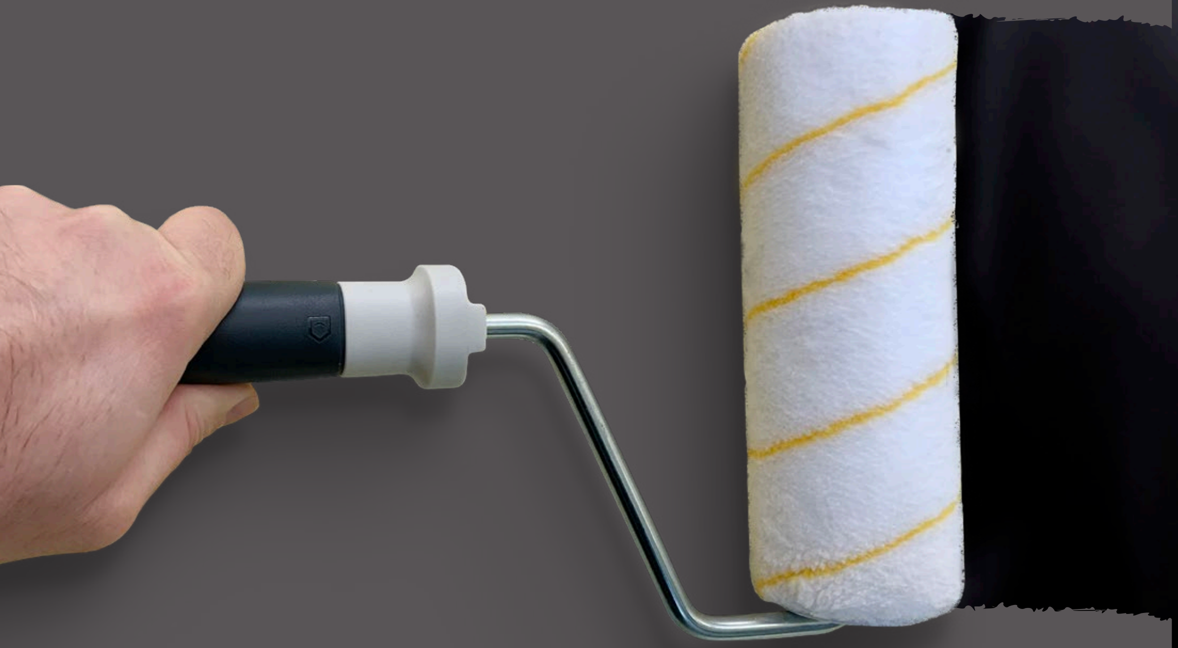
# Performance Data Appendix

2024/25

Kingfisher



# Responsible Business practices have been a priority for Kingfisher for over 30 years. As an international home improvement company, we can use our size and scale to bring about positive change for our customers, colleagues, communities and the planet.

Specifically, we've committed to being a more inclusive company by breaking down barriers to employment and progression, and by building skills for life. We'll help tackle climate change and work towards our Forest Positive ambition. And we'll help make greener, healthier homes more affordable for our customers and strive for better homes for everyone in our communities.

Leading the industry in Responsible Business and energy efficiency is one of the eight pillars in our 'Powered by Kingfisher' strategy.

## About this appendix

Our Responsible Business Performance Data Appendix provides a detailed insight into our environmental, social and governance (ESG) performance.

It supplements our Responsible Business Report 2024/25, providing detailed data and a summary of progress against our targets.

Our Appendix summarises how our reporting aligns with external frameworks including the United Nations Global Compact, the United Nations Sustainable Development Goals and the Sustainability Accounting Standards Board (SASB).

You can read our Responsible Business Report.

Our disclosure against the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and a report by our Responsible Business Committee are included in our Annual Report and Accounts.

## About Kingfisher

Kingfisher plc is an international home improvement company with over 1,900 stores in eight countries across Europe under banners including B&Q, Castorama, Brico Dépôt, Screwfix, TradePoint and Koçtaş.

We are supported by a team of over 76,000*† colleagues.

We offer home improvement products and services to consumers and trade professionals through our stores and e-commerce channels.

* Including Koçtaş, our banner in Turkey, operated as a 50% joint venture.
† Total, not full-time equivalent.

## Contents

# Our Responsible Business strategy

**Responsible Business practices have been a priority for us for over 30 years and they're integrated into everything we do.**

## Our Responsible Business priorities

We focus on where we believe we can use our experience, scale and influence to deliver positive impact. These are: customers, colleagues, communities and the planet.

We have set ambitious targets for each of these four priorities and monitor progress against an established set of Key Performance Indicators (KPIs). Now into the fifth year of delivery, we've continued to make progress across each area. Looking ahead, we are developing the next iteration of our strategy and targets, set to launch next year.

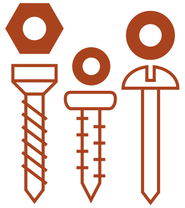
Our four priorities were selected based on customer research findings, the output of our materiality assessment and external frameworks such as the UN Sustainable Development Goals.

Our targets and measurement approach have been developed with leading sustainability organisation Bioregional.

## Our Responsible Business Fundamentals

Our four priorities are underpinned by our Responsible Business Fundamentals – the topics we monitor and manage to ensure we continue to operate responsibly across our business. We have clear policies and guidance in each of these areas.

## Our four priorities



### Colleagues

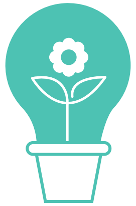
**We will be a more inclusive company**

**Our commitment**
We will be a more inclusive company by breaking down barriers to employment and progression, and by building skills for life.

### Planet

**We will help tackle climate change and continue our journey to become Forest Positive**

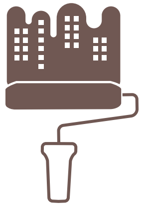
**Our commitment**
We will help tackle climate change by reducing carbon emissions from our business, products and supply chains. We will work towards our Forest Positive ambition through our commitment to responsible sourcing and investing in forest protection and restoration.



### Customers

**We will help make greener, healthier homes affordable**

**Our commitment**
We will help millions of customers have a greener, healthier home – one that is energy efficient, comfortable, uses fewer resources and is affordable to run and maintain.



### Communities

**We are striving for better homes for everyone in our communities**

**Our commitment**
We will donate our products, expertise and time to help people whose housing needs are greatest in the communities we serve.

**Our Responsible Business Fundamentals**

| Health and Safety | Responsible sourcing and human rights | Waste and recycling | Ethical conduct | Governance and engagement |
|---|---|---|---|---|

**Materiality assessment and assurance**

# Materiality assessment

**We regularly review our material topics to ensure our Responsible Business strategy continues to reflect the most significant issues for our business and stakeholders.**

Our double materiality assessment (DMA) conducted in 2022 included a review and consolidation of over 140 ESG subtopics into a shortlist of 17 key issues, based on stakeholder engagement and both impact and financial materiality perspectives. The results were validated through a senior leadership workshop.

The assessment confirmed climate change as the highest-impact issue, with sustainable home products and protecting biodiversity also rated highly, reflecting both external expectations and business priorities. Other important topics included responsible sourcing, human rights, and employment-related issues such as fair employment practices and inclusion and diversity.

During 2024/25, we conducted the DMA in line with the European Financial Reporting Advisory Group (EFRAG) guidelines, as part of our preparation for compliance with the Corporate Sustainability Reporting Directive (CSRD) and UK Sustainability Disclosure Standards (UK SDS). While the updated assessment applied a different structure – introducing Impact-Risk-Opportunity (IRO) categories – the outcomes remain broadly aligned with our current priorities.

Climate change continues to be one of the most material issues, alongside sustainable home products, responsible sourcing, and key people topics such as fair employment, inclusion and diversity, and health and safety.

We will further analyse the findings of this updated assessment and use them to inform future reporting, while continuing to refine our approach in line with evolving regulatory requirements.

## Our materiality matrix

# About our data

**Our Responsible Business data covers the period 1 February 2024 – 31 January 2025, except where otherwise stated in the Data Collection Methodology. It provides a summary of performance for all our wholly owned retail banners.**

Bioregional coordinates our head office data review process and monitors our progress on Sustainable Home Product innovation.

Detailed information on the scope of the data and the methodologies used to calculate our data are explained in our Responsible Business Data Collection Methodology document.

Our Responsible Business data does not include joint ventures and franchises, except where stated. Data for our joint venture Koçtaş is included in our Scope 3 greenhouse gas (GHG) emissions, category 15 'Investments' (see page 24). 50% of Koçtaş data is included, in line with our 50% equity share.

Our targets and methodologies have been developed with Bioregional. Wherever possible they reflect established frameworks such as the United Nations Sustainable Development Goals. Details of how our targets have been developed and our methodology for assessing progress are included in our Data Collection Methodology.

## Audit and assurance

Our Responsible Business performance data and the qualitative statements included in our Annual Report and Accounts, Responsible Business Report and Performance Data Appendix are reviewed by our internal Responsible Business teams, and by Bioregional. We appointed DNV to provide a limited assurance opinion on selected information within this report. The information marked throughout the report with the symbol ◊ indicates the scope of their work.

Further details on the work they performed and their conclusion are set out in their independent assurance statement on pages 37-38.

## Reporting frameworks

We are members of the United Nations Global Compact and include an index on pages 15-16. We aim to support progress on the UN Sustainable Development Goals and include an index on pages 11–14 indicating where we can have the most impact.

We're aligning our reporting with the Sustainability Accounting Standards Board (SASB) standards for Multiline and Speciality Retailers and Distributors. Our SASB Index on pages 17-18 shows where relevant data and disclosures can be found.

Our disclosure against the recommendations of the Task Force on Climate-related Financial Disclosure (TCFD) is included in our Annual Report and Accounts pages 30-46.

We also disclose our performance to CDP and the Workforce Disclosure Initiative (WDI) annually.

Our Report references selected Global Reporting Initiative's (GRI) Standards. We provide a GRI Index on our website: kingfisher.com/GRI-index.

# How we performed in 2024/25

## A more inclusive company

We're continuing to prioritise gender balance to meet our 2025/26 targets but there is still a way to go to achieve our target gender balance of 35% of women in senior leadership. We are making solid progress towards achieving our target of 40% women in management by the end of 2025/26. This year 30.1% (2023/24: 28.6%) of senior leaders and 39.8% (2023/24: 39.6%) of managers are women.

Since we introduced our new target last year to enable more than 20,000 colleagues to complete an apprenticeship, traineeship or formal qualification by 2030/31, over 8,200 colleagues across the Group have completed their courses (3,200 of these were in 2024/25).

We remain focused on ensuring our colleagues are engaged and able to realise their full potential. Our Employee Net Promoter Score (eNPS) of 59 improved by two points YoY, maintaining our position in the top 5% of worldwide retailers.

## Helping to tackle climate change and continue our journey to become Forest Positive

In terms of our commitment to the planet, we have made progress in helping tackle climate change, by reducing carbon emissions from our business, products and supply chains. We have reduced the carbon footprint from our own operations by 66.0% since 2016/17, exceeding our near-term 1.5°C-aligned science-based Scope 1 and 2 target of 37.8% by 2025/26.

We have also reduced absolute Scope 3 emissions from supply chain and product use by 30.4%, with a delivered intensity reduction of 38.7% since 2017/18, ensuring we are on track to deliver our 2025/26 target of 40%.

In 2024 we announced new science-based emissions targets across Scopes 1, 2 and 3, as part of the next stage of our Net Zero Climate Plan.

We continue to support industry-wide initiatives through EDRA/GHIN* and will be working closely with our suppliers over the coming years to help them minimise the carbon footprint of their value chain.

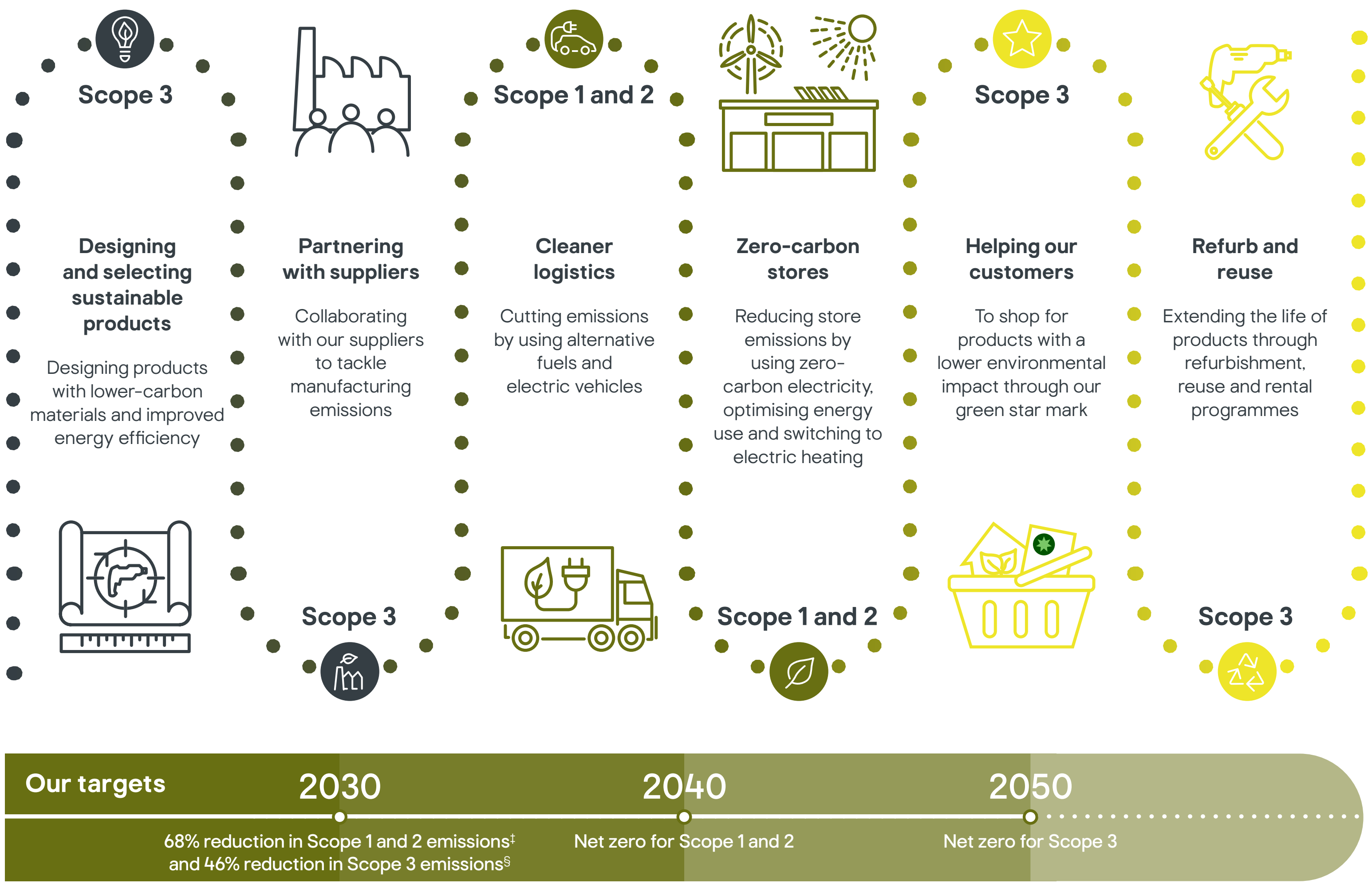
We continue to work towards being Forest Positive through our commitment to responsible sourcing and investing in forest protection and restoration projects.

This year, 97.9% of the wood and paper used in our products was responsibly sourced (2023/24: 96.6%) and 100% of catalogue paper (2023/24: 99.9%).

As a founding member of the Rainforest Alliance Forest Allies, we've invested $1 million to date to support six forest projects in Guatemala, Peru, Colombia, Indonesia and Cameroon. These cover

## Our journey to net zero, as set out in our climate plan, focuses on six core initiatives:

To keep global warming below 1.5°C and protect our planet, we must aim to achieve net zero emissions by 2050. We've set science-based targets,† and here's our plan on how to achieve them.




* European DIY Retail Association (EDRA) and the Global Home Improvement Network (GHIN).
† Our targets have been submitted to the SBTi for validation.
‡ Against a 2016/17 base year.
§ Against a 2017/18 base year.

some 190,000 hectares of community-managed forests and contribute towards the protection of more than 2,500,000 hectares of protected areas.

Our partnership with the Woodland Trust in the UK continues to focus on protection and restoration of ancient woodland in Kingsettle in Dorset and the creation of new woodland at Snaizeholme in Yorkshire. We have also supported environmental initiatives in Poland and France.

## Making greener, healthier homes affordable

In 2024/25, 53.4% of total Group sales came from Sustainable Home Products (SHPs) that help create greener, healthier homes (2023/25: 49.4%), putting us on track to achieve our SHP target of 60% by 2025/26. Sales of our SHPs generated £6.7 billion for our business in 2024/25 (2023/24: £6.4 billion).

SHPs now account for 63.3% of sales for our Own Exclusive Brand (OEB) ranges (2023/24: 60.1%) moving us closer to the OEB element of our target of 70% by 2025/26.

We rolled out our green star product markers to all banners in 2024/25, to help customers more easily identify and purchase products that have been designed to minimise their impact, either in their product lifetime, or through environmentally-friendly materials and manufacturing methods. To date, our green star marker has been applied to over 10,000 SKUs across the Group, and this is set to increase further this year.

This year 10% of Group sales were from products meeting the SHP standards for Saving Energy at Home or Saving Water at Home. Screwfix has more than tripled the range of air source heat pumps (ASHPs) it offers, with strong growth in sales volumes over the same period, while at Brico Dépôt France customers can now buy DIY solar panels.

As well as ensuring our customers can access sustainable products, we provide services that reduce their environmental impact. We've rolled out Castorama Poland's Clean Air programme to 55 stores and now have 110 energy efficiency experts on hand to offer advice on products and services. In France, Castorama offers an end-to-end energy-saving service for customers, while at B&Q, we continue to offer customers a free, personalised Energy-Saving Service in partnership with the Energy Savings Trust (EST).

### Removing peat

We've made further progress to remove bagged peat from our ranges this year. While we've achieved this in our UK banners, market challenges have made it harder in other geographies, but we continue to push for progress, and Castorama France has committed to only stock peat-free OEB compost by April 2025.

