



ENTERPRISE RENT-A-CAR UK **GENDER PAY GAP REPORT 2017**



INTRODUCTION



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2018

The UK government has introduced gender pay gap reporting to increase transparency and fairness. It affects all UK-based organisations with more than 250 employees.

From March 2018, Enterprise Rent-A-Car UK Limited (Enterprise) will publish a series of statutory calculations on gender pay. These figures will show the mean and median gender pay gaps for hourly pay and bonuses, the percentage of male and female employees who receive a bonus, as well as the percentage of male and female employees in four pay 'quartiles': lower, lower middle, upper middle and upper. The figures presented in this report are from 2017. Enterprise will publish its gender pay data on an annual basis.

OUR WORKFORCE



MALE & FEMALE EMPLOYEES BY QUARTILE

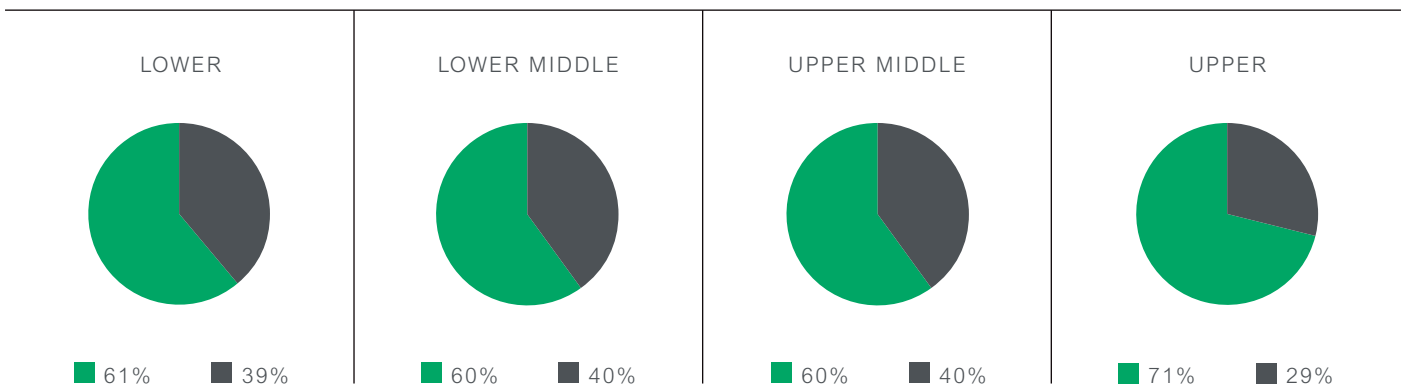
In 2017, the ratio of men to women in the Enterprise workforce was 60% male to 40% female, which is consistent in the first three pay quartiles¹. The proportion of males in the upper pay quartile was higher at 71%.



MALE



FEMALE



Within the company, there's a higher proportion of men in senior roles. This is due to a historic under-representation of women in the upper quartile combined with the company's promote-from-within policy. Many of the executives that volunteered to relocate from the US to launch the Enterprise brand in the UK in 1994 were male. These executives retain senior positions in the company today. Enterprise will redress this imbalance by developing more women into senior executive roles.

The company is successfully increasing the pipeline of female talent into all senior roles, and is fully committed to retaining, developing and promoting women in the business. Enterprise continues to introduce measures to ensure all of its employees understand the opportunities available to them during their career. All employees are supported so that they can apply for all relevant promotions as they arise and have access to relocation benefits and a range of alternative work arrangements.

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

GENDER PAY

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 different rates. Factors such as taking time out to start a family or moving to a non-operational role can create a difference between male and female earnings.

MEDIAN
PAY GAP

MEDIAN

Across all four quartiles, Enterprise's median² hourly gender pay gap is 5.2%, which is less than the UK's estimated overall median gender pay gap of 9.1%³.

MEDIAN
5.2%

MEAN

Across all four quartiles, Enterprise's mean⁴ hourly gender pay gap is 21.6%, which is similar to the UK's estimated overall mean gender pay gap of 18.4%⁵.

MEAN
PAY GAP

MEAN
21.6%

There is no appreciable difference in mean hourly pay between male and female employees in the first three pay quartiles⁶. Female Enterprise employees in the lower and lower middle quartiles earn slightly more than men with a gap of -0.7% and -0.6% respectively. In the upper middle quartile the difference is negligible at 0.02%.

There is 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 in senior roles and explains why our overall mean hourly gender pay gap figure is 21.6%.

DAILY RENTAL GENDER PAY GAP

MEDIAN
3.0%

DAILY
RENTAL
GENDER
PAY GAP

MEAN
7.6%

Our daily rental operations represent the biggest division within our business. For our employees who work at and support our 450+ branches in the UK, the median hourly pay gap is 3.0% and the mean hourly pay gap is 7.6%.

MALES &
FEMALES
WITH
BONUSES

BONUSES

Almost the same proportion of Enterprise men (59%) and women (53%) receive a bonus.

FEMALE
53.1%

MALE
58.8%

The mean bonus gender pay gap is 49% and the median is 27.7%. Bonus amounts tend to increase with seniority. The mean and median bonus pay gaps are also influenced by the higher proportion of men in senior roles.

