

**halfords**

# Gender pay gap report

for Halfords Group plc

**2024**



## About this report

This report sets out our gender pay gap statistics for our UK operations for 2024. Since April 2017, all companies with more than 250 colleagues are required to provide these statistics. This report illustrates our gender pay position and outlines the initiatives we have in place to encourage gender diversity across the Group.

## The report is split into 3 sections:

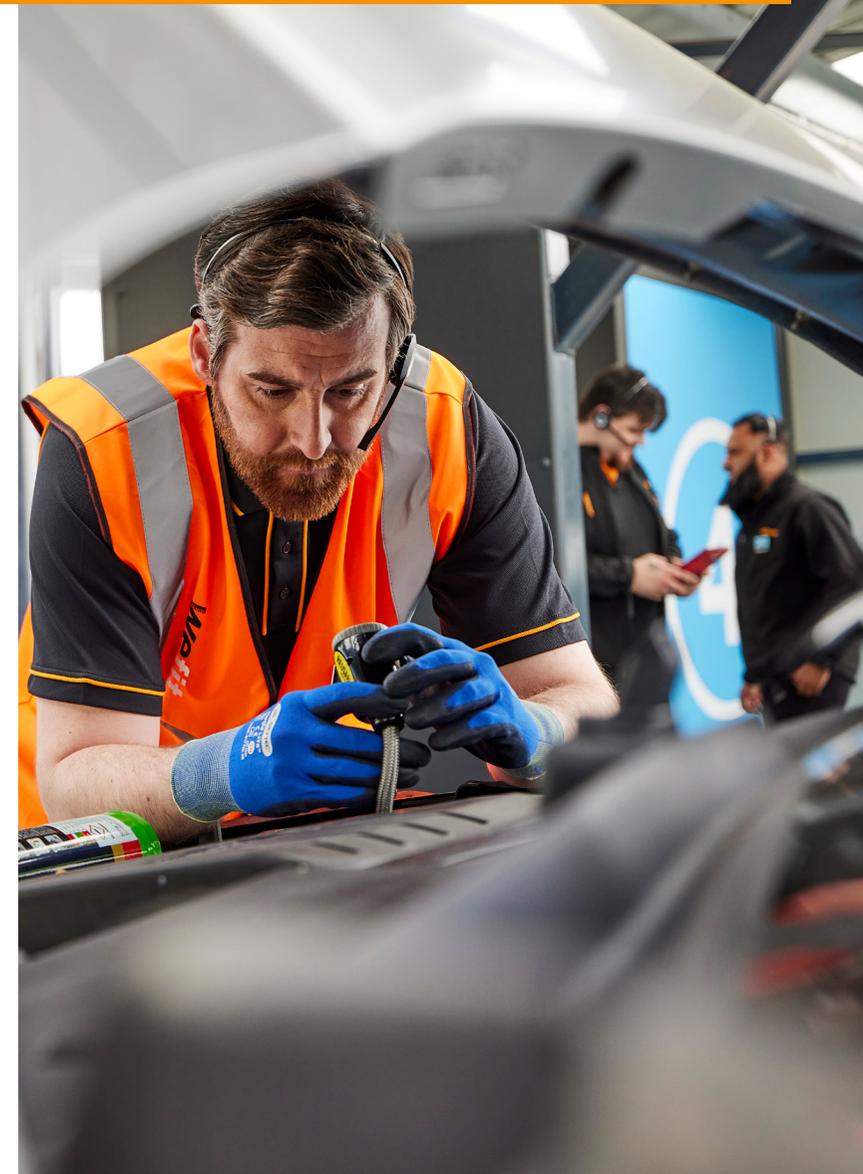
1. *Our Group Statistics*
2. *Gender pay gap across our businesses*
3. *Closing the Gap*

## 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.



\*Source: PwC Ireland, "Gender Pay Gap Analysis 2024"



I can confirm 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**

## 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 -2.64% and our median gender pay gap is 2.56%, this is driven by the fact that Halfords is introducing more female representation in higher paid, more senior roles in the upper quartile. Both our mean and median gender pay gaps remain far below the UK averages of 13.20% and 14.30% respectively\*.

