

**halfords**

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# Gender Pay Gap Report

for Halfords plc



**2021**

### About this report

This report sets out our gender pay gap statistics for 2021. Since April 2017, all companies with more than 250 colleagues are required to provide these statistics. This report illustrates our gender pay position and also outlines the initiatives we have in place to encourage gender diversity across the Group.

### This report is split into 3 sections:

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- 1. Our Group statistics**

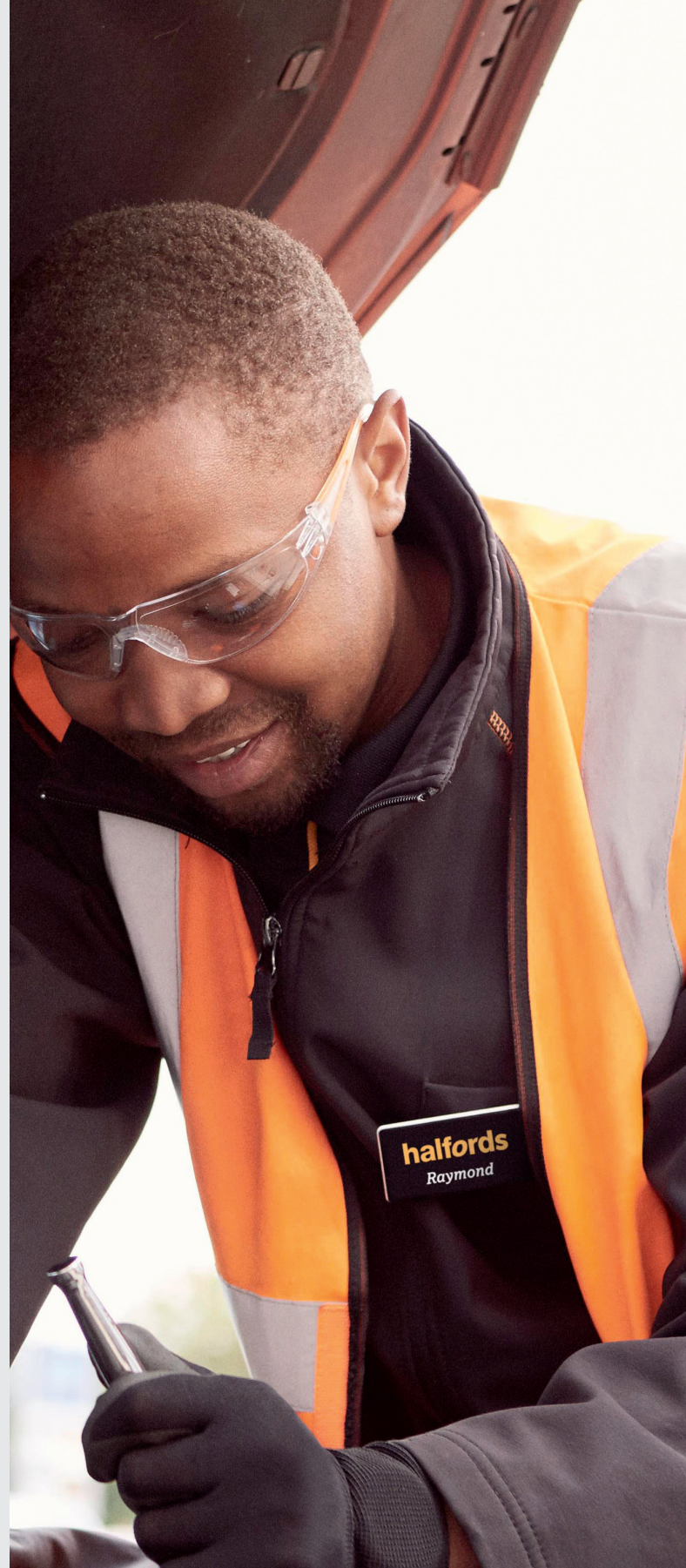
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- 2. Gender pay gap across our businesses**

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- 3. Closing the gap**

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### Understanding Gender Pay

The gender pay gap measures the difference between the average pay for men and women across all roles and levels. This differs to equal pay which compares the pay men and women receive for doing the same or similar roles.



