

Kingfisher

Modern Slavery Act

Transparency Statement 2025/26



We are committed to respecting and upholding the human rights (fundamental rights and freedoms) of every individual affected by our business activities including our customers, employees, workers in our supply chain, and local communities.

We seek to embed this across our business, working with colleagues, our supply chains, and relevant partners to ensure we identify and assess risk, apply due diligence, and take any necessary steps to deliver our human rights and modern slavery agenda.

Our commitment to addressing modern slavery risks starts at Board level and is embedded into key business processes.

About the statement

This statement has been published in accordance with the UK Modern Slavery Act 2015, which requires businesses to disclose the steps they are taking to tackle slavery, servitude and forced or compulsory labour and human trafficking (together known as modern slavery).

It has been developed with reference to the Home Office guidance, 'Transparency in supply chains: a practical guide', which was updated in 2025, and covers six key areas:

- organisational structure, business and supply chains
- organisational policies
- assessing and managing risk
- due diligence in relation to modern slavery (including approach to remediation)
- training
- monitoring and evaluation (understanding and demonstrating effectiveness).

This statement sets out the steps taken by Kingfisher plc and all its subsidiary undertakings inclusive of its UK operating companies and its UK retail banners, to prevent modern slavery in its own business and supply chain, during the financial year ending 31 January 2026¹. It is developed in consultation with colleagues in our Responsible Business, Group Commercial, Group Procurement, Compliance, and People teams.

Our company structure

Better Homes. Better Lives. For Everyone.
At Kingfisher, we believe a better world starts with better homes and we strive to help make that happen.

Who we are

Kingfisher is an international company with over 1,800 stores across Europe, employing more than 70,000 colleagues. We offer home improvement products and services to consumers and trade professionals through our stores and e-commerce channels.

We aim to lead our industry in Responsible Business practices. Responsible Business is one of the pillars of our strategic plan – 'Powered by Kingfisher' – which aims to maximise the benefits of combining our distinct retail banners with the scale, strength and expertise of the Kingfisher Group.

Banners, partnerships and marketplaces

Kingfisher operates under retail banners B&Q, Castorama, Brico Dépôt, Screwfix, TradePoint, and our joint venture Koçtaş. We have online marketplaces and digital hub stores available within B&Q, Castorama France, Castorama Poland and Brico Dépôt Iberia, to better serve our customers, however they choose to shop.

Countries of operation

We operate in seven countries: UK, Ireland, France, Poland, Portugal, Spain and Turkey².

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¹ Data on ethical compliance audits (Goods for Resale and Goods Not for Resale) are based on a 12-month calendar year ending 31 December 2025.

² We operate in Turkey through our Koçtaş joint venture.

Suppliers and customer offer

We source from over 9,300 supply partners. These provide both:

- **Goods For Resale (GFR)** – the products we buy to sell to our customers
- **Goods Not For Resale (GNFR)** – the products and services used to run our operations.

We do not operate our own manufacturing or assembly facilities, so all products we sell and use are produced and assembled by suppliers. We deliver products to our stores in a number of ways, with the majority of final deliveries being managed by our logistics teams. We own logistics fleets in some banners to distribute products between our stores.

Supply chain locations

Our GFR are sourced from over **2,500** suppliers across **53** countries (our tier 1 supply chain). These suppliers use over **6,100** known production sites (where products are manufactured) across **73** countries¹ (tier 2 of our supply chain). The majority of GFR suppliers and production sites are based in China and Western Europe. Over 1.1 million people work at our declared production sites.

Our GFR supply chain mapping is informed by our internal data systems and we use data provided by suppliers via Sedex, amfori BSCI, and other platforms

to monitor compliance. Our Group Commercial team and banner teams work together to continually improve the information we hold on production sites.

To map our GNFR suppliers over our spend threshold of £75,000, we use information from EcoVadis assessments. This shows the majority of these suppliers are based in Western Europe³. Currently, we do not have information on the locations of GNFR production sites but will be exploring how to gather data on production sites for higher-risk GNFR suppliers.

Our extended supply chain includes many more indirect suppliers, including suppliers of raw materials and component parts used in the products we buy and sell. We have started mapping parts of this indirect supply chain, particularly for OEB products such as our horticulture and hand tool ranges.

GFR: Own Exclusive Brand (OEB) 443 suppliers

Our own brands (private label). Designed and/or sold by Kingfisher. Sourced by Group Commercial and sold across banners and through wholesale, joint venture and franchise partners. Accounts for 43% of sales.

GFR: Non-Own Exclusive Brand (Non-OEB) 2,011 suppliers

Local and national supplier branded products. Sourced by banners or Group Commercial and may not be exclusive to Kingfisher. Also includes hybrid suppliers which provide both OEB and non-OEB products.

GFR: International Brands 48 suppliers

Products that carry a widely recognised International Brand and are sourced from a supplier that meets our International Brand criteria (see page 5). Generally sold across more than one market and are not exclusive to Kingfisher.