As of 5th April 2024, 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 61.39% more bonus than our female colleagues. Bonus earning potential is based on a colleague's role and our reward and recognition policies are gender neutral. The difference in bonus reflects the proportion of males in technician roles where bonus is a more prevalent part of their earnings.

\*Source: Office for National Statistics (ONS), "Gender pay gap 2023 provisional edition dataset"

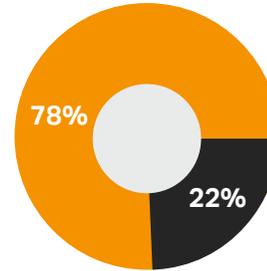


Male

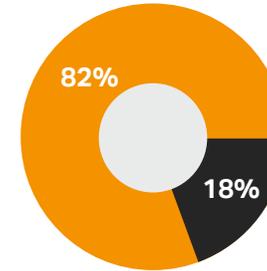


Female

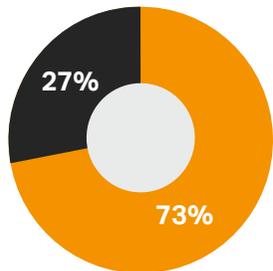
2018  
Gender Diversity



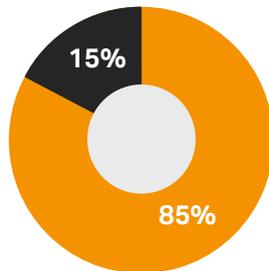
2024  
Gender Diversity



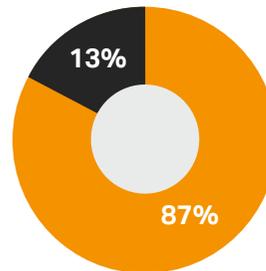
Lower quartile



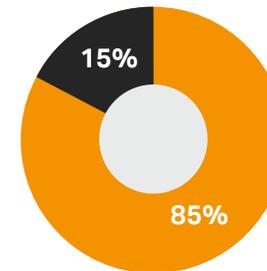
Lower middle quartile



Upper middle quartile



Upper quartile



**Mean**

**-2.64%**  
Hourly pay

**Median**

**2.56%**  
Hourly pay

**2024**

Percentage of female and male colleagues who received a bonus.

Male	47.91%
Female	30.81%

**Bonus Pay**

Mean	61.39%
Median	66.02%



## 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 than other business area, thus narrowing the hourly rate pay gap.



Gender Diversity	
Male	74.04%
Female	25.96%

Hourly Rate	
Mean	-4.36%
Median	0.00%

Bonus Pay	
Mean	84.68%
Median	2.60%

% Who Received a Bonus	
Male	27.29%
Female	22.58%

Lower Quartile	
Male	70.64%
Female	29.36%

Lower Middle Quartile	
Male	79.67%
Female	20.33%

Upper Middle Quartile	
Male	76.23%
Female	23.77%

Upper Quartile	
Male	74.03%
Female	25.97%



Gender Diversity	
Male	79.91%
Female	20.09%

Hourly Rate	
Mean	2.20%
Median	4.26%

Bonus Pay	
Mean	14.20%
Median	14.20%

% Who Received a Bonus	
Male	0.58%
Female	4.65%

Lower Quartile	
Male	80.85%
Female	19.15%

Lower Middle Quartile	
Male	78.72%
Female	21.28%

Upper Middle Quartile	
Male	80.85%
Female	19.15%

Upper Quartile	
Male	86.96%
Female	13.04%



Gender Diversity	
Male	86.89%
Female	13.11%

Hourly Rate	
Mean	4.35%
Median	-0.26%

Bonus Pay	
Mean	N/A
Median	N/A

% Who Received a Bonus	
Male	3.77%
Female	0.00%

Lower Quartile	
Male	93.33%
Female	6.67%

Lower Middle Quartile	
Male	80.00%
Female	20.00%

Upper Middle Quartile	
Male	78.57%
Female	21.43%

Upper Quartile	
Male	92.86%
Female	7.14%

The gender pay gap is larger in our consumer and commercial garage businesses. These businesses have more males in the most senior roles. 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 have an average median pay gap of 8%\*.



