

# halfords

*we*Train *we*Value *we*Grow

**Hiring & retaining talent  
to wow customers**



# TMPM

OUTTHINK

# Agenda

1

Market  
overview



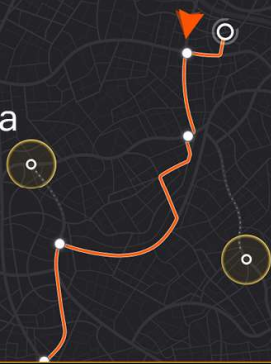
2

EVP positioning  
creative and  
activation



3

Website and  
HME persona  
journeys



4

Measurement



# Agenda

1

Market  
overview



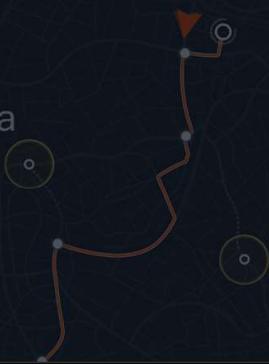
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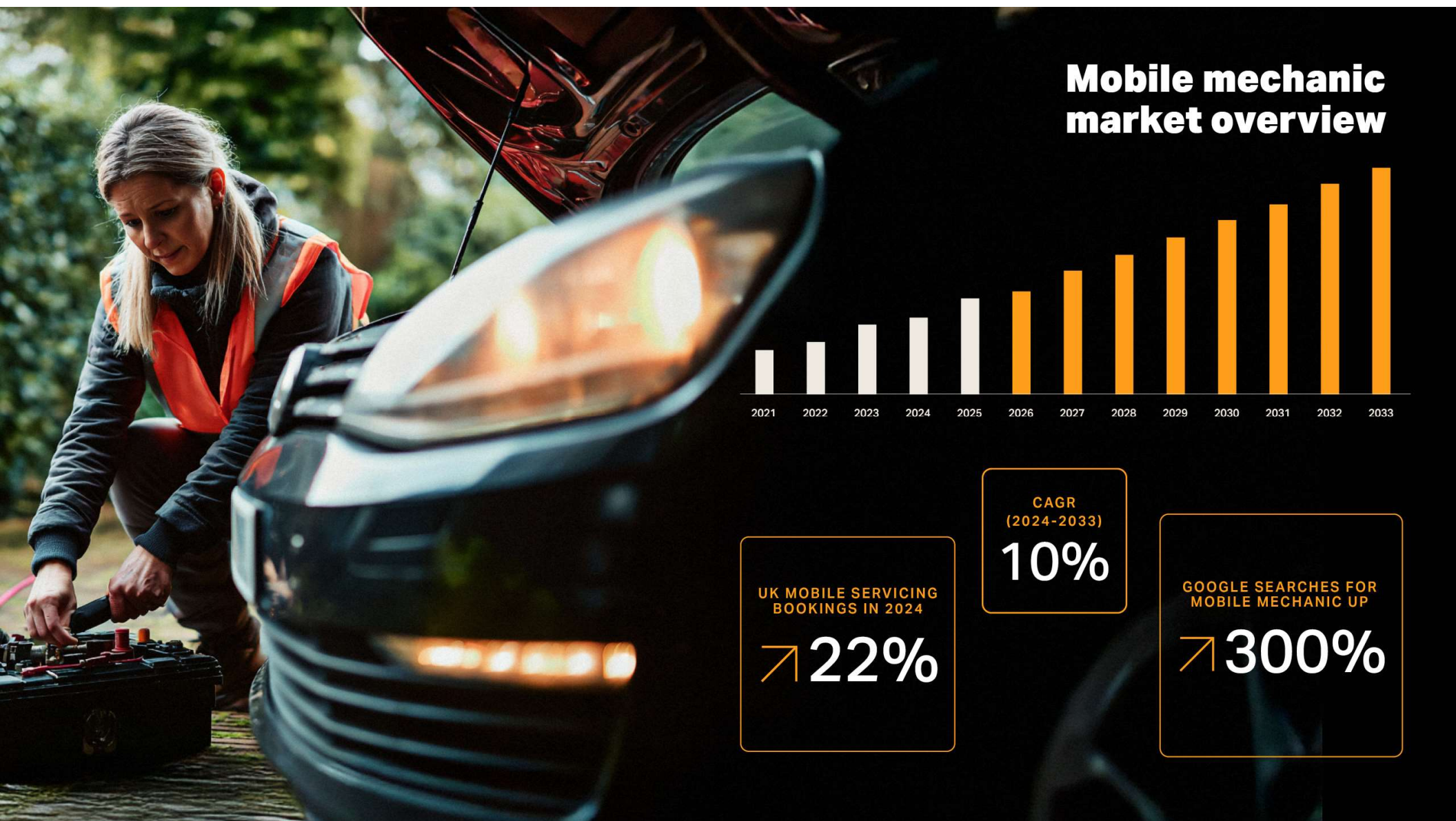


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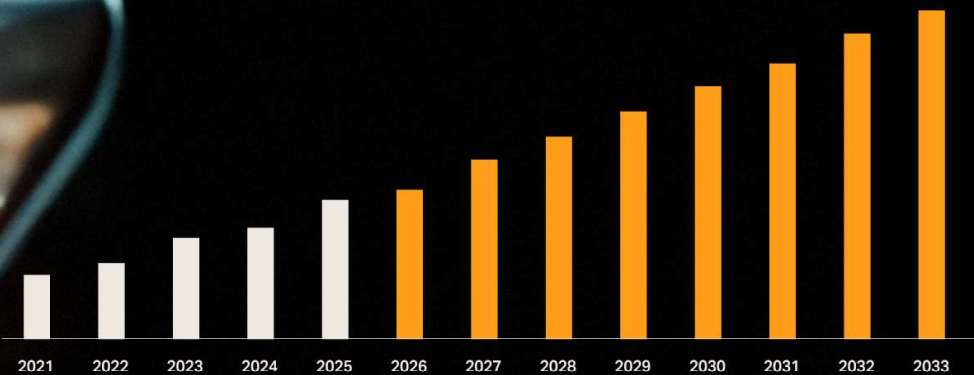
Measurement







# Mobile mechanic market overview



UK MOBILE SERVICING BOOKINGS IN 2024

↗ 22%

CAGR (2024-2033)

10%

GOOGLE SEARCHES FOR MOBILE MECHANIC UP

↗ 300%



# The Challenge

**Overselling** → high probation / Y1 attrition.

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**Fragmented recruitment & onboarding.**

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**Poor EX & CX:**

Clunky application, weak onboarding, garage “interview”

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Growth via acquisitions = culture gaps, disjointed systems.

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**Need:** EVP and campaign propositions that are authentic, aspirational, measurable.

# Our Approach



DIAGEO

Sainsbury's

HITACHI  
Inspire the Next



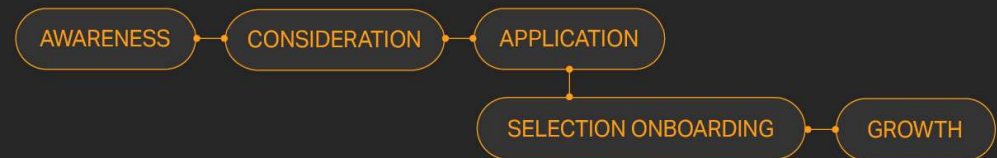
EVP = the "North Star" story.

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Show through end-to-end candidate journeys.

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Phases:



Blend:

