



HERC HOLDINGS INC.

Our Commitment to Corporate Citizenship

2022

Reprinted July 14, 2022 with updated weblinks.



About Herc Rentals

Herc Rentals Inc. is a subsidiary of Herc Holdings Inc., shares of which are listed on the New York Stock Exchange under the stock symbol HRI.

For more than 56 years, Herc Rentals has equipped society's builders, producers, makers, suppliers and growers, and has been a vital contributor to the well-being of communities across North America.

We equip our customers and communities to build a brighter future.

Our Vision

We aspire to be the supplier, employer and investment of choice in our industry.

Our Mission

To ensure that end users of our equipment and services achieve optimal performance safely, efficiently and effectively.

Our Values

We do what's right.

We're in this together.

We take responsibility.

We achieve results.

We prove ourselves every day.

Use of "material" in our Corporate Citizenship Report is for purposes of reporting in compliance with the Global Reporting Initiative Index. The term "material" as used in our Corporate Citizenship Report should be interpreted as a determination by the Company of materiality for purposes of U.S. federal securities laws, rules and regulations or the New York Stock Exchange rules and listing standards.

About the Company

Traded on the New York Stock Exchange under "HRI" since July 1, 2016.

One of the leading North American equipment rental companies.

Estimated 3% market share in a highly fragmented market.

\$2.1 billion in total revenues.

\$4.4 billion in fleet (OEC).*

5,600 employees.

326 locations in North America.†

* Original equipment cost (OEC) based on American Rental Association guidelines. OEC as of December 31, 2021.

† Data for locations is as of May 19, 2022.

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35% of our Board members self-identify as **women or people of color**
Refers to our non-employee Board members
.....

Scope 1 & 2 GHG emissions intensity:
▼12%

▼7%
Non-toxic waste intensity

Our 2021 Highlights

Women and people of color **comprise 27%** of managers

Named by **Newsweek** as one of America's **Most Responsible Companies**

98% Perfect Days by branch location

▲39%
IN AVERAGE TRAINING HOURS

▲20%
in facilities using **LED lighting**

38% of our **Equipment Count** is **EV or Hybrid**

~2x improvement in employee **Net Promoter Score**

WATER INTENSITY
▼9%

RECIPIENT OF
EcoVadis Bronze Award
2021

Response rate to employee **survey >90%**
.....

A Message from Our CEO

To our Stakeholders:

In 2021, the second year of the COVID pandemic, our company's purpose statement, "We equip our customers and communities to build a brighter future," was especially germane. We are proud to have supported customers and communities throughout the pandemic as part of our larger commitment to operate as a sound corporate citizen across our North American operations.

In many other ways, 2021 also was a pivotal year for Herc Rentals. We established new three-year corporate goals following five years of operational and financial progress as an independent company. Importantly, among our new goals, "Integrating ESG" was added as one of our principal initiatives. These initiatives are outlined in our 2021 Annual Report to Shareholders, which is available on our corporate [website](#).

Consistent with our enhanced corporate focus on ESG, we established three major sustainability goals for 2030, using 2019 as our base year:

- Reduce Scope 1 and Scope 2 greenhouse gas (GHG) emissions intensity by 25%
- Reduce non-toxic waste to landfill intensity by 25%
- Improve safety metrics annually, with the Total Recordable Incident Rate (TRIR) reaching 0.49 or better

As you can see from the 2021 Highlights on page 1 of this report, we continued to expand our overall sustainability initiatives, and made substantial progress on two of the three major goals we established last year. We are in the process of converting all of our branches to LED lighting and are progressing on our initiatives to expand the use of solar power in our branches. We developed a company-wide approach to enhance our recycling productivity and have additional waste reduction strategies under way for 2022.



Larry Silber

President and Chief Executive Officer
Herc Holdings Inc.

A Message from Our CEO Continued

RECIPIENT OF
**EcoVadis
Bronze Award
2021**

Named by
Newsweek
as one of America's
Most Responsible
Companies

Safety remains the cornerstone of our business and operations and importantly is at the center of our Vision, Mission & Values pyramid. We are committed to improving safety to reach our goal for 2030, as well as to support the day-to-day health, safety and welfare of Team Herc and our customers. To that end, we are focused on new programs to elevate safety awareness in everything we do for our customers, our team and our communities.

Our team members provide essential services in our communities with equipment to support a wide range of businesses, including industrial operations, government and infrastructure services, health centers, hospitals, construction, retail businesses, utilities, and entertainment services. We responded to climate-related disasters around the country, including Hurricane Ida and other extreme weather events such as floods, tornadoes, and wildfires. At the same time, across North America our equipment supported COVID vaccination centers and testing facilities. The pandemic tested our mettle and I'm pleased to say we met the challenge.

Reducing the impact of carbon emissions from the equipment we operate and rent to customers is clearly our biggest opportunity. To that end, we continue to add electric battery powered, hybrid, and alternative energy sourced equipment to our fleet, which now accounts for approximately 38% of our fleet count or about 15% of the value of our original equipment cost.

We believe that leading equipment rental companies are well positioned to provide opportunities for innovation as customers evaluate new electric vehicles (EV) and construction equipment. Our New Product Development Task Force works with manufacturers to evaluate equipment that improves productivity and fuel-efficiency as we invest in new fleet.

Even as we have reduced our Scope 1 and Scope 2 greenhouse gas emissions intensity from our base year of 2019, we will require greater focus and commitment as we

pursue our 2030 goals. Since December 30, 2020, we have acquired 18 companies comprised of 46 locations, in addition to opening 10 new greenfield locations in North America. Over the next few years, we will continue to add new locations through greenfield and acquisitions. We now have 326 locations. We also plan to invest approximately \$1 billion in net fleet capital expenditures in 2022. While our expansion necessitates our reporting on an intensity basis, using total revenues as a denominator, we continue to focus on an absolute reduction in GHG emissions, as this represents the true intent of our climate-related initiatives.

We also expanded our ESG reporting and our Board of Directors endorsed many of the UN Sustainable Development Goals last year. We are committed to doing our part to address the challenges of global warming and climate change, and to implement actions that support social progress and promote human rights across our operations and business relationships.

We appreciate your interest in Herc Rentals and hope that you'll review the content of this report in its entirety. Additional information is also located on the Sustainability section of our corporate website at ir.hercrentals.com.

Sincerely,

Larry Silber

President and Chief Executive Officer
Herc Holdings Inc.

May 19, 2022

Corporate Governance and Oversight

Our Board of Directors is committed to sound corporate governance and promoting the long-term interests of our shareholders. The Board has approved structures, policies and practices that strengthen and promote responsible oversight.

Our By-Laws, Corporate Governance Guidelines and the charter of each of our Board committees provide the framework for corporate governance. A copy of our By-Laws, Corporate Governance Guidelines, charters of each Board committee, and our Code of Ethics are available under the investor relations section of our website at <http://ir.hercrentals.com>.

Our Board of Directors directly and through its Nominating and Governance Committee and the Compensation Committee oversee the company's environmental, safety, human capital, social and governance policies.

Governance Highlights

- Independent Chairman.
- 9 of 10 directors are independent.
- Annual election of directors.
- Majority voting for directors and director resignation policy in uncontested elections.
- 94% Board and Committee attendance in 2021 by director nominees.
- Robust stock retention guidelines for senior executives and non-employee directors.
- Prohibition on directors and Section 16 officers pledging Company stock and prohibition on directors and all employees hedging Company stock.
- The Board generally will not nominate a nonmanagement director for election at an annual meeting if that person has reached age 75.

Corporate Governance and Oversight Continued

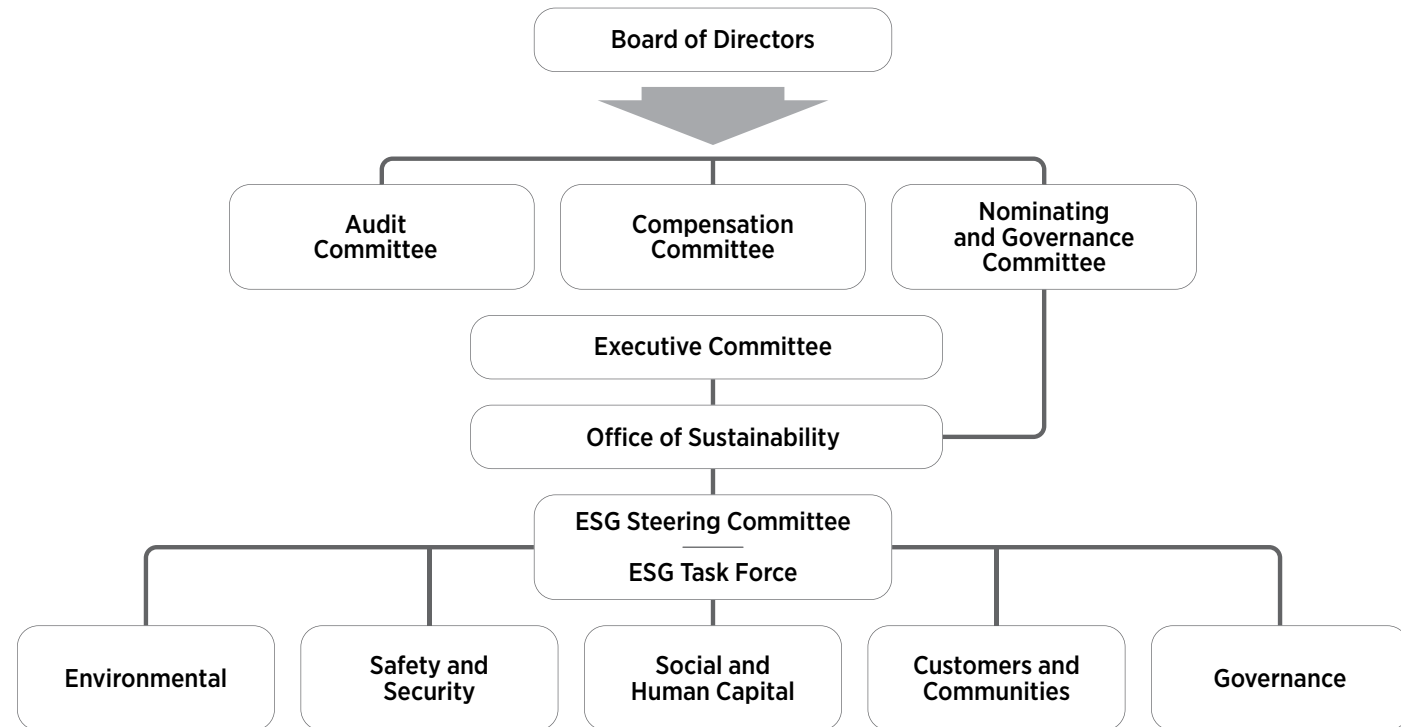


Environmental and Social Highlights

- Named by *Newsweek* as one of America’s Most Responsible Companies.
- Awarded Bronze Medal by EcoVadis in recognition of sustainability achievements.
- Established environmental goals for reduction of GHG emissions and waste by 2030.
- Established goal of annual improvement of safety metrics.
- Published Corporate Citizenship Report aligned with Global Reporting Initiative standards.
- Adopted UN Sustainable Development Goals.

35% of our Board members self-identify as **women or people of color**

Refers to our non-employee Board members



Office of Sustainability

The Office of Sustainability oversees and collects the inputs from staff representing operations, environment, procurement, safety, human resources, risk management, information technology (IT) and governance. A 20+ person staff forms the ESG Task Force and develops and tracks the quantifiable metrics, reports on the initiatives within their scope, and recommends potential goals. The vice president of sustainability reports directly to the Nominating & Governance Committee.

The Office of Sustainability and the ESG Steering Committee determine the material topics, metrics, goals and policies that are recommended to the Executive Team. These topics are then researched and reviewed by the ESG Task Force which is made up of 25 Field Support Center team members. These overall ESG policies and goals and the Corporate Citizenship Report are reviewed by the Nominating and Governance Committee at least annually.

The Office of Sustainability can be contacted at: SustainabilityOffice@HercRentals.com.

Corporate Governance and Oversight Continued

Stakeholder Engagement

Our stakeholders are those individuals, groups or entities that we interact with or that can be impacted by our operations or performance. Our key stakeholders are our employees, current and potential customers and investors, and the communities in which we live and operate. We engage and communicate often with our major stakeholders to better understand their needs, concerns and perspectives on our business operations and performance, including sustainability and corporate responsibility.

Material Topics

The company's sustainability initiatives are disclosed in this report and referenced on the company's website (<https://ir.hercrentals.com>), including reference to material topics such as strategy; ethics and integrity; governance and oversight; stakeholder engagement; reporting practices; environmental assessment of operations, including energy, water, materials and waste; sustainable procurement; compliance; health and safety; employee experience and retention; learning and development; training and education; inclusion and diversity; local communities; supplier assessment; customer health and safety; management systems; and privacy and cybersecurity.

How We Engage

Employees	Customers	Investors	Communities
Day-to-day Interactions	Informal Conversations	One-on-one Meetings and Calls	Volunteering
Employee Surveys	Training	Quarterly Earnings Calls	Philanthropy
Senior Leadership Meetings, Monthly In-person or Virtual	Formal Surveys	Investor Conferences	Direct Interactions During Disaster Relief
Townhalls	Customer Appreciation Days	Annual Meeting of Stockholders	
Topical Podcasts	Safety Training	Hosted Investor Events	
Safety Training		E-mails	
Internal Communications via Email - Weekly			
On-line Training			
Employee Resource Groups			
Job-specific Newsletters			

Topics of Interest

Employees	Customers	Investors	Communities
Safety	Customer Service	Financial Results	Volunteering
Career Development	Equipment Selection	Strategic Plans for Growth	Disaster Preparedness and Response
Employee Engagement	Pricing	Industry Trends	Impact of Local Operations
Training	Safety Training	Capital Allocation	
Benefits and Compensation	Introduction of New Types of Equipment	Corporate Governance	
Inclusion and Diversity		Sustainability Performance	
Performance		Environmental-related Risks	
Performance Awards			



Our Commitment to Safety

Safety is at the foundation of everything we do and is embedded at the center of our Vision, Mission and Values statement. We are highly focused on the integration of our new operations as well as ensuring that our safety culture is shared and embraced by our new team members across all our locations. Our safety training and procedures are expected to be implemented immediately by our new colleagues.

