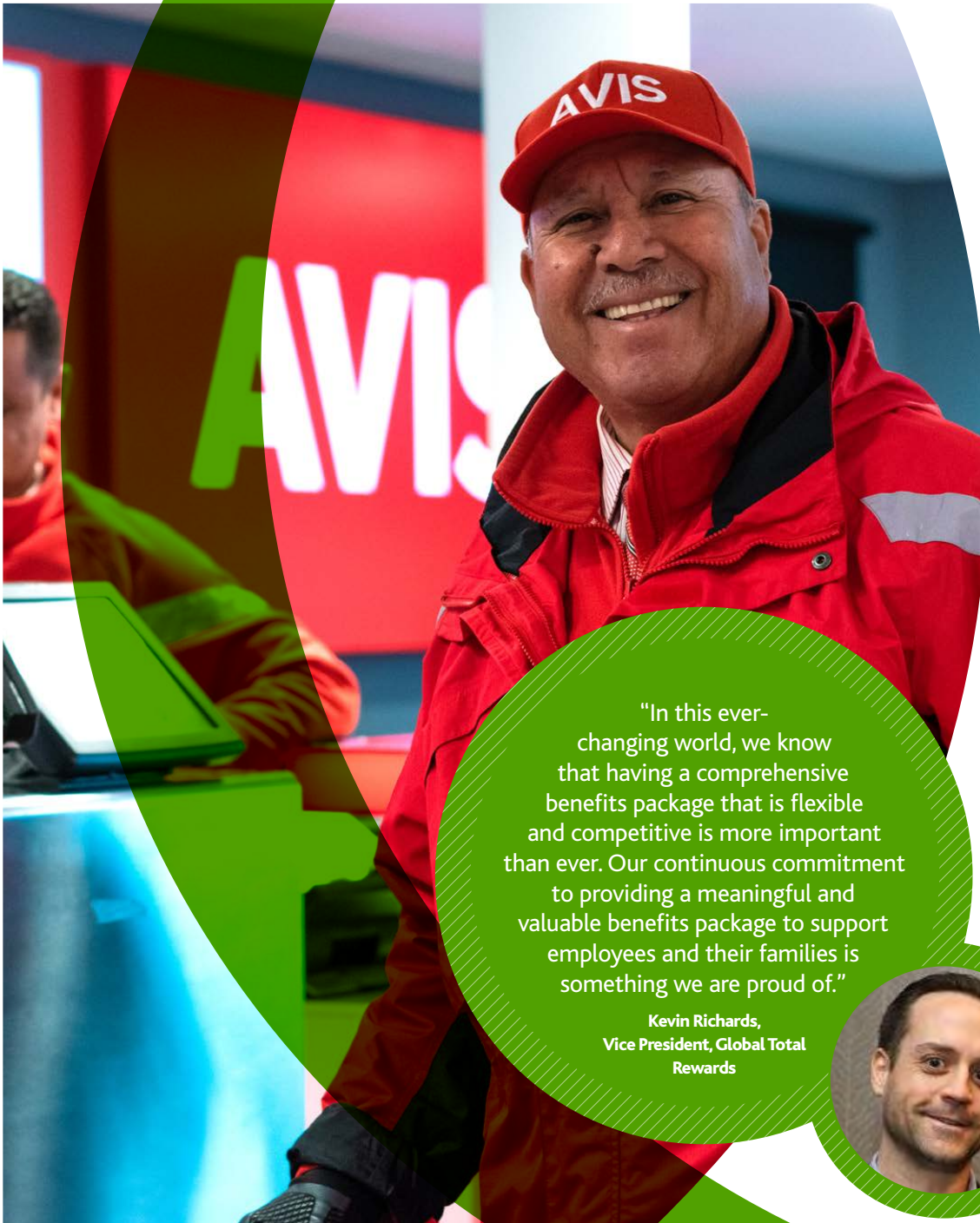
Our 'Fun Factory' team in our Budapest Service Center runs a comprehensive program that includes wellness initiatives, diversity workshops, fun activities and team-building projects to forge a sense of well-being, inclusion and acceptance.

In the UK and US, our colleagues run a series of well-being initiatives throughout the year. Each month is dedicated to a specific topic – such as 'maintaining a healthy weight' or 'mental health' and events occur throughout the country to promote and celebrate them.



"As a company, we consider our people to be our most valuable asset. We believe we are at our best when our people are at theirs! And we strive every day to provide a safe and healthy environment for not only our employees, but for our vendors, customers and all other community stakeholders."

**Keith Rankin ,
President, International**



“In this ever-changing world, we know that having a comprehensive benefits package that is flexible and competitive is more important than ever. Our continuous commitment to providing a meaningful and valuable benefits package to support employees and their families is something we are proud of.”

Kevin Richards,
Vice President, Global Total
Rewards



Employee benefits

Supporting our employees with the right benefits is one of the most important things we do. As a global company, benefits will vary by country to reflect local practices and cultures, but our commitment to providing comprehensive and meaningful benefits and resources is consistent across the world. That’s why we continuously review and when necessary update our programs to ensure they remain flexible, competitive, and aligned to what’s important for our employees and their families.

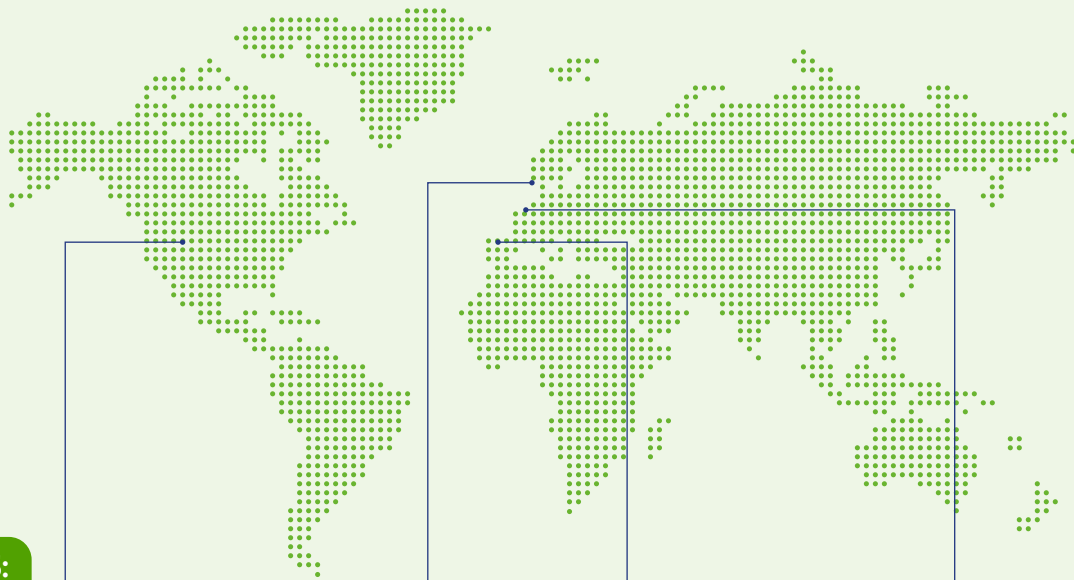
We’ve invested in a global benefits management model to drive better consistency and value through integrated and coordinated brokerage services. This allows for better alignment of plan design and management of risk, ultimately driving lower plan costs and better value to our employees.

We understand benefits are a key element to a total reward package, so ensuring we provide meaningful benefit programs and resources across the globe is an integral part of how we reward employees and part of our commitment to connecting our employees to more. An overview of our global benefit programs is below, and while they will vary by country, our principles are consistent around the world:

Healthcare

We care about our employees’ health and wellbeing and offer a competitive and comprehensive set of plans covering medical, dental, and vision, depending on the country. In some countries, benefits the company provides are primary, while in others they complement the government healthcare system.

To help our employees keep fit and healthy we provide discounted access to gyms and exercise classes, both in person and online. We also provide accident, disability and life insurance cover, looking after our employees and their families in case of a serious illness or accident.



HIGHLIGHTS:

As a global company, benefits for each employee vary by country, but we are happy to share a few examples across some of our larger operations:

Discounts

We want our employees to benefit from the industry that they work in, so we give our employees and their friends and family access to an array of automotive discounts including discounts on car rentals and vehicle purchases, both from our fleet and direct from auto dealers and manufacturers.

We also want to help our employees' pay-checks go further, and provide a variety of local perquisites and discounts available to suit the needs of the teams in each country.

Retirement

We believe that helping our employees plan for the future and save for their retirement is extremely important.

This is why we provide competitive retirement plans complementing government retirement systems. We also understand that sometimes understanding and navigating retirement plan options isn't easy. Our retirement programs typically offer a variety of educational and support tools, from online resource centers to having access to speak with a licensed financial advisor.

UNITED STATES

Our comprehensive medical plans include free preventative care, and all employees and their families are provided access at no cost to our Employee Assistance Program (EAP). Employees can elect to participate in many voluntary benefit programs at low group rates, including accident and critical illness insurance, ID theft protection, pet insurance, auto and home insurance, and more. And, saving for retirement couldn't be easier with a dollar for dollar match up to six percent.

Recently in our EAP we added additional emotional health and wellness support, with BetterHelp the world's largest virtual counseling service. Employees and their families can get help with life's challenges where and when they need it through virtual sessions with licensed counselors.

UNITED KINGDOM

To supplement our more traditional benefits, we partnered with Perkbox in 2019 to provide our employees access to a wide range of deals, discounts and free products to suit their individual needs across a variety of different categories including shopping, food and drink, travel, entertainment and health and fitness.

Employees can access the platform via an app on their smartphone, with new deals appearing daily.

BARCELONA, SPAIN CALL CENTRE

We have a flexible benefits offer that allows our employees to personalize their package and focus on the things that mean the most to them.

We provide experiential benefits such as lunch vouchers, extra holidays, free car rental and rental discounts. We recognize employees who "go the extra mile" through amazon voucher awards and team activities.

FRANCE

We offer a competitive package, including meal vouchers, extra holidays, and a competitive health insurance program. Employees also have access to vehicle rental discounts and Work Council benefits such as discounted theater tickets, shopping and leisure discount vouchers, and various travel or entertainment discounts.