We continue to work with our horticulture suppliers to reduce or eliminate peat in OEB nursery stock and bedding plants. In 2024, B&Q's OEB bedding plant range was 100% peat free. We've used our testing facility at Springfield to test formulations in 'real life' situations, with the plants our customers are growing.

### Sustainable packaging

In 2024/25 we continued to prioritise our efforts to minimise packaging and the use of plastics, ensuring long-term business sustainability. 60.1% of plastic packaging purchased in 2024 contained a minimum of 30% recycled content (2023: 51.6%). We phased out 94.9% of EPS, PVC and other non-recyclable plastics (2023: 92.2%) and saw a 6.4% reduction of all plastic packaging by weight year-on-year. 82% of paper and board purchased was sustainably sourced in 2024 (2023: 81.9%).

## Striving for better homes for everyone in our communities

This year we reached over one million people through community projects, bringing our total to over four million people reached since 2016/17.

We continued our strategic partnerships with national charities in the UK and Romania and added a further three charity partners this year: Habitat for Humanity (UK), Les Restos du Cœur (France) and HOGAR SÍ (Iberia).

In 2024/25 we invested £6.0 million (2023/24: £6.1 million) in our communities with an additional £2.7 million raised by our customer and colleague fundraising efforts (this includes in-store collections, fundraising events, payroll giving and public pledges to appeals).

We supported global disaster relief efforts including those impacting our operations via donations and practical assistance, including emergency provisions in Poland, Romania and Spain and storm damage clear-ups in Wales.

## Responsible Business Fundamentals

### Employee safety

Our total employee injury incident rate was 9,688 in 2024/25 (2023/24: 9,438). Performance remained broadly in line with the previous year, with a year-on-year increase of 2.7%. There were no employee work-related fatalities.

### Responsible sourcing

During 2024, 82% of in-scope GFR suppliers (all OEB suppliers and non-OEB suppliers above a spend threshold of £50,000) were compliant to our policy. Over 5,551 production sites were disclosed to us via collaborative platforms such as Sedex and amfori BSCI and 3,080 of these were identified as 'high risk'. Of the production sites identified as high risk, 2,619 had completed an audit within the last two years.

In 2024, 127 production sites did not meet our minimum standards (i.e. they achieved a business-critical grade). During the year, 81 sites with business-critical issues had their non-conformances verified as closed out.

The aim of our EcoVadis Improvement Programme is to contact five suppliers every month, based on spend and risk, to suggest ways they could improve their scorecard.

In 2024, suppliers that were EcoVadis assessed amounted to 75% of in-scope GNFR spend (annual spend over £75,000), the same as the previous year. In addition, 70% of suppliers who were re-assessed by EcoVadis improved their score, through changes to their internal processes, reporting and systems. In total, 82% of suppliers improved or maintained their score.

### Waste and recycling

We generated 162,985 tonnes of waste during the year (2023/24: 174,343 tonnes of waste). This 7% reduction was due to improvements across several banners, including improved recovery rates at our French banners.

We diverted 90% of waste from landfill (2023/24: 88%) and our recycling rate was 76% (2023/24: 69%).

# Progress against targets

| Target | Trend | Summary | Performance* |
|---|---|---|---|
| **Colleagues** | | | |
| Improve gender balance to 35% women in senior leadership and 40% women in management by 2025/26. | YOY progress | We've now reached 30.1% women in senior leadership (2023/24: 28.6%) and 39.8% in management (2023/24: 39.6%). | Not on track (women in senior leadership)<br>On track (women in management) |
| Enable more than 20,000 colleagues to complete an apprenticeship, traineeship or formal qualification by 2030/31. | YOY progress | 3,221 colleagues across the Group completed apprenticeships, traineeships and formal qualifications, bringing the total to 8,248. | On track |
| **Planet** | | | |
| Deliver our science-based targets for 2025/26 to reduce Scope 1 and 2 emissions by 37.8% in absolute terms and Scope 3 emissions from the supply chain and customer use of products by 40% per £million of turnover compared with 2016/17 and 2017/18 respectively.† | YOY progress | We have reduced absolute Scope 1 and 2 (market-based) GHG emissions by 66.0% since 2016/17 (2023/24: 63.6%). We're currently exceeding our target. | On track (Scope 1 and 2) |
| | YOY regress | We have reduced our Scope 3 GHG emissions intensity from the supply chain and customer use of products by 38.7% since 2017/18 (2023/24: 41.6%), reflecting a slower rate of reduction, but we remain on track to achieve our 2025/26 target. | On track (Scope 3) |
| Reach net zero emissions for our operations (Scope 1 and 2) by the end of 2040/41 and across our value chain (Scope 3) by 2050/51. | YOY progress | Achieving our Scope 1 and 2 science-based target is the first step towards net zero emissions for our operations. Our interim target for 2024/25 was to reduce Scope 1 and 2 GHG emissions to 185,108 $tCO_2e$ – a 33.8% reduction from the 2016/17 baseline – and we exceeded this by reducing emissions to 94,955 $tCO_2e$. | On track (Scope 1 and 2) |
| | New target | This is a new target. Achieving our Scope 3 science-based carbon reduction target is the first step towards net zero for our value chain. | On track (Scope 3) |
| Achieve 100% responsibly sourced wood and paper for our products and catalogues by 2025/26. | YOY progress | 97.9% of wood and paper in our products was responsibly sourced (2023/24: 96.6%) and 100% of catalogue paper. | On track |
| Work towards becoming Forest Positive by 2025/26. | YOY progress | We continued to invest in six forest projects in key tropical sourcing regions, through our membership with the Rainforest Alliance's Forest Allies initiative. These cover over 189,206 hectares and support the livelihoods of 5,323 people across 43 communities. We expanded our UK partnership with the Woodland Trust and supported local partnerships in France and Poland. | Making progress |
| **Customers** | | | |
| Attain 60% of Group sales from our Sustainable Home Products (SHPs), including 70% of sales for our Own Exclusive Brand (OEB) products by 2025/26. | YOY progress | In 2024/25, 53.4% of our total Group sales came from SHPs (2023/24: 49.4%). For our OEB ranges, the figure is 63.3% (2023/24: 60.1%). | On track |
| **Communities** | | | |
| Having met our target to help more than two million people whose housing needs are greatest, we continue to report on progress. | YOY progress | Our projects have reached over 4.2 million people since 2016/17. | Achieved |

Trend: YOY progress YOY regress

* Limited assurance has been provided over targets relating to the Selected Information defined within the scope. Refer to pages 37-38 for the detailed scope of work.

† Our Scope 3 GHG emissions target covers only Categories 1.1 and 11, as defined by the GHG Protocol, and excludes other Scope 3 categories.

# Governance

**We've integrated Responsible Business practices into our governance and management structures, allowing us to make strides towards our goals and targets while also ensuring accountability in our decision-making.**

## Executive oversight

Our Responsible Business Committee (RBC), a Committee of the Board, is chaired by a non-executive director. Members include two non-executive directors, the Group CEO, and other members of the Group Executive. It oversees the delivery of our Responsible Business strategy and provides advice and assurance to the Group Executive and the Board on all matters relating to Responsible Business practices. It's also responsible for monitoring performance against our priorities.

The Chair of the RBC reports on its activities to the Board and the Board and Committee members also review Responsible Business KPIs on a quarterly basis as part of their governance duties.

## Embedding Responsible Business

We have a three-year Responsible Business Plan for the Group that's reviewed by the Group Executive and the Kingfisher Board of Directors twice a year.

Our central Responsible Business team, led by our Director of Responsible Business (reporting directly to our Chief People Officer), develops strategy, targets, governance, and reporting and communication on Responsible Business.

We also have experts in our Group functions who drive and embed progress on our four priorities and fundamentals. For example, the sustainability team within our Offer & Sourcing function embed sustainability into our Own Exclusive Brand product ranges and support banners as a centre of excellence.

Responsible Business leads at banners are supported by our central team and experts within Group functions. Responsible Business targets are integrated into banners' three-year plans.

## Integrating Responsible Business performance measures

Responsible Business measures (climate change, Sustainable Home Products and gender diversity) are integrated into our long-term incentive plan (known as the Kingfisher Performance Share Plan) for our senior leadership team. The performance conditions attached to the vesting of awards include a 25% weighting on Responsible Business measures. Further details about this can be found in our Annual Report and Accounts.

Kingfisher also has a £550m sustainability-linked revolving credit facility, which enables us to benefit from a lower interest rate when we deliver on ambitious sustainability and community-based targets under the Group's Responsible Business plan.

## Responsible Business policies

Our policies guide our approach and help us to adopt consistent standards across our markets. For transparency, we publish key policies on our website. See kingfisher.com/ResponsibleBusinessPolicies.

We aim to review our policies annually and update them when necessary.

Key updates in 2024/25 included our new emissions reduction targets, updating our approach to align with our refreshed community strategy to reflect the diversity of our projects, and clarifying our position with regard to wood and paper sourcing requirements with which our third-party marketplace vendors must comply. Updates were approved by our Group Executive.

## Risk management

Identification and management of sustainability risks are incorporated in our strategic risk assessment processes, which are explained in our Annual Report and Accounts.

Climate change continues to be one of our principal risks. We've conducted scenario analysis to help us develop our approach to climate risks and opportunities. The results are summarised in our disclosure against the recommendations of the Task Force on Climate-related Financial Disclosures in our Annual Report and Accounts.

Our internal Responsible Business risk register (part of our overall Group risk management process) is used to help us monitor risks over the short- (1-3 years) and medium- to long-term (over 3 years). This timeframe aligns with the Group's strategic planning period and the period over which the principal risks are considered. However, recognising the long-term nature of climate-related risks, we currently model risks up to 10 years through our climate-related scenario modelling outlined in our Task Force on Climate-related Financial Disclosures in our Annual Report and Accounts.

The register includes risks relating to:

- Climate change.
- New business models (e.g. joint ventures, franchise and online marketplace).
- Ethical compliance of our Goods for Resale supply chain.
- Wood and paper compliance.
- Inclusion and diversity.
- Sustainability regulation and compliance.
- Delivery, reporting and communications of our Responsible Business strategy.

## Fines and prosecutions

There were no prosecutions relating to Health and Safety and no environmental prosecutions, with one low level fine relating to air conditioning sales reporting requirements in Spain.

# Cyber security

**In recent years there has been a rise in cyber-attacks and security incidents and, in response to the cyber threat, we have designed processes and controls to protect the data entrusted to us and our business operations. All colleagues have a role to play in protecting data and guarding against cyber security threats.**

## Roles and responsibilities

Cyber security is one of our principal risks and receives Group Executive-level sponsorship and Board focus. It's an integral part of our IT strategy with a three-year plan to continue to develop and evolve our capabilities to meet cyber threats.

Our Board receives regular updates on cyber security. Our Chief Information Security Office owns, develops and operates the cyber security strategy and reports to the Board annually. They report to our Chief Technology Officer who reports to our CEO.

## Our approach

Our Information Security and Acceptable Use policies are approved by our Group Executive and supported by a suite of more detailed security standards. Our policies, standards and associated controls framework are aligned to international security standards such as ISO 27001 and the National Institute of Standards and Technology (NIST). We review and refresh our policies annually and update our guidance regularly, benchmarking our approach against industry best practice and reflecting changes in technology and new cyber security threats.

We continue to develop our technology risk framework to ensure we have a robust approach aligned to industry best practice. We are working to further strengthen our IT General Controls in response to the revised draft of the Financial Reporting Council's (FRC) UK corporate governance code. We have policies and processes in place to ensure we adhere to General Data Protection Regulation (GDPR) and other relevant regulations.

New technology developments go through a 'Secure by Design' process to ensure solutions are secure and compliant with regulations when deployed. We perform security assurance on our supply chain where a third-party processes our data, with robust security clauses in our contracts.

We regularly review the cyber threats facing Kingfisher. We undertake frequent vulnerability assessments to identify and continue to deploy new processes and technology to protect our data and IT systems.

## Strengthening our cyber security preparedness

We have a robust major incident management process to respond to and manage security incidents and data breaches and have nominated a Cyber Executive Committee to lead our response in the event of a cyber security incident. We continue to conduct a programme of simulation exercises across the Group to further improve our readiness to respond.

## Independent assurance

Our systems and processing of card payments in the UK are certified compliant by the Payment Card Industry Data Security Standard (PCI DSS) and have prepared for the evolved requirements of the PCI DSS v4 which come into force over the next year. An annual external audit of our systems is conducted. Our European card payments processes are also designed to meet the requirements of the standard.

We are regularly independently assessed to help us monitor progress against our cyber security maturity targets. Audit findings are reported to the Kingfisher Audit Committee.

## Active industry involvement

We participate in industry and government forums to ensure we remain aware of the latest regulatory developments and cyber threats and to share best practices.

We're a member of the Payment Card Industry Security Council and belong to the Cyber Security Information Sharing Partnership (CiSP), a joint industry and government initiative set up to exchange cyber threat information in real time. We continue to meet regularly with other retailers to discuss cyber threats, share insights and develop industry responses via the Retail Trust Group organised by the National Cyber Security Council (NCSC).

## Enabling greater cyber awareness

We communicate our policies and remind all colleagues to keep security top of mind through regular security awareness campaigns throughout the year. Cyber security is included in our induction programme for all new colleagues, with additional training for relevant roles.

We run regular phishing simulation exercises to encourage our colleagues to remain vigilant and invest in frequently refreshed interactive training materials to support their ongoing education around cyber security. Third parties completing IT development work are contractually required to educate their staff on cyber security.

## Investing in cyber security skills

In 2023 we launched a Cyber Academy to build the skills we need to strengthen our approach to cyber security and support the ongoing significant skills shortages in the security industry. Working with an established apprenticeship provider, after completing a skills bootcamp we have taken on a number of school leavers from diverse backgrounds to complete a Level 4 apprenticeship. On completion of the two-year rotation programme we hope our apprentices will move into permanent roles with us or one of our partners.

# Data protection

**We hold customer, colleague and supplier data and have a responsibility to collect, use and store it responsibly in line with national regulation and the EU General Data Protection Regulation (GDPR). Our approach includes strong policies on data management and training for our people.**

## Clear policies and accountability

Our Group Data Protection Officer oversees our approach and reports to the Group General Counsel. Our Chief Financial Officer has overall executive responsibility for data protection and we have a data protection lead in each banner to help implement our Group policies in line with local requirements. Our Chief Compliance Officer reports to the Board, Group Executive and Audit Committee twice a year.

We have reviewed our Data Retention Policy this year as well as our Data Protection Policy, which helps our colleagues understand and apply our data protection obligations.

## Engaging our colleagues on data protection

All our data protection policies and information are easily accessible to colleagues via a dedicated Data Protection intranet page.

Colleagues complete a module on data protection as part of the compliance training programme when they first join, followed by refresher training every year. This explains our key processes and how to protect personal data and recognise and report personal data breaches.

Almost 90% of our colleagues completed our Data Protection e-learning during 2023/24. This training was updated in 2024 to include a generative AI module and is based on GDPR requirements – covering how to protect data and recognise a data breach. As AI brings a number of different kinds of risks, including data protection, the training will help us mitigate these.

This year we've also published a Generative AI policy which has been communicated to colleagues and is available on our intranet.

## Key data protection processes

When a business activity involves collecting and/or using personal data, colleagues are required to complete a Records of Processing Activity assessment. This helps us to ensure we're complying with the record keeping requirements of the GDPR and other aspects of data protection law. If the business activity may involve handling personal data in such a way it might pose a risk to data subjects (individuals whose data we hold), colleagues are also required to complete a Data Protection Impact Assessment which helps us to understand and mitigate data risks.

Suppliers that process personal data on behalf of Kingfisher must confirm that they comply with our data protection and information security policies, and this requirement is integrated into our contracts with data processors.

In certain cases, individuals have the right to access, rectify and delete any data we hold on them. We have a process in place for customers and colleagues to exercise their rights.

Our data protection specialists work with colleagues throughout the business to apply our policies. For example, we'll be supporting Inclusion and Diversity (I&D) to ensure we're protecting sensitive data from colleagues. We'll continue to support business projects across Kingfisher, such as Marketplace, and will be focusing on cookie management in the coming year.

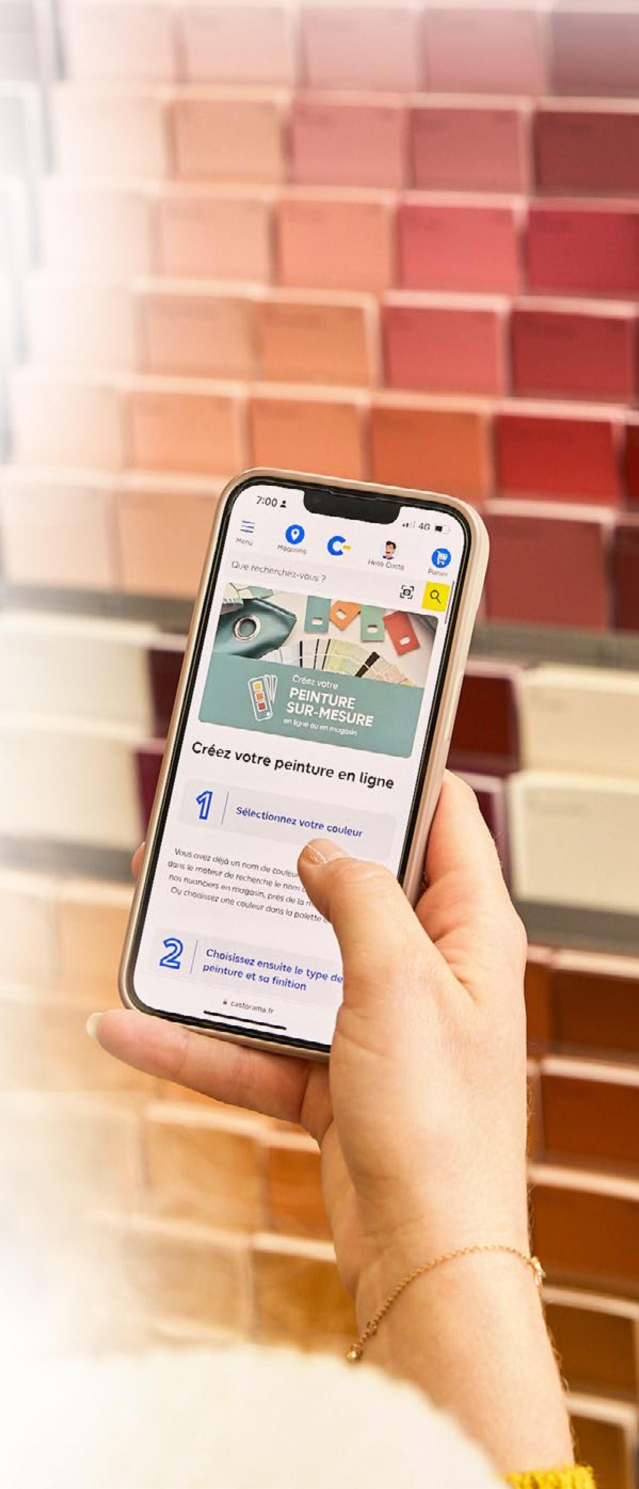
## Responding to data breaches

Under the GDPR, we're required to report certain types of data breaches to the relevant regulator, such as the Information Commissioner's Office in the UK, and the affected individuals.

