



ENTERPRISE HOLDINGS.



The Business of Sustainability | 2011

FISCAL YEAR

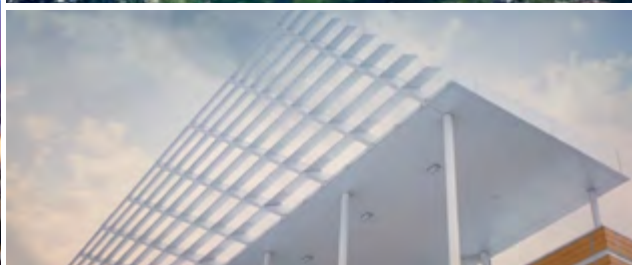
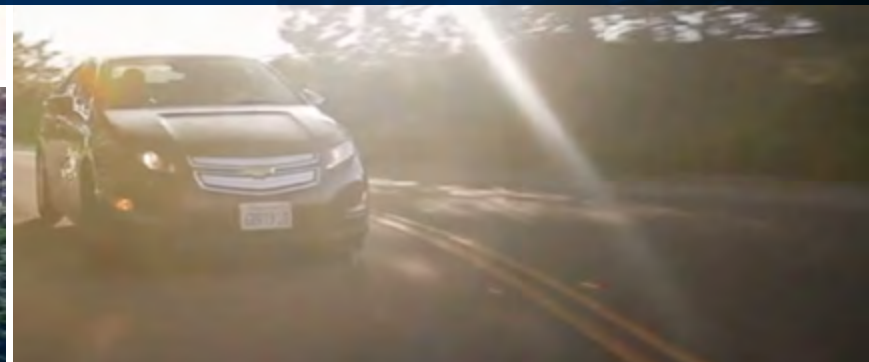




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To Our Stakeholders:

Welcome to Enterprise Holdings' first Sustainability Report, which covers our performance in our 2011 fiscal year (ended July 31, 2011).

Since our founding nearly 55 years ago, Enterprise has always conducted our business sustainably and responsibly, for the long haul. This approach is at the heart of the legacy we carry on from our founder – and my father – Jack Taylor. He built our company on a commitment to take good care of our customers and our employees. That simple philosophy was the starting point for a journey that has seen us constantly seek out ways to make ourselves better, as we aspire to make Enterprise a company in which my family, as well as our dedicated employee family, can take deep pride.

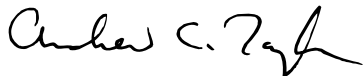
This journey has led us, in recent years, to take an increasingly focused and structured approach to sustainable business practices as a critical element in our continued success. We believe it is a natural extension of Jack's original philosophy to commit ourselves more fully to take good care of the parts of the world we touch with our business.

As we pursue that commitment, we are learning as we go – from customers, partners and one another. And how we are using what we have learned forms the substance of this report. In it you will read – often in the words of our employees – about the initiatives we have launched, goals we have set and progress we are making. We also offer some thoughts on where we want to go next.

A recent *Harvard Business Review* article by Michael Porter and Mark Kramer focused on what the authors call “shared value” – the principle that business can and should create economic value in a way that also creates value for society by addressing its needs and challenges. For years, Enterprise has been working to create just that sort of shared value.

But we know that we cannot do that alone. We hope this report advances a conversation with you and all our stakeholders about what we are doing and how we can do it more effectively. We look forward to updating you in the future as our shared journey continues.

Sincerely,

A handwritten signature in black ink, appearing to read "Andrew C. Taylor". The signature is fluid and cursive, with a long horizontal stroke at the end.

Andrew C. Taylor
Chairman and Chief Executive Officer
Enterprise Holdings



“From our fleet and operations to our support for conservation, renewable fuels research and advancing new vehicle technology ... we take a broad view of what it takes to be a sustainable business, and act accordingly for the long term.”

Lee Broughton

Corporate Sustainability
Enterprise Holdings

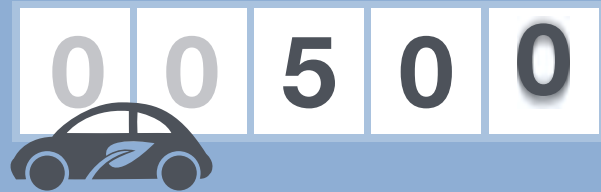
Goals and Progress at a Glance



↓ 10%
2015

Reduce Carbon Footprint

Reduce Scope 1 and Scope 2 emissions by 10 percent by 2015.



Alternative Fuel Vehicles

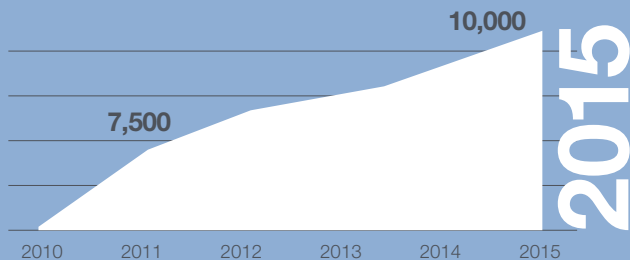
Incorporate 500 Nissan LEAFs into the Enterprise Holdings fleet.



2015

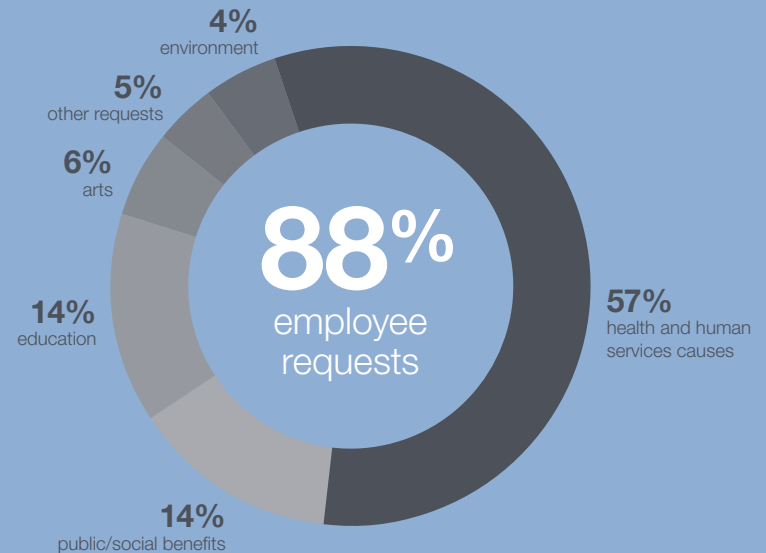
Alternative Fuel Vehicles

Convert all airport shuttle buses in fleet to B20 biodiesel by 2015.



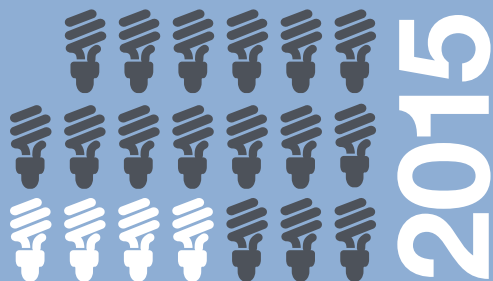
Health & Wellness

Increase participation in annual Enterprise Holdings Health Assessment to 10,000 employees companywide by 2015.



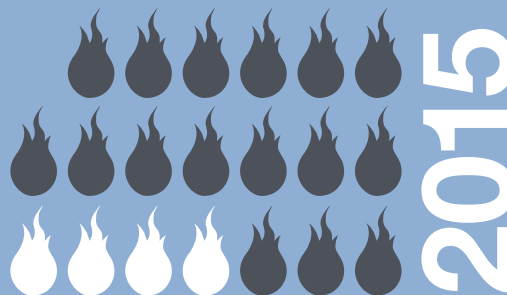
Philanthropy

88% of donations by the Enterprise Holdings Foundation fulfill employee requests.