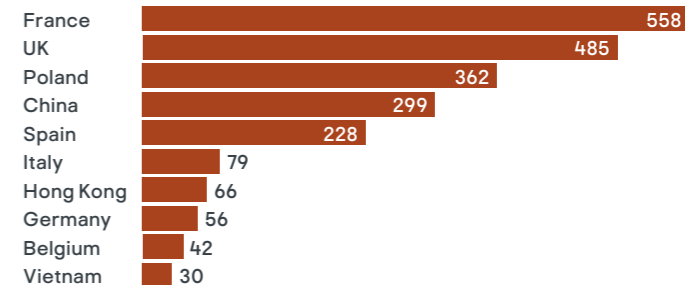
GNFR 6,890² suppliers

Goods and services used to run our business such as IT services and equipment, cleaning, security and logistics. Sourced by Group Procurement and our banners.

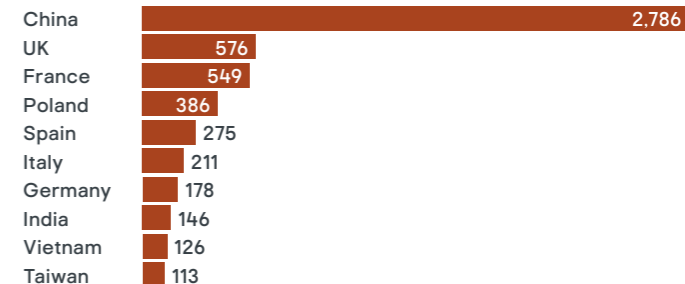
Third-party products, services and partnerships

Products and services sourced and sold by third parties include franchise and joint venture partners, third-party sellers on Kingfisher's digital marketplace platforms, and independent tradespeople providing installation and related services. These arrangements primarily relate to downstream services and operate across the same geographies as Kingfisher's own operations.

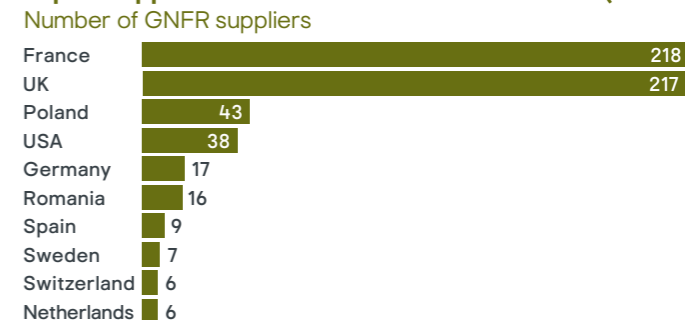
Top 10 supplier countries Number of GFR suppliers



Top 10 supplier countries Number of GFR production sites



Top 10 supplier countries assessed on EcoVadis (GNFR)



¹ This is the number of production sites disclosed to us via Sedex or other platforms. The total number of production sites is likely to be higher since some non-OEB suppliers and International Brand suppliers are out of scope for our ethical compliance programme.

² We grouped together duplicate GNFR supplier records that had been set up separately by different Kingfisher entities. As a result, the reported number of suppliers reduced by around 38%, giving a more accurate supplier count and a clearer picture of total spend with each supplier compared to previous years.

³ This applies to GNFR suppliers who have completed an EcoVadis assessment. Suppliers accounting for 76% of in-scope spend had been EcoVadis assessed in 2025.

Governance and policies

Responsibility for modern slavery and ethical sourcing is established at Board, Group and banner level. Key components of our governance are summarised in the diagram. Further details of the membership of our Board and committees are published on our website.

Governance and due diligence

Our governance and the resources allocated at Group and banner level support our due diligence and commitment to continuous improvement. Group teams meet regularly with our banners to build capacity and improve data.