Data, storytelling, technology, DEI, assessment



## **Market Landscape**



## COMPETITOR STANDOUT BENEFITS:

**ATS** → No Sundays!

**Protyre** → Flexible holidays

**Kwik Fit** → Training

## TOP CAREER MOTIVATIONS OF DRIVERS:

**1** Job security

**2** Happiness

**3** Flexibility

## TOP LOCATIONS

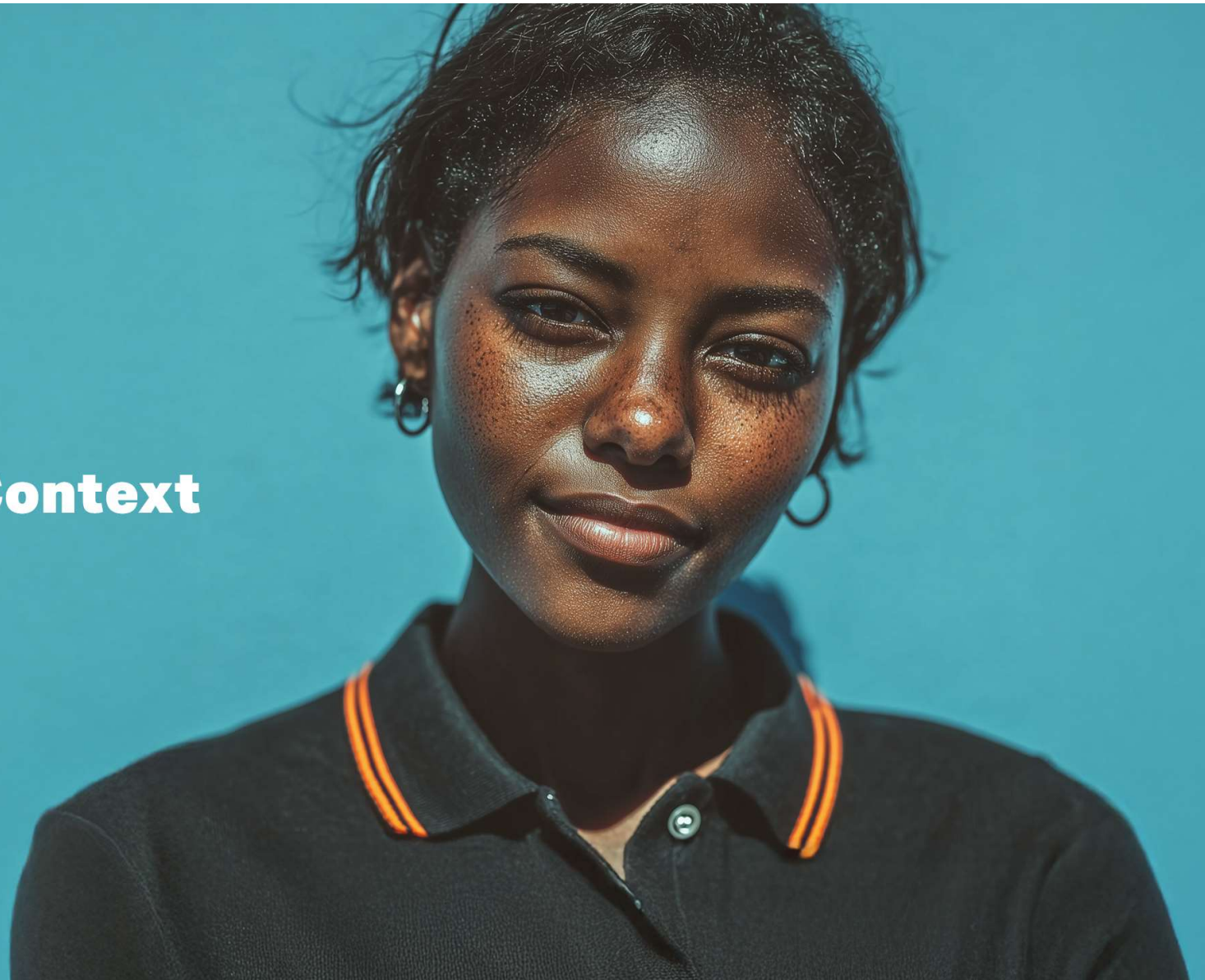
<b>1</b>	London	15.9%
<b>2</b>	Glasgow	5.3%
<b>3</b>	Birmingham	4.7%
<b>4</b>	Manchester	3.4%

## STRATEGIC RECOMMENDATIONS

- 1** Where salary is not competitive place greater emphasis on promoting the total reward package and value proposition.
- 2** Highlight flexibility and wellbeing initiatives in recruitment campaigns and ensure that messaging reflects the values and aspirations of the target talent pool.
- 3** Female focused campaign, flexible, inclusive benefits, uniform review, strong safety focus. Differentiate.



# DEI Context



## Macro Factors (females)

AUTOMOTIVE INDUSTRY  
MALE DOMINATED:

Less than  
**20% female**

FEMALE REPRESENTATION  
IN HME TALENT POOL

**7%**

PART TIME WORKERS UK:

**36% women**  
**14% men**

UK CONSUMER TRENDS

**11.8m female car  
owners**

**around 1/3 of drivers**

UK DRIVING  
LICENSE HOLDERS:

**81% of males**  
**71% of females**

**21% increase  
over 10 years**

**77%**

OF WOMEN DON'T TRUST  
GARAGES AND WOMEN QUOTED  
5% HIGHER THAN MEN.

IN 2022

**53%**  
(4.4million)

OF PEOPLE LIVING ALONE  
IN THE UK WERE WOMEN.

MORTGAGES  
AND HOME OWNERSHIP

**14%**  
**rise in solo female  
mortgage applications  
over last 5 years**

**62%**

OF WOMEN FEEL  
UNCOMFORTABLE VISITING  
A CAR GARAGE ALONE.







# Halfords 30% target

Position Halfords as a safe, trustworthy and progressive leader in the automotive sector for female employees.

Become employer of choice for female apprentices and college students.

Partner with further education institutes to sponsor courses for students and offer entry roles at Halfords.

Attract more female employees and increase market share of female consumers.

**Differentiate.**  
Pilot programme to offer female-to-female services.

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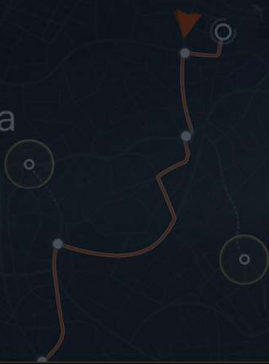
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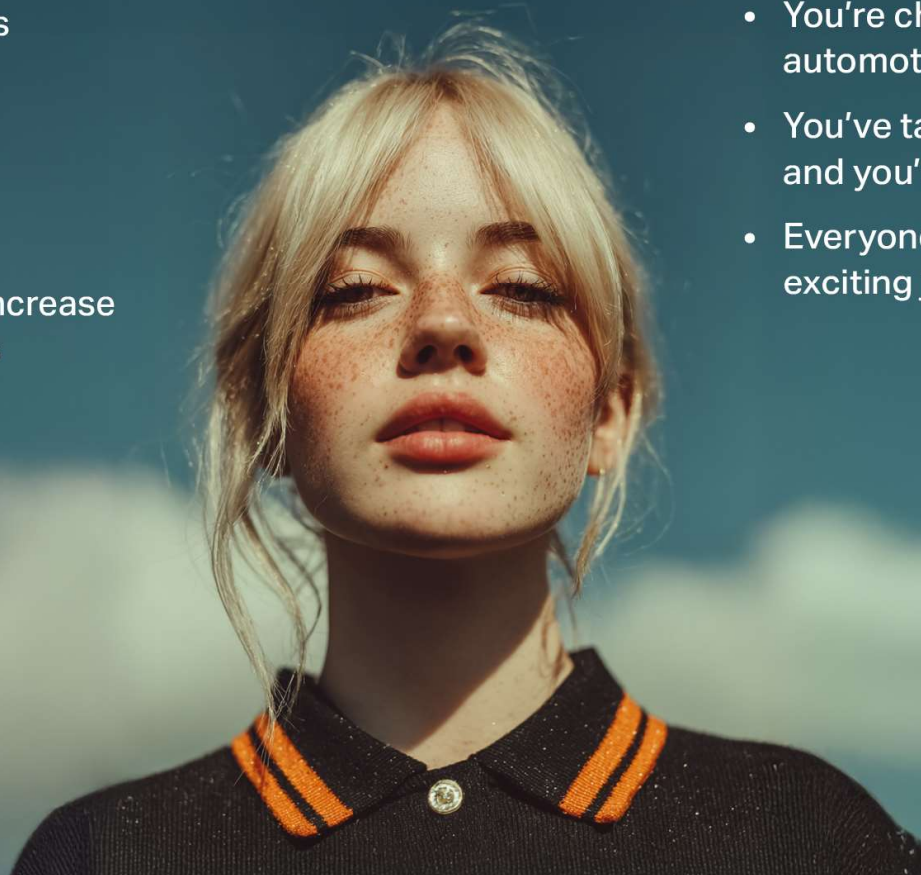
# Exploring EVP territories

## Trust and integrity

- In business nearly 125 years
- Parents trust you with the children's first bikes
- Trust is vital when you have big growth plans
- Trust is vital if you want to increase the number of female HMEs

## Innovation

- You're changing the way the UK's automotive repair market works
- You've taken a lead in the mobile space and you're looking to grow rapidly
- Everyone loves being on an exciting journey





## Being a Halfords Hero

- Halfords colleagues perform roles that people look up to
- Fixing customers cars and getting them back on the road is heroic
- Boosting Halfords staff positive brand associations needs something ambitious
- It's all about the employees





Heroes change tyres so you can make that meeting.  
Replace wipers in the rain so the school run isn't missed.  
Spend time explaining gears, brakes and frames – because it all matters.  
Hand over that first bike, ready for memories to be made.

They're the voices on the line when you need help fast.  
The decision-makers in head office keeping the whole show on the road.

They're colleagues who step in when someone's swamped.  
Who share knowledge, spot solutions, and make space for others to shine.

You'll find them in vans. In stores. On phones. Behind desks.  
In every part of the business, every single day.

Doing big jobs and little jobs. Performing small acts with a huge impact.

There are no capes and no theme music – they're not saving the world.

But they're keeping life moving.

That's what heroes do at Halfords.