Our Data Protection team investigates personal data breaches to mitigate risks and determine if notification to the affected individuals and regulators is required. We have a data breach process where anybody in Kingfisher who becomes aware of an incident is expected to approach the Data Protection team locally or to raise it via the Processor system, run by One Trust.

We're working on a new version of the vendor engagement assessment which will automate part of the risk assessment and due diligence process from a data protection and cyber security perspective.

We've also implemented a GDPR management solution to ensure appropriate reporting of data breaches. The system also enables us to monitor whether Records of Processing Activity assessments and Data Protection Impact Assessments have been completed.



# Our business and the UN Sustainable Development Goals

**We support the UN Sustainable Development Goals that provide a framework for governments, business and civil society to work together to end poverty, fight inequality and stop climate change by 2030.**

The Goals have informed the development of our Responsible Business strategy and we have identified priority Goals, where we can have the most impact. These are outlined below. We are signatories to Better Retail, Better World, a collaboration led by the BRC aimed at supporting the Goals.


## Colleagues: We will be a more inclusive company

| Our targets and policies | UN SDG targets | Our direct contribution |
|---|---|---|
| **Improve gender balance to 35% women in senior leadership and 40% women in management by 2025/26.**<br><br>**Enable more than 20,000 colleagues to complete an apprenticeship, traineeship or formal qualification by 2030/31.**<br><br> | **SDG 4.4** By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.<br><br>**SDG 5.5** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life. | Providing colleagues with opportunities for lifelong learning.<br><br>Helping more young people into the workplace via a range of work experience, entry-level roles, apprenticeships and development opportunities.<br><br>Working to improve gender balance in line with our Group and banner level Inclusion and Diversity action plans. |

## Planet: We will help tackle climate change and continue our journey to become Forest Positive

| Our targets and policies | UN SDG targets | Our direct contribution |
|---|---|---|
| **Deliver our science-based targets for 2025/26 to reduce Scope 1 and 2 emissions by 37.8% in absolute terms and Scope 3 by 40% per £million of turnover compared with 2016/17 and 2017/18 respectively.**<br><br>**Reach net zero emissions for our operations (Scope 1 and 2) by the end of 2040/41 and across our value chain (Scope 3) by 2050/51.** | **SDG 7.3** By 2030, double the global rate of improvement in energy efficiency.<br><br>**SDG 11.6** By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.<br><br>**SDG 13.2** Integrate climate change measures into national policies, strategies and planning. | Reducing the energy intensity of our stores and buildings and switching to electric heating.<br><br>Electricity purchased from renewable sources and installing on-site renewables.<br><br>Cleaner transport fuels.<br><br>Reducing emissions from energy using products.<br><br>Engaging with suppliers to reduce supply chain emissions.<br><br>Engaging on energy use and climate change with policymakers. |
| **Achieve 100% responsibly sourced wood and paper for our products and catalogues by 2025/26.**<br><br>**Work towards becoming Forest Positive by 2025/26.** | **SDG 8.4** Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead.<br><br>**SDG 12.2** By 2030, achieve the sustainable management and efficient use of natural resources.<br><br>**SDG 15.2** By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally.<br><br>**SDG 15.5** Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species. | Responsible sourcing of wood and paper from well-managed forests.<br><br>Investing in reforestation projects through our partnership with Rainforest Alliance and in local forest and woodland projects via our banners. |
| **Sustainable management and efficient use of key resources.** | **SDG 8.4** Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead.<br><br>**SDG 9.4** By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.<br><br>**SDG 12.2** By 2030, achieve the sustainable management and efficient use of natural resources.<br><br>**SDG 15.5** Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species. | Responsible sourcing of wood and paper from well-managed forests, see above.<br><br>Eliminating peat from the compost and other growing media we sell.<br><br>Implementing our sustainable packaging strategy.<br><br>Engaging with others as members of the Leather Working Group and Better Cotton Initiative. |

## Customers: We will help make greener, healthier homes affordable

| Our targets and policies | UN SDG targets | Our direct contribution |
|---|---|---|
| **Attain 60% of Group sales from our Sustainable Home Products (SHPs), including 70% of sales for our Own Exclusive Brand (OEB) products by 2025/26.** | **SDG 6.4** By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.<br>**SDG 7.3** By 2030, double the global rate of improvement in energy efficiency.<br>**SDG 11.6** By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.<br>**SDG 12.2** By 2030, achieve the sustainable management and efficient use of natural resources.<br>**SDG 12.8** By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature. | Increasing sales of products that help customers to create better, more sustainable homes.<br>Promoting our range of energy efficient products.<br>Extending our range of energy saving and low carbon energy generation products and services.<br>Promoting water efficient products. |
| **Making sure we use sustainable chemicals in our products.** | **SDG 3.9** By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.<br>**SDG 6.3** By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.<br>**SDG 12.4** By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment. | Phasing out substances which are very likely to become restricted by law in future years, ahead of regulation.<br>Switching to more sustainable chemicals that are better for customers and the environment.<br>Achieving transparency about the chemicals used in our products. |

## Communities: We are striving for better homes for everyone in our communities

| Our targets and policies | UN SDG targets | Our direct contribution |
|---|---|---|
| **Help more than two million people whose housing needs are greatest by 2025/26.** | **SDG 11.1** By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums. | Making donations and supporting charities through our network of charitable foundations.<br>Strategic partnerships including with Shelter, Abbé Pierre Foundation, Habitat for Humanity and Macmillan Cancer Support.<br>Being an advocate on the issue of unfit housing.<br>Promoting volunteering opportunities. |

## Fundamentals: Human rights and supply chain

| Our targets and policies | UN SDG targets | Our direct contribution |
|---|---|---|
| **Ensure suppliers meet our ethical and environmental standards.** | **SDG 8.7** Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.<br>**SDG 8.8** Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment. | Requiring suppliers to disclose their production sites.<br>Ethical audit programme for high-risk production sites.<br>Projects to address our salient human rights impacts.<br>Working with Slave-Free Alliance to strengthen modern slavery due diligence. |

## Fundamentals: Waste and circular products

| Our targets and policies | UN SDG targets | Our direct contribution |
|---|---|---|
| **Work towards zero waste to landfill and increase recycling.** | **SDG 11.6** By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.<br>**SDG 12.5** By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse. | Working with waste management contractors to increase recycling and divert waste from landfill.<br>Incorporating recycled plastics into our products.<br>Rolling out repair, refurbishment, rental and spares services to extend the life of products.<br>Packaging strategy to reduce materials use and waste. |

## SDGs outside the scope of our Responsible Business strategy

| SDG targets | Our contribution |
|---|---|
| 1 No poverty, 2 Zero hunger, 14 Life below water | Our targets do not contribute directly to these SDGs. However, our work on responsible sourcing, community investment and approach to chemical management can influence food security, eliminate poverty and preserve life below water. |
| 16 Peace, justice and strong institutions | By encouraging our suppliers to meet ethical and environmental standards and through our Code of Conduct and training for colleagues, we have an indirect influence on the following SDG targets:<br>**SDG 16.2** End abuse, exploitation, trafficking and all forms of violence against and torture of children.<br>**SDG 16.5** Substantially reduce corruption and bribery in all their forms.<br>**SDG 16.6** Develop effective, accountable and transparent institutions at all levels. |
| 17 Partnerships for the goals | Through our work with suppliers in a range of developing countries, we indirectly contribute to the following SDG target:<br>**SDG 17.11** Significantly increase the exports of developing countries, in particular, with a view to doubling the least developed countries' share of global exports by 2020. |

# United Nations Global Compact index

**We joined the United Nations Global Compact in 2014 and are committed to its Ten Principles covering the areas of human rights, labour, environment and anti-corruption.**

This Report is our eleventh Communication on Progress against the Global Compact Principles, covering our financial year 2024/25. This table summarises our approach and shows where information on our targets and progress for each principle can be found in our Responsible Business Report and other documents. All page references are for the Responsible Business Report unless otherwise stated.

**"Kingfisher remains committed to the Ten Principles of the United Nations Global Compact, in the areas of human rights, labour practices, the environment and anti-corruption. We remain dedicated to integrating these Principles into our business operations and reporting our progress to stakeholders."**

**Thierry Garnier**
Chief Executive Officer

| Principles | Summary of approach | Location in our Responsible Business Report |
|---|---|---|
| **Human rights and labour** | | |
| **Principle One**<br>Businesses should support and respect the protection of internationally proclaimed human rights; and<br><br>**Principle Two**<br>make sure they are not complicit in human rights abuses.<br><br>**Principle Three**<br>Businesses should uphold the right to freedom of association and the effective recognition of the right to collective bargaining;<br><br>**Principle Four**<br>the elimination of all forms of forced and compulsory labour;<br><br>**Principle Five**<br>the effective abolition of child labour; and<br><br>**Principle Six**<br>the elimination of discrimination in respect of employment and occupation. | We take steps to protect the human rights of people affected by our business, including employees and suppliers. We respect the rights of our employees and suppliers in areas such as freedom of association, the right to collective bargaining, no child labour or forced or compulsory labour. We work to eliminate discrimination, to promote diversity and to protect the health and safety of employees, customers and contractors.<br><br>Our Human Rights Policy sets out our commitment to respect human rights, in line with international agreements and guidelines including: the United Nations Guiding Principles on Business and Human Rights; the International Bill of Human Rights (which includes the Universal Declaration of Human Rights); the UN Global Compact; the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work; the Children's Rights and Business Principles; and UN conventions on the elimination of discrimination.<br><br>We have identified the salient human rights issues for our business and supply chains, as defined by the UN Guiding Principles Reporting Framework.<br><br>We do not tolerate any form of modern slavery. Our Responsible Business Committee (RBC) leads and oversees delivery of our Responsible Business strategy and has oversight of modern slavery risks. We implement due diligence processes and a programme of ethical audits for high-risk production sites.<br><br>Our external and confidential whistleblowing hotline is available to all employees and suppliers.<br><br>All reports to the hotline are reviewed and, where necessary, investigated. The outcome is reported to the relevant Local Ethics and Compliance Committee. More serious or sensitive cases are reviewed by the Group Ethics and Compliance Committee. A summary of outcomes is reported to the Audit Committee of the Board of Directors. | Responsible sourcing and human rights, Responsible Business Report page 37<br><br>Ethical conduct, Responsible Business Report page 39<br><br>Colleagues, Responsible Business Report pages 8-13<br><br>Health and safety at work, Responsible Business Report page 36<br><br>Modern Slavery Act Transparency Statement<br><br>Human Rights Policy<br><br>Code of Conduct<br><br>Supply Chain Workplace Standards<br><br>Whistleblowing Policy |

| Principles | Summary of approach | Location in our Responsible Business Report |
|---|---|---|
| **Environment** | | |
| **Principle Seven**<br>Businesses should support a precautionary approach to environmental challenges;<br><br>**Principle Eight**<br>undertake initiatives to promote greater environmental responsibility; and<br><br>**Principle Nine**<br>encourage the development and diffusion of environmentally friendly technologies. | We aim to be restorative to the environment, working in our business and with partners to create positive change. We have set ambitious targets and report progress annually. Our approach is summarised in our policies (see next column).<br><br>We invest in innovation to improve the environmental performance of our products and extend our ranges that help customers adopt more sustainable lifestyles.<br><br>We have set ambitious carbon reduction targets that have been validated by the Science Based Targets initiative (SBTi). Our target is consistent with a 1.5°C trajectory. In 2024 we announced new science-based emissions targets across Scopes 1, 2 and 3, as part of the next stage of our Net Zero Climate Plan. We have committed to reach net zero emissions from our operations (Scope 1 and 2) by 2040 and net zero for Scope 3 by 2050. We are also working to reduce waste, use resources efficiently and source sustainable raw materials.<br><br>We support a precautionary approach, for example through our work to replace chemicals with more sustainable alternatives. | Customers, Responsible Business Report pages 22-28<br><br>Planet, Responsible Business Report pages 14-21<br><br>Chemicals, Responsible Business Report page 28<br><br>Eliminating waste and increasing recycling, Responsible Business Report page 38<br><br>Sustainable Home Product Guidelines<br><br>Environmental Policy<br><br>Forest Positive Policy<br><br>Chemicals Policy<br><br>Sustainable Packaging Policy for Own Exclusive Brands |
| **Anti-corruption** | | |
| **Principle Ten**<br>Businesses should work against corruption in all its forms, including extortion and bribery. | We will not tolerate bribery or corruption in any form. Our Code of Conduct helps to promote a culture of transparency, honesty and fairness. It helps us to comply with regulations such as the UK's Bribery Act.<br><br>Our Code of Conduct applies to all Kingfisher colleagues and third parties. Everyone in the business is required to complete annual training on our Code of Conduct. This covers the key principles of the Code and how to raise concerns. Colleagues working in sensitive areas of the business or in higher risk roles also complete additional training.<br><br>Our Group Ethics and Compliance Committee meets every quarter to review our ethical compliance processes, and to discuss any investigations and sensitive whistleblowing reports. It is chaired by the Kingfisher Chief Financial Officer. We have a Local Ethics and Compliance Committee and local compliance officers in each banner.<br><br>Our internal audit function provides additional assurance on compliance to key aspects of the Code, using a risk-based approach to plan their work. The Audit Committee of the Board of Directors receives regular updates on the outcomes of our whistleblowing channel and sensitive investigations. | Ethical conduct, Responsible Business Report page 39<br><br>Code of Conduct<br><br>Policies and supplier resources<br><br>Anti-Bribery and Corruption Policy |

# Sustainability Accounting Standards Board index

**We aim to align our reporting with the Sustainability Accounting Standards Board (SASB) standards for Multiline and Speciality Retailers and Distributors. The table summarises our approach and shows where SASB criteria can be found in our reporting.**

| Code | SASB criteria | | Our approach |
|---|---|---|---|
| CG-MR-130a.1 | **Energy Management in Retail & Distribution** | (1) Total energy consumed,<br>(2) percentage grid electricity,<br>(3) percentage renewable | (1) We consumed 871 GWh energy for our property and logistics in 2024/25 (2023/24: 928 GWh). (2) Of this, 43% was purchased grid electricity. (3) 92% of our purchased electricity was from renewable sources through contracts in the UK, Iberia, France, Poland and Romania.<br>Performance Data Appendix page 26 |
| CG-MR-230a.1 | **Data Security** | Description of approach to identifying and addressing data security risks | Our approach includes robust policies and governance procedures, internal and external audit and colleague training.<br>Performance Data Appendix pages 9-10 |
| CG-MR-230a.2 | | 1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of customers affected | We report this information to the relevant regulatory authorities but do not currently include it in our public reporting. |
| CG-MR-310a.1 | **Labour Practices** | (1) Average hourly wage and (2) percentage of in-store employees earning minimum wage, by region | Kingfisher complies with all local legislation in relation to minimum wages in all countries in which it operates. We do not currently collect and disclose this data at a Group level. |
| CG-MR-310a.2 | | (1) Voluntary and (2) involuntary turnover rate for in-store employees | Our employee turnover rate was 24.7% (2023/24: 27.6%) including voluntary and involuntary leavers. It includes all colleagues, not just in-store employees.<br>Performance Data Appendix page 21 |
| CG-MR-310a.3 | | Total amount of monetary losses as a result of legal proceedings associated with labour law violations | We do not currently include this information in our public reporting. |

| Code | SASB criteria | | Our approach |
|---|---|---|---|
| CG-MR-330a.1 | **Workforce Diversity & Inclusion** | **Percentage of gender and racial/ethnic group representation for (1) management and (2) all other employees** | 39.8% of managers and 30.1% of senior leadership positions are now held by women, up from 39.6% and 28.6% respectively last year. Women accounted for 43% of total employees.<br>We do not currently collect data on ethnic diversity in our workforce. We are working on improving our UK data on this topic. Ethnic diversity of the Board is disclosed in our Annual Report and Accounts, page 80.<br>Responsible Business Report page 8<br>Performance Data Appendix page 20 |
| CG-MR-330a.2 | | **Total amount of monetary losses as a result of legal proceedings associated with employment discrimination** | There were no significant monetary losses due to legal proceedings associated with employment discrimination during 2024/25. |
| CG-MR-410a.1 | **Product Sourcing, Packaging & Marketing** | **Revenue from products third-party certified to environmental and/or social sustainability standards** | Some of the materials we use in our products are certified to third-party standards including 97.9% of our wood and paper (FSC® and PEFC™), and some cotton (Better Cotton). We do not currently disclose data on revenues from products containing certified materials.<br>53.4% of our sales came from our Sustainable Home Products (2023/24: 49.4%), which generated £6.7 billion for the business. To be classified as a sustainable home product, a product must be assessed against our industry-leading Sustainable Home Product Guidelines.<br>Responsible Business Report pages 20 and 22<br>Performance Data Appendix pages 28-29 |
| CG-MR-410a.2 | | **Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products** | We are working to: phase out substances which are very likely to become restricted by law in future years, ahead of regulation; switch to more sustainable chemicals that are better for customers and the environment; and achieve transparency about the chemicals used in our products with an initial focus on OEB chemical products such as sealants and paint. To date, 207 OEB products and 1,026 non-OEB products have met the requirements of our Restricted Substances List and therefore have qualified for SHP status through our sealants and adhesives criteria.<br>Responsible Business Report page 28 |
| CG-MR-410a.3 | | **Discussion of strategies to reduce the environmental impact of packaging** | Our packaging strategy for OEB products includes targets to reduce the volume of packaging used, increase our use of recycled plastic, ensure wood and paper complies with our sustainable sourcing policy, design out single-use plastic and reduce packaging waste.<br>Responsible Business Report page 27 |

## Activity metrics

| Code | SASB criteria | Our approach |
|---|---|---|
| CG-MR-000.A | **Number of: (1) retail locations and (2) distribution centres** | 1,638 stores; 37 sites in our logistics network* |
| CG-MR-000.B | **Total area of: (1) retail space and (2) distribution centres** | 8,049,914m² retail space; 837,426m² distribution centres |

* This includes 37 operations in the 32 locations: 17 distribution centres (DC), 10 regional consolidation centres (RCC) and 10 fulfilment centres (FC). Please note shared use platforms are excluded due to their significant fluctuations in their number.