Key policies

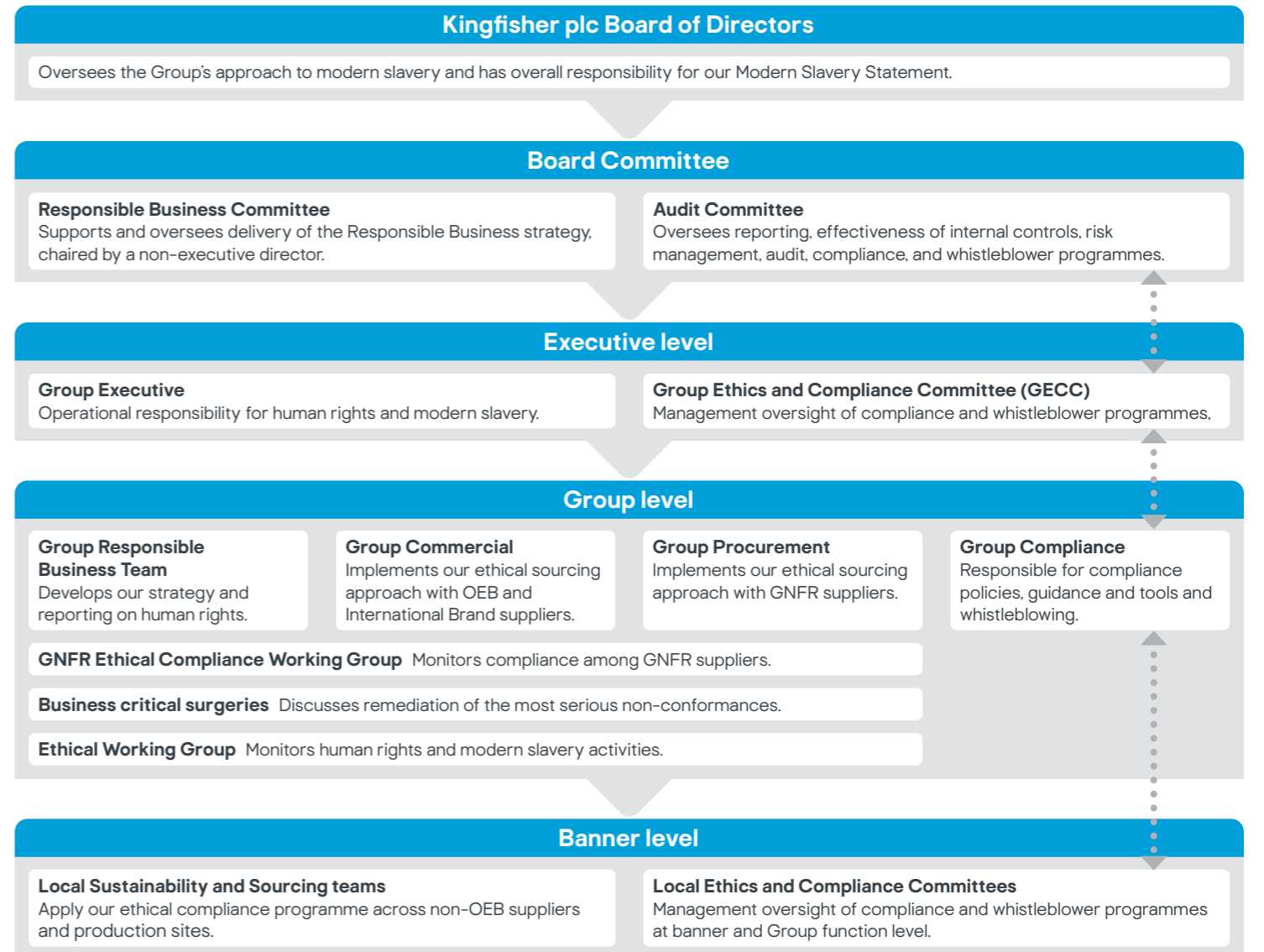
Our policy framework outlines the modern slavery and human rights rules and standards for our business and our expectations of colleagues, suppliers and partners. Policies are approved by members of our Group Executive and reviewed annually.

- **Code of Conduct** – Sets personal and shared responsibilities for meeting high ethical standards including in relation to modern slavery and a duty to report potential breaches. Integrated into supplier contracts and communicated via our supplier manuals and supplier conferences.
- **Human Rights Policy** – States our commitment to respect human rights and to implement due diligence procedures, in line with international standards¹.

- **Supply Chain Workplace Standards** – Set minimum standards for suppliers on labour and environmental practices, and prohibit slavery and child labour. Reflect the requirements of the Ethical Trading Initiative (ETI) Base Code and International Labor Organization (ILO) fundamental conventions on worker rights and align with Sedex and amfori BSCI audit standards.
- **Whistleblowing Policy** – Outlines the channels for colleagues, suppliers and third parties to raise concerns securely, confidentially and without fear of retaliation, including via our third-party hosted SpeakUp Hotline.

Policies apply to all suppliers (GFR and GNFR), and we expect suppliers to adopt our policies when they contract with us. This excludes International Brand suppliers, whose policies are reviewed to ensure they are consistent with our own. We expect suppliers to cascade these standards within their own operations and supply chains, and this expectation is reinforced through our Ethical Sourcing Vendor Guidelines and access for suppliers and third parties to our SpeakUp whistleblowing channels.

Policies are communicated to colleagues, suppliers and partners through internal guidance, contracts and supplier standards, and are designed to protect colleagues, supply chain workers and downstream partners.



¹ This includes: the United Nations (UN) 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 Organization's Declaration on Fundamental Principles and Rights at Work; the Children's Rights and Business Principles; and UN conventions on the elimination of discrimination.

Assessing and managing risk

With a large global supply chain, we adopt a risk-based approach, prioritising the most significant human rights and modern slavery risks. We assess risk in our operations and supply chain on an ongoing basis using a variety of risk assessment tools, results from our ethical compliance programme and stakeholder input.

We also continually assess country risks, taking into account ongoing conflicts. This informs sourcing decisions and enables us to adapt our ethical compliance audit approach when needed.