MEAN &
MEDIAN
BONUS
PAY GAP

MEAN
48.7%

MEDIAN
27.7%

² The median is identified as the middle earning male and female employee i.e. if all salaries were put in a list from high to low, the median would be the one in the middle. The median can be a useful measure as it is less likely to be skewed by high or low extremes.

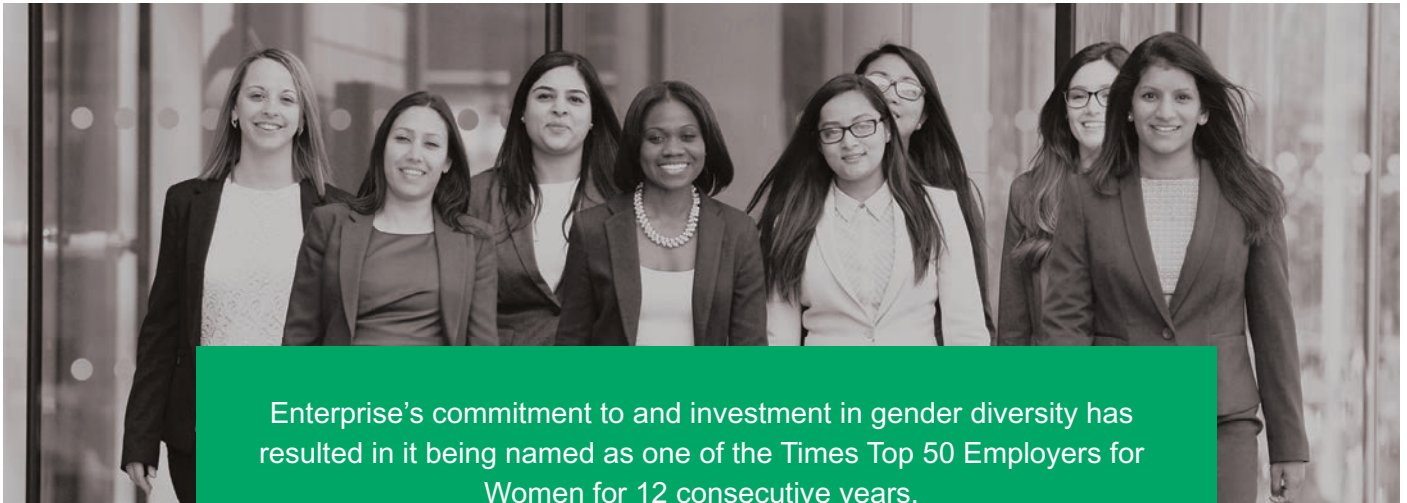
³ Office for National Statistics. This does not include part-time employees.

⁴ The mean is the average hourly pay for all male and female employees.

⁵ Office for National Statistics. This includes full-time and part-time employees.

⁶ Each quartile represents an equal number of employees in the lower, lower middle, upper middle and upper salary bands.

OUR JOURNEY



Enterprise's commitment to and investment in gender diversity has resulted in it being named as one of the Times Top 50 Employers for Women for 12 consecutive years.

2012 - 2017

FEMALES IN...

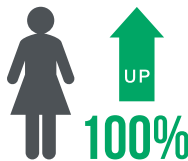
SENIOR
ROLES
UP 103%



EXECUTIVE
POSITIONS
UP 33%

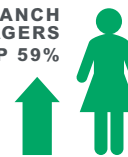


FEMALE EMPLOYEES



FEMALE MANAGERS

BRANCH
MANAGERS
UP 59%



AREA
MANAGERS
UP 160%



The company's diversity strategy has increased the number of women choosing to start their careers at Enterprise. In the five years from April 2012, the total number of employees at the company increased by 67%. In that same period, the number of female employees grew by 100%, while the number of male employees increased by 52%.

As a promote-from-within company, Enterprise is dedicated to increasing the number of women in senior roles. It has a number of programmes to encourage and support female employees to progress into senior roles throughout the business.

As a result, more women are getting promoted into the upper levels of management. During the past five years, 103% more females filled senior management roles (level III), and 33% more females have filled executive positions (level IV).

The percentage of women in Branch Manager roles is also up 59% since 2012 and up 160% for Area Manager positions. Enterprise is committed to helping female employees by providing greater job flexibility and alternative work arrangements.

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



Leigh Lafever-Ayer

HR Director,
Enterprise Rent-A-Car UK & Ireland



OUR COMMITMENT

ENTERPRISE IS COMMITTED TO DIVERSITY AND PROVIDING AN INCLUSIVE WORKPLACE THAT IS WELCOMING TO ALL.



A diverse workforce is fundamental to the success of our business. We strive to celebrate the many differences that make us unique as they help make our business a successful one. It's our aim to create a culturally aware workforce and a culturally competent organisation that mirrors the communities we serve.

As a business, we are absolutely committed to providing an inclusive workplace in which every employee is valued, respected and given opportunities to succeed based on

their merits. Our success is dependent on the calibre of our people. The very specific qualities that are essential to our business are not limited to any specific race, gender, religion or sexuality.

Our leadership team is committed to achieving gender parity. We will continue to recruit more women and develop our female talent into senior management and executive positions.



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