# Values

## EVP

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**Support  
centre**

**Retail  
stores**

**Logistics**

**Early  
talent**

**HME role**

**Experienced technicians**

**Female career changers**

**College leavers**

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# Route A

## Heroes in action



**Jack up.  
Tyre changed.  
Bolts locked.  
On the road.**

#### Mobile technician careers

You can't beat the feeling. Going to a customer's house, fixing their car and getting them they want to go. No experience? No worries. We're looking for practical people with an auto mechanic qualification who are looking for a career change. Great training will do the rest.

Visit [halfordscareers.com/technicians](https://halfordscareers.com/technicians)

[weTrain](#) [weValue](#) [weGrow](#)

# halfords



**Wipers done.  
Oil changed.  
All sorted.  
Day saved.**

#### Mobile technician careers

You can't beat the feeling. Going to a customer's house, fixing their car and getting them they want to go. No experience? No worries. We're looking for practical people with an auto mechanic qualification who are looking for a career change. Great training will do the rest.

Visit [halfordscareers.com/technicians](https://halfordscareers.com/technicians)

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**Oil low. Dip checked.  
Level topped.  
Customer happy.**

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# Route B

## Heroes in the big picture



Ours is a nation that loves its wheels. Become a Trainee Mobile Technician and you'll put cars back on the road and smiles on faces. Bring your NVQ 1 in an automotive subject and a love of cars, and we'll train the rest. Great careers start here.

Visit [halfordscareers.com/technicians](https://halfordscareers.com/technicians)

**Get Britain moving**

Mobile technician careers

**halfords**  
weTrain weValue weGrow

WINNER  
Employer of the Year 2021



**Keep Britain on the go**

Mobile technician careers

**halfords**  
weTrain weValue weGrow

WINNER  
Employer of the Year 2021



**Get the nation rolling**

Support centre careers

**halfords**  
weTrain weValue weGrow

**Chosen route**  
Real heroes let others sing  
their praises

(universal truth)

**halfords**





**I was a bit stressed I'd miss my  
meeting. But Emma replaced  
my battery on the driveway.  
Lifesaver.**

Experienced automotive technician?  
Join the business going above and beyond  
for customers, for careers, for benefits.

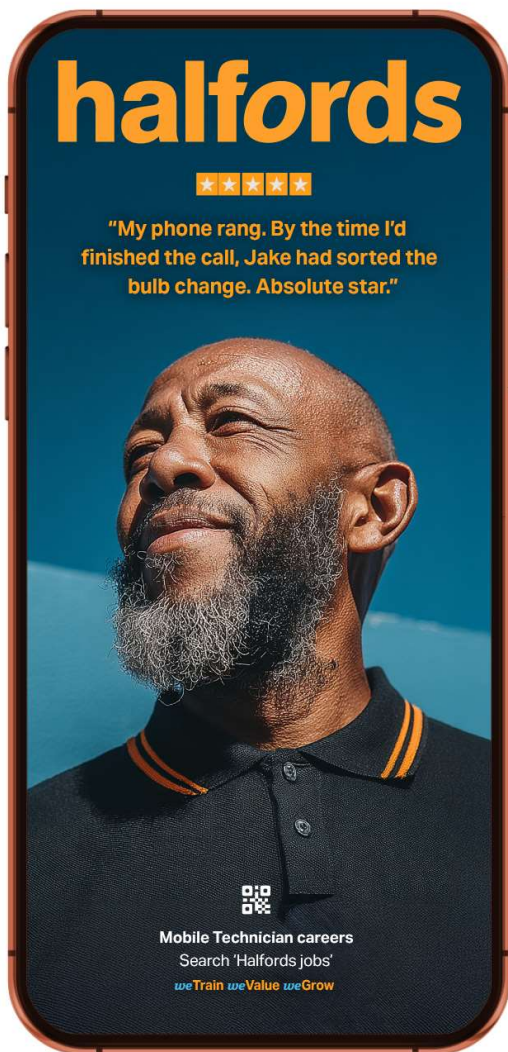


**Mobile Technician opportunities**  
Search 'Halfords jobs'

weTrain weValue weGrow

**halfords**





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★★★★★

"My phone rang. By the time I'd finished the call, Jake had sorted the bulb change. Absolute star."

Mobile Technician careers  
Search 'Halfords jobs'  
weTrain weValue weGrow



# halfords

weTrain weValue weGrow Search 'Halfords jobs'

★★★★★

"Shout out to Emma. She got me back on the road in 30 mins. Great work."



★★★★★

"Skills, Maya. She fixed my car in double-quick time and I made it to the game!"

Mobile Technician careers  
Search 'Halfords jobs'  
weTrain weValue weGrow

# halfords



Mobile Technician careers  
Search 'Halfords jobs'

# halfords

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Retail store opportunities  
Search 'Halfords jobs'

# halfords

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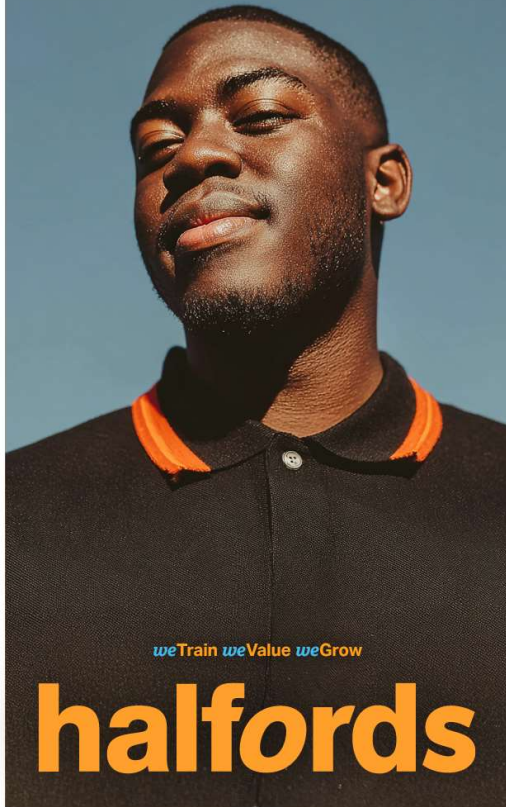




"Big thanks to Alfie. Who knew a  
tyre change could be so quick?"



Mobile Technician careers  
Search 'Halfords jobs'



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**halfords**



"Paula was amazing with my lad  
while fixing the car. Brilliant!"



Mobile Technician careers  
Search 'Halfords jobs'



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**halfords**



"Tom made my daughter's  
birthday. The bike's perfect."



Retail store opportunities  
Search 'Halfords jobs'



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"Caz knew everything about bikes -  
amazing help today."



Retail store opportunities  
Search 'Halfords jobs'



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**Internal engagement**  
**Heroes celebrated**  
**halfords**

**Breakdown beaten!**

Jade Patel, we salute you.

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*weTrain weValue weGrow*



**Customer overjoyed!**

Amari Reed, we salute you.

**halfords**

*weTrain weValue weGrow*





**You're off to a flyer, Joe**

Welcome to Halfords.

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**On the up, Michael!**

Congratulations on your promotion.

**halfords**

*weTrain weValue weGrow*



# Activation ideas


**halfords**

**49 seconds to beat.  
Game on.**

Prove Halfords' talent for tyre-changing by setting a world record for the fastest time to change all four wheels on a car.

The current record holders are Lucky Cars, Austrian mechanics, with a time of 49.03 seconds.

Beat the record. Circulate the video online. Get people excited about Halfords' efficiency.



The video shows a black Ford Focus in a large, brightly lit garage. Four mechanics in orange Halfords uniforms are working on the front wheels. A large crowd of people, many in orange Halfords shirts, stands in the background watching the event. A large orange banner at the bottom of the frame displays the time "00:00.520". The car's hood features the Halfords logo and the text "Mobile Expert opportunities" and "Search 'halfords jobs'".

