



UK Gender Pay Gap Report 2024: Screwfix

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

Welcome to the Screwfix Gender Pay Gap Report 2024

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 of; Be Ourselves, Feel at our Best and Reach our Potential.

Having an inclusive culture, led by trust is critical to our ability to meet the ever evolving needs of our customers. Whilst we have made notable strides in reducing our pay gap over the past year, we recognise that there is still more to do to become representative of the communities in which we operate and to meet the expectations of our employees 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 an 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 employees play 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, sexual orientation, disability or family status.

We are proud of the progress we have made to gender diversity in the period up to April 2024 and recognise there is still more work to do. Our median hourly gender pay gap reduced to 0.9%, from 1.4% in 2023. Our mean hourly pay gap reduced to 3.7% from 5.5%, this is significantly below the Office for National Statistics (“ONS”) figure of 13.1% for median hourly pay gaps within all organisations in the UK.

To continue our progress, we will focus on a range of inclusion & diversity actions over the coming year. This will include reviewing our attraction, recruitment and onboarding processes. We will continue partnering with our internal and external networks to support our attraction and growth initiatives. Additionally, we will evolve our employee listening strategy to gain insight and provide opportunities to further amplify employee voices and address the key topics that matter most to them.

Increasing women in senior positions continues to be a key focus for us and we continue to be on track for our goal of 40% of management positions held by women by 2025. We will continue our momentum towards this goal by having diverse shortlists for promotions, monitoring participations in our talent development programmes, ensuring there is consistency and transparency with our recruitment process, and investing to build a long-term pipeline of female talent.

Contents of this report

This report sets out our gender pay calculations for UK employees of Screwfix for 2024, prepared in line with the UK Equality Act 2010 Regulations 2017. The reporting covers the 12 month period ending 5 April 2024.

Our People*

Screwfix is part of Kingfisher plc, the international home improvement company, with over 2,000 stores, supported by a team of over 78,000 employees.

Screwfix offers over 61,000 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.

12,921 employees in Screwfix UK	44.3% of employees are female	55.7% of employees are male
91% of UK employees work within our Branches	9% of UK employees work in our Head Office & Customer Service Centre	

*Numbers in the table are based on relevant employees as per the 2024 Gender Pay Gap calculation.

