



# UK Gender Pay Report 2023: Screwfix

**We are committed to becoming truly representative of the communities in which we operate**

## Welcome to the Screwfix Gender Pay Gap Report 2023

At Screwfix we believe in the value of inclusion and diversity. It is central to our purpose and business strategy and is foundational to our 3 people priorities; Be Ourselves, Feel at our Best and Reach our Potential.

Having an agile, inclusive culture, led by trust is critical to our ability to meet the ever evolving needs of our customers. We have continued to make progress over the past year and recognise that we have more to do to become truly representative of the communities in which we operate and to meet the expectations of our colleagues and customers.

We are dedicated to continuing to make this change and whilst this report focuses on gender, our strategy considers inclusion and diversity beyond this.

This report outlines our gender pay gap for the UK, and details the actions we believe will help us progress towards reducing our gender pay gap and embedding a truly inclusive culture.

The information contained herein is confirmed as accurate by Kate Seljeflot (Chief People Officer, Kingfisher).

### Our commitment

Our diversity is our strength and is fundamental to the way we operate, and we recognise that every one of our colleagues plays an essential role in our business. We treat everyone with fairness, dignity and respect irrespective of their age, educational and professional background, gender, gender re-assignment, marital status, race, ethnicity, religion and beliefs, and sexual orientation.

We are proud of the progress we have made to gender diversity in the period up to April 2023 but recognise there is still more work to do. Our median hourly gender pay gap reduced to 1.4%, from 1.6% in 2022. Our mean hourly pay gap reduced to 5.5% from 8.9%, this is significantly below the Office for National Statistics (“ONS”) figure of 14.3% for median hourly pay gaps within all organisations in the UK.

In order to continue our progress, we will focus on a range of inclusion & diversity actions over the coming year including: increasing the number of women in management and leadership, driving representation of ethnically diverse colleagues; evolving our Us Inclusion Network by building more network and community spaces for colleagues to connect, share and learn; leveraging our Together Stronger allyship campaign to empower colleagues to build an inclusive culture as active allies; and continuing to build awareness on the inclusion topics that matter most to our colleagues.

Increasing women in senior positions is a particular key focus for us and our goal is to have 40% of management positions held by women by 2025. We will continue our momentum towards this goal by improving retention of women, ensuring 50% representation of women on our apprenticeship and talent programmes, having diverse shortlists for recruitment and promotions, continuing to invest in our employer brand, remove barriers or bias (conscious or unconscious) within our recruitment process and investing to build a long-term pipeline of diverse talent.

## Contents of this report

This report sets out our gender pay calculations for UK colleagues of Screwfix for 2023, prepared in line with the UK Equality Act 2010 Regulations 2017. The reporting covers the 12 month period ending 5 April 2023.

### Screwfix key facts\*

Screwfix is part of Kingfisher plc, the international home improvement company, with over 1,900 stores, supported by a team of over 78,000 colleagues.

Screwfix offers over 54,000 products from power tools and work wear to cable and pipe fittings, helping its Trade customers get the job done quickly, affordably and right first time.

<b>12,604</b> Colleagues in Screwfix UK	<b>44.9%</b> of colleagues are female	<b>55.1%</b> of colleagues are male
<b>91%</b> of UK colleagues work within our Branches	<b>9%</b> of UK colleagues work in our Head Office & Customer Service Centre	

\*Numbers in the table are based on relevant employees as per the 2023 Gender Pay Gap calculation.