Our Safety Policy states:

Herc Rentals requires an active commitment to, and personal accountability for, safety and safety compliance from all employees and contractors. Operations leaders have a key role in the communication and implementation of, and ensuring adherence to, safety and compliance policies and standards.

As part of our ongoing commitment to safety, we will:

- Protect and strive for improvement in the safety and health of our teammates at all times;
- Eliminate accidents and non-conformance to safety policies, procedures and practices;
- Safely meet specified customer requirements and ensure continuous customer satisfaction;
- Set safety performance objectives, measure results, assess and continually improve processes and services, through the use of effective safety programs and processes;
- Responsibly plan for, and swiftly respond to and resolve safety-related events;
- Communicate openly with internal and external stakeholders and ensure an understanding of our safety policies, standards, programs and performance;
- Recognize and reward outstanding safety performance;

Our Commitment to Safety Continued

- Improve our performance on safety issues relevant to our internal and external stakeholders that are of concern and on which we can have an impact, and share with them our knowledge of successful safety programs and initiatives;
- Comply with applicable safety legislation, regulations, and industry standards;
- Promote a culture where "Stop Work" is an individual obligation and company responsibility;
- Identify and implement effective management related to safety risks;
- Allocate appropriate resources to honor our safety commitment;
- Commit to making everyday a "Perfect Day."

The commitments listed here are in addition to our basic obligation to comply with the Herc Rentals Vision, Mission, Values and Code of Conduct, as well as all applicable laws and regulations where we operate. This commitment is critical to our business success because it allows us to systematically prevent and/or minimize losses and adds value for all our stakeholders.

A Safety-first Culture

Our safety culture is predicated on training, communications, empowerment, measurement and recognition.

Safety Training — Training is delivered via instructor led or computer-based depending on the topic and determined best approach. Regulatory training content and job specific training is developed internally with input from experienced employees and leverages equipment manufacturers' guidance. Training effectiveness is evaluated based upon incident review to determine if the training was effective in the context of the task and reduction or mitigation of the hazards associated with the task.

Safety Communications — We have developed several platforms to inform Team Herc about our commitment to

safety, including an annual commitment to safety and ongoing safety reminders from the CEO; Monday safety bulletins that reinforce safety awareness and behaviors at work and at home; safety boards at every location that serve as a dedicated resource for safety-related information; and morning stretches and safety huddles at all locations to help get every working day off to a safe start. We strive for the "Perfect Day" which is defined as a working day across our company with (i) no OSHA recordable incidents, (ii) no Department of Transportation violations and (iii) no "at fault" motor vehicle accidents. All of our branches achieved at least 98% Perfect Days in 2021.

Stop Work Authority — All employees are empowered to intervene with a Stop Work Authority (SWA) when they



98% Perfect Days
by branch location

Our Commitment to Safety Continued

perceive an unacceptable safety condition, act or situation where an individual's lack of understanding could result in an incident. The SWA is supported through Safety Alert communications that emphasize safety practices and a daily observation program at our locations that prepares employees to assess their work environment and tasks for potential hazards.

Documenting Safety Actions — Observations or hazards can be reported and or entered by any employee and generates an action in the system of record for follow-up. Observations and hazards are routinely reviewed and audited with feedback to the submitting employees. All observations and hazards are entered into the system of record to create reports, which are used to analyze trends and areas of opportunity for improvement. These observations or hazards can be entered into the system of record from any smart phone or computer terminal. If an employee has a concern of privacy, observations can also be entered anonymously. Incidents that are reported through our system of record



generate a requirement for an investigation. Depending on the type or severity of the investigation, different approaches may be used to determine the root cause and corrective actions. Monthly inspections, quarterly site assessments and annual audits are conducted to ensure the workplace is free of hazards.

Product Safety — A new product introduction program is in place that identifies and creates, as needed, the training, processes and hazard assessments at the time of introduction. Additionally, if a product has the potential to create an environmental hazard, it is analyzed and monitored to ensure hazards are eliminated or mitigated.

Ongoing Safety Initiatives — In addition to tracking and sharing standard safety performance metrics, we have established a daily Safety Dashboard that measures all branch locations on leading safety indicators, including training, monthly branch inspections, Toolbox Safety Meetings, employee observations and total safety inspection findings.

The daily Safety Dashboard is reviewed by branch managers, with weekly reports on individual branch performance sent to regional vice presidents. On a weekly basis, the director of safety reports performance and any other issues of note to the chief operating officer. The director of safety also reports on safety performance to the Board on a quarterly basis.

Safety Councils — All branch locations have instituted Safety Councils, which are led and comprised of non-management volunteer members of Team Herc. Members of our Safety Councils meet monthly and are tasked with identifying and addressing safety hazards and recommending safety improvements that are then communicated to the branch manager and safety director.

Recognition — Leading safety performance is recognized each year and individual and team safety achievements are celebrated throughout the year on location, through company newsletters like "The On Ramp" for our professional drivers and "The Tool Box" for our service technicians and our coordinator newsletter. Additionally, drivers and technicians who have demonstrated positive safety behaviors are presented with a "Think Safety" sticker, which they can display on their vehicles or toolboxes. The company also recognizes outstanding regional and district safety performance during annual events and award ceremonies.

Vehicle Safety — Our safety-first culture and ongoing implementation of vehicle safety enhancements, such as back-up cameras; active brake assist; rear, cross and forward collision alerts; lane-departure warning; front-and-rear parking assist technologies; and hands-free steering wheel controls will continue to support our progress in increasing our Perfect Days.

Our Commitment to Safety Continued



Coping with COVID-19

We moved quickly to implement new operational practices across all locations based on the U.S. Centers for Disease Control and Prevention (CDC) guidance to mitigate the COVID-19 virus. As a provider of essential services, our operations remained open throughout the pandemic. We continue to adjust safety and standard operating procedures based on updated CDC guidance.

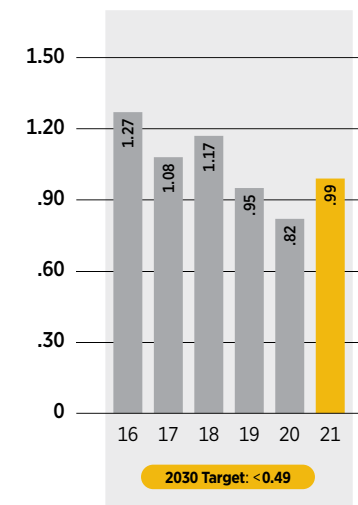
Focusing on Safety Performance

We expect to achieve annual safety performance levels equal to or better than the industry average and are committed to improving our safety metrics annually with the goal of 0.49 or less in Total Recordable Incident Rate (TRIR).

Our TRIR in 2021 was based on U.S. ongoing operations, excluding acquisitions made during the 2021 year. TRIR in 2021 was 0.99 based on 10,483,584 hours worked, an increase in hours worked of 5% over 2020. The 2021 TRIR remained below 1.00 and similar to the 2019 rate, which represented a more typical operating environment, compared to the 12% reduction in hours worked from 2019 to 2020 due to the economic slowdown related to the COVID-19 pandemic. There were no employee fatalities in any of our locations from 2018 through 2021.



U.S. Total Recordable Incident Rate





Cybersecurity

Customer information and information systems are critical assets to Herc Rentals' operations and our ability to achieve our strategic objectives. As a result, protecting the confidentiality, integrity and availability of this information is imperative to our business success. Our information security policy provides a framework for the establishment, operation and management of information security programs to protect Herc Rentals' assets from a wide range of threats and effectively lower our risk profile.

Cybersecurity is potentially a significant risk to our business and is increasingly becoming a greater risk to government, corporate and other enterprises. Our cybersecurity program is headed by an internal cybersecurity team and overseen by the Board, Audit Committee, Risk and Compliance Committee and senior management.

Our information technology policy applies to the use of information, information systems, electronic and computing devices, applications, and network resources used to conduct business within Herc Rentals and applies to employees, contractors, consultants, temporary and other workers at Herc Rentals, including personnel affiliated with third parties.

The cybersecurity team is responsible for building security capabilities, security awareness and a holistic program to protect the business. They develop information security policies and standards, provide security advice and recommendations to the business and information technology, and are an overall enforcement agent of policies and standards.

The company's cybersecurity activities are aligned to three service lines: governance, risk, and compliance (GRC); security operations; and security architecture and engineering. Across these service lines, the cybersecurity program ensures that the business has information security policies and standards, continuous monitoring of its IT assets, security incident response support, strategies and standards for risk mitigation, and a security awareness and training program.

Employees complete mandatory cybersecurity training annually and all personal records are protected with two-factor authentication. Also, regular phishing tests and virus scans are conducted on all computers. Herc Rentals takes proactive steps to protect the privacy of our customers and employees. Both internal and external teams will investigate any formal complaints regarding the safekeeping or breach of customer data. To date, there are no known substantiated reports of violations of Herc Rentals customer data.

A man wearing a high-visibility safety vest, safety glasses, and a dark polo shirt is standing next to a white truck. He is holding a mobile phone to his ear with his right hand and a clipboard with papers in his left hand. The truck has a 'F150' badge on the side and a Texas license plate that reads 'FLP-3'. The background shows a building and some trees.

Human Capital – Team Herc

Inclusion and Diversity

Herc Rentals aspires for our workforce to reflect the customers and communities we serve. Diverse teams enrich our company culture and strengthen our business as we benefit from a broad range of life and industry experiences, ideas, and perspectives.

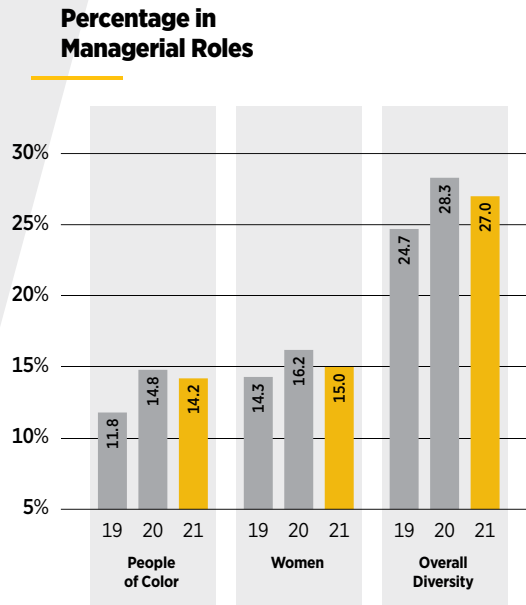
In 2021, Herc Rentals reported an increase in the number of people of color as a percent of our total workforce, from 28.8% to 29.8%. While we continue efforts to foster and improve the diversity of our workforce, we believe we are moving in the right direction.

The population of women at Herc Rentals also increased in 2021, to an overall 13.3% of the workforce. Women represented 13.7% of new employees in 2021, an increase from 11.2% of new hires in 2020. While equipment rental traditionally is a male-dominated industry, Herc Rentals is committed to attracting and recruiting more women into the equipment rental industry and to our company, and to providing meaningful career paths and opportunities for advancement.

One of the ways that Herc supports women in the workforce is through our Women in Action (WIA) employee resource group. Women in Action seeks to attract, support, develop, and retain women through opportunities for learning, networking, volunteering, and mentoring. WIA hosts quarterly learning sessions via webinar and

Women and
people of color
comprise 27%
of managers

Human Capital – Team Herc Continued



recognizes the accomplishments of women in the organization through quarterly newsletters. In 2021, the resource group launched the first local WIA chapter in the company’s Carolina Region, giving Team Herc women in the area a chance to network with one another through in-person events and opportunities and to participate in service projects to benefit their local communities. The group plans to launch local chapters throughout North America in 2022.

Though we did see slight decreases in the percentages of both women and people of color in leadership positions, we aim to improve this through our focus on employee development, internal promotions and talent mobility.

Leveraging the Unique Skills and Experiences of Military Veterans

Military veterans and actively serving members of the Reserves and National Guard possess unique skills and experiences that are well suited for many job roles at Herc Rentals. Herc Rentals is a proud supporter of our military service members and is eager to pursue opportunities to recruit veterans into the equipment industry and to our team. In support of our ambitious veteran hiring initiatives, Herc Rentals added dedicated staff to focus on veterans. Herc Rentals’ veteran recruiters travel the country to meet and interact with veteran candidates and in 2021 attended more than 20 events for military veterans seeking to transition to civilian employment. The Herc Rentals team was also honored to support two National Guard conferences in the past year, as well as the opening of the Navy Seal Museum in New York City.

In 2021, Herc Rentals experienced the largest growth of military veterans in our workforce. At the end of 2021, Herc Rentals’ population of employees included 490 self-identified veterans, representing approximately 8.7% of the total workforce.

For the seventh consecutive year, Herc Rentals was recognized as a Military Friendly Employer, improving from the Bronze Designation to the Silver Designation, which is an honor reserved for select companies. Among other designations, Herc Rentals was also recognized as a Military Friendly Brand.

Herc Rentals’ Veteran Resource Group (VRG) continues to be active in providing networking opportunities and support to our military team members. The VRG reaches out to all identified prospective veteran employees and new hires to welcome them to Team Herc and to invite them to join the VRG network. From the very beginning of their journey with



Herc Rentals, the VRG lets veterans know that they are valued and supported. The VRG also engages in efforts to recognize Herc Rentals team members. For example, veterans have the option to select apparel with Herc Rentals’ Military Veteran designation, which includes a custom veteran logo. In 2021 the VRG sent each of our veterans a small token of appreciation—a hat branded with the veteran logo.