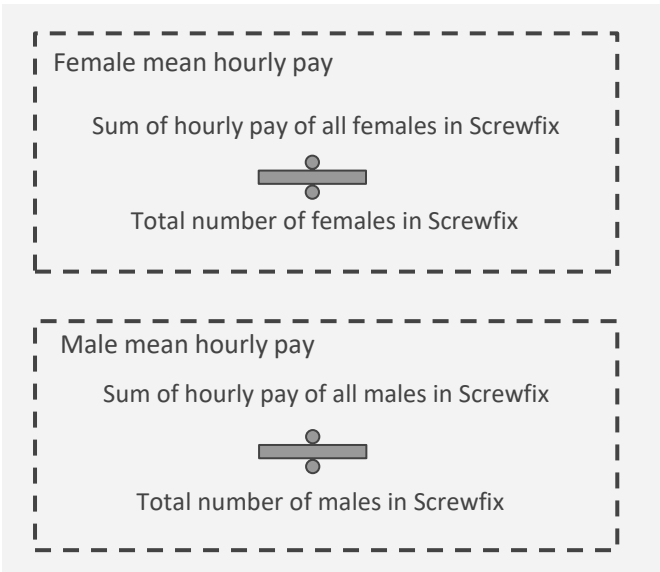
About Gender Pay Reporting

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

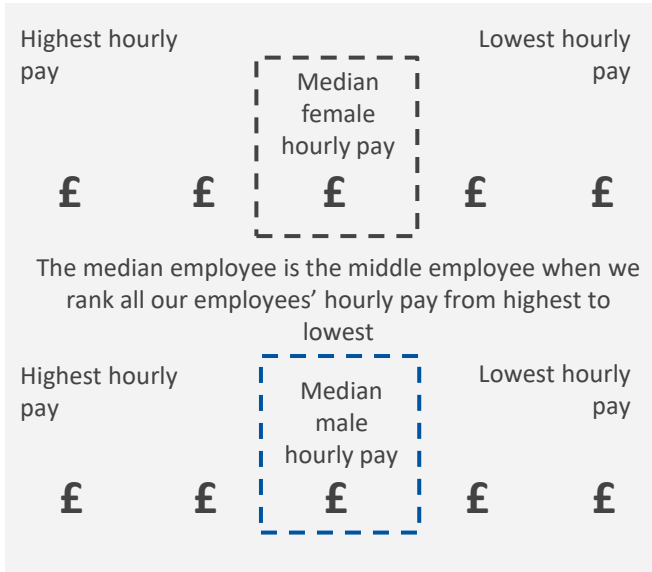
- Equal pay** is determined by assessing whether men and women are paid equally for doing the same work or work of equal value. At Screwfix, we have policies and processes in place to ensure equal pay is the first consideration when determining pay for all employees.
- Gender Pay** calculations specifically 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

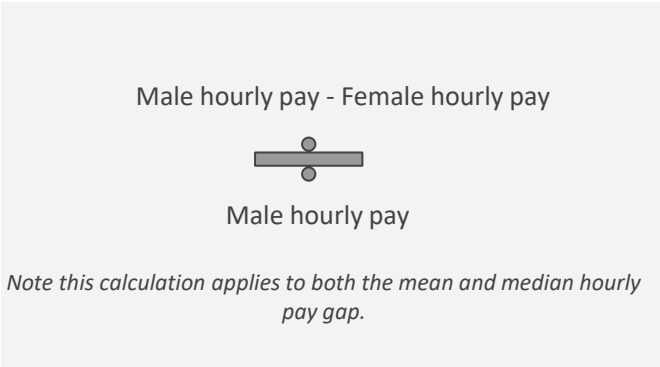
How mean hourly pay is calculated



How median hourly pay is calculated



How the hourly pay gap is calculated



How the bonus pay gap is calculated

The bonus gap is calculated using actual bonuses paid to employees for the 12 months to 5 April 2024.

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

Our Gender Pay Gap – Understanding the Numbers

Screwfix mean and median hourly gender pay gap (as at 5 April 2024) and bonus pay gap (for the 12 months to 5 April 2024) is shown below.

Hourly pay gap

Our mean hourly pay gap has decreased to 3.7% in 2024, from 5.5% in 2023. Our median hourly pay gap decreased to 0.9% in 2024 from 1.4% in 2023.

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

3.7% Mean hourly pay gap 2024
- A decrease from 5.5% in 2023

0.9% Median hourly pay gap 2024
- A decrease from 1.4% in 2023

Proportion of female and males by pay quartile

	Lower pay quartile	Lower middle pay quartile	Upper middle pay quartile	Upper pay quartile
Female	43.8% (2023: 45.4%)	47.3% (2023: 45.9%)	43.3% (2023: 44.4%)	36.4% (2023: 37.6%)
Male	56.2% (2023: 54.6%)	52.7% (2023: 54.1%)	56.7% (2023: 55.6%)	63.6% (2023: 62.4%)

This table shows the proportion of males and females across Screwfix in four equally sized groups, sorted by level of hourly pay in 2024. The figures for 2023 are shown underneath as a comparison.

We have an improving gender balance in our branches The majority of our employees work in our branches and we have seen a slight increase in female representation in management roles since last year from 34.8% in April 2023 to 35.2% in April 2024.

We have continued to focus on improving our male vs. female application ratio for our ‘Trade Up’ retail management programmes. As a result this has positively impacted our on-programme learner ratio from 58:42 in 2023 to 53:47 in 2024.

We are continuing to improve female representation in our management roles

Representation of women in management roles remained steady in the 12 month preceding 5 April 2024. Our 2025 target is 40% and as of December 2024 we are on track to achieve this, with just under 39% of management roles currently held by women. Additionally, we’ve seen a 3% increase in female promotions this year with 48% of all promotions during the year being female employees.

