



HESC 2025 Gender Pay Gap Report





Introduction

At Hertz European Service Centre, we remain committed to employing a diverse and inclusive team and to adhering to the principles of equal opportunities and fair and equitable treatment for all.

The Hertz Europe Service Centre Leadership team welcomes the introduction of the Gender Pay Gap Reporting in Ireland. We view this as a positive tool to further review where we are as an organisation and to focus on our gender pay gap enabling us to attract, retain and develop a more diverse workforce, enriching the organisation with a wider variety of ideas, knowledge, and talent to build on for the future and to represent the communities and customers that we serve.

We know we have more work to do to reduce our overall Gender Pay Gap and to build a workplace where inclusion and equity are embedded in everything we do. We are committed to championing diversity to enable an environment where everyone can bring their best and thrive.

We look forward to creating further great initiatives in the coming year.

The figures submitted have been calculated using the standard methodologies required by the Gender Pay Gap Information Act 2021.

HESC Leadership Team
27th November 2025

Gender Pay Gap Ireland

In May 2022, the Irish Government signed into law a set of regulations that require all organisations with at least 250 Ireland-based employees to analyse and publish their gender pay gap on an annual basis beginning in 2022.

Hertz Europe Service Centre (HESC) has 444 employees in total (on 30th June 2025) and as such is subject to these requirements. This regulation is not unique to Ireland and similar requirements are in place across an increasing number of countries around the world.

Understanding the Gender Pay Gap

The data relates to the Hertz Europe Service Centre (HESC) in Ireland which accounts for a total of 444 employees. It includes a variety of roles in the areas of Customer Care, Technology, Finance, Facilities, Health and Safety, Procurement, Insurance and Human Resources.

The calculations are based on combined pay data at the “snapshot” date of 30th June 2025 and any bonuses paid over the 12 months prior, in line with gender pay gap regulations.

Understanding the difference between Equal Pay and Gender Pay

The gender pay gap measures the difference in average pay between men and women across all roles and levels within an organisation. The pay gap is measured by calculating the mean and median earnings of male and female employees and is expressed as a percentage of men’s average earnings.

It’s important to note that the gender pay gap is not the same as equal pay. Equal pay measures whether male and female employees are being paid equally for similar work and experience.

The gender pay gap, on the other hand, reflects broader representation differences within the workforce, not pay discrimination. For example, a gender pay gap in favour of male employees might represent more men than women in higher-paid roles or technical positions.

This Gender Pay Gap report provides details of the pay distribution between men and women across our workforce in Ireland. The figures represent the difference between the pay (median and mean) of all male and female employees, irrespective of their role or seniority within the organisation, at the snapshot date June 30th, 2025. By analysing and reporting on these figures, we can better understand the factors that influence the gap and take meaningful action to promote gender balance, fairness, and equal opportunities across all levels of the organisation.

On the snapshot date, the organisation has 422 fulltime and 22 part time employees.

Hertz Europe Service Centre



What are we required to report

Under the requirements of the Employment Equality Act 1998 (Gender Pay Gap Information) Regulations 2022, we must report on the following:

- Mean and median hourly remuneration gap between relevant male and female Employees.
- Mean and median hourly remuneration gap between relevant male and female part-time Employees.
- Mean and median hourly remuneration gap between relevant male and female employees on temporary contracts.
- Mean and median bonus remuneration gap between relevant male and female Employees.
- Percentage of relevant male and female employees receiving a bonus.
- Percentage of relevant male and female employees receiving a benefit in kind.
- Percentage of male and female relevant employees falling into each quartile pay band.

Interpreting the Gender Pay Gap Data – Mean and Median

The **Mean** is the average of the total of all hourly rates/bonus payments for men and women within each workforce as defined by the legislation.

The **Median** is the mid-point of hourly pay rates/bonus payments when listed in order.

Percentages

Throughout the report we use percentages to illustrate the gap between men and women's pay.

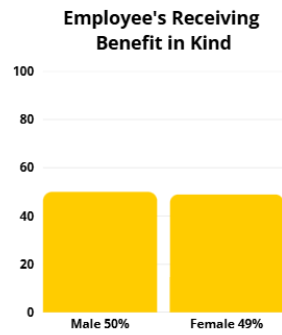
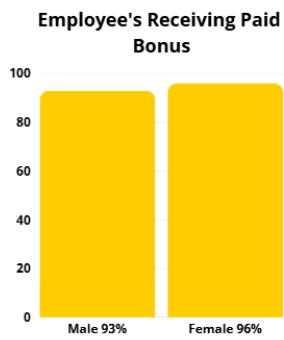
- A positive % indicates that the pay gap is in favour of men.
- A negative % indicates that the pay gap is in favour of women.