Our Response to the global COVID-19 Pandemic

The global COVID-19 pandemic has been an unprecedented and challenging time for everyone. Through it all, the health and wellbeing of our employees has been our focus. For our employees who can work remotely, employees were able to work from home or flex their working hours as needed. In the U.S., where most of our employees rely on company provided benefits, during the health crisis we provided employees with:

- Free COVID-19 testing and associated facility costs
- Free telemedicine
- Additional paid time off for employees who needed to quarantine due to COVID-19 symptoms or who tested positive, or those who had to provide care for a family member who was ill with COVID-19
- Free health benefits for employees on furlough
- Options for employees to take a withdrawal from their retirement plan if they were suffering a financial hardship because of COVID-19

During this year's global health crisis, we had to make difficult decisions to severely reduce costs, as we did all we could to sustain our company. This unfortunately forced us to implement employee furloughs selectively in all of our employee centers and most field locations.

While on furlough, all U.S. employees and their families covered through an Avis Budget Group medical plan remained eligible for any benefits previously elected. This included all healthcare insurance benefits, voluntary benefit plans, and life and disability plans. For the duration of the Furlough, pay-check deductions for most employee paid premium contributions also continue to be paid by the Company.



Employee Development and Engagement

At Avis Budget Group we want to take each of our employees with us on our journey. To do this, we engage them with our strategy, listen to what they have to say and connect them to more. We empower and enable our people to bring their 'A' game every day through modern, bespoke and accessible learning and development programs and an innovative employee communication app. We run a regular comprehensive employee survey to gauge how people feel about working at Avis Budget Group and act on the results.

Development

We believe that our employees possess a wealth of knowledge that could and should be shared with others. So, we launched a bespoke digital learning platform to encourage and enable this.

This platform has transformed the way we produce, manage and share learning. It puts the employee in control of their career and development through personalized learning journeys, and enables others to benefit from their colleagues' skills and experience.

We have forged a modern, engaging learning culture that has enhanced employee-to-employee collaboration; over 70% of our people are engaged with the new platform and over 1,000 lessons have been created and shared globally since its inception less than a year ago. This is in addition to our wealth of established learning courses and talent programs that support our employees to develop, grow and bring their 'A' game every day.

Engagement

At Avis Budget Group, we believe that we are only as good as our people say we are. They are our biggest advocates; to our customers, prospective customers and future employees. How they feel about working at our company is of the utmost importance to us, and their feedback and suggestions for how we can make Avis Budget Group THE place to work is the foundation on which all employee initiatives are built.

Our global employee survey – Voice of the Employee (V.O.T.E.) – gives our employees an opportunity to say why they like working at Avis Budget Group and what we can do to make it even better. V.O.T.E. runs for one month, is available in over 20 languages and is completely confidential, ensuring everyone across the company feels confident and comfortable in taking part.

Our employees want to talk to us. In 2019, 79% of our people took part in our employee survey, 14 points above the global best practice, with 78% of respondents saying that they feel proud to work for Avis Budget Group.

Their feedback drives action across the organization. In previous surveys, our people told us they wanted more communication and less complexity. They wanted the ability to communicate with their peers and leaders across the world and have access to the latest company news as it happened.

We listened. And we acted. We invested in a bespoke employee app, NGage, a one-stop-shop comprising a newsroom, chat function, global community and gateway to other regularly used sites. Company, local and industry news is now accessible 24/7 at the touch of a screen, so all employees have equal access to the same information.



The best thing about NGage? It has connected our people together. Every day, employees from around the world share their and their teams' achievements, celebrations and accolades – from team building activities, birthday parties and charity fundraising events, to shouting out to colleagues who have helped them out.

**Simon Robinson, Vice President,
Communications**



Chapter 5 Future



As a responsible corporate citizen, Avis Budget Group is committed to monitoring, measuring and managing our environmental impact, and working to reduce it where practicable on an ongoing basis. This enables us to meet customer expectations while building a resilient business for generations to come.

Our Environmental Footprint

Through our continuous improvement approach, we work proactively to address the environmental challenges that impact our business. Guided by our Corporate Social Responsibility program and our Environmental Policy, we focus on the most material environmental issues to us and our stakeholders.

Energy and Emissions

Transport is identified as the fastest-growing source of global greenhouse gas emissions, and vehicles are believed to account for at least 15% of those emissions. In addition, vehicles are the greatest source of air pollution in inner cities.

As our corporate and leisure customers are becoming increasingly aware and concerned about pollution and congestion caused by vehicles, at Avis Budget Group we aim to lead the way in sustainable mobility and join global efforts to reduce energy consumption and greenhouse gas emissions from transport. We are committed to offering the greenest, smarter and safest fleet in our industry and we are delivering on this promise in three fronts:

1. **Fleet optimization**, which includes leveraging connected vehicle technology,
2. Introducing more **fuel efficient and low emission vehicles**, and
3. Making sustainable mobility central to our company by expanding **car sharing solutions** through our Zipcar brand and initiatives such as our partnership with Via.

Our Carbon Footprint

The vast majority of our emissions fall under Scope 1 emissions (98%) and are derived from consumer use of fuel for rented vehicles. Our Scope 2 emissions (1%) are based on purchased electricity for our offices and rental locations. In 2019, we saw an increase of 2% in our Scope 1 emissions compared to our 2018 baseline year. This increase was a direct result of the 2019 increase in vehicle rental transactions worldwide (2.5% increase). In 2019, our weighted average rental fleet fuel economy remained the same at 27 miles per gallon in the U.S and 189gCO2/km for International.

Scope 1 and 2 Emissions ⁵ CO ₂ -e (metric tons)	2018	2019
Scope 1 Emissions	6,827,371	6,953,155
Scope 2 Emissions	45,043	43,232
Total	6,872,414	6,996,387

Scope 1 Emission Breakdown by Activities

2019	CO ₂ -e (metric tons)	Percentage
Rentals	6,740,092	98%
Non-rentals	213,063	2%
Total	6,953,155	100%

⁵ The Greenhouse Gas Protocol Corporate Standard classifies Scope 1 emissions as direct emissions from owned or controlled sources while Scope 2 emissions as indirect emissions from the generation of purchased energy.

Water

Water is a precious resource for the world, and for Avis Budget Group. Limited or irregular water supply can have an impact on our operations. Therefore, we are focused on being responsible, efficient stewards of local water resources. To minimize our water footprint, we are targeting our greatest impacts, which includes consumption and wastewater associated with cleaning and maintaining our vehicles. We are also prioritizing reductions and efficiency measures at our operating locations with the highest level of water stress and scarcity risks.

In 2019, we continued to maintain and install new car wash systems at our facilities - these recycle and reuse up to 80% of their wastewater. As another example, in Australia, we explored other ways to conserve water, which included installing rainwater collection tanks connected to the roofs of our facilities, providing water for landscaping and other purposes.

Waste

At Avis Budget Group, we strive to reduce waste to landfill from our own operations. To execute toward this vision, we work hard to generate less waste, we recycle, we repair and reuse whenever possible. Through our procurement services, we engage with our vendors to recycle materials across each of our waste streams, which mainly includes paper, vehicle tires, windshields, vehicle parts and used motor oil.

At Avis Budget Group, we continue to promote best practices across our brands and locations. For example, Avis Budget New Zealand has implemented the "EcoFocus" program within headquarters to reduce waste and promote recycling. Similarly, all our offices have programs to reduce use of paper, recycle electronic waste, and provide a full range of recycling bins for all recyclables throughout our office areas. Many of our car wash bays also have recycling bins nearby to help divert recyclable material left in vehicles.

Our Performance*



675,000+

Gallons of used motor oil recycled or repurposed



225,000+

Tires recycled or repurposed



84,000+

Windshields repaired



100+

Tons of paper estimated to be saved annually through paperless transactions



100+

Tons of paper securely shredded and recycled

* These numbers reflect services in the United States provided by our primary vendors.

Sustainable Operations

At Avis Budget Group, we are driving the efficiencies needed to reduce our environmental impact and enhance the sustainability of our operations. These are mainly driven by improvements on our vehicle's preventive maintenance, the incorporation of green building practices and by complying with all environmental regulations.

Fleet Maintenance and Optimization

Most vehicles in our fleet are less than 18 months old, meaning that our vehicles have much newer technology than the average car on the road. The digitalization of our fleet is also driving efficiencies in our preventive maintenance operations. Our new time-saving digital dashboard reports critical data in real-time to our fleet managers, such as tire pressure, engine oil life, vehicle condition, and other measures that help ensure our fleet is running at maximum fuel efficiency.

We place a strong emphasis on the quality of our vehicle maintenance for customer safety and satisfaction. To accomplish this task, we employ fully certified Service and Maintenance Managers and have developed specialized training and programs for our technicians.

The preventive maintenance performed by our certified technicians, meets or exceeds the intervals set by manufacturer guidelines. In addition, we have implemented policies and procedures to promptly address manufacturer recalls as part of our ongoing maintenance and repair efforts.

We expect to further increase fleet fuel efficiency through an optimization system aimed at improving the efficiency of our inner-city networks by minimizing mileage driven by our shuttlers and ensuring that we have the right mix of vehicles on hand to fulfill daily reservations. For example, In North America, Transformation Leaders (aligned with key strategic areas of the business) have completed a process improvement project, which resulted in a significantly reduction in miles driven and associated vehicle emissions.

HIGHLIGHTS:

We value the voices of our employees. Keeping our finger on the pulse of their concerns helps our business address the right issues today and tomorrow in a timely, effective and targeted way. After engaging and listening to our technicians in the field, we created a time-saving digital dashboard mobile app that is helping streamline and optimize the maintenance process of our fleet.

By holding a mobile device over the self-identification sticker located on the windshield of our vehicles, our technicians communicate with the vehicles to learn critical data in real-time, such as tire pressure, motor oil life, vehicle condition, and other measures that help ensure our fleet is running at maximum fuel efficiency before it's back in the ready line for our customers. This has resulted in overall cost savings and better customer experience.