We have most visibility of risks in our tier 2 GFR production sites, and we aim to improve our risk assessments this year by using insights gained from worker voice surveys and our purchasing practices survey. See our [Risk Matrix for Ethical Audit](#) for details of the countries and products which we have identified as high risk.

Our salient human right issues

We identify our most significant human rights and modern slavery risks for our business, operations and supply chain through a Saliency Assessment and gap analysis supported by ongoing risk assessment, stakeholder engagement and research. These are:

-  Modern slavery
-  Child/underage labour
-  Freedom of association/collective bargaining
-  Health and safety
-  Wages/working hours
-  Land rights
-  Depletion of natural resources
-  Impact of climate change
-  Air, water and land pollution
-  Discrimination

Our most significant human rights risks are present in our supply chains, particularly at the raw material extraction and product manufacturing stages.

Vulnerable groups

We have identified a number of vulnerable groups within our supply chain and operations that may be at increased risk in relation to human rights issues. These are:

- Indigenous communities
- migrant workers
- minority ethnic groups
- agency and temporary workers
- children and young workers
- female workers
- remote/isolated workers.

Potential impacts on vulnerable groups are one of the factors we consider when identifying high-risk categories and activities in relation to modern slavery. Our Saliency Assessment was conducted in 2020 with stakeholder input and our Human Rights Gap Analysis was conducted in 2023 by Slave-Free Alliance. More detail on these processes is included in our [Modern Slavery Statement 2024/25](#).

Risks in our operations

We have identified a low risk of modern slavery occurring in our business operations and among our direct employees. This assessment is informed by the jurisdictions in which we operate, the strong employment law protections in those countries, and our internal employment policies and practices. Colleagues working in our offices and stores are directly employed and covered by these controls. This includes any colleagues who belong to the vulnerable groups we have identified.

Risks relating to workers providing contracted services such as cleaning and logistics are managed through our GNFR programme. Our Whistleblowing process (see page 8) supports this assessment by enabling confidential reporting and investigation of concerns, with sensitive matters escalated to Group Ethics and Compliance, the Audit Committee and the Board.

GFR supply chain risk assessment

We use several risk assessment tools to identify, prioritise and mitigate risk within our product supply chains, particularly in the highest-risk countries, sectors and locations. Higher-risk product categories in our GFR supply chain include: textiles, horticulture, specialist timber products, PPE, footwear and solar panels. Our assessment tools include:

- **Dow Jones Risk Centre.** Screening for suppliers and factories as part of our Third-Party Due Diligence Process.

- **Collaborative compliance platforms** Sedex, amfori BSCI and EcoVadis provide data on inherent risks by country and industry sectors. The Sedex Self-Assessment Questionnaire (SAQ) enables us to risk assess suppliers and production sites.
- **Our Ethical Audit Risk Matrix.** Updated annually, this identifies higher-risk product areas and countries for modern slavery.
- **Third-party ethical audit reports.** Provide information on issues identified by auditors in specific production sites.

In 2026, we will launch a pilot project on worker voice, see page 10.

GNFR risk assessment

Our GNFR Ethical Audit Risk Matrix, developed in partnership with Slave-Free Alliance (SFA) in 2024 and updated in 2025, identifies higher-risk categories including logistics, warehousing and cleaning services. During 2025, we have used the matrix to develop our approach to supplier engagement to ensure proportionate due diligence of suppliers in our high-risk categories across all spend levels. We will be implementing this in 2026 (see page 10). We also use our Vendor Engagement Assessment and EcoVadis Sustainability Assessments to identify and monitor risk. See page 7.

Due diligence

Through ongoing due diligence, we mitigate and address human rights risks within our business and supply chains, and collaborate with suppliers, peers, industry bodies, non-governmental organisations (NGOs) and governments to raise standards.

Our due diligence for modern slavery includes our ethical compliance processes, described below, as well as our ethical risk assessment processes (page 4), supplier training and engagement (page 9), and collaboration with human rights experts and others (page 9).

Working with GFR suppliers

Our due diligence processes for GFR suppliers vary by supplier type and supply chain tier, reflecting the results of our risks assessment which incorporates country and product factors.

Our ethical audit programme focuses on OEB and non-OEB suppliers in tier 1 and tier 2 of our supply chain. The process includes registration with a social audit platform, risk assessment of production sites, audit, review and remediation. See our [Ethical Sourcing Vendor Guidelines](#) for more details.

We aim to continually strengthen our approach and to keep improving transparency and the data we hold on

production sites. In 2025, we launched a new data platform that provides better visibility of production site data held by banners and enhances cross-banner collaboration.

We are monitoring the transposition of the EU Corporate Sustainability Due Diligence Directive (CSDDD)¹ into national law and carried out a readiness assessment in 2025.

Roll-out and effectiveness of measures

We use ethical audits to review the performance of production sites identified as high risk and to identify any non-conformance with our standards relating to labour practices and human rights, health and safety, business ethics and environmental performance. Any non-compliances identified are listed in the Corrective Action Plan and the auditor must verify whether these have been addressed and the necessary improvements made within agreed timescales. We work with suppliers and production sites to address and close-out audit non-conformances. More detail on this process is included in our [Ethical Sourcing Vendor Guidelines](#).

