



UK Gender Pay Report 2022: Screwfix

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

Welcome to the Screwfix Gender Pay Gap Report 2022

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 again made significant strides towards this in the past year but 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 inclusion & diversity strategy considers diversity beyond this.

This report outlines our gender pay gap for the UK, and details of 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

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 and recognise that in difference, there is strength.

We are proud of the progress we have made to gender diversity in the period up to April 2022 but recognise there is still more work to do. Our median hourly gender pay gap remains the same as in 2021 at 1.6%. Our mean hourly pay gap increased to 8.9% from 8.4%, however this is significantly below the Office for National Statistics (“ONS”) figure of 14.9% 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 senior management and leadership, continuing to partner with the *Us Inclusion Network* to grow our network of ambassadors and allies, continuing investing in leadership development on key 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 do this by improving retention of women, having diverse shortlists for promotions and participation in our “Trade Up” apprenticeship programmes, ensuring there is no bias (conscious or unconscious) within our recruitment process, and investing to build a long term pipeline of diverse talent. To achieve this and drive gender diversity at all levels we have built these goals into our incentive plans for executives and other senior leaders.

Contents of this report

This report sets out our gender pay calculations for UK colleagues of Screwfix for 2022, prepared in line with the UK Equality Act 2010 Regulations 2017. The reporting covers the 12 month period ending 5th April 2022.

Screwfix key facts*

Screwfix is part of Kingfisher plc, the international home improvement company, with over 1,500 stores, supported by a team of over 80,000 colleagues.

Screwfix offers over 37,000 products from power tools and work wear to cable and pipe fittings, helping it's Trade customers get the job done quickly, affordably and right first time.

13,202 Colleagues in Screwfix UK	44.5% of colleagues are female	55.5% of colleagues are male
91% of UK colleagues work within our Branches	9% of UK colleagues work in our Head Office & Customer Service Centre	

*Numbers in the table are based on relevant employees as per the 2022 Gender Pay Gap calculation.

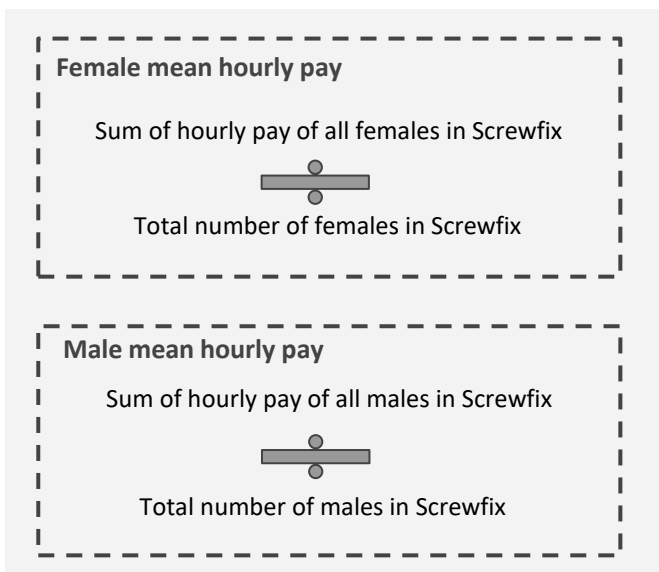
What is the gender pay gap?

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

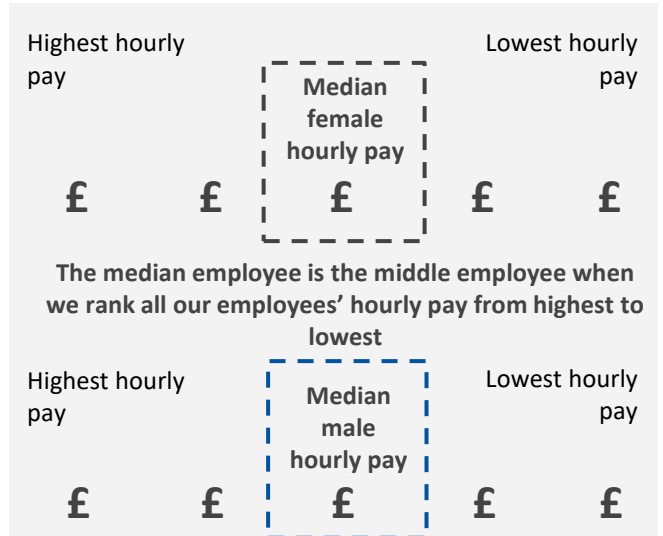
- **Equal pay** is determined by assessing whether men and women are paid equally for doing the same work or work of equal value. At Screwfix, we have policies and processes in place to ensure equal pay is the first consideration when determining pay for all colleagues.
- **Gender Pay** calculations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