# Detailed performance data

## This appendix contains our detailed performance data for our targets and KPIs.

We appointed DNV to provide a limited assurance opinion on selected information within this report. Further details on the work they performed and their conclusion are set out in their independent assurance statement on pages 37-38. The information marked throughout the report with the symbol ◊ indicates the scope of their work.

We also publish a Responsible Business Data Collection Methodology document, available online at kingfisher.com/datamethodology. This provides further details on the methodology we use to calculate our data, including conversion factors and definitions.

## Contents

# Colleagues: We will be a more inclusive company

**Target: Improve gender balance to 35% women in senior leadership and 40% women in management by 2025/26.**

39.8% of managers and 30.1% of senior leadership positions are now held by women, up from 39.6% and 28.6% respectively last year. We are on track to meet our goal of 40% women in management roles by 2025/26 but have more to do to reach our gender balance in senior leadership target.

**Target: Enable more than 20,000 colleagues to complete an apprenticeship, traineeship or formal qualification by 2030/31.**

We introduced this new target in 2023/24, having exceeded our target of providing five million hours of skills for life learning by 2025/26 ahead of schedule. This year over 3,200 colleagues have completed an apprenticeship, traineeship or formal qualification. This brings our total to over 8,200 since the introduction of the target.

| | Units | 2024/25 | 2023/24 | 2022/23 | 2021/22 | 2020/21 | 2019/20 | 2018/19 | 2017/18 | 2016/17 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Diversity – senior management: Gender** | | | | | | | | | | |
| Board – men (headcount) | % | 50◊ | 56 | 56 | 50 | 56 | 62 | 45 | 56 | 56 |
| Board – women (headcount) | % | 50◊ | 44 | 44 | 50 | 44 | 38 | 55 | 44 | 44 |
| Senior leadership total – men (headcount) | % | 70◊ | 71 | 74 | 75 | 77 | | | | |
| Senior leadership total – women (headcount) | % | 30◊ | 29 | 26 | 25 | 23 | | | | |
| **Diversity – all employees: Gender** | | | | | | | | | | |
| Total employees – men (FTE) | % | | | | | | | | 61 | 61 |
| Total employees – men (headcount) | % | 57◊† | 57 | 57 | 57 | 57 | 58 | 58 | | |
| Total employees – women (FTE) | % | | | | | | | | 39 | 39 |
| Total employees – women (headcount) | % | 43◊† | 43 | 43 | 43 | 43 | 42 | 42 | | |
| Management positions – men (FTE) | % | | | | | | | | 66 | 67 |
| Management positions – men (headcount) | % | 60◊ | 60 | 61 | 62 | 64 | 64 | 63 | | |
| Management positions – women (FTE) | % | | | | | | | | 34 | 33 |
| Management positions – women (headcount) | % | 40◊ | 40 | 39 | 38 | 36 | 36 | 37 | | |

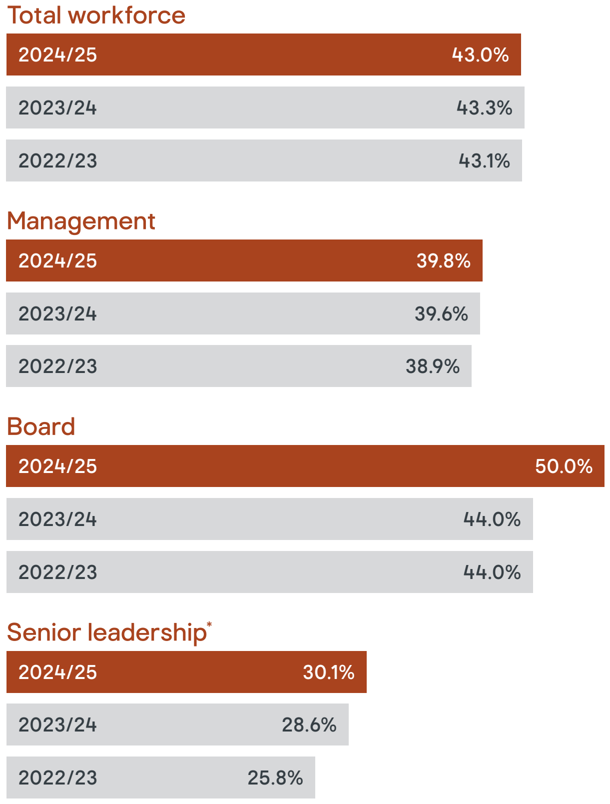
We changed the way we report our data on gender in 2018/19. We now calculate percentages using our total headcount figure as at year-end, whereas in previous years we used the number of full-time equivalent employees. We believe this more accurately reflects the number of women in our workforce since women may be more likely to work part-time. This also ensures alignment with our financial reporting and reflects the Financial Reporting Council's guidance on how companies should report diversity data under the Companies Act 2006.

We have updated our reporting method to use further automation, and from 2023/24 no longer use manual rounding. Historical figures have been adjusted to reflect this change.

**Details on data scope:**

The senior leadership population (previously referred to as senior management) reflects those executive leaders included in our Performance Share Plan (see Annual Report and Accounts 2024/25 for more detail). The management population now reflects all junior and middle management and excludes senior leaders. 2020/21 and 2021/22 data reported has been re-based to show progress against our target; however, years prior to this are not comparable as a different definition was used.

## Gender balance
% of women based on headcount




* Senior leadership is defined as those who are eligible for our Performance Share Plan.
† Total employee headcount as at year-end: 73,191. Female: 31,484. Male: 41,694.
◊ Limited assurance provided by DNV.

| | Units | 2024/25 | 2023/24 | 2022/23 | 2021/22 | 2020/21 | 2019/20 | 2018/19 | 2017/18 | 2016/17 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Employee turnover** | | | | | | | | | | |
| Employees who left | number | **18,402** | 21,175 | 28,088 | 30,229 | 18,776 | 23,796 | 25,676 | 24,044 | 23,491 |
| Rate of employee turnover | % | **24.7** | 27.6 | 35.0 | 36.3 | 24.6 | 31.7 | 34.0 | 32.4 | 32.1 |
| Involuntary turnover rate | % | **3.6** | 3.8 | 4.1 | 4.0 | 4.9 | 6.4 | 8.3 | 6.1 | 6.6 |
| Voluntary turnover rate | % | **23.1** | 26.9 | 35.2 | 32.3 | 19.7 | 25.3 | 25.7 | 26.3 | 25.5 |

Data covers voluntary and involuntary leavers. Involuntary and voluntary turnover rate excludes Poland due to unavailability of data. Rate of employee turnover covers all banners. We changed the way we report our data on turnover in 2022/23. 2021/22 data reported has been re-based to show annual change; however, years prior to this are not comparable as a different methodology was used.

| | Units | 2024/25 | 2023/24 | 2022/23 | 2021/22 | 2020/21 | 2019/20 | 2018/19 | 2017/18 | 2016/17 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Employee training** | | | | | | | | | | |
| Employees training hours | number of hours | **1,553,182** | 1,680,218 | 2,642,927 | 2,264,474 | 1,683,576 | | | | |
| Employees completing an apprenticeship, traineeship or formal qualification | number of colleagues | **3,221** | 5,027 | | | | | | | |
| Total employees completing an apprenticeship, traineeship or formal qualification (accumulative total from 2023/24) | number of colleagues | **8,248** | 5,027 | | | | | | | |

Data is quality checked to avoid any duplication in colleagues completing multiple qualifications within the reporting year. However, there is a minor risk of duplication of colleagues across reporting years. This will be addressed in future reporting.

The total number of employees completing an apprenticeship, traineeship or formal qualification was restated for 2023/24 due to an immaterial error in Castorama Poland's data.

Details of data scope, employee training includes:
– Digital modules
– Self-development resources
– Physical workshops (internal and external) including first aid training, leadership/management training
– Virtual learning sessions
– Funded external qualifications
– Leadership and talent programmes.

# Planet: We will help tackle climate change

**Target: Deliver our science-based targets for 2025/26 to reduce Scope 1 and 2 emissions by 37.8% in absolute terms and Scope 3 by 40% per £million of turnover compared with 2016/17 and 2017/18 respectively.**

**Target: Reach net zero emissions for our operations (Scope 1 and 2) by 2040/41 and across our value chain (Scope 3) by 2050/51.**

We have delivered significant progress against our science-based targets reducing our operational emissions (Scopes 1 and 2) by 66.0% since 2016/17, again exceeding our 2025/26 reduction target.

We have reduced Scope 3 emissions by 38.7% per £million of turnover since 2017/18, putting us in a good position to achieve our 2025/26 target of 40%.

| | Units | 2024/25 | 2023/24 | 2022/23 | 2021/22 | 2017/18 Baseline | 2016/17 Baseline |
|---|---|---|---|---|---|---|---|
| **Total footprint: Carbon footprint – GHG emissions by Greenhouse Gas Protocol scope** | | | | | | | |
| Scope 1 total | tonnes $CO_2e$ | **83,581◊** | 90,961 | 130,642 | 153,134 | 146,335 | 139,283 |
| Scope 2 total (market-based) | tonnes $CO_2e$ | **11,374◊** | 10,763 | 8,288 | 61,122 | 105,299 | 140,336 |
| Scope 2 total (location-based) | tonnes $CO_2e$ | **94,743** | 92,167 | 95,870 | 105,056 | 162,609 | 190,013 |
| Scope 1 and 2 total (market-based) | tonnes $CO_2e$ | **94,955◊** | 101,724 | 138,930 | 214,256 | 251,634 | 279,620 |
| Scope 1 and 2 total (location-based) | tonnes $CO_2e$ | **178,324** | 183,128 | 226,512 | 258,191 | 308,944 | 329,296 |
| Scope 3 total | tonnes $CO_2e$ | **19,596,309** | 18,515,777 | 20,810,299 | | | |

We calculate both our market-based and our location-based emissions from electricity consumption. Our carbon reduction target is based on the market-based emissions.

In 2024/25 we made an update to our methodology for assessing the operational control of haulage, which resulted in a change to our Scope 1 and Scope 3 emissions. Our haulage and Scope 1 data reported for 2023/24 and our baseline year of 2016/17 has been updated to reflect this change. All other intervening years will not be comparable. This change also resulted in a slight discrepancy in our 2023/24 Scope 1 emissions versus what was disclosed in our 2024/25 annual report.

We have updated our reporting method to use further automation, and from 2023/24 no longer use manual rounding. Historical figures have been adjusted to reflect this change.

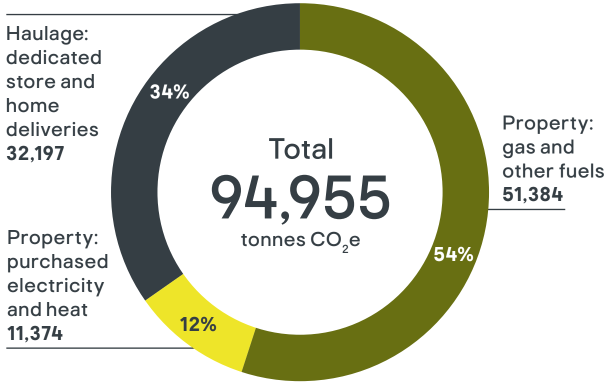
| | Units | 2024/25 | 2023/24 | 2022/23 | 2021/22 | 2017/18 Baseline | 2016/17 Baseline |
|---|---|---|---|---|---|---|---|
| **Carbon footprint – GHG emissions intensity** | | | | | | | |
| Property market-based footprint relative to floor space* | kg $CO_2e/m^2$ reported floor space | 7.8◊ | 8.9 | 10.4 | 19.9 | 25.3 | 30.2 |
| Scope 1 and 2 market-based carbon footprint relative to floor space | kg $CO_2e/m^2$ reported floor space | 11.8◊ | 12.9 | 17.7 | 27.9 | 32.8 | 37.8 |
| Scope 1 and 2 market-based carbon footprint relative to sales | tonnes $CO_2e$ per £m retail sales | **7.4** | 7.8 | 10.6 | 16.3 | 22.4 | 26.1 |
| Emissions from customer use of products and key supply chain relative to sales† | tonnes $CO_2e$ per £m retail sales | **1,354** | 1,291 | 1,458 | 1,612 | 2,211 | |

In 2024/25 we made an update to our methodology for assessing the operational control of haulage, which resulted in a change to our Scope 1 and Scope 3 emissions. Our haulage and Scope 1 data reported for 2023/24 and our baseline year of 2016/17 has been updated to reflect this change. All other intervening years will not be comparable.

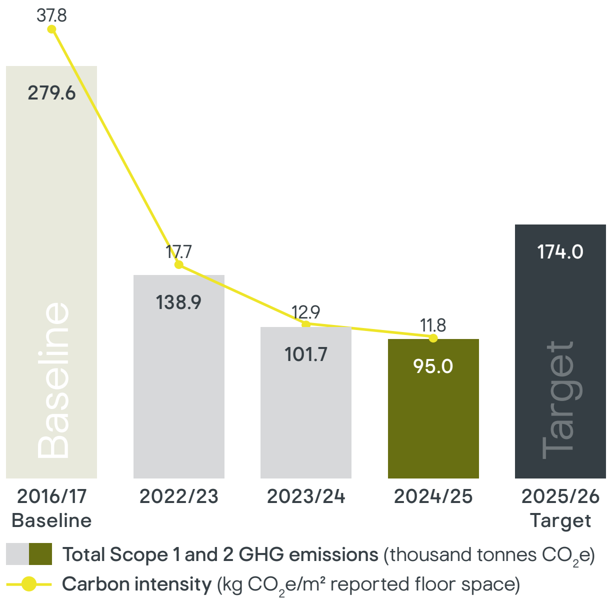
In 2022/23 our emissions calculation methodology was updated for Category 1: Purchased goods and services (goods for resale) and Category 11: Use of sold products. 2021/22 and 2017/18 data reported has been re-based to show progress against our target; however, other years are not comparable as a different methodology was used.

* Covers Scope 2 (market-based) emissions and emissions from fuels used in properties (Scope 1), excluding fuels used in haulage.
† Covers emissions from Scope 3, category 1: Purchased goods and services (goods for resale) and category 11: Customer use of products.
◊ Limited assurance provided by DNV.

## Our Scope 1 and 2 carbon footprint (market-based) 2024/25 tonnes $CO_2e$




## Our carbon emissions (Scope 1 and 2) absolute and intensity



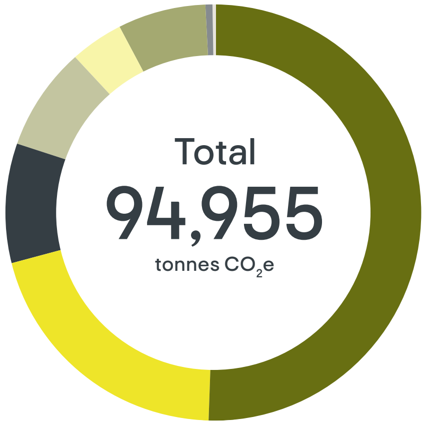
| | Units | 2024/25 | 2023/24 | 2022/23 | 2021/22 | 2020/21 | 2019/20 | 2018/19 | 2017/18 | 2016/17 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Carbon footprint detail: Carbon footprint – Scope 1 and 2 GHG emissions** | | | | | | | | | | |
| **Scope 1** | | | | | | | | | | |
| Property: gas & other fuels | tonnes $CO_2e$ | **51,384**◊ | 59,890 | 73,241 | 91,750 | 84,910 | 87,060 | 94,772 | 89,128 | 86,203 |
| Haulage: dedicated store & home deliveries | tonnes $CO_2e$ | **32,197**◊ | 31,071 | 57,400 | 61,385 | 54,417 | 58,628 | 58,443 | 57,207 | 53,081 |
| **Scope 2** | | | | | | | | | | |
| Property: purchased electricity & heat (market-based) | tonnes $CO_2e$ | **11,374**◊ | 10,763 | 8,288 | 61,122 | 66,441 | 82,457 | 79,627 | 105,299 | 140,336 |
| Property: purchased electricity & heat (location-based) | tonnes $CO_2e$ | **94,743** | 92,167 | 95,870 | 105,056 | 110,604 | 126,154 | 138,204 | 162,609 | 190,013 |

In 2024/25 we made an update to our methodology for assessing the operational control of haulage, which resulted in a change to our Scope 1 and Scope 3 emissions. Our haulage and Scope 1 data reported for 2023/24 and our baseline year of 2016/17 has been updated to reflect this change. All other intervening years will not be comparable.