Suppliers and their workers can also raise concerns confidentially via our SpeakUp hotline and we monitor any reports made in this way as part of our due diligence.

In scope for our ethical compliance programme

Tier 1: OEB and non-OEB

- OEB suppliers
- Non-OEB suppliers with a spend above £50,000
- Non-OEB suppliers with a spend below £50,000 who source from high-risk production sites²

Included in our ethical compliance programme. All production sites supplying us with finished goods are required to hold an active membership with one of our nominated ethical audit platforms such as Sedex and amfori BSCI³.

- **84%** of suppliers complied (2024: 82%).
- For OEB suppliers, the figure was **95%** (2024: 95%) and **82%** for non-OEB (2024: 79%).

Tier 2: OEB and non-OEB production sites

- Sites manufacturing our GFR (both OEB and non-OEB)

Production sites disclosed by suppliers are categorised as low or high risk, based on our Ethical Audit Risk Matrix. High-risk sites must share a valid ethical audit completed within the last two years.

- **76%** of declared production sites complied with our ethical requirements (2024/25: 73%).

Not in scope for our ethical audit programme but have separate due diligence in place

Tier 1: International Brand and third-party suppliers⁴

- Major international brands

Must have their own ethical compliance programme in accordance with the law and our policies, including risk assessment and due diligence on their supply chain, a third-party audit programme, monitoring and mitigating of non-conformances, and appointing someone responsible for managing supply chain risks. Must agree to have their programme assessed via random spot checks. International Brand status is removed if a supplier does not have a sufficient ethical sourcing programme or is found to have modern slavery breaches.

Tier 1: Non-OEB below £50,000 spend

Must sign a letter of conformity to confirm they meet our standards. Any high-risk sites must provide a valid ethical audit.

Beyond Tier 2: Indirect suppliers

- Includes suppliers of raw materials and component parts used in the products we buy and sell

We have ongoing monitoring and are increasing visibility of our indirect supply chain for OEB products, prioritising indirect supply chains according to our saliency and risk assessments. Examples include work with growers in the horticulture supply chain (page 6) and our project with hand tools suppliers (page 9).

Downstream:

- Example: Marketplace sellers

Marketplace sellers we work with must comply with all applicable laws, including consumer protection, product safety, and advertising regulations. They must not sell prohibited items listed in our marketplace Terms and Conditions. Sellers must have due diligence processes to address potential human rights and anti-slavery breaches, as set out in our Terms and Conditions. Where concerns are identified (e.g. through adverse media or whistleblowing), we may conduct audits to ensure issues are investigated and addressed.

¹ The EU Corporate Sustainability Due Diligence Directive (CSDDD) requires businesses to identify, prevent and mitigate human rights and environmental risks across their value chains.

² High-risk production sites are those in sectors or geographical locations identified as high risk in our Ethical Audit Risk Matrix.

³ Or to have an EcoVadis score over 50, dated within the last year.

⁴ Includes our joint venture, franchise, wholesale and marketplace partners.

We track audits, audit findings and progress on remediation to monitor the effectiveness of our ethical compliance programme. In 2025¹:

- **3,560** declared production sites were identified as high risk. Of these, **3,154** have been audited in the past two years.
- **47%** of identified non-compliances were closed out during the year.

The percentage of non-conformances closed out during the year does not reach 100% because of the ongoing nature of our ethical audit programme and our focus on continual improvement. Audits take place throughout the year and may identify new non-conformances, even at facilities that have previously been audited and throughout the year new suppliers are audited during the onboarding process.

Categories of non-conformance

The most common non-conformances by category over the past two years have been²:

- Working conditions are safe and hygienic: **5,292**
- Working hours are not excessive: **875**
- Legal wages are paid: **600**
- Environment³: **411**
- Regular employment is provided⁴: **186**.

There were 41 non-conformances under the category 'Employment is freely chosen'. These range from lack of policies through to instances of forced, bonded or involuntary labour and worker recruitment fees. The more serious non-conformances of this type are dealt with through our business-critical process. See page 8 for information on cases in 2025.

Business-critical sites

Production sites are graded as 'business critical' if auditors uncover one or more business-critical non-conformances, or four or more 'critical' non-conformances. 'Business critical' non-conformances represent the most serious breach of standards and include any relating to modern slavery.

When a supplier or production site is graded business critical, it is required to take decisive and swift action to address non-conformances. We do not place orders with business-critical sites until non-conformances are resolved. As a last resort, we will cease to trade with production sites or suppliers if they do not work with us to address business-critical issues. The process for business-critical sites is outlined in our [Ethical Sourcing Vendor Guidelines](#), and includes escalation, remediation, close-out and follow up.