**Fastest Wheel Change (car) - Guinness World Records**

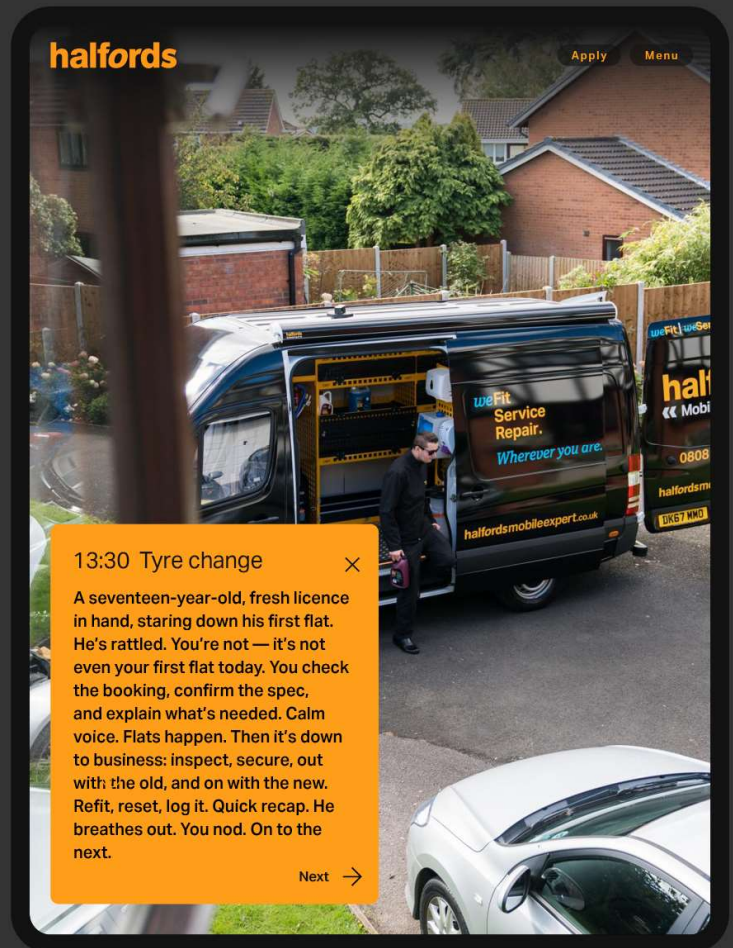
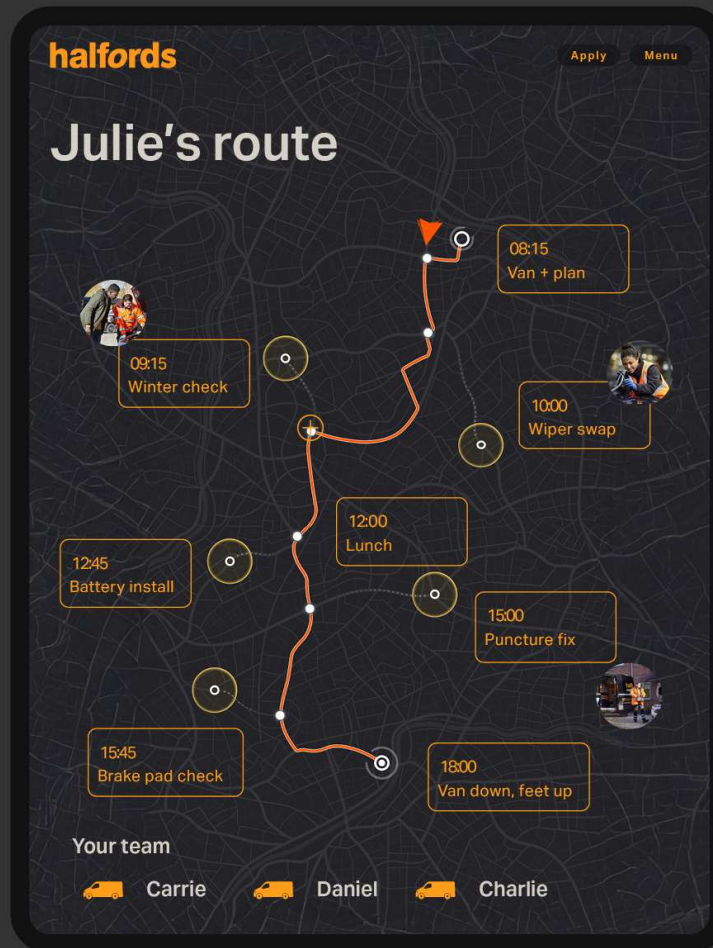
Guinness World Records 13M subscribers

5.3K Share Save



## Interactive day-in-the-life map

- 08:00 Head to the hub
- 08:15 Van + plan
- 08:30 Tyre change
- 09:15 Winter check
- 10:00 Wiper swap
- 10:30 Full service
- 12:00 Lunch + doom scroll
- 12:45 Battery install
- 13:30 Tyre change
- 14:15 Winter maintenance
- 15:00 Puncture fix
- 15:45 Brake pad check
- 16:30 More tyres
- 17:30 Bay tidy
- 18:00 Van down, feet up



# Situational skills test

## SITUATIONAL JUDGEMENT TOOLS

Test judgement, values fit reinforce realism.

## VIRTUAL ASSESSMENT CENTRES

Real-world tasks, fair aptitude testing.

## OUTCOMES

Better self-selection → reduces poor hires.

Candidates experience brand honesty.

Positions Halfords as innovative & fair.

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Apply Menu

Know the tools.  
Make the call.



01

WHEEL  
NUTS

02

JACK UP

03

NEXT MOVE

04

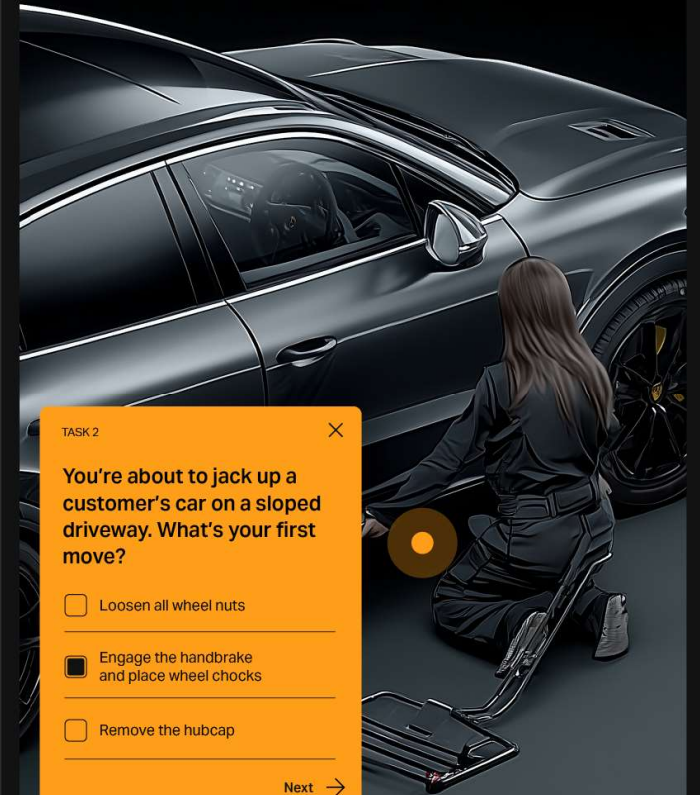
BATTERY  
CHECK

05

TYRE FIT

halfords

Apply Menu



TASK 2

×

You're about to jack up a customer's car on a sloped driveway. What's your first move?

☐ Loosen all wheel nuts

☒ Engage the handbrake and place wheel chocks

☐ Remove the hubcap

Next →

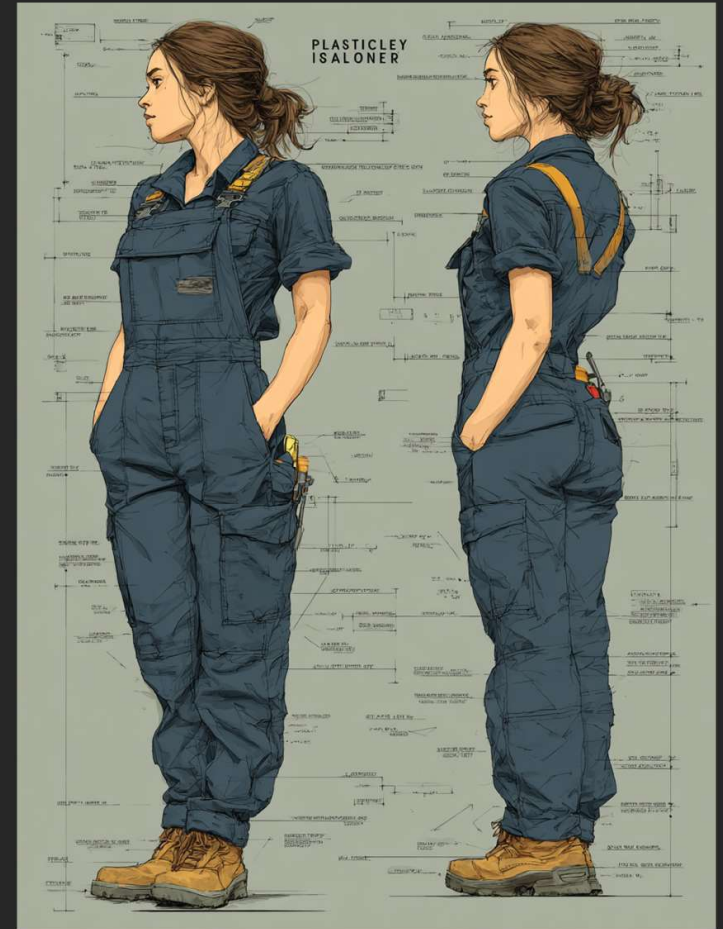
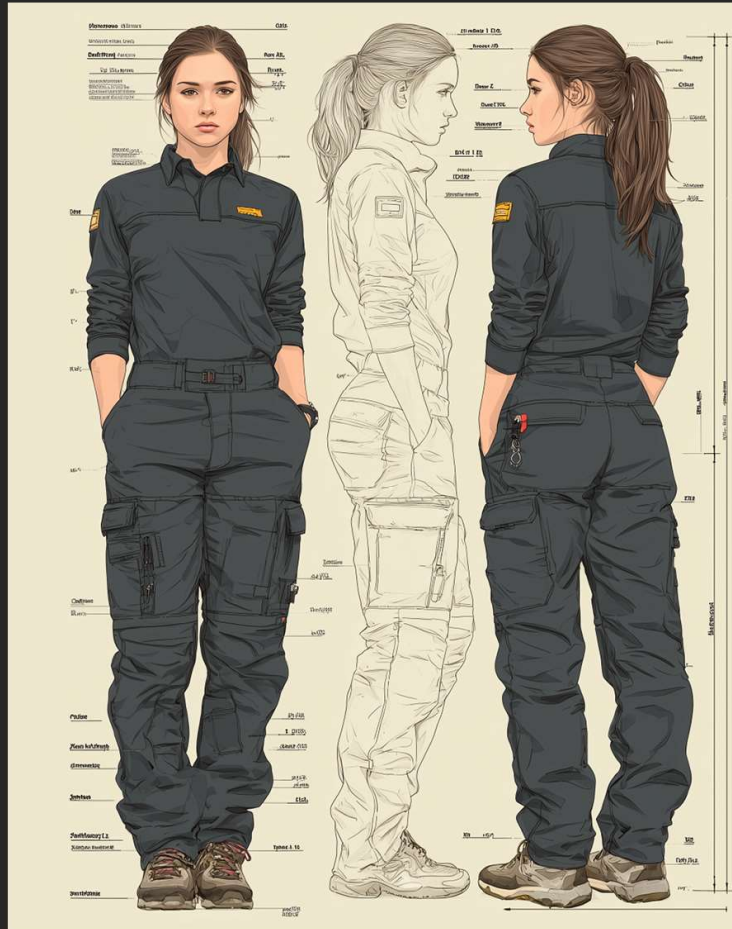