We have updated our reporting method to use further automation, and from 2023/24 no longer use manual rounding. Historical figures have been adjusted to reflect this change.

| | Units | B&Q | Brico Dépôt France | Brico Dépôt Iberia | Brico Dépôt Romania | Castorama France | Castorama Poland | Screwfix | Screwfix France | Total |
|---|---|---|---|---|---|---|---|---|---|---|
| **Carbon footprint 2024/25 – Scope 1 and Scope 2 GHG emissions by retail banner** | | | | | | | | | | |
| Scope 1 total | tonnes $CO_2e$ | 48,080 | 7,495 | 445 | 3,507 | 3,850 | 12,110 | 8,093 | 0 | **83,581** |
| Scope 2 total (market-based) | tonnes $CO_2e$ | 146 | 0 | 0 | 3,099 | 187 | 7,086 | 634 | 221 | **11,374** |
| Scope 1 and 2 total (market-based) | tonnes $CO_2e$ | 48,226 | 7,495 | 445 | 6,606 | 4,037 | 19,197 | 8,728 | 221 | **94,955** |

## Carbon footprint by retail banner (Scope 1 and 2 market-based) 2024/25*
tonnes $CO_2e$




- B&Q UK **48,226 50.8%**
- Castorama Poland **19,197 20.2%**
- Screwfix **8,728 9.2%**
- Brico Dépôt France **7,495 7.9%**
- Castorama France **4,037 4.3%**
- Brico Dépôt Romania **6,606 7.0%**
- Brico Dépôt Iberia **445 0.5%**
- Screwfix France **221 0.2%**

* The figures may not add up due to rounding.
◊ Limited assurance provided by DNV.

| | | Units | 2024/25 | 2023/24 | 2022/23 | 2021/22 | 2017/18 Baseline | 2016/17 Baseline |
|---|---|---|---|---|---|---|---|---|
| **Carbon footprint – Scope 3 GHG emissions** | | | | | | | | |
| **Upstream Scope 3 emissions** | | | | | | | | |
| Category 1 | Purchased goods and services | tonnes $CO_2e$ | **3,565,980** | 3,365,575 | 3,617,387 | 3,800,493 | 4,089,367 | |
| 1.1 | Purchases and procurement (GFR) | tonnes $CO_2e$ | **3,305,152◊** | 3,117,473 | 3,415,939 | 3,589,851 | 3,838,277 | |
| 1.2 | Purchases and procurement (GNFR) | tonnes $CO_2e$ | **260,654** | 247,899 | 201,248 | 210,445 | 250,699 | |
| 1.3 | Water consumption | tonnes $CO_2e$ | **174** | 203 | 200 | 197 | 391 | |
| Category 2 | Capital goods | tonnes $CO_2e$ | **57,935** | 53,225 | 69,488 | 42,540 | | 46,656 |
| Category 3 | Fuel- and energy-related activities (not included in Scope 1 and 2) | tonnes $CO_2e$ | **47,808** | 47,953 | 62,151 | 68,674 | | 74,276 |
| Category 4 | Upstream transportation and distribution | tonnes $CO_2e$ | **425,035** | 202,584 | 323,766 | 359,024 | | 181,250 |
| 4.1 | Sea and air freight | tonnes $CO_2e$ | **52,499** | 53,583 | 58,172 | 79,215 | | 77,534 |
| 4.2 | Third-party road deliveries to stores | tonnes $CO_2e$ | **54,698** | 80,422 | 52,207 | 72,013 | | 101,109 |
| 4.3 | Deliveries by rail and canal | tonnes $CO_2e$ | **2,926** | 3,109 | 3,332 | 4,178 | | 2,607 |
| 4.4 | Supplier logistics | tonnes $CO_2e$ | **314,912** | 65,470 | 210,056 | 203,618 | | |
| Category 5 | Waste generated in operations | tonnes $CO_2e$ | **9,463** | 14,153 | 12,717 | 12,492 | | 13,342 |
| Category 6 | Business travel | tonnes $CO_2e$ | **9,765** | 9,743 | 3,982 | 2,891 | | 9,634 |
| Category 7 | Employee commuting | tonnes $CO_2e$ | **105,600** | 86,919 | 64,948 | 70,326 | | 78,520 |
| Category 8 | Upstream leased assets | tonnes $CO_2e$ | **5,469** | 5,025 | 9,661 | 13,186 | | 21,942 |
| **Downstream Scope 3 emissions** | | | | | | | | |
| Category 9 | Downstream transportation and distribution | tonnes $CO_2e$ | **1,253,164** | 1,037,727 | 1,045,731 | 1,090,131 | | 1,597,033 |
| Category 10 | Processing of sold products | tonnes $CO_2e$ | **-** | - | - | - | - | - |
| Category 11 | Use of sold products | tonnes $CO_2e$ | **14,008,171** | 13,640,218 | 15,618,779 | 17,658,668 | 21,032,118 | |
| 11.1 | Energy using products | tonnes $CO_2e$ | **13,845,023◊** | 13,507,213 | 15,405,531 | 17,346,517 | 20,748,907 | |
| 11.2 | Fuel and feedstocks | tonnes $CO_2e$ | **163,148** | 133,005 | 213,248 | 312,151 | 283,211 | |
| Category 12 | End-of-life treatment of sold products | tonnes $CO_2e$ | **99,681** | 44,271 | 27,572 | 30,706 | | 21,591 |
| Category 13 | Downstream leased assets | tonnes $CO_2e$ | **1,263** | 1,122 | 1,239 | 1,477 | | 4,534 |
| Category 14 | Franchises* | tonnes $CO_2e$ | **0** | 0 | u/a | - | | 0 |
| Category 15 | Investments† | tonnes $CO_2e$ | **6,975** | 7,261 | 5,085 | 6,830 | | 11,148 |

In 2022/23 our emissions calculation methodology was updated for Category 1: Purchased goods and services (goods for resale & goods not for resale), Category 2: Capital goods, Category 3: Fuel and energy-related activities, Category 6: Business travel, and Category 11: Use of sold products. 2016/17, 2017/18 and 2021/22 data reported has been restated to show progress against our target; however, years 2018/19 to 2020/21 are not comparable as a different methodology was used. We have updated our reporting method to use further automation, and from 2023/24 no longer use manual rounding. Historical figures have been adjusted to reflect this change.

In 2024/25 we made an update to our methodology for assessing the operational control of haulage, which resulted in a change to our Scope 1 and Scope 3 emissions. Our haulage and Scope 3 category 4 data reported for 2023/24 and our baseline year of 2016/17 has been updated to reflect this change. All other intervening years will not be comparable.

In 2024 we improved our data collection method to calculate well-to-wheel emissions for all Scope 3 transport categories. This affects Scope 3 categories 4, 6, 7 and 9. Emissions data for these categories was updated for the baseline year; the intervening years are not directly comparable unless otherwise stated.

In 2024 we improved our methodology to calculate emissions from end-of-life treatment of sold products for a greater number of products across our portfolio, following improvements in data availability.

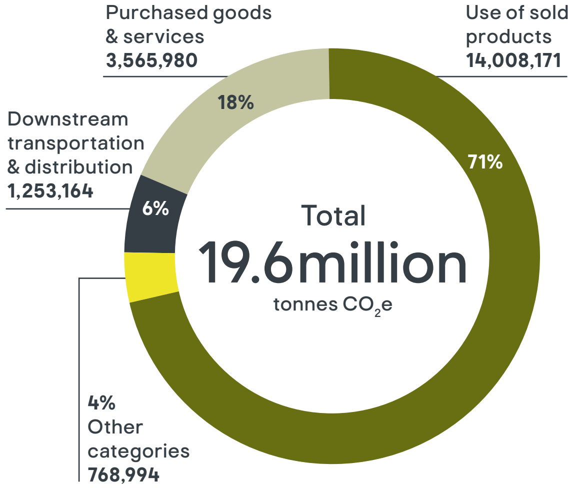
| | | Units | 2024/25 | 2023/24 | 2022/23 | 2021/22 | 2017/18 Baseline | 2016/17 Baseline |
|---|---|---|---|---|---|---|---|---|
| **GHG emissions outside of Greenhouse Gas Protocol scopes** | | | | | | | | |
| Outside of scope | | tonnes $CO_2e$ | **18,185** | 21,237 | 10,310 | 9,679 | 3,055 | 3,004 |

In 2024/25 we made an update to our methodology for assessing the operational control of haulage, which resulted in a change to our outside of scope emissions related to haulage. Our outside of scope emissions reported for 2023/24 and our baseline year of 2016/17 has been updated to reflect this change. All other intervening years will not be comparable.

* Two B&Q franchise stores operated by the Al-Futtaim Group in the Middle East closed early 2024.
† Data covers 50% of Scope 1 and 2 emissions from our Koçtaş joint venture.
◊ Limited assurance provided by DNV.
u/a unavailable.

## Our Scope 3 emissions
tonnes $CO_2e$


## Our Scope 3 emissions 2024/25
tonnes $CO_2e$ (%)




**Breakdown of other categories**

Upstream transportation and distribution **425,035 2.17%**
Capital goods **57,935 0.30%**
Employee commuting **105,600 0.54%**
Fuel- and energy-related activities (not included in Scope 1 or 2) **47,808 0.24%**
End-of-life treatment of sold products **99,681 0.51%**
Waste generated in operations **9,463 0.05%**
Upstream leased assets **5,469 0.03%**
Investments **6,975 0.04%**
Business travel **9,765 0.05%**
Downstream leased assets **1,263 0.01%**

| | Units | 2024/25 | 2023/24 | 2022/23 | 2021/22 | 2020/21 | 2019/20 | 2018/19 | 2017/18 | 2016/17 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Haulage: Scope 1 haulage breakdown** | | | | | | | | | | |
| **Dedicated fleet vehicles** | | | | | | | | | | |
| Fuel: Diesel and petrol | thousand litres | **10,648** | 12,189 | 22,203 | 24,116 | 21,187 | 21,902 | 22,242 | 21,940 | 20,175 |
| Fuel: Biofuel and gas (LNG and CNG) | thousand litres | **10,191** | 8,111 | 4,339 | 2,324 | 1,807 | 907 | 45 | 148 | 183 |
| GHG emissions Scope 1 | tonnes $CO_2e$ | **32,197**◊ | 31,071 | 57,400 | 61,385 | 54,417 | 58,628 | 58,443 | 57,207 | 53,081 |
| Distance travelled | thousand km | **75,839** | 77,954 | 56,729 | 57,376 | 49,765 | 52,902 | 49,106 | 48,593 | 75,280 |
| **Haulage: Scope 3** | | | | | | | | | | |
| GHG emissions Scope 3 | tonnes $CO_2$ equivalent | **110,123** | 137,114 | 113,710 | 155,406 | 93,276 | 86,569 | 91,433 | 116,576 | 181,250 |

In 2024/25 we made an update to our methodology for assessing the operational control of haulage, which resulted in a change to our Scope 1 and Scope 3 emissions. Our haulage and Scope 1 data reported for 2023/24 and our baseline year of 2016/17 has been updated to reflect this change. All other intervening years will not be comparable. All years include home and store deliveries.

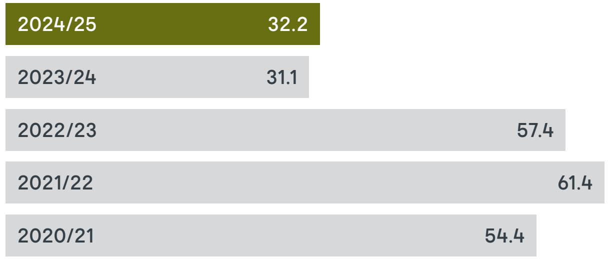
Around 34% of our Scope 1 and 2 carbon footprint comes from the transport, distribution and delivery of our products. Reducing absolute emissions from transport is challenging since our business is growing, we are transporting more of our products ourselves and we are making more home deliveries as online shopping increases. Our focus is on improving efficiency, working closely with our logistics partners. This includes measures to improve route planning, optimising how products are packed onto pallets and into lorries, exploring alternative fuels, and investing in more efficient fleets. Emissions from haulage outside of our operational control (road, rail, air and sea freight) are reported in the Scope 3 emissions data. Scope 3 haulage includes data on canal freight and third-party deliveries for all banners in 2022/23 and Screwfix parcels in 2021/22.

We have updated our reporting method to use further automation, and from 2023/24 no longer use manual rounding. Historical figures have been adjusted to reflect this change.

We have made corrections to Scope 1 haulage distance travelled for 2022/23, Scope 1 haulage biofuel and gas for 2017/18-2020/21 and Scope 3 haulage GHG emissions for 2020/21 and 2021/22 to correct errors in prior reports.

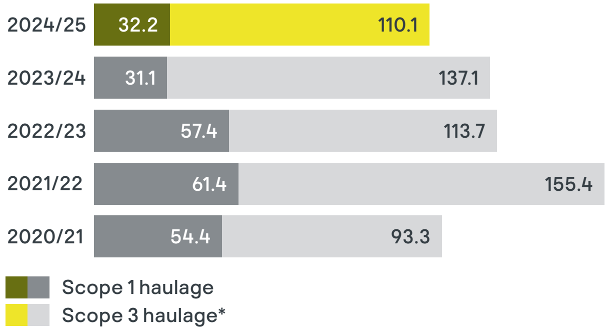
## Carbon emissions Scope 1 direct haulage

thousand tonnes $CO_2e$ from store and home delivery fleets under operational control




## Carbon emissions Scope 1 direct and Scope 3 indirect haulage

thousand tonnes $CO_2$




* Indirect haulage includes data on canal freight and third-party deliveries for all banners in 2022/23 and Screwfix parcels in 2021/22.
◊ Limited assurance provided by DNV.

| | Units | 2024/25 | 2023/24 | 2022/23 | 2021/22 | 2020/21 | 2019/20 | 2018/19 | 2017/18 | 2016/17 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Property electricity/renewables: Scope 2 market-based breakdown – property electricity and heat** | | | | | | | | | | |
| Onsite renewables | % kWh | **3** | 3 | 2 | 2 | 2 | 2 | 2 | 1 | 1 |
| Purchased zero carbon renewables | % kWh | **86** | 87 | 92 | 77 | 46 | 44 | 44 | 31 | 2 |
| Purchased electricity with a tariff-specific conversion factor | % kWh | **5** | 3 | 1 | 1 | 33 | 4 | 4 | 13 | 53 |
| Purchased electricity for which a national residual mix carbon conversion factor is available (countries inside Europe) | % kWh | **3** | 3 | 2 | 17 | 16 | 47 | 47 | 53 | 43 |
| Purchased heat (district heating) for which the same conversion factor has been used as in our location-based emissions | % kWh | **3** | 4 | 3 | 3 | 3 | 3 | 3 | 2 | 1 |

We continue to work with our suppliers to obtain tariff-specific carbon conversion factors to further improve the accuracy of our market-based Scope 2 emissions.
Total market-based Scope 2 emissions in 2022/23 have been updated to reflect new information on energy tariffs in Poland collected in 2023/24.
We have updated our reporting method to use further automation, and from 2023/24 no longer use manual rounding. Historical figures have been adjusted to reflect this change.

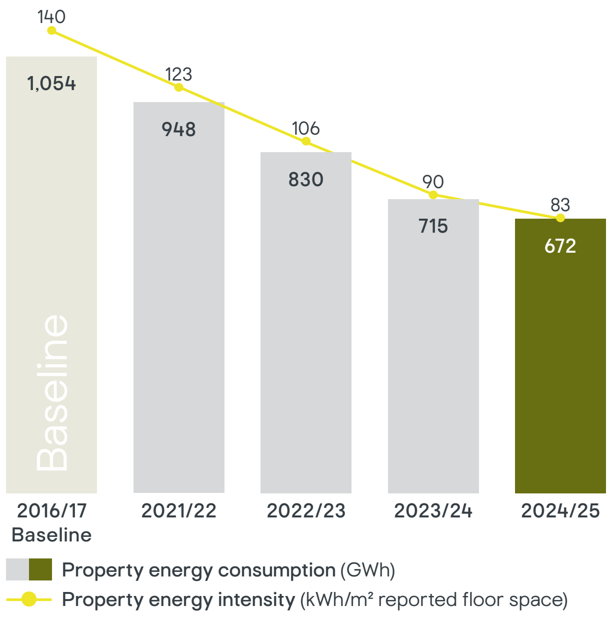
| | Units | 2024/25 | 2023/24 | 2022/23 | 2021/22 | 2020/21 | 2019/20 | 2018/19 | 2017/18 | 2016/17 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Energy use: Energy consumption** | | | | | | | | | | |
| Property energy | GWh | **672** | 715 | 830 | 948 | 895 | 952 | 1,038 | 1,031 | 1,054 |
| Logistics energy | GWh | **199** | 213 | 281 | 282 | 244 | 241 | 236 | 233 | 215 |
| **Total energy consumption** | **GWh** | **871◊** | **928** | **1,111** | **1,230** | **1,139** | **1,193** | **1,274** | **1,264** | **1,269** |
| Property energy intensity | kWh/m² reported floor space | **83** | 90 | 106 | 123 | 116 | 124 | 135 | 134 | 140 |
| Total energy intensity | kWh/m² reported floor space | **108◊** | 117 | 142 | 160 | 148 | 155 | 166 | 165 | 169 |

| | Units | B&Q | Brico Dépôt France | Brico Dépôt Iberia | Brico Dépôt Romania | Castorama France | Castorama Poland | KITS UK | Screwfix | Screwfix France | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Energy consumption by retail banner 2024/25** | | | | | | | | | | | |
| Property energy | GWh | 263 | 78 | 15 | 37 | 85 | 121 | 2 | 65 | 5 | **672** |
| Property all sites: energy intensity | kWh/m² | 93 | 68 | 65 | 130 | 58 | 92 | 1,556 | 84 | 378 | **83.4** |

We have updated our reporting method to use further automation, and from 2023/24 no longer use manual rounding. Historical figures have been adjusted to reflect this change.
In 2024/25 we made an update to our methodology for assessing the operational control of haulage, which resulted in a change to our energy use for logistics. Our logistics energy data, total energy data and total energy intensity reported for 2023/24 and our baseline year of 2016/17 has been updated to reflect this change. All other intervening years will not be comparable. This change was not reflected in our Annual Report and Accounts, and therefore the figures do not match.

◊ Limited assurance provided by DNV.

## Our property energy consumption
absolute and intensity



# Planet: We will continue our journey to become Forest Positive

**Target: Work towards becoming Forest Positive by 2025/26.**

Since 2021, we've invested $1 million to collectively support ongoing projects in six key tropical forest landscapes (Guatemala, Peru, Colombia, Indonesia and Cameroon) which cover some 190,000 hectares of community-managed forests and contribute towards the protection of more than 2,500,000 hectares of protected areas. Our partnership with the Woodland Trust in the UK continues, focusing on restoring habitat, creating new woodland and restoring ancient woodland. We also support environmental initiatives in France and Poland.