I can confirm that the data outlined in this report has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

**Wendy Taylor,**  
Chief People Officer

# Gender Pay Gap Report 2021

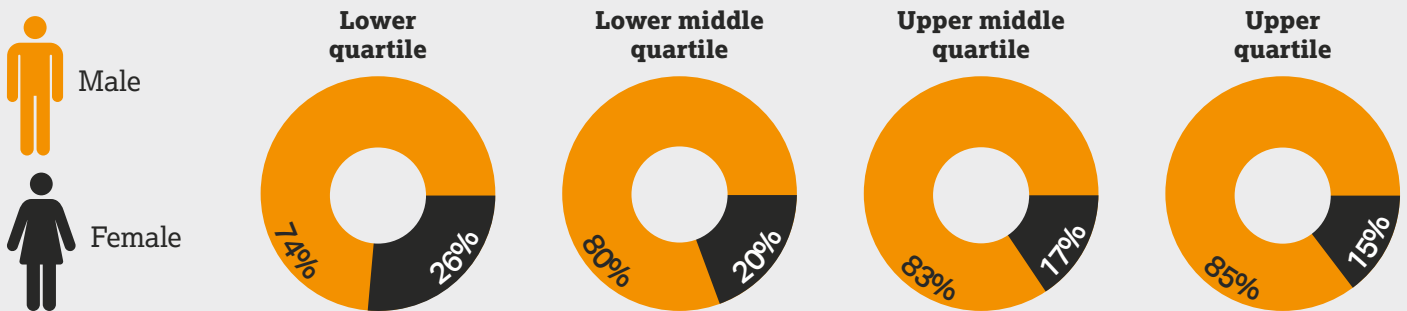
## Our Group statistics

Achieving gender balance is really important to us and our values, and we are pleased to have reduced the gender pay gap year on year and that our median pay gap of 3.82% is significantly below the national median of 15.4%\*. In the last 5 years we have moved the mean gap from 6.12% to 2.07%.

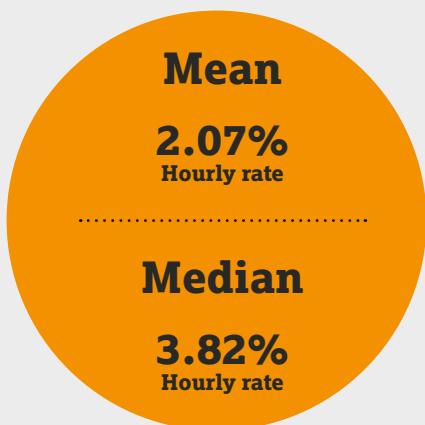
Importantly, for our standard roles, we pay our hourly colleagues equally, regardless of gender and our reward and recognition policies are gender neutral. The majority of our colleagues are male within our store and Autocentre businesses however, we remain focused on improving the gender balance across the Group and increasing awareness of our career progression opportunities, both internally and externally.



The figures provided above were accurate on 5th April 2021 and relate only to UK based colleagues who were employed by Halfords Group on that date.



Average bonus payments for the year to April 2021 were up by 108% year on year, with increases in the female population’s average bonus payment being considerably higher at 145%. These increases were caused, in the most part, by the Head Office bonus paying out at a higher rate, meaning more senior female colleagues earned much higher bonuses which has contributed to the reduction in the bonus gap this year.



Percentage of men and women who earned a bonus.

Men	80.46%
Women	84.22%

Bonus Gap		
2020 Mean - 62.21%	2021 Mean - 41.09%	Down 21.12%
2020 Median - 56.40%	2021 Median - 48.09%	Down 8.31%

\*Source: ONS, "Gender pay gap in the UK: 2021"

# Gender Pay Gap Report 2021

## Gender Pay Gap across our businesses

Detailed below is the data for 4 key channels to market. The tables show the variance across the business units.

Halfords Ltd and Performance Cycling Ltd have more women working in higher paid head office based roles, therefore averages are higher in comparison to male counterparts.

The majority of colleagues in Halfords Autocentres Ltd and McConechy's Tyre Services Ltd are men, with a higher proportion of men in senior leadership roles.

