



Enterprise Holdings is the largest rental car company in the world, as measured by revenue, employees, and vehicles. Our brands – Enterprise, National and Alamo – continually rank highest in customer satisfaction. Globally, we have more than 95,000 employees operating more than 9,000 neighborhood and airport locations with a fleet of 1.7 million vehicles – the largest fleet of passenger cars in the world. Enterprise is consistently recognized through numerous awards: as an outstanding employer; one of the best places to launch a career; and as the top hirer of college graduates in seven of the last ten years.

Enterprise Holdings has a rich and distinctive heritage. It's a truly remarkable story of how entrepreneurship, hard work and a big dream can turn a tiny start-up into a world-class company. The story begins with our founder, Jack Taylor. Lessons he learned in the Navy as a decorated WWII Hellcat pilot – including the values of integrity, hard work, team spirit and simply doing the right thing – helped shape his personality. They also made their mark on the company he founded in 1957, and that his family owns to this day.

The concept at the core of the Enterprise story is: Take care of customers and employees first, and growth and profits will follow. Our profit-based compensation system has been the anchor of that philosophy for decades. We hope to convey the negative impacts to our employees and our business that the Department of Labor's proposed revisions to the overtime regulations would have.

If implemented as proposed, the rule would force Enterprise to dramatically change its culture of compensating managers based on the performance of the operations they oversee.

- Enterprise is renowned for teaching college graduates how to run a business.
- Every year we are recognized through numerous awards for our training and development programs.
- At the heart of our program is our system of rewarding and motivating managers by compensating them based on the total performance of the operations they manage.
 - All members of our management team, at every level, are paid a modest bi-weekly salary; plus
 - A monthly, profit-based component that is a share of the overall profits of the business they oversee.
- This unique compensation model allows employees to share, *without limit*, in the profitability of their operations.
 - It rewards innovation by allowing employees to reap the benefit of the growth and profitability they drive in their operations; and
 - It discourages short-term decisions that jeopardize customer or co-worker satisfaction by tying their compensation to the total profitability of their operations.

By disallowing all but a tiny percentage of this type of compensation from consideration toward the earnings threshold, Enterprise will be forced to restructure tens of thousands of employees' compensation by moving salary up, and profit based compensation down, or making employees hourly wage earners which will wipe out the incentive to innovate. The compounding negative impacts on our employees' long term compensation growth will be enormous by replacing compensation for innovation thereby removing the key driver of our culture of success.

We believe the intent of this rulemaking is to improve compensation for individuals, not to create barriers that prevent companies like Enterprise from sharing the growth in profitability of our operations with the employees driving it. We urge your office to seek changes to ensure this merit-based compensation program is allowed to continue under the Department's new rules. We would be happy to provide additional details to fully demonstrate the negative impacts to our employees.

We appreciate your further consideration of these concerns.

ENTERPRISE HOLDINGS

