

Corporate Social Responsibility Report

For the last 40 years, Avis has been committed to the 'We try harder.' ethos. As the leading car rental company in Europe, Africa, the Middle East and Asia, this fundamental principle has ensured that we are at the forefront of our industry environmentally, socially and ethically.

Avis' corporate beliefs and values incorporating our environmental, social and ethical policies are publicly available and any potential opportunities from and risks to Avis are regularly monitored. The Group Personnel & Corporate Affairs Director has responsibility for corporate social responsibility, supported by the country managing directors.

With the largest private fleet of cars in Europe, and a significant number of operational locations, the environmental impact of our business has been evaluated and a number of actions taken to minimise it. Furthermore, a number of social programmes aim to improve the communities in which Avis operates and our ethical policies are intrinsic to our employee policies and supplier contracts.

Environmental policy

With the support of Future Forests, the international climate change business, and the Edinburgh Centre for Carbon Management, Avis has identified the carbon emissions produced annually by its operations and what can be done to reduce and offset these over time.

Avis has implemented a market-leading three point plan to reduce carbon emissions:

- becoming CarbonNeutral® across all our European operations;
- setting a plan to reduce CO₂ emissions from these operations;
- enabling and encouraging customers to offset the CO₂ from their car rental.

Avis uses an annual reporting process to assess energy usage and waste from the corporate European operations. Avis works with Future Forests and the Edinburgh Centre for Carbon Management to measure and reduce CO₂ emissions where possible and to offset the remainder through reforestation projects around Europe. In 2002/2003 the Group exceeded its target for a 5% reduction in CO₂ emissions from Avis' corporate European operations. To offset these emissions, almost 150,000 saplings will be planted on behalf of Avis, its staff and customers, creating over 300 acres of new woodland. Since the beginning of our partnership with Future Forests, Avis has planted a total of some 200,000 saplings over a period of four years. Avis plans to maintain a similar reduction in emissions over the coming years.

Avis has also encouraged customers to offset the CO₂ emissions from their rentals by giving renters booking via the internet the opportunity to make their journey carbon neutral for £1 or €1.50. In 2003, 25,000 customers chose to offset their car rental emissions and we are currently reviewing options to extend this opportunity to customers booking off-line.



Education is a key part of the programme. We have developed an environmental driving code for customers to reduce the amount of fuel used and, in turn, their contribution to global warming. Employees are also continuously being educated with a number of initiatives to reduce the amount of energy used in our operations. In addition, Avis worked with schools local to the Group's headquarters to enable pupils to understand the effects of CO₂ emissions on the environment and investigate how they could reduce emissions in their own homes.

The rental fleet is changed approximately every six months, ensuring that vehicles are at the optimum level of efficiency. Over 40 checks between each rental ensure the vehicles are well maintained. Since 1993, a typical Avis rental car has improved fuel consumption by 15% and emissions now achieve some of the highest European standards. This has been achieved with lighter weight materials, aerodynamics, improved engine technology and efficient transmissions. In addition, Avis is building opportunities into fleet contracts with leading suppliers, specifically General Motors, to reduce further the environmental impact of vehicles in the rental fleet.

The growth in the European Commission car-sharing programme as part of the integrated transport policy, led to the launch of Urbigo in the UK at the end of 2002, with three further locations added during 2003. It is a pay-by-the-hour car-sharing scheme, whereby members use a pool of Avis cars for an annual fee, plus time and mileage, thereby reducing car ownership, congestion and pollution from unnecessary car journeys as people combine their urban travel with public transport.

Our external environmental accreditation includes an improved rating of A from the Safety and Environmental Risk Management Rating Agency, compared to the transport industry average of CC⁺, and we are a member of the FTSE4Good index, which guides investors towards corporately responsible organisations. Avis in Sweden has achieved eco ISO 14001 standard and the Group Environmental Committee is reviewing the operational activities of the rest of the business in line with this standard.



Avis is a member of the World Travel and Tourism Council (WTTC), and Green Globe, the travel industry's environmental consultancy. The WTTC works with Governments to realise the economic and environmental impacts of travel and tourism.

Social policy

Avis supports a range of community, charitable, sporting and arts activities around the world.

In Europe, Avis supports the Unicef British Airways Change for Good programme in a number of ways, including special envelopes in rental cars and stations to encourage staff and customers to donate to Unicef, and staff fundraising events.

A large range of country specific programmes are in place to help local community issues, focusing on children in need, inner city housing projects and providing transport for a number of charities. For example, in 2003 Italy provided financial support for the children's hospital in Rome, as well as for the children's charity Telefono Azzurro. France continued to support Les Restaurants du Coeur, which provides food, clothes and housing assistance for those in need. Avis South Africa supports a range of wildlife schemes and is a major financial supporter of the World Wildlife Fund. Employees from the Group headquarters are continuing a successful mentoring programme in association with the South East Berkshire Education Business Partnership.

Ethical policy

Honesty, integrity and fairness are the foundation of business ethics for the Group. Avis has an ethical policy relating to employment of staff and the operation of its business within the network of third parties with which it operates. Local regulations on human rights and employment practices are adhered to, ensuring we not only meet the minimum standards but also aim to retain and attract loyal staff to the Group.

Employment policies and practices

The Group aims to ensure an organisation structure and working climate in which both the business and employees grow and develop. Employee satisfaction and people development are two of the six areas of strategic focus for the Group.

The employment policies of the Group embody the principles of diversity and are tailored to meet the local needs of individual countries.

The Group operates non-discriminatory policies and practices in relation to recruitment, development, compensation and advancement opportunities with regard to gender, religion, race, marital status, age, sexual orientation and disabilities. Avis requires the highest standards of honesty, integrity and fairness in dealings from all employees.

The Group operates an Avis European Employee Council with representatives from all corporate countries. Representatives and management meet twice a year for an exchange of views and dialogue on subjects of transnational interest. A joint communique of each meeting's discussions is distributed to all employees.

The Group believes its employment practices encourage employee involvement, continuity and business performance. Approximately 50% of the Group's employees have more than five years' service with Avis Europe and many senior executives throughout Europe have been promoted from within the Group. An employee retention and internal succession index were established during 2001 to measure performance on an ongoing basis.

Share schemes

The Group operates a number of share incentive schemes, details of which are set out in the [Remuneration Report](#).

