

2018

Enterprise Rent-A-Car

Gender Pay Gap Report



Introduction



This is the second annual gender pay gap report that Enterprise Rent-A-Car UK Ltd (Enterprise) has published.

The numbers represent a snapshot in time from April 2018. The report contains 14 statutory calculations on gender pay and additional context around those numbers.

There has been some overall improvement in the majority of the numbers. While it's clear that it will take time to achieve our goals, the overall improvements indicate that we should build on the strategies that the company has in place to develop women into more senior roles throughout the business.

This report also provides details of some of the actions that we have implemented to create a more gender-balanced workforce. These include the recruitment of more female talent into the business, a focus on female progression and development, and the introduction of a more flexible structure to help retain female talent.

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“ Enterprise remains absolutely committed to creating a workplace that is open to all and rewards all employees fairly. ”



Our People



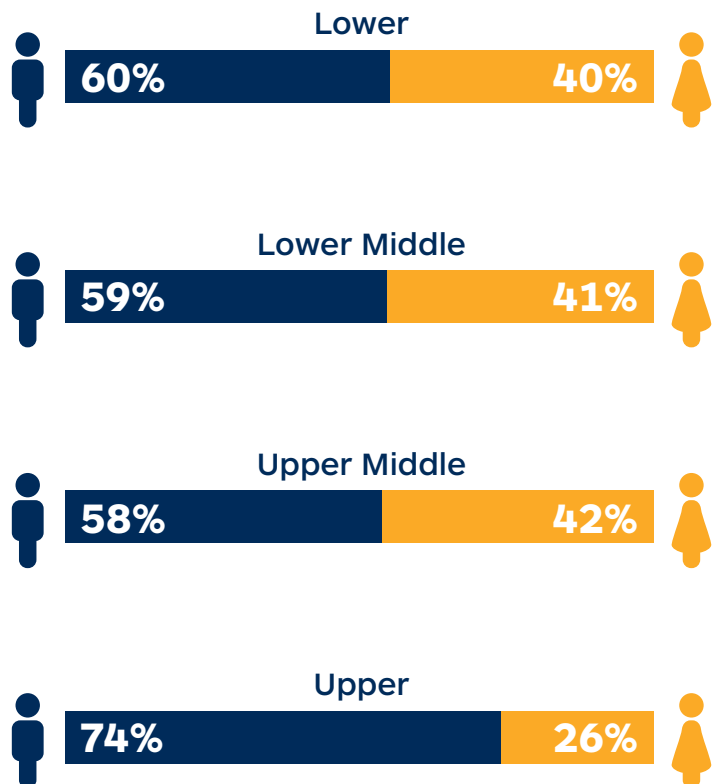
In 2018, the ratio of men to women at Enterprise remained around 60% male to 40% female. In the first three quartiles, there are slightly more women than men working at Enterprise since our last report. The proportion of males in the upper pay quartile is higher and has increased slightly from 71% in 2017.

The proportion of males in the upper quartile is higher because there are more men in senior roles within our business. This is the result of a historic under-representation of women over the past 25 years which, when coupled with our promote-from-within policy, means there are fewer women in executive positions. Enterprise is actively working to redress this imbalance through its focus on recruiting more women at entry level and retaining and developing them into senior executive roles across the UK.

The company is already seeing improvements.

In the last year, women in senior roles (level III) have increased by 16% and women in executive positions (level IV) have increased by 50%. Enterprise continues to successfully increase the pipeline of female talent into senior roles, and remains fully committed to retaining, developing and promoting women in the business.

Male & Female Employees By Quartile¹



¹ Each quartile represents an equal number of employees in the lower, lower middle, upper middle or upper salary bands. The graphic above illustrates the proportion of males to females in each quartile.

Gender Pay

Median Definition



The median is identified as the middle earning male and female employee i.e. if all salaries were put in a list from highest to lowest, the median would be the middle number. The median can be a useful measure as it is less likely to be skewed by high or low extremes.



The mean is the **average** hourly pay for all male and female employees.

Mean Definition

All Enterprise employees have access to the same career progression opportunities

relative to their role in the business and are eligible for the same bonus structure. Bonuses are performance-related and all pay reviews, promotions and bonuses are assessed against many objective measures such as customer service scores, branch and departmental performance.

A gender pay gap can emerge if men and women develop their careers at a different pace. Factors such as taking time out to start a family, working part-time or moving to a non-operational role can create a difference between male and female earnings.