#### Gender Diversity

Male	92.56%
Female	7.44%

#### Hourly Rate

Mean	8.06%
Median	14.27%

#### Bonus Pay

Mean	29.30%
Median	47.70%

#### % Who Received a Bonus

Male	76.70%
Female	80.28%

#### Lower Quartile

Male	84.81%
Female	15.19%

#### Lower Middle Quartile

Male	95.39%
Female	4.61%

#### Upper Middle Quartile

Male	96.08%
Female	3.92%

#### Upper Quartile

Male	95.90%
Female	4.10%



#### Gender Diversity

Male	88.01%
Female	11.99%

#### Hourly Rate

Mean	8.60%
Median	12.91%

#### Bonus Pay

Mean	28.07%
Median	33.09%

#### % Who Received a Bonus

Male	73.33%
Female	57.45%

#### Lower Quartile

Male	72.84%
Female	27.16%

#### Lower Middle Quartile

Male	88.75%
Female	11.25%

#### Upper Middle Quartile

Male	93.75%
Female	6.25%

#### Upper Quartile

Male	95.00%
Female	5.00%



#### Gender Diversity

Male	93.24%
Female	6.76%

#### Hourly Rate

Mean	5.86%
Median	8.41%

#### Bonus Pay

Mean	48.40%
Median	60.10%

#### % Who Received a Bonus

Male	67.67%
Female	81.61%

#### Lower Quartile

Male	83.81%
Female	16.19%

#### Lower Middle Quartile

Male	97.98%
Female	2.02%

#### Upper Middle Quartile

Male	98.37%
Female	1.63%

#### Upper Quartile

Male	95.93%
Female	4.07%



#### Gender Diversity

Male	77.08%
Female	22.92%

#### Hourly Rate

Mean	-2.66%
Median	-0.78%

#### Bonus Pay

Mean	-204.40%
Median	-860.32%

#### % Who Received a Bonus

Male	94.59%
Female	18.18%

#### Lower Quartile

Male	70.00%
Female	30.00%

#### Lower Middle Quartile

Male	90.00%
Female	10.00%

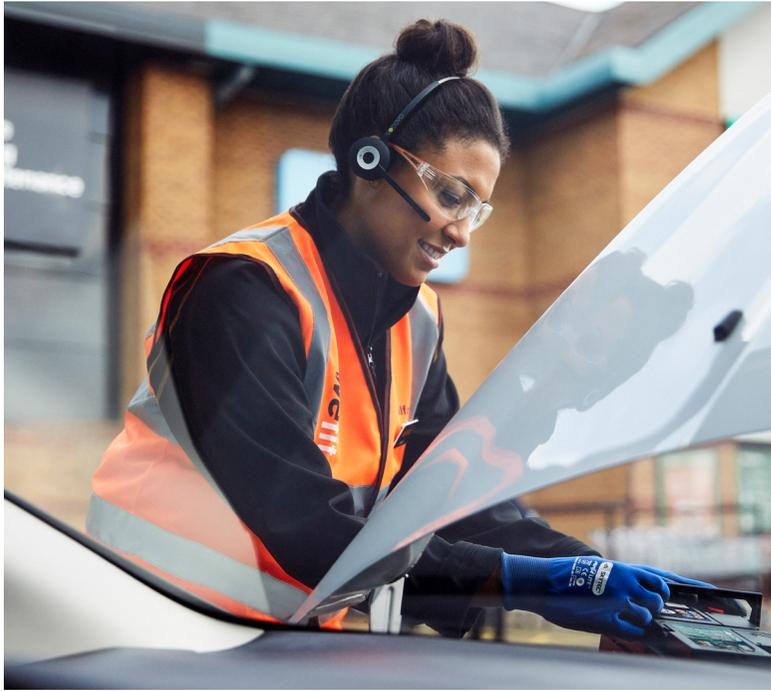
#### Upper Middle Quartile

Male	70.00%
Female	30.00%

#### Upper Quartile

Male	77.78%
Female	22.22%

\*Source: Office for National Statistics (ONS), "Gender pay gap in the UK: 2024"