## Designed for the job. Cut for her.

Welcome women in by designing overalls specifically for female bodies. Fit that accommodates curves, fabric that flexes with the body, narrower boots.

Halfords isn't asking women to adapt to the role; it's adapting the role to suit them.

With sharp designs and female technicians front and centre, it's an excellent PR opportunity.



## **Wear the win.**

Great cycling feats,  
motorsports, mountain hikes  
— we'll trace the actual routes  
of external heroes and turn  
them into data infographic art,  
printed polo-neck shirts.

These will be handed out to  
employees as prizes for their  
own achievements.





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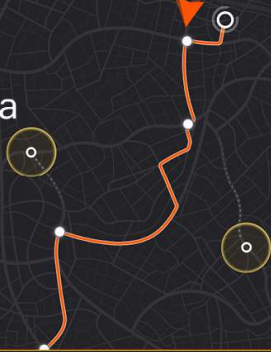
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EVP positoining  
creative and  
activation



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HME persona  
journeys



4

Measurement



# Careers site

## **PERSONALISATION**

role-based pathways (tech vs. career-changer vs. retail vs. logistics).

---

## **CONTEXTUALISATION**

content surfaces relevant to persona (apprenticeships for women, growth ladders for techs).

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## **SELF-ASSESSMENT TOOLS**

content surfaces relevant to persona (apprenticeships for women, growth ladders for techs).

---

## **ENRICHED JD MICROSITES**

Day-in-the-life videos.

Skills needed + training routes.

Career progression maps.

Benefits explained.

FAQs.

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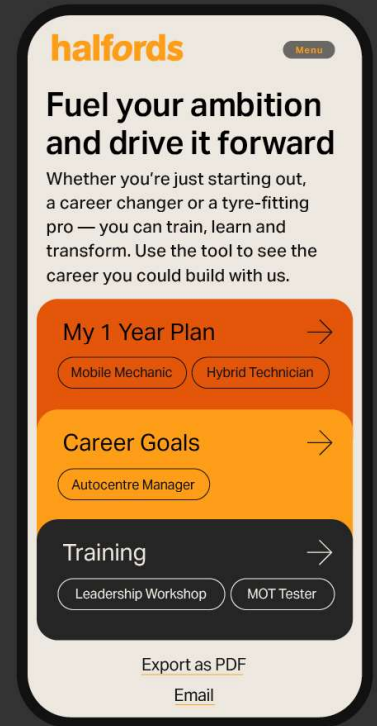
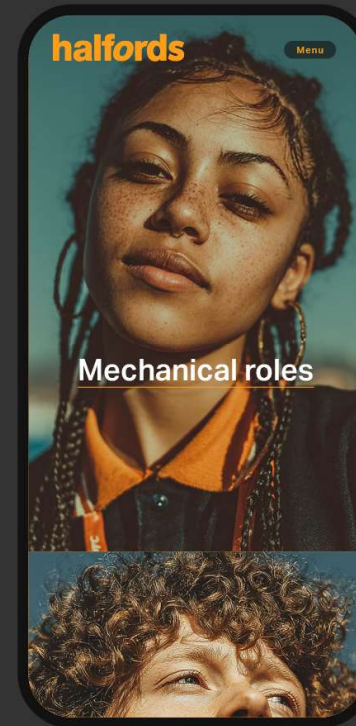
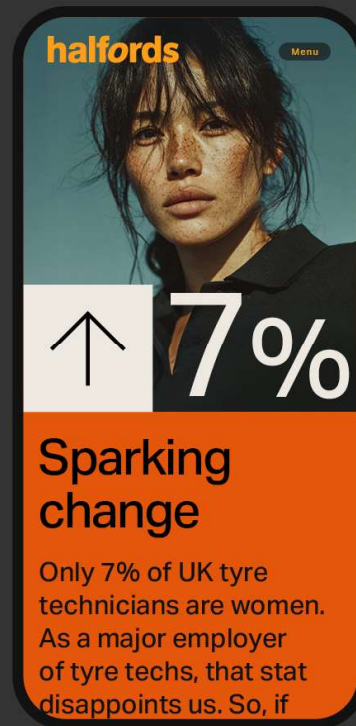
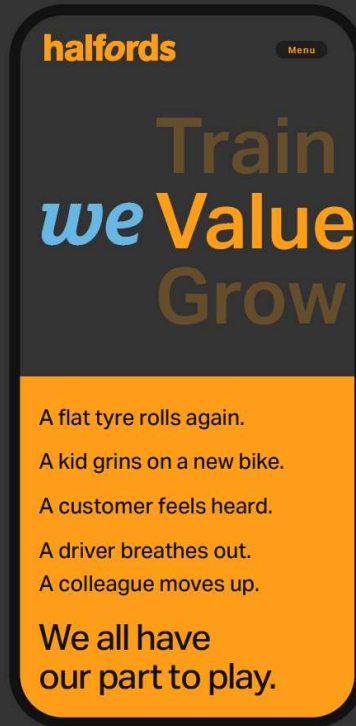
## **CONTENT MIX**

colleague blogs, AMA videos, referral prompts.






## Homepage



**halfords** Menu

Shift into gear:  
Mobile technician  
careers



**halfords** Menu

HANDS-ON  
HEROES

The long open – okay,  
sometimes jammed  
– road. Sleet, heat.  
Old tyres that squeak.  
Windscreen wipers  
that don't well, wipe.  
Parents on edge,  
kids in the back.

Then you. Turning up. In storms  
and sun rays, fixing it all. Helping a  
red-faced teen with their first flat.  
Making an old car go from creaking  
to gliding. Sorting the battery so  
dad gets to the school play on time.

You get Britain back on the road.

**halfords** Menu

Working  
with Halfords

As a name that echoes from road  
to road, we offer a generous  
rewards package, smart tools to  
work with — and a friendly team  
to back it all up.

A day in the van ↗

Why Halfords ↗

Tools, time  
and take home ↗

Know the tools.  
Make the call. ↗

**halfords** Menu

Know the tools.  
Make  
the call.



Start assessment ↗

Confident you know your way  
round a car? Try five real-world  
scenarios that test your judgment,  
tools, and timing.

Persona led personalised  
HME page

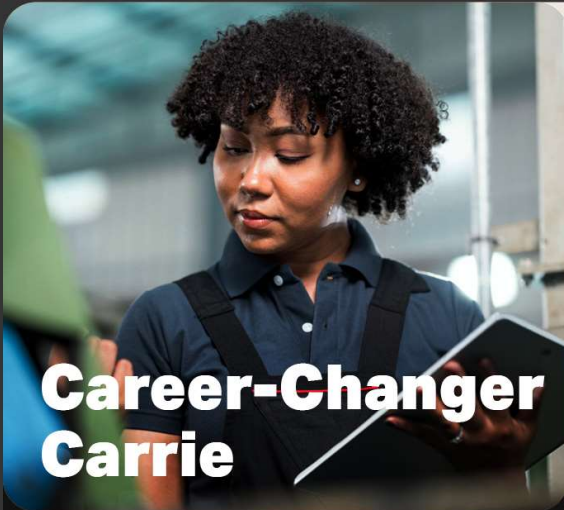
Female career  
changer



Experienced hire







## Career-Changer Carrie

**AGE:** 23 **LOCATION:** Birmingham

**QUALIFICATIONS:** NVQ Level 1 in Motor Vehicle Service & Maintenance.

**EXPERIENCE LEVEL:** Currently working in Costa Coffee on a retail park.

**SKILLS:** Strong communicator, can work on own initiative, excellent attention to detail, safety focused, growth mindset.