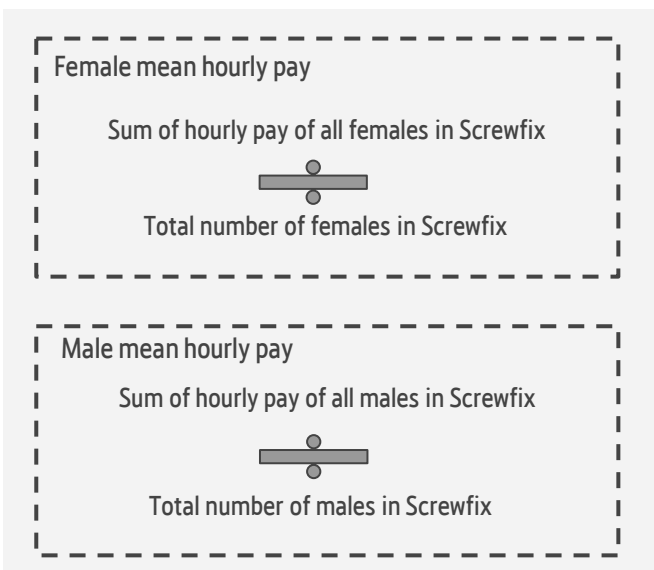
### What is the gender pay gap?

The gender pay gap is not the same as equal pay analysis:

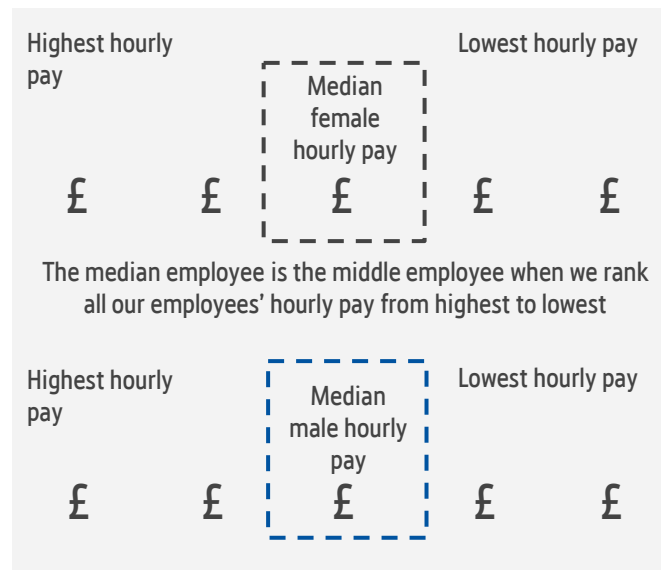
- **Equal pay** is determined by assessing whether men and women are paid equally for doing the same work or work of equal value. At Screwfix, we have policies and processes in place to ensure equal pay is the first consideration when determining pay for all colleagues.
- **Gender Pay** calculations specifically compare average pay (both mean average and median average, for hourly pay and bonus pay) for men and women and are therefore impacted by the number of men and women at different levels of seniority throughout the organisation.

### Calculating the gender pay gap

#### How mean hourly pay is calculated



#### How median hourly pay is calculated



#### How the hourly pay gap is calculated

Male hourly pay - Female hourly pay



Male hourly pay

*Note this calculation applies to both the mean and median hourly pay gap.*

#### How the bonus pay gap is calculated

The bonus gap is calculated using actual bonuses paid to colleagues for the 12 months to 5 April 2023.

The mean bonus, median bonus and overall gap is calculated using the same formula as hourly pay.

## Screwfix 2023 Gender Pay Gap – Understanding the Numbers

Screwfix mean and median hourly gender pay gap (as at 5 April 2023) and bonus pay gap (for the 12 months to 5 April 2023) is shown below.

### Hourly pay gap

Our mean hourly pay gap has decreased to **5.5%** in 2023, from 8.9% in 2022. Our median hourly pay gap decreased to **1.4%** in 2023 from 1.6% in 2022.

The median and mean hourly pay gaps are calculated using different methodologies (see page 2). Our senior leader roles attract a higher salaries and bonuses overall. Currently we have higher % of males in these roles, this creates the hourly and bonus pay gaps.

