

halfords



Gender Pay Gap Report

for Halfords (Ireland) Ltd

2023

Gender Pay Gap Report 2023

About this report

This report sets out our gender pay gap statistics for the 12 months to 6 June 2023.

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.

Our Gender Pay Statistics

At Halfords Group plc, which includes Halfords (Ireland) Ltd, we strive for a One Halfords Family and diversity & inclusion is at the heart of everything we do. We are really pleased that our mean gender pay gap of -3.89% is far below the average of 12.6%* reported last year.

For our standard roles, we pay our hourly paid colleagues equally, regardless of gender and our reward and recognition policies are gender neutral. 80.6% of colleagues in our stores are 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.

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

Paul O'Hara,
Chief People & Property Officer



**Halfords
(Ireland) Ltd**
281



Females
57



Males
224

The figures provided above were accurate as of 6 June 2023 and relate to all colleagues who were employed by Halfords (Ireland) Ltd on that date.

Ordinary Pay Gap	Mean	Median
All Employees	-3.89%	3.74%
Part Time Employees	3.53%	7.45%
Temporary Employees	N/A	N/A

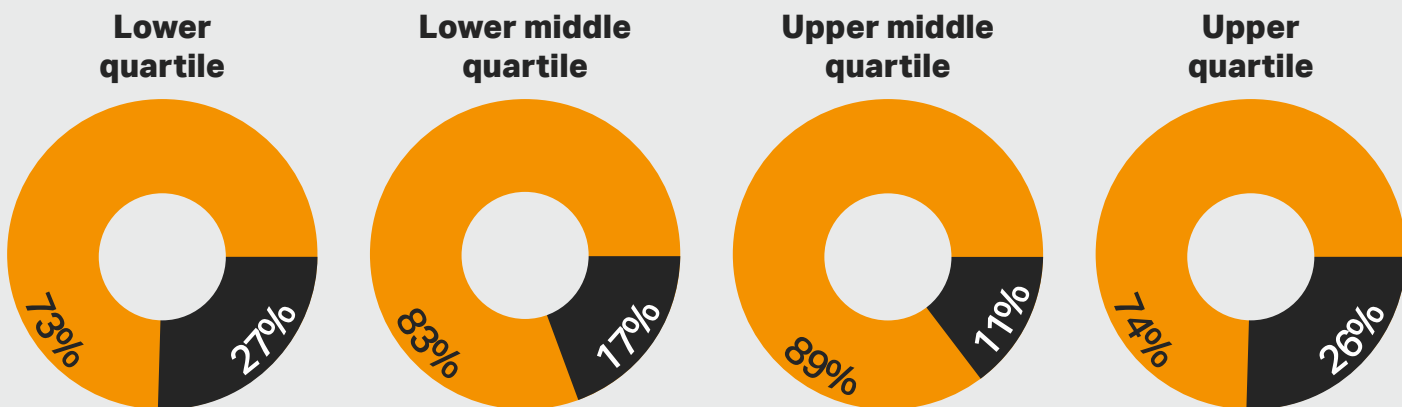
A negative (-) figure indicates females on average had higher pay or bonus earnings. As of 6 June 2023, there were no female colleagues employed by Halfords (Ireland) Ltd on temporary contracts.

*Source: PwC Ireland, "Gender Pay Gap Analysis 2023"

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Pay Quartiles

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



Bonus Pay & Benefits in Kind

Bonus Pay Gap	Mean	Median
All Employees	-90.54%	-33.10%

Bonus Recipients	Male	Female
Employees Receiving Bonus	92.41%	96.49%

Benefits In Kind	Male	Female
Employees Receiving BIK	7.14%	10.53%

A negative (-) figure indicates females on average had higher pay or bonus earnings.

Our bonus gap results show that our female colleagues earn a mean average of 90.54% more bonus than our male colleagues. This is skewed by long term incentive share plans issued to our senior head office colleagues, all of which are female in Ireland.

Bonus earning potential is based on a colleague's role, and we place more focus on the fact that the percentage of males and females earning a bonus is comparable. The only colleagues not to have earned a bonus are new hires who were not eligible for a bonus during the relevant pay period.

The only colleagues with long service and those in senior head office roles are eligible for Benefits in Kind.

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 recognise there is always more we can do, and we are excited to build on our foundations through ongoing engagement with colleagues. 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.

Reward:

Across our businesses we have strong reward 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.