In 2025, **130** production sites were graded business-critical (did not meet our minimum standards)⁵. At the end of the reporting period:

- **106** had addressed the issues and are no longer rated business-critical.
- **10** had submitted corrective actions which were pending auditor approval or were working with us to make the required improvements.
- **4** were still in the process of addressing their business-critical status.
- We ceased working with **10** sites, either because they did not work with us to address non-conformances or due to changes in sourcing requirements.

Preventing unintended consequences

When implementing our ethical compliance programme, we are mindful that actions can have unintended consequences and we take steps to identify, prevent and address these. For example, there is a risk of audit fatigue particularly among smaller suppliers, so we regularly review and update the list of audits we accept to avoid suppliers having to undergo multiple audits under different standards. In 2025, this included adding Plante Bleue to the list of audits we accept for horticulture suppliers.

Due diligence in our horticultural supply chain

Horticulture has been identified as a high-risk sector due to reliance on migrant and seasonal labour that is potentially at risk from exploitative practices and prevalent use of uncertified recruitment agents.

We are working with our horticultural suppliers (supplying plants, flowers, live trees or grass) to improve visibility of our supply chain. In 2025, our policy requirements were rolled out to all OEB and non-OEB horticulture suppliers requiring them to provide us with a list of the third-party growers they use and to confirm that these have completed an ethical audit, including specialist audits; GlobalGAP GRASP, MPS-SQ or Plante Bleue.

We now have good visibility of direct and third-party growing sites that supply OEB products (13 vendors and 195 growers) and have confirmed that 85% are compliant with our policy requirements. We are working with the remaining 15% to ensure they complete an ethical audit during 2026. We have a Horticultural Working Group to support banner teams in working with these suppliers.

In one of our 'beyond audit' programmes, B&Q is working with Slave-Free Alliance and three UK horticultural suppliers to assess and prioritise ethical compliance, modern slavery and discrimination risks, and identify vulnerable groups. This will enable further targeted engagement and action, including human rights impact assessments.

1 Our data for our ethical compliance process uses the calendar year ending 31 December 2025.

2 Data covers production sites disclosed to us that are registered and linked to Kingfisher on Sedex with active purchases for 2025.

3 Covers issues relating to Waste Management, Environmental Permits, Energy Usage, Chemical Usage/Disposal, Air Emissions, Reforestation, Conservation and Biodiversity.

4 This means work must be based on a recognised employment relationship under national law and practice. Employers must not use labour-only contracting, subcontracting, or home-working to avoid their obligations to workers.

5 This captures business-critical non-conformances for the past two calendar years.

Working with suppliers – GNFR

We work with GNFR suppliers to ensure they comply with our policies. All new GNFR suppliers must adhere to our Responsible Business policies as part of the contract negotiation process. For more information about our ethical audit requirements for GNFR suppliers, please refer to our [Ethical Sourcing Vendor Guidelines](#).

In 2025, our supplier assessment and due diligence programme for GNFR had two phases, depending on our annual spend with the supplier.

Actions during 2025

In 2025, we used our GNFR Ethical Audit Risk Matrix (described on page 4) to further develop our approach to GNFR due diligence and increase our focus on the highest-risk suppliers. High-risk suppliers with a spend over £300,000 will complete the EcoVadis assessment, and we will use a letter of conformance approach to engage high-risk suppliers with a spend between £5,000 and £300,000.

We also developed and implemented dashboards which enable us to more effectively track compliance across our existing high-risk suppliers to further strengthen due diligence and prepared to trial a small number of ethical audits with GNFR suppliers.

Phase 1: Vendor Engagement Assessment

All GNFR suppliers with a spend above £5,000 (or equivalent in local currency).

Applies to new suppliers and existing suppliers when contract conditions change.

Using a risk-based approach:

- Screens for ethical practices including modern slavery and risks relating to integrity (e.g. anti-bribery and corruption risks), data protection and information security. Includes a credit check for contracts over a spend threshold.
- Uses the Dow Jones Risk Centre platform due diligence screening service that covers broad adverse media reports, including corruption, modern slavery and environmental risks and sanctioned country lists. Alerts us to new risks and concerns as they arise.

Phase 2: EcoVadis Sustainability Assessment

Applies to suppliers with an annual spend greater than £75,000. Suppliers meeting risk criteria must complete an assessment within 12 months of signing a new contract.

- Third-party assessment tool covering: Labour and human rights, Environment, Business ethics and Sustainable procurement. Covers human rights policies, governance and responsibilities (including in relation to child labour, forced labour, human trafficking and working conditions). Supplier scorecards highlight strengths, weaknesses and risk areas.
- Suppliers accounting for **76%** of in-scope spend had been EcoVadis assessed in 2025. **82%** of those who re-assessed either improved or maintained their score. Our EcoVadis Improvement Programme supports suppliers to improve their scores, prioritising engagement based on spend and risk. 29 suppliers were contacted in 2025.

New acquisitions, partnerships and third-party suppliers

We expect all our digital marketplace, service providers, franchise, wholesale and joint venture partners to share our commitment to human rights and to uphold our standards. Our Human Rights Policy is embedded in the marketplace Terms and Conditions signed by third-party marketplace sellers. This includes a modern slavery clause, requiring all sellers/suppliers to report any identified cases of modern slavery to Kingfisher¹. We reserve the right to audit and investigate any potential cases.