Green Buildings

At Avis Budget Group, we actively work to incorporate best practices to increase energy efficiency at our locations and utilize leading ratings and certifications, including **LEED®**, **ENERGY STAR®** and **ISO 14001**, to guide our progress. Our world headquarters in New Jersey has received the U.S. Environmental Protection Agency's **ENERGY STAR®** recognition for superior energy performance. The Business Support Center in Budapest has received LEED® Platinum certification, making it one of the greenest office buildings in Hungary.

Our maintenance facilities at major locations in the Northeast United States are heated by clean-burning furnaces built to run on used motor oil. These facilities no longer have to ship used oil to recycling facilities, thus eliminating the need to consume external energy for heating.

HIGHLIGHTS:

By leveraging our Environmental Management System (EMS), all our rental locations and facilities in Spain and Scandinavia maintained their ISO 14001 certification.

ISO 14001 is a set of international standards used by businesses to establish, implement, maintain, and improve environmental management systems.

Through this process, we assess each location across more than 100 different potential environmental impacts, from how we dispose of tires and motor oil to our purchasing initiatives to introduce more fuel-efficient vehicles. In other parts of the world, we leverage EMS programs in accordance with the ISO 14001 framework as our guide.



Compliance and Environmental Protection

As a global company, one of our goals is to meet or voluntarily exceed the requirements of all federal, state, and local health, safety, and environmental protection laws.

Measures that we have taken to ensure regulatory compliance and also protect employee safety include:

- We responsibly handle and dispose of regulated waste in compliance with all applicable regulations and global best practices.
- Special technology, equipment and systems are used to prevent petroleum products from being released from storage tanks.
- To prevent spills or overfilling during fuel storage tank refilling, double wall or secondary containment overfill protection is used along with corrosion-resistant tank materials.
- Redundant fuel leak detection methods include automatic line leak detectors, inventory control and reconciliation procedures and remote leak detection systems.
- Vapor recovery controls, under-dispenser pans and inventory controls to minimize air emissions, which were all installed prior to being required by law, are also used.
- Spill Prevention Control and Countermeasure (SPCC) plans have been implemented to prevent fuel spills from storage tanks and/or during fuel dispensing activities at our facilities. Employees are trained in SPCC plans and procedures. Where applicable, locations are equipped with spill kits which are located near fueling islands to manage spills. In the United States, a special spill hotline is staffed 24 hours a day / 7 days a week.



Consumer Outreach and Carbon Offset Program

At Avis Budget Group, we are committed to helping educate both consumers and travel professionals on their environmental impact from rental car use and on how that can be reduced. We also work closely with our corporate customers to help them achieve their environmental impact reduction targets.

At Avis Budget Group we offer our customers a wide range of solutions to help reduce the environmental impact from their car rentals, for example, in 2019, we generated 19,000+ metric tons in carbon credits through our partnership with NextEra Resources.

Driver Education:

We have created a list of tips and a video on smart and safe driving habits that is available to the public on our website. The tips promote road safety and fuel efficiency techniques which help lower fuel consumption and greenhouse gas emissions.

e-Toll:

Electronic toll collection services are offered to our customers in North America and parts of Europe. Studies show that paying for tolls electronically significantly reduce or eliminate idling and traffic back-ups at toll booths, and thus reduces greenhouse gas emissions.

Car Sharing:

For every Zipcar on the road, 13 personally owned vehicles are eliminated from the street⁶, and members report reducing their yearly vehicle miles traveled by focusing on purpose driven trips. Car-sharing members reduce their carbon footprint by up to 1,600 pounds per year.⁷

Eco Friendly Vehicles:

Hybrid or fuel-efficient vehicles are available to customers at almost all our locations. With a total of 21,000+ hybrid vehicles in our fleet, hybrid rentals are popular due to their fantastic fuel efficiency and lower environmental impact.

Carbon Offset Credits:

Through carbon offset credits, we offer our corporate customers the option to help make their car rental program 100% carbon neutral. Carbon offset credits are created through projects that remove or reduce greenhouse gas emissions in various ways such as renewable energy generation, energy efficiency and reforestation programs.

Carbon Footprint Calculations:

Carbon Footprint Calculations are available for corporate customers. We partner to calculate their business travel impacts and meet their emissions goals. Our emissions calculator is used to determine a benchmark and track emissions reductions over time. The calculator can drill down information by car class, miles driven, by country or globally over any particular time period.



WATCH OUR VIDEO
ON DRIVER SAFETY

⁶ Elliot, Shaheen, Lidicker / Impact of Carsharing on Household Vehicle Holdings

⁷ Shaheen / Greenhouse gas emissions

Sustainable Fleet

At Avis Budget Group, we have been actively anticipating and driving the change in mobility. Connected and autonomous vehicles are likely to become a common feature worldwide, along with an increased use of electric and shared vehicles. That's why we're building on our core experience, data intelligence and technology to develop entirely new lines of business and extend our offering and capabilities for our customers, businesses and cities.

Car Sharing

Seven years ago, we acquired Zipcar, which is the world's leading car-sharing network and has played an influential role in improving city life since 2000. Found in nearly 500 universities and colleges across the globe, Zipcar is driven by a mission: to enable simple and responsible urban living.

Zipcar provides its members on-demand, self-service vehicles in reserved parking spaces located in neighborhoods, business districts, office complexes, college campuses and airports, as an alternative to car ownership. Members can reserve vehicles online, on a mobile device or over the phone, by the minute, hour or by the day, at rates that include gasoline, insurance options, and other costs associated with vehicle ownership. We also continue to offer our Zipcar Flex product in London providing for one-way rentals, including to and from Heathrow airport, which can be parked in public on-street spots in designated areas of the city. We have more than 300 electric vehicles in our London fleet, also available as part of the Zipcar Flex product.

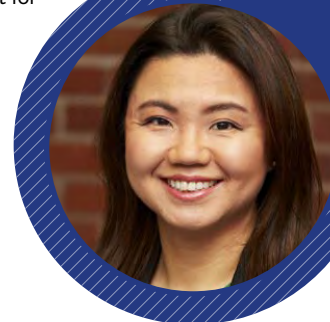
HIGHLIGHT:

The New York City Department of Transportation and Zipcar launched a car-share parking pilot program, unlocking nearly 230 on-street and municipal lot parking locations for Zipcars across the city. With the shared goal of expanding access to car-sharing, including low and moderate income New York neighborhoods under served by car-sharing services, New York City and Zipcar have been working together to analyze the impact of the pilot program. The Bronx and outer Queens have the highest utilized vehicles in the pilot, indicating that it is filling a previous gap in service demand.

Zipcar would not be able to drive the future of urban mobility without working in partnership with its network of city leaders, who also share the idea that urban mobility should be equitable and sustainable. Public partnerships are critical to the future of creating a diverse mobility network that works for everyone, from residents to commuters and visitors to cities nationwide.

As important, Zipcar members support the mission of simple and responsible urban living in their communities. All Zipcar members - regardless of age, background, or location - recognize that the personal and social benefits of sharing a car outweigh personal car ownership.

Zipcar car sharing technology was designed and built for the car sharing business and has been continually refined and upgraded.



"One Zipcar removes the need for up to 13 personally owned vehicles. Together, with our community of one million members, Zipcar will continue to drive a sustainable and equitable future for urban living."

Tracey Zhen,
President, Zipcar



HIGHLIGHT:

Electrifying Brixton, London. Zipcar has launched a new electric van sharing service for businesses in Brixton, in an attempt to tackle the area's high pollution levels. The scheme, which is free for small businesses to join, is available for short trips around the area and will initially run for a 12-month trial period. Its aim is to encourage local businesses to scrap older, high pollutant vans; reduce the number of vans on the roads generally, helping to reduce congestion and pollution levels; reduce parking demand; and ultimately ensure businesses can continue to operate in the current and expanding ultra-low emission zone.

Due to the impacts of the COVID-19 pandemic, cities are facing tremendous demographic and population changes, and the possibility of increased congestion and pollution. More than ever before, urbanites value access and experience over material ownership. And more people are aware of (and interested in) better options to owning a car.



Connected Vehicles and Smart Cities

Our vision:

At Avis Budget Group we envision a world where mobility is completely connected, integrated and on demand.

Our approach to executing on our vision:



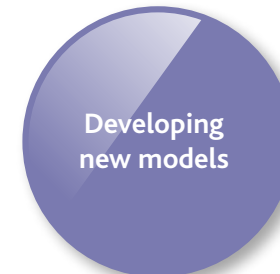
Enhancing the rental process

Empowering the customer by improving the overall customer journey



Digitalizing the business

Redesigning existing processes to drive increased operational efficiencies



Developing new models

Building on core experiences, opening up new lines of business

At the end of 2019, we had well over 200,000 vehicles fully connected globally. How we manage these vehicles is primarily data driven, so it means we are not only communicating better with our customers, but also with our vehicles and operations teams in-real-time.

Better information, delivered automatically in real-time, results in a more efficient inventory process, a more efficient workforce, better maintained vehicles, increased fuel efficiency and cost savings.



