

halfords

Gender Pay Gap Report

Halfords Group Plc



2023

About this report

This report sets out our gender pay gap statistics for our UK operations for 2023. Since April 2017, all companies with more than 250 colleagues are required to provide these statistics. This report illustrates our position as at April 2023 and outlines the initiatives we have in place to encourage gender diversity across the Group.

This report is split into 3 sections:

- 1.** Our Group statistics

- 2.** Gender pay gap across our businesses

- 3.** Closing the gap

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.

Paul O'Hara
Chief People & Property Officer

Gender Pay Gap Report 2023



Male



Female

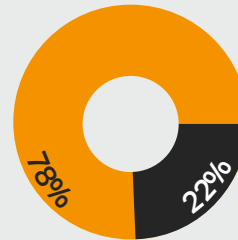
Our Group statistics

At Halfords Group plc we strive for a One Halfords Family and diversity & inclusion is at the heart of everything we do. Our mean gender pay gap is 4.08% and our median gender pay gap is 6.26%, this is largely driven by the Differences in pay structures in our Retail business, where we have a higher female representation, and the Autocentre and Commercial Fleet services businesses, where female representation is lower. Both our mean and median gender pay gaps have increased year on year, however they remain far below the UK averages of 13.90% and 14.90% respectively*.

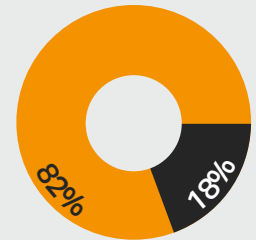
Over the last 5 years our business has changed significantly, where in 2018 only 14% of our group revenue was from our autocentres, it now makes up 39% of our revenue. As a result of this, our gender diversity has seen a 4% decline. As of 5th April 2023, 82% of our colleagues were male, however, we remain focused on improving the gender balance across the group and increasing awareness of our career progression opportunities, both internally and externally.

Our bonus pay gap results show that on average our male colleagues earn a mean average of 39.89% more bonus than our female colleagues. Bonus earning potential is based on a colleague's role and this is largely reflective of the differences in pay structures and female representation in our Retail and Services business.

2018 Gender Diversity



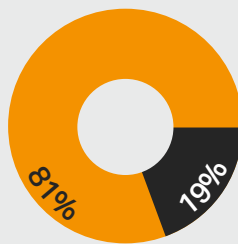
2023 Gender Diversity



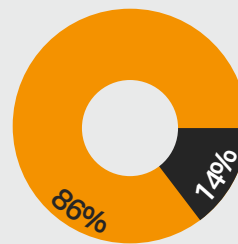
Lower quartile



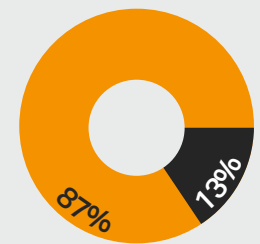
Lower middle quartile



Upper middle quartile



Upper quartile



Mean

4.08%
Hourly pay

Median

6.26%
Hourly pay

2023

Percentage of female and male colleagues who received a bonus.

Male	87.46%
Female	82.76%

Bonus Pay

Mean	39.89%
Median	71.75%

*Source: Office for National Statistics (ONS), "Gender pay gap in the UK: 2022"

Gender pay gap across our businesses

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

Our retail focused businesses, Halfords Ltd and Performance Cycling Ltd, have more women working in higher paid head office roles, and therefore average hourly pay is higher in comparison to male counterparts.



Gender Diversity

Male	74.58%
Female	25.32%

Gender Diversity

Male	80.09%
Female	19.91%

Gender Diversity

Male	84.91%
Female	15.09%

Hourly Rate

Mean	-0.99%
Median	-0.08%

Hourly Rate

Mean	-2.91%
Median	5.36%

Hourly Rate

Mean	-4.12%
Median	4.67%

Bonus Pay

Mean	11.43%
Median	-49.61%

Bonus Pay

Mean	-65.85%
Median	-8.33%

Bonus Pay

Mean	41.50%
Median	8.74%

% Who Received a Bonus

Male	87.16%
Female	83.08%

% Who Received a Bonus

Male	93.49%
Female	92.86%

% Who Received a Bonus

Male	31.11%
Female	87.50%

Lower Quartile

Male	72.70%
Female	27.23%

Lower Quartile

Male	69.81%
Female	30.19%

Lower Quartile

Male	100.00%
Female	0.00%

Lower Middle Quartile

Male	80.12%
Female	19.74%

Lower Middle Quartile

Male	84.62%
Female	15.38%

Lower Middle Quartile

Male	75.00%
Female	25.00%

Upper Middle Quartile

Male	75.39%
Female	24.48%

Upper Middle Quartile

Male	86.54%
Female	13.46%

Upper Middle Quartile

Male	91.67%
Female	8.33%

Upper Quartile

Male	74.17%
Female	25.83%

Upper Quartile

Male	78.85%
Female	21.15%

Upper Quartile

Male	92.31%
Female	7.69%

Gender Pay Gap Report 2023

The gender pay gap is larger in our consumer and commercial garage businesses. These businesses have more males in the most senior roles, which takes time to adjust to a more favourable split. This is further influenced by lower levels of turnover and long tenures in these roles.