**Target: Achieve 100% responsibly sourced wood and paper for our products and catalogues by 2025/26.**

This year, 97.9% of the wood and paper used in our products was responsibly sourced (2023/24: 96.6%) and 100% of catalogue paper (2023/24: 99.9%).

| | Units | 2024/25 | 2023/24 | 2022/23 | 2021/22 | 2020/21 | 2019/20 | 2018/19 |
|---|---|---|---|---|---|---|---|---|
| **Responsibly sourced wood and paper products** | | | | | | | | |
| Total wood and paper (all banners) | number of SKUs purchased | 32,794◊ | 30,345 | 28,065 | 29,703 | 30,730 | | |
| Responsibly sourced wood and paper (all banners) | number of SKUs purchased | 32,119◊ | 29,320 | 26,510 | 25,912 | 24,965 | | |
| Responsibly sourced wood and paper (all banners) | % of SKUs purchased | 98◊ | 97 | 94 | 87 | 81 | | |

We now measure compliance with our responsible sourcing policy through counting the number of wood and paper products sourced during the year, rather than the volume of wood and paper sold. This makes the data collection process more straightforward and reduces errors. However, it does mean that we are not able to compare performance with years prior to 2018/19. For 2018/19 and 2019/20 the scope of reporting was limited to products purchased by B&Q, Brico Dépôt France and Castorama France. In 2020/21, we expanded our data collection to include our banners in Poland, Romania, Iberia and Screwfix. In 2021/22 reporting, PO source data covers 11.5 months of the reporting period.

| | Units | 2024/25 | 2023/24 | 2022/23 | 2021/22 | 2020/21 | 2019/20 | 2018/19 |
|---|---|---|---|---|---|---|---|---|
| **Responsibly sourced wood and paper products – breakdown by category** | | | | | | | | |
| FSC®-certified | number of SKUs purchased | 21,599 | 21,155 | 19,505 | 18,486 | 15,872 | 9,507 | 10,278 |
| PEFC™-certified (includes endorsed schemes) | number of SKUs purchased | 10,044 | 7,835 | 6,850 | 6,931 | 8,602 | 6,649 | 7,356 |
| Verifiable recycled material | number of SKUs purchased | 476 | 330 | 155 | 495 | 491 | 722 | 169 |
| **Total responsibly sourced** | **number of SKUs purchased** | **32,119** | **29,320** | **26,510** | **25,912** | **24,965** | **16,878** | **17,803** |

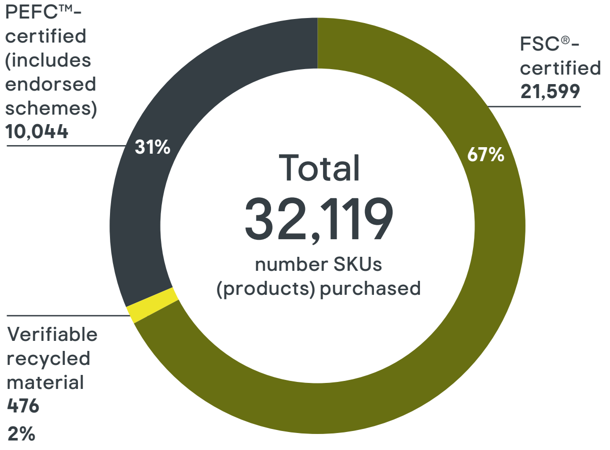
Data includes all products or materials containing wood, timber, paper and wood fibre. This will include all products purchased during the year, including seasonal items. Data for 2018/19 and 2019/20 is reported for the following markets: B&Q, Brico Dépôt France and Castorama France. Data for 2020/21 onwards covers all banners.

| | Units | 2024/25 | 2023/24 | 2022/23 | 2021/22 | 2020/21 | 2019/20 | 2018/19 | 2017/18 | 2016/17 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Responsibly sourced wood and paper products in catalogues** | | | | | | | | | | |
| Total catalogue paper purchased | tonnes | 7,822 | 12,949 | 16,026 | 22,114 | 27,518 | 36,365 | 31,082 | 51,154 | 56,231 |
| Responsibly sourced catalogue paper purchased | tonnes | 7,822 | 12,937 | 16,026 | 22,114 | 27,518 | 36,365 | 31,082 | 51,074 | 54,043 |
| Responsibly sourced catalogue paper purchased | % of total | 100 | 99.9 | 100 | 100 | 100 | 100 | 100 | 99.8 | 96.1 |

From 2018/19 onwards, data includes catalogue paper only as this accounts for the majority of paper purchased. Data prior to this year covers paper used in catalogues, customer marketing materials and office paper.

◊ Limited assurance provided by DNV.

## Our responsibly sourced wood and paper by category 2024/25
number SKUs (products) purchased



# Customers: We will help make greener, healthier homes affordable

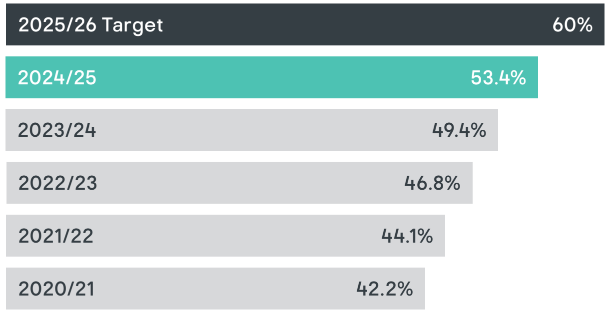
**Target: Attain 60% of Group sales from our Sustainable Home Products (SHPs), including 70% of sales for our Own Exclusive Brand (OEB) products by 2025/26.**

53.4% of total Group sales came from SHPs that help create greener, healthier homes (2023/24: 49.4%); 9.8% of SHP sales were driven by energy saving, energy efficient and water saving products. SHPs now account for 63.3% of OEB sales (2023/24: 60.1%).

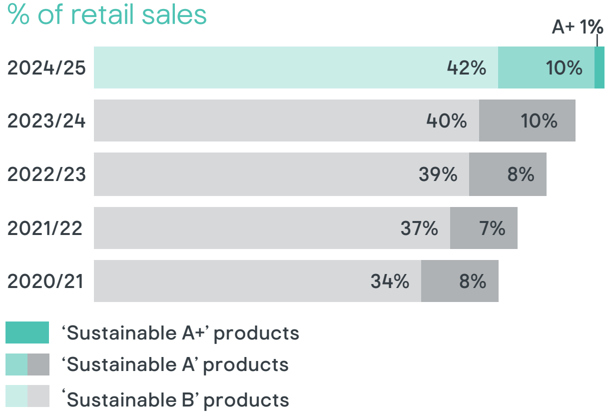
| | Units | 2024/25 | 2023/24 | 2022/23 | 2021/22 | 2020/21 | 2019/20 | 2018/19 | 2017/18 | 2016/17 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Sustainable Home Product sales (total)** | | | | | | | | | | |
| Our Sustainable Home Products help customers to create greener, healthier homes | | | | | | | | | | |
| All Sustainable Home Products | sales £m | £6,723.5◊ | £6,432.5 | £6,227.0 | £5,825.9 | £5,134.5 | £4,186.9 | £3,855.3 | £3,726.4 | £3,099.3 |
| | % of retail sales | 53.4◊ | 49.4 | 46.8 | 44.1 | 42.2 | 37.4 | 34.1 | 33.1 | 28.5 |
| OEB (Own Exclusive Brand) Sustainable Home Products | sales £m | £3,448.5 | £3,480.3 | £3,342.5 | £3,222.7 | | | | | |
| | % of OEB retail sales | 63.3 | 60.1 | 56.4 | 54.7 | | | | | |
| Figures have been restated for previous years to exclude Castorama Russia. 2018/19 has also been amended due to improvements in our wood and paper data systems and processes. | | | | | | | | | | |
| **Sustainable Home Product sales (Sustainable A+, Sustainable A, Sustainable B)** | | | | | | | | | | |
| We have three levels of Sustainable Home Products. These include 'Sustainable B' products, those meeting one Sustainable Home Products (SHPs) criteria, 'Sustainable A' products meeting two SHPs criteria and 'Sustainable A+' products meeting three SHPs criteria. | | | | | | | | | | |
| 'Sustainable A+' – products meeting three Sustainable Home Products criteria | sales £m | £102.7 | | | | | | | | |
| | % of retail sales | 1 | | | | | | | | |
| 'Sustainable A' – products meeting two Sustainable Home Products criteria | sales £m | £1,313.9 | £1,276.5 | £1,047.9 | £966.4 | £995.4 | £928.9 | £901.4 | £813.4 | £601.5 |
| | % of retail sales | 10 | 10 | 8 | 7 | 8 | 8 | 8 | 7 | 6 |
| 'Sustainable B' – products meeting one Sustainable Home Products criteria | sales £m | £5,306.8 | £5,156.0 | £5,179.1 | £4,859.5 | £4,138.7 | £3,257.8 | £2,953.9 | £2,912.9 | £2,497.9 |
| | % of retail sales | 42 | 40 | 39 | 37 | 34 | 29 | 26 | 26 | 23 |

The figures may not add up due to rounding.
◊ Limited assurance provided by DNV.

## Sustainable Home Products (total)
% of retail sales




## Sustainable Home Products (by levels)
% of retail sales



| | Units | 2024/25 | 2023/24 | 2022/23 | 2021/22 | 2020/21 | 2019/20 | 2018/19 | 2017/18 |
|---|---|---|---|---|---|---|---|---|---|
| **Sustainable Home Product categories** | | | | | | | | | |
| To be considered a Sustainable Home Product, a product must meet all of Kingfisher's sustainability policies, not have any Watch List attributes and have one or more Sustainability Attributes as described in our Sustainable Home Product Guidelines. | | | | | | | | | |
| Saving energy at home | % of retail sales | **7.2** | 7.4 | 8.0 | 7.7 | 7.1 | 7.1 | 6.2 | 6.8 |
| Saving water at home | % of retail sales | **2.7** | 2.7 | 2.6 | 2.6 | 2.0 | 2.0 | 1.7 | 1.7 |
| Extending product lifecycles | % of retail sales | **13.7** | 13.3 | 8.8 | 7.8 | 6.7 | 6.9 | 5.8 | 3.2 |
| Protecting health at home | % of retail sales | **10.2** | 8.2 | 8.2 | 8.2 | 9.3 | 8.0 | 7.5 | 5.9 |
| Supporting nature at home | % of retail sales | **1.8** | 1.7 | 1.6 | 1.7 | 1.7 | 1.6 | 1.5 | 0.4 |
| Made from responsibly sourced materials | % of retail sales | **19.8** | 19.3 | 17.5 | | | | | |
| Made from alternative materials | % of retail sales | **0.5** | 0.5 | 0.3 | | | | | |
| Made from recycled materials | % of retail sales | **1.3** | 0.9 | 0.8 | | | | | |
| Made using lower carbon manufacture | % of retail sales | **3.3** | 2.1 | 0.8 | | | | | |

Products may have more than one sustainable attribute and if so, will be included in multiple categories. The total of all categories is therefore not the same as the total Sustainable Home Products % listed in the table above.
Four new Sustainable Home Product criteria were introduced in 2022 and therefore only three years of data are available for these criteria.
We have updated our reporting method to use further automation, and from 2023/24 no longer use manual rounding. Historical figures have been adjusted to reflect this change.

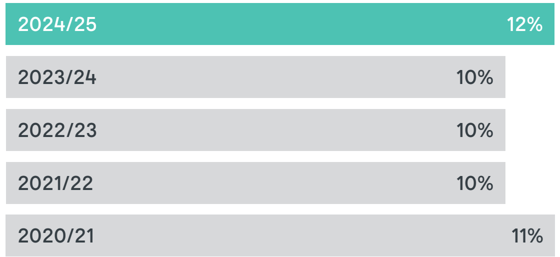
| | Units | B&Q | Brico Dépôt France | Brico Dépôt Iberia | Brico Dépôt Romania | Castorama France | Castorama Poland | Screwfix |
|---|---|---|---|---|---|---|---|---|
| **Sustainable Home Product categories by retail banner 2024/25** | | | | | | | | |
| Saving energy at home | % of banner sales | 3.9 | 7.1 | 8.9 | 7.9 | 6.8 | 6.6 | 12.5 |
| Saving water at home | % of banner sales | 2.1 | 2.6 | 2.5 | 2.2 | 2.9 | 3.2 | 3.3 |
| Extending product lifecycles | % of banner sales | 12.5 | 17.7 | 7.7 | 8.0 | 12.8 | 12.3 | 15.8 |
| Protecting health at home | % of banner sales | 16.2 | 7.1 | 5.5 | 4.2 | 8.7 | 7.5 | 7.9 |
| Supporting nature at home | % of banner sales | 4.4 | 0.1 | 0.1 | 3.3 | 0.5 | 1.7 | 0.1 |
| Made from responsibly sourced materials | % of banner sales | 27.4 | 27.0 | 22.4 | 14.4 | 21.3 | 18.5 | 3.4 |
| Made from alternative materials | % of banner sales | 1.3 | 0.1 | 0.4 | 0.2 | 0.5 | 0.3 | 0.0 |
| Made from recycled materials | % of banner sales | 1.9 | 1.2 | 0.3 | 0.5 | 1.3 | 0.8 | 1.1 |
| Made using lower carbon manufacture | % of banner sales | 3.1 | 2.2 | 1.7 | 1.2 | 2.5 | 1.9 | 6.5 |

## Sales that have enabled customers to create safer, healthier homes

| | Units | 2024/25 | 2023/24 | 2022/23 | 2021/22 | 2020/21 | 2019/20 | 2018/19 | 2017/18 | 2016/17 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Create safer and healthier homes and connect with nature** | | | | | | | | | | |
| Product sales that will enable our customers to create safer and healthier homes and connect with nature | % of retail sales | **12** | 10 | 10 | 10 | 11 | 10 | 9 | 6 | 5 |

## Products that will enable our customers to create safer and healthier homes and connect with nature

% of retail sales



## Sustainable materials: Peat

In 2024/25, 80% of bagged growing media was peat-free. This includes our own brand GoodHome peat-free compost.

| | Units | 2024/25 | 2023/24 | 2022/23 | 2021/22 | 2020/21 | 2019/20 | 2018/19 | 2017/18 | 2016/17 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Peat alternative in bagged growing media** | | | | | | | | | | |
| Peat bagged growing media (B&Q only) | % of volume sold | **0** | 0 | 3 | 28 | 39 | 52 | 38 | 33 | 32 |
| Peat bagged growing media (B&Q UK, Castorama France, Brico Dépôt France and Castorama Poland) | % of volume sold | **18** | 18 | 21 | 35 | 48 | 59 | | | |
| Peat bagged growing media (B&Q UK, Castorama France, Brico Dépôt France, Castorama Poland and Brico Dépôt Romania) | % of volume sold | **20** | 20 | 22 | 36 | | | | | |
| Peat bagged growing media (all banners) | % of volume sold | **20** | 20 | 22 | | | | | | |
| Peat alternative in bagged growing media (B&Q only) | % of volume sold | **100** | 100 | 97 | 72 | 61 | 48 | 62 | 67 | 68 |
| Peat alternative in bagged growing media (B&Q UK, Castorama France, Brico Dépôt France and Castorama Poland) | % of volume sold | **82** | 82 | 79 | 65 | 52 | 41 | | | |
| Peat alternative in bagged growing media (B&Q UK, Castorama France, Brico Dépôt France, Castorama Poland and Brico Dépôt Romania) | % of volume sold | **80** | 80 | 78 | 64 | | | | | |
| Peat alternative in bagged growing media (all banners) | % of volume sold | **80** | 80 | 78 | | | | | | |

'Bagged' growing media: includes bags and containers of compost, mulches, soil improvers and additives, and growing bags.

Responsibly sourced alternative materials to peat: includes green waste, bark, coir, and wood fibre.

From 2022/23, data is reported for all banners. We added Brico Dépôt Romania to the reporting scope in 2021/22, and added Brico Dépôt Iberia and Screwfix to the reporting scope in 2022/23. B&Q, our biggest seller of peat in terms of sales volume, sold its final bag of peat-based compost in July 2023.

