



# Gender Pay Report 2025: Screwfix UK

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

## Welcome to the Screwfix Gender Pay Gap Report 2025

At Screwfix, we're committed to making sure everyone feels welcome, valued and able to be themselves.

Inclusion and diversity is right at the heart of how we work and why we do what we do. They're built into our three people priorities: Be Ourselves, Feel at Our Best, and Reach Our Potential.

Alongside our people priorities, we've launched our new employer brand – No Stopping Us – reinforcing the pride, community spirit and sense of belonging that colleagues told us make Screwfix special. We know that when we build a culture based on trust, high performance and inclusion, we're better equipped to meet the changing needs of our customers.

This report outlines our gender pay gap for Screwfix UK and details our future priorities which we believe will help us to deepen our focus in reducing our gender pay gap and embedding a truly inclusive culture.

We're proud of the progress so far. And while this report focuses on gender, our commitment extends to making continued improvements that embrace diversity in all its forms.

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 our gender diversity work but acknowledge there is still more to do. In 2025, our median hourly gender pay gap is 1.1% and our mean hourly pay gap is 4.3%. While there has been a slight increase in comparison to our 2024 pay gap, this is significantly below the Office for National Statistics ('ONS') figure of 12.8% for median hourly pay gaps within all organisations in the UK.

This year's result highlights that progress is not always linear. We are using these insights to refine and deepen our focus on a range of inclusion and diversity actions over the coming year; so that we can make more meaningful and sustained change. This includes strengthening our attraction, recruitment, and onboarding processes and working closely with our internal and external networks to support growth and development initiatives. We will also continue to evolve our colleague listening strategy to amplify voices and address the issues that matter most

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 end of 2026.

Our commitment extends to building a strong pipeline, supporting retention and enabling career progression. We are dedicated to inclusive recruitment practices, equitable support for colleagues across all locations and transparent, accessible pathways for development. We will also continue to utilise technology and data to enhance learning, track progress, and make informed, inclusive decisions that help every colleague thrive.

## Contents of this report

This report sets out our gender pay calculations for UK employees of Screwfix for 2025, prepared in line with the UK Equality Act 2010 Regulations 2017. The reporting covers the 12 month period ending 5 April 2025.

### Our People\*

Screwfix is part of Kingfisher plc, the international home improvement company, with over 1,800 stores, supported by a team of over 73,000 employees.

Screwfix offers more than 70,000 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.

**12,975**  
employees in  
Screwfix UK

**44.2%**  
of employees are  
female

**55.8%**  
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 2025 Gender Pay Gap calculation.

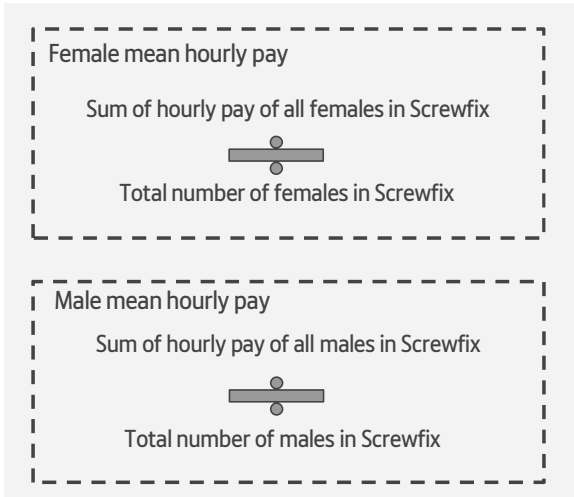
## About Gender Pay Reporting

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

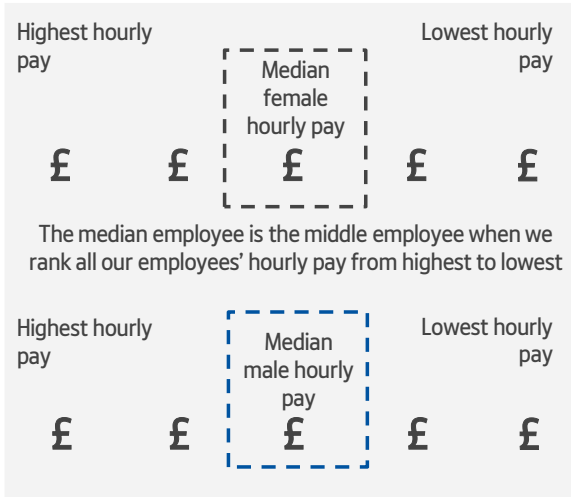
- **Equal pay** is determined by assessing whether men and women are paid equally for doing the same work or work of equal value. At Screwfix, we have policies and processes in place to ensure equal pay is the first consideration when determining pay for all employees.
- **Gender Pay** calculations specifically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

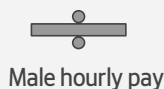


### How median hourly pay is calculated



### How the hourly pay gap is calculated

Male hourly pay - Female 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 employees for the 12 months to 5 April 2025.