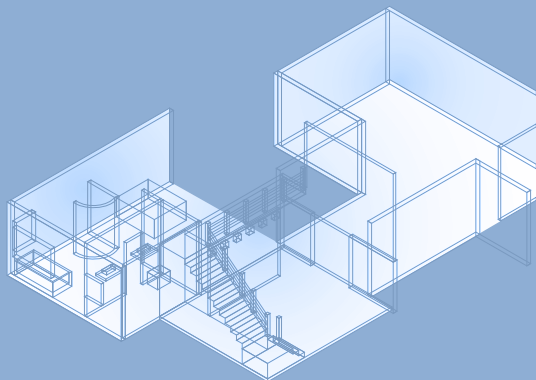
Electricity Consumption

Reduce electricity consumption and related costs by 20 percent over five years from 2010 baseline.



Natural Gas Consumption

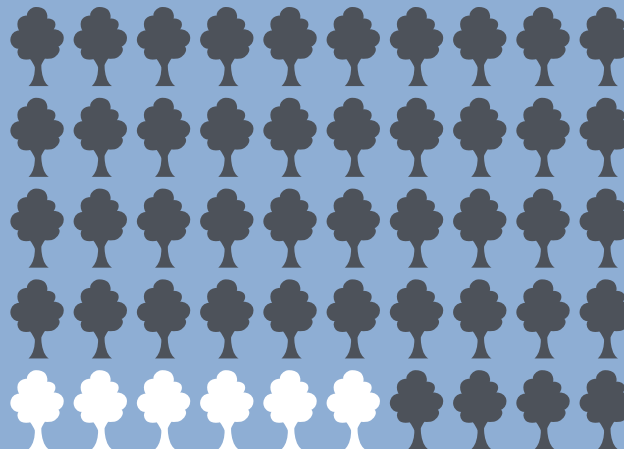
Reduce natural gas consumption and related costs by 20 percent over five years from 2010 baseline.



\$150 million

Sustainable Construction

\$150 million investment over five years to improve efficiencies at Enterprise Holdings branches with more than 1,200 retrofit and new construction projects completed in 2011.



Conservation

Plant 50 million trees in national forests throughout the U.S., Canada and Europe between 2006 and 2056. Planted 6 million trees to date.

We Are Values Driven

At Enterprise Holdings, we are driven by a set of simple yet powerful beliefs that form the foundation for how we do business, interact with our customers, treat our employees and contribute to our communities. The Founding Values are what set us apart. And we hold ourselves accountable to them every day.

That's why we recommit to these values every fiscal year, when each of our operating groups submits specific goals aligned with the values, as well as detailed strategies for achieving those goals. These strategies address six key business areas highlighted in the Enterprise Cultural Compass: Operations, Diversity and Inclusion, Work Life Quality, Business Ethics, Public Affairs and Philanthropy, and Environmental Conservation. And every year, the groups that best embody our company's values are rewarded with the Jack Taylor Founding Values Award, one of our company's most coveted honors.

This award, which of course is named for our founder, is more than a competition – it's a strategic management initiative that brings out the best in our business by challenging our teams to integrate our core values into business planning and operations. Since the program launched, it has driven thousands of best practices, operating enhancements and new partnerships across our business. What's more, it has helped us strengthen our sustainable management approach, in which growing our business goes hand in hand with earning the goodwill of our communities and serving as a good environmental steward.



» More information about our founding values can be found at enterpriseholdings.com/sustainability/sustainability-our-founding-values/



We know that sustainability is a journey, not a destination – and we believe strongly that both the road we have taken so far and the course we have charted for the future should be shared openly with all of our stakeholders: employees, customers, suppliers, business partners and the communities where we work. As a result, we make it a priority to engage in continuous dialogue with our stakeholder groups through a variety of channels, including:

- » Monthly Enterprise, National and Alamo service quality index surveys
- » Discussions with our employees
- » Board meetings

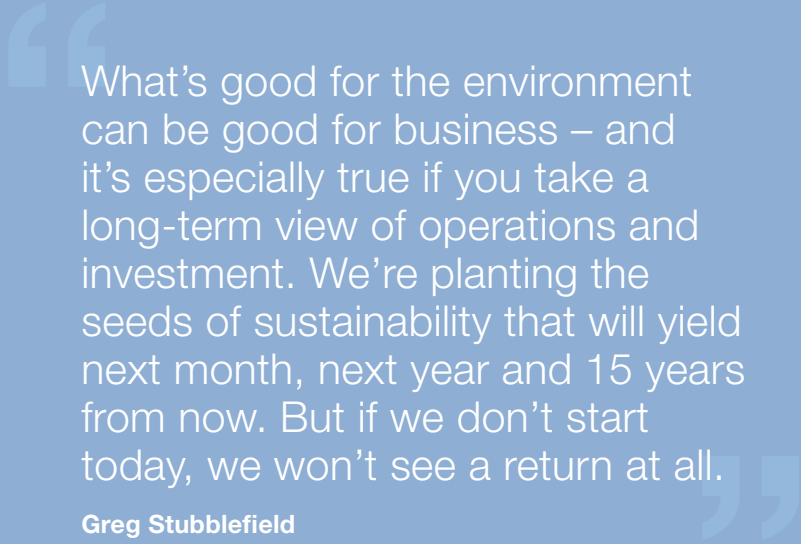
Our first sustainability report is another means of following through on our commitment to open doors. It's a way of addressing, openly and transparently, the sustainable business practices we are advancing – in some cases, in direct response to our stakeholders' priorities and concerns.

At the core of Enterprise's sustainability effort is the Chairman's Task Force – a cross-functional group of 15 department heads and subject-matter experts charged with developing best practices that can be implemented companywide to reduce our costs, as well as our impact on the environment.

The Task Force was founded in 2010. With the input of our stakeholders, it has led a review of companywide operations and identified priorities for our sustainability program, many of them outlined in this report. By bringing together leaders from across our entire operation, the Task Force transcends individual departments to bring a full-scope approach to important issues and makes addressing them a responsibility of the entire company. The Task Force also helps us capitalize on opportunities that flow from our desire to be a more sustainable company.

- » More about our Chairman's Task Force can be found on page 33.





What's good for the environment can be good for business – and it's especially true if you take a long-term view of operations and investment. We're planting the seeds of sustainability that will yield next month, next year and 15 years from now. But if we don't start today, we won't see a return at all.

Greg Stubblefield
Chief Strategy Officer
Enterprise Holdings



The Business of Sustainability | **Environment**

At Enterprise Holdings, a commitment to environmental sustainability is integrated into every aspect of our business. Rooted in the vision our founder established nearly 55 years ago, the Chairman's Task Force has identified three major areas of focus: fleet, facilities and technology. We know that embracing, promoting and implementing sustainable practices in these areas will lead to good outcomes not only for our business, but for the environment, our employees and our customers.

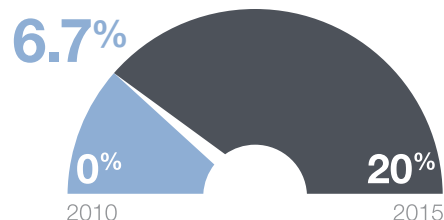
20/20 Vision

The Task Force's most notable achievement thus far has been to establish our 20/20 Vision – our goal to reduce energy use and related costs by 20 percent by 2015, saving an estimated \$50 million along the way.