# Communities: We are striving for better homes for everyone in our communities

**Target: Help more than two million people whose housing needs are greatest by 2025/26.**

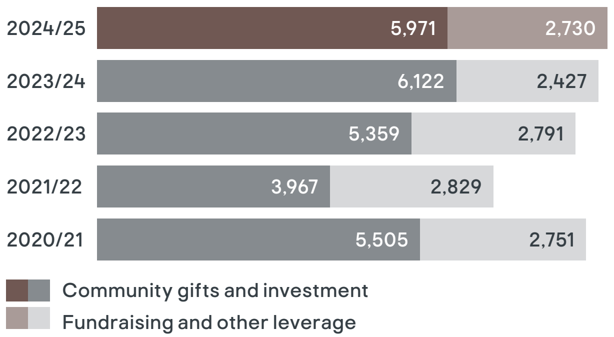
Invested £6.0 million (2023/24: £6.1 million) in our communities with an additional £2.7 million raised by our colleagues and customers. Reached over one million people this year through community projects. Supported global disaster relief efforts including those impacting our operations via donations and practical assistance, including emergency provisions in Poland, Romania and Spain and storm damage clear-ups in Wales. Continued our strategic partnerships with national charities in the UK and Romania. Added new charity partners in the UK (Habitat for Humanity), France (Les Restos du Cœur) and Iberia (HOGAR SÍ). Refreshed the articulation of our mission to ladder up to our purpose and reflect the diversity of our projects.

| | Units | 2024/25 | 2023/24 | 2022/23 | 2021/22 | 2020/21 | 2019/20 | 2018/19 | 2017/18 | 2016/17 |
|---|---|---|---|---|---|---|---|---|---|---|
| **People and organisations helped** | | | | | | | | | | |
| Number of people who directly benefited from our community contributions | number | **1,001,338** | 1,166,910 | 478,854 | 804,112 | 442,016 | 171,343 | 58,571 | 62,292 | 59,342 |
| Number of organisations that directly benefited from our community contributions | number | **1,042** | 1,192 | 1,031 | 830 | 1,102 | 440 | 317 | u/a | u/a |
| **Community investment (£ donated)** | | | | | | | | | | |
| Cash donations | £ thousand | **3,283** | 3,895 | 3,644 | 3,047 | 1,591 | 786 | 670 | 1,397 | 1,279 |
| In-kind contributions | £ thousand | **1,235** | 953 | 974 | 405 | 2,991 | 120 | 77 | 565 | 103 |
| Employee time | £ thousand | **776** | 591 | 377 | 148 | 68 | 232 | 280 | 59 | 69 |
| Management costs | £ thousand | **678** | 683 | 365 | 367 | 855 | 310 | 571 | 243 | 253 |
| **Total community investment** | **£ thousand** | **5,971◊** | **6,122** | **5,359** | **3,967** | **5,505** | **1,449** | **1,599** | **2,263** | **1,705** |
| Total community investment – company input as a % of pre-tax profit | % | **1.13** | 1.08 | 0.71 | 0.42 | 0.70 | 0.26 | 0.28 | 0.33 | 0.23 |
| **Community investment (donation type)** | | | | | | | | | | |
| Charitable gifts | £ thousand | **1,309** | 1,550 | 364 | 376 | 3,160 | 716 | 611 | | |
| Community investment | £ thousand | **3,833** | 3,499 | 4,602 | 3,225 | 1,474 | 254 | 417 | | |
| Commercial initiatives in the community | £ thousand | **74** | 189 | 28 | 0 | 0 | 168 | 0 | | |
| **Total community investment** | **£ thousand** | **5,216** | **5,238** | **4,994** | **3,601** | **4,634** | **1,139** | **1,028** | | |

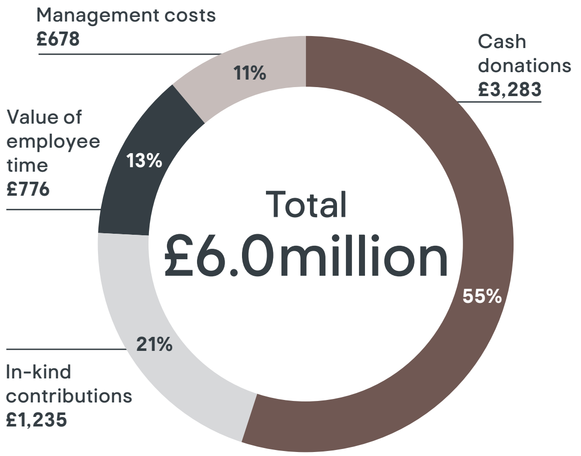
For our community investment we also include how our giving breaks down between charitable gifts, community investment and commercial initiatives in the community. Management costs are excluded from this section.
The number of people who directly benefited from our community contributions includes 178,601 in 2024/25, 241,647 in 2023/24 and 127,965 in 2021/22, supported via digital campaigns run in partnership with Shelter.
Community investment figures for 2016/17 and 2017/18 have been corrected to reflect our operational control approach to reporting.
We have updated our reporting method to use further automation. Historical figures have been adjusted to reflect this change and to correct calculation errors.

◊ Limited assurance provided by DNV.
u/a unavailable.

**Community investment**
£ thousand




**Community investment: details of company giving 2024/25**
£ thousand



| | Units | 2024/25 | 2023/24 | 2022/23 | 2021/22 | 2020/21 | 2019/20 | 2018/19 | 2017/18 | 2016/17 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Value of employee and customer giving** | | | | | | | | | | |
| Fundraising and other leverage | £ thousand | **2,730◊** | 2,427 | 2,791 | 2,829 | 2,751 | 1,457 | 1,029 | 1,376 | 1,234 |

Community investment refers to our direct corporate donations whether cash, in-kind or time. In addition to our own giving, we encourage and facilitate customers and employees to raise money for charities. Our data on employee and customer giving includes money raised through in-store collections, payroll giving and fundraising events. We refer to the total amount donated (including our own, employee and customer) as our total community contribution.

Fundraising and other leverage figures for 2016/17 and 2017/18 have been corrected to reflect our operational control approach to reporting.

We have updated our reporting method to use further automation. Historical figures have been adjusted to reflect this change and to correct calculation errors.

| | Units | B&Q | Brico Dépôt France | Brico Dépôt Iberia | Brico Dépôt Romania | Castorama France | Castorama Poland | Corporate Centre | Screwfix | **Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **Community investment by market 2024/25** | | | | | | | | | | |
| Community investment | £ thousand | 2,843 | 276 | 70 | 175 | 1,517 | 290 | 404 | 396 | **5,971** |

| | Units | 2024/25 | 2023/24 | 2022/23 | 2021/22 | 2020/21 | 2019/20 | 2018/19 | 2017/18 | 2016/17 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Colleague involvement** | | | | | | | | | | |
| Number of colleagues that actively participated in community activities in paid working time | number of colleagues | **5,642** | 4,634 | 1,718 | 915 | 567 | 1,845 | 1,125 | 1,233 | 1,674 |
| Time contributed by colleagues during company time | number of hours | **58,076** | 53,854 | 35,036 | 14,502 | 6,335 | 19,506 | 23,265 | 6,774 | 7,440 |

Community investment

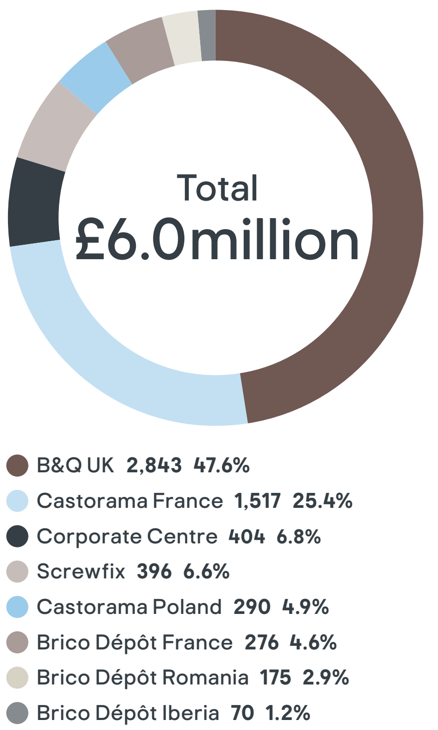
For our community investment we also include how our giving breaks down between charitable gifts, community investment and commercial initiatives in the community. Management costs are excluded from this section.

Value of employee and customer giving

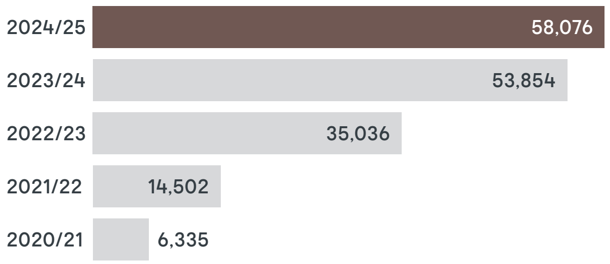
Community investment refers to our direct corporate donations whether cash, in-kind or time. In addition to our own giving, we encourage and facilitate customers and employees to raise money for charities. Our data on employee and customer giving includes money raised through in-store collections, payroll giving and fundraising events. We refer to the total amount donated (including our own, employee and customer) as our total community contribution.

◊ Limited assurance provided by DNV.

## Community investment by market 2024/25
£ thousand




## Time contributed by colleagues during company time number of hours



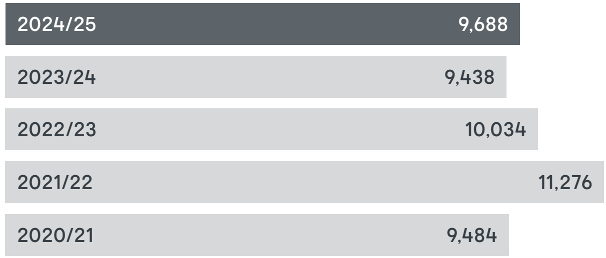
# Fundamentals: Health and Safety at work

In 2024/25 our total employee injury incident rate was 9,688 (2023/24: 9,438). Performance remained broadly in line with the previous year, with a year-on-year increase of 2.7%.

| | Units | 2024/25 | 2023/24 | 2022/23 | 2021/22 | 2020/21 | 2019/20 | 2018/19 | 2017/18 | 2016/17 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Employee accidents – fatalities** | | | | | | | | | | |
| Work-related fatalities | number | **0** | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| **Work-related employee accidents** | | | | | | | | | | |
| **Accident numbers** | | | | | | | | | | |
| All work-related employee accidents/injuries | number | **6,052** | 6,060 | 6,394 | 7,467 | 5,923 | 6,904 | 6,208 | 6,486 | 7,370 |
| **Accident rate** | | | | | | | | | | |
| Rate for 'all work-related' accidents | number per 100,000 full-time equivalent employees | **9,688** | 9,438 | 10,034 | 11,276 | 9,484 | 11,183 | 10,018 | 10,689 | 12,196 |
| **Workdays lost** | | | | | | | | | | |
| Total number of workdays lost as a result of all work-related employee accidents/injuries | number | **58,553** | 54,216 | 57,378 | 49,606 | 47,637 | 44,904 | 74,539 | 93,496 | 80,554 |

From 2023/24, we report workdays lost for accidents which occurred during the year, excluding the date of the accident. This aligns with the Eco-online system now in use to improve accident reporting.
Workdays lost in 2023/24 have been restated due to an error detected in Brico Dépôt France's data.

**Employee safety rate**
number of 'all work-related' accidents per 100,000 full-time equivalent employees



# Fundamentals: Responsible sourcing

Our policy is to ensure all suppliers meet our ethical and environmental standards. To monitor progress against our policy, we require high-risk production sites of finished GFR to have an ethical audit. In 2024/25, there were 3,080 high-risk GFR production sites listed on Sedex. Of these 2,619 production sites have had an ethical audit in the past two years, which equates to 85%.

| | Units | 2024/25 | 2023/24 | 2022/23 | 2021/22 | 2020/21 | 2019/20 | 2018/19 | 2017/18 | 2016/17 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Supplier assessments – GFR** | | | | | | | | | | |
| Total number of suppliers | number | **2,715◊***| 2,739 | 2,727 | 3,102 | 2,991 | 3,253 | 2,841 | 4,310 | 59,342 |
| Total number of declared production sites supplying us with finished goods | number | **5,551◊** | 4,226 | 2,801 | 2,055 | 2,824 | 2,973 | 3,657 | 5,504 | u/a |
| Total number of production sites with high inherent risk | number | **3,080** | 2,154 | 1,307 | 1,012 | 1,318 | 1,333 | 1,158 | 995 | 1,353 |
| High inherent risk production sites that have completed an audit at some stage in the past two years | number | **2,619◊** | 1,783 | 905 | 830 | 960 | 904 | 548 | 479 | 106 |
| High inherent risk production sites that have completed an audit at some stage in the past two years | % | **85** | 83 | 69 | 82 | 73 | 68 | 47 | 48 | 69 |
| Total number of declared production sites compliant to our policy | number | **4,034◊** | 3,598 | 1,372 | 1,789 | | | | | |
| Declared production sites which meet audit and disclosure requirements | % | **73** | 85 | 71 | 64 | | | | | |

In 2022/23 Kingfisher updated the scope of reporting for production sites to cover Own Exclusive Brand (OEB) and Non-Own Exclusive Brand (non-OEB) products, therefore comparison to previous years is not representative of performance.
In 2023/24 the launch of a new SAQ meant that completion of the SAQ to 100% could not be tracked, therefore the 2023/24 reported data is not comparable with other years.

| | Units | 2024/25 | 2023/24 | 2022/23 | 2021/22 | 2020/21 |
|---|---|---|---|---|---|---|
| **Audit non-conformances** | | | | | | |
| Number of sites that have had at least one business-critical non-conformance or equivalent‡ in the past two years | number | **127◊** | 97 | 41 | 14 | 49 |
| Number of sites that have had at least one business-critical non-conformance or equivalent‡ in the past two years that have had their non-conformances verified closed out | number | **81** | 77 | 30 | 9 | 34 |
| Percentage of all non-conformances closed out within the last calendar year | % | **47** | 48 | 45 | 40 | |

Audit grades are for the production sites that have had an audit (full initial, full follow-up or periodic) in the past two years. Audit grades and non-conformances include data from partial follow-up audits. We work with sites graded as business critical to resolve the issues.

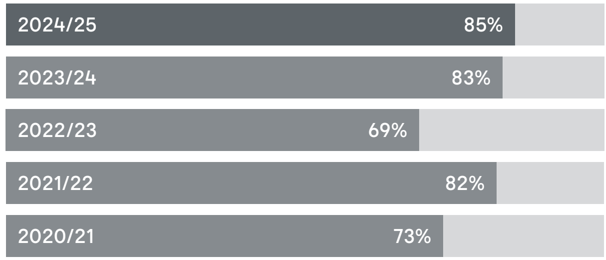
| | Units | 2024/25 | 2023/24 |
|---|---|---|---|
| **Top five non-conformances by category – GFR** | | | |
| Health, safety & hygiene | number | **6,196** | 4,234 |
| Working hours | number | **1,134** | 806 |
| Wages | number | **739** | 508 |
| Environment | number | **514** | 365 |
| Management systems | number | **371** | 325 |
| All other non-conformances categories | number | **1,134** | 747 |

The data covers production sites disclosed to us that are registered and linked to Kingfisher on Sedex with active purchases for 2024.

* Total number of suppliers: includes 49 suppliers of international brands.
‡ Four or more critical non-conformances within an audit are considered equivalent to a business-critical non-conformance.
◊ Limited assurance provided by DNV.
u/a unavailable.

### Supplier production site audits

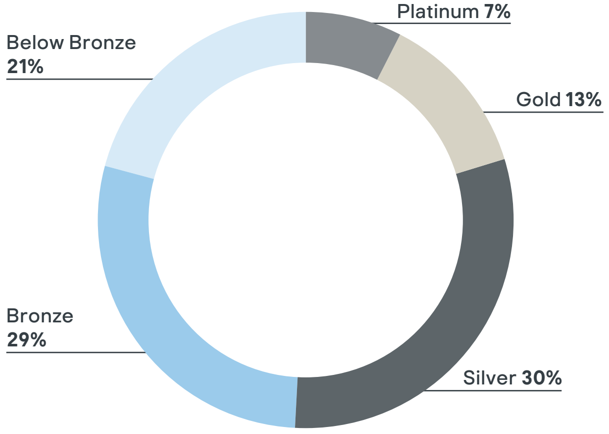
% of declared production sites with high inherent risk that have completed an audit at some stage in the past two financial years



| | Units | 2024/25 | 2023/24 | 2022/23 | 2021/22 | 2020/21 |
|---|---|---|---|---|---|---|
| **Supplier assessments – EcoVadis (GNFR)** | | | | | | |
| Proportion of GNFR suppliers (with whom we spend over £75,000) that have completed an EcoVadis assessment | % | **75** | 75 | 79 | 85 | 60 |
| **Supplier assessments – EcoVadis assessment results (GNFR)** | | | | | | |
| GNFR suppliers that achieved the score Platinum | number | **53** | 49 | 44 | 68 | 44 |
| GNFR suppliers that achieved the score Gold | number | **89** | 98 | 78 | 77 | 91 |
| GNFR suppliers that achieved the score Silver | number | **214** | 252 | 178 | 158 | 100 |
| GNFR suppliers that achieved the score Bronze | number | **200** | 164 | 115 | 98 | 54 |
| GNFR suppliers that resulted in a score below Bronze | number | **144** | 192 | 140 | 98 | 44 |

EcoVadis has altered the medal system to be more stringent, for example altering the bronze medal criteria from being in the top 50% to the top 35%.
All suppliers who do not meet the EcoVadis Bronze level must put an action plan in place to improve. We will be supporting low scoring suppliers to make improvements.

## **EcoVadis assessment results (GNFR) 2024/25** by rating



# Fundamentals: Waste, recycling and water

In 2024/25 our business activities generated 162,985 tonnes of waste (2023/24: 174,343 tonnes). This 7% reduction was due to less waste being generated. Recycling rates are up by 7% to 76%.

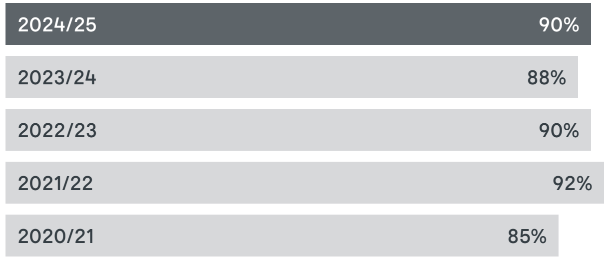
| | Units | 2024/25 | 2023/24 | 2022/23 | 2021/22 | 2020/21 | 2019/20 | 2018/19 | 2017/18 | 2016/17 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Waste disposal** | | | | | | | | | | |
| Waste disposed to landfill | thousand tonnes | **16** | 21 | 19 | 17 | 26 | 24 | 23 | 21 | 20 |
| Waste disposed to incineration | thousand tonnes | **20** | 29 | 34 | 49 | 29 | 30 | 24 | 29 | 24 |
| Waste recycled | thousand tonnes | **123** | 120 | 128 | 144 | 122 | 129 | 147 | 157 | 149 |
| Waste disposed by other methods | thousand tonnes | **3*** | 5 | 11 | | | | | | |
| **Total waste generated** | **thousand tonnes** | **163** | **174** | **193** | **211** | **177** | **183** | **193** | **207** | **193** |
| Landfill diversion rate | % of total waste generated | **90** | 88 | 90 | 92 | 85 | 87 | 88 | 90 | 90 |
| Recycling rate | % of total waste generated | **76** | 69 | 66 | 68 | 69 | 70 | 76 | 76 | 77 |
| Total hazardous waste generated | thousand tonnes | **3,950** | 4,672 | | | | | | | |
| Total non-hazardous waste generated | thousand tonnes | **159,034** | 169,733 | | | | | | | |
| **Breakdown of materials recycled** | | | | | | | | | | |
| Wood | thousand tonnes | **49** | 49 | 56 | 64 | 53 | 51 | 61 | 75 | 72 |
| Cardboard/paper | thousand tonnes | **32** | 34 | 35 | 38 | 34 | 33 | 35 | 37 | 35 |
| Plastic | thousand tonnes | **5** | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 7 |
| Metal | thousand tonnes | **3** | 3 | 4 | 5 | 4 | 6 | 5 | 4 | 4 |
| Rubble | thousand tonnes | **21** | 19 | 19 | 24 | 18 | 23 | 24 | 19 | 19 |
| Other | thousand tonnes | **13** | 10 | 9 | 8 | 7 | 9 | 16 | 16 | 12 |
| **Water used at our sites** | | | | | | | | | | |
| Water use | thousand $m^3$ | **1,140** | 1,149 | 1,342 | 1,320 | | | | | |

| | Units | B&Q | Brico Dépôt France | Brico Dépôt Iberia | Brico Dépôt Romania | Castorama France | Castorama Poland | Corporate centre | Screwfix | Screwfix France | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Water use by retail banner 2024/25** | | | | | | | | | | | |
| Water use | thousand $m^3$ | 403 | 117 | 41 | 54 | 123 | 237 | 1 | 162 | 2 | **1,140** |

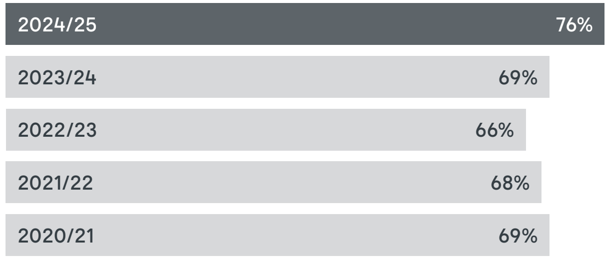
We have updated our reporting method to use further automation, and from 2023/24 no longer use manual rounding. Historical figures have been adjusted to reflect this change.