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 2025) and bonus pay gap (for the 12 months to 5 April 2025) is shown below.

### Hourly pay gap

Our mean hourly pay gap has increased to **4.3%** in 2025, from 3.7% in 2024. Our median hourly pay gap increased to **1.1%** in 2025 from 0.9% in 2024.

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.

**4.3%** Mean hourly pay gap 2025  
- an increase from 3.7% in 2024

**1.1%** Median hourly pay gap 2025  
- an increase from 0.9% in 2024

### Proportion of female and males by pay quartile

	Lower pay quartile	Lower middle pay quartile	Upper middle pay quartile	Upper pay quartile
<b>Female</b>	<b>44.6%</b> (2024: 42.7%)	<b>46.4%</b> (2024: 47.3%)	<b>42.1%</b> (2024: 43.3%)	<b>37.9%</b> (2024: 36.4%)
<b>Male</b>	<b>55.4%</b> (2024: 56.2%)	<b>53.6%</b> (2024: 52.7%)	<b>57.9%</b> (2024: 56.7%)	<b>62.1%</b> (2024: 63.6%)

This table shows the proportion of males and females across Screwfix in four equally sized groups, sorted by level of hourly pay in 2025. The figures for 2024 are shown underneath as a comparison.

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

Representation of women in management roles has continued to improve steadily in the 12 months preceding 5 April 2025. Our 2026 target is 40% and as of December 2025 we are on track to achieve this, with 39.6% of management roles currently held by women. 45% of all promotions during the year were female employees.

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

The majority of our employees work in our branches and we have seen an increase in female representation in management roles since last year from 35.2% in April 2024 to 36.3% in April 2025.

We've seen an increase in the percentage of women in the 'upper' pay quartile compared to 2024 and will continue to focus on improving the gender diversity in management and senior 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 2025.

#### % of employees receiving a bonus has increased

	% employees receiving a bonus in 2025
<b>Female</b>	<b>16.8%</b> (2024: 15.7%)
<b>Male</b>	<b>20.0%</b> (2024: 19.4%)

Our ratio of females in higher level, bonus eligible roles, has increased from 38:62 in 2024 to 39:61 in 2025.

### Proportion of employees receiving a bonus

Our median bonus pay gap decreased to 9.8% in 2025 from 17.9% in 2024. Our mean bonus gap decreased to 16.0% in 2025 from 31.2% in 2024.

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 gap, there are more men in senior leadership roles than women, although 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

We recognise that reducing the gender pay gap is a long-term journey and we are confident that the steps we've taken this year will deliver meaningful impact over time. Achieving progress in gender diversity, and diversity more broadly, relies on our ability to attract, develop, and retain talent from a wide range of backgrounds. This is why we put equal focus on building an inclusive culture where everyone feels they belong.

### 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 the end of 2026.

#### Progress:

As of December 2025, representation of women in management has risen to 39.6% overall, with women representing 50.5% of Head Office Management and 36.6% of Retail Management. We saw an increase in part-time store management, increasing from 3% to 3.9%, with males now representing 27% of this group compared to 20% in 2024.

### Action 2: Harnessing Technology

This year, we enhanced our use of technology and data through the launch of our Learning Management System, providing access to in-the-moment learning and a central hub for colleague development and career conversations.

We also developed a number of dashboards to give clearer insight into our data, deepen our understanding of the colleague journey, and support data-driven decisions that create meaningful impact.

### Action 3: Career progression

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:

Across all career development programmes in both our Retail and our Head Office, women represent 45% of our cohort attendees.

This year, we delivered 'advancing women in retail' career events across the country, supporting our internal development plans while creating space for colleagues to share their career journeys and build supportive networks.