We began the 20/20 Vision in 2010 by compiling energy use totals for our branches and using that data to develop an aggregate baseline*. Our business and facilities managers are now developing local energy reduction efforts, focusing first on facilities that use the most energy. Our goal is a 4 percent reduction each year for five years. And we're thrilled to be on track with our goals, with an average 6.7 percent same store reduction in 2011. Here's a glance at our progress against our 2010 energy baseline:

2010 Total direct and indirect energy consumption (August 2009 - August 2010)	1,569,944 gigajoules
2010 Direct energy consumption from non-renewable sources	100 percent
Estimated 2011 total direct and indirect energy consumption (August 2010 - August 2011)	1,464,680 gigajoules
2011 Direct energy consumption from non-renewable sources	100 percent
2011 Reduction from 2010 baseline*	105,264 gigajoules

**The 2010 baseline excludes branches where an external landlord is responsible for utility bills, and it does not include branches added after 2010 – energy usage at these new locations is being tracked separately as part of our Enterprise Sustainable Construction Protocol (ESCP). Our goal is to establish a single companywide energy baseline by 2015.*



Our reduction efforts are guided by a few general principles. For example, we typically believe that any energy savings opportunity that pays for itself in five years or less is a good investment, and that energy-savings approaches will vary by location and facility because of the different types of potential systems that can be put into place. Beyond that, we think the smartest place to start is with small changes that can make a big difference. That's why we've begun with some of the lower-hanging fruit we see in our operations, such as installing energy-efficient lighting and trade dress in our branches, utilizing energy-saving software on computers, and relying on occupancy sensors to turn lights off automatically when no one is in the room. We're not stopping there, though. Bigger initiatives are in the works.

Our employees benefit from the 20/20 Vision because compensation is tied to their branch's financial performance. Lower energy costs therefore translate to more profits for our company, our employees and the communities in which we operate.

Employees Embrace the 20/20 Vision

How three operating groups reached double-digit savings in the first year

When it comes to reaching the 20/20 Vision's 20 percent energy savings goal, Enterprise Holdings employees can get pretty creative. In fact, several operations have already reached double-digit success in reducing their carbon footprint.

West Virginia operations realized that awareness was a key to success. "We asked each branch to designate a conservation captain who is responsible for a checklist that included items like making sure computers are turned off, thermostats set correctly. The captains' close, personal involvement has helped others develop a passion for sustainability," said Tonya Kyle, Operations Manager.

With the announcement of the 20/20 Vision, West Virginia went into high gear and set up discussions with managers in every branch to educate them about why all of this matters — not only to their employees, but also to the entire company and the environment as a whole. One result: an energized group of employees. They also partnered with local universities to support their green efforts. The comprehensive approach has produced dramatic results: an 18.8 percent reduction in electricity, 8.68 percent reduction in natural gas and 20.58 percent reduction in water use.

Chicago operations has taken a slightly different approach. "There's some low-hanging fruit, like retrofitting lights and adding lock switches to garages," Operations Manager Greg Toste noted, "So we developed our own list of 'Home City Best Practices' and charged every branch to get on board." This was before energy reduction became a companywide initiative.

Once the 20/20 Vision was announced, Chicago added items to its best practices list and began tracking progress more efficiently. From high-speed garage doors to timers on lot lighting fixtures, the team began working with local utility companies to change small things that have a large impact on the bottom line. They also began educating branches about the bottom-line benefits of embracing energy reduction practices. The result to date: Chicago's best practices compliance rate has increased from 77 percent to 83.4 percent.

Kansas City operations recognized the opportunity to reduce energy use and costs — even before Enterprise announced its companywide commitment. "The first thing you have to do is understand where you're starting from," said Todd Parker, Kansas City Operations Manager.

That's exactly what Kansas City did. When the 20/20 Vision was announced, they looked back at more than five years worth of utility bills to spot patterns and trends, and then continued the work they'd already started — retrofitting interior lights to save electricity, installing power washers to save water, adding kill switches to garages to save natural gas and much more. Their approach is to continually bring new energy-saving ideas to the table, show the potential cost savings and deliver results. To date, Kansas City has cut water use by more than 50 percent, electricity by 12 percent and is tracking natural gas reductions of up to 11 percent.

Enterprise Sustainable Construction Protocol

In 2011, we created the [Enterprise Sustainable Construction Protocol \(ESCP\)](#), a set of guidelines for new construction and for retrofitting existing Enterprise Rent-A-Car rental locations. We estimate we'll invest approximately \$150 million in sustainable construction over the next five years.

While we expect to pay a small (perhaps 1 to 2 percent) premium on materials to build and retrofit in this fashion, the return on this investment will be an efficient, healthy and comfortable workplace for our employees, as well as a reduced environmental impact. We expect we'll also realize as much as a 35 percent savings in energy and water utility costs.

In developing this unique approach, we relied on input from suppliers, architects and engineers. We also drew on best practices from our development of rental offices with sustainable features, in such places as Chicago; Dallas; Honolulu; Jacksonville, Fla.; Miami; San Antonio; and San Jose, Calif.



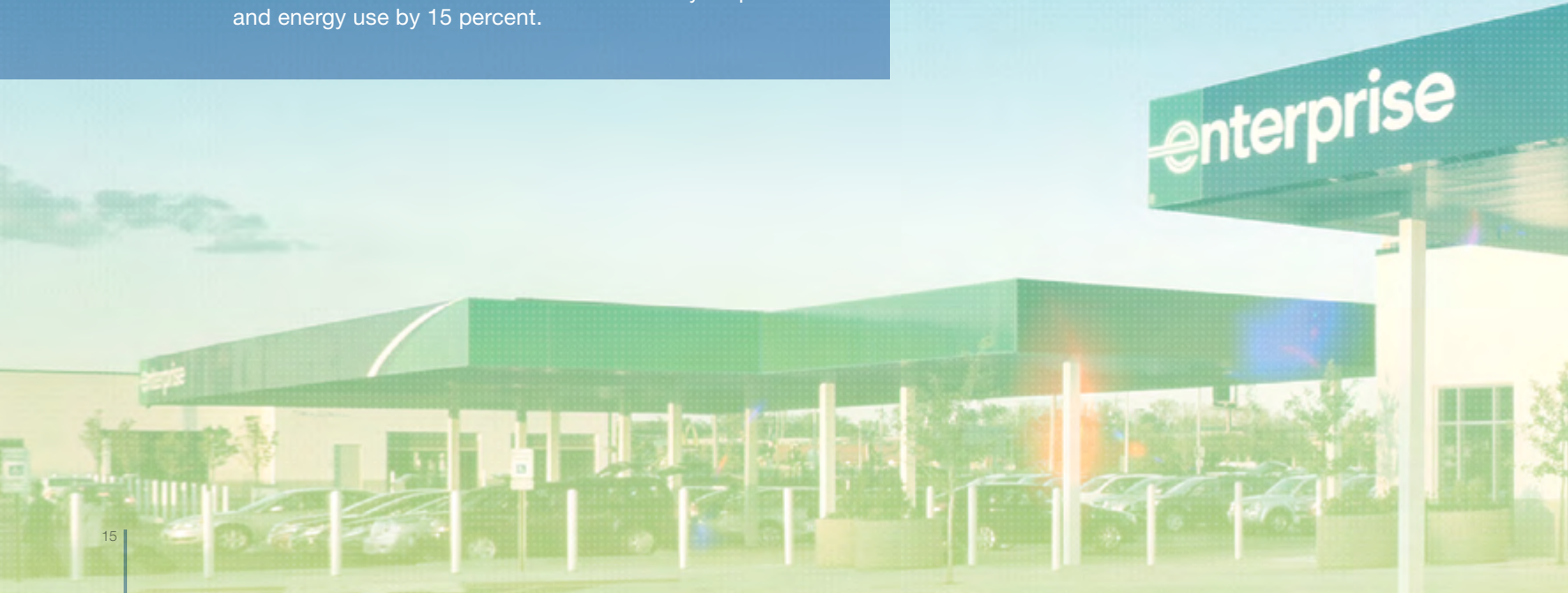
The ESCP is focused on seven areas:

- » **Sustainable materials** – Using regionally produced materials and those with at least 10 percent recycled content.
- » **Energy efficiency** – Conserving energy use in both interior and exterior settings.
- » **Sustainable construction sites** – Building on previously developed sites when appropriate; using materials that reduce the heat-island effect on parking lots; capturing and repurposing storm water.
- » **Recycling** – Reusing fixtures, furniture and equipment such as millwork for rental counters, operational equipment, furniture and signs; and recycling construction debris.
- » **Water efficiencies** – Installing water reclamation systems in automated car wash systems or low-flow/high-efficiency pressure wash systems; utilizing high-efficiency plumbing fixtures; designing efficient landscaping plans.
- » **Air quality** – Using low Volatile Organic Compounds (VOC) material for paint, carpet, coatings and adhesives; using Indoor Air Quality (IAQ) plans for construction, when appropriate.
- » **Process innovation** – Developing innovative approaches for each facility, whether it's an independent structure, an airport facility, or in an existing shared building; focusing on the physical layout and design as well as the business processes required to operate each facility; and ensuring changes positively impact employee satisfaction.

The Enterprise Rent-A-Car rental facility that opened in June 2010 at Chicago's O'Hare International Airport is the car rental industry's first LEED Silver-certified independent rental location. It's also a great example of the ESCP guidelines in action.

Among its features:

- » A "green" roof that helps insulate the building, provides a habitat for native plants and a storm-water retention system to keep downstream waterways clean, as well as a system that reclaims and reuses car wash water.
- » Energy-efficient interior and exterior light fixtures, and intelligent control of the central vacuum system to reduce energy consumption.
- » Sustainable features that reduce water use by 22 percent and energy use by 15 percent.



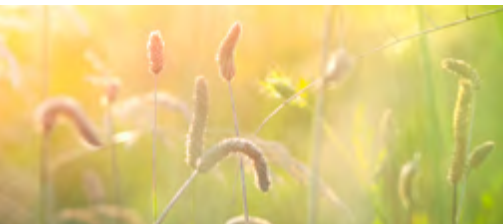
Clean New Technologies and Fuel-efficient Fleet

Owning and operating the world's largest fleet of rental vehicles is a responsibility we take very seriously. It's why we are committed to using our fleet to help grow the market for innovative fuel and engine technologies and transportation alternatives.

For instance, we're in the midst of the nation's largest electric vehicle (EV) rental rollout. We've introduced EVs in several markets throughout the country, and in 2011 became the first in the car rental industry to offer daily and weekly rentals of the Chevy Volt Extended-Range EV. Even more new vehicle technologies – including Peugeot iOns, Nissan LEAFs, and Toyota Prius Plug-In hybrids – are being added in new markets through Enterprise Rent-A-Car's neighborhood locations, local business rental programs and WeCar car sharing.

Maintaining our fuel-efficient fleet and embracing clean new technologies is part of our continued investment in a critical element in our future business success: Ensuring that the passenger vehicle remains acceptable and economically viable to society. We know our investment in new technologies now will reap the kind of rewards that create value for us, our customers and the community in the future. It's why we continue to aggressively expand our fleet of vehicles that are both fuel efficient and meet the needs of the driving public.





And that's in addition to thousands of hybrid vehicles available at approximately 70 "hybrid branches" in 30 markets across the country, including the 10 busiest U.S. airports for business travel.

Beyond our passenger vehicles, we're also the first major company in our industry to shift our fleet of more than 500 airport shuttle buses to 5 percent biodiesel (B5). This move by our Alamo, Enterprise and National brands saves millions of pounds of carbon emissions and paves the way for future use of a higher concentration of biodiesel (B20), which we have already implemented in many of our airport operations.

A testament to our commitment to clean fuels and engine technology came when Enterprise Holdings became a charter member of the [U.S. Department of Energy's National Clean Fleets Partnership](#). This public-private partnership helps large companies reduce diesel and gasoline use by incorporating EVs, alternative fuels and fuel-saving measures into their daily operations. As a participant, we'll work with the Department of Energy to further develop a comprehensive strategy to reduce petroleum and diesel use.

Car Sharing and Vanpooling

WeCar by Enterprise

Providing real and sustainable transportation solutions to communities worldwide is at the core of our mission. It makes sense then that [Enterprise Rent-A-Car](#) supports [WeCar by Enterprise](#) in municipalities as well as on corporate college campuses in more than 20 states.

WeCar is an efficient, cost-effective and convenient transportation solution for organizations and individual members alike, delivering car-sharing technology's speed and economy for those looking for a more sustainable transportation alternative. A major driving force behind our growth is that we're leading the way in bringing alternative-fuel vehicles to car sharing. We've offered hybrids for years in both corporate and retail programs, and we're now adding electric vehicles to many of our WeCar programs.

But well before we launched WeCar, we became one of the first to offer hourly rentals at many neighborhood locations, including large urban centers. Indeed, what ultimately sets WeCar apart from other car-sharing offerings is the support of the unparalleled Enterprise Rent-A-Car neighborhood network, with more than 5,500 rental offices within 15 miles of 90 percent of the U.S. population. That extensive network enables us to provide the benefits of car sharing in any market where there's an Enterprise office.





Enterprise Rideshare

Enhancing our communal transportation offerings is the [Enterprise Rideshare program](#), a cost-effective and efficient way for people to commute to and from work. A typical Enterprise Rideshare vanpool program involves seven to 15 coworkers riding together, with each paying a low monthly rate.

By taking cars off the road, Enterprise Rideshare reduces traffic congestion, commuter times, and driving costs, as well as vehicle emissions and fuel consumption. Enterprise Rideshare works especially well for companies that also have a WeCar program in place, providing a solution for first- and last-mile transportation to and from work, and for errands during the day. Thanks to these advantages, the number of Enterprise vanpools in use has more than doubled in the last year.



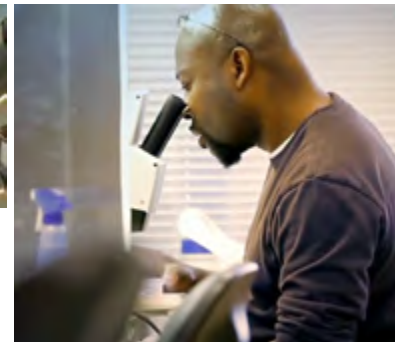
Enterprise Rent-A-Car Institute for Renewable Fuels

Our commitment to the future of the passenger vehicle goes beyond investing in technologies already in the marketplace – we're also investing in research to find the next game-changing sustainable alternative.

Since 2006, our owners, the Taylor family, have given \$35 million to the [Donald Danforth Plant Science Center](#) and its [Enterprise Rent-A-Car Institute for Renewable Fuels](#). Led by some of the nation's foremost plant biologists, much of the team's work focuses on using algae to produce third-generation biofuels that someday could be used on a large scale to power cars, trucks and aircraft.

In just four years the Institute has won recognition around the globe for its cutting-edge research. In fact, the Institute was profiled in the September 2011 edition of the prestigious international magazine, *Science*. According to the article, new developments in the field of synthetic biology have stirred new interest in algae as a viable alternative fuel source. Enterprise customers – and drivers everywhere – might be filling up at the pump with biofuels sooner than they think.

The Institute was also recently awarded \$16 million in grants that will expand its focus to include grasses as a potential source of biomass for biofuels. The new research will be led by Dr. Thomas Brutnell who will join the Danforth Center on Jan. 1, 2012 as the Institute's new director.