Our Results:

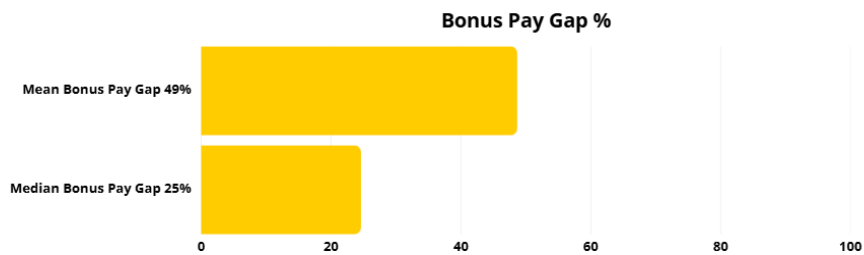
Gender Pay Gap



Bonus & Benefit in Kind

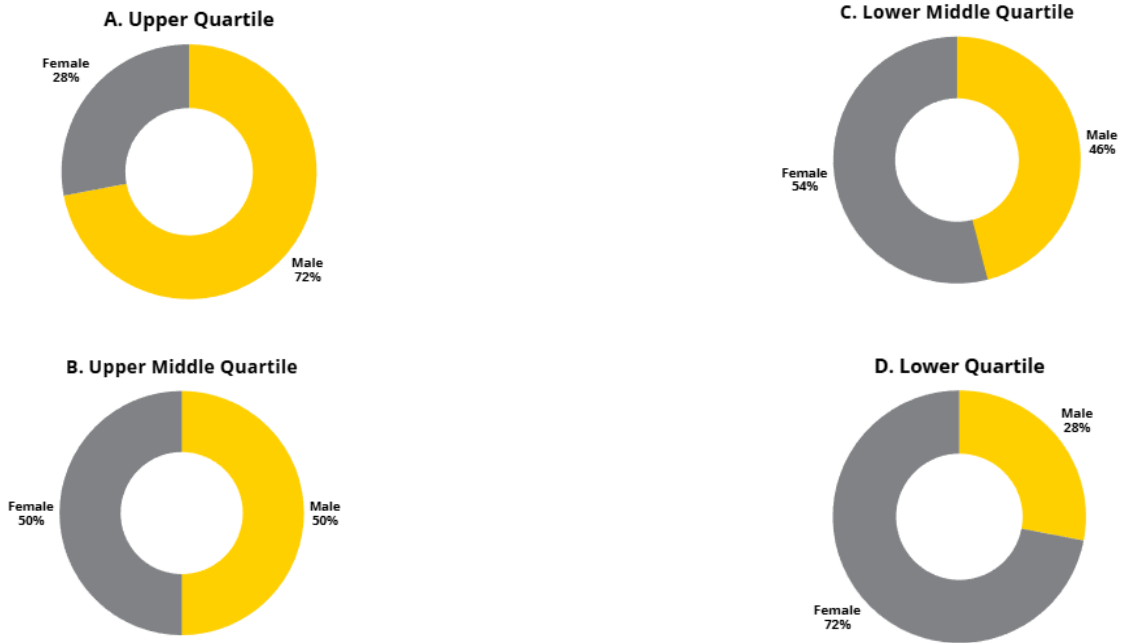


Bonus Pay Gap



Pay Quartiles

Pay Quartiles are calculated by equally dividing men and women across four pay quartiles. Each quartile provides an indication of the representation of women at different levels of the HESC organisation.



Understanding our Gender Pay Gap results

The results of the Gender Pay Gap analysis show a gap in favour of male employees for our hourly pay calculations for permanent, part-time and temporary staff and our bonus payments.

Between 1 July 2024 and 30 June 2025, all employees received salary increases through our Global Performance plan, supporting fair pay progression across the organisation. In addition, 42 employees who were promoted during this period received salary increases reflecting their new responsibilities and contributions. Specifically, 7% of female employees and 12% of male employees received salary increases linked to promotions.

Employee Pay Gap

The mean hourly pay gap remains unchanged from last year, however, there has been significant movement in mean gap for part-time and temporary employee groups with a reduction evident for both categories. There are several factors that we believe contribute to our current pay gap.