**5.5%** Mean hourly pay gap 2023  
- A decrease from 8.9% in 2022

**1.4%** Median hourly pay gap 2023  
- A decrease from 1.6% in 2022

### Proportion of female and males by pay quartile

	Lower pay quartile	Lower middle pay quartile	Upper middle pay quartile	Upper pay quartile
Female	<b>45%</b> (2022: 48%)	<b>46%</b> (2022: 48%)	<b>44%</b> (2022: 43%)	<b>38%</b> (2022: 37%)
Male	<b>55%</b> (2022: 52%)	<b>54%</b> (2022: 52%)	<b>56%</b> (2022: 57%)	<b>62%</b> (2022: 63%)

This table shows the proportion of males and females across Screwfix in four equally sized groups, sorted by level of hourly pay in 2023. The figures for 2022 are shown underneath as a comparison.

### We are continuing to improve female representation in our management roles

Representation of women in management roles continued to improve in the 12 month preceding 5 April 2023. Our 2025 target is 40% and we are on track to achieve this, over 38% of management roles are currently held by women. Additionally, 45% of all promotions during the year were female employees.

We have continued to see an increase in the number of women in the “upper pay quartile” compared to 2022. We continue to focus on this by seeking to improve the gender diversity in management roles throughout the organisation, as per our action plan on page 4.

### We have an improving gender balance in our branches

The majority of our colleagues work in our branches and we have seen improvement in female representation in management roles since last year (as can be seen when comparing representation by pay quartile to prior year). The majority of our branch colleagues are on set hourly pay rates which reduces the risk of pay gaps for these populations.

We have focused on improving our male vs. female application ratio for our ‘Trade Up’ retail management programmes, and as a result this has positively impacted our on-programme ratio to 58:42.

### Bonus pay gap

The below table shows the % of males and females who received a bonus during the 12 months to 5 April 2023.

	% employees receiving a bonus in 2023
Female	<b>17.8%</b> (2022: 15.2%)
Male	<b>21.3%</b> (2022: 18.6%)

### % of employees receiving a bonus has increased

During 2023, employees exercised ‘1+1’ share options for the first time, therefore increasing the percentage of employees receiving a bonus compared to 2022.

### Proportion of employees receiving a bonus

Our median bonus pay gap decreased to 12.1% in 2023 from 15.4% in 2022. Our mean bonus gap decreased to 34.7% in 2023 from 41.4% in 2022.

The median and mean bonus pay gaps are calculated using different methodologies (see page 2).

### There are more men in the highest paid roles

As with hourly pay there are more men in senior leadership roles than women, though we have seen improvement in female representation in senior roles. As these employees receive larger bonus payments based on a % of salary, this contributes to the both the mean and median bonus pay gaps.

## Our approach to improving our gender pay gap

Shown below are some of the key initiatives from our Inclusion Strategy to promote Screwfix as a place where all colleagues can be themselves, enable all colleagues have opportunities to progress and develop at the right time for them, and to improve our female representation in management and senior roles.

**1**  
**Action:**  
**Representation** - Improve representation of women and drive change through a transparent approach. Our goal is to achieve 40% of women in management roles by 2025.

**Progress:**  
Representation of women in management has improved to 38% overall, with women representing 49% of Head Office Management and 35% of Retail Management.  
Representation targets remain a strategic priority and is supported by robust plans.

**2**  
**Action:**  
**Data** – Understand the demographics of our colleagues. Having this extra level of insight about our Screwfix colleagues sets us up to take positive action and informs what we do in the future.

**Progress:**  
We are asking our colleagues to confidentially share their personal information in response to our Group-Wide 'Power of You' Campaign. In the 12 months to March 2024, our colleague participation improved to 66% from 23%. We aim to achieve 75% by June 2024.