Human Capital – Team Herc Continued

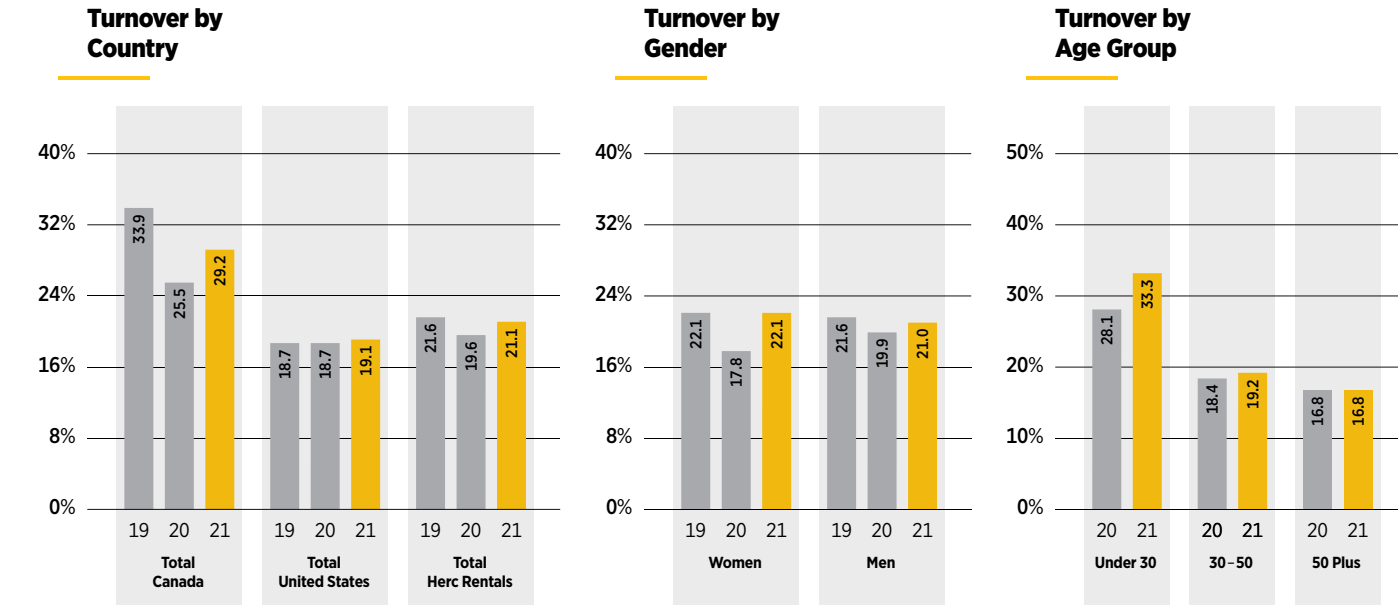


Retaining and Growing Our Team

We aspire to be the Employer of Choice in the equipment rental industry. Our team members are key to our success, and we remain focused on employee engagement, career development and retention.

In 2021, a challenging year for all employers given the extended impact of the pandemic, we were pleased to report only a slight increase in total turnover — less than 1% — over the prior year. In 2021, Herc Rentals outperformed the broader labor market and the transportation, construction, and leasing/rental industry segments. With this challenging environment in mind, we were pleased to have maintained our employee retention rates comparable to prior years and in light of the “great resignation” that many industries experienced in 2021.

We closely monitor our voluntary turnover as well as voluntary turnover in the broader labor market as provided by the Bureau of Labor Statistics (BLS). The most significant change in Herc Rentals’ turnover was an increase in the under-30 age group, indicating that many young



professionals are actively pursuing new opportunities as they are beginning or ramping up their careers.

Herc Rentals’ talent acquisition team aggressively recruited new talent to join our team and support the rapid growth of the business. Herc Rentals increased external hiring by more than 55% in 2021 compared to 2019. The entire Herc Rentals team contributed a significant amount of support to the company’s recruiting efforts; similar to prior years, over 40% of new hires — excluding those who joined Herc Rentals via acquisition — involved an employee referral.

Of the more than 1,900 new Herc Rentals employees in 2021, more than 27% came onboard via acquisitions completed throughout the year. We were delighted that the majority of acquisition employees decided to transition to Team Herc, bringing a vast amount of industry knowledge and experience with them. Herc Rentals also recognizes the collaborative efforts of team members from across the

company, representing many different departments, to support the transition of our acquired team members and their branches.

Recruiting early career candidates — specifically through the campus recruiting program — continues to be a priority for Herc Rentals as we aim to attract young professionals to the industry and build our internal talent pool of high potential performers. In 2021, we hired over 100 new or recent college graduates to take part in the Black & Gold Early Career Academy, which is designed to prepare participants for roles in sales. In 2022, Herc Rentals will continue to expand this program with a goal to recruit over 150 graduates. The campus recruiting program has proven to be very successful thus far as we have retained 75% of employees hired through the program since 2018.

Human Capital – Team Herc Continued

Development of Our People

As part of Herc Rentals’ vision to be the Employer of Choice in our industry, we seek to continuously develop our team members and provide them with opportunities to grow and further their careers within the company. Regardless of an individual’s position or placement within the organization, our desire is that every employee will have a visible career path with clear steps to prepare them for future progression.

All Herc Rentals employees engage in learning activities throughout the year, which may include compliance-related training, job-specific training, and developmental programs. Herc Rentals uses various methods to facilitate training, with an emphasis on learning through practical methods.

In 2021, Herc Rentals team members completed an average of 44.1 training hours, including required and discretionary training. This average represents a 39.1% increase over the prior year, and exceeds the industry standard, as well as Herc Rentals’ previously set goal of 40 hours. As we seek to strengthen our internal talent pool and encourage internal mobility, training plays a critical role in reaching these goals.

Herc Rentals provides equal opportunities for training to all team members, though some training is specific to a job or location. By gender, women averaged almost 5 more hours of training than men in 2021. While the data reflects a gap in

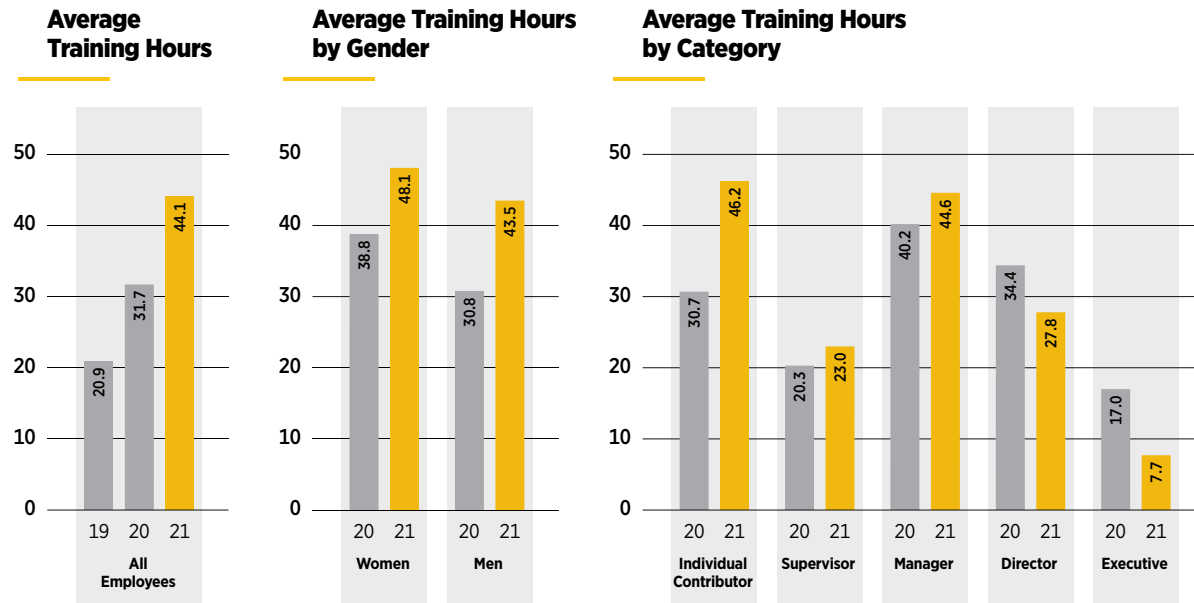
the average training hours between men and women, the gap did shrink compared to 2020. The difference in average training hours is likely due to a larger investment in discretionary training by women, as well as job-specific training requirements for the roles in the company that tend to have higher populations of women, such as the sales and operations coordinator role.

Herc Rentals invested in several new or expanded learning programs in 2021, some of which were targeted towards key roles in the organization.

- **Digital Learning** — Herc Rentals expanded its learning offerings available to employees through Herc University by launching a new digital learning platform. Through the new platform, all Herc Rentals employees have



▲ **39%**
IN AVERAGE
TRAINING HOURS



Human Capital – Team Herc Continued



access to over 19,000 digital learning assets, including courses, videos, and e-books. Learners have the option to subscribe to organized channels of content and follow specific learning journeys based on their interests.

- **5-Tool Manager** — This program is designed to equip managers with the knowledge and skills that they need to successfully lead their teams and manage the operations in their branches or areas. Sessions are instructor-led, with team members from various functional areas serving as instructors. Each session is sponsored and attended by district and regional leadership, including regional vice presidents. While this program was introduced in 2020, Herc Rentals prioritized enrollment in the program for both new and current branch managers.
- **Black & Gold Early Career Academy** — As mentioned previously, this program is essential to our strategy for building a strong pool of internal talent. The Black & Gold Early Career Academy aims to prepare participants for other roles in the organization — primarily in sales — by providing directed training, exposure to the business, guidance on personal brand development, and access to senior leadership. Participants move through the program as part of a cohort, giving them the ability to network with one another and benefit from shared experiences.
- **Technician Training Program** — The Learning & Development team introduced a new internal resource page for technicians, which organizes access to resources and learning programs specific to technicians and the equipment they repair and maintain. Through this site, technicians — or those who aspire to be technicians — can access basic training and select specific equipment-related online training that both meets the needs of

their branch while also supporting their professional development. The training progresses from online courses for completing a basic inspection and conducting routine maintenance, to hands-on courses for completing complex repairs for a specific type of equipment.

- **Action Selling the Herc Way** — This program is designed to equip the sales force with a standard sales methodology, and is aimed to drive revenue, profitable growth, and improve the customer experience. The program includes participation in a workshop, guided practice to reinforce the skills learned, and a final assessment for certification.

These programs, along with other development programs provided throughout the year, resulted in an increase in average learning hours for our operational staff. Learning hours for salaried team members in our operations increased from an average of 37.6 to 71.3 hours per person. For hourly operations team members, average learning hours increased from 19.2 to 38.8 hours per person.

In addition to providing learning opportunities, an important aspect of employee development is providing individualized feedback. Managers are encouraged to provide coaching and feedback — both formally and informally — on a regular basis. The majority of Herc Rentals employees receive a formal annual performance review, with the exception of union employees and employees who join the company later in the year.

Human Capital – Team Herc Continued

Hearing From Our People

Herc Rentals introduced its first employee survey in 2018 and has since offered a version of this survey annually, collecting feedback on our company culture and the wellbeing of our team members. The survey provides valuable insight from a company level, all the way down to the individual department or branch level. All Herc Rentals team members are encouraged to participate in this anonymous survey and, though completing the survey is not required, more than 90% of employees responded in 2021, representing our highest response rate yet.

While developing and maintaining culture is an ongoing effort, we are encouraged by the progress reflected in the 2021 survey. For example, our employee Net Promoter Score nearly doubled compared to the 2020 survey, indicating a higher percentage of team members who would recommend Herc Rentals as a great place to work. We also saw improvements in the areas of job satisfaction and personal wellbeing.

The results of the employee survey are used by leadership to identify areas of focus for improving culture and employee wellbeing. In early 2022, more than 40 leaders gathered to review the survey results and develop actionable items and goals for the year and beyond. Leadership is committed to prioritizing these actions and continuing to advance the Team Herc culture.

**Response
rate to employee
survey >90%**



Taking Care of Our People

The wellbeing of our people, both within the workplace and outside of the workplace, is a top priority for Herc Rentals. We recognize that overall wellbeing involves all aspects of a person's life, including physical, mental, and financial wellbeing. In addition to offering traditional benefits — such as health and wellness coverage, retirement programs, and benefits to protect employees from the impact of significant life events — Herc Rentals continuously evaluates our benefits offerings with a goal to enhance the options for employees.

In 2021, Herc Rentals introduced several new benefits aimed at supporting families and mental health.

- **Paid Parental Leave** — This program is designed to acknowledge the importance of family by providing limited paid leave time off to care for or bond with a new family member.
- **Pregnancy Related Medical Leave** — This program promotes the importance of family and wellbeing of employees by providing limited paid leave due to a pregnancy-related medical leave.
- **Headspace** — All U.S. employees enrolled in one of Herc Rentals' medical plans have automatic access to Headspace, which is platform that promotes mental wellbeing by providing resources to help with stress, anxiety, and sleep. Through the program, which is available on a computer or through a mobile app, users can also learn more about mindfulness and meditation.

Human Capital – Team Herc Continued

- **Herc Life** — This life planning account encourages wellbeing by providing reimbursement opportunities for employees who purchase items or participate in activities related to physical, financial, or mental wellness. Though the program was introduced in 2020, the first reimbursements were made to employees in 2021.
- **Behavioral Health** — For employees enrolled in medical coverage, Herc Rentals introduced a flat copay for behavioral health visits, which helps to reduce potential financial barriers for employees and their families in need of mental health treatment or support. With this change, Herc Rentals aims to better support families who may be experiencing difficult circumstances.

