

halfords

Gender Pay Gap Report

for Halfords (Ireland) Ltd



2022

I can confirm the data outlined in this report has been prepared in accordance with the Gender Pay Gap Information Act 2021.

About this report

This report sets out our gender pay gap statistics for the 12 months to 30 June 2022.

Paul O'Hara
Chief Property & People Officer

Our Group Statistics

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 stores however, we remain focused on improving the gender balance across the Group and increasing awareness of our career progression opportunities, both internally and externally.



Halfords
(Ireland) Ltd
310



Females
69

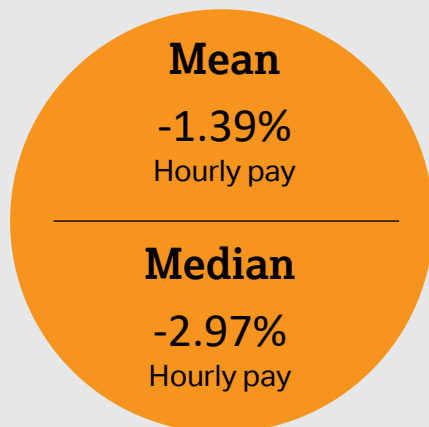
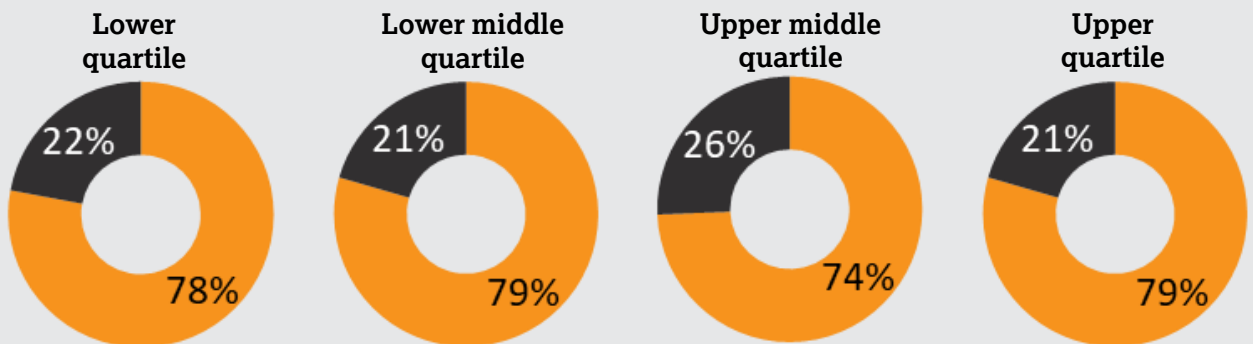


Males
241

The figures provided above were accurate as of 30 June 2022 and relate to all colleagues who were employed by Halfords (Ireland) Ltd on that date.

Pay Quartiles

These charts show the proportion of males and females across Halfords in four equally sized groups, sorted by level of pay.



2022

Percentage of female and male colleagues who received a bonus.

| | |
|---------|--------|
| Females | 78.26% |
| Males | 81.74% |

Bonus Gap

| | |
|--------|---------|
| Mean | -26.05% |
| Median | -42.22% |

Gender Pay Gap across our business

Halfords (Ireland) Ltd have more women working in higher paid head office based roles, therefore, although the majority of our store colleagues are male, the average ordinary pay is higher among females in comparison to their male counterparts.



| Statutory Requirement | Halfords (Ireland) Ltd - All Colleagues |
|--|---|
| Ordinary Pay – Mean | -1.39% |
| Ordinary Pay – Median | -2.97% |
| Bonus Pay – Mean | -26.05% |
| Bonus Pay – Median | -42.22% |
| Proportion of females who received a bonus | 78.26% |
| Proportion of males who received a bonus | 81.74% |
| Proportion of females who received BIK | 11.59% |
| Proportion of males who received BIK | 5.39% |

| | Proportion of females in quartile | Proportion of males in quartile |
|-----------------------|-----------------------------------|---------------------------------|
| Lower Quartile | 22.08% | 77.92% |
| Lower Middle Quartile | 20.51% | 79.49% |
| Upper Middle Quartile | 25.64% | 74.36% |
| Upper Quartile | 20.78% | 79.22% |

| | Halfords (Ireland) Ltd - Part-Time Colleagues | Halfords (Ireland) Ltd - Temporary Colleagues |
|-----------------------|---|---|
| Ordinary Pay – Mean | -0.73% | 13.72% |
| Ordinary Pay – Median | 2.02% | 25.27% |

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. 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 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.
- 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 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.
- We have launched the 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.

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.

Looking Forward

- Our Senior Leadership Team will be attending a Masterclass focused on Diversity and Inclusion.
- 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 under represented.
- We will appoint a Diversity and Inclusion Executive to head up a Network Resource counsel.