

**halfords**  
*for life's journeys*



# Gender Pay Gap Report

for Halfords plc

**2019**

### About this report

This report sets out our gender pay gap statistics for 2019. 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**

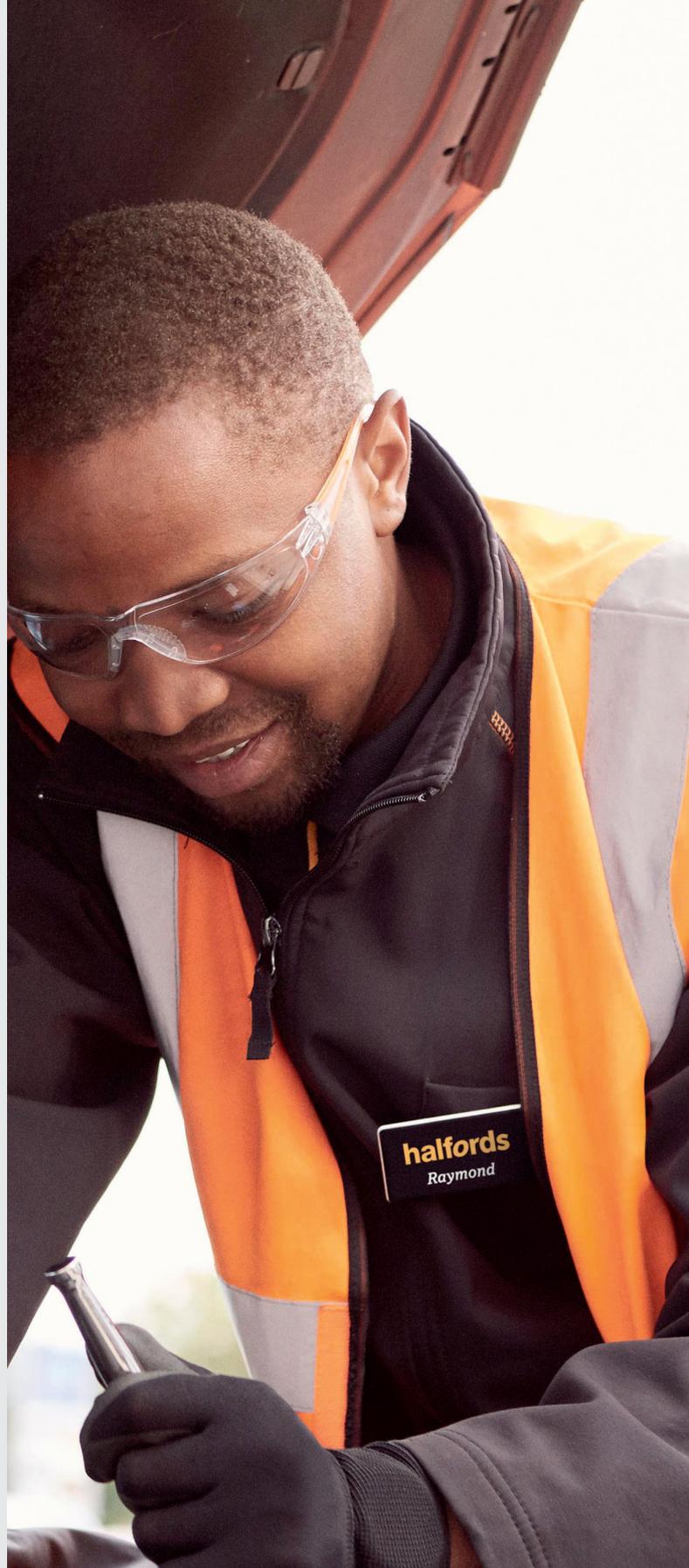
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- 2. Gender pay gap across our businesses**

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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.