What Connected vehicles means to our organization

Fuel optimization

- Net fuel benefits realized are well over one dollar for connected vs. non-connected transactions

Improved recovery

- Utilizes latitude and longitude of a connected vehicle to identify vehicle location and expedite recovery
- Connected vehicles are recovered faster than non-connected cars and are less likely to be reported stolen. At the time of sale, a "clean" vehicle record yields more than a vehicle with a stolen event in its history

Emergency roadside assistance integration

- Providing connected car data to our emergency roadside assistance vendor improves customer experience, and allows our vendor to make educated, cost-saving decisions on actions needed
- ABG benefits from reduced costs by eliminating unnecessary tow events, and the customer benefits by saving time and friction involved towing

Enhanced operations

- Equipping exit gates allows customers to exit, improving the customer journey
- Automation of rental transactions improves accuracy of odometer reading and revenue collection
- Managers use a scanner app to find connected vehicles on the lot and check status

Learn more about innovations at ABG by visiting [our website here](#)



What it means to our customers

Self-Service

- Enables customers to remotely lock/unlock our vehicles and get on the road with a completely safe and touchless experience

Express Check-out and Check-in

- By using our Avis Mobile App, customers can reserve and pay for their rental via their smartphones with no need to stand in line
- With our Auto Exit Gates, authorized customers can quickly check-out and exit without human interface
- With Express check-in, at the end of a rental, customers driving to our facilities "break" a geo fence, which then automates the entire check-in process with no need for paper receipts, service agents or stops at the counter

GPS

- When arriving in a new city, customers can feel safe by using our app's GPS which will share directions to the rental center and track our courtesy shuttle bus. If customers are in an unfamiliar place, they can see nearby fuel locations and reserve and pay for parking, all in the app. Find my car makes it easy to remember where you parked

Emergency Roadside assistance integration

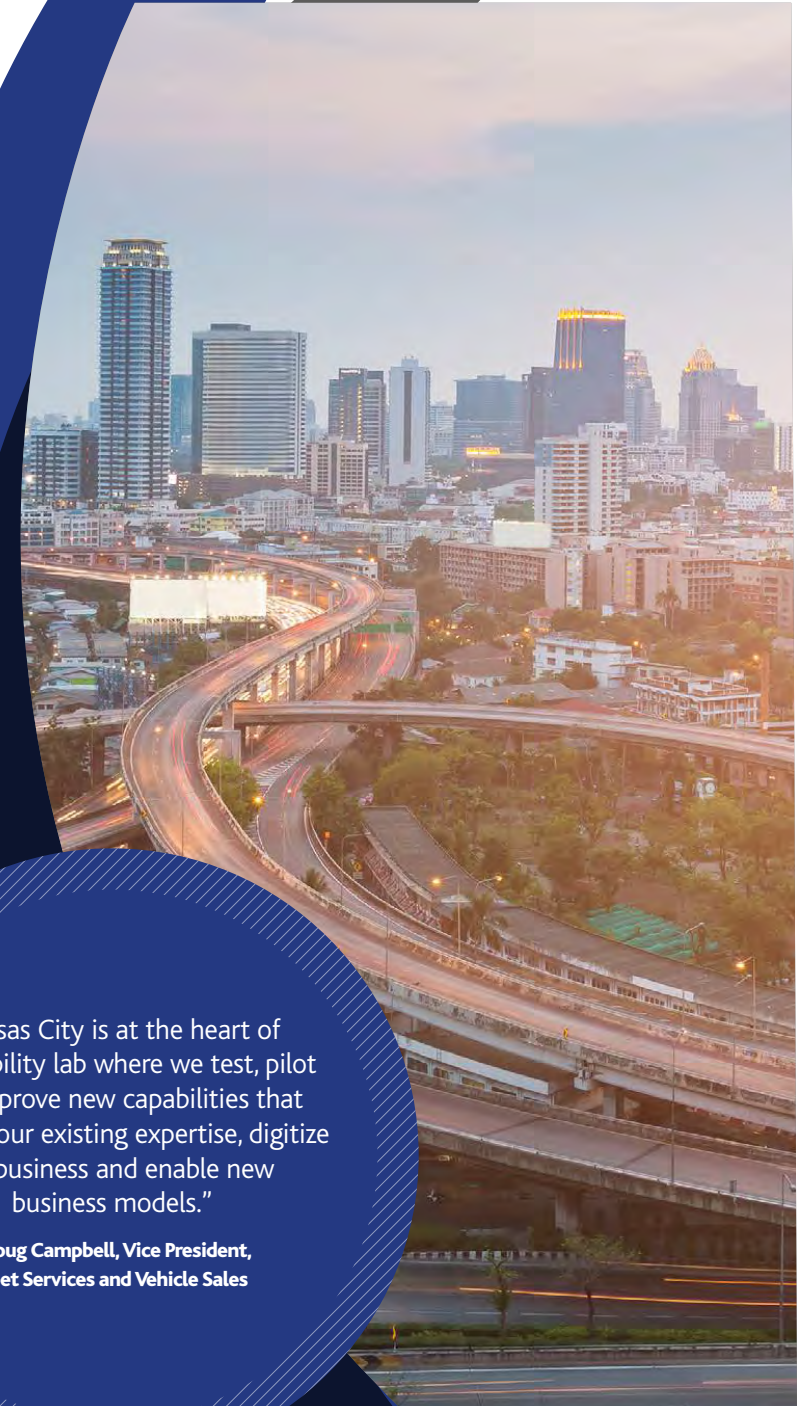
- Real time information routed to roadside service

Keeping travelers at the core of connectivity allows us to design new service offerings and provide an improved customer experience.



"Kansas City is at the heart of our mobility lab where we test, pilot and improve new capabilities that enhance our existing expertise, digitize our business and enable new business models."

**Doug Campbell, Vice President,
Fleet Services and Vehicle Sales**



Smart Vehicles, Smart Cities, Smart Infrastructure

Real-time anonymized data collected from our thousands of vehicles and millions of trips can also help urban developers plan smarter cities and safer infrastructure. Data from connected cars can report road conditions, provide data insights on traffic congestion, air quality and parking usage. Similarly, connected car data lets us share route details with our customers for a safer and more fuel-efficient trip.

Our connected and on demand mobility services give people more freedom to move in safer, smarter and more affordable ways.

Our investments in next generation fleet management and connectivity can help enhance and improve public transportation. Since the biggest challenge in any public transport system is the last mile, especially in underserved areas, our connected fleet in partnership with new mobility platforms and services such as Via can meet cities' last-mile and transit "desert" challenges.

Mobility Partnerships in Action

We believe that our company is well-positioned as a leader in the evolving mobility sector based on our leading brands, global operations and our fleet management capabilities. We continue to explore a range of mobility opportunities to support future revenue streams. We have expanded our services to offer vehicle rentals to ride hail drivers and to last-mile delivery providers. We are also exploring a new suite of services for potential customers who could utilize our operational experience and our technology to maintain and manage their own fleets.

We're building partnerships that help make cities smarter, roads safer, traffic flow and parking more efficient, driving more enjoyable and mobility more sustainable.



Kansas City Mobility Lab

Launched in 2017, our "Mobility Lab" in the greater Kansas City, Missouri area serves as a test bed for developing new operational processes and benefits from managing our fully connected ABG vehicles, which includes collaborating with smart city initiatives. The Mobility Lab comprises staff and operations at three airports, and 20 local market facilities, supporting a fleet of approximately 5,000 fully connected vehicles. Key to identifying and testing new initiatives with potentially different benefits – commercial, municipal and consumer – is the seamless communication between our connected fleet management platform, the Avis mobile app platform for our customers, and municipal data platforms supporting the city's infrastructure.

Waymo Partnership

Since 2017, we have offered fleet support and maintenance services for Waymo's self-driving car programs in the U.S., primarily in Phoenix, Arizona, the Bay area in California, and other locations where they are testing and operating their 600-vehicle fleet. This partnership enables Avis Budget Group to learn valuable early lessons on how to manage and operate self-driving vehicles, preparing the way to a future of true autonomy on the roads and the potential elimination of car accidents caused by human error.

Fully autonomous vehicles also have the potential to significantly reduce congestion and greenhouse gas emissions.



Via Transportation, Inc

We also broadened our partnership with Via, the global leader in public-private micro-transit. In the UK and the US, both municipal and independent contract drivers rent our vehicles for use through the Via platform in order to service transit "deserts" and meet other transportation needs of the cities and agencies who contract directly with Via. Via's use cases enabled by our connected fleet include new micro-transit initiatives for first mile/last mile solutions, paratransit customers and corporate campus transit riders. We added new locations in 2019, including Jersey City, NJ, featuring EV vans and sedans.



Pittsburgh Mobility Collective

Zipcar is a proud founding member of the Pittsburgh Mobility Collective (PMC). Formed in 2019, the PMC provides a suite of transportation technologies, services, and infrastructure tailored to meet the needs of Pittsburgh residents, workers, and visitors. Zipcar has been serving Pittsburghers since 2008 and is proud to be a part of this public-private initiative, the first of its kind in the United States, alongside partners, including the City of Pittsburgh, Spin, Ford Mobility, Waze Carpool, Transit app and Swiftmile.





“Our focus is on optimizing our fleet of well-maintained vehicles so consumers can count on us to help them get where they need to go safely. Today’s customers want low-carbon emission vehicles that meet the highest safety standards. We take advantage of the latest technologies to ensure our vehicles are running efficiently and safely.”

Gregg Nierenberg,
Senior Vice President,
Fleet Services



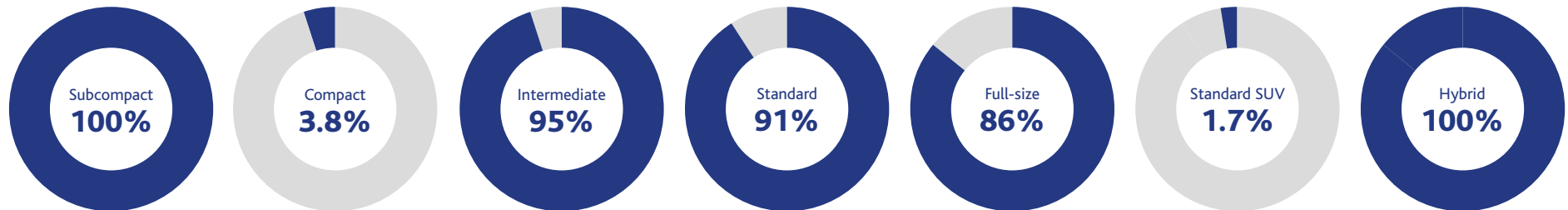
Fleet Efficiency

At Avis Budget Group, we offer our customers the opportunity to choose from a wide variety of vehicles, including hybrids, electric or fuel-efficient vehicles at almost all of our locations. Our fleet consists primarily of vehicles from the current and immediately preceding model year - this ensures the highest possible standards of air emissions control.

Our hybrid fleet is one of the largest in our industry with 21,000+ hybrid vehicles globally. In the United States, 30% of our fleet is rated “green” by the U.S. Environmental Protection Agency (EPA) under the EPA SmartWay certification. Across Europe and Asia Pacific, we offer customers a fuel-efficient, low-emission or electric model every time they rent a car. In Sweden and Norway 25% of our fleet is hybrid and electric, making it the largest fuel-efficient rental option in the region.

