

2019

Enterprise Rent-A-Car

Gender Pay Gap Report

Introduction

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

This report contains 14 statutory calculations on gender pay that represent a snapshot in time from the month of April 2019.

There has been overall improvement in most of the numbers since last year. While we know it will take time to achieve our goals, this data indicates that the strategies the company has in place to create a more gender-balanced workforce and develop women into more senior roles throughout the business are effective.



Published

—
April
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2020



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Our People



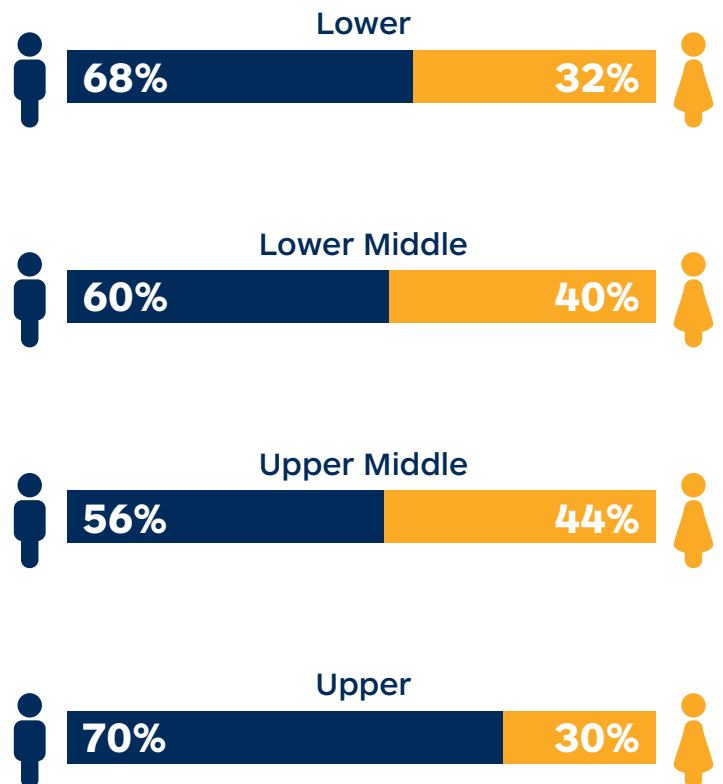
Overall, in 2019, the ratio of men to women in the Enterprise workforce was around 60% male to 40% female.

In the upper and upper middle quartiles, there are now more women working at Enterprise since our last report. The number of women in the upper middle quartile increased from 42% to 44% and in the upper quartile, the number increased from 26% to 30%. This shows that we are increasing the quantity of women in senior roles throughout the business.

The proportion of males is highest in the upper quartile due to a historic under-representation of women when the business was first launched in the UK 25 years ago, coupled with our promote-from-within policy. However, Enterprise is committed to redressing this imbalance through its focus on recruiting more women at entry level and retaining and developing women 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 7% and women in executive positions (level IV) have increased by 14%.

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 one.

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

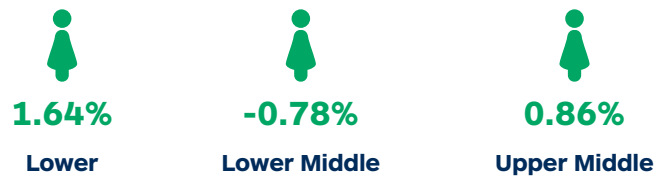
Enterprise is committed to a gender-balanced workforce where everyone is included, everyone's voice is heard, and everyone has the same opportunities to succeed. It promotes a work environment that is open to all and rewards all employees fairly.

At Enterprise, 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.

Mean

Across all four quartiles, Enterprise's mean hourly gender pay gap is 17.8%, an improvement of 3.4 percentage points from 21.4% in 2018.

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



The mean difference in pay between men and women in the lower quartile is only 1.64%. Female employees in the lower middle quartile earn slightly more than men with a gap of -0.78%. In the upper middle quartile, the mean difference in pay between men and women is only 0.86%.