**INTERESTS:** Interested in cars and enjoys playing sport. Loves spending time with friends and listens to true crime podcasts.

### MOTIVATIONS AND GOALS

- Carrie is interested in cars and enjoyed studying her NVQ in Vehicle Service & Maintenance at college. She hopes to use her skills in her career.
- She's driven by building rapport with people.
- She's solution focused and gets a lot of satisfaction from solving problems for others.
- Loves working independently but values a sense of belonging to a wider team.
- Motivated by advocating for the safety of women and would love to see conditions improved for women in the automotive sector.

### PAIN POINTS AND FRUSTRATIONS

- Despite having relevant qualifications, Carrie has not pursued an automotive career as she found the working environment intimidating.
- Rising cost of living is a source of worry for her.
- Hours at Costa are inconsistent so job security would be a benefit.
- She's frustrated by the lack of learning and development opportunities and progression opportunities currently available to her.
- Safety would be a concern, particularly when driving alone in the dark.

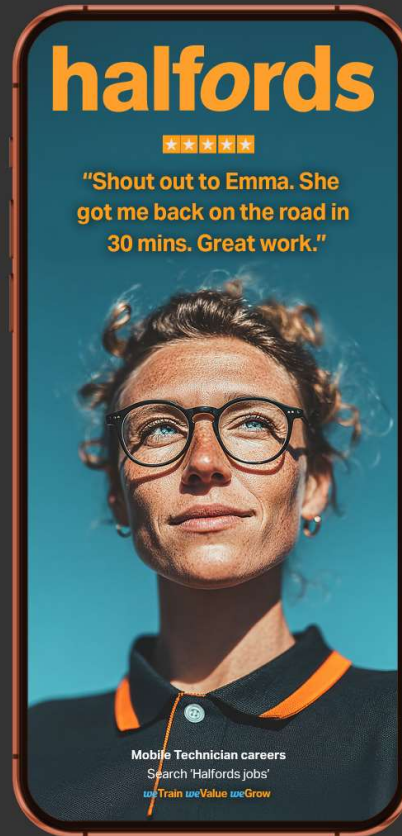
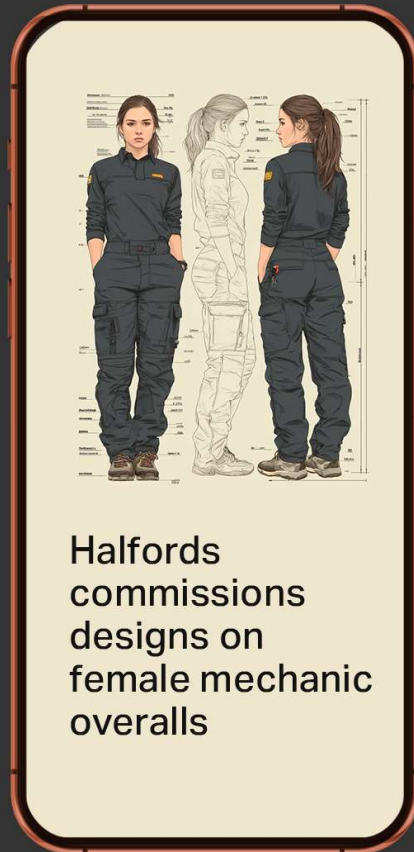
### KEY MESSAGES

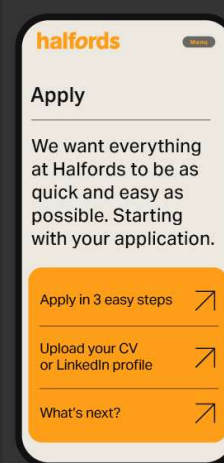
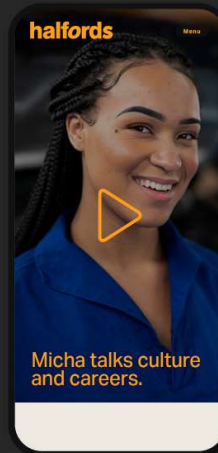
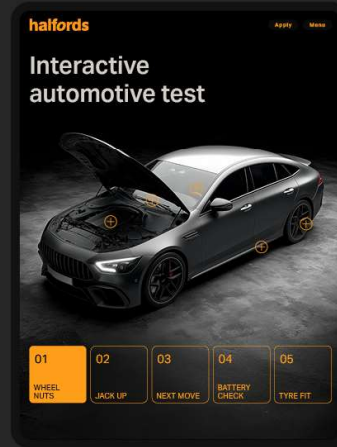
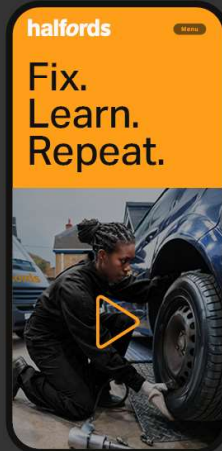
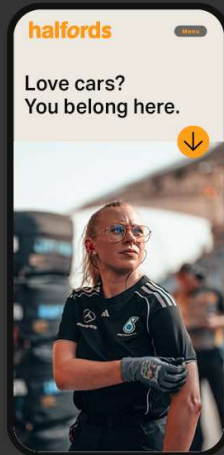
- Use your skills and expertise to deliver excellent customer service and represent a leading UK brand.
- You'll be out and about visiting customers at their homes, backed by a supportive and friendly team.
- A varied and rewarding career with plenty of opportunity for growth.
- Access to a fantastic benefits package and flexibility.

### MEDIA & TECH CONSUMPTION

- Uses Instagram and TikTok for entertainment and connecting with friends.
- Uses Spotify (free version) daily.
- Regularly listens to true crime podcasts while in the gym or out walking.
- **Apps:** Vinted, too good to go, booking.com, Guardian news, Boots.

# Attraction





Awareness

Consideration

Deeper Engagement

Application

Keep warm

Onboarding





## Fix-it Fred

**AGE:** 22 **LOCATION:** Manchester

**QUALIFICATIONS:** NVQ Level 1 in Motor Vehicle Service & Maintenance.

**EXPERIENCE LEVEL:** 1-2 years in independent garage.

**SKILLS:** problem solving, mechanical knowledge, strong attention to detail.

**INTERESTS:** cars, driving, F1 racing, playing football, being outdoors, helping people, fixing things.

### MOTIVATIONS AND GOALS

- Fred started working in a local, independently owned garage because of his interest in cars; he loves the hands-on nature of the work.
- He loves driving and the idea of being out and about all day appeals to him.
- He loves fixing things and solving problems and would find helping others very rewarding.
- He hopes to leave his small town one day, so an opportunity that provides location flexibility would be a huge bonus for him.

### PAIN POINTS AND FRUSTRATIONS

- Fred is looking for more variety from his daily job, he finds being in the same environment all day quite boring.
- He wants to progress in his career although he doesn't have a specific end goal in mind.
- Rising cost of living is impacting his quality of life, he's looking for a greater salary and benefits to help his money go further.
- He'd like to get more face time with customers but he's typically in the back doing assigned tasks.
- Knows Halfords as a bike shop and little knowledge of HME opportunities for him.


### KEY MESSAGES


- Safety of employees and customers is a key priority for Halfords. You can help change the face of automotive services for female customers.
- A varied and rewarding career with plenty of opportunity for growth.
- Access to a fantastic benefits package and flexibility.

### MEDIA & TECH CONSUMPTION

- Uses Instagram, Snapchat, and TikTok for entertainment
- Follows BBC sport to keep up to date with football scores
- Regularly listens to local radio at work and while driving
- Listens to football podcasts
- Loves watching F1 racing and will search for related online content
- **Apps:** amazon prime, bbc iPlayer, podcasts, online banking.

# Attraction




 **halfords careers**  
Sponsored




★★★★★


"My phone rang. By the time I'd finished the call, Jake had sorted the bulb change. Absolute star."

Apply Now >




  

**halfords careers** Experienced auto technician? Looking for more opportunities, rewards and freedom? Apply now - we're changing the way the UK fixes cars.


 **halfords careers**  
Sponsored



Apply Now >




  




**halfords careers** Experienced auto technician? Looking for more opportunities, rewards and freedom? Apply now - we're changing the way the UK fixes cars.