SmartWay Certified Vehicles %:

Car Class



HIGHLIGHTS:



UK

UK introduced the Jaguar I-Pace for rental at Avis Prestige locations.



New Zealand

New Zealand introduced the Electric BMW i3 model into their fleet and continues to offer their Toyota Corolla and Camry hybrid options.



Sweden and Norway

In Sweden and Norway, 25% of our rental fleet is hybrid or electric vehicles.



Belgium

Our fleet in Belgium offers the Lexus CT-200 hybrid, among other fuel-efficient options.



The Netherlands

The Netherlands fleet includes the Volkswagen e-Golf which is 100% electric and offers a zero-tailpipe emission option.



France

France offers the Toyota Corolla hybrid model among other fuel-efficient rental options.



"We're helping move mobility forward by leveraging partnerships to benefit from their core competencies. We see partnerships as a key accelerator for us to reach our goals."

Lynn Finkel,
Senior Vice President,
Global Risk Management
and Procurement

Avis Go Green - live in Sweden

Sweden introduced Avis Go Green as a commitment to offer eco-friendly vehicles and increase charging stations availability at rental locations. The program offers plug-in hybrid and electric vehicles at virtually all locations



Chapter 6 Life



We are a global company with local reach in hundreds of communities around the world. Our family-friendly values are truly demonstrated by the many hours our employees volunteer to care for the needs of our communities. Whether we work individually or as a team, doing the right thing and supporting our communities helps employees see their work as more than a job and make them feel proud to be part of the Avis Budget Group family.

Our Employee Volunteering Program – 'Inspire the World'

Avis Budget Group team members have huge hearts and have devoted thousands of hours to supporting our communities. In 2019, we advanced our global volunteer program "Inspire the World". Through this program we challenge our employees to dedicate an hour of their time to a local cause or charity close to their hearts. Throughout our locations we have designated "Care Captains", who help roll out corporate philanthropy initiatives and also tailor their own local community activities. Care Captains are dedicated to helping others and ensuring that employees are involved and engaged.

HIGHLIGHT:

In 2019, nearly 18,000 adult volunteers and 29,200 youth volunteers planted bulbs across New York City. As part of this initiative, a team of Zipcar employees planted 700 bulbs at New York City Housing Authority's Davidson Houses in the Bronx. Volunteers used Zipcars to transport all these bulbs to Grand Army Plaza in Brooklyn, Forest Park in Queens, St. Mary's Park in the Bronx, Union Square Park in Manhattan, and Brookfield Park on Staten Island, to name but a few.



Other Employee Led Volunteering activities:

- Zipcar's employees worked together to build bikes on behalf of Together We Rise, a non-profit organization. All bikes were donated to local foster children to spread joy and enable a sustainable mode of transportation throughout childhood
- Members of our World Headquarters office coordinated a Candy Grams Sale to support the American Heart Association
- Rental locations across the U.S., including Los Angeles, Jacksonville, San Antonio and Atlanta, held a Healthy Wednesday Program, designed to foster the development of healthy habits that lead a balanced and healthy lifestyle
- Members of our International Headquarters in the UK supported a local community land-share that uses the power of gardening to positively change people's lives, by clearing land for new crops
- Locations across Avis Budget Australia have rallied around a common cause and supported R U OK? – suicide prevention organization. They have taken part in a number of activities including quiz nights, walkathons, bake sales, lolly guessing games, BBQs, and raffles
- Employees in our Australia Headquarters also volunteered their time at Ronald McDonald House, cooking dinner for families with sick children in the hospital so they could enjoy a meal together

Our Social Partnerships and Collaborations

In addition to empowering our employees to volunteer in their local communities, Avis Budget Group is committed to helping a variety of causes and charities that support people in crisis situations and who live with life-threatening illnesses. We prioritize women and children who may be vulnerable.

Avis Budget Group is a long-lasting sponsor of Make-A-Wish®, R U OK?, Susan G Komen and Alex's Lemonade Stand Foundation. We have raised tens of thousands of dollars through sponsored walks, employee donations and bake sales; have held countless events to promote the charities and subsequently helped innumerable children and their families. We also offer opportunities to our customers to support our charity partners through promotional codes.



"Each day we have the opportunity and a responsibility to make a positive difference in someone's life, to impact our environment and the communities where we live and work."

Brian Choi,
Executive Vice President and
Chief Financial Officer





This year, **International Women's Day (IWD)** was celebrated on March 8th. As part of our #PowerofWOMEN initiative, we hosted an event at our Avis Budget Group headquarters. IWD advocates that an equal world is an enabled world, celebrates women's achievement, raises awareness against gender bias, and asks organizations to take action for equality. During our event, we were joined by a number of exciting guest speakers who covered some of the hottest topics promoted by IWD such as: learn how to self-brand, impactful networking, Ted Talk on everyday sexism, health and wellness.

Being Prepared When Disaster Strikes

Over the past seventy years, we have developed strong competencies in how we are able to respond when significant business disruptions occur. Whether the disruption is man-made, extreme weather or a global health crisis event, Avis Budget Group's business continuity programs are central to how we respond in a quick and effective way in times of crisis.

Our program's focus is on preparing and protecting our people, property and infrastructure. We utilize an "all hands-on deck" approach within our incident management and command structure to ensure that we respond as rapidly and effectively as possible. We have also developed longstanding partnerships with leading national disaster response agencies, which strengthen our ability to provide support to affected customers, employees and communities.

In times of uncertainty, our customers can count on us to get them wherever they need to go, both safely and conveniently.

Over the course of the global COVID-19 pandemic, Avis Budget Group vehicles have traveled free of charge the roads of our communities to deliver medical supplies and support to the most vulnerable areas.

"I wish to have a playset."

Alexa, 2 ½, Respiratory disorder
Wish granted in 2019 with support from Avis

"Never would I have thought she would be doing hand stands and splits. She's a fighter, and her wish has given her the courage to fight harder and dream bigger."

Nadia, Alexa's mom



Avis Budget Group is a national sponsor of Make-A-Wish®, providing both financial and in-kind support to help grant the wishes of children with critical illnesses in order to enrich the human experience with hope, strength and joy.



Avis Budget Group is a proud partner of Susan G. Komen® in its fight to end breast cancer. Susan G. Komen® is the only organization that addresses breast cancer on multiple fronts such as research, community health, global outreach and public policy initiatives in order to make the biggest impact against this disease.



People count on us in times of crisis and we do what we can to take care of them when they need it most. Between terrorist attacks, hurricanes, floods and wildfires, the past few years have been challenging times around the globe. To efficiently deploy our support, we partner alongside disaster response agencies at the nearest point of contact to a crisis event.

HIGHLIGHTS:

In Italy, Avis Budget Group – which operates under the brands Avis, Budget, Maggiore, AmicoBlu and Morini Rent – provided the Italian Red Cross with 98 vehicles on loan for free use. The same collaboration was also activated in Portugal, where 23 vehicles were made available to the Lusitanian Red Cross. The vehicles were used to respond to the various needs of the area such as the transport of medical material and facilitate the mobility of staff and volunteers.

In addition:

- Over 1,000 National Health Service (NHS) workers in the UK redeemed Zipcar discounts. Zipcar UK have been supporting UK's National Health Service's teams get to and around at work for years. Like cities all over the world, London has been battling against the impact of COVID-19. That's why, we've been working with the NHS trusts across London to give all NHS staff up to 50% off journeys with Zipcar
- In April, we partnered with Toyota to help the Polish government transport medical tents and equipment from Poznan to Łódź
- We offered complimentary trucks from our Budget Truck fleet for food delivery throughout the city of New York
- We provided free vehicle rentals to the University of California San Francisco School of Medicine for their outreach efforts in the Navajo Nation



"We believe that solidarity is the engine that feeds the vital energy of our country and a fundamental tool to overcome this crisis. For this reason, we have decided to actively contribute to the Italian Red Cross project, with which we share the desire to help Italy get out of this difficult moment quickly and with the least possible social impact."

Gianluca Testa,
Managing Director,
Southern Europe





Chapter 7
**Responsible
Business**

Corporate Governance and Risk Management

Our Board of Directors is committed to monitoring the effectiveness of policy and decision making with a view to enhancing long term value. Avis Budget Group Corporate Governance Guidelines, together with the charters of the Audit, Compensation, and Corporate Governance Committees, provide the framework for effective governance.

Diversity of Board Members

Our Board seeks members from diverse professional and personal backgrounds who combine a broad spectrum of experience and expertise with a reputation for integrity. As part of the assessment process for evaluating Board candidates, our Corporate Governance Committee considers the background, diversity, skills and experience of candidates in the context of the needs of the Board.

Board Independence

In 2019, more than 80% of our Board members were independent. Our Chief Executive Officer was the only management director. All members of the Compensation, Corporate Governance and Audit Committees are independent.





Corporate Social Responsibility Oversight

Our Corporate Social Responsibility team led by our Executive Vice President and Chief HR Officer, provides updates to our entire Board and leadership team on our strategy, performance and objectives.

Risk Management

Our Board provides additional oversight, acting directly and through its Committees:

Pillar	Future
Audit Committee	<ul style="list-style-type: none"> • Financial risks • Information technology and cybersecurity • Legal and regulatory compliance
Compensation Committee	<ul style="list-style-type: none"> • Compensation policies and practices • Executive compensation
Corporate Governance Committee	<ul style="list-style-type: none"> • Risks associated with corporate governance • Oversight over corporate social responsibility strategy, programs and performance

Our full Board of Directors receives reports from the Committees at every regular Board meeting. The entire Board also receives regular reports from members of senior management that include discussion of the risks and exposures involved in their respective areas of responsibility. Our management teams are tasked with assessing risk and for day-to-day risk management activities.

Vehicle Safety

The safety of our customers and employees is at the forefront of our business. We ensure that all our vehicles meet federal and local safety standards across all locations. Our current fleet consists of vehicles from the world's leading motor vehicle manufacturers, ensuring we offer our customers the highest possible standards of vehicle safety, air emissions control and technology.