A list of benefits offerings can be found on the Herc Rentals website. Benefit eligibility, including for the benefits highlighted above, may vary based on country of residence or union membership.*

* https://careers.hercrentals.com/content/benefits/?locale=en_US



Recognizing Our People

Herc Rentals has a truly amazing team of people who are dedicated to serving our customers and communities. Herc Rentals team members support one another, accomplish goals, and create success stories every day. Team members who go above and beyond and who exemplify Herc Rentals’ core values deserve to be recognized, and we accomplish this through different channels.

The Spotlight Awards program provides employees with the opportunity to nominate other individuals in the company who demonstrate Herc Rentals’ values. Winners are publicly recognized and presented with an award, including a choice of gift from the company’s merchandise program. In 2021, we had a record number of nominations, with more than 650 awards presented. The Spotlight Awards platform was also upgraded in 2021, adding new ways for team members to recognize one another, including through e-cards and personalized messages.

Spotlight Awards

Year	Number of Winners
2021	659
2020	465
2019	180

Herc Rentals held its ProExpo event in person in early 2022 to recognize the outstanding contributions of Team Herc members in the areas of safety, operations and sales for their 2021 performance. Award recipients were nominated by senior leadership based on their extraordinary accomplishments and commitment to Herc Rentals’ values.

Local Communities

At Herc Rentals, we believe that our philanthropic and volunteer activities are best managed at the local level, with each of our equipment-rental branches basing their efforts on available resources and community needs.

Team members also provide ongoing support to community programs across North America, such as volunteering for litter removal, serving as youth recreation coaches, giving blood, organizing food drives, mentoring disadvantaged youths and participating in Habitat for Humanity projects.

The company introduced "The Purpose Award" at its 2022 ProExpo event, honoring an employee volunteer program in 2021 that was initiated at one of our Atlanta branch locations which expanded to the participation of an entire district. In 2022, the company is also supporting employee volunteers working with local Habitat for Humanity chapters to build homes and match the funds our team members raise. This project was first initiated by our employee resource group, Women in Action at the Field Support Center in Bonita Springs, FL, and is now blossoming across the country.

Sustainability and climate change is being highlighted throughout the organization with a program in 2022 to begin to better track employee volunteer hours with the launch of a company-wide Earth Day Contest focused on eco-centric projects as well as a communications campaign to promote sustainability practices throughout the organization.





Environmental Management

At Herc Rentals, we engage our operations and business teams to minimize energy and water consumption and employ sound waste disposal practices. In doing so, we not only commit to our own environmentally sound practices, we also inherently strive to reduce our impact on the surrounding communities.

As we gain confidence in measuring our internal operations' impact on Scope 1 and Scope 2 greenhouse gas emissions, we are further capturing data that reflects our external operations both upstream and downstream as well as customer usage (Scope 3 GHG emissions). As we further collect this data, we are building out a fuller picture of our carbon footprint. In doing so, we can further set goals for improvement.

We recently endorsed many of the United Nations' Sustainable Development Goals. The SDG goals will help us direct our efforts to align with global participation in taking the right actions for a sustainable future.

By further aligning with various sustainability standards and reporting initiatives, we can better focus our business decisions and activities. We are experiencing dynamic collaboration between all Herc Rentals divisions and between customers and our sales units to pave the way to not only meet our sustainability goals, but also support our customers.

**Scope 1 & 2
GHG emissions
intensity:**
▼ 12%

Environmental Management Continued**Environmental Milestones in 2021**

- Reduced CO₂e emissions by 12% from 2020 to 2021.
- Improved environmental scores across multiple scoring platforms (ISS, EcoVadis, MSCI) and received Bronze 2021 EcoVadis Sustainability Rating.
- Named one of America's Most Responsible Companies by *Newsweek* for two years in a row.
- Reduced Non-Toxic Landfill Waste Intensity by 7% YoY from 2020.

Environmental Management Policy

Herc Rentals is committed to minimizing the impact of our operations on the environment by implementing programs that incorporate sound environmental policy and sustainability practices.

We will operate in accordance with all relevant local, state, and federal regulations and will strive to use pollution prevention and best management practices throughout our branches. Our corporate operations will provide the guidance and resources to our operations as regulation changes or conditions are found that need to be addressed.

Our Commitments

- Handle, store, and dispose of substances that are defined as hazardous material in compliance with local, state, and federal regulations.
- Reduce, reuse, and recycle our waste products when applicable.
 - Company goal to reduce intensity of non-hazardous landfilled waste by 25% from 2019 baseline by 2030.
- Continue to monitor hazardous waste activity to ensure recycling and incineration are utilized over landfill disposals.
- Minimize water consumption and ensure safe treatment within our branches by incorporating innovative design of wastewater treatment systems.
- Minimize energy consumption by employing energy reducing initiatives.
 - Company goal to reduce Scope 1 and Scope 2 greenhouse gas emissions intensity by 25% from our 2019 baseline by 2030.
 - Update lighting and HVAC with lower energy consuming sources when applicable or expired.
 - Negotiate utility sources for most renewable source available when applicable, which includes solar power generation at Herc Rentals facilities when feasible.
- Conduct regular training for employees working with petroleum storage tanks.
- Develop and maintain appropriate emergency and spill response programs. Reduce environmental impact by utilizing low impact products where possible.
- Monitor the environmental impact of our business practices and review our progress on a continual basis.
- Promote environmental stewardship and best management practices to our customers, vendors, and employees.
- Continuously improve our Environmental Management System (EMS).

**Environmental Management System**

We have further structured our environment policy and procedures to align with our recently implemented Environmental Management System.

The EMS was incorporated in Herc Rentals' overall Safety Management System in Q4 2021 and provides an interdisciplinary approach to measuring the effectiveness of our environmental procedures through the ability to track spill incidents, environmental violations, waste management, energy usage, chemical reporting, spill prevention training, and storage tank inspections.

Environmental Management Continued

Energy Reduction Goals within Our Organization

While we made progress in reducing our GHG emissions intensity by revenue in 2021, with our expectations for accelerated growth, we cannot presume the cadence of our annual progress through 2030. We are in the beginning stages in evaluating further improvements in fuel consumption within our operations.

Annual changes in GHG emissions may be compounded by adding more sales, safety and other operations as we expand. As part of our ongoing growth, we expect to introduce electric vehicles (EVs) in our assigned fleet as well as our customer fleet. We can further reduce inefficient consumption by replacing older model assigned trucks with new models and/or EV models within our energy-reduction opportunities.

We are targeting additional opportunities within our facilities infrastructure, including upgrading equipment to more energy efficient or renewable alternatives for electricity consumption.

- LED lighting** — During 2021, we increased the percentage of facilities with upgraded lighting by 20% from the previous year. We have also implemented a national program where we have dedicated \$2 million in funding to upgrade all facilities by end of 2022. We anticipate most energy-savings will be targeted by this approach with conservative savings of approximately 15% in electricity consumption. Other equipment needing upgrades will be evaluated in 2022, such as HVAC and hot water heaters.
- Renewable energy sources** — We currently have 10 locations with solar panels that have a total expected capacity of 809 megawatt hours per year based on their specifications. We expect to expand the solar footprint of our facilities in 2022 and 2023.



▲ **20%**
in facilities using
LED lighting

Energy Use As of December 31,

Energy Consumption – Internal Operations (US and CAN)	Baseline Year	2019	2020	2021
Number of Branches (unique address)		273	277	312
Revenue (millions or \$M USD)		\$1,999	\$1,781	\$2,073
Fuel Consumption - Internal Fleet (total MWh)*		366,459	322,693	324,553
Diesel*		265,532	225,784	233,408
Gasoline*		100,928	96,909	91,145
Natural Gas (MWh)		44,117	38,613	41,277
Electricity Consumed (MWh)		25,827	25,338	29,210
Total Energy Consumption (MWh)*		435,733	386,212	394,370
Energy Intensity by \$M Revenue		218.0	216.8	190.2
Energy Intensity by Branch		1,596.1	1,394.3	1,264.0
Percentage of Energy from Grid		5.9%	6.6%	7.4%

Fuel is calculated from bulk drops at our branches and fuel card data, which is consumed by our service, delivery, sales, and other onsite operations. Any customer fuel provided upon rental, refills, or other purchased fuel dropped at customer jobsites by third party fuel providers is counted in our Scope 3 GHG emission estimate in a separate section.

Electricity and natural gas are provided from our standard invoiced usage for at least 90% of our branches

* Results for 2019 and 2020 have been restated in 2021 to include in a three-year trend analysis. The restatement is attributed to recalculating customer use (Scope 3) as well as a portion being double charged in Scope 1 fuel consumption.

Environmental Management Continued

Energy and Greenhouse Gas Emissions (Scope 1 and 2)

We continue to improve the collection and reporting of our environmental and business metrics. By doing so, we developed a more streamlined metric of total fuel usage within our organization. We continue to utilize the same metrics for energy use from purchased electricity (Scope 2) and onsite combustion of purchased natural gas (Scope 1).

This approach at collectively accounting for all fuel used within our organization (Scope 1) will be more efficient as we continue to grow. Based on the new fuel summary metric, we are restating our fuel usage for 2019 and 2020 with absolute value variation of less than 10% and no change in the YoY trends.

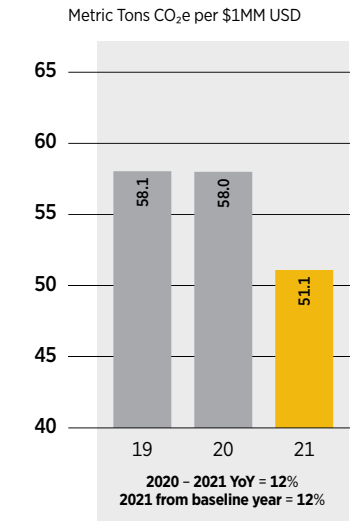
Following an unusual 2020 operating year, impacted by the pandemic-induced economic slowdown, 2021 operating results were more normalized. While we continued to experience supply chain issues related to our equipment manufacturers' production levels last year, we reported reductions in our overall energy consumption and greenhouse gas emissions from our baseline year and the most recent YoY comparisons.

Although reductions in absolute values of energy consumption were observed between 2019 and 2020, the normalized intensity factor by revenue showed no change. In 2021, the slight increase in absolute energy consumption was less intense overall due to our expanded footprint in number of branches and revenue. We reported nearly 13% YoY improvement in energy intensity by revenue from 2020 to 2021, which was static between 2020 and 2019. Energy intensity by branch reflected a reduction of 21% from our baseline year (2021 vs. 2019).

GHG emissions intensity by revenue improved by 12% from our baseline year (2021 vs. 2019). Emissions intensity in 2021 by employee headcount reflected a greater than 2x improvement YoY from 2020 compared to the previous YoY (2020-2019). Based on the number of branches, GHG emissions intensity improved approximately 10% YoY in 2021, and similar to 2020, thereby marking an overall 20% improvement from our baseline year (2019).

While we observed greater than 10% YoY improvements in both our energy intensity and GHG emissions intensity factors, we do not anticipate maintaining that rate of improvement annually through our 2030 goal due to the anticipated acceleration in overall revenue growth through acquisitions and organic expansion. Nevertheless, we will continue to pursue energy consumption improvements across all levels of our operations both internally and externally.

Scope 1&2 GHG Emissions Intensity by Revenue



Greenhouse Gas Emissions - Internal Operations

As of December 31,

GHG Emissions - Internal Operations (MT CO ₂ e)	Baseline Year 2019	2020	2021
Scope 1 Emissions (direct)*	105,398	92,762	93,734
Scope 2 Emissions (indirect, market-based)†	10,778	10,574	12,190
Scope 1 and 2 Emissions (market-based)**	115,776	103,336	105,923
Scope 1 and 2 Emissions Intensity by \$M Revenue*†	58.1	58.0	51.1
Scope 1 and 2 Emissions Intensity by Branch**	426	373	339
Employee Head Count	5,100	4,800	5,600
Emissions Intensity by Employee Head Count*†	22.8	21.5	18.9

Scope 1 Greenhouse Gas (GHG) emissions – direct company operations (fuel and natural gas consumption through company-controlled equipment). Scope 2 GHG – emissions emitted from sources owned by other entities through use of purchased electricity, using a market-based conversion factor.

* Based on restatement of Fuel Consumption, the GHG emissions were restated for 2019 and 2020.

† Electricity use in 2019 and 2020 was previously corrected for solar energy production.

Environmental Management Continued

Scope 3 GHG Emissions

Energy consumption derived through external operations outside of our direct control is considered in our overall sustainability commitments. Currently, we have verified data for two areas of energy consumption contributing to our Scope 3 GHG Emissions, including business air travel and customer fuel consumption using our rented equipment. We previously included trace emissions introduced during the utility production and treatment processes as well as landfill and other waste disposal methods. The absolute values of these additional GHG emissions are minimal and would contribute less than 0.1% of our total Scope 3 GHG emissions, with the highest contributor being from water and wastewater treatment processes.

We are in the process of verifying our third-party freight fuel usage. Based on a preliminary review of the third-party mileage and total fuel cost data, we estimate that this external operation contributes to 15% or more of our total Scope 3 GHG emissions.

We reported an increase in our estimated Scope 3 GHG emissions in 2021 compared to 2020 by 39% in absolute values and 19% in intensity by revenue.

As we add more components, we can also attribute more energy, water, and waste savings through those processes. For instance, for recycling paper alone, we reduced downstream GHG emissions by 144 MT CO₂e in 2021 and saved over 6,000 gallons of water. Additionally, we have avoided >2,000 MT CO₂e (or ~2%) GHG emissions annually through our closed-loop used oil recycling program, where the used oil is re-refined and then returned to the marketplace.



External Operations Energy Use & Greenhouse Gas Emissions

As of December 31,

External Operations Energy Consumption	2019	2020	2021
Business Travel (airfare) (MWh)	5,104	2,688	2,771
Fuel Consumption from Rentals (total MWh)*	86,453	88,652	123,887
Total Energy Consumption (MWh)*	91,906	91,340	126,658
Scope 3 Emissions (MT CO ₂ e)	24,464	24,335	33,755
Scope 3 Emissions Intensity by \$M Revenue	12.2	13.7	16.3

* Results for 2019 and 2020 have been restated in 2021 due to a correction in calculation of customer fuel usage.