When we acquire new businesses or enter into new partnerships, we carry out due diligence and embed our Code of Conduct and Human Rights and Responsible Business policies into partnership agreements.

We provide ongoing support to assist our third-party partners and suppliers to adopt our policies and processes, as part of our due diligence.

¹ Specifically, this refers to our existing marketplaces in the UK, France, Poland and Iberia (e-commerce platforms where third-party suppliers can sell their products). It also covers Koçtaş, Kingfisher's 50% joint venture in Turkey. The same commitment is expected from Screwfix Spares.



Remediation

At Kingfisher, we are committed to maintaining the highest standards of accountability and creating a culture where colleagues and suppliers can report any ethical and modern slavery-related concerns safely and without fear of retaliation.

Whistleblowing investigations

There were no reports relating to human rights and modern slavery made via SpeakUp, our whistleblowing hotline, in 2025.

All reports to the hotline are reviewed and, where necessary, investigated. Non-sensitive cases are investigated at banner level, and the outcomes recorded in our whistleblower management system. Each banner's local Ethics and Compliance Committee is responsible for oversight of its SpeakUp cases. When needed, sensitive cases are investigated at Group level and reviewed by the Group Ethics and Compliance Committee. The Board and the Audit Committee receive regular updates on whistleblowing reports, cases and trends.

Suppliers are required by our Code of Conduct and Supply Chain Workplace Standards to provide a means by which workers can openly communicate and share grievances with management, without fear of reprisal, intimidation or harassment.

Our Whistleblowing Policy is described on page 3.





Escalation procedures

We have a protocol for handling any incidents of modern slavery, to ensure we respond quickly, effectively and consistently. This involves escalating issues to director level; gathering information and investigating non-compliances; a process for deciding further action or escalation; and communication with relevant Risk, Legal Compliance, and Sourcing teams.

Addressing cases of modern slavery











If any potential instances of modern slavery or child labour are identified, including findings such as withholding passports or wage deductions which are considered potential indicators of modern slavery, we take immediate action. This includes working with suppliers to ensure they understand our requirements, the corrective actions needed, and how to implement them.

Examples from 2025/26 identified through our ethical audit programme include:

| Incident | Salient human rights issue/s | Remediation actions | Outcomes & stakeholder engagement (including survivor satisfaction) |
|--|--|--|---|
| An audit at a production site in India identified that the living accommodation was overcrowded and unsuitable. Workers' attendance was inconsistently recorded; so, the auditor was unable to verify working hours, overtime and wage payment. |  Health and safety  Wages/working hours | The factory demolished the existing accommodation and allocated new accommodation for their workforce. Their computerised system for recording attendance, overtime and wages, which had been temporarily disconnected, was reinstated and evidence of record-keeping was shared with us ahead of the follow-up audit. | The Ethical Compliance Team held monthly meetings with the factory to review the corrective action plan and monitor improvements and upgrades. A follow-up audit confirmed that the factory had closed all non-compliances. |
| A third-party audit and worker interviews identified that one supervisor at a site in Malaysia required workers to fill in a logbook whenever they wished to use the toilet. |  Modern slavery | The supervisor was instructed to discontinue use of the logbook. Workers were informed that use of the logbook had been discontinued. | The factory has confirmed that this practice has been discontinued. A follow-up audit will be conducted in 2026 to confirm implementation of the corrective action, including worker interviews. |
| An audit of a site in China identified excessive working hours and delayed payment of overtime wages due to the use of a banking hours system that is not compliant with local law. This resulted in workers waiting extended periods to receive overtime pay. |  Wages/working hours | Overtime wages are now paid at the end of each month, in compliance with the law. The factory implemented additional controls to monitor working hours and prevent excessive overtime. The supplier has made changes to its ethical sourcing practices to better align with the Kingfisher Human Rights Policy. | A third-party follow-up audit verified that the corrective actions had been implemented. Worker interviews confirmed that overtime wages are now paid in line with local law and that working hour controls have improved. |

Beyond audit

In addition to our ethical audit programme, we develop and support projects that address some of the root causes of non-compliance, reduce modern slavery risks, build supplier capacity, and enable worker engagement. Active projects in 2025/26 included:

| Programme | Salient human rights issue/s | Impact (effectiveness measures / KPIs) |
|--|---|---|
| <p>Responsible recruitment of migrant workers</p> <p>The programme is aimed at resolving recruitment fee issues and eradicating debt bondage, or bonded labour, from our supply chains.</p> <p>External partner – Elevate (LRQA)</p> |  Modern slavery | <p>We identified issues with eight suppliers in three countries. By the end of 2025, four of these had been resolved. We are working with the remaining four.</p> |
| <p>Everyone's Business</p> <p>Roll out of app enabling colleagues to upload photos and feedback from factory visits.</p> <p>External partner – SLR Consulting Limited</p> |  Modern slavery  Child/underage labour  Freedom of association  Health and safety | <p>Enabling insight into conditions and potential issues outside of the audit process.</p> |
| <p>Indirect manufacturer supplier control (Tier 2)</p> <p>Working with our hand tool and hardware category suppliers to map our indirect suppliers and ensure they undergo ethical audits.</p> <p>External partner – SEDEX Approved Audit Companies</p> |  Modern slavery  Child/underage labour  Freedom of association  Health and safety  Wages/working hours | <p>During 2025, we collaborated with 25 direct suppliers and 250 indirect suppliers. We collected 118 ethical audit reports and 132 Self-Assessment Questionnaires (SAQ) and conducted two verification audits.</p> |