At Avis Budget Group, our policies and procedures regarding the handling of vehicles that are the subject of a manufacturer's recall notice is a prime example of how we put our customers' safety first. Periodically, automobile manufacturers provide notices of issues relating to their vehicles. These notices range from minor issues to recall notices relating to vehicles that may pose a risk to the safety of the driver, passengers and the general public.

In the United States, when we receive a safety recall notice from a vehicle manufacturer under the Motor Vehicle Safety Act, we identify the affected vehicles and take action to address the manufacturers recall.

HIGHLIGHT:

In 2019:

84% of our U.S. fleet was rated 4 & 5 in Overall Crash Rating by the National Highway Traffic Safety Administration

77,230 vehicles (23%) of our U.S. fleet were affected by OEM recalls



Ethics, Integrity and Human Rights

We view our commitment to ethics and integrity as a competitive differentiator for Avis Budget Group that has supported our success for over 70 years.

Driven by Values

We consider being a values-driven organization to be one of the core strengths of our Company. Central to our core values is a commitment to integrity, where we strive to display integrity at all times in the business decisions we make and the manner in which we conduct our professional relationships. We support that sense of doing what's right through a culture of open communications and a spirit of teamwork.

By adhering to our core values at all times, our employees work every day to achieve our vision to be a leader in the vehicle services industry.

Our Code of Conduct

Avis Budget Group is committed to the highest standards of ethics, integrity, and compliance in all aspects of our business. Our Code of Conduct is the foundation on which our commitment is built, and is available in 14 languages.

Our Code of Conduct applies to all officers and employees of the Company, its subsidiaries, and affiliates regardless of date of hire or association through merger or acquisition. We also maintain a separate Third-Party Standards of Conduct, for suppliers, agents and business partners. Our Third-Party Standards of Conduct is available in multiple languages.

Our Code of Conduct is framed around our core values of commitment, integrity and responsibility. The Code of Conduct is also designed to be a valued reference guide that anticipates potential real-world scenarios and helps our employees make the right choices in any given situation.



Learning and Accountability

All of our employees are required to complete our Code of Conduct learning module and related policies, including those pertaining to ethics and integrity and anti-bribery. Our learning content emphasizes situational decision making. Managers also complete the "Receiving and Escalating Concerns" module. Additionally, we conduct awareness programs to support a "See Something, Say Something" culture across our organization. We have also developed a Compliance Leader Network whose members serve as liaisons between local operations and our management teams.

On each page of our Code of Conduct, we provide a link to our Integrity Hotline where employees and stakeholders can report potential concerns or grievances, or ask questions about ethics or compliance. Our Integrity Hotline is available 24/7 and is a completely confidential channel for reporting serious concerns and complaints. Employees can reach the Integrity Hotline through dedicated phone lines or on the web. We maintain a non-retaliation policy that prohibits threats of retaliation or other discrimination directly related to any report made by an employee. All reported concerns are investigated, and the Audit Committee receives annual reports.

We actively monitor compliance risks across regions in real-time using a dashboard that monitors the following potential risk categories: Corruption and Bribery, Competition and Anti-Trust, Conflicts of Interest, Data Privacy and Information Protection, Third Party Risk and Internal Fraud.

A Strict Stance Against Corruption and Bribery

Avis Budget Group prohibits all forms of corruption and bribery. Our Code of Conduct and Anti-Corruption Policy are designed to support compliance with the U.S. Foreign Corrupt Practices Act, the UK Bribery Act and all other applicable anti-corruption and anti-bribery laws.

Additionally, we provide guidance should employees receive a request for a facilitation payment. Our procedures and controls to manage bribery and corruption are managed and assessed by our Internal Audit department, which is structurally independent from other business lines and is overseen by our Board's Audit Committee.

Respecting and Protecting Human Rights

Supported by our Human Rights Policy Statement, we strive to conduct our business in a manner consistent with the United Nations Guiding Principles on Business and Human Rights and the International Labor Organization's Fundamental Conventions. Central to our policy statement is the belief that child labor, human trafficking or other illegal, abusive or forced labor practices have no place within our operations or our supply chains, anywhere in the world.

We are focused on creating a culture and a business environment based upon transparency, inclusion, mutual respect, responsibility, and understanding.

We are committed to following all employment laws and regulations. We provide equal employment opportunities without regard to personal characteristics such as race, color, religion, gender, sexual orientation, gender identity or expression, age, national origin, ancestry, citizenship status, marital status, veteran status, disability, medical condition, genetic information or any other legally protected category. We have zero tolerance for unlawful discrimination or harassment of any kind.

We also respect our employees' rights to voluntarily organize and choose a labor organization for purposes of collective bargaining. Where we have employees who are already organized, we have implemented mechanisms to resolve internal industrial disputes, such as grievances and other employee complaints, which ensure effective, open and respectful communication between employees, their representatives and management.

To support compliance with the human rights standards set forth in our Third-Party Standards of Conduct, our partners and suppliers are encouraged to periodically conduct self-evaluations to ensure that they are, along with their subcontractors, complying with our human rights standards. We also expect our suppliers and partners to consider their impact on local communities, including indigenous peoples, and to engage openly and honestly with local governments and communities to improve the educational, cultural, economic and social well-being of the communities in which they live and serve.

Public Policy Participation

At Avis Budget Group, we are committed to providing transparency into our public policy participation and helping to promote important issues facing our industry and the communities that we serve.

Governance and Oversight

Our General Counsel and Chief Compliance Officer is responsible for the review and oversight of the Company's legislative affairs and public policy engagement strategy, while our Vice President of Government Affairs provides the Company with regular updates, at least annually, concerning the Company's strategy and support of key United States policy objectives. The briefing includes information related to stakeholder relationships, elected official outreach, lobbying, political giving and our commitment to governance compliance.

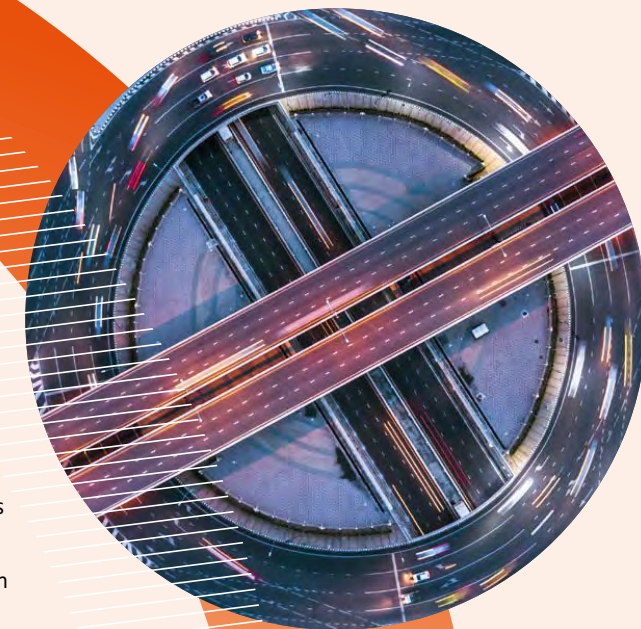
For the 2019 fiscal year, the Avis Budget Group Political Action Committee (PAC) has made contributions totaling \$7,500. No corporate funds were used for political contributions during 2019.



"We believe strong corporate governance is essential to support our corporate social responsibility programs."

Jean Sera,
Senior Vice President, General Counsel
and Corporate Secretary





Key Issues

At Avis Budget Group, we are committed to providing transparency into our public policy participation and helping to promote important issues facing our industry and the communities that we serve.

Our public policy participation efforts are focused on issues relating to taxation of the rental car industry, policies and regulations relating to autonomous vehicles, data security and privacy issues, insurance, and various general business tax regulations. We engage primarily through participation in trade associations:

- Our federal initiatives are focused on Autonomous Vehicle Legislation, collaborations with federal and state law enforcement authorities on security issues and a proposal to end states from inappropriate taxation on the Rent a Car industry for Non-Rent a Car industry purposes.
- On the state level, our focus is on insurance reforms, tax, and consumer protection.
- On the local level, Zipcar's focus is on municipal regulations, including on-street parking provisions, tax policy, procurement practices, and mobility pilot programs.

Industry Associations

At Avis Budget Group, we leverage industry resources on common issues to maximize efficiency while minimizing costs. Our government affairs team, maintains leadership roles in industry trade associations as follows:

- Vice President and member of the Board of Directors of the American Car Rental Association (ACRA), Chair of the Nominating, Bylaws and Security Committees and also serves on the Legal and Legislative and PAC Committee
- Industry liaison through ACRA to the Department of Homeland Security (DHS) as an Executive Board Member of the Critical Infrastructure Coordinating Council - this is a public-private partnership designed to act as a conduit of information between the Government and private industry to assist in times of crisis and address emerging issues
- Serve on the Board of the Truck Rental and Leasing Association and its Government Affairs and Security Committees
- Serve as the Chair of an international Society of Automotive Engineers committee focused on shared and digital mobility

Internationally, we are also members of The British Vehicle Leasing Association as well as corresponding associations in European and Pacific countries. Additionally, we are part of regional associations such as Leaseurope in the Euro zone.

Trade association dues were as follows: American Car Rental Association \$30,000, Truck Rental and Leasing Association \$33,100 and US Chamber of Commerce \$25,000.



Taking the Lead to Make Communities Safer

We are proud of our legacy of taking proactive steps to truly make a difference to the safety of communities. In collaboration with consumer advocacy groups, we have played a pivotal role as the face of our industry to make mandatory safety recalls national law in the United States. We also continue to partner with the Department of Homeland Security and the Federal Bureau of Investigations to mitigate and respond to terrorist attacks.

This year, through our ACRA participation, Car rental companies have been deemed as essential business during the COVID-19 health crisis. This has meant we were able to continue providing our services day-in and day-out to government agencies, other essential businesses, and the public in every community across the U.S. and in other countries across the world. Especially in times of crisis, the vehicle rental industry meets local and often urgent transportation needs for first responders, health-care workers, and other social-support services such as home-care professionals, food banks and elder-care services.