We have however seen a decrease in the percentage of women in both the “upper middle” and “upper” pay quartile compared to 2023. We will continue to focus on improving the gender diversity in management roles throughout the organisation, as per our action plan on page 4.

Bonus pay gap

The below table shows the % of males and females who received a bonus during the 12 months to 5 April 2024.

	% employees receiving a bonus in 2024
Female	15.7% (2023: 17.8%)
Male	19.4% (2023: 21.3%)

% of employees receiving a bonus has decreased

In 2023, the percentage of employees receiving a bonus employees increased as exercised ‘1+1’ share options. This scheme was not open in 2024 so the number of employees receiving a bonus has reduced.

Proportion of employees receiving a bonus

Our median bonus pay gap increased to 17.9% in 2024 from 12.1% in 2023. Our mean bonus gap decreased to 31.2% in 2024 from 34.7% in 2023.

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.

Building a Workplace for Everyone

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

Action 1: 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:

As of December 2024, representation of women in management has risen to just under 39% overall, with women representing 51% of Head Office Management and 35% of Retail Management.

In relation to offering part-time store management opportunities, this year we saw an increase from 2% to 3% employees taking this opportunity with 7% being female.

Action 2: Data

Understand the demographic composition of our team. Having this level of insight about our Screwfix employees sets us up to take focused action and informs what we do in the future.

Progress:

We ask our employees to confidentially share their personal information in response to our Group-Wide ‘Power of You’ Campaign. Participation in sharing data increased from 66% in 2023 to 79% as of December 2024. We use this insight to define our I&D strategy.

Action 3: Careers

Enabling women to build a career that’s right for them through a commitment to drive gender balance in our talent programmes and in our talent pipeline.

Progress:

Women currently represent 44% of our Retail apprenticeship applications, which is a 5% increase from last year. Our goal is to strive for 50% gender diversity in apprenticeship applications.

Across all career development programmes in both our Retail and our Head Office, women represent 48% of our cohort attendees.

Action 4: Attraction

Create an attraction strategy focused on increasing the number of female applicants.

Progress:

We continue to evolve our employer brand to ensure there are no barriers to attracting female applicants.

In September 2024 we launched our female focused attraction campaign with the aim of widening the pool of female applicants.

Our priorities for 2024/25

Attraction and Recruitment

- Review our attraction, recruitment and onboarding processes to ensure we are attracting female candidates and to embedding good practices in both our attraction and selection approach.
- Continue to build awareness of flexible working and part-time management opportunities.



Development and Progression

- Exploring opportunities to support the professional development of women within Screwfix.
- Investing in our Learning Management System (LMS) to ensure development opportunities are accessible for all employees.



Engagement

- Evolve our employee listening strategy to gain insight and provide opportunities to further shape our employee experiences.
- Review our partnerships at both a national and local level to ensure we are engaging with and supporting a diverse range of communities.



Data

- Continue to analyse our gender and pay data to identify future areas of focus.

Becoming a more inclusive company

We are proud that our employees rated their ‘Sense of Belonging’ at Screwfix at 8.7 out of 10 in our latest engagement survey (Dec 2024), which is a 0.5 improvement from the previous year (Dec 2023).

In addition to our actions achieved and priorities set out on page 4, we continue to strengthen our inclusion focus as a company by:

Evolving our Us Inclusion Network

Our Us Inclusion Network model provides a forum for employees to connect, share, learn and collaborate to improve working lives for everyone at Screwfix.

This year has seen the launch of our first employee-led and board sponsored Inclusion Networks:

- Gender Network
- Race, Culture and Ethnicity Network

We have also continued to see organic growth of a range of communities focused on creating safe spaces for employees to connect, share and learn which now include:

- Armed Forces Community
- Asian Colleagues Community
- Black Colleagues Community
- Disability and Chronic Conditions Community
- Men’s Health Community
- Menopause Community
- Neurodiversity Community
- Parenting Community

In 2025 our Networks and Communities will work collaboratively together to help improve intersectional awareness of the barriers all employees face. From this we aim to gain further insight and provide opportunities to further shape our employee experiences and our inclusive culture.



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)