### Action 4: Mentoring and targeted development

Expanding access to meaningful developmental support through a formal mentoring programme designed to empower colleagues at all levels and strengthen the female talent pipeline.

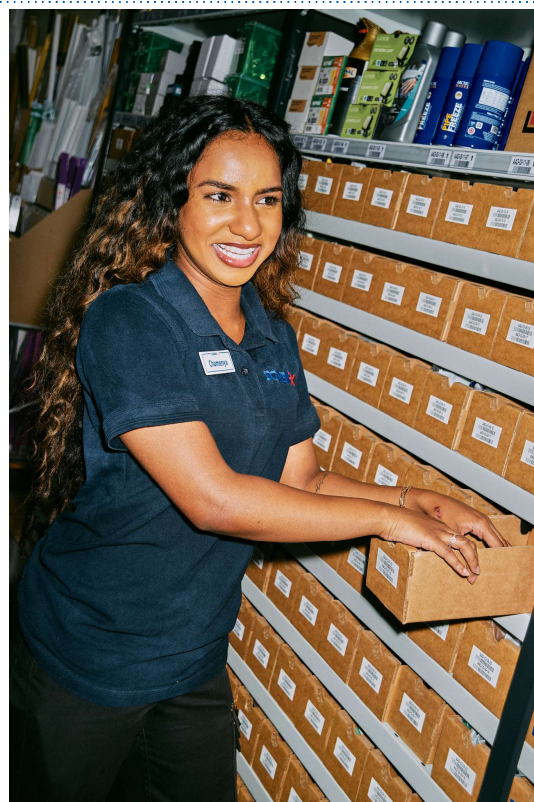
#### Progress:

This year, we launched a new organisation-wide mentoring programme, giving all colleagues fair and simple access to developmental support. This marks an important step in strengthening our overall development offering and lays the foundations for expanding more targeted support for women in the future. It enhances access to role models, encourages knowledge-sharing, and supports colleagues in building the confidence and capability needed to progress.

## Our priorities for 2026

Expanding on the actions we took in the last year, we will continue to strengthen our focus on inclusion & diversity through:

- Adapting our onboarding processes and training materials to be neurodivergent-friendly.
- Further developing our colleague listening strategy to gather deeper insights and shape the experiences and culture that matter most.
- Hosting career events that enable colleagues to connect, share best practice and explore career opportunities.
- Strengthening the reach and impact of our colleague-led Inclusion Networks and Communities, encouraging curiosity and continuing to build allyship across all levels.
- Auditing our colleague lifecycle to ensure inclusion is embedded in how we hire, develop, engage, reward and retain to create equitable experiences for all.



## Strengthening our inclusive culture

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 2025), which is a 0.5 improvement from the previous year (8.7 in Dec 2024).

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.

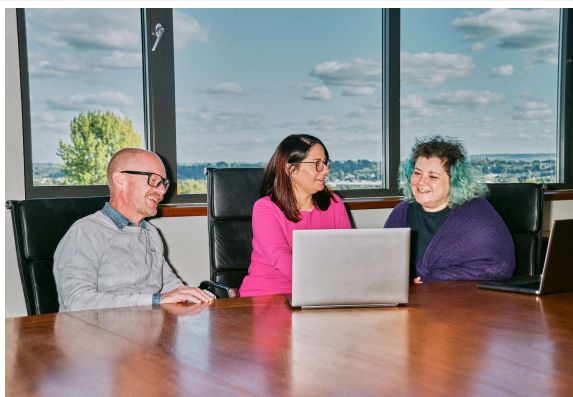
This year, we launched \*two additional employee-led, board-sponsored Inclusion Networks, bringing our total to four:

- Gender Network
- Race, Culture and Ethnicity Network
- Neurodiversity Network\*
- LGBTQ+ Network\*

Alongside our Inclusion Networks, we've seen continued growth in our colleague-led communities, with new groups forming to provide safe spaces for employees to connect, share experiences and learn together. These now include:

- Armed Forces Community
- Asian Colleagues Community
- Black Colleagues Community
- d/Deaf & Hard of Hearing Community
- Dementia Community
- Disability and Chronic Conditions Community
- Men's Health Community
- Menopause Community
- Parenting Community

In 2026, our Networks and Communities will continue to work closely together to strengthen intersectional understanding across the organisation. By doing so, we'll deepen our insights into the challenges colleagues experience and use this learning to enhance both the employee journey and our wider 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)