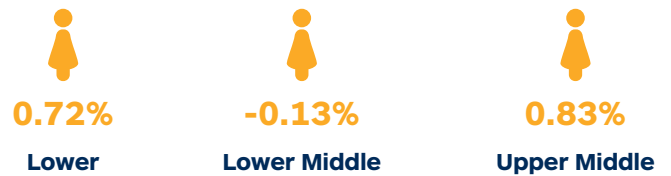
Median

Across all four quartiles, Enterprise's median hourly gender pay gap is 8.4%. While this has increased from 5.2% in 2017, it is less than half the UK's estimated overall median gender pay gap of 17.9%² in 2018.

Mean

Across all four quartiles, Enterprise's mean hourly gender pay gap is 21.4%, a modest improvement from 21.6% in 2017.

There is no appreciable difference in mean hourly pay between male and female employees in the first three pay quartiles.



For female employees in the lower quartile, the difference is 0.72%. Female employees in the lower middle quartile earn slightly more than men with a gap of -0.13%. In the upper middle quartile the difference is 0.83%.

There remains a higher difference in gender pay among our longest serving managers and executives (level III and level IV employees). This is due to the higher proportion of males currently in senior roles and explains why overall, our mean hourly gender pay gap figure is much higher than our median hourly pay gap figure.

Daily Rental Pay Gap

Daily rental represents the largest area of our business with more than 3,600 employees.

Median

3.5%



The median hourly pay gap within daily rental is 3.5% for employees who work at and support our 475+ branches across the UK.

Mean

5%



The mean hourly pay gap within daily rental is 5% (down from 7.6% in 2017) for employees in key roles from management trainees right up to general managers.

Bonuses

At Enterprise, almost the same proportion of men and women receive a bonus.



The median bonus gender pay gap is 14.4%, dropping 11 percentage points from 25.3% in 2017.



The mean is 44.3%, down from 51.6% in 2017.



Our Journey



At Enterprise, gender diversity has been a measured business strategy for many years.

Our longstanding focus on the development of women in our business has resulted in Enterprise being named as one of The Times' Top 50 Employers for Women for 13 consecutive years.

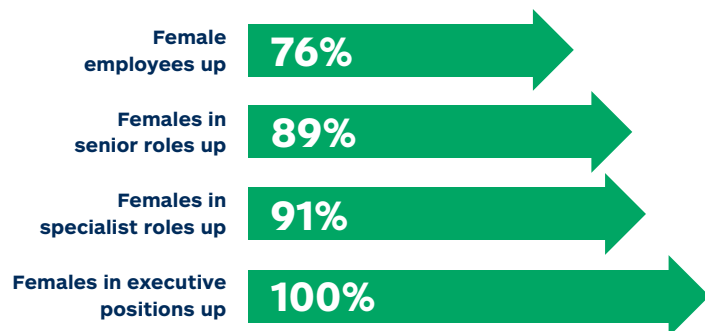
The number of women choosing to start their careers at Enterprise continues to rise. In the five years from April 2013, the total number of employees at the company increased by 47%. In that same period, the number of female employees grew by 76%.

As a promote-from-within company, Enterprise is committed to the development of female talent within the business. Its diversity strategy supports the progression of all female employees.

Over the years, various initiatives have been implemented to help drive Enterprise's gender diversity strategy: focused recruitment for mothers returning to work, female mentoring schemes, regional Women in Leadership committees, the Enterprising Women Network, regional Lean In circles, International Women's Day events, and an employee-led gender diversity newsletter, DRIVE.

Enterprise works closely with Business in the Community's gender campaign and serves on the BITC national leadership team.

2013 - 2018



Enterprise has also introduced a range of measures to progress female employees along a clear career path and encourage them to take advantage of the opportunities available to advance into senior positions throughout the business. The company provides one-on-one mentors, alternative work arrangements and builds flexibility in the workplace in many areas.

This focus has resulted in more female employees being promoted to senior and executive positions: 91% more females have filled specialist roles (level II), 89% more females have filled senior management roles (level III), and 100% more females have filled executive positions (level IV) over the past five years.

Leigh Lafever-Ayer
HR Director,
Enterprise Rent-A-Car UK & Ireland



For additional information on Enterprise's gender pay reporting, please contact [Leigh Lafever-Ayer](#).

Our Commitment



We are absolutely committed to providing an inclusive workplace in which every employee is valued, respected and able to progress based on merit.

The steps we have already taken to better support women throughout their careers have had an impact, and we will continue these initiatives to improve female representation and to ensure all of our employees are aware of the opportunities available to them during their career.

As an organisation, we are committed to achieving gender parity. We will continue to recruit more women and provide the support needed to ensure that female employees are able to progress into senior and executive positions across the company.

As part of our ongoing commitment to gender equality, we will continue to:



Attract more women into the business (including those returning to work after maternity leave)



Develop our female talent into senior roles



Enable and empower employees to build successful careers that meet their needs

Khaled Shahbo
Managing Director,
Enterprise Rent-A-Car UK & Ireland