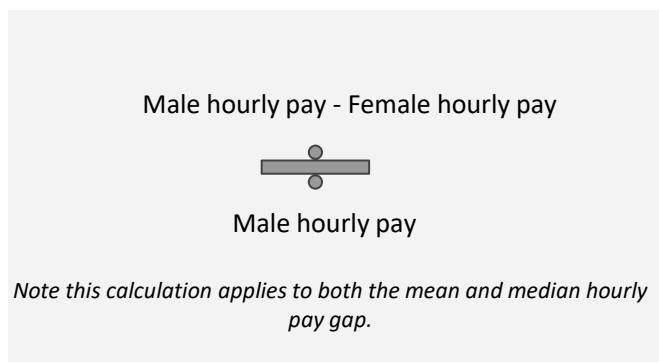
How mean hourly pay is calculated



How median hourly pay is calculated



How the hourly pay gap is calculated



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 2022.

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

Screwfix 2022 Gender Pay Gap – Understanding the Numbers

Screwfix mean and median hourly gender pay gap (as at 5 April 2022) and bonus pay gap (for the 12 months to 5 April 2022) is shown below.

Hourly pay gap

Our mean hourly pay gap has increased to **8.9%** in 2022, from 8.4% in 2021. Our median hourly pay gap remained the same in 2022 compared to 2021 at **1.6%**

8.9% Mean hourly pay gap 2022
- An increase from **8.4%** in 2021

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

1.6% Median hourly pay gap 2022
- Remains the same gap of **1.6%** as in 2021

Proportion of female and males by pay quartile

	Lower pay quartile	Lower middle pay quartile	Upper middle pay quartile	Upper pay quartile
Female	48% (2021: 50%)	48% (2021: 47%)	43% (2021: 42%)	37% (2021: 36%)
Male	52% (2021: 50%)	52% (2021: 53%)	57% (2021: 58%)	63% (2021: 64%)

This table shows the proportion of males and females across Screwfix in four equally sized groups, sorted by level of hourly pay in 2022. The figures for 2021 are shown underneath as a comparison.

There are more men in the highest paid roles

Representation of women in management roles continued to improve in the 12 month preceding 5 April 2022. Our 2025 target is 40% and we are on track to achieve this as 36% of roles are currently held by women. Additionally, **40%** of all promotions during the year were for female employees.

We also have had a further increase of women in the “upper pay quartile” compared to 2021. 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.

Our pay award effective from 1 April 2022 was a percentage based increase on basic pay. Due to a higher proportion of males in senior roles, the overall male pay has increased proportionally.

We have an improving gender balance in our branches

The majority of our colleagues work in our branches, year on year female representation in management roles has improved (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 v female application ratio for our ‘Trade Up’ retail management programmes. In the last year, the male v female application ratio has improved to **60:40** and as a result this has positively impacted our on-programme ratio to **59:41**. We are also delighted that **93%** of females that completed the Trade Up programme have subsequently been promoted, this compares to 89% for male graduates.

Bonus pay gap

This table shows the % of males and females who received a bonus during the 12 months to 5 April 2022.

	% employees receiving a bonus in 2022
Female	15.2% (2021: 88.3%)
Male	18.6% (2021: 89.9%)

Proportion of employees receiving a bonus

Our median bonus pay gap reduced to **15.4%** in 2022 from 16.3% in 2021. However, our mean bonus gap increased to **41.4%** in 2022 from 38.4% in 2021.

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. As these employees receive larger bonus payments based on a % of salary, this contributes to the both the mean and median bonus pay gaps – albeit the median bonus gap has reduced compared to 2021.

A decrease in overall bonus payments

During 2021 one-off “thank you” bonus payments of similar values were made to our branch colleagues. This caused the percentage of employees receiving a bonus to increase significantly in 2021. Payments of this kind were not made in 2022.

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 senior roles.

1 


Action: Improve representation at Screwfix and drive change through a transparent approach.

