



**wheels.**  
your halfords

# ***2025 Gender Pay Gap Report***

**UK**

**halfords**

At Halfords we are committed to creating a workplace that's reflective of the diverse communities we serve, where colleagues feel like they belong, and where everyone can thrive.

This report outlines our gender pay gap results as of 5 April 2025, in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. It includes statutory disclosures for each of the 5 Halfords entities with more than 250 employees, as well as a consolidated view across all nine entities that make up the Group.

### **Understanding the Gender Pay Gap:**

The gender pay gap shows the difference between the average pay of men and women, expressed as a percentage of men's pay.

It is not the same as equal pay, which compares the pay of men and women performing the same or equivalent work. We remain committed to ensuring equal pay for equal work across all our operations.

The gender pay gap can be influenced by a range of factors, including the distribution of men and women across different levels, functions, or locations, and the representation of men and women in higher-paid or part-time roles.



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

**Paul O'Hara**  
Chief People & Property Officer

# Our 2025 Group Gender Pay Gap Results



To provide a transparent picture of gender representation and pay across the whole group, we have calculated a consolidated gender pay gap covering the UK operations of all nine employing entities.

These figures are prepared using the same snapshot date (5 April 2025) and the same calculation methodology as our statutory entity reports.



Measure	2025
Mean Hourly Pay Gap	5.0%
Median Hourly Pay Gap	7.9%
Mean Bonus Pay Gap	56.0%
Median Bonus Pay Gap	75.4%
% of men receiving a bonus	82.6%
% of women receiving a bonus	72.0%



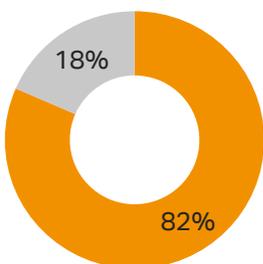
### Proportion of men and women in each pay quartile

Upper	87.8%	12.2%
	85.2%	14.8%
	79.8%	20.2%
Lower	75.2%	24.8%





### 2025 Gender Diversity



Our 2025 Group results show a mean gender pay gap of 5.0% and a median gap of 7.7%, demonstrating that pay levels for men and women are broadly comparable across the Group. The differences that do exist are primarily due to the distribution of men and women across different types of roles, rather than unequal pay for equivalent work. The gap is mainly influenced by the higher proportion of men in technical positions within our garage businesses, where market pay rates are generally higher.

This pattern reflects the wider under-representation of women in the automotive industry, particularly in technical and engineering fields. We are committed to addressing this imbalance and currently have 22 women enrolled in our automotive apprenticeship programme, helping to develop a more inclusive and diverse future workforce.

Our mean bonus pay gap stands at 56.0%, with a median gap of 75.4%. These figures are again shaped by the greater number of men in garage-based roles, where bonus payments represent a larger proportion of overall earnings.

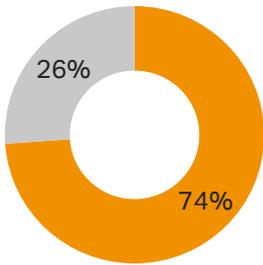
Additionally, the primary bonus scheme for our support centre colleagues did not pay out during the reporting period, which affected a higher proportion of women and contributed to widening the overall bonus gap.

# Statutory Gender Pay Gap Disclosures

Under UK legislation, each legal entity with 250 or more employees on 5 April 2025 must report its gender pay gap figures. The following pages set out the statutory results for each of our five in-scope entities.

## Halfords Ltd

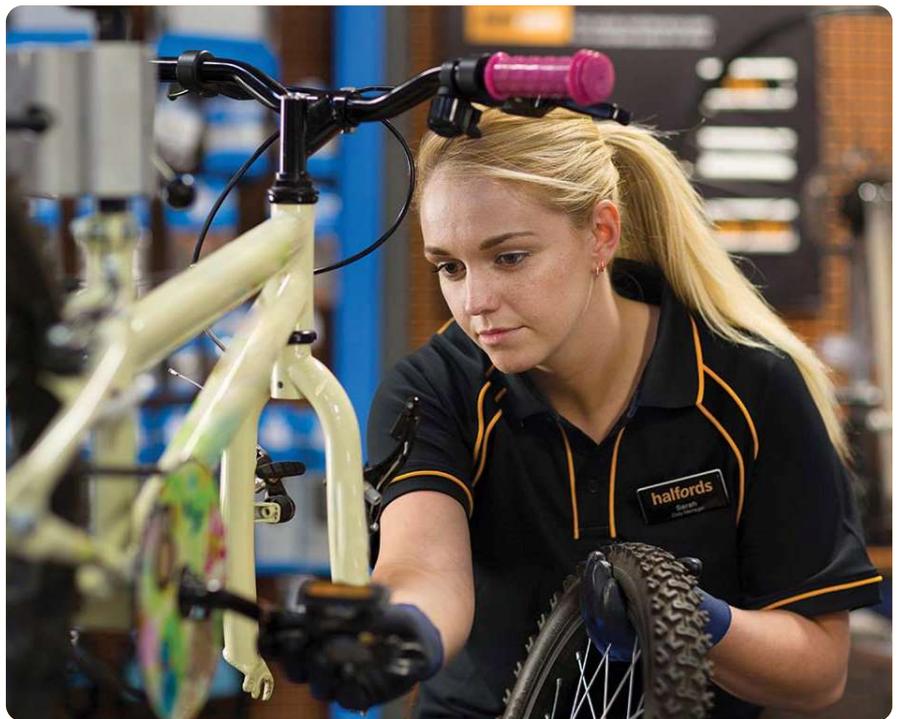
### 2025 Gender Diversity



Measure	2025
Mean Hourly Pay Gap	-2.7%
Median Hourly Pay Gap	0.0%
Mean Bonus Pay Gap	14.8%
Median Bonus Pay Gap	-2.1%
% of men receiving a bonus	83.6%
% of women receiving a bonus	73.4%