ENTERPRISE RENT-A-CAR
INSTITUTE FOR RENEWABLE FUELS

Carbon Inventory

For the first time, we've taken an inventory this past year of the carbon emissions associated with our business. Our goal, simply put, is to identify areas where we can reduce those emissions and to be transparent about them. We focused our initial measurement on:

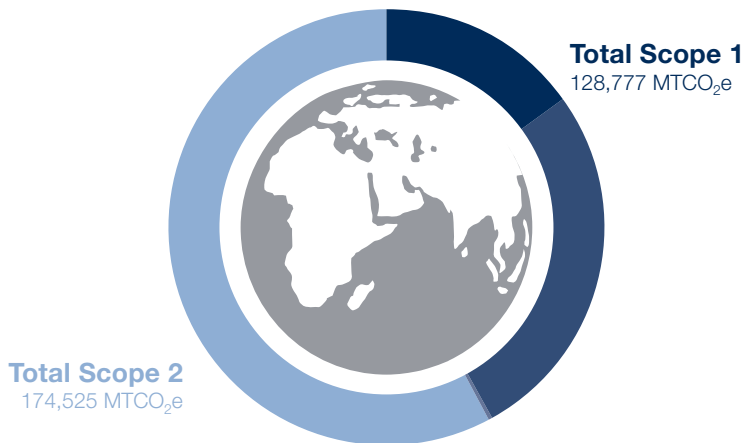
- » **Scope 1** - direct greenhouse gas emissions (GHG) from our own operations;
- » **Scope 2** - indirect GHG emissions from consumption of purchased electricity, heat or steam; and
- » **Scope 3** - other indirect emissions, such as fuels, transport-related activities – and, in our specific case, the GHG emissions of our cars as our customers drive them.

Calculating Scope 3 emissions – which include those generated by customer rentals and constitutes 97 percent of our overall impact – has proven to be challenging due to the broad range of our customers' mobility needs and driving habits.

But, we feel the effort is well worth it to provide our customers and other stakeholders with data to provide them with a starting point for their own reduction efforts. As the adage goes, "You can't manage what you can't measure." It also reinforces our strong belief that one way to reduce those emissions is to provide more fuel-efficient and alternative-fuel vehicle choices.

We have set goals to reduce our Scope 1 and Scope 2 emissions by 10 percent by 2015, and we plan to continue monitoring our Scope 3 emissions moving forward. We're also continuing to focus on our supply chain to ensure that we are minimizing emissions associated with the transportation and sourcing of the products we use in our operations.

Beyond that, we have a broader goal of elevating our carbon inventory into an accurate benchmarking model for the car rental industry as a whole – enabling us as an industry to monitor our own operations.



*The 2010 emissions inventory was developed using the WRI/WBCSD GHG Protocol Corporate Standard.
External, third-party verification of 2011 carbon emissions data is expected to be complete by January 2012.*

Electrification Coalition

Our commitment to new, clean technologies goes beyond offering hybrid and electric vehicle rentals. In 2010, our Chairman and CEO Andy Taylor joined the [Electrification Coalition](#), a group of 23 leading corporate executives that represent the complete transportation value chain – from automotive software developers to some of the world's largest private and commercial fleets. Taylor and fellow coalition member Fred Smith, CEO of FedEx, participated in a forum at the 2011 National Summit on Energy Security, where they stressed the importance of reducing the nation's oil dependence with supporting cleaner transportation options.

The coalition's fundamental mission is to spur private sector innovation through national policies that support electric vehicle technologies. The coalition has developed an [Electrification Roadmap](#) which outlines key steps to the development of a robust electric fleet. Central to the plan is the creation of electrification hubs – communities around the country with the infrastructure and incentives to support electric vehicles. Related priorities include:

- » Improved quality and price of vehicle batteries
- » Proliferation of charging infrastructure
- » Reinforced electric power grid to support additional demand
- » Development of consumer-facing technology to overcome the hurdles to build consumer acceptance
- » Increased electric fleet availability



photo: Chuck Todd, Chief White House correspondent for NBC News and co-host of The Daily Rundown on MSNBC; Fred Smith, Chairman, President and CEO of FedEx Corporation; and Andy Taylor, Chairman and CEO, Enterprise Holdings.



The Business of Sustainability | **Social**

Enterprise Holdings' founder Jack Taylor built our company on the belief that growth is fueled by putting customers and employees first. With that same spirit, the social platform of the Chairman's Task Force is focused on employees, customers and the communities where we live and work.

A Focus on Customers

At Enterprise Holdings, it's not enough to just meet our customers' expectations ... we want to exceed them. We do that by consistently delivering our uniquely personalized brand of customer service.

We believe that ordinary people doing everyday things with extraordinary passion and focus make all the difference between a good car rental experience and the complete satisfaction that sparks loyal customer relationships. It's an approach that began nearly 55 years ago with our founder, and it lives on today in each of the 70,000 Enterprise, National and Alamo employees who go the extra mile for our customers on a daily basis.

The hard work of our dedicated employees has earned our brands many of the travel industry's top customer service awards, including:

- » *Executive Travel* 2011 Leading Edge Awards – **“Top Rental Car Overall”**
- » *Smarter Travel* Editors Choice Awards 2010 & 2011 – **“Best Rental Car Loyalty Program”**
- » *Budget Travel* 2010 & 2011 Reader's Choice Award – **“Favorite Rental Car Brand for Customer Service”**
- » *BusinessWeek's* **“Customer Service Champs”** annual list in 2007, 2008, 2009 and 2010



Customer Service/ESQi

Our formula for keeping customer service front and center is simple: Manage what you measure. For nearly 20 years, we've taken the pulse of our customers' experience by conducting an annual phone survey of 2.2 million customers. The result is our [Enterprise Service Quality Index \(ESQi\)](#), which, with our growth, has now been expanded to include similar indices for the Alamo and National brands (ASQi and NSQi, respectively).

The surveys seek customer feedback on everything from price points to employees' curbside manner. We use the results to create a monthly performance score for each of our rental branches.

But the score itself isn't the end game for our branch managers; rather, it's a tool to help gauge performance, continually improve the customer experience and keep us focused on the goal of delivering complete satisfaction.



Not surprisingly, the branches and offices that consistently receive the best scores not only benefit from a steady stream of satisfied, returning customers – they often have the highest employee retention as well. Other companies have sought Enterprise's counsel when addressing their own corporate culture, and our approach has been documented in a number of publications, including the *Harvard Business Review*, and a 2007 book, [Exceeding Customer Expectations](#), by Kirk Kazanjian.

Supplier Diversity

With more than 7,700 Enterprise, National and Alamo branches around the globe, our ability to serve customers directly depends on maintaining strong relationships with our suppliers – more than 120,000 of them worldwide. It may surprise you to learn that more than half of our annual supplier spending goes to small businesses in the communities our branches serve. That statistic reflects our focus on creating shared value and our commitment to strengthening the communities where we work.

We track our supplier spending with a dashboard that tracks everything from fleet purchases to key ring manufacturers. We also maintain an internal database of minority- and women-owned businesses, accessible to all of our operations personnel. Our operating groups are encouraged to set annual goals for building and expanding relationships with diverse suppliers. In fact, 30 percent of our companywide spending is with minority- and women-owned businesses.

Workplace

Total customer satisfaction starts with dedicated employees. To develop and maintain that focus, we hire smart, motivated men and women and then invest in their professional growth and success throughout their careers at Enterprise Holdings. That investment pays big dividends for our customers.

Management Training Program

For many of our full-time employees, a career starts with the Management Training Program.

Management trainees have access to some of the best professional development tools in our industry, including a combination of classroom and hands-on training that provides the skills to run a business and prepare for long-term success. Our promote-from-within culture makes the Management Training Program a pipeline for leaders, offering opportunities for personal growth, professional advancement and performance-based compensation. Nearly all of our senior leadership team – including our Chairman and CEO Andy Taylor and our President and COO Pam Nicholson – started out as management trainees.