halfords		halfords autocentre		halfords McCONECHY'S		PERFORMANCE CYCLING	
<b>Hourly rate</b>		<b>Hourly rate</b>		<b>Hourly rate</b>		<b>Hourly rate</b>	
Mean	-2.86%	Mean	7.28%	Mean	4.90%	Mean	-0.40%
Median	1.40%	Median	17.93%	Median	10.99%	Median	5.07%
<b>Bonus Pay</b>		<b>Bonus Pay</b>		<b>Bonus Pay</b>		<b>Bonus Pay</b>	
Mean	-11.41%	Mean	27.32%	Mean	37.83%	Mean	-46.32%
Median	13.69%	Median	48.61%	Median	4.54%	Median	0.00%
<b>% Who received a bonus</b>		<b>% Who received a bonus</b>		<b>% Who received a bonus</b>		<b>% Who received a bonus</b>	
Male	83.23%	Male	83.23%	Male	87.79%	Male	32.44%
Female	82.09%	Female	71.08%	Female	89.19%	Female	52.11%
<b>Lower Quartile</b>		<b>Lower Quartile</b>		<b>Lower Quartile</b>		<b>Lower Quartile</b>	
Male	74.78%	Male	90.49%	Male	81.93%	Male	79.01%
Female	25.22%	Female	9.51%	Female	18.07%	Female	20.99%
<b>Lower Middle Quartile</b>		<b>Lower Middle Quartile</b>		<b>Lower Middle Quartile</b>		<b>Lower Middle Quartile</b>	
Male	72.46%	Male	94.39%	Male	87.95%	Male	65.43%
Female	27.54%	Female	5.61%	Female	12.05%	Female	34.57%
<b>Upper Middle Quartile</b>		<b>Upper Middle Quartile</b>		<b>Upper Middle Quartile</b>		<b>Upper Middle Quartile</b>	
Male	78.83%	Male	97.57%	Male	95.18%	Male	87.65%
Female	21.17%	Female	2.43%	Female	4.82%	Female	12.35%
<b>Upper Quartile</b>		<b>Upper Quartile</b>		<b>Upper Quartile</b>		<b>Upper Quartile</b>	
Male	74.37%	Male	94.02%	Male	92.68%	Male	80.00%
Female	25.63%	Female	5.98%	Female	7.32%	Female	20.00%

# Gender Pay Gap Report 2021

## Closing the gap

We have continued to reduce our gender pay gap and are committed to ensuring our working environment is as inclusive and diverse as possible.

Our 2021 engagement survey was extended to focus on diversity and inclusion where we are proud to have achieved a strong inclusion result of 92%. We are on a journey and have made progress, but there is still much more to do on our roadmap to total organisational inclusivity.

We have taken several steps to continue to reduce the gap and continue to encourage gender diversity across the Group. Some of our continued focus in key areas are outlined below:

## Recruitment and selection

- Our philosophy to recruitment and selection, working with our in-house recruitment team, continues to ensure our end-to-end process from attraction through to selection is unbiased towards gender.
- We have reviewed all recruitment collateral to include more female representation and bring to life some of the roles that our female colleagues do.
- This year we will be refreshing our careers website, which will enable us to celebrate the important role that female colleagues play in our business.
- We are continuing to partner with Drakehall prison (A female prison establishment) where we have a cycle training academy. This partnership allows us to recruit fully trained colleagues on release from prison that are engaged with our brands and opportunities.
- We continue to raise awareness among female students at Technical colleges, by showcasing the diverse and engaging work that our female colleagues perform in their roles. We believe these initiatives will support us to build a talent pipeline for our Technicians in both automotive and cycling, and create a more gender balanced workforce.

## Training and Development

We are embarking on a journey to build knowledge and understanding across our organisation. To support our agenda, we have delivered a number of initiatives:

- One Halfords Family Values – engaging and interactive sessions to focus on bringing our colleagues together and recognising the importance of difference and treating all colleagues equally and fairly to drive collaboration. As we have acquired a new business, we have also trained an additional 30 Managers from our Universal business in the Halfords values.
- Aspire – our comprehensive learning and development programmes to support career progression and build on personal and professional capabilities. This year we have developed specific Leadership development programmes for our 1st line managers, our Store and Centre Managers and Business skills programmes for our Head Office Leaders.
- We have continued to grow our Group career path and taking a structured approach to succession planning and talent management by developing our high potential colleagues.
- Last year 35% of our Senior Leadership Team colleagues identified as High Potential, were female.

## Reward

- Across our businesses we have strong reward practices and processes to ensure that we are fair to all.
- Hourly paid colleagues are paid the same rate by role, regardless of gender.
- We have an established job evaluation process which ensures that we remove gender bias.

- We continue to review pay against performance and market relativity, enabling us to address any identified pay anomalies. This approach, which will continue to be adopted going forwards, is key to enabling us to address any pay equality issues across the group.

## External

- In 2021, we signed up to the British Retail Consortium (BRC) Diversity and Inclusion Charter demonstrating our commitment to making Halfords a truly inclusive workplace.
- We have partnered with the Institute of Motoring Industry D&I Taskforce to take part in a study to understand how the automotive sector can be more attractive to work in for all individuals, specifically focusing on those groups currently underrepresented in the workforce. The findings from this report will be available in April 2022.
- Collaborated with the EW Group to design and facilitate Training interventions.

## Looking Forward

- Our Senior Leadership Team will be attending a Masterclass focused on Diversity and Inclusion.
- We will be launching our Women at Halfords colleague network group to support our female colleagues with personal development, career enhancement and create an environment where female colleagues can thrive.
- We will launch a 3-5 year Diversity and Inclusion strategy, which will set out targets for increasing female representation in our different colleague populations, and especially where females are underrepresented.
- We will appoint a Diversity and Inclusion Executive to head up a Network Resource counsel.