Progress: Female representation in management roles continues to improve and representation targets remained as part of our 2022/23 annual bonus, demonstrating our continuing commitment to improving diversity in our business. Our aim is to achieve 40% of women in management roles by 2025.

2 

Action: Introduction of part-time management in Retail.

Progress: To support with the attraction, retention and progression of part-time talent, we have successfully trialled and opened up the option of part-time working opportunities in store management roles. This will provide us with access to previously untapped talent and provides an additional avenue to attract and retain talent to support our growth.

3 

Action: Better understand the demographics of our colleagues.

Progress: Our Group-Wide Power of You Campaign is live for colleagues to confidentially share their personal information. Understanding who we are today fundamental to everything we do, and 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. Colleagues can also share their demographics information in our engagement survey to enable assessment of our employee experience through the eyes of minority groups.

4 

Action: Improve our existing family leave policies and enhance family leave pay.

Progress: In October 2022, we improved and launched a range of additional Family Leave policies, guidance and support materials. These included enhanced pay terms to take us above and beyond statutory requirements across a range of family leave policies and a new policy to support those receiving fertility treatment. Ensuring inclusive language and practices throughout was a priority as was building a range of information and support materials for managers and colleagues.

Our priorities for 2023/24

- Continue progress towards our 2025 targets to have 40% of management positions held by women;
- Ensuring gender diversity in all upcoming cohorts of our “Trade Up” apprenticeship programmes;
- Investing in further development for all on the topic of inclusion and allyship;
- Build understanding of allyship and empower all colleagues to building an inclusive culture as active allies;
- Improve accessibility to development and career opportunities through our inclusive talent strategy;
- Continue to create channels and spaces for colleagues to connect, share & learn;
- Use data and insight to drive decisions, shape our plans and measure our progress;
- Take the Us Inclusion Network to the next phase, reviewing ways of working to deliver maximum impact to life at Screwfix;
- Deliver awareness building events, campaigns and tools to all colleagues linked to a brand new inclusion calendar;
- Leverage the ‘Kingfisher Inclusion & Diversity Forum’ to accelerate the delivery and impact of our Screwfix inclusion & diversity plan;
- Further embed good practices across Screwfix such as diverse shortlisting.



Becoming a more inclusive company

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

Communication with our colleagues

We are proud that our colleagues rated their 'Sense of Belonging' at Screwfix 8.3 out of 10 in our annual survey in summer 2022.

During 2022 we provided colleagues with safe spaces to connect, learn and share with each other on a range of topics highlighted on our Inclusion & Diversity Calendar. We also produced engaging content throughout the year supported by colleague stories to help engage and inform and keep everyone connected with our Us Inclusion Network.

Colleagues have participated in listening sessions to promote awareness and education through experience sharing.

The Us Inclusion Network manage a feedback portal for colleagues to share thoughts and ideas, many of which have been implemented.

Learning & talent development

In 2022, Screwfix made significant investment in delivering Inclusive Leadership Training to all our Branch Managers and people leaders in Head Office and our Customer Service Centre.

- Over 5,000 face to face learning hours were delivered;
- Senior management supported each event;
- At the end of the workshop learners set themselves objectives designed to embed the learning and demonstrate a commitment to create an inclusive workplace.

Us Inclusion Network

Our 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 every month.

Made up of a diverse group of 25 ambassadors across Retail, Head Office & our Customer Service Centre, the network champions a culture where all colleagues feel able to be their true selves, at their best and able to reach their potential, whatever that means for them.

The Us Network is proud of their achievements to date in helping to make Screwfix a place where all colleagues can be themselves. In conjunction with other teams across our business, we:

- Introduced an option for colleagues to show pronouns and spoken language flags on their name badges helping to show we are an inclusive and safe environment for colleagues and customers to be themselves.
- Created new support guides for trans and gender-diverse colleagues and their line managers.
- Enhanced existing family policies, and introduced new policies to support all aspects of family leave.
- Created an Inclusion & Wellness calendar to highlight and promote education – *“As a proud member of the LGBT Community and a proud employee of Screwfix, I am pleased that the company has got behind this cause in a big way this time round and not just paying lip service. Well done.”*
- Produced a monthly inclusion newsletter to share stories and highlight inclusion activity across the business.
- Introduced the provision of free sanitary products to support colleagues caught short when menstruating when in work.



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)