In addition, given increased warnings about public venues and transportation, car rentals may be the only viable option for many citizens facing medical or family emergencies and, just as importantly, for those who can't afford to purchase or maintain a personal vehicle. This includes hundreds of thousands of college students and members of the military who are making their way home.



Customer Satisfaction and Privacy Protection

Our commitment to delivering a consistently high level of customer service across all of our brands is a critical element of our success and business strategy.

Customer Led, Service Driven™

Our Customer Led, Service Driven™ program focuses on continually improving the overall customer experience based on our research of customer service practices, improved customer insights, executing our customer relationship management strategy, delivering customer centric employee training and leveraging our mobile applications technology.

Reinventing Rental

We have embarked on a journey to reinvent the rental experience we offer customers by making it more transparent, convenient, personalized and seamless. One example of this is our Avis mobile app, which is driving substantial improvements in our net promoter scores by app users, signaling that we are exceeding our customers' expectations and contributing to stronger loyalty.



"Since launching our award-winning Avis mobile app, we have surpassed two million app transactions, and the overwhelming majority of users have told us they are very satisfied with their experience."

Beth Gibson,
Vice President, Operations -
Ancillary Sales and Service
Delivery



Tracking Our Progress

At Avis Budget Group, we hope all our customers have an enjoyable and stress-free car rental experience each time they rent with us. We welcome customer feedback through our Voice of the Customer survey because it gives us an opportunity to recognize our best employees for good work, or learn how we can serve our customers better. The surveys allow us to continuously track customer satisfaction levels. After each rental, customers are asked to evaluate key elements of their rental experience and the likelihood to recommend our brands. Results are analyzed in aggregate and by location to help further enhance our service levels to our customers.

Knowing Each Customer, Analyzing Our Performance

We strive to provide exceptional customer service. If customers are unsatisfied with their rental experience for any reason, our employees at rental locations are trained and empowered to address and resolve most customer issues in a quick and efficient way. If, for any reason, our employees are unable to resolve their issue, customers can contact customer service where a representative is available to meet their needs. When customers contact us, their feedback and comments are captured and analyzed to determine the root cause of any problems to prevent them from happening again. Every interaction is important and through customer feedback we are able to better identify our areas of strength and opportunities for improvement.

Protecting Customer Privacy

Our customer data privacy and information security programs are designed to comply with data privacy laws and align with best practices. Our policy is to only use or disclose personal information in compliance with applicable privacy legislation. We minimize the use of personally identifiable information, regularly destroy data that is no longer needed and restrict access to data within our organization based on the principle of least privilege (only providing access to those that need it to perform their work). All of our brands post privacy notices to inform and engage with customers on our practices.

Across our organization, we have developed robust training programs, including mandatory data privacy and information security training programs for all employees that handle personal information. We also conduct privacy and data security awareness campaigns to reinforce the importance of data security and empower employees to detect threats and report concerns.

Executive oversight of our privacy and information security programs is provided by our General Counsel and Chief Compliance Officer. We conduct regular enterprise-wide risk assessments and provide regular reporting to our entire Board and Audit Committee on the management of cyber security risks. We use firewalls and other technical measures, such as encryption to protect customers' sensitive personal information. Additionally, we employ administrative, technical and physical safeguards to protect their personal information from unauthorized access, modification or disclosure.





Chapter 8 Connecting You To More

Avis Budget Group is committed to continue advancing, now more than ever, our corporate social responsibility (CSR) strategies of People, Future, and Life. As part of our multi-year plan, we will fully embed our CSR goals into our business strategy, operations and in all stakeholder engagement, to truly play a leading role in the transition to a sustainable low-carbon economy and a more just, fair and equal workplace and society. We recognize that change won't happen overnight and we commit to continue refining our strategies, facilitating the conversation and acting to drive internal change and influencing external change through specific strategies and accountability.

Connect With Us

We look forward to continuing our engagement and harnessing the breadth of our business to deliver on our corporate social responsibility programs. We invite you to connect and partner with us on our journey.





Chapter 9
Global Reporting Initiative (GRI) Content Index



To facilitate stakeholders in understanding and benchmarking our corporate responsibility performance, we used the Global Reporting Initiative (GRI) disclosure framework, which includes an internationally recognized set of indicators for economic, environmental and social topics of business performance. (For additional information on the GRI Standards, please visit www.globalreporting.org.)

In the GRI Context Index, we provide references to locate content in this report as well as provide direct answers to indicators and point readers to external sources on our corporate website.

I. General Disclosures:

Indicator	Description	References
Organizational Profile		
102-1	Name of the organization	Avis Budget Group, Inc. ("Avis Budget Group" or "ABG")
102-2	Activities, brands, products, and services	Who We Are, page 5 2019 Annual Report and 10-K Filing page 3 ("Overview") and 5-10 ("Our Brands and Operations") Our Brands
102-3	Location of headquarters	Our corporate headquarters are located 6 Sylvan Way in Parsippany, New Jersey.
102-4	Location of operations	Who We Are, page 5 2019 Annual Report and 10-K Filing page 3 ("Overview")
102-5	Ownership and legal form	Avis Budget Group, Inc (Ticker: "CAR") is a publicly-traded corporation on the New York Stock Exchange.
102-6	Markets served	Who We Are, page 5 2019 Annual Report and 10-K Filing page 3 ("Overview")
102-7	Scale of the organization	Who We Are, page 5 2019 Annual Report and 10-K Filing page 3 ("Overview")
102-8	Information on employees and other workers	2019 Annual Report and 10-K Filing page 13 ("Employees")
102-9	Supply chain	2019 Annual Report and 10-K Filing pages 10-13 ("Our Fleet") In addition to purchasing vehicles within our fleet, our supply chain includes fleet maintenance purchases (including tires, oil, windshields and parts for repairs), information technology (including computers and servers) and other operational purchases (including cleaning supplies and uniforms).
102-10	Significant changes to the organization and its supply chain	None during the reporting period
102-11	Precautionary Principle or approach	Our Accomplishments, page 8 Our Approach to Corporate Social Responsibility, page 9 Advancing the UN Sustainable Development Goals, page 12 Roadmap for Sustainable, Inclusive Mobility, pages 13-17 Future, pages 28-39

Indicator	Description	References
Organizational Profile (Continued)		
102-12	External initiatives	Advancing the UN Sustainable Development Goals, page 12 Respecting and Protecting Human Rights, page 47 Human Rights Policy Statement
102-13	Membership of associations	Industry Associations, page 49

Indicator	Description	References
Strategy		
102-14	Statement from the most senior decision-maker	Message from Our President and CEO, page 2
102-15	Key impacts, risks, and opportunities	Advancing the UN Sustainable Development Goals, page 10 Moving Mobility Forward 2019 Annual Report and 10-K Filing , page 4-5 ("Our Strategy") and 18-31 ("Risk Factors") Investor Presentation (July 2020)

Indicator	Description	References
Ethics and Integrity		
102-16	Values, principles, standards, and norms of behavior	Ethics, Integrity & Human Rights, pages 46-47 Code of Conduct Human Rights Policy Statement
102-17	Mechanisms for advice and concerns about ethics	Learning and Accountability, page 47 Code of Conduct Integrity Hotline

Indicator	Description	References
Governance		
102-18	Governance structure of the organization	Corporate Governance & Risk Management, pages 44-45 Governance Documents and Committee Charters 2020 Proxy Statement
102-22	Composition of the highest governance body and its committees	Board of Directors Committee Composition
102-23	Chair of the highest governance body	Board of Directors 2020 Proxy Statement , page 14 ("Board Leadership Structure")

Indicator	Description	References
Governance (Continued)		
102-24	Nominating and selecting the highest governance body	Corporate Governance Guidelines, pages 1-2 ("Composition of Board of Directors") Director Independence Criteria Corporate Governance Committee Charter , pages 1-2 ("Authority and Responsibilities of Corporate Governance Committee") 2020 Proxy Statement , pages 14-15 ("Director Nomination Procedures")
102-25	Conflicts of interest	Code of Business Conduct and Ethics for Directors
102-28	Evaluating the highest governance body's performance	Corporate Governance Guidelines , page 5 ("Assessing Board Performance")
102-36	Process for determining remuneration	2020 Proxy Statement , pages 21-42 ("Executive Compensation")

Indicator	Description	References
Stakeholder Engagement		
102-40	List of stakeholder groups	Whom We Serve, page 6
102-41	Collective bargaining agreements	2019 Annual Report and 10-K Filing , page 13 ("Employees") As of December 31, 2019, approximately 27% of our employees were covered by collective bargaining or similar agreements with various labor unions
102-42	Identifying and selecting stakeholders	Whom We Serve, page 6
102-43	Approach to stakeholder engagement	Whom We Serve, page 6 Customer Satisfaction and Privacy Protection, pages 51-52
102-44	Key topics and concerns raised	Whom We Serve, page 6 Materiality Assessment, page 10

Indicator	Description	References
Reporting Practice		
102-45	Entities included in the consolidated financial statements	2019 Annual Report and 10-K Filing , page F-50 of 10-K ("Guarantor and Non-Guarantor Consolidating Financial Statements")
102-46	Defining report content and topic boundaries	Materiality Assessment, page 10
102-47	List of material topics	Materiality Assessment, page 10
102-48	Restatements of information	Not applicable during the reporting period
102-49	Changes in reporting	This Report includes disclosures on social and governance topics
102-50	Reporting period	Our reporting period is calendar year 2019
102-51	Date of most recent report	2019 Corporate Social Responsibility Report
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	Get in Touch
102-56	External assurance	Not applicable during the reporting period