Most colleagues in these businesses are vehicle technicians and mechanics, which were reported to be the occupation with the 2nd highest gender pay gap in 2022 with an average median pay gap of 30%*.

halfords autocentre		McCONECHY'S Commercial Fleet Services a halfords company		NATIONAL TYRES AND AUTOCARE a halfords company		VIKING WHOLESALE TYRES	
Gender Diversity		Gender Diversity		Gender Diversity		Gender Diversity	
Male	92.26%	Male	88.79%	Male	93.07%	Male	88.89%
Female	7.71%	Female	11.21%	Female	6.93%	Female	11.11%
Hourly Rate		Hourly Rate		Hourly Rate		Hourly Rate	
Mean	13.72%	Mean	16.39%	Mean	6.68%	Mean	-9.97%
Median	21.48%	Median	16.28%	Median	6.51%	Median	0.68%
Bonus Pay		Bonus Pay		Bonus Pay		Bonus Pay	
Mean	42.42%	Mean	42.41%	Mean	40.18%	Mean	-514.19%
Median	65.19%	Median	46.08%	Median	50.84%	Median	-832.22%
% Who Received a Bonus		% Who Received a Bonus		% Who Received a Bonus		% Who Received a Bonus	
Male	88.68%	Male	89.95%	Male	88.48%	Male	88.07%
Female	82.89%	Female	89.80%	Female	85.37%	Female	31.82%
Lower Quartile		Lower Quartile		Lower Quartile		Lower Quartile	
Male	84.39%	Male	80.41%	Male	93.31%	Male	82.98%
Female	15.61%	Female	19.59%	Female	6.69%	Female	17.02%
Lower Middle Quartile		Lower Middle Quartile		Lower Middle Quartile		Lower Middle Quartile	
Male	92.75%	Male	84.69%	Male	89.37%	Male	95.74%
Female	7.25%	Female	15.31%	Female	10.63%	Female	4.26%
Upper Middle Quartile		Upper Middle Quartile		Upper Middle Quartile		Upper Middle Quartile	
Male	95.22%	Male	91.84%	Male	94.09%	Male	95.74%
Female	4.78%	Female	8.16%	Female	5.91%	Female	4.26%
Upper Quartile		Upper Quartile		Upper Quartile		Upper Quartile	
Male	96.45%	Male	96.91%	Male	96.06%	Male	85.11%
Female	3.55%	Female	3.09%	Female	3.94%	Female	14.89%

*Source: Office for National Statistics (ONS), "Gender pay gap in the UK: 2022"

Gender Pay Gap Report 2023



Gender Diversity	
Male	90.91%
Female	9.09%

Hourly Rate	
Mean	23.62%
Median	24.84%

Bonus Pay	
Mean	58.35%
Median	40.14%

% Who Received a Bonus	
Male	72.73%
Female	18.18%

Lower Quartile	
Male	73.91%
Female	26.09%

Lower Middle Quartile	
Male	91.30%
Female	8.70%

Upper Middle Quartile	
Male	100.00%
Female	0.00%

Upper Quartile	
Male	95.83%
Female	4.17%



Gender Diversity	
Male	89.40%
Female	10.60%

Hourly Rate	
Mean	22.15%
Median	28.45%

Bonus Pay	
Mean	91.51%
Median	96.54%

% Who Received a Bonus	
Male	86.34%
Female	89.13%

Lower Quartile	
Male	76.09%
Female	23.91%

Lower Middle Quartile	
Male	86.81%
Female	13.19%

Upper Middle Quartile	
Male	94.51%
Female	5.49%

Upper Quartile	
Male	97.80%
Female	2.20%



Gender Diversity	
Male	46.88%
Female	53.13%

Hourly Rate	
Mean	-1.52%
Median	1.60%

Bonus Pay	
Mean	-73.40%
Median	28.00%

% Who Received a Bonus	
Male	80.00%
Female	88.24%

Lower Quartile	
Male	33.33%
Female	66.67%

Lower Middle Quartile	
Male	50.00%
Female	50.00%

Upper Middle Quartile	
Male	57.14%
Female	42.86%

Upper Quartile	
Male	50.00%
Female	50.00%

Closing the Gap

Halfords Group is committed to providing equal opportunities to colleagues and candidates. This applies to recruitment, training, career development and promotion, regardless of physical ability, gender, sexual orientation or gender reassignment, pregnancy and maternity, race, religious beliefs, age, nationality, or ethnic origin. We work hard to ensure every colleague feels they can be themselves at work and perform to their best. We have taken several steps to continue to minimise the gender pay gap and continue to encourage gender diversity across the Group; but we recognise there is always more we can do. Some of our initiatives are outlined below:

Recruitment & 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.

Training & Career Development:

We have begun the roll out of our Drive management training program in our autocentres, to develop leadership and management capabilities. Phase One of this program was launched in July and targets over 500 centre and regional managers. The content covers core people management skills and behaviours, including how to manage people and situations inclusively, and reinforces our policies and procedures related to this.

Raising awareness of diversity & inclusion:

Last year, we launched a set of four Colleague Network Groups focusing on Women of Halfords, LGBTQIA+, Ability and Disability, and Race and Ethnicity. They are led by colleagues at all levels and receive suitable funding to grow awareness and build understanding for all colleagues across the Group. These groups have been meeting regularly and outputs and feedback from these groups has been feeding back into the central team to incorporate into our D&I strategy.

Pay:

Across our businesses we have strong pay practices and processes to ensure that we are fair to all.

All our 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.

The Halfords Academy at HMP Drake Hall:

We are continuing to partner with HMP Drake Hall (A female prison establishment) where we have a cycle training academy.

Since launch, the Halfords Academy has been a great success and although COVID-19 meant the programme had to pause, we have now resumed training, and are currently training twelve female offenders. Twenty graduates have joined the business in a variety of roles following their release. Fully supported by Halfords colleagues, participants are subject to the same high standards of training as other colleagues within the Group – the training programme is thorough, designed to challenge participants and raise aspirations. The programme provides offenders with the opportunity to be trained and work on bikes that require reconditioning.