Median

Across all four quartiles, Enterprise's median hourly gender pay gap is -1%. This has improved from 8.4% in 2018 and means that the middle earning female earned more than the middle earning male during the reporting period. It is common for this percentage to fluctuate year-on-year.

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 of 17.8% is much higher than our median hourly pay gap figure of -1%.

Daily Rental Pay Gap

Our daily rental operations represent the largest area of our business with more than 3,600 employees.

Median

-9%



The median hourly pay gap is -9% for employees who work at and support our 475+ branches across the UK. This means that the middle earning female earns more than the middle earning male within our daily rental operations.

Mean

0.3%



The mean gender pay gap within daily rental is a negligible 0.3% for all employees from management trainees right up to general managers.

Bonuses

Within the company, every employee has access to the same career progression opportunities relative to their role in the business and is 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.

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



The Mean bonus gender pay gap is:

2019 → **42.1%**

down from 44.3% in 2018.

The Median is:

2019 → **38.4%**

up from 14.4% in 2018

The increase in median bonus pay gap is due to a difference in monthly commission vs flat bonus between the middle earning male and female during the reporting period. It is expected that the median pay gap will fluctuate year on year, which our numbers have shown (14.4% in 2018 and 25.3% in 2017).

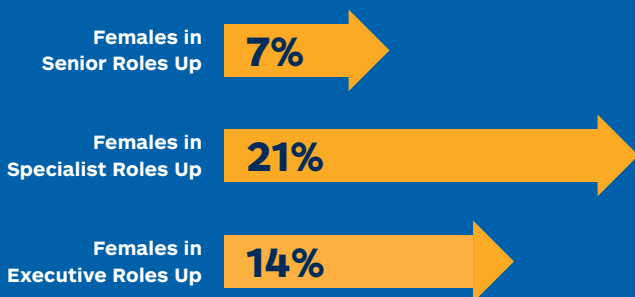
Our Journey

At Enterprise, gender diversity has been a business strategy that we have measured for many years. Our commitment to recruiting, mentoring and promoting women in our business has resulted in Enterprise being named as one of The Times' Top 50 Employers for Women for 14 consecutive years.

As a promote-from-within company, our diversity strategy supports the development and progression of all female employees within the business.

2018 - 2019

In the last year alone:



Enterprise continues to successfully increase the pipeline of female talent into senior roles, and remains devoted to retaining, developing and promoting women in the business.



As one of the largest UK graduate recruiters, last year 37% of the graduates we hired were women, along with 41% of our interns. In total, 41% of all hires were women. Additionally, since 2018, BAME women in professional roles have increased from 18% to 35%. Despite what is often perceived as a male-dominated industry, Enterprise continues to hire, train and promote women into all levels of management in order to develop successful female leaders within our business.

Our diversity culture starts with our senior leaders, who pioneer initiatives to drive the company's gender diversity strategy. These initiatives range from mentoring and sponsoring female talent to focused recruitment for mothers returning to work, regional Women in Leadership committees, the Enterprising Women Network, regional Lean In mentoring circles, International Women's Day events, and an employee gender diversity newsletter, DRIVE. Enterprise also works closely with Business in the Community's gender campaign and serves on the BITC national leadership team.

In addition, Enterprise provides one-on-one mentors, alternative work arrangements and builds flexibility in the workplace in many areas, which ensures all employees have the same opportunities to progress and advance their careers within the business.

Leigh Lafever-Ayer
VP of Human Resources,
Enterprise Rent-A-Car UK & Ireland



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

Our Commitment

Diversity is a core part of our cultural compass and fundamental to the success of our business.

We are 100% committed to a gender-balanced workforce and ensuring all women within our business have the tools they need to succeed and advance their careers.

We know that the measures we've taken to better support women in our business are making a difference. We will continue these initiatives to improve female representation and to ensure all of our employees are able to take advantage of the opportunities available to them.

Our senior leadership team is fully committed to achieving gender equality. We will continue to focus on recruiting more women and developing existing female talent into senior management and executive positions.



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



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



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



Develop our female talent into senior roles

Khaled Shahbo
Senior Vice President/Managing Director,
Enterprise Rent-A-Car UK & Ireland

