

2020

Enterprise Rent-A-Car

Gender Pay Gap Report



Summary

This is our fourth gender pay gap report with additional context and information around the 14 statutory calculations on gender pay which we are required to publish every year.

Gender pay gap reporting is an opportunity for us to examine our internal practices to achieve a more gender-balanced workforce.

As we continue to innovate and drive change, supporting the UK in building a sustainable and effective future transport system, our focus on diversity, equity and inclusion remains fundamental to our operations.

We've examined our gender pay gap data in detail with PwC and are clear about where our business strategies are working and where we need to take steps.

Our rental groups are making strong headway. In some groups the gender pay gap is close to zero.

We can see significant improvements for our Level II and Level III employees.

We continue to address the gender pay gap in our group and corporate headquarters, where our strong retention and policy of promoting from within means that it will take some time to change our demographics.

Acquisitions, such as SHB Hire, bring fresh expertise and innovation to our businesses but sometimes our gender pay gap data can be affected by this growth.

We aim to build upon our achievements to maintain a supportive and diverse workplace that reflects and celebrates our values.



Recognition as one of the Times Top 50 Employers for Women every year for 16 consecutive years shows our commitment to creating a workplace that is delivering results for our female employees and for our business.



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



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Daily Rental Pay Gap

Daily rental is the largest area of our business and the Management Training Programme provides most employees with the progression journey underpinned by our promote from within culture.

Development and progression of all women into management roles will help us make progress as mentioned earlier in the report.



Median



The median hourly pay gap within daily rental is 2.8%.

Mean



The mean hourly pay gap within daily rental is 8.8%.



Gender Pay

All Enterprise employees have access to the same career progression opportunities relative to their role in the business.

However, 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 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.



Mean Definition



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

Gender Pay

Median

At 4.4%, our median gender pay gap is a little higher than last year. This can be accounted for by several factors, including changes in reporting requirements because of the pandemic as well as our acquisition of SHB, where there was a greater representation of male employees across all levels.

The 2020 median pay gap for our Level I employees is only 0.7%. There is an improvement in the mean and median gender pay gap for both our Level II and Level III employees, and this demonstrates that we are successful promoting women into middle and upper management roles.

The median gender pay gap for our Level II employees fell to -3.7% from 6.9% in 2019. This means that our Level II female employees now earn slightly more than men.

There has also been an improvement in the median pay gap for our Level III employees, from an 18.1% gender pay gap in 2019 to 14.5% in 2020.

Mean

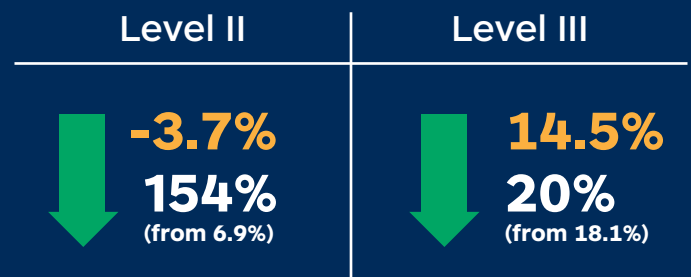
Across all four quartiles, Enterprise's mean hourly gender pay gap is 18.1%. We have seen a significant decrease in the mean hourly gender pay gap for our Level II and Level III employees, as with the median hourly gender pay gap. This is an indication that our policies aimed at promoting and retaining women as they develop with the company are starting to have an impact.

The Level II mean hourly gender pay gap is now 1.2%, down from 8.3% in 2019. This is a 154% improvement over the previous year.

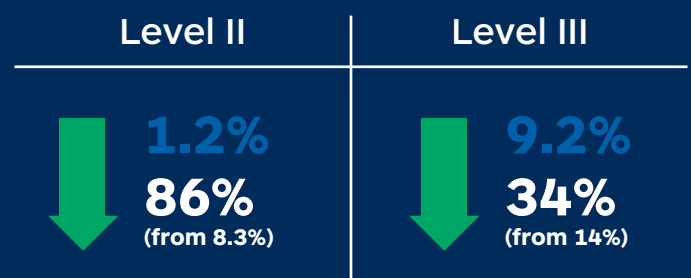
The Level III mean hourly gender pay gap is down more than 34% to 9.2% from 14% in 2019.



Median



Mean



Our Bonuses

At Enterprise, slightly more men than women receive bonuses. This year, the bonus plans for some roles were moved into salary and this has affected our data.

Slightly more women than men receive a bonus in our rental business, where bonuses are performance related and are a large part of the salary plan. Women in rental also receive higher bonuses than men.