Scope 3 GHG emissions calculated from fuel converted to energy (MWh). Jet fuel estimated for business air travel mileage and fuel gallons purchased for rental equipment is summarized for onsite purchases and initial fills/refills at our branches.

Environmental Management Continued

Water and Wastewater

As we continue to grow our business and increase our number of branches, we anticipate the continued increase in consumption of water as well as other utilities. While we reported an absolute increase in water consumption YoY, we are reporting a 9% YoY reduction in water and wastewater consumption intensity by revenue in 2021 compared to 2020.

As we develop our water metrics and commitments further, the reduction in water and wastewater intensity adds confidence in the direction we're taking. We will continue to evaluate more recycle-wash bay systems as well as other initiatives to reduce water consumption intensity within our operations.

WATER INTENSITY
▼ 9%



Water and Wastewater

As of December 31,

Source	2019	2020	2021
Water Consumption (kilogallons)	51,794	52,667	56,425
Municipal/Utility	50,486	51,364	54,192
Groundwater	1,308	1,303	2,233
Water Intensity by \$M Revenue	25.3	28.8	26.1
Wastewater (kilogallons)			
Municipal/Utilit	38,021	34,544	36,401
Septic Systems (estimated)	2,939	2,650	3,512
Wastewater Intensity by \$M Revenue	19.0	19.4	17.6

Water and wastewater data from utility billing is collected for 85% of our branches with an additional 5% known to be on potable well and septic. Groundwater withdrawal is estimated based on average municipal consumption per branch and knowing the number of branches we have on potable wells. Similarly, the wastewater portion for septic systems is calculated in the same way based on known septic system locations.

Water Reduction Systems

As of December 31,

Water Recycling Systems*	2019	2020	2021
Percentage of Facilities with Recycle-Wash Bay Systems	33%	34%	33%
Ratio of Recycle-Wash vs. Non-Recycle-Wash Bay Systems	0.45	0.51	0.48

* The percentage calculation for Percentage of Facilities with Recycle-Wash Bay Systems is restated for 2019 and 2020, as the calculation previously represented Recycle-Wash vs. Non-Recycle-Wash Bay Systems. Some branches have both recycle and non-recycle systems as well as two types of recycle systems. Tracking the ratio of recycle vs. non-recycle may be a more practical metric than % of facilities alone.

Environmental Management Continued

Waste Disposal

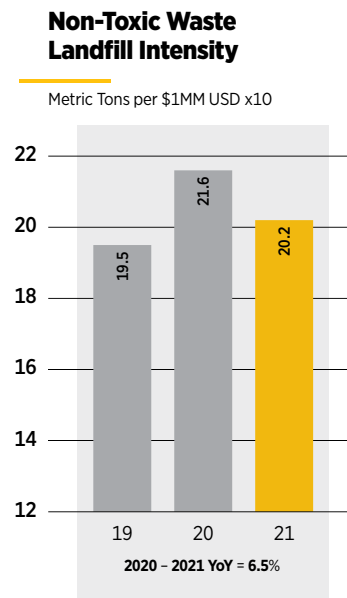
In 2020, we adopted the goal of reducing non-toxic landfill waste 25% by 2030, using 2019 as a baseline year. We reported a 7% YoY reduction from 2020 in our non-toxic waste sent to landfills. Our company-required recycling program was implemented in Q4 2021, and we anticipate higher YoY improvements as well as from our baseline year during our current operating year.

We continue to report zero tons of hazardous waste disposed at landfills in 2021, similar to our 2020 performance.

As the discussion regarding intensity factors becomes more widespread, we are providing the percentage of each non-toxic waste disposal method as well as the ratio of

recycled to landfilled non-toxic waste as other means to measure reductions in landfilled waste. We have further broken down the components recycled (or diverted from landfill) for 99% of all recycled tonnage in our measured data.

▼ 7%
Non-toxic waste intensity



Waste Disposal			
As of December 31,			
Waste	2019	2020	2021
Total Waste Generated within Organization (metric tons)*	9,418	8,870	10,172
Hazardous Waste Generation (total)	18	33	26
Landfilled	0.48	0.00	0.00
Energy Recovery (incineration)	6	22	15
Recycled	12	11	11
Non-hazardous Waste Generation (total)*	9,400	8,837	10,146
Landfilled	3,902	3,852	4,177
Energy Recovery (incineration)	102	48	189
Recycled*	5,396	4,937	5,779
Material Waste Intensity (landfill only) by \$M Revenue			
Hazardous Waste (x1000)	0.241	0.000	0.000
Non-hazardous Waste (x10)	19.5	21.6	20.2
Closed-loop Recycled Oil (gallons)	217,514	220,009	216,759
Emissions Avoided from Recycled Oil (MT CO ₂ e)	2,178	2,203	2,171
Percentage of Emissions Avoided through Closed-loop Used Oil Program	3%	2%	2%
Percentage of Landfill Waste to Total Waste	41%	43%	41%
Percentage of Recycled and Incinerated Waste to Total Waste	59%	57%	59%
Ratio of Recycled and Incinerated vs. Landfill	1.4	1.3	1.4

Hazardous waste is classified as federal RCRA hazardous waste. Measured waste is summarized from major vendors from on average 81% of our operations. We use non-hazardous waste and non-toxic waste interchangeably.

* Previously we did not include paper due to data missing from three months in 2019; however, we wanted to include the percentage of various materials recycled going forward. The missing data was immaterial.

Responsible Supply Chain

As one of the largest equipment rental companies in North America, Herc Rentals supplies a broad range of equipment including material handling, aerial, earthmoving, transportation, power generation, climate control and remediation, pump and trenching, landscaping and lawn care, building maintenance and lighting equipment. We help customers optimize their efficiency by providing equipment when they need it, and optimize the utilization of our broad range of equipment through multiple rentals to diverse customers.

Vendor Code of Conduct

We hold our vendors and suppliers to a policy of fair, honest and ethical business practices and conduct, including all principles outlined in our Code of Ethics, and to full compliance with all applicable laws and government regulations wherever we operate.

These standards and principles include adherence to UN Guiding Principles on Business and Human Rights and international human rights principles encompassed by the Universal Declaration of Human Rights, including those contained within the International Bill of Rights and the International Labor Organization's 1998 Declaration on Fundamental Principles and Rights at Work.

We expressly forbid Herc Rentals' vendors and suppliers from the use of all forms of forced labor, including prison labor, indentured labor, bonded labor, military labor, any form of slavery and any form of human trafficking. We also prohibit vendors and suppliers from hiring or contracting individuals that are under 18 years of age for positions in which hazardous work is required in the production and fulfillment of Herc Rentals' requested goods and services.

Herc Rentals is a federal contractor that complies fully with all federal laws and regulations and, accordingly, requires its vendors and suppliers, as well as their contractors and subcontractors, to comply with all applicable laws and regulations in the production and fulfillment of Herc Rentals' requested goods and services.

Responsible Supply Chain Continued

Herc Rentals requires an active commitment to, and personal accountability for, safety and safety compliance from all employees and contractors. Because safety is our most important priority, Herc Rentals expects its supplier and vendor representatives to adhere to all company safety requirements and applicable state and federal safety regulations while visiting company facilities.

To support that expectation, Herc Rentals' Contractor Safety Guide stipulates specific safety practices and actions that all contractors must follow. Failure to comply with Herc Rentals' safety requirements will result in contractor representatives being asked to leave the company's premises.

Herc Rentals is committed to minimizing the impact of its equipment rental operations on the environment by implementing programs that incorporate sound environmental policy and best management practices and by operating in accordance with all relevant local, state, and federal/national regulations everywhere we operate.

The company expects all its vendors and suppliers to operate with the same accountability related to sound environmental practices and, where applicable, will seek documentation from vendors and suppliers certifying the existence of an environmental management system governing the production and fulfillment of Herc Rentals' requested materials and goods.

Leading the Industry with Tier 4 Compliant Equipment

Over 98% of our applicable equipment rental fleet is Tier 4 compliant. Tier 4 refers to the emission milestone established in 2014 by the U.S. Environmental Protection Agency and the California Air Resources Board applicable to new engines found in off-road equipment, including construction, mining and agricultural equipment, marine vessels and workboats, locomotives and stationary engines found in industrial and power generation applications.

Tier 4 compliant engines significantly reduce emissions of particulate matter (PM) and oxides of nitrogen (NOx) to near zero levels. Relative to previous emissions standards, Tier 4 compliant engines reduce emissions by over 95% for most agricultural and construction equipment and just over 86% percent for much larger applications like locomotives and marine vessels.

Herc Rentals made an early commitment to buy new Tier 4 compliant equipment, even when there was the opportunity to refurbish older equipment at a lesser cost, so that our customers would have the most efficient and environmentally friendly equipment on the market. We are committed to maintaining a fleet of equipment that does the least damage to the environment.

We continued to increase the percentage of Tier 4 power generators in 2021. Generators are long-lived assets, and we more than doubled the number of Tier 4 generators in our fleet in 2021 compared with 2020. Tier 4 generators now represent over 94% of our generator fleet, up from 77% in 2019.

We increased the percentage of all Tier 4 units in our fleet with applicable engines to 97% of OEC in 2021, compared to 94% in 2019. Compared with all fleet, 79% of our fleet was Tier 4, compared with 77% in 2019.

Responsible Supply Chain Continued

Increasing Energy-efficient Fleet

In partnership with our suppliers, we are increasing the number of other energy-efficient and hybrid products in our fleet, with some categories — such as material handling and light towers — offering up to 50% greater fuel efficiency than legacy products.

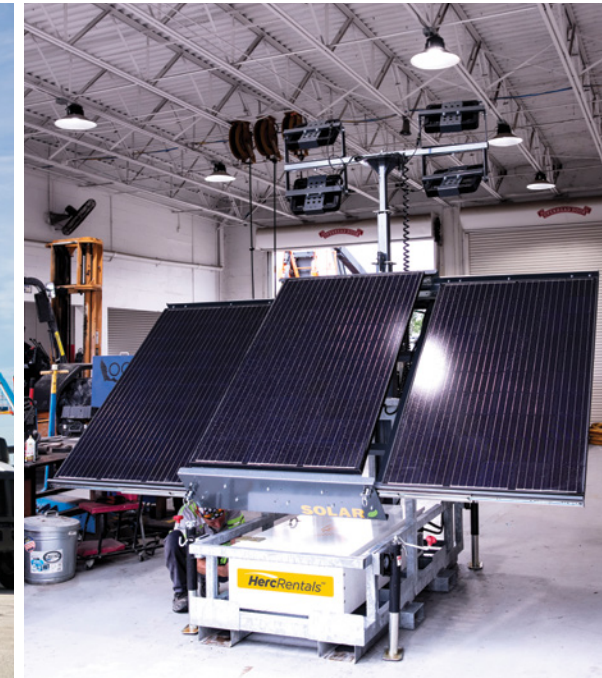
Diesel-powered light towers equipped with LED technology are 22% more fuel efficient (gallons per hour) than units with Metal Halide bulbs. We increased the percent of light towers configured with LED technology from 14% in 2019 to 30% in 2021. We also increased the number of solar-powered light towers by nearly 10x from 2019 to 2020. The total percentage of our light tower fleet combining all LED, electric and solar power is now more than 50%, compared with 33% in 2019.

Our battery-powered fleet of material handling equipment (excluding telehandlers) is now over 20% of the units we rent, up from 14% in 2019.

We're also introducing more battery and electric products to the fleet where available to replace small horsepower engine driven products. While a small part of our overall fleet, lawn and landscape and material handling products are two specific categories that continue to introduce new engines that require less maintenance.

Our environmentally friendly fleet also includes a range of battery-powered and hybrid aerial equipment such as electric atrium lifts, electric articulating booms, electric scissor lifts and electric air compressors.

Our New Product Development Task Force meets regularly to work with OEM suppliers to both create and review new equipment that furthers fuel-efficiency and effectiveness.



New Opportunities with Electric Solutions

We continuously look for opportunities to enhance our customers' efficiency and have also been involved with several leading OEMs to develop extended-life battery-powered, hybrid and fully electric solutions with the goal of zero emissions.

We are transitioning our fleet of rental and internal-use half-ton pick-up trucks to be equipped with four-cylinder engines and our rental half-ton pickup trucks to the most fuel-efficient six- and eight-cylinder engines available. These changes improve fuel economy by approximately 13% from the trucks they are replacing. We also bought our first electric

compact excavator this year and are adding electric half-ton pickup trucks and electric cargo vans to our fleet in 2022.

We have continued to increase the percentage of battery or self-powered handling products, such as self-powered warehouse stackers, warehouse forklifts, and high-capacity straight mast forklifts and cranes.

In 2021, our overall EV or hybrid equipment accounts for 38% of our equipment count and about 15% of our overall OEC fleet. As new products become available in the market, we will continue to invest in the most fuel-efficient and carbon neutral equipment to provide solutions for our customers.

Responsible Supply Chain Continued

Focused on Health and Safety

We provide an array of equipment to control and avoid silica dust, which is a common material found in materials in roads, buildings and sidewalks. OSHA standards require respirable silica dust management in the workplace, which affects nearly every construction site application. We assist customers with exposure control plan templates for the most common worksite applications and provide dust suppression and vacuum systems to safely contain and collect silica dust. In addition, our non-destructive radar inspection systems can make it easier to find and make reliable drilling locations, avoiding costly damage, lost time and negative impact on the environment.



Technology Investments in the Rental Consumption Chain

We recognize that digital transformation is accelerating, and we are prepared to ensure that Herc Rentals is well-positioned to serve our customers efficiently, effectively, and safely.