Gender Diversity	
Male	91.49%
Female	8.51%

Hourly Rate	
Mean	3.19%
Median	-6.30%

Bonus Pay	
Mean	N/A
Median	N/A

% Who Received a Bonus	
Male	0.00%
Female	0.00%

Lower Quartile	
Male	91.43%
Female	8.57%

Lower Middle Quartile	
Male	100.00%
Female	0.00%

Upper Middle Quartile	
Male	80.00%
Female	20.00%

Upper Quartile	
Male	94.29%
Female	5.71%



Gender Diversity	
Male	88.52%
Female	11.48%

Hourly Rate	
Mean	19.95%
Median	27.88%

Bonus Pay	
Mean	41.24%
Median	-6.01%

% Who Received a Bonus	
Male	80.42%
Female	9.09%

Lower Quartile	
Male	71.00%
Female	29.00%

Lower Middle Quartile	
Male	90.00%
Female	10.00%

Upper Middle Quartile	
Male	95.96%
Female	4.04%

Upper Quartile	
Male	96.97%
Female	3.03%



Gender Diversity	
Male	38.89%
Female	61.11%

Hourly Rate	
Mean	-24.01%
Median	4.61%

Bonus Pay	
Mean	-12.13%
Median	0.00%

% Who Received a Bonus	
Male	78.57%
Female	86.36%

Lower Quartile	
Male	16.67%
Female	83.33%

Lower Middle Quartile	
Male	33.33%
Female	66.67%

Upper Middle Quartile	
Male	50.00%
Female	50.00%

Upper Quartile	
Male	20.00%
Female	80.00%

## Closing the gap

Halfords Group remains firmly dedicated to fostering equal opportunities for all employees and job applicants. Our commitment extends across all aspects of recruitment, training, career development, and promotion, ensuring fairness regardless of gender, physical ability, sexual orientation, gender identity, pregnancy, race, religion, age, nationality, or ethnic background.

We work hard to create an inclusive workplace where everyone can bring their full selves to work and perform at their best.

Although we've made significant progress, we recognise that there is always room for improvement, and we continue to build on our foundations through engagement with our colleagues.

Overleaf are some of our key initiatives and progress.



## Recruitment & Selection

Our recruitment and selection processes remain focused on fairness and inclusivity. Working with our in-house recruitment team, we ensure that every step of the process – from attraction to selection – remains free from gender bias.

## Training & Career Development

This year, we set an ambitious goal to recruit and onboard 150 garage apprentices to support the growth of our business. We are on track to achieve this by December 2024. So far, we have delivered record levels of technical training, with over 2,000 colleagues receiving job-specific professional training. This training equips them with the necessary skills to perform tasks related to various tools, products, and services.





## Raising Awareness of Diversity and Inclusion

Over the next three years we have ambitious representation targets focused on increasing our women and ethnically diverse populations. Our Equality, Diversity, Inclusion and Wellbeing strategy, in alignment to our wider People Plans, are fundamental to creating the conditions for building strong foundations and introducing equity specific interventions.

We plan to maximise the effectiveness of our existing Colleague Network Groups 'Women of Halfords' and 'Embrace' to support colleague engagement, collaboration, and the mantra of 'Everyday Inclusion' all year round.

We will introduce initiatives that promote increased opportunities for women and ethnically diverse communities, in alignment to our 30% Automotive Club commitment. We will also review and evolve core processes through various stages of the colleague life cycle including recruitment, talent, leadership development, training, and more.

## Pay & Incentives

We have robust reward systems to ensure fairness across the business. All hourly-paid employees are compensated equally for the same role, regardless of gender.

Our established job evaluation process actively eliminates gender bias, and we continuously review compensation based on performance and market competitiveness. This approach enables us to address any pay discrepancies and helps us ensure pay equity across the entire group.

For 2025, we will continue to review pay practices against performance and market relativity, ensuring we are considerate of any in-built gender factors in both the methodolog and data.