**Michelle Burton,**  
Group People Director

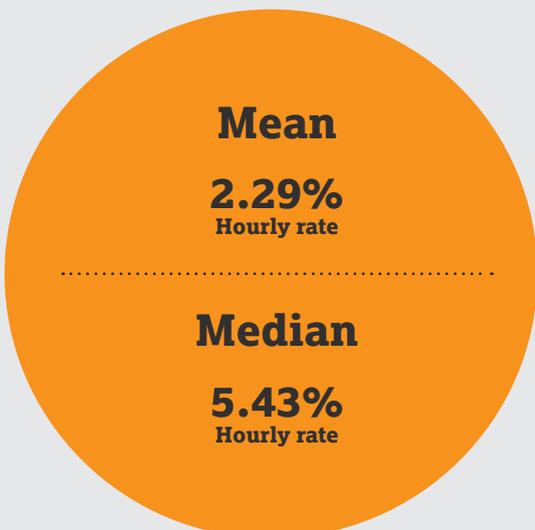
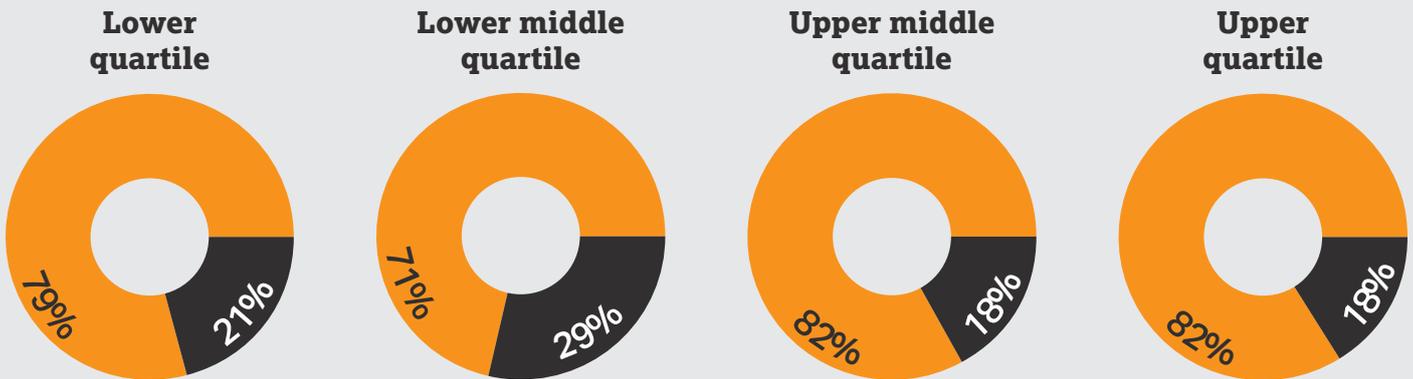
## Our Group statistics

Outlined below are our Group results for 2019. 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 16.2% and 17.3% respectively\*.

In April 2019 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 2019. Our focus remains on two areas, firstly improving the gender balance across the Group and secondly building awareness amongst our 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.



2019	
Percentage of men and women who received a bonus.	
Men	86.69%
Women	84.77%
<b>Bonus Gap</b>	
Mean	40.46%
Median	53.86%

\*Source: Office for National Statistics, October 2019

## Gender Pay Gap across our businesses

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autocentre

PERFORMANCE  
CYCLING

### Hourly rate

Mean 0.33%

Median 0.00%

### Bonus Pay

Mean -2.76%

Median 15.26%

### % Who received a bonus

Male 89.18%

Female 86.61%

### Lower Quartile

Male 76.24%

Female 23.76%

### Lower Middle Quartile

Male 68.95%

Female 31.05%

### Upper Middle Quartile

Male 74.54%

Female 25.46%

### Upper Quartile

Male 74.56%

Female 25.44%

### Hourly rate

Mean 6.77%

Median 11.51%

### Bonus Pay

Mean 46.53%

Median 61.39%

### % Who received a bonus

Male 86.97%

Female 79.46%

### Lower Quartile

Male 90.69%

Female 9.31%

### Lower Middle Quartile

Male 95.89%

Female 4.11%

### Upper Middle Quartile

Male 96.97%

Female 3.03%

### Upper Quartile

Male 95.90%

Female 4.10%

### Hourly rate

Mean -3.21%

Median -0.95%

### Bonus Pay

Mean NA

Median NA

### % Who received a bonus

Male 0.00%

Female 0.00%

### Lower Quartile

Male 84.31%

Female 15.69%

### Lower Middle Quartile

Male 78.00%

Female 22.00%

### Upper Middle Quartile

Male 78.00%

Female 22.00%

### Upper Quartile

Male 80.39%

Female 19.61%

### 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 teams endeavour to put forward a gender balanced candidate pool to hiring line managers.

We will continue to partner 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 have reviewed all recruitment collateral to include more female representation and bring to life some of the roles that our female colleagues do. This year we will be refreshing our careers website, which will enable us to celebrate the important role that female colleagues play in our business.

#### Diversity training

In 2019 we delivered diversity and inclusion training for our managers across the business so that they understand the importance and value of creating inclusive teams and are aware of the concept of unconscious bias. We will continue to provide this training for all new managers joining our business and for all colleagues on our career development programmes.

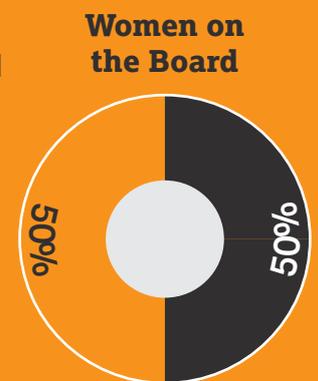
We also continue to partner with The Employers Network for Equality & Inclusion (ENEI) which gives us insight into best practices and access to the latest developments in this space.

#### Career development

Within our career development programmes, such as Aspire, we review and monitor the gender split of applicants. As part of our Aspire programme, future leaders continue to undergo recruitment training, and diversity is a key topic that is discussed.

We have now launched our Group career path which enables colleagues to progress into other parts of our business. This includes development for 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 continued to steadily increase 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.



#### 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 that we remove gender bias. 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 continue to support us in maintaining this.