One of the contributing factors to improving our customers' utilization and efficiency is the application ProControl, our proprietary telematics application, on rolling fleet that tracks utilization or hours in service, service requirements, location, and other key performance metrics. Each year, as we acquire new fleet, we increase

the percentage of total applicable fleet that are telematics-enabled. This trend is also enhanced by original equipment manufacturers who are increasingly providing telematics on the equipment they produce to better track performance that is compatible with our ProControl system. We plan to increase telematics-enabled fleet by 50% in 2022.

These applications and other future enhancements will continue to position Herc Rentals as one of the leading equipment rental companies in North America.

GRI Index

Reprinted July 14, 2022 with updated weblinks.

GRI ID	GRI Disclosure	Additional Information/Omissions	Reference	Page No.
GRI 102: Organizational Profile				
102-01	Name of the organization	Herc Holdings Inc.	Annual Report	10-K: cover
102-02	Activities, brands, products, and services	The company is one of the leading equipment rental companies in North America. The company provides equipment and services under Herc Rentals®, ProSolutions®, ProContractor™, ProResources™, Trench Solutions™, Herc Plus™, ProTruck®, Cinelease®, and Herc Entertainment Services®.	Annual Report	10-K: 1 to 5
102-03	Location of headquarters	27500 Riverview Center Blvd, Bonita Springs, Florida 34134	Annual Report	10-K: cover
102-04	Location of operations	312 locations in 40 states and 5 provinces as of December 31, 2021 United States locations Canada locations	Annual Report Herc Rentals USA Locations Herc Rentals CAN Locations	10-K: 1 to 5
102-05	Ownership and legal form	"Our Company" and "Corporate History"	Annual Report	10-K: 1
102-06	Markets served	"Diverse Customer Markets" and "Our Customers"	Annual Report	10-K: 2 and 4
102-07	Scale of the organization	"2021 Key Facts"	Annual Report	Inside front cover
102-08	Information on employees and other workers	"Human Capital Management" – partial data disclosed.	Annual Report	10-K: 6
GRI 102: Strategy				
102-09	Supply chain	2022 Corporate Citizenship Report	Herc Rentals Sustainability	27 to 30
102-10	Significant changes to the organization and supply chain	(i) We opened five new greenfield locations and added 33 locations from 11 acquisitions as of December 31, 2021, (ii) No changes in share capital structure, (iii) We have experienced, and in the future are likely to experience, lack of access to and delays in receipt of equipment and products from suppliers. For example, the rapid increase in demand as the COVID-19 pandemic wanes has caused, and is expected to continue to cause, significant stress on global supply chains.	Annual Report	10-K: 10, 52 to 54
102-11	Precautionary principle or approach	2022 Corporate Citizenship Report	Herc Rentals Sustainability	28
102-12	External initiatives	We adopted the United Nations Sustainable Development Goals (5, 8, 9, 10, 11, 12) as of December 2021 and adhere to additional global standards and principles.	Herc Rentals Sustainability	3, 5, 20, and 27
102-13	Membership of associations	The company is a member of the American Rental Association and company representatives serve on the safety and tax committees.		
102-14	Statement from senior decision-maker	2022 Corporate Citizenship Report – "A Message from Our CEO"	Herc Rentals Sustainability	2 to 3
102-15	Key impacts, risks, and opportunities	"Risk Factors" "Risk Oversight"	Annual Report Proxy Statement	10-K: 9 to 20 Proxy: 12 to 13

*As of December 31, 2021.

GRI Index Continued

GRI ID	GRI Disclosure	Additional Information/Omissions	Reference	Page No.
GRI 102: Ethics and Integrity				
102-16	Values, principles, standards, and norms of behavior		Herc Rentals Sustainability	Inside front cover
102-17	Mechanisms for advice and concerns about ethics	"Labor and Workplace Policy"	Herc Rentals Sustainability	
GRI 102: Governance				
102-18	Governance structure	"Corporate Governance"	Proxy Statement	10 to 16
102-19	Delegating authority	"Risk Oversight"	Proxy Statement	12 to 13
102-20	Executive level responsibility for economic, environment, and social topics	2022 Corporate Citizenship Report	Herc Rentals Sustainability	5
102-21	Consulting stakeholders on economic, environment, and social topics	"Our Board's Oversight Role" 2022 Corporate Citizenship Report "Stakeholder Engagement"	Proxy Statement Herc Rentals Sustainability	12 to 13 6
102-22	Composition of the highest governance body and its committees	"Corporate Governance" and "Election of Directors"	Proxy Statement	4 to 10
102-23	Chair of the highest governance body	"Corporate Governance"	Proxy Statement	10
102-24	Nominating and selecting the highest governance body	"Selecting Nominees to the Board"	Proxy Statement	14
102-25	Conflicts of interest	"Certain Relationships and Related Person Transactions"	Proxy Statement	44 to 45
102-26	Role of highest governance body in setting purpose, values, and strategy	"Corporate Governance Guidelines"	Governance Documents	1 to 5
102-27	Collective knowledge of highest governance body	"Election of Directors"	Proxy Statement	4 to 9
102-28	Evaluating the highest governance body's performance	"Board and Committee Evaluation Process"	Proxy Statement	14
102-29	Identifying and managing economic, environmental, and social impacts	"Risk Oversight" and "Risk Considerations in our Compensation Program"	Proxy Statement	12 to 13
102-30	Effectiveness of risk management process	"Risk Oversight"	Proxy Statement	12 to 13

GRI Index Continued

GRI ID	GRI Disclosure	Additional Information/Omissions	Reference	Page No.
102-31	Review of economic, environmental and social topics	2022 Corporate Citizenship Report "Environmental and Social Highlights" and "Corporate Governance"	Herc Rentals Sustainability Proxy Statement	5 3, 10 to 13
102-32	Highest governance body's role in sustainability reporting	"Corporate Governance"	Proxy Statement	10 to 13
102-33	Communicating critical concerns	"Stockholder Communications with the Board"	Proxy Statement	16
102-35	Remuneration policies	"Long-term Equity Incentives" and "Other Compensation Elements" in the "Compensation Discussion and Analysis" section and "Potential Payments Upon Termination or Change in Control"	Proxy Statement	25, 26, and 33
102-36	Process for determining remuneration	"Executive Compensation Program - Decision Making Process"	Proxy Statement	20 to 21
102-37	Stakeholders' involvement in remuneration	"Proposal 2: Advisory Vote to Approve Executive Compensation"	Proxy Statement	17
102-38	Annual total compensation ratio	"Pay Ratio Disclosure"	Proxy Statement	36
102-39	Percentage increase in annual total compensation ratio	From 2020 to 2021, total annual compensation for our highest-paid individual increased by 26% and the median for all employees excluding the highest-paid individual increased by 20%, resulting in an annual total compensation ratio of 1.3 to 1.	Proxy Statement	36 (2021 Proxy: 35)

GRI 102: Stakeholders Engagement

102-40	List of stakeholder groups	2022 Corporate Citizenship Report	Herc Rentals Sustainability	6
102-41	Collective bargaining agreements	10% of our employees	Annual Report	10-K: 6
102-42	Identifying and selecting stakeholders	2022 Corporate Citizenship Report	Herc Rentals Sustainability	6
102-43	Approach to stakeholder engagement	2022 Corporate Citizenship Report	Herc Rentals Sustainability	6
102-44	Key topics and concerns raised	Customers may contact Customer Care with questions via the company website. Investors and media may contact the Vice President, Investor Relations or the Vice President, Communications by email or through the contact us feature on the Investor Relations section of the company website.	Company Website Investor Relations - contact form	

GRI 102: Reporting Practices

102-45	Entities included in the consolidated financial statements	The consolidated financial statements include the accounts of Herc Holdings and its wholly owned subsidiaries. See Appendix to 2021 Annual Report and 10-K.	Annual Report Appendix	
102-46	Defining report content and topic boundaries	2022 Corporate Citizenship Report	Herc Rentals Sustainability	2 to 6
102-47	List of material topics	2022 Corporate Citizenship Report	Herc Rentals Sustainability	6

GRI Index Continued

GRI ID	GRI Disclosure	Additional Information/Omissions	Reference	Page No.
102-48	Restatements of information	Safety TRIR (GRI 403-9) data restated for years 2016 through 2020 for representation of US only, where previous data included Canada. Human capital (GRI 404-1) from 2020 is restated due to consolidation of employee categories. In 2020, Herc reported the following categories: Individual contributor, supervisor, manager, senior manager, director, senior director, and executive. In 2021, the categories were condensed to the following: individual contributor, supervisor, manager, director, and executive. Environmental disclosures were restated for 2019 and 2020 for fuel and energy consumption (GRI 302) and greenhouse gas intensity (GRI 305) based on revised calculation for fuel consumption; and 2019 and 2020 non-toxic recycled waste (GRI 306) due to addition of recycled paper.	Herc Rentals Sustainability	10, 15, and 22 to 26
102-49	Changes in reporting	No significant changes	Herc Rentals Sustainability	
102-50	Reporting period	Financial information is disclosed annually for years 2019 through 2021; safety information is disclosed annually for 2016 through 2021; human capital information is disclosed annually for 2019 through 2021 except for training by gender and by category are disclosed for 2020 and 2021; environmental information is disclosed annually for 2019 through 2021.	Herc Rentals Sustainability	
102-51	Date of most recent report	May 14, 2021	Herc Rentals Sustainability	
102-52	Reporting cycle	Annually	Herc Rentals Sustainability	
102-53	Contact point for questions regarding the report	SustainabilityOffice@HercRentals.com	Herc Rentals Sustainability	5 and back cover
102-54	Claims of reporting in accordance with the GRI Standards	This report aligns with the GRI Core Standards. We intend to continue to broaden our disclosures in future years.	Herc Rentals Sustainability	
102-55	GRI content index	Only the standards which we align with are listed.	Herc Rentals Sustainability	
102-56	External assurance	The data in this report has been validated by internal audit and financial review but has not been validated externally. We hope to do so in the future.	Herc Rentals Sustainability	

Management Approach

103-1	Explanation of the material topic and its boundary	<p>For market presence, our boundary is North America.</p> <p>Economic: The economic performance of the company is clearly important to our investor base. Our market its Boundary presence indicates our positioning in North America vis-a-vis our peers. Procurement practices with our largest OEM suppliers are important regarding the compliance with our ethical standards.</p> <p>Environmental: These specific topics are material as they inform the data we require to calculate our progress regarding reduction of Scope 1 and 2 GHG emission intensity to meet our reduction goals by 2030.</p> <p>Social: These social topics are material as they indicate the company's commitment to social diversity, employee retention and training and career development.</p>	Herc Rentals Sustainability	
103-2	Management approach and its components	2022 Corporate Citizenship Report. The Executive Team oversees all aspects of the company's operations and policies, which are reviewed by the Board.	Herc Rentals Sustainability	
103-3	Evaluation of the management approach	Our stakeholders are invited to contact the company with their questions to the investor relations contact or office of sustainability. The contact information is located on press releases, the corporate website, and within this report. We participate in ESG rating platforms such as EcoVadis, ISS, and MSCI to receive scores and evaluate the effectiveness of our sustainability measures and disclosures.		

GRI Index Continued

GRI ID	GRI Disclosure	Additional Information/Omissions	Reference	Page No.
GRI 201: Economic Performance				
103-1	Explanation of the material topic and its boundary	The economic performance of the company is reported quarterly and annually through public filings and press releases. Utilizing both GAAP and Non-GAAP reporting metrics, we report on the year-over-year performance of the company through its profit and loss statement, balance sheet, cash flow statement and adjusted EBITDA reconciliations. Procurement practices with our largest OEM suppliers are important regarding their compliance with our ethical standards.	Herc Rentals Sustainability	
103-2	Management approach and components	In addition to our public filings, to assist stakeholders, the company hosts quarterly conference calls, inviting questions from investors, as well as Wall Street conferences to report on our progress.	Herc Rentals Sustainability	
103-3	Evaluation of the management approach	Our stakeholders are invited to contact the company with their questions to the investor relations contact or office of sustainability. The contact information is located on press releases, the corporate website, and within this report.	Herc Rentals Sustainability	back cover
201-01	Direct economic value generated and distributed		Annual Report	10-K: 38
201-02	Financial implications and other risks and opportunities due to climate change	"Climate change and legal or regulatory responses thereto may have a long-term impact on our business and results of operations" with unknown risk. See full section in Annual Report.	Annual Report	10-K: 15 to 16
201-03	Defined benefit plan obligations and other retirement plans	"Note 13 - Employee Retirement Benefits"	Annual Report	10-K: 63 to 66
GRI 202: Market Presence				
103-1	Explanation of the material topic and its boundary	The North American equipment rental industry rental revenues are tracked by the industry association, the American Rental Association (ARA). The data is reported annually and forecasts are periodically updated. Using the ARA data, we are able to determine our ranking and market share each year. In 2021, the ARA reported \$52 billion for the applicable sectors of the industry in which Herc Rentals participates. The industry is projected to grow approximately 10% to \$57 billion in 2022. On this basis, we calculate that Herc Rentals is ranked third in North America with about 3% market share. This information is reported in the company's filings with the U.S. Securities and Exchange Commission.	Herc Rentals Sustainability	
103-2	Management approach and components	Besides using the data from the ARA, Herc Rentals tracks market data using Rouse's market research to assist the company in determining rates and strategies by geographic region and by equipment category.	Herc Rentals Sustainability	
103-3	Evaluation of the management approach	The general information for the entire industry is reported, and occasionally, the company will share its estimated market share in a specific metropolitan region to investors to help describe its strategic initiatives.	Annual Report	
202-01	Ratio of entry level wage by gender to local minimum wage	Herc Rentals exceeds minimum wage for all employees, including entry-level, in all locations in North America.	Herc Rentals Sustainability	