Part-Time Pay Gap

The part-time mean pay gap has reduced to 4% from last year's 8%. The median part-time pay gap, currently in favour of male employees, has also shown a positive trend reducing from 7.4% last year to 4% in 2025. Within the part time category, 91% of the population is female. In terms of our total headcount, 5% are contracted to work part time. This equates to 9% of the female population and 1% male in part time roles.



Temporary employee Pay Gap

In the temporary employee group, a mean pay gap in favour of males has decreased significantly from 39% last year to 16% in 2025.

Senior/Leadership Roles

A higher proportion of our most senior positions are currently occupied by males. While females outnumber males in lower-paid and entry-level roles (71% female versus 29% male), that percentage is reversed higher up the pay grades, with males accounting for 72% among the top 25% of earners.

We are committed to developing our leadership pipeline to close this gap over the coming years. We can report that during the relevant period we had one senior level management appointment in HESC which was filled by a female candidate.

Role Specialisation

In the last three years we have doubled our Tech headcount. Many of these tech roles are highly specialised. Currently, only 25% of our Tech team identify as female. Historically females have been under-represented in tech roles and in HESC, female representation has not reached more than 26%. Recruiting and retaining women in technical positions continues to be a challenge, both within our organisation and nationally, reflecting the broader gender gap in STEM fields at both educational and professional levels.

Looking ahead, Hertz Europe Service Centre will continue to collaborate with the ICT sector to advance STEM initiatives, including targeted events for female graduates and the development of strategic partnerships with universities and colleges. Our ongoing relationship with Junior Achievement Ireland enables us to engage students at both primary and secondary levels, promoting STEM education and encouraging interest in STEM careers. Additionally, we have established an Early Careers Programme, encompassing graduate, internship, and apprenticeship opportunities, to attract and develop talent from a diverse candidate pool.

Bonus Gap

Equal proportions of men and women received bonus. The data however shows a bonus gap in favour of male employees in this category. Whilst this does not affect the hourly gender pay gap, where both working hours and pay are taken into consideration, part-time employees typically receive lower bonuses as their bonuses are prorated to reflect the hours worked, which is not taken into consideration in the bonus gap calculations, and this, therefore, will have an impact on our gender bonus gap.

The calculation for the bonus gap does not account for those who may work part of a year and in turn receive a part-year reflective bonus amount. This also includes, for example, mid-year joiners, or those on any type of extended unpaid leave (for example unpaid leave, career break etc.) which may be impacting our number to some degree.

The bonus gap is also impacted by higher level salaries for specialised tech roles and the high percentage of males in upper-level roles where bonuses form a larger part of the remuneration package and leads to a significant gender bonus gap.

Benefit in Kind

HESC have a strong benefits' offering with opportunity for all employees with over 5 years' service to opt-in for healthcare insurance. The results show an equal proportion of men and women received benefits in kind.



Measures to reduce our Gender Pay Gaps

Creating meaningful, long-term change takes time. We are committed to narrowing these gaps as soon as possible, however, we know we cannot eliminate the gender pay gap overnight.

We believe our core strength lies in our ability to embrace differences and create opportunities for all employees, customers, owners and franchisees, and suppliers. A diverse body of talent with fresh ideas and perspectives is one of the essential ingredients to a company's long-term success.

To support progress in addressing our Gender Pay Gap, we will:

- **Engage Leadership:** Ensure that our leadership team is committed to addressing the gender pay gap and holds themselves accountable for progress.
- **Regular Monitoring:** Monitor initiatives and progress towards GPG goals and adjust strategies as needed.
- **Review of Talent Acquisition and Promotion Practices.**
- **Mentorship Programs:** Establish mentorship programs to support the career advancement of women within our company.
- **Training and Development:** Invest in leadership training and professional development programs targeted at women.
- **Role review and benchmarking:** We are currently undertaking an exercise to review and benchmark all roles.

Looking Ahead to the Future

We are proud to have a diverse workforce that represents the communities where we operate and the customers we serve. We are committed to an inclusive workplace around the globe that champions equality, values different backgrounds and celebrates individuality. We also remain dedicated to fostering a workplace where every employee is valued, rewarded fairly, and supported to grow, regardless of gender or any other characteristic. At Hertz, we believe diversity is power and when we welcome and empower each other to show up at work as our true selves, the results are amazing.

We know that creating meaningful change takes time and this is a long-term commitment for our company and our leadership team. The Hertz Europe Service Centre team are committed to improving our results and this will be a standing topic for review in our leadership meetings moving into 2026.