**Advertisement**  
**Halfords Mobile Expert**

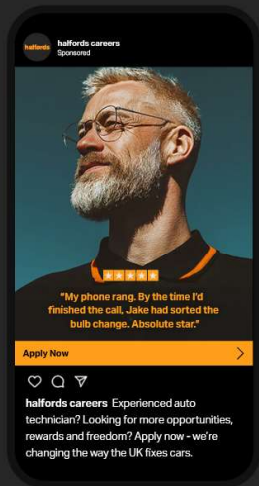
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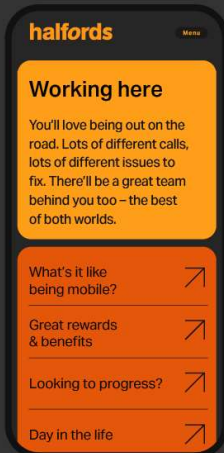
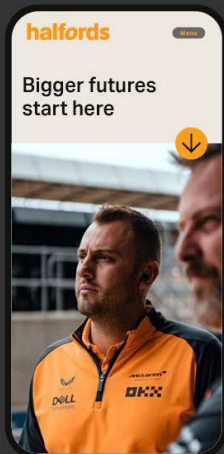
  

Devices Available

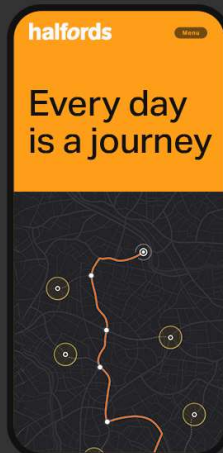
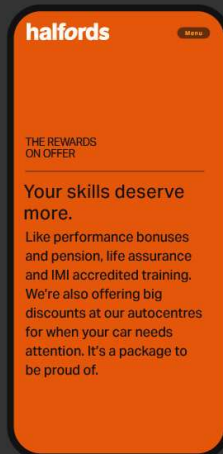