GRI Index Continued

GRI ID	GRI Disclosure	Additional Information/Omissions	Reference	Page No.
GRI 203: Indirect Economic Impacts				
203-01	Infrastructure investments and services supported		Annual Report	10-K: 2 to 5
GRI 204: Procurement Practices				
103-1	Explanation of the material topic and its boundary	"Vendor Code of Conduct"	Herc Rentals Sustainability	
103-2	Management approach and components	2022 Corporate Citizenship Report	Herc Rentals Sustainability	27 to 28
103-3	Evaluation of the management approach	2022 Corporate Citizenship Report	Herc Rentals Sustainability	27 to 28
204-01	Proportion of spending on local suppliers	45% of our 2021 procurement budget was spent with local suppliers for U.S. branches. Local suppliers are defined as indirect, non-fleet suppliers are under contract.		
GRI 205: Anti-Corruption				
103-1	Explanation of the material topic and its boundary	"Our Code of Ethics"	Code of Ethics	14
103-2	Management approach and components	We avoid conflicts of interest and do not tolerate bribery and corruption.	Code of Ethics	14
205-01	Operations for risks related to corruption	Management has assessed the risks related to corruption for 100% of operations through our Enterprise Risk Management process. No significant risks related to corruption were identified through the risk assessment.	Herc Rentals Sustainability	
205-02	Communication and training about anti-corruption policies and procedures	a,b,d and e. Governance body members (10) and employees (5,689) received 100% communication and training; c. Our top 25 business partners, defined as fleet suppliers, have reviewed Our Code of Ethics. These 25 represent 86% of our capital expenditures.	Herc Rentals Sustainability	
205-03	Confirmed incidents of corruption and actions taken	a. to c. No reported incidents confirmed for years 2018, 2019, 2020, and 2021; d. None	Herc Rentals Sustainability	
GRI 206: Anti-Competitive Behavior				
103-1	Explanation of the material topic and its boundary	"Our Code of Ethics"	Code of Ethics	15
103-2	Management approach and components	We follow antitrust and competition laws.	Code of Ethics	15
103-3	Evaluation of the management approach	Annual review of "Our Code of Ethics"		
206-01	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	No reported legal actions within reporting years 2018, 2019, 2020, and 2021	Herc Rentals Sustainability	

GRI Index Continued

GRI ID	GRI Disclosure	Additional Information/Omissions	Reference	Page No.
GRI 302, 303, 305, and 306 : Energy, Water, Emissions, and Waste Disposal				
103-1	Explanation of the material topic and its boundary	This disclosure covers GRI's 302, 303, 305, and 306. Our operations generally do not raise significant environmental, health, or safety risks, but we use hazardous materials to clean and maintain equipment, dispose of solid and hazardous waste and wastewater from equipment washing, and store and dispense petroleum products from storage tanks at most of our locations. There are limitations in quantifying the data to date and we are focusing on the areas where we can pull this data most consistently across large programs and through support of our vendors. As we are improving the process, we plan to incorporate outliers. The majority of data is pulled from on average 80% of all of our operations.	Herc Rentals Sustainability	
103-2	The management approach and its components	This disclosure covers GRI's 302, 303, 305, and 306. Refer to our Environmental Policy. Year-to-year changes in these areas are subject to several variables, including net change in the number of our facilities; rental volume and velocity; customer and product mix; and weather. The U.S. Congress and other legislative and regulatory authorities have considered, and likely will continue to consider, numerous measures related to climate change, greenhouse gas emissions and other laws and regulations affecting our end markets, such as oil, gas and other natural resource extraction. Should such laws and regulations become effective, demand for our services could be affected, our fleet and/or other costs could increase and our business could be materially adversely affected.	Herc Rentals Sustainability	20 to 21
103-3	Evaluation of the management approach	This disclosure covers GRI's 302, 303, 305, and 306. Performance of our metrics against our targets are evaluated annually via the ESG Task Force and an annual report to our executive committee and board. Our environmental policy and procedures are reviewed annually by the environmental affairs manager and approved by the Chief Operating Officer. Responsibility for managing the environmental and sustainability policy is outlined in the environmental procedures which is applied to branch operations staff and their managing and support hierarchy, procurement for supplier selection, environmental programs support, and facilities and construction management.	Herc Rentals Sustainability	20 to 26
302-01	Energy consumption within the organization	Report chart in megawatt hours (MWh), for the 2021 in joules or multiples: a. 1,317 terajoules (TJ) non-renewable fuel consumed; b. None; c. 105 TJ; d. None; e. 1,420 TJ ; f. Fuel used in operations is summarized for various transaction sources for gasoline and diesel (measured in gallons, converted to MWh). Compiled mileage reimbursed was converted to gallons by dividing by an average mileage rate and converting gasoline to MWh references; g. United States Environmental Protection Agency (U.S. EPA) and U.S. Energy Information Administration (EIA).	Herc Rentals Sustainability	22 to 23
302-02	Energy consumption outside of the organization	Units in megawatt hours. a. 2022 Corporate Citizenship Report; b. For business travel, we compiled business travel air mileage for United States and Canada travel. For other energy consumption outside the organization, we summarized gallonage of fuel purchased for our customers; c. U.S. EPA.	Herc Rentals Sustainability	24
302-03	Energy intensity	We are restating 2019 and 2020 as a new summary calculation was utilized for 2021 fuel consumption.	Herc Rentals Sustainability	22
302-04	Reduction of energy consumption	We annually upgrade LED lighting and our goal is to upgrade all facilities by end of 2023. Although we can conservatively estimate energy savings using LED lighting, we do not have a clear measurement of actual reductions.	Herc Rentals Sustainability	22
303-01	Interactions with water as a shared resource	We measure our total water consumption and monitor that consumption annually from a 2019 baseline year. Although, we have not set an absolute target, we monitor changes in water consumption and introduce water recycling systems where feasible. We address breaks in water lines immediately. Annually, we evaluate any high variability from previous years on a case-by-case basis to rule out any ongoing water losses, as well, to manage potential high water use practices.	Herc Rentals Sustainability	21 and 25
303-03	Water withdrawal	We estimate third party water withdrawal by our invoiced water consumption. We estimate groundwater withdrawal by an average water consumption per branch and multiplied by the total branches on private wells. We do not send water back to any source of withdrawal and therefore at this time our withdrawal and consumption are essentially the same. We do recycle water, but we re-use that portion on-site.	Herc Rentals Sustainability	25

GRI Index Continued

GRI ID	GRI Disclosure	Additional Information/Omissions	Reference	Page No.
303-05	Water consumption	Data provided as total or monthly usage from our third-party consolidated billing portal and combined with estimate of groundwater withdrawal from GRI 303-03. We estimate ~33% of water use is recycled for reuse at our branches.	Herc Rentals Sustainability	25
305-01	Direct (Scope 1) GHG emissions	a. 2022 Corporate Citizenship Report; b. Gases included in the calculation of gross direct (Scope 1) greenhouse gas (GHG) emissions are calculated as carbon dioxide (CO ₂) equivalents which accounts for 99.6% of contaminations in our type of emissions. Other contaminants in GHG emissions produced during combustion of diesel, gasoline, and natural gas are methane or CH ₄ (<0.12%) and nitrous oxide or N ₂ O (<0.24%). Based on the low values of these other contaminants, the metric standard is to report in equivalents of CO ₂ ; c. None; d. 2019: (i) Access to complete data, (ii) 104,999 MT CO ₂ , (iii) Fuel usage data sheet had limitations to accuracy and exhibited known duplications by using the monthly branch fuel logs. We had a recalculation of Scope 1 and Scope 3 GHG emissions; e. U.S. EIA, U.S. EPA, and Greenhouse Gas Protocol websites; f. Operational control; g. Used conversion factors for energy to metric tons carbon dioxide equivalents.	Herc Rentals Sustainability	23
305-02	Energy indirect (Scope 2) GHG emissions	2022 Corporate Citizenship Report; a. Not reporting location-based; b. Gross-market based provided; c. CO ₂ , CH ₄ , and N ₂ O gases; d. 2019 baseline year: (i) Access to complete data sets, (ii) Scope 2 market-based 10,778, Scope 1 direct 104,999, and total Scope 1 and 2 combined 115,777 (units in metric tons CO ₂ equivalents), (iii) Fuel data used for Scope 1 and 3 emissions were re-calculated based on new assumptions; e. U.S. EIA, U.S. EPA, and Greenhouse Gas Protocol websites; f. Operational control; g. Used conversion factors for energy to metric tons carbon dioxide equivalents.	Herc Rentals Sustainability	23
305-03	Other indirect (Scope 3) GHG emissions	a. 2022 Corporate Citizenship Report; b. CO ₂ , NH ₄ , and N ₂ O; c. None; d. Business air travel and fuel purchased by our organization that was used by the customer; e. 2019 baseline year: (i) Access to full data sets, (ii) 24,464 metric tons CO ₂ -equivalents, although we have not set a goal, (iii) Scope 1 and Scope 3 GHG data sets used an alternative data metric for calculating customer fuel usage; e. U.S. EIA, U.S. EPA, and Greenhouse Gas Protocol websites; f. Operational control; g. Used conversion factors for energy to metric tons carbon dioxide equivalents.	Herc Rentals Sustainability	24
305-04	GHG emissions intensity	a. 2022 Corporate Citizenship Report; b. Revenue, locations, and employee headcount; c. Scope 1 and Scope 2; d. CO ₂ equivalents	Herc Rentals Sustainability	23
305-05	GHG emissions reductions	Although we can conservatively estimate energy savings using LED lighting, fleet fuel economy, and other energy reduction strategies, we do not have a clear measurement of actual reductions, and therefore the Scope 1, 2, or 3 GHG emissions reductions.	Herc Rentals Sustainability	22 to 24
306-01	Waste generation and significant waste-related impacts	(i) Packaging of our procured goods has a direct input on our amount of trash stored for disposal. As that trash output may ultimately be disposed of in landfills, we can minimize that by reducing the packaging on procured goods or requesting packaging materials that can be recycled or eliminated. We have taken measure of the amount of various waste streams in our trash and what has been separated for recycling or ends up incinerated for waste to energy. (ii) Some impacts are related to our own activities: food/beverage containers of employees, single-use containers made of plastic or metal for small volume chemicals or other materials used at the branches or for servicing equipment, paper used for branch operations and general business waste, and general maintenance of fleet equipment and vehicles (tires, batteries, changed oil, etc.). Impacts related to waste generated upstream is attributed to packaging materials mainly and the manufacturing process. Impacts related to waste generated downstream is attributed to maintenance of rental fleet equipment and vehicles during storage and return to branches as well as delivery, setup, and servicing fleet rental equipment in the field at customer locations.	Herc Rentals Sustainability	26

GRI Index Continued

GRI ID	GRI Disclosure	Additional Information/Omissions	Reference	Page No.
306-02	Management of significant waste-related impacts	<p>a. Prevention in the organization: we have implemented many paperless options and procedures, as well as implemented a company-wide practice for recycling paper. Additionally, we have required metals, plastics, glass, and cardboard recycling as a company-wide program. Other business waste materials recycling options are offered such as ink cartridges and electronic waste. Upstream packaging waste is the least controlled waste and we have not pushed for prevention or reductions in that waste on a company-wide basis through supplier measures. In addition to recycling measures, other downstream waste prevention/minimization has been implemented through use of spill prevention measures and training. We also deploy more efficient tires/batteries and engine oils to last longer and have less impact on total quantity of waste. We utilize a closed-loop program for used oil recycling. We utilize closed-loop recycling on wash water at an estimated 33% of our facilities;</p> <p>b. The vendors are under contract to dispose of materials at only regulated and approved waste disposal facilities and to utilize recycling options if available or required. Bill of lading and waste tracking manifests are reviewed by regulatory entities upon request during routine compliance inspections;</p> <p>c. The data is provided in an annual summary report that is categorized by waste stream types. Waste units are converted to metric tons and summarized by stream and final disposal type for annual comparisons.</p>	Herc Rentals Sustainability	26
306-03	Waste generated	<p>a. 2022 Corporate Citizenship Report; b. We requested annual summaries from our major disposal service companies for non-hazardous and hazardous waste. Based on number of sites in their summary reports, we estimate 73% of our locations are serviced for solid and non-hazardous commercial waste and 86% of our locations are serviced for hazardous and non-hazardous chemical and industrial waste. California further classifies some wastes as hazardous; however, only US or national RCRA waste was calculated in the hazardous waste category.</p>	Herc Rentals Sustainability	26
306-04	Waste diverted from disposal	Breakdown of recycled materials as a percentage of total tonnage recycled in 2021: approximately 2% cardboard, 3.5% paper, 0.5% metals, 25% mixed recyclables (plastics, glass, aluminum), 0.5% compost, 25% beneficial cover green waste dirt, 13% used oil, 31% all other industrial waste.	Herc Rentals Sustainability	26
306-05	Waste directed to disposal	2022 Corporate Citizenship Report. Waste data collected from third party based on transfer and hauling total weights provided by their haulers and disposal facilities.	Herc Rentals Sustainability	26
GRI 404: Employment				
401-01	New employee hires and employee turnover	While Herc Rentals experienced a slight increase in turnover in 2021 over the prior year, we outperformed the broader labor market, and the transportation, construction and rental industry segments in voluntary turnover. In the context of the current conditions of the labor market, Herc is encouraged that we were able to essentially maintain retention rates compared to prior years.	Herc Rentals Sustainability	12 and 14
401-02	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Benefit programs are summarized in the 2022 Corporate Citizenship Report with additional information on the Careers portion of the Company's website.	Employee Benefits Herc Rentals Sustainability	17 to 18
401-03	Parental Leave	Employees who took parental leave and returned to work in 2021: 4 out of 4 entitled (female) and 13 out of 23 entitled (male), 100% retention.	Herc Rentals Sustainability	