II. Specific Disclosures:

Management Approach Disclosures and Indicators

Material Topics	GRI Indicators	References
Economic		
Economic Performance	103	Management approach disclosure 2019 Annual Report and 10-K Filing Investor Overview Presentation (July 2020)
	201-1	Direct economic value generated and distributed 2019 Annual Report and 10-K Filing , page 36 ("Selected Financial Data") Life, pages 40-43
	201-2	Financial implications and other risks and opportunities for the organization's activities due to climate change CDP Climate Change Response , Question C2 Sustainable Operations, pages 30-32 Sustainable Fleet, pages 33-39 Being Prepared When Disaster Strikes, page 42
	201-3	Coverage of the organization's defined benefit plan obligations 2019 Annual Report and 10-K Filing , pages F-42 to F-44 ("Employee Benefit Plans")
Indirect Economic Impacts	103	Management approach disclosure Roadmap for Sustainable, Inclusive Mobility, pages 13-17 Life, pages 40-43 New Mobility Models
	203-1	Infrastructure investments and services supported Roadmap for Sustainable, Inclusive Mobility, pages 13-17 Life, pages 40-43 New Mobility Models
Anti-Corruption	103	Management approach disclosure A Strict Stance Against Bribery and Corruption, page 47 Learning and Accountability, Page 47
	205-1	Operations assessed for risks related to corruption A Strict Stance Against Bribery and Corruption, page 47 Learning and Accountability, Page 47
	205-2	Communication and training on anti-corruption policies and procedures A Strict Stance Against Bribery and Corruption, page 47 Learning and Accountability, Page 47
Environmental		
Energy	103	Management approach disclosure Energy and Emissions, pages 28-29 Fleet Maintenance and Optimization, page 30 Green Buildings, page 31 Sustainable Fleet, pages 33-39 Environmental Policy Statement
	302-1	Energy consumption within the organization Energy and Emissions, page 28-29

Material Topics	GRI Indicators	References
Environmental (Continued)		
Water	103	Management approach disclosure Water, page 29 Environmental Policy Statement
	303-3	Water withdrawal by source We are currently in the process of developing a credible, enterprise-wide baseline for future reporting.
Emissions	103	Management approach disclosure Our Accomplishments, page 8 Our Approach to Corporate Social Responsibility, page 9 Roadmap for Sustainable, Inclusive Mobility, pages 13-17 Energy and Emissions, pages 28-29 Sustainable Operations, pages 30-32 Sustainable Fleet, pages 33-39 Environmental Policy Statement
	305-1	Direct greenhouse gas (GHG) emissions (Scope 1) Energy and Emissions, page 29
	305-2	Energy indirect greenhouse gas (GHG) emissions (Scope 2) Energy and Emissions, page 293
	305-3	Other indirect greenhouse gas (GHG) emissions (Scope 3) CDP Climate Change Response , Question C6.5 In 2019, Scope 3 emissions from business travel were 4,257 metric tons of CO2e.
	305-4	Greenhouse gas (GHG) emissions intensity CDP Climate Change Response , Question C6.10
Effluents and Waste	103	Management approach disclosure Waste, page 29 Environmental Policy Statement
	306-2	Waste by type and disposal method Waste, page 29 This indicator is partially reported.
Environmental Compliance	103	Management approach disclosure ISO 14001 Certifications, page 9 Compliance and Environmental Protection, page 31 Environmental Policy Statement
	307-1	Non-compliance with environmental laws and regulations No material instances during the reporting period
Supplier Environmental Assessment	103	Management approach disclosure Fleet Efficiency, pages 38-39 Third Party Standards of Conduct
	308-1	New suppliers that were screened using environmental criteria Fleet Efficiency, pages 38-39 Third Party Standards of Conduct

Material Topics	GRI Indicators	References
Social		
Employment	103	Management approach disclosure Employee Benefits, page 24 Engagement, page 27 Careers
	401-2	Benefits Employee Benefits, pages 24-26 Careers
Labor/Management Relations	103	Management approach disclosure Respecting and Protecting Human Rights, pages 46-47 Human Rights Policy Statement 2019 Annual Report and 10-K Filing , page 13 ("Employees")
	402-1	Minimum notice periods regarding operational changes Notice periods and other terms vary across agreements.
Occupational Health & Safety	103	Management approach disclosure Our Response to the COVID-19 Global Pandemic, pages 6 and 25 Highlights, page 8 Health, Safety and Well-Being, pages 21-23
	403-1	Workers representation in formal joint management-worker health and safety committees Workers are represented in joint management-worker health and safety committees in all applicable jurisdictions.
	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities Our Performance, page 21
	403-3	Workers with high incidence or high risk of diseases related to their occupation Not applicable to operations
Training and Education	103	Management approach disclosure Employee Development and Engagement, page 27
	404-2	Programs for upgrading employee skills and transition assistance programs Employee Development and Engagement, page 27
Diversity and Equal Opportunity	103	Management approach disclosure Our Support of Black Lives Matter Movement, page 7 Our Accomplishments, page 8 Diversity, Inclusion and Belonging, pages 18-20
	405-1	Diversity of governance bodies and employees Diversity, Inclusion and Belonging, pages 18 Diversity of Board Members, page 44 Board of Directors
	405-2	Ratio of basic salary and remuneration of women to men Global Gender Pay Equity, pages 18-19

Material Topics	GRI Indicators		References
Social (Continued)			
Human Rights Assessment	103	Management approach disclosure	Respecting and Protecting Human Rights, page 40 Human Rights Policy Statement Third Party Standards of Conduct
	412-2	Operations that have been subject to human rights reviews or impact assessments	Respecting and Protecting Human Rights, page 47
Local Communities	412-2	Employee training on human rights policies or procedures	Learning and Accountability, page 38
	103	Management approach disclosure	Life, pages 40-43
	413-1	Operations with local community engagement, impact assessments, and development programs	Life, pages 40-43
Supplier Social Assessment	103	Management approach disclosure	Supplier Diversity, page 20 Respecting and Protecting Human Rights, page 47 Third Party Standards of Conduct
	414-1	New suppliers that were screened using labor practices criteria	Respecting and Protecting Human Rights, page 47 Third Party Standards of Conduct
Public Policy	103	Management approach disclosure	Public Policy Participation, pages 48-50 Code of Conduct , pages 71-72 ("Political Activity" and "Lobbying")
	415-1	Political contributions	Governance and Oversight, page 40 Industry Associations, pages 41
Customer Health and Safety	103	Management approach disclosure	Our Response to the COVID-19 Global Pandemic, pages 6 Smart Vehicles, Smart Cities, Smart Infrastructure, page 37 Vehicle Safety, page 45 Taking the Lead to Make Communities Safer, page 50
	416-1	Assessment of the health and safety impacts of product and service categories	Highlights, page 8 Vehicle Safety, page 45 Taking the Lead to Make Communities Safer, page 50
Customer Privacy	103	Management approach disclosure	Protecting Customer Privacy, page 52 Privacy Notice
	418-1	Substantiated complaints regarding breaches of customer privacy and losses of customer data	None during the reporting period
Socioeconomic Compliance	103	Management approach disclosure	Ethics, Integrity and Human Rights, pages 46-47 Code of Conduct
	419-1	Non-compliance with laws and regulations in the social and economic area	No material instances during the reporting period



Chapter 10 SASB Disclosure



The Sustainable Accounting Standards Board (SASB) is an independent, private sector organization with a mission to develop and disseminate sustainability accounting standards that help public corporations disclose material, decision-useful information to investors. (For additional information on SASB, please visit www.sasb.org.)

To support investors and stakeholders, Avis Budget Group has provided the following disclosures based on the SASB Standards for Car Rental and Leasing Companies.

Accounting Metrics

Topic	Metric	Code	References
Customer Safety	Percentage of rental fleet vehicles rated by NCAP programs with an overall 5-star safety rating, by region	TR-CR-250a.1	In the U.S., 53% of our 2019 Fleet was rated with an overall 5-star rating. Additional information on vehicle safety can be found on page 45 of our Corporate Social Responsibility Report.
	Number of vehicles recalled	TR-CR-250a.2	Periodically, automobile manufacturers provide notices of issues relating to their vehicles. These notices range from minor issues to recall notices relating to vehicles that may pose a risk to the safety of the driver, passengers and the general public. In the United States, when we receive a safety recall notice from a vehicle manufacturer under the Motor Vehicle Safety Act, we identify the affected vehicles in our fleet and place them on a "hard hold" in our reservations system, which prevents them from being rented. We then do not rent these vehicles until we are able to implement a remedy that has been approved by the manufacturer and the National Highway Transportation and Safety Administration (NHTSA). In addition, when our vehicles become subject to a safety recall, we use a third-party vendor that automatically calls customers within 24 hours when we have confirmed that the vehicle they have out on rent has been recalled. This process is used to contact all customers who have provided a telephone number and/or email address during the reservation or check-in process through which the customer can be reached. Each customer who has rented a vehicle that is subsequently subject to a recall will receive a message providing specific instructions as to how, where and when the vehicle may be returned for an exchange. If no valid telephone number has been provided, a written notice will be sent to the renter's residential address. Additional information can be found on page 45 of our 2020 Corporate Social Responsibility Report and on page 19 of our 2019 10-K Filing
Fleet Fuel Economy and Utilization	Rental day-weighted average rental fleet fuel economy, by region	TR-CR-410a.1	Weighted average rental fleet fuel economy for 2019 was 27 miles per gallon in the U.S. and 189 grams of CO ₂ /km for international. Additional information on fleet fuel economy can be found on pages 38-39 of our 2020 Corporate Social Responsibility Report.

Accounting Metrics (Continued)

Topic	Metric	Code	References
	Fleet utilization rate	TR-CR-410a.2	<p>Average fleet utilization for 2019, which is based on the number of rental days (or portion thereof) that vehicles are rented compared to the total amount of time that vehicles are available for rent, ranged from 64% in January to 76% in July. Our calculation of utilization may not be comparable to other companies' calculation of similarly titled metrics.</p> <p>2019 10-K Filing, pages 12 ("Fleet Utilization")</p>

Activity Metrics

Metric	Code	References
Average vehicle age	TR-CR-000.A	<p>Our fleet consists primarily of vehicles from the current and immediately preceding model year.</p> <p>2019 10-K Filing, pages 10-13 ("Our Fleet")</p>
Total available rental days	TR-CR-000.B	<p>In 2019, there were 365 total available rental days as we maintain continuous operations on weekends and holidays.</p>
Average rental fleet size	TR-CR-000.C	<p>On average, our global rental fleet totaled approximately 660,000 vehicles in 2019 and we completed more than 41 million vehicle rental transactions worldwide.</p> <p>2019 10-K Filing, page 3 ("Overview")</p>



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