* In 2024/25, 3,393 tonnes waste were recorded at Castorama Poland for which the waste treatment stream was unknown.

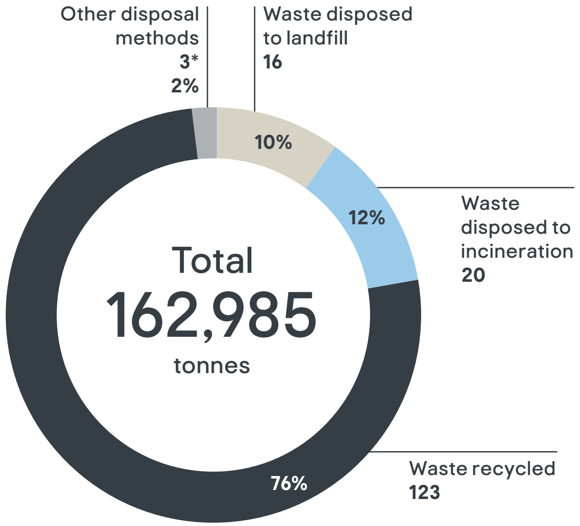
## Waste diverted from landfill %




## Waste recycled %




## Waste recycling and disposal 2024/25
thousand tonnes



# Assurance statement

**Independent Limited Assurance Report to the Directors of Kingfisher plc**

Kingfisher plc ("Kingfisher") commissioned DNV Business Assurance Services UK Limited ("DNV", "us" or "we") to conduct a limited assurance engagement over Selected Information presented in their Responsible Business Report 2024/25 and the Performance Data Appendix 2024/25 (together the "Report") for the reporting year ended 31st January 2025.

## Our Conclusion

On the basis of the work undertaken, nothing came to our attention to suggest that the Selected Information is not fairly stated and has not been prepared, in all material respects, in accordance with the Criteria.

This conclusion relates only to the Selected Information, and is to be read in the context of this Independent Limited Assurance Report, in particular the inherent limitations explained overleaf.

## Our Observations

Our observations and areas for improvement will be raised in a separate report to Kingfisher's Management. Selected observations are provided below. These observations do not affect our conclusion set out above.

- **Carbon footprint – Scope 1 GHG emissions:** We noted that Kingfisher did not report on Scope 1 GHG emissions from refrigerants and from company cars, in line with previous years. This is transparently captured in the Criteria and not seen as material to Kingfisher's business. However, we recommend that Kingfisher starts collecting primary data across all its banners to ensure those emissions sources can be included in its future Scope 1 reporting for completeness and to align with good practice.
- **Community investment:** We found that volunteer time and management costs used to calculate community investment are often estimated by the banners. We recommend that the banners implement and document new processes to collect primary data over the course of the reporting period. This will reduce reliance on estimates and enhance the accuracy of community investment data.
- **Ethical sourcing approach:** We noted that Kingfisher has made significant progress in the number of 'high inherent risk production sites that have completed an audit at some stage in the past two years' – achieving percentage increases of 19.9% for OEB sites and 53.8% for Non-OEB sites from 2023 to 2024. This reflects the overall increase in site disclosure realised by Kingfisher teams, notably through increased resources within banners and the creation of guidance and training materials. Whilst we have noted this positive progress in 2024/25, we recommend that Kingfisher continues to develop its strategic roadmap with time-bound objectives to further increase supply chain visibility.

## Selected Information

The scope and boundary of our work is restricted to selected 2024/25 key performance data included within the Report (the "Selected Information"), listed in the Appendix to this Independent Limited Assurance Report.

**Colleagues**
- Gender diversity

**Planet: Climate change**
- Property portfolio carbon intensity
- Carbon emissions from direct haulage (dedicated fleet deliveries)
- Carbon footprint – Scope 1, 2 and selected Scope 3 GHG emissions
- Energy use and intensity

**Planet: Forest Positive**
- Responsibly sourced wood and paper in products

**Customers**
- Sustainable Home Products sales

**Communities**
- Community investment

**Responsible Business Fundamentals**
- Ethical sourcing approach

**Progress Against Targets**
Progress against targets with the exclusion of the below targets:
- Training and apprenticeship
- Responsibly sourced catalogue paper
- Forest Positive status
- People supported in communities

To assess the Selected Information, which includes an assessment of the risk of material misstatement in the Report, we have used Kingfisher's Responsible Business Data Collection Methodology 2024/25 (the "Criteria"), which can be found here.

We have not performed any work, and do not express any conclusion, on any other information that may be published in the Report or on Kingfisher's website for the current reporting period or for previous periods.

## Standard and Level of Assurance

We performed a limited assurance engagement of specified data and information using the 'Greenhouse Protocol – A Corporate Accounting and Reporting Standard' (revised 2015) and international assurance best practice including the International Standard on Assurance Engagements (ISAE) 3000 – 'Assurance Engagements other than Audits and Reviews of Historical Financial Information' (revised) issued by the International Auditing and Assurance Standards Board. To ensure consistency in our assurance process, we conducted our work in accordance with DNV's assurance methodology, Verisustain™, applying only the pertinent sections of the protocol relevant to the specific purpose of the activity. This methodology ensures compliance with ethical requirements and mandates planning and execution of the assurance engagement to obtain the desired level of assurance.

DNV applies its own management standards and compliance policies for quality control, which are based on the principles enclosed within ISO IEC 17029:2019 – Conformity Assessment – General principles and requirements for validation and verification bodies, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

The procedures performed in a limited assurance engagement vary in nature and are shorter in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained if a reasonable assurance engagement had been performed.

Certificate number: DNV-2025-ASN-C733840

## Disclaimers

The assurance provided by DNV is limited to the selected indicators and information specified in the scope of the engagement. DNV has not conducted an assessment of the reporting organisation's overall adherence to reporting principles or the preparation of the Report. Therefore, no conclusions should be drawn regarding the reporting organisation's compliance with reporting principles or the quality of the overall Report. The assurance provided by DNV is based on the selected indicators and information made available to us at the time of the engagement. DNV assumes no responsibility for any changes or updates made to the indicators or information after the completion of the assurance engagement.

## Basis of Our Conclusion

We are required to plan and perform our work in order to consider the risk of material misstatement of the Selected Information; our work included, but was not restricted to:

- Conducting remote interviews with Kingfisher's Management to obtain an understanding of the key processes, systems and controls in place to generate, aggregate and report the Selected Information;
- Remote meetings with teams from two retail banners, Brico Dépôt (Iberia) and Screwfix (United Kingdom), to review processes and systems for preparing retail banner level data consolidated at Group level. We were free to select retail banners and they were chosen on the basis of materiality and frequency of audit visit over the past five years;
- Remote meetings with Head Office personnel to review processes and systems for preparing and consolidating Group level data;
- Performing limited substantive testing on a selective basis of the Selected Information to check that data had been appropriately measured, recorded, collated and reported;
- Reviewing whether Kingfisher followed its stated process in the Criteria to determine progress towards selected targets in scope;
- Assessing the appropriateness of the Criteria for the Selected Information;
- Reviewing that the evidence, measurements and their scope provided to us by Kingfisher for the Selected Information is prepared in line with the Criteria; and
- Reading the Report and narrative accompanying the Selected Information within it with regard to the Criteria.

In performing these activities, we came across the following limitation to the scope of the agreed assurance engagement:

- For community investment, we were not able to conduct remote meetings with Screwfix (United Kingdom) due to the data and the data owner not being available at the time of the banner level testing. Instead, we conducted remote meetings with and tested the data for Castorama (France). Community investment data for Screwfix (United Kingdom) was subsequently consolidated with the Group level data and we reviewed the Group level data consolidation.

We found a limited number of nonmaterial errors in the Selected Information and these were corrected prior to inclusion in the Report.

**For and on behalf of DNV Business Assurance Services UK Limited**

London, UK
26 June 2025

Digitally signed by Shuhaib Maudarbaccus

Shuhaib Maudarbaccus
Lead Verifier
DNV Business Assurance Services UK Limited

Digitally signed by Paul O'Hanlon

Paul O'Hanlon
Technical Reviewer
DNV Business Assurance Services UK Limited

### DNV Supply Chain and Product Assurance

DNV Business Assurance Services UK Limited is part of DNV – Supply Chain and Product Assurance, a global provider of certification, verification, assessment and training services, enabling customers and stakeholders to make critical decisions with confidence.

### Our competence, independence and quality control

DNV established policies and procedures are designed to ensure that DNV, its personnel and, where applicable, others are subject to independence requirements (including personnel of other entities of DNV) and maintain independence where required by relevant ethical requirements. This engagement work was carried out by an independent team of sustainability assurance professionals. DNV holds other contracts with Kingfisher none of which is in conflict with the scope of this work in the reporting period that could compromise the independence or impartiality of our work. Our multidisciplinary team consisted of professionals with a combination of environmental and sustainability assurance experience.

### Inherent limitations

DNV's assurance engagements are based on the assumption that the data and information provided by Kingfisher to us as part of our review have been provided in good faith, are true, and are free from material misstatements. Because of the selected nature (sampling) and other inherent limitation of both procedures and systems of internal control, there remains the unavoidable risk that errors or irregularities, possibly significant, may not have been detected. The engagement excludes the sustainability management, performance, and reporting practices of Kingfisher's suppliers, contractors, and any third parties mentioned in the Report. We did not interview external stakeholders as part of this assurance engagement. We understand that the reported financial data, governance and related information are based on statutory disclosures and Audited Financial Statements, which are subject to a separate independent statutory audit process. We did not review financial disclosures and data as they are not within the scope of our assurance engagement.

The assessment is limited to data and information in scope within the defined reporting period. Any data outside this period is not considered within the scope of assurance. DNV expressly disclaims any liability or coresponsibility for any decision a person or an entity may make based on this Independent Limited Assurance Report.

### Responsibilities of the Directors of Kingfisher and DNV

The Directors of Kingfisher have sole responsibility for:

- Preparing and presenting the Selected information in accordance with the Criteria;
- Designing, implementing and maintaining effective internal controls over the information and data, resulting in the preparation of the Selected Information that is free from material misstatements;
- Measuring and reporting the Selected Information based on their established Criteria; and
- Contents and statements contained within the Report and the Criteria.

Our responsibility is to plan and perform our work to obtain limited assurance about whether the Selected Information has been prepared in accordance with the Criteria and to report to Kingfisher in the form of an independent limited assurance conclusion, based on the work performed and the evidence obtained. Our Independent Limited Assurance Report represents our independent conclusion and is intended to inform all stakeholders. DNV was not involved in the preparation of any statements or data included in the Report except for this Independent Limited Assurance Report.

## Appendix: Selected Information

The scope and boundary of our work is restricted to the Selected Information, listed below.

| Pillar | Area | Indicator | Reported Value | Unit |
|---|---|---|---|---|
| **Colleagues** | Gender diversity | **Gender diversity – Senior management** | | |
| | | Board – men (headcount) | 50 | % |
| | | Board – women (headcount) | 50 | % |
| | | Senior leadership total – men (headcount) | 70 | % |
| | | Senior leadership total – women (headcount) | 30 | % |
| | | **Gender diversity – All employees** | | |
| | | Total employees – men (headcount) | 57 | % |
| | | Total employees – women (headcount) | 43 | % |
| | | Management total – men (headcount) | 60 | % |
| | | Management total – women (headcount) | 40 | % |
| **Planet – Climate Change** | Carbon footprint – intensity | Property market-based footprint relative to floor space | 7.8 | kg $CO_2e/m^2$ reported floor space |
| | | Scope 1 and 2 market-based carbon footprint relative to floor space | 11.8 | kg $CO_2e/m^2$ reported floor space |
| | Absolute carbon footprint (Scope 1 and 2 GHG emissions) | **Scope 1 GHG emissions** | | |
| | | Property: gas and other fuels | 51,384 | tonnes $CO_2e$ |
| | | Haulage: dedicated fleet deliveries | 32,197 | tonnes $CO_2e$ |
| | | **Scope 2 GHG emissions** | | |
| | | Property: purchased electricity and heat (market-based) | 11,374 | tonnes $CO_2e$ |
| | | **Carbon footprint – Totals (Property and Logistics)** | | |
| | | Scope 1 GHG emissions total | 83,581 | tonnes $CO_2e$ |
| | | Scope 2 GHG emissions total (market-based) | 11,374 | tonnes $CO_2e$ |
| | | Scope 1 and 2 GHG emissions total (market-based) | 94,955 | tonnes $CO_2e$ |
| | Energy use – Energy consumption | Total energy consumption | 871 | GWh |
| | | Total energy intensity | 108 | $kWh/m^2$ reported floor space |
| | Haulage: dedicated fleet deliveries | Scope 1 GHG emissions from haulage | 32,197 | tonnes $CO_2e$ |
| | Scope 3 GHG emissions – Category 1.1 | Purchased goods and services – Purchases and procurement (GFR) | 3,305,152 | tonnes $CO_2e$ |
| | Scope 3 GHG emissions – Category 11.1 | Use of sold products – Energy using products | 13,845,023 | tonnes $CO_2e$ |

| Pillar | Area | Indicator | Reported Value | Unit |
|---|---|---|---|---|
| **Planet – Forest Positive** | **Responsibly sourced wood and paper in products** | Total wood and paper (all banners) | 32,794 | number of SKUs purchased |
| | | Responsibly sourced wood and paper (all banners) | 32,119 | number of SKUs purchased |
| | | Responsibly sourced wood and paper (all banners) | 98 | % of SKUs purchased |
| **Customers** | **Sustainable Home Product sales** | All Sustainable Home Products | 6,723.5 | sales £ million |
| | | All Sustainable Home Products | 53.4 | % of retail sales |
| **Communities** | **Community investment** | Total community investment | 5,971 | £ thousand |
| | | Fundraising and other leverage | 2,730 | £ thousand |
| **Responsible Business Fundamentals** | **Ethical sourcing approach** | Total number of suppliers | 2,715 | number |
| | | Total number of declared production sites supplying us with finished goods | 5,551 | number |
| | | High inherent risk production sites that have completed an audit at some stage in the past two years | 2,619 | number |
| | | Number of sites that have had at least one business-critical non-conformance or equivalent in the past two years | 127 | number |
| | | Total number of declared production sites compliant to our policy | 4,034 | number |

## Progress against targets

| Pillar | Target | Kingfisher Summary |
|---|---|---|
| **Colleagues** | Improve gender balance to 35% women in senior leadership and 40% women in management by 2025/26. | We've now reached 30.1% women in senior leadership (2023/24: 28.6%) and 39.8% in management (2023/24: 39.6%). |
| **Planet – Climate Change** | Deliver our science-based targets for 2025/26 to reduce Scope 1 and 2 emissions by 37.8% in absolute terms and Scope 3 by 40% per £million of turnover compared with 2016/17 and 2017/18 respectively. | We have reduced absolute Scope 1 and 2 (market-based) GHG emissions by 66.0% since 2016/17 (2023/24: 63.6%). We're currently exceeding our target.<br>We have reduced our Scope 3 GHG emissions intensity from the supply chain and customer use of products by 38.7% since 2017/18 (2023/24: 41.6%), reflecting a slower rate of reduction, but we remain on track to achieve our 2025/26 target. |
| | Reach net zero emissions for our operations (Scope 1 and 2) by the end of 2040/41. | Achieving our Scope 1 and 2 science-based target is the first step towards net zero emissions for our operations. Our interim target for 2024/25 was to reduce Scope 1 and 2 GHG emissions to 185,108 $tCO_2e$ – a 33.8% reduction from the 2016/17 baseline – and we exceeded this by reducing emissions to 94,955 $tCO_2e$. |
| **Planet – Forest Positive** | Achieve 100% responsibly sourced wood and paper for our products and catalogues by 2025/26. | 97.9% of wood and paper in our products was responsibly sourced (2023/24: 96.6%). |
| **Customers** | Attain 60% of Group sales from our Sustainable Home Products (SHPs), including 70% of sales for our Own Exclusive Brand (OEB) products by 2025/26. | In 2024/25, 53.4% of our total Group sales came from SHPs (2023/24: 49.4%). For our OEB ranges, the figure is 63.3% (2023/24: 60.1%). |

## Read more

Our Responsible Business website:
kingfisher.com/responsible-business

Annual Report and Accounts:
kingfisher.com/annualreport

Our Responsible Business Report:
kingfisher.com/responsible-business-report

Our Responsible Business Data Collection Methodology:
kingfisher.com/datamethodology

Our Responsible Business GRI Index:
kingfisher.com/GRI-index

Our Responsible Business Databook:
kingfisher.com/databook

Our Sustainable Home Product Guidelines:
kingfisher.com/shpguidelines

Our Modern Slavery Act Statement:
kingfisher.com/Modern-Slavery

## Contacts

What do you think about our performance? We'd love to hear your views on Responsible Business at Kingfisher at
responsiblebusiness@kingfisher.com