Internships

Enterprise Rent-A-Car proudly maintains one of the largest college internship programs in the country and is consistently one of the top hires of college students and recent graduates. Nearly 1,500 paid student interns learn the “Enterprise Way” each summer. Our interns follow a training and development program similar to the Management Trainee experience, building skills in every area of business, from the logistics of managing a rental branch to how to connect with customers. These broad learning opportunities help lead many of our program graduates to full-time careers at Enterprise and other top companies.

About our Employees

- » **More than 70,000 employees worldwide**
 - » 76% hourly employees
 - » 24% non-hourly employees
 - » 63% full-time
 - » 37% part-time
 - » 29% female
 - » 71% male

		Female	Male
	Total Employees	% of Total	% of Total
Canada	3,977	21%	79%
Corporate	5,586	55%	45%
International	4,637	31%	69%
North Central U.S.	11,058	24%	76%
Northeast U.S.	12,953	24%	76%
South Central U.S.	11,908	27%	73%
Southeast U.S.	9,285	28%	72%
Western U.S.	11,220	30%	70%

Training Gives New Managers a Holistic, Proactive View of Success

Program helps management trainees plan for success on – and off – the clock

Succeeding in life means succeeding both on and off the job. That's why the question General Manager Greg Cavoli and Training and Development Manager Jason Brown ask new management trainees in Pennsylvania is, "What four things are most important to you?"

Family, friends and career are the most common answers. Faith, health and fitness and a host of hobbies from baking to biking tend to fill out the list. Participants must define success in all four of their chosen categories, and identify two goals for each. Then they have to develop action steps toward each goal. Follow-ups at subsequent training sessions monitor progress.

Trainees give the program training high marks. They say they appreciate its emphasis on making the most of their lives personally as well as professionally, and report spending more quality time with their friends and family. Sharing successful strategies with their colleagues has helped make them more productive at work, too.

Continuing Education

Beyond entry-level training, Enterprise regularly offers internal professional development programs for the continued advancement of its full-time employees in areas directly related to their job responsibilities. We also offer tuition reimbursement of up to \$3,000 annually for employees pursuing degree courses that directly relate to their job responsibilities.

Benefits, Health and Wellness

Taking care of our employees means not only offering tools for a strong professional life, but also an emphasis on personal wellness.

Each of our full-time employees – as well as their spouses, domestic partners and children – is eligible for health and welfare benefits (medical, dental, vision, prescription drug, life insurance and disability). Since 2009, we've also offered a substantial premium reduction to employees and their families who are tobacco-free. In addition, many of our full-time and part-time employees participate in our retirement savings plans, employee discounts and paid leaves of absence for maternity, paternity, adoption, bereavement, jury duty and military duties.

We appreciate the role of flexible work arrangements in meeting our employees' work-life balance concerns, while at the same time helping us retain great team members. Employees are encouraged to work with their supervisor or human resources representative to determine potential alternative work arrangements that may include flextime, part-time, reduced schedule full-time, schedule accommodation and/or telecommuting.

Enterprise Holdings Foundation

Founded in 1982, the [Enterprise Holdings Foundation](#) works to make a difference in the communities where our employees live and work by providing support to important initiatives and causes. Since its inception, we are proud to have donated more than \$200 million to thousands of local nonprofit programs addressing such areas as environmental sustainability, health and human services, education and disaster relief.

Our employees' passion and service to their communities guide the selection process for the majority of the foundation's annual support. We encourage all employees to make funding requests for organizations and programs in which they, their families and their customers are actively involved. In 2010, the foundation proudly fulfilled 94.3 percent of the donations requested by employees and provided grants totaling more than \$15.5 million – 88 percent of foundation giving for the year.

But our involvement is not just financial. Our employees also contribute countless hours to thousands of international, national and local organizations in the communities where we work. Community giving is a core part of our annual Founding Values Awards. And thanks to participation from all of our operating groups, the positive impact of Enterprise Holdings employees can be seen and felt in communities around the world.

Employees Mix Social, Cultural Values with Business

How the Detroit operation fed community engagement

Philanthropy isn't always about monetary giving – it's also about employee volunteerism, as our Detroit operations demonstrated through its "Feed Michigan" initiative and United Way campaign.

They used a three-pronged approach that gave employees and their families the chance to

1. Donate money;
2. Collect food; and
3. Give time to help feed the 1 million Michigan residents who use food banks each year.

The Detroit employees also aimed to strengthen partnerships with more than 50 Michigan organizations served by the United Way. They raised participation among full-time employees from 66 percent to 77 percent, and from 27 percent to 53 percent for part-time staff. Meanwhile, United Way donations increased by 27 percent overall – exceeding their goal for community engagement and brand awareness.

In addition to employee and customer causes, the Enterprise Holdings Foundation focuses its global support in the following areas:

Environment

To address the parts of the world we touch with our business, Enterprise Holdings has built the car rental industry's most comprehensive environmental stewardship platform. The impact of these programs can be felt as near as the parks in our hometown of St. Louis and as far away as the forests of Scotland.

In 2006, Enterprise launched its biggest environmental conservation initiative ever: the 50 Million Tree Pledge. Through a private/public/nonprofit partnership with the Enterprise Holdings Foundation, the Arbor Day Foundation and the US Forest Service, Enterprise is planting 50 million trees over 50 years at a cost of \$50 million.

Now in its sixth year, more than six million trees have been planted in the United States, Canada and Europe in areas devastated by insects, disease and wildfires. Although it's not a total solution, the [50 Million Tree Pledge](#) is an important step toward ensuring healthy forests today and for generations to come. The worldwide benefits include cleaner air, purer water, restored wildlife habitat, endangered species brought back from the brink of extinction and a greener, healthier Earth for future generations.





photo: Joplin, MO tornado destruction, 2011.

Disaster Relief

Over the past year, several parts of our world have been devastated by earthquakes, tornadoes, floods and other disasters. However, the extensive Enterprise Rent-A-Car neighborhood network not only has become an integral part of many cities' and towns' local transportation infrastructure, but it also plays a part in many emergency-preparedness and disaster-recovery efforts.

In fact, Enterprise often begins planning and relocating trucks and minivans in advance to facilitate clean-up and repair, working closely with utility companies, local government officials, insurance adjusters and CAT (catastrophe) teams as well as Department of Homeland Security/Federal Emergency Management Agency (FEMA) Urban Search and Rescue.

In addition, to further support recovery and relief efforts, the Enterprise Holdings Foundation donated nearly \$500,000 for disaster relief in fiscal year 2011.

Relief Effort	Contribution
National Automobile Dealers Charitable Foundation	\$5,000
North and South Carolina Tornado Relief	\$25,000
Joplin, Mo., Tornado Relief	\$50,000
St. Louis, Mo., Tornado Relief	\$100,000
Southern U.S. Tornado Relief	\$100,000
Japan Earthquake and Tsunami Relief	\$100,000
Pakistan Flood Relief	\$100,000
Total	\$480,000

An aerial night photograph of a city, likely Beijing, showing a complex multi-level highway interchange with glowing yellow light trails from traffic. In the background, numerous high-rise buildings are lit up, their lights reflecting in the hazy atmosphere. The overall scene conveys a sense of modern urban infrastructure and economic activity.