GRI Index Continued

GRI ID	GRI Disclosure	Additional Information/Omissions	Reference	Page No.
GRI 403: Occupational Health and Safety				
103-1	Explanation of the material topic and its boundary	Safety is at the foundation of everything we do and embedded at the center of our Vision, Mission and Values statement. Safety impacts all of our stakeholders, including our employees, customers, suppliers and communities. The Herc Rentals Health & Safety Management System (HSMS) establishes the Company's philosophy, procedures, and practices for addressing significant health and safety hazards associated with its activities. It incorporates principles of continual improvement and is based on the requirements of ISO 45001: "Occupational Health and Safety Management Systems - Requirements." The HSMS is comprised of the following documents: Safety Policy Statement, HSMS Elements, HSMS Operational Controls, and Local Level Procedures. The Safety Policy Statement provides the framework for action and for the setting of Safety goals and plans. It establishes the Company's overall intentions and direction on addressing significant health and safety hazards, environmental impacts, and/or crisis management issues.	Herc Rentals Sustainability	7 to 8
103-2	The management approach and its components	Herc Rentals' operations management has the key leadership role in communicating, implementing and ensuring conformance to safety policies and standards. The Planning Element of the Health & Safety Management System (HSMS) is a key management phase for driving the organization to meet the Safety Policy Statement and Safety goals through defining and monitoring Health and Safety Risks and Impacts, Goals and Plans, and Management of Change (MOC). Responsibilities are outlined in the HSMS: 1) Executive leadership team ensures appropriate HSMS Operational Controls and Company health and safety requirements are established as described in the Procedure section; 2) Safety director ensures local-level health and safety procedures, standards and requirements are established as described in the Procedure section; 3) District/branch managers implement the requirements in the procedure section and communicate health and safety procedures, practices, and standards to employees, contract employees, contractors, subcontractors, suppliers, and visitors, as appropriate for the work activities, products, procedures, and services within their functional area; 4) Employees and contract employees contribute to the development and implementation of HSMS Operational Controls, local level health, and safety procedures, Company health and safety standards and requirements, and adhere to the provisions established in the HSMS Operational Controls, local level health and safety procedures, Company health and safety standards and requirements; 5) Safety manager(s) provide health and safety technical support for the identification and development of H&S practices, procedures, and standards.	Herc Rentals Sustainability	
103-3	Evaluation of the management approach	Each HSMS Element describes a description of its purpose and the assignment of responsibility for implementing requirements. Deployment Elements direct the implementation of the HSMS through Roles, Responsibilities and Authority; Training, Awareness and Competence; Communication; Document Control; Operational Control; and Emergency Planning, Response and Crisis Management. Review Elements evaluate the HSMS implementation through Audits and Evaluation of Compliance; Records; Non-conformances, Incidents and Corrective and Preventative Actions; and Performance Measurement and Monitoring. Improvement Elements ensure continual improvement of the HSMS. The HSMS includes various documents (HSMS Operational Controls, Local-level Safety procedures, Company Safety standards and requirements, and Customer Safety standards and requirements) that focus on specific health and safety hazards and establish minimum company requirements. They provide management with detailed guidance regarding the control of health and safety hazards associated with company activities.		
403-01	Occupational health and safety management system	A new Health and Safety Management System was implemented in 2021, updating our current safety manual. The system was implemented as a combination of proactive measures and regulatory compliance in accordance with US DOL (OSHA), Canadian MOL, US DOT, Canadian MOT, ANSI, and CSA. A list of the guidelines include: ISO 45001 structure, OSHA, MOL, DOT, MOT, ANSI, CSA. All employees, visitors and contractors on Herc Rentals sites are covered as well as employees on customer job sites and all Herc Rentals locations.	Herc Rentals Sustainability	7 to 8

GRI Index Continued

GRI ID	GRI Disclosure	Additional Information/Omissions	Reference	Page No.
403-02	Hazard identification, risk assessment, and incident investigation	2022 Corporate Citizenship Report	Herc Rentals Sustainability	7 to 9
403-03	Occupational health services	2022 Corporate Citizenship Report	Herc Rentals Sustainability	10 and 17
403-04	Worker participation, consultation, and communication on occupational health and safety	2022 Corporate Citizenship Report	Herc Rentals Sustainability	8 to 9
403-05	Worker training on occupational health and safety	2022 Corporate Citizenship Report	Herc Rentals Sustainability	8
403-06	Promotion of worker health	Herc Rentals offers an array of benefits to our full-time employees, including health and wellness benefits; financial benefits; benefits designed to protect employees and their families from the impact of significant life events; and benefits that support the life and work harmony of our employees and their families. Benefits vary based on country of residence or union membership. A list of benefits offerings can be found on the Herc Rentals intranet site for Employee Benefits. We offer additional voluntary health promotion services and programs. Life Planning Account introduced in 2020, with limited reimbursement for items such as wellness activities, fitness gear, students loans/education, and financial Herc Life provides employees planning. Employee Assistance Program (EAP) is available to all employees at no cost for a specific number of services. This confidential, around-the-clock service provides resources and assistance for both everyday issues, such as work pressure and relationship challenges, and highly impactful issues, such as loss or disability. Real Appeal is an online weight loss program that motivates participants and provides support through online group sessions and individual coaching sessions support a healthy lifestyle. Healthy Food Options in The Herc Cafe, located at the Field Support Center, offers a variety of healthy menu options under the FIT menu. To be classified as FIT, the item must meet specific criteria for calories, saturated fat, and sodium. Biometric Screening Events hosted in Herc Rentals' Field Support Center twice annually, which are open to any team member enrolled in one of the company's medical plans, as well as their covered family members. Flu shots are also available at these events on a seasonal basis. Livongo program added in 2021, which is designed to empower our employees and their family members living with Diabetes (or Pre-Diabetes) and/or Hypertension to live better and healthier lives. The program provides access to glucose tracking devices, medical supplies used for Diabetes management, and expert health coaching. The program is available in the U.S. to medically eligible employees enrolled in one of Herc Rentals' medical plans as well as covered family members who are medically eligible.	Employee Benefits Herc Rentals Sustainability	17 to 18
403-07	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	2022 Corporate Citizenship Report	Herc Rentals Sustainability	7 to 10
403-08	Workers covered by an occupational health and safety management system	"Commitment to Safety"	Herc Rentals Sustainability	
403-09	Work-related injuries	403-9 a. (i) None, (ii) 17, (iii) 52 (iv) Sprains and strains, slips, trips and falls, (v) 10,483,584; b. (i to iv) None, (v) 30,575.3; c. (i) Incident reporting and management including risk assessment procedures, (ii) Manually handling materials and equipment, slides, trips and falls, (iii) Significant actions have been put in place primarily around administrative controls and PPE; d. This is ever-present, on-going process to identify any areas of improvement and apply the hierarchy of controls. Additional training (administrative control), substitution and elimination have all been utilized; e. Rates are calculated using 200,000 hours; f. No exclusions; g. All rates are calculated based on OSHA approved formulas.	Herc Rentals Sustainability	10
403-10	Work-related ill health	403-10 a.(i) None, (ii) None, (iii) N/A; b.(i) None, (ii) N/A, (iii) N/A; c.(i) N/A, (ii) N/A, (iii) Monitoring is conducted as needed, new products, new processes, by a certified third party; d. None; e. All monitoring is conducted by certified third parties using approved methodologies and results are measured against regulatory standards.	Herc Rentals Sustainability	10

GRI Index Continued

GRI ID	GRI Disclosure	Additional Information/Omissions	Reference	Page No.
GRI 404: Training and Education				
404-01	Average hours of training per year per employee	Data from 2020 is restated due to consolidation of employee categories. In 2020, Herc reported based on the following categories: individual contributor, supervisor, manager, senior manager, director, senior director, and executive. In 2021, the categories were condensed to the following: individual contributor, supervisor, manager, director, and executive.	Herc Rentals Sustainability	15
404-02	Programs for upgrading employee skills and transition assistance programs	2022 Corporate Citizenship Report	Herc Rentals Sustainability	15 to 16
404-03	Percentage of employees receiving regular performance and career development reviews	The majority of Herc Rentals employees receive an annual performance review in Q1 of each year, with some exceptions, including: union employees, employees who joined Herc via acquisition as of July 1, and new employees hired after October 1 of the prior year. Employees who received regular performance and career development review during 2021: 72.3% (men) and 76.6% (women).	Herc Rentals Sustainability	16
GRI 405: Diversity and Equal Opportunity				
405-01	Diversity of governance bodies and employees	2022 Corporate Citizenship Report and Proxy Statement	Proxy Statement Herc Rentals Sustainability	10 to 15 12 to 13
GRI 413: Local Communities				
413-01	Operations with local community engagement, impact assessments, and development programs	2022 Corporate Citizenship Report	Herc Rentals Sustainability	19
GRI 414: Supplier Social Assessment				
103-1	Explanation of the material topic and its boundary	"Vendor Code of Conduct"	Herc Rentals Sustainability	
414-01	New suppliers that were screened using social criteria	We currently do not screen new suppliers for specific social criteria, but are in the process of creating a comprehensive supplier survey to gather a broader array of information.		
GRI 416: Customer Health and Safety				
103-1	Explanation of the material topic and its boundary	Our safety mission extends to helping our customers' people operate our equipment safely and supporting their worksites' safe operating practices. We offer training on our equipment; we offer to perform safety assessments at customer worksites and provide suggestions for improvement; we participate in customers' safety teams as a partner in reducing workplace hazards; and we apply our own required safety protocols whenever we visit a customer worksite.	Herc Rentals Sustainability	7

GRI Index Continued

GRI ID	GRI Disclosure	Additional Information/Omissions	Reference	Page No.
103-2	The management approach and its components	Safety Policy	Herc Rentals Sustainability	7 to 8
103-3	Evaluation of the management approach	The Safety Policy shall be reviewed at least annually to ensure ongoing suitability. The commitments listed here are in addition to our basic obligation to comply with the Herc Rentals Vision, Mission, Values and Code of Conduct, as well as all applicable laws and regulations where we operate. This commitment is critical to our business success because it allows us to systematically prevent and/or minimize losses and adds value for all our stakeholders.	Herc Rentals Sustainability	
416-1	Assessment of the health and safety	In 2020 and 2021, 100% of significant product or service categories are covered and assessed under the Herc Rentals HSMS for product/service health and safety impacts. The Health and Safety Management System establishes the requirement for Herc Rentals to develop Health and Safety procedures, practices and standards to ensure that its work activities, products, procedures, and services do not result in an injury or illness, or an adverse impact on the environment, company assets or company intellectual property. These procedures, practices, and standards include HSMS Operational Controls, Local Level Safety Procedures, and Herc Rentals H&S standards and requirements.	Herc Rentals Sustainability	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Data search from OSHA established criteria resulted in three incidents with fines in 2018 and one in 2019, and none for 2020 and 2021. No reported warnings for non-compliance of health and safety regulations or voluntary codes for health and safety for year 2018 through 2021.	Herc Rentals Sustainability	
GRI 418: Customer Privacy				
103	Management approach disclosures	2022 Corporate Citizenship Report	Herc Rentals Sustainability	11
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	a. and b. No reported complaints or leaks related to customer privacy	Herc Rentals Sustainability	11

SASB Index

Reprinted July 14, 2022 with updated weblinks.

SASB Code Topic

Energy Metrics

SASB Code	Topic	Additional Information/Omissions	Reference	Page No.
RT-IG-130a.1	(1) Total energy consumed, (2) Percentage grid electricity, (3) Percentage renewable	(1) 2021: 1,420, 2020: 1,390, and 2019: 1,569 TJ (tera joules) (2) 2021: 7.4%, 2020: 6.6%, and 2019: 5.9 (restated due to total energy recalculation for fuel component, see GRI 302) (3) Electricity consumed from the grid is derived from roughly 30% (or 7,500 MWh) renewable sources, which is estimated from power providers that disclose the percentage of coal, wind, hydro-electric, solar, natural gas, and other sources used in their electricity production.	Herc Rentals Sustainability	22 to 23

Employee Health & Safety

RT-IG-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	(1) 2022 Corporate Citizenship Report, (2) No fatalities, (3) Not reported	Herc Rentals Sustainability	10
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Fuel Economy & Emissions in Use-phase

RT-IG-410a.1-1		The company does not report on this metric	NA	NA
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Materials Sourcing

RT-IG-440a.1	Description of the management of risks associated with the use of critical materials	Not applicable - not a manufacturer	NA	NA
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Remanufacturing Design & Services

RT-IG-440b.1	Revenue from remanufactured products and remanufacturing services	Revenue from the sale of used and refurbished rental equipment was \$113.1 million in 2021 and \$198.5 million in 2020.	Annual Report	49
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SASB Code Activity Metric

Activity Metrics

SASB Code	Activity Metric	Additional Information/Omissions	Reference	Page No.
RT-IG-000.A	Number of Units	Not applicable - not a manufacturer	NA	NA
RT-IG-000.B	Number of Employees	5,600	Annual Report	2



We equip our customers and communities to build a brighter future.

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This report contains statements that Herc Holdings Inc. believes to be "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. All statements other than statements of historical fact, including, without limitation, statements regarding Herc Holdings' future business strategy, targets, and plans and objectives for future operations, are forward-looking statements. Forward looking statements are generally identified by the words "estimates," "expects," "anticipates," "projects," "plans," "intends," "believes," "forecasts," and future or conditional verbs, such as "will," "should," "could" or "may," as well as variations of such words or similar expressions. All forward-looking statements are based upon our current expectations and various assumptions and, there can be no assurance that our current expectations will be achieved. They are subject to future events, risks and uncertainties - many of which are beyond our control - as well as potentially inaccurate assumptions, that could cause actual results to differ materially from those in the forward-looking statements. Further information on the risks that may affect our business is included in filings we make with the Securities and Exchange Commission from time to time, including our most recent annual report on Form 10-K, subsequent quarterly reports on Form 10-Q, and in our other SEC filings. We undertake no obligation to update or revise forward-looking statements that have been made to reflect events or circumstances that arise after the date made or to reflect the occurrence of unanticipated events.