There are a number of company initiatives that are formally recognised as bonuses. These can include everything from:



Commission



Performance Bonus Plans

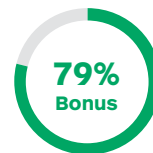


Employee Referral Scheme

A larger proportion of bonuses are awarded across our rental business.



Daily Rental



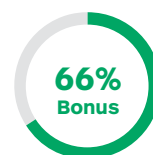
The Median bonus pay gap:

2020 → -12%

The Mean bonus pay gap:

2020 → 19%

Overall Business



The Median bonus pay gap:

2020 → 45%

The Mean bonus pay gap:

2020 → 36%

We have seen slight increases in both our mean and our median bonus gender pay gaps and this is something that we are actively addressing through recruitment and employee development programmes.

Our People



The overall ratio of men to women in the Enterprise workforce in April 2020 was 36% female to 64% male which is a decrease of 2% from 2019. This was impacted by the acquisition of SHB.

The percentage of women in the lower three quartiles is steady at 36% indicating that we are successfully retaining women in the business. Group strategies should result in increased representation for women in upper quartiles in future.

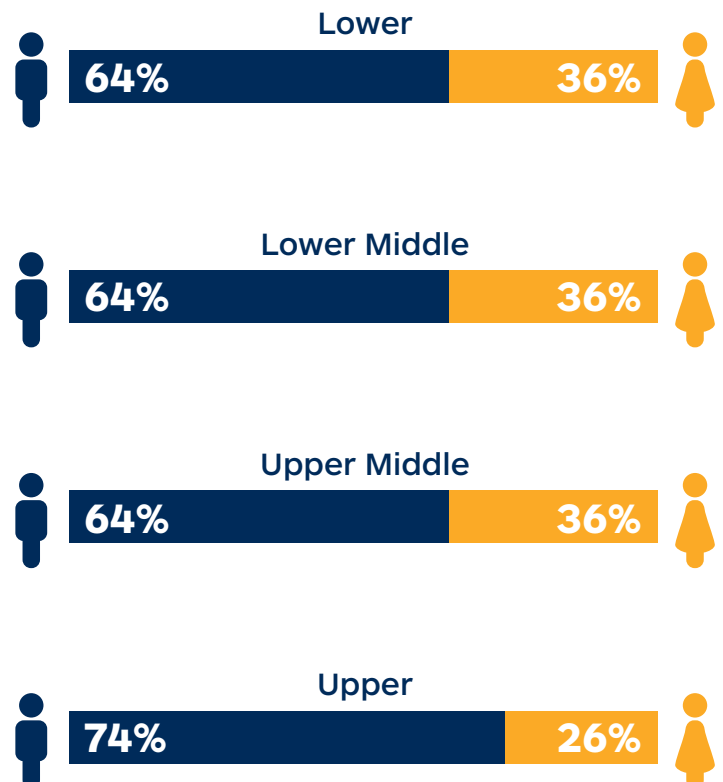
We continue to strengthen our programmes to retain women in senior roles and especially in our branch operations.

This has led to the promotion of four women into Area Manager roles in this reporting period. Today, 23% of our Area Managers are women.

We have also had a 11% increase in Level III women resulting in 25% of Level III employees being women. Currently, 14% of Level IVs are women.

We continue to focus on recruiting more women and taking an intersectional recruiting approach at entry level. Our focus on retaining and developing women into senior executive roles across the UK means that Enterprise aims to redress this imbalance over time. The company is already seeing improvements. In the last year, women in senior roles (Level III) have increased by 11%.

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.

Our Journey & Commitment



Enterprise is committed to a gender-balanced workforce where everyone is included, heard, and has the same opportunities to succeed.

Our longstanding focus on the development of women has resulted in Enterprise being named as one of The Times' Top 50 Employers for Women for 16 consecutive years.

Our current and previous global CEOs have been women and our senior leadership team is committed to driving initiatives that increase diversity, inclusion and equity across the business.

During this reporting period we hired 36% women and 17% were from an ethnic minority background.

Our UK activity for International Women's Day focused on an educational campaign around biases that especially affect female careers.

Our employee-led gender diversity platform, DRIVE, is now an online hub for career advice, employee profiles and best practice to connect women in the business virtually and improve access to information.

We have created bespoke programmes to support flexible working and alternative work arrangements, female mentoring, parental coaching for all new parents and have published our parental policies.

Long-standing platforms such as Women in Leadership committees, the Enterprising Women Network, Lean In circles and International Women's Day events have moved seamlessly online to provide continuity of support for women.

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

Our commitment:



Enable and empower employees to build successful careers



Attract more women into the business and retain women returning to work after maternity leave



Develop our female talent into senior roles

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](#).