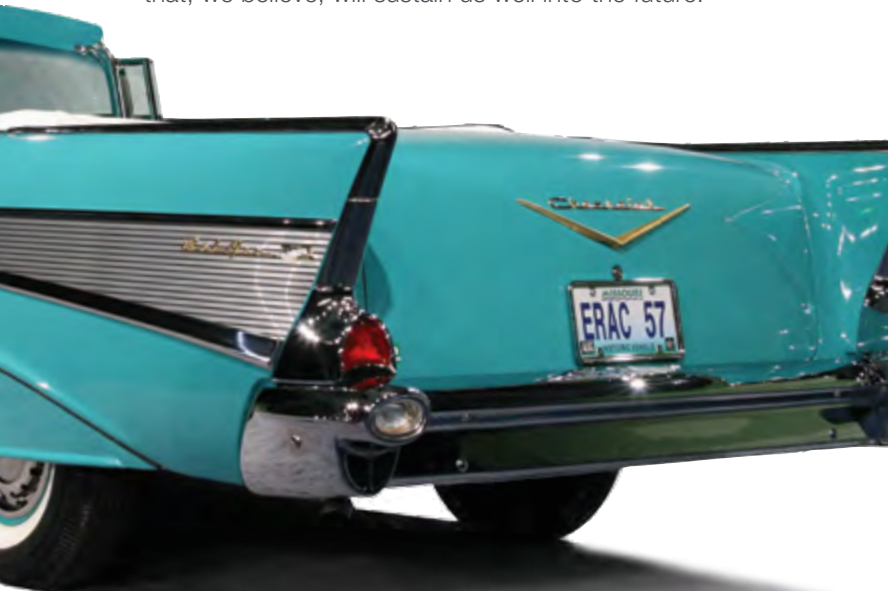
The Business of Sustainability | **Economic & Governance**

Companies are shaped by their leaders and their vision of the future. When it comes to sustainable governance, our Chairman's Task Force recognizes that managing for the long term, local investment and a focus on ethics are core competencies that can drive success.

Family Ownership

Steady, forward-looking family ownership is one of the most important factors behind Enterprise's success. When Jack Taylor returned home from World War II, he started a small business in his hometown of St. Louis. From humble beginnings in a tiny, lower-level office of a Cadillac dealership – with a fleet of just seven cars and one employee – Jack built the Enterprise business around his commitment to provide a uniquely personal brand of customer service.

Today, Jack's son, Andy Taylor continues his father's legacy. Under Andy's leadership, Enterprise Holdings has grown – claiming the #16 spot on *Forbes'* 2011 list of largest privately held companies in North America. With the Taylor family's strong support, we carry out our commitment to the values and philosophy that have fueled our business thus far and that, we believe, will sustain us well into the future.





Meet the Chairman's Task Force

The Chairman's Task Force is an essential driver of Enterprise's sustainability efforts. This cross-functional governing body, led by Lee Broughton, head of corporate sustainability, includes 14 other department heads and subject-matter experts who collectively assess the environmental impact of our operations and identify ways to reduce our costs, increase efficiency and reduce waste.

- » **Marie Artim**, Vice President, Talent Acquisition
- » **Steve Bloom**, Senior Vice President, Enterprise Fleet Management and Car Sales
- » **Steve Brackney**, Senior Vice President, Corporate Accounting
- » **Mark Dennis**, Director, Federal Income Tax
- » **Pat Farrell**, Chief Marketing and Communications Officer
- » **Don Finnegan**, Vice President, Corporate Operations
- » **Tony Moise**, General Manager, St. Louis Operations
- » **Steve Morris**, Assistant Vice President, Real Estate
- » **Neal Schroeder**, Vice President, Internal Audit
- » **Peter Smith**, Vice President, Corporate Counsel
- » **Greg Stubblefield**, Chief Strategy Officer
- » **Bill Tingle**, Vice President, Information Technology
- » **Roger Van Horn**, Vice President, Corporate Loss Control
- » **Dan Wessel**, Assistant Vice President, Business Management

Governance

Enterprise Holdings has always taken a long-term approach to managing our business. As part of that foresight and planning, we have developed a rigorous corporate governance program that includes quarterly conference calls with our investors, in which we give a full and detailed accounting of our financial and operational performance.

Our chief financial officer, our controller and their financial team work closely with our outside accounting firm to ensure that our financial management processes and practices comply fully with all applicable regulations and standards. The effectiveness of our financial management process is evident in the Enterprise Holdings balance sheet and is a key reason the company has one of the highest credit ratings in our industry and is the only investment-grade car rental company.

Board Structure

Although we are privately held, our governance efforts are supervised by a 12-member board of directors, which meets four times a year to offer insight and advice to owners on critical issues facing the business. The board includes five women and seven men; eight current/former Enterprise Holdings employees and four externally employed members; one African American and 11 Caucasian members.

“If you work hard to manage your business sustainably for the long term, more often than not, you’ll find you’re just operating a smarter, better business.”

Pam Nicholson

President and Chief Operating Officer
Enterprise Holdings



Managing for the Long Term

Managing our business for the future means focusing on the high-value, long-term impact of our investments. This focus reaches well beyond financial matters; at the core of our philosophy is the idea of operating sustainably. By embracing and promoting sustainability, we can create shared value for the environment, our employees, our customers and our business.

Our business is built on the highest standards of ethics and integrity. Holding ourselves to these standards is one of our founding values, and it's the personal responsibility of every Enterprise Holdings employee. We are all required to comply with our standards of business ethics, but our managers have the added responsibility of making compliance a vital part of our business activities.

Each of our operating groups has established a business ethics committee responsible for leading the employee training and addressing concerns as they arise. We're proud to report that 100 percent of our employees, including managers, confirm their participation in our ethics program. And, as part of the annual Founding Values Awards process, each operating group sets three goals to promote awareness and training, as well as proactively address ethics issues as they arise. We also offer a confidential ethics hotline, which enables employees to report issues of concern.

Employees Sign on for Business Sales Integrity

Building awareness while identifying vulnerabilities makes ethics an ongoing daily lesson

Enterprise Holdings defines business ethics as “understanding, embracing and displaying the highest standards of integrity.” To our employees, it also means signing onto that definition – literally.

For example, our Orlando operations Business Ethics Committee, along with the general manager, developed a “sales integrity memo” to highlight proper sales techniques. All employees are asked to read and approve it.

To help head off potential problems, they performed additional internal branch audits and then developed compliance solutions, such as email blasts to reiterate specific policies. They also created an easy-to-find repository for memos, email messages and training materials related to compliance and ethics.

Employees paid attention. During a three-year period, ethics incidents steadily dropped, and their operations saw a 22 percent decrease in the volume of disciplinary actions.

Financial Performance and Economic Impact

Thanks to a conservative, disciplined and long-term approach to managing our business, the financial strength and stability of our privately held company is unsurpassed in the car rental industry. For nearly 55 years, the Taylor family has put a significant portion of the company's cumulative earnings right back into our business – building our operations, serving our customers and creating opportunities for our people.

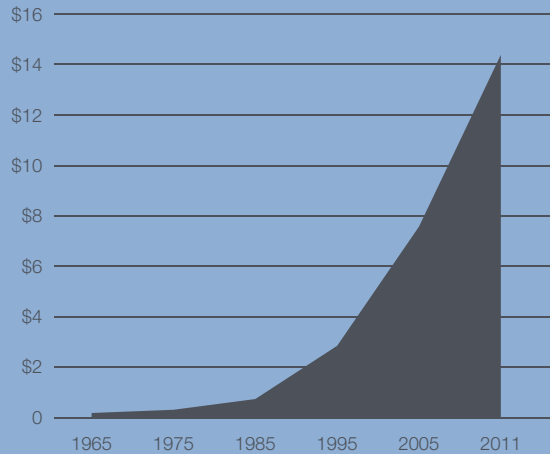
Today, Enterprise Holdings is a \$14.1 billion company, with more than 70,000 employees and more than 7,700 locations in neighborhoods and at airports worldwide. Our fleet of vehicles – numbering more than 1.2 million – is the world's largest. Enterprise Holdings has neighborhood and airport locations in nine regions: the U.S., Canada, Mexico, the Caribbean, Latin America, the U.K., Ireland, Germany, and Asia. And our employee payroll, benefits and taxes contribute hundreds of millions of dollars each year to our local communities in North America and Europe.

