



# Gender Pay Gap Report 2018

for Halfords plc

### About this report

This report sets out our gender pay gap statistics for 2018. 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:

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- 1. Our Group statistics**

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- 2. Gender pay gap across our businesses**

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- 3. Closing the gap**

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### 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.

**Clare Moore,**  
Group People Director

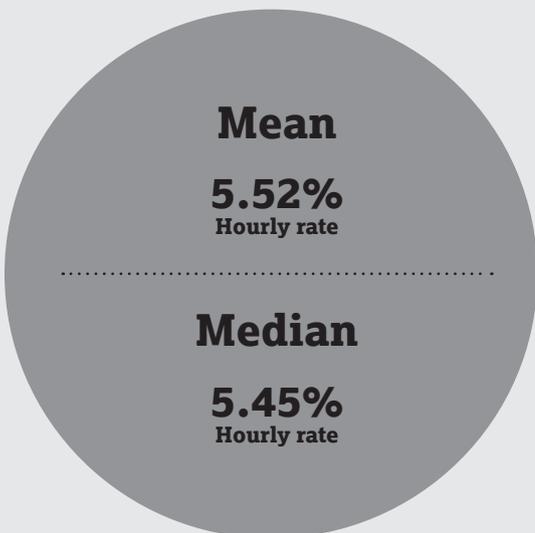
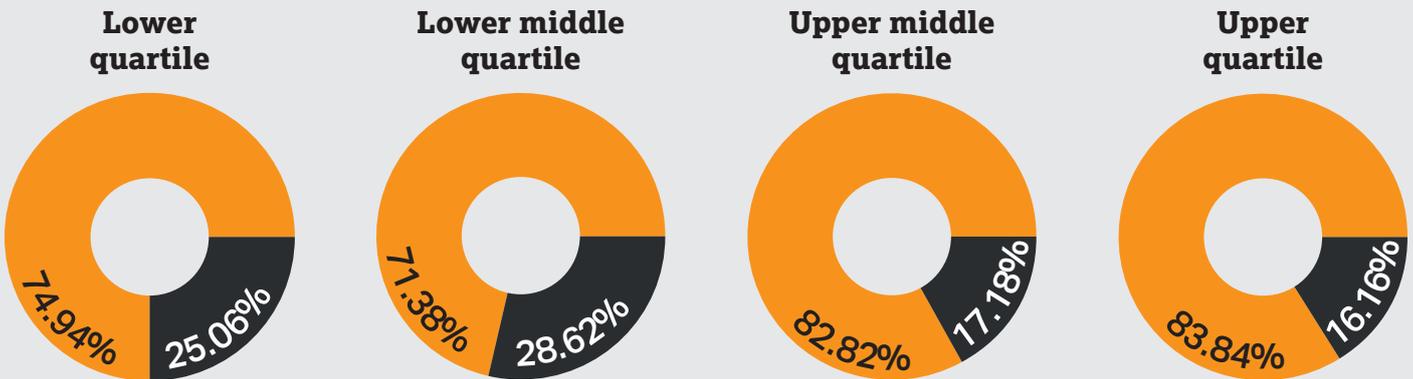
## Our Group statistics

Outlined below are our Group results for 2018. These figures include all eligible colleagues employed by Halfords Ltd, Halfords Autocentres Ltd and Performance Cycling Ltd. Our mean and median Gender Pay Gaps are below the national average of 17.1% and 17.9% respectively\*.

In April 2018 we had more men than women across the Group, with more men than women in management roles. These roles attract a higher bonus earning potential, which explains why men earned a higher bonus in the year to April 2018. Our focus remains on two areas, firstly improving the gender balance across the Group and secondly building awareness amongst colleagues of career progression opportunities.

## Pay Quartiles

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



2018	
Percentage of men and women who received a bonus.	
Men	50.63%
Women	39.63%
<b>Bonus Gap</b>	
Median	57.69%
Mean	35.12%

\*Source: ASHE survey 2018

## What is the Gender Pay Gap across our businesses?

**halfords**  
for life's journeys

**halfords**  
autocentre

PERFORMANCE  
CYCLING

### Hourly rate

Mean 2.96%

Median 1.17%

### Bonus Pay

Mean 17.28%

Median 36.30%

### % Who received a bonus

Male 39.53%

Female 39.45%

### Lower Quartile

Male 72.82%

Female 27.18%

### Lower Middle Quartile

Male 67.87%

Female 32.13%

### Upper Middle Quartile

Male 78.11%

Female 21.89%

### Upper Quartile

Male 75.66%

Female 24.44%

### Hourly rate

Mean 8.53%

Median 14.36%

### Bonus Pay

Mean 54.33%

Median 68.52%

### % Who received a bonus

Male 87.98%

Female 58.12%

### Lower Quartile

Male 88.65%

Female 11.35%

### Lower Middle Quartile

Male 95.58%

Female 4.42%

### Upper Middle Quartile

Male 98.45%

Female 1.55%

### Upper Quartile

Male 95.37%

Female 4.63%

### Hourly rate

Mean 7.14%

Median 1.77%

### Bonus Pay

Mean -43.54%

Median -53.83%

### % Who received a bonus

Male 3.92%

Female 3.70%

### Lower Quartile

Male 76.67%

Female 23.33%

### Lower Middle Quartile

Male 78.95%

Female 21.05%

### Upper Middle Quartile

Male 75.00%

Female 25.00%

### Upper Quartile

Male 81.82%

Female 18.18%

### Closing the gap

We are committed to ensuring that our working environment is as inclusive and diverse as possible and recognise that there are further opportunities to reduce the gender pay gap. As outlined last year, we have taken several steps to reduce the gap and will continue to encourage gender diversity across the Group. Some of our initiatives are outlined below.

#### Recruitment and Selection

During our recruitment process, our in house recruitment team endeavour to put forward a gender balanced candidate pool to hiring line managers.

We will be partnering with schools and colleges to engage with future potential colleagues as they are forming their decisions about their careers and get early engagement with our brands and opportunities. We are specifically focused on raising awareness among female students by showcasing the diverse and engaging work that our female colleagues perform in their roles. We believe this initiative will support us to build a talent pipeline for our Technicians in both automotive and cycling and create a more gender balanced workforce.

We are reviewing all recruitment collateral and our careers website to include more female representation and bring to life some of the roles that our female colleagues do.

#### Diversity training

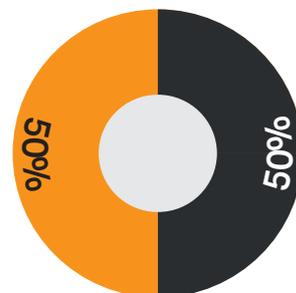
We will be rolling out diversity training across the Group to our Store and Centre managers, so that they understand the importance and value of creating inclusive teams and are aware of the concept of unconscious bias.

### Career development

Within our career development programmes, such as Aspire, we review and monitor the number of female applicants. As part of our Aspire programme, future leaders undergo recruitment training which includes diversity. We will be launching a Group career path, so that all colleagues can understand how they can progress into other parts of our business. This will include development for our female colleagues to move into more technical roles which have historically been predominantly filled by our male colleagues.

The number of women in senior roles has been steadily increasing and we continue to review the number of women who are appointed into and promoted into more senior roles. At Board level we have a 50:50 gender split.

Women on the Board



### Reward

Across our businesses we have strong reward practices and processes to ensure that we are fair to all. In our Support Centres and for management roles, we have an established job evaluation process which ensures any gender bias is removed. In the operational areas of our business we have spot rates.

Halfords is a diverse and inclusive place to work and we are confident that these actions will support us in maintaining this.