

halfords

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Gender Pay Gap Report

for Halfords plc

2022

About this report

This report sets out our gender pay gap statistics for 2022. 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:

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 Officer

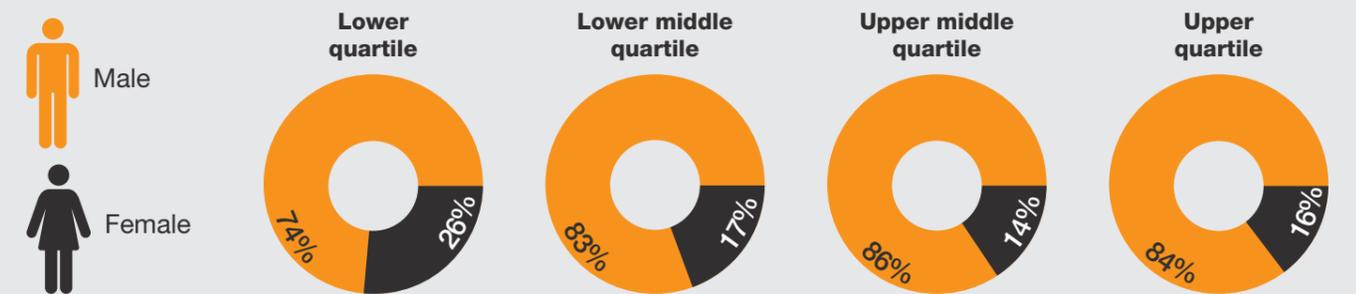
Our Group statistics

Achieving gender balance is really important to us and our values, and we are really pleased to have reduced the gender pay gap year on year and that our median pay gap of 5.03% is significantly below the national median of 15.4%*. The mean gender pay gap is down to 0.07% from 2.07% last year.

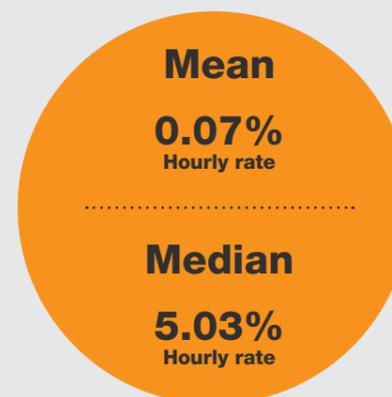
Importantly, for our standard roles, we pay our hourly colleagues equally, regardless of gender and our reward and recognition policies are gender neutral. The majority of our colleagues are male within our store and Autocentre businesses however, we remain focused on improving the gender balance across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



The figures provided above were accurate on 5th April 2022 and relate only to UK based colleagues who were employed by Halfords Group on that date.



Average bonus payments for the year to April 2022 were up by 80% 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 Support Centre bonus paying out at a higher rate and the vesting of some long-term investing plans, meaning more senior female colleagues earned much higher bonuses which has contributed to the reduction in the mean bonus gap this year.



Percentage of men and women who received a bonus.

Men	77.05%
Women	72.99%

Bonus Gap

2021 Mean - 41.09%	2022 Mean - 14.95%	Down 26.14%
2021 Median - 48.09%	2022 Median - 79.04%	Up 30.95%

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

Gender Pay Gap across our businesses

Detailed below is the data for 7 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		Universal		NATIONAL TYRES AND AUTOCARE		VIKING WHOLESALE TYRES	
Hourly rate		Hourly rate		Hourly rate		Hourly rate		Hourly rate		Hourly rate		Hourly rate	
Mean	-3.21%	Mean	9.07%	Mean	12.16%	Mean	0.50%	Mean	-0.03%	Mean	-3.58%	Mean	-7.69%
Median	0.00%	Median	20.03%	Median	14.03%	Median	3.85%	Median	-14.08%	Median	5.80%	Median	0.97%
Bonus Pay		Bonus Pay		Bonus Pay		Bonus Pay		Bonus Pay		Bonus Pay		Bonus Pay	
Mean	-14.74%	Mean	45.43%	Mean	40.23%	Mean	-38.18%	Mean	57.77%	Mean	26.43%	Mean	-55.55%
Median	-29.20%	Median	57.83%	Median	14.33%	Median	0.00%	Median	51.34%	Median	9.48%	Median	8.33%
% Who received a bonus		% Who received a bonus		% Who received a bonus		% Who received a bonus		% Who received a bonus		% Who received a bonus		% Who received a bonus	
Male	70.88%	Male	70.88%	Male	84.97%	Male	59.81%	Male	79.67%	Male	86.81%	Male	81.11%
Female	73.59%	Female	72.54%	Female	88.00%	Female	70.37%	Female	18.75%	Female	77.27%	Female	28.00%
Lower Quartile		Lower Quartile		Lower Quartile		Lower Quartile		Lower Quartile		Lower Quartile		Lower Quartile	
Male	73.14%	Male	87.74%	Male	80.23%	Male	74.07%	Male	88.89%	Male	91.89%	Male	84.44%
Female	26.86%	Female	12.26%	Female	19.77%	Female	25.93%	Female	11.11%	Female	8.11%	Female	15.56%
Lower Middle Quartile		Lower Middle Quartile		Lower Middle Quartile		Lower Middle Quartile		Lower Middle Quartile		Lower Middle Quartile		Lower Middle Quartile	
Male	77.15%	Male	94.12%	Male	85.88%	Male	79.25%	Male	96.15%	Male	90.73%	Male	90.91%
Female	22.85%	Female	5.88%	Female	14.12%	Female	20.75%	Female	3.85%	Female	9.27%	Female	9.09%
Upper Middle Quartile		Upper Middle Quartile		Upper Middle Quartile		Upper Middle Quartile		Upper Middle Quartile		Upper Middle Quartile		Upper Middle Quartile	
Male	75.18%	Male	97.23%	Male	92.94%	Male	84.91%	Male	76.92%	Male	98.07%	Male	95.45%
Female	24.82%	Female	2.77%	Female	7.06%	Female	15.09%	Female	23.08%	Female	1.93%	Female	4.55%
Upper Quartile		Upper Quartile		Upper Quartile		Upper Quartile		Upper Quartile		Upper Quartile		Upper Quartile	
Male	70.88%	Male	95.34%	Male	94.19%	Male	83.02%	Male	88.46%	Male	93.41%	Male	82.22%
Female	29.12%	Female	4.66%	Female	5.81%	Female	16.98%	Female	11.54%	Female	6.59%	Female	17.78%

Gender Pay Gap Report 2022

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.

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:

This year our Senior Leadership Team attended a Masterclass focused on Diversity and Inclusion.

We offer a highly successful apprenticeship programme to support bringing new technicians into the business. Currently 8% of our Autocentre Apprentices are female. We offer a competitive rate of pay for our Apprentices which is above the Apprentice National Minimum Wage, and we continually review

this to ensure it is line with industry standard. Apprentices are paid a rate that aligns with the level of programme they are on. All apprentices have the same opportunity to progress once their programmes have been completed.

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 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.

External

We have pledged to be a part of the Bicycle Associations project for Diversity in Cycling demonstrating our commitment to making Halfords a truly inclusive workplace.

“We are committed to creating a diverse, equitable and inclusive workplace culture, with balanced representation at all levels. We will create an environment where everyone feels respected, supported, and empowered to build a sustainable, resilient, competitive cycling industry, unlocking more value for us all.”

Looking Forward

We are in the early stages of forming a partnership with ‘Code First Girls’, who are on a mission to transform the tech industry by providing the skills, space, and inspiration for women and non-binary individuals to thrive.