As our business has grown, so too has our economic impact in the communities we serve. As an example, we are the nation's largest single purchaser of new cars, purchasing millions of dollars worth of vehicles each year.

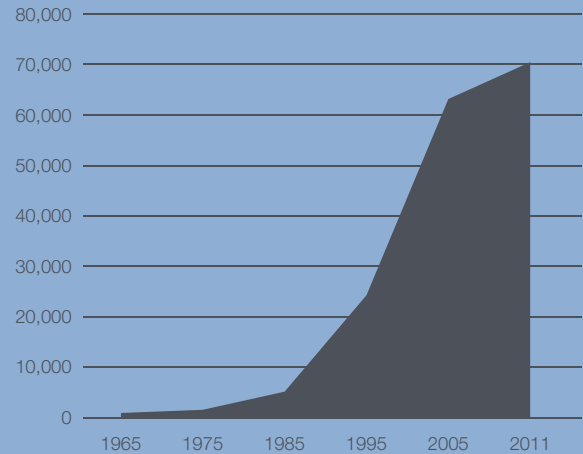
As a privately held company, Enterprise Holdings does not disclose its operating costs, total annual employee compensation or debt holdings.



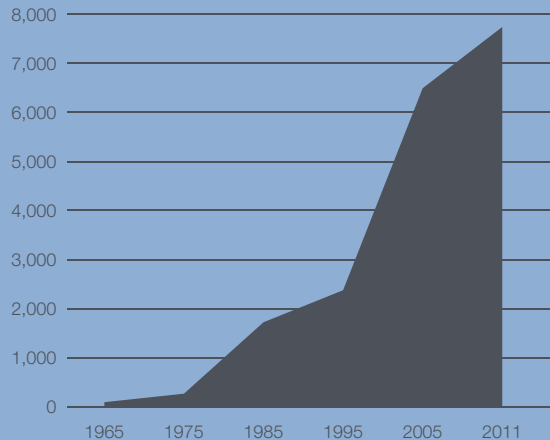
Revenue (in billions by fiscal year)



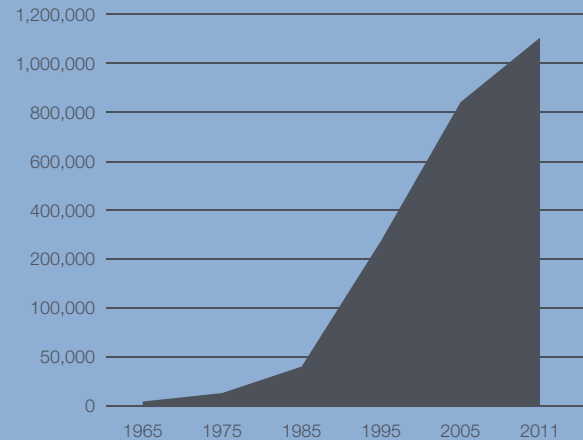
Employees (by fiscal year)



Locations (by fiscal year)



Vehicles (by fiscal year)



What's Next?

Even as we reflect on the progress our team has made in the past year, we remain squarely focused on the future. Here are some of the efforts we hope to report back on in 2012:

- » Work with our automotive manufacturing partners to expand the number and the variety of electric vehicles (EVs) makes and models available for rent.
- » Expand charging infrastructure in communities where we offer EV rentals.
- » Establish a baseline for Scope 3 emissions within our supply chain. Other indirect emissions such as fuels, transport-related activities – and, in our specific case, the GHG emissions of our cars as our customers drive them.
- » Introduce new technologies and management strategies to help reduce water consumption at our branches.
- » Identify new ways to integrate renewable energy sources into our operations.
- » Roll out a new employee business ethics guide that takes a fresh look at the issues facing our employees.

Report Parameters

This report highlights relevant company activities in fiscal year 2011 (unless otherwise noted) and includes relevant historical background for context where needed. Three key sections are: Environment, Social and Economic/Governance. Each features descriptions of the issues in the category that are material to our business, the initiatives we're undertaking, and our targets and performance to date.

We intend to update this report on an annual basis. The report's profile disclosures represent information from the entire company's operations at the close of fiscal year 2011 for our 7,700 branches and our various corporate offices.

The report follows the sustainability reporting guidelines set forth by the Global Reporting Initiative (GRI). Specifically, we're using the GRI G3 Application Level C Guidelines as a base structure to present our operations, performance and insights in the aspects of our business covered by those guidelines. A guide to the location of GRI information throughout this report is located on the following page.

	GRI Indicator(s)	Where Reported
Strategy and Analysis		
Letter from Founder and CEO	1.1	Page 3
Organizational Profile		
The Business of Sustainability: Social Fact Sheet	2.1 – 2.10	Page 24
		Page 40
Report Profile		
Founding Values	3.1- 3.8, 3.10-3.12	Pages 8 - 9
Report Parameters		Page 30
Governance, Commitments and Engagements		
Economic & Governance Impact	4.1 – 4.4, 4.14 – 4.15	Pages 32 - 34
Founding Values		Pages 8 - 9
Report Parameters		Page 38
Performance Indicators		
The Business of Sustainability: Economic/Governance	EC1	Page 36
The Business of Sustainability: Social	EC6	Page 25
The Business of Sustainability: Environment	EN3	Page 12
The Business of Sustainability: Environment	EN5	Page 12
The Business of Sustainability: Environment	EN6	Pages 12 - 22
The Business of Sustainability: Social	LA1	Page 26
The Business of Sustainability: Social	LA3	Page 27
The Business of Sustainability: Social	LA11	Page 27
The Business of Sustainability: Social	SO1	Page 28
The Business of Sustainability: Economic/Governance	SO3	Page 35

Fact Sheet

Name: Enterprise Holdings

World Headquarters: 600 Corporate Park Drive,
St. Louis, Missouri 63105

Ownership: Enterprise Holdings is privately owned by the Taylor family. Additional information about ownership can be found [here](#).

Organizational Size and Structure: With annual revenues of \$14.1 billion and more than 70,000 employees, Enterprise Holdings owns and operates, through its regional subsidiaries, more than 1.2 million cars and trucks, making it the largest car rental company in the world measured by revenue, employees and fleet. Its worldwide network includes more than 7,700 neighborhood and airport locations, with 6,000 offices located within 15 miles of 90 percent of the U.S. population.

For questions about this report, please contact:
Enterprise Holdings Office of Corporate Sustainability
314-512-5000
enterpriseholdings.com

Global Brands: [Enterprise Holdings](#) is the largest and most comprehensive service provider in the car rental industry, operating the Alamo Rent A Car, Enterprise Rent-A-Car and National Car Rental brands in neighborhood and airport locations in nine regions: the U.S., Canada, Mexico, the Caribbean, Latin America, the U.K., Ireland, Germany and Asia.

[Alamo Rent A Car](#) provides value-oriented vehicle rental for U.S. leisure travelers and is the largest car rental provider to international travelers visiting North America. Alamo serves thousands of travelers each year as the official rental car of *Walt Disney World Resort®* and *Disneyland Resort®*.

[Enterprise Rent-A-Car](#) is known for exceptionally low rates, neighborhood convenience and outstanding service. Enterprise specializes in renting vehicles to customers who need a car because of an accident, mechanical repair or theft. Enterprise also provides vehicles for customers who want to take a short business or leisure trip, who need a car for a special occasion or business purpose.

[National Car Rental](#) serves the daily rental needs of the frequent airport traveler seeking choice, convenience and time savings for their personal and business trips. National helped pioneer the car rental industry's first frequent renter program, Emerald Club, and provides business travelers with expedited service at all of the top 50 airports for business travel.