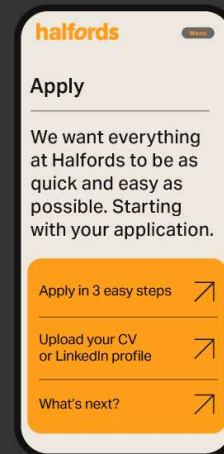
Awareness



Consideration



Deeper Engagement



Application



Keep warm



Onboarding



# Agenda

1

Market  
overview



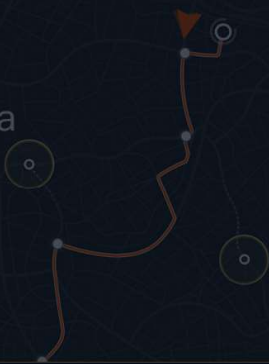
2

EVP positioning  
creative and  
activation



3

Website and  
HME persona  
journeys



4

Measurement



HIGH VOLUME

Applicants and Hire Summary

ACTIVE  
APPLICANTS

21,105

APPLICANTS  
AT PRE  
SCREENING

6,001

APPLICANTS  
AT DIGITAL  
INTERVIEW

6,440

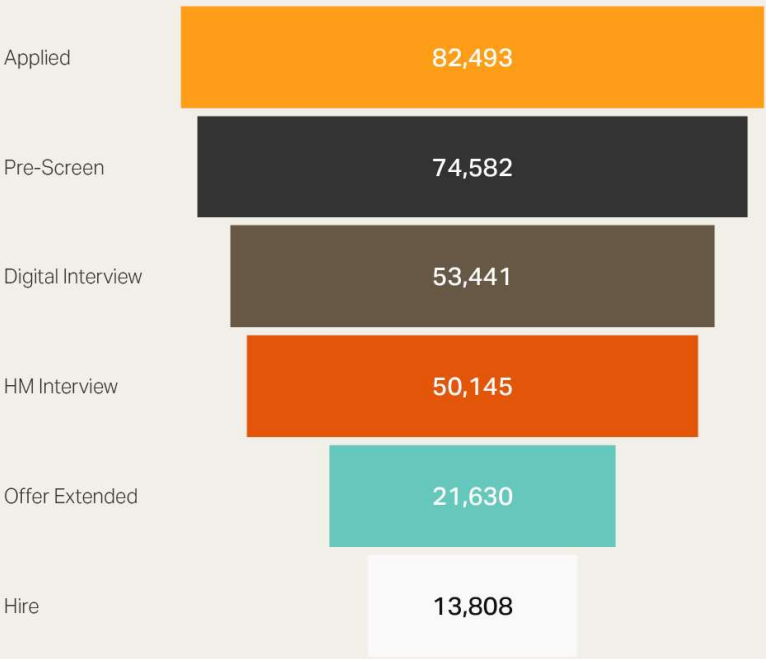
APPLICANTS  
AT HM  
INTERVIEW

7,581

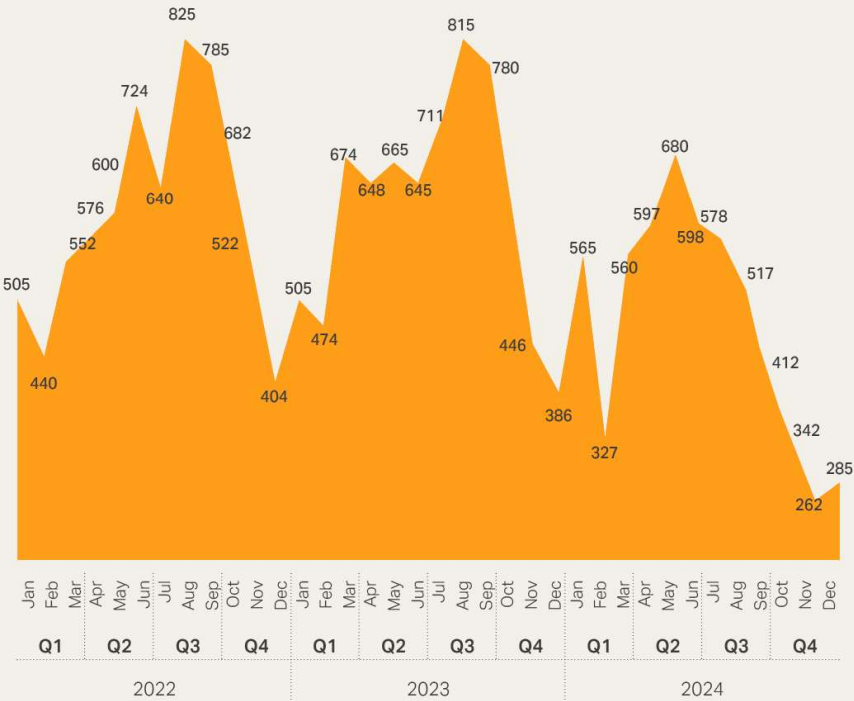
APPLICANTS  
AT OFFER  
& BEYOND

2,150

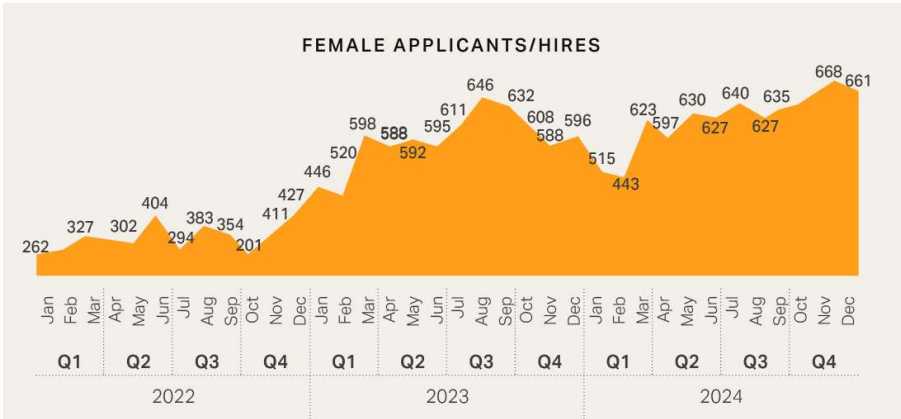
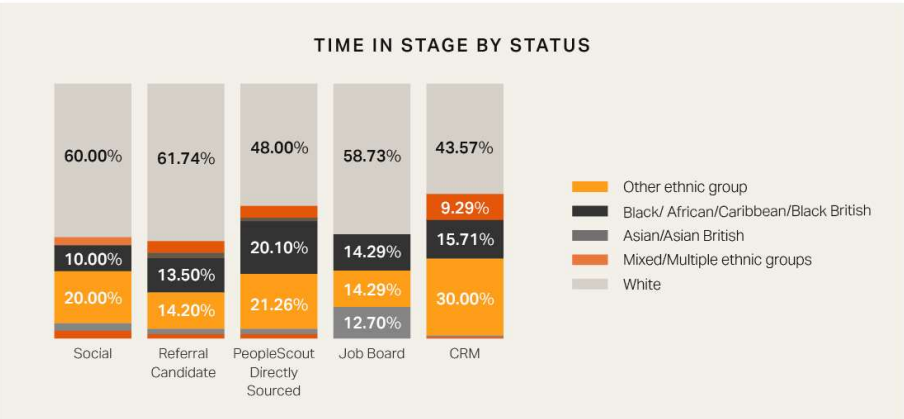
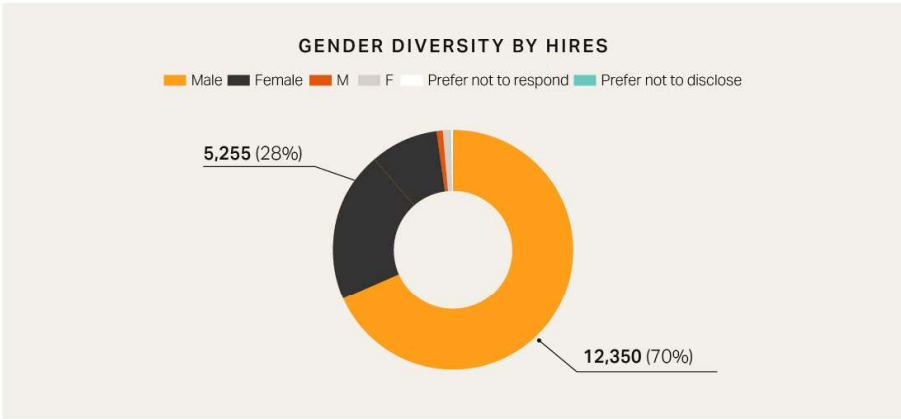
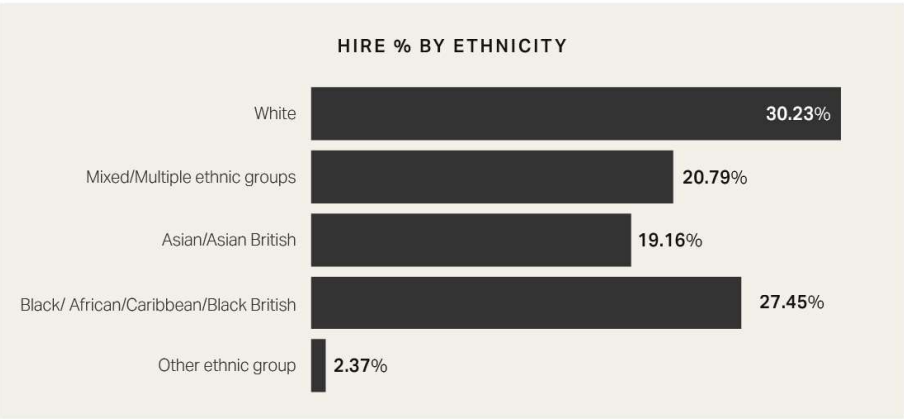
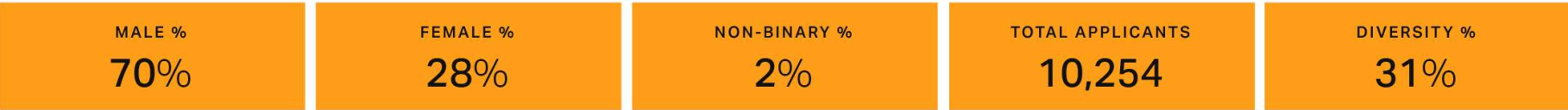
CAREER SITE CONVERSION



EVP AWARENESS UPLIFT



HIGH VOLUME  
Diversity Dashboard





HIGH VOLUME  
SLA/KPI Summary

FILLED REQ  
81.68%

TIME TO PRESENT  
11

TIME TO OFFER  
14.6

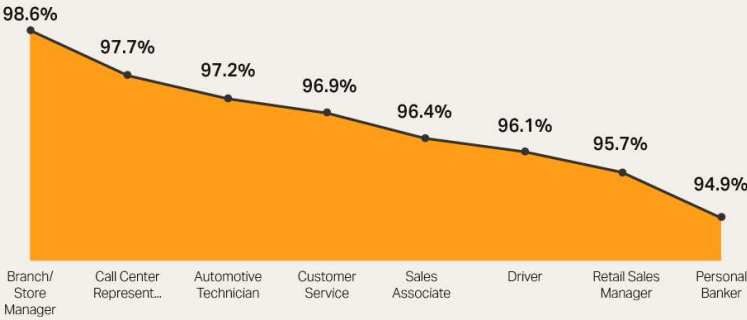
TIME TO FILL  
22.1

INTERVIEW TO OFFER RATIO  
2.3 : 1

CANDIDATE NPS



OFFER ACCEPT RATE BY JOB TITLE



RECRUITER SATISFACTION %  
90% or Better Recruiter Satisfaction (HM Survey)



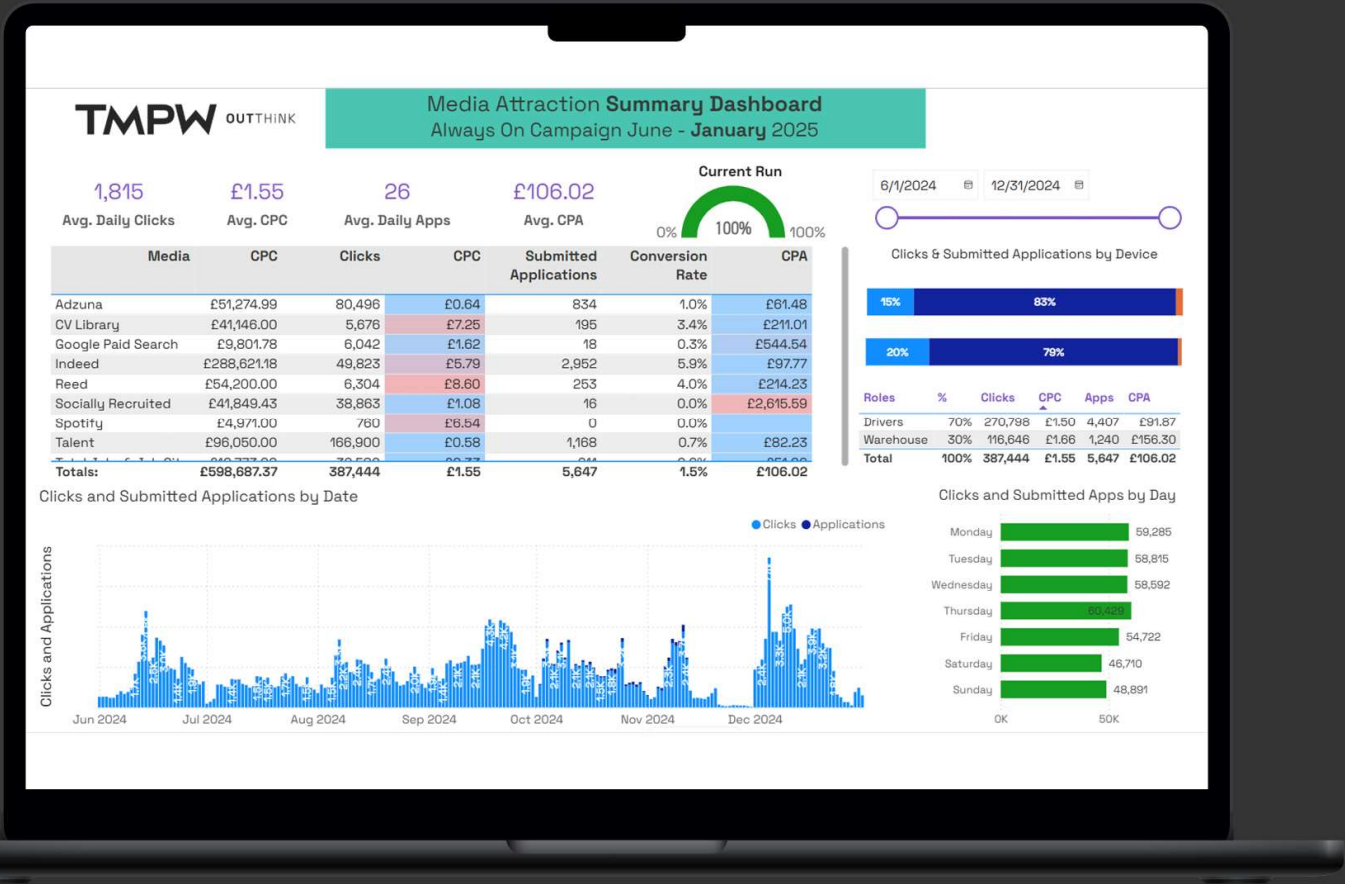
FASTER TIME-TO-HIRE  
Time: Requisition Approval to Offer Accepted



CONVERSION RATES

Applicants to Interview Ratio	4.40
Interview to Offer Ratio	2.00
Offer to Hire Ratio	1.50
Interview to Hired Ratio	3.10
Applicants to Offer Ratio	8.80
Offer Accept Rate	96.7%
Y1 retention	93%

Attraction







# halfords

*we*Train *we*Value *we*Grow

**Thank you**



# TMPW

OUTTHINK