### Proportion of men and women in each pay quartile

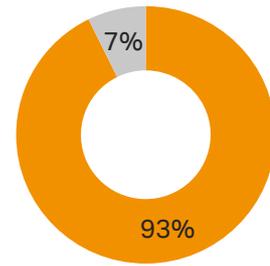
Quartile	Men	Women
Upper	72.2%	27.8%
	76.9%	23.1%
	79.7%	20.3%
Lower	70.3%	29.7%



# Halfords Autocentres Ltd

Measure	2025
Mean Hourly Pay Gap	15.0%
Median Hourly Pay Gap	15.5%
Mean Bonus Pay Gap	14.9%
Median Bonus Pay Gap	25.2%
% of men receiving a bonus	86.6%
% of women receiving a bonus	79.5%

## 2025 Gender Diversity



## Proportion of men and women in each pay quartile



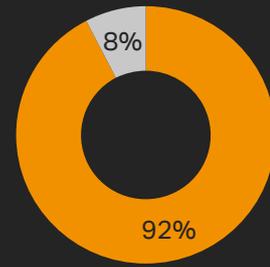
**halfords**  
autocentre



## National Tyre Service Ltd

Measure	2025
Mean Hourly Pay Gap	7.5%
Median Hourly Pay Gap	7.8%
Mean Bonus Pay Gap	14.1%
Median Bonus Pay Gap	8.0%
% of men receiving a bonus	77.9%
% of women receiving a bonus	75.7%

### 2025 Gender Diversity

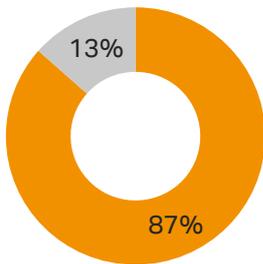


### Proportion of men and women in each pay quartile



## McConechy's Tyre Service Ltd

### 2025 Gender Diversity



Measure	2025
Mean Hourly Pay Gap	14.2%
Median Hourly Pay Gap	20.8%
Mean Bonus Pay Gap	27.9%
Median Bonus Pay Gap	38.3%
% of men receiving a bonus	89.6%
% of women receiving a bonus	74.5%

### Proportion of men and women in each pay quartile



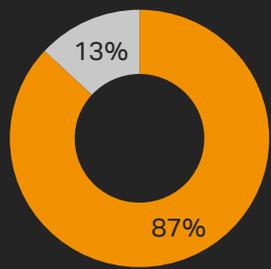


**LODGE TYRE**  
 Commercial Fleet Services  
 a halfords company

**Lodge Tyre Company Ltd**

Measure	2025
Mean Hourly Pay Gap	24.3%
Median Hourly Pay Gap	26.8%
Mean Bonus Pay Gap	76.1%
Median Bonus Pay Gap	89.4%
% of men receiving a bonus	83.7%
% of women receiving a bonus	30.0%

**2025 Gender Diversity**



**Proportion of men and women in each pay quartile**

Upper	96.9%	3.1%
	92.9%	7.1%
Lower	87.8%	12.2%
	67.3%	32.7%

# Closing The Gender Pay Gap



***At Halfords we are committed to creating a workplace that's reflective of the diverse communities we serve, where colleagues feel like they belong, and where everyone can thrive.***

## **Building a More Inclusive and Diverse Automotive Industry**

Joining the Automotive 30% Club as a Gold Member means we have committed to supporting initiatives aimed at increasing the representation of women in leadership roles to 30% by 2030 within the automotive industry.

We were proud to report 35% representation of women in leadership or key decision-making roles as of September 2025. In addition, we have set a target of 18% Ethnically Diverse representation, recognising the importance of reflecting the communities we serve.

We've enhanced our internal development programmes — from apprenticeships through to leadership development — to support greater female and ethnically diverse participation. These initiatives focus on creating new pathways that offer broader cross-business experience, networking, and career opportunities.

Looking ahead, we plan to identify and trial further initiatives to attract more women and ethnically diverse colleagues to join

Halfords, and to support their progression across all areas of the Group.

## **Empowering Through Connection**

In collaboration with our re-launched Women of Halfords Colleague Network, we have:

- Developed a Women's Health Policy covering life stages from menstruation to post-menopause.
- Hosted year-round events, including Internal Women's Day, International Men's Day, and more.
- Shared campaigns and colleague blogs to raise awareness and celebrate our people.

## **Supporting Wellbeing and Inclusion**

Our charity partnership with Mind demonstrates our commitment to wellbeing and mental health — recognising how these areas impact everyone, while highlighting the importance of understanding the nuances across diverse communities.

Through our four Colleague Network Groups, we aim to unify our approach to Equity, Diversity & Inclusion (EDI), Wellbeing, and Charity. We actively promote the range of support available to colleagues — from our Employee Assistance Programme, physical wellbeing centre, and financial guidance, to our Mental Health First Aiders, divorce and separation partner (Amicable), and Menopause Hub.