**3**  
**Action:**  
**Careers** - Enabling women to build a career that's right for them.

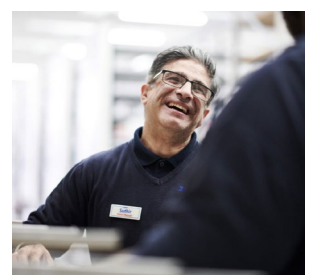
**Progress:**  
We are committed to driving gender balance in our talent programmes and in our talent pipeline. Women currently represent 39% of our retail apprenticeship applications and our goal is to move this forward to 50%.  
In Head Office, we introduced our 'Ignite' programme to entry level colleagues to equip them with the skills and knowledge to drive their career. Almost 50% of our Head Office entry level colleagues attended our first cohort in 2023. 59% of attendees were women.

**4**  
**Action:**  
**Attraction Strategy** – Create an attraction strategy focused on increasing the number of female applicants.

**Progress:**  
A total of 40% of our leadership job offers are awarded to women. We continue to evolve our employer brand to ensure there are no barriers to attracting female applicants. We will launch our female focused attraction campaign this spring to widen the pool of female applicants  
To support with the attraction, retention and progression of part-time talent, we offer part-time store management opportunities.

## Our priorities for 2024/25

- Continue progress towards our 2025 targets to have 40% of management positions held by women.
- Continue to drive gender diversity in our talent programmes and talent pipeline.
- Continue to build on our inclusive policies to promote gender equality and create an environment for women to thrive in leadership positions, including carers leave, and enhanced family leave for kinship, antenatal and foster care as well as relaunching our flexible working policies.
- Evolve our Us Inclusion Network and create more spaces for colleagues to connect, share and learn and deliver maximum impact to life at Screwfix – this will include a Board sponsored Gender Equality Network and associated communities.
- Improve accessibility to development and career opportunities through our inclusive talent strategy.
- Continue to build awareness of flexible working and part-time management opportunities.
- Further embed good practices across Screwfix in our attraction and selection approach.
- Share inspiring stories and deliver awareness building events, campaigns and tools to all colleagues through our This is Us Calendar.
- Use our data and insight to drive decisions, shape our plans and measure our progress.



## Becoming a more inclusive company

We are proud that our colleagues rated their 'Sense of Belonging' at Screwfix at 8.6 out of 10 in our latest engagement survey (Dec 2023).

In addition to our actions achieved and priorities set out on page 4, we are becoming a more inclusive company through the following initiatives:

### Building Allyship

In 2023/24, we launched the cross-banner Together Stronger allyship campaign ask everyone to "opt in" to being more actively inclusive. 94% of colleagues have completed the Together Stronger e.learning module and have been invited to make a personal allyship pledge.

To build on this success we will:

- Create opportunities for continued learning and encourage conversations to continue our allyship journey – through our This is Us calendar, Diary of an Ally video series, Food for Thought sessions and embracing our social channel 'Life @ Screwfix'.
- Build spaces to connect, share and learn through our Networks and communities.
- Invest in our Leaders to create and build an inclusive culture.
- Expand our reverse mentoring programme.

### Evolving our Us Inclusion Network

Our Us Inclusion Network provides a forum for colleagues to connect, share, learn and collaborate to improve working lives for everyone at Screwfix. It is sponsored by a Screwfix Board member and meets twice per quarter.

This year has seen the organic growth of a range of communities focused on creating safe spaces for colleagues to connect, share and learn including our Black Employee Network and Women of Screwfix groups.



In the year ahead we will continue to evolve our Inclusion Network ecosystem to:

- Continue the journey started by the Us Inclusion Network by building more network and community spaces.
- Continue to build our focus on Inclusion and ensure that colleagues can influence our Inclusion priorities.
- Broaden accessibility and reach by creating spaces where colleagues can get involved in a way that works for them.
- Better support the organic evolution within the business.

The Us Network is proud of their achievements to date in helping to make Screwfix a place where all colleagues can be themselves.

### Kingfisher Gender Pay Gap (in other entities)

Kingfisher Group has 4 other UK entities which report their Gender Pay Gap. Visit the Kingfisher PLC website to see a report detailing information at a group level. [Gender pay report \(kingfisher.com\)](https://www.kingfisher.com/gender-pay-report)