Training and capacity building

Colleague training

We offer regular training and communication campaigns which aim to ensure colleagues understand modern slavery risks, how to identify potential indicators of modern slavery and how to report any concerns. We use colleague feedback and insights from our SpeakUp channel to keep improving our training provision.

Training in 2025/26 included:

- **Code of Conduct.** Includes a modern slavery scenario to help colleagues spot indicators of modern slavery. Completed by **93%** of Kingfisher employees globally.
- **Kingfisher Group ethical team.** Trained over **900** colleagues on the company's ethical sourcing compliance requirements.
- **B&Q Future Range Planning for Sustainability.** Training on ethical sourcing for **50** members of our commercial teams, run by our Responsible Business function.
- **Screwfix ethical sourcing.** Training on our ethical sourcing approach and how we manage modern slavery risks. **119** colleagues in supply chain and logistics teams, **120** finance colleagues, **18** legal colleagues and **26** in property teams took part.
- **Brico Dépôt France.** Onboarding training for **45** colleagues in commercial and buyer roles on our ethical sourcing approach.

Panel session on Human Rights Day.

Speakers from Slave-Free Alliance and our internal ethical sourcing experts explored our approach to human rights. Attended by **172** colleagues.

Supplier training and engagement

We provide training and resources to help GFR suppliers build their knowledge of human rights issues and how to mitigate human rights and modern slavery risks.

Our Vendor Hub gives suppliers access to videos, factsheets, training and resources to support compliance with our ethical standards. Resources are available in five languages (Chinese, English, French, Polish and Turkish). The Ethical Compliance section was accessed 730 times by 400 unique users in 2025/26.

We are sponsors and advocates of the Responsible Recruitment Stream of the Stronger2gether Consumer Goods Programme, an industry collaboration, and encourage our suppliers to make use of its free training and 360° online tool. The tool provides good practice guidance based on global standards and a self-assessment process to help suppliers monitor and improve progress on responsible recruitment among their sites and labour providers.

Examples of supplier engagement and training during 2025/26 include:

– **Vendor Engagement Survey** completed by **58%** of OEB suppliers to gather feedback on our procurement practices and how we can further support suppliers to implement our standards. Feedback showed that suppliers would benefit from more training and more insight into expected sourcing requirements.

– **Training webinars** run by our Group Commercial team and external partners focusing on: our requirements for horticulture suppliers (attended by **17** suppliers); responsible recruitment (hosted with LRQA and attended by **33** suppliers); the SMETA audit process (hosted with QIMA and attended by **52** suppliers); and the BSCI audit methodology and approach to continuous improvement (sessions in English and Chinese with amfori BSCI, attended by over **200** suppliers).

We were pleased to win a Sedex Driving Changes Award at the Sedex Supply Chain Awards 2025 for our work with suppliers.

Looking to the future

Our commitment to address modern slavery risks and uphold the human rights of every individual in our business and supply chain is an ongoing process. We will strive to keep improving our practices and reviewing our priorities.

In the immediate future, we will concentrate on:

Identifying, addressing and reducing modern slavery risks

- Update our Saliency Assessment within the next two years.
- Use the EU Forced Labour Regulation guidelines and high-risk products and regions database to inform our risk assessment process, when these are published in 2026.
- Start to roll out our updated risk-based due diligence approach for GNFR suppliers, including those below £5k spend, and run webinars to support supplier engagement.

Training

- Use insights from our purchasing practice survey to develop relevant training on responsible sourcing topics for our GFR vendors.
- Training for GNFR buyers on modern slavery risks run by the Group Procurement team.

Supply chain transparency

- Expand our horticulture grower mapping to include all OEB and non-OEB suppliers, with the requirement to meet our ethical policies.
- Continue to support our banner Sustainability teams, in driving disclosure of production sites by non-OEB suppliers.

Beyond audit and supplier capacity building

- Roll out a worker voice project with &Wider, specialists in worker engagement, as part of our goal to reach more workers in our supply chain. This will focus on lower-risk countries which are not covered by our ethical audits and will inform our risk assessment process.
- Continue to develop and roll out our beyond audit projects including the Everyone's Business app, B&Q's work with horticultural suppliers and Screwfix's work with non-OEB suppliers.

Upcoming legislation

- Continue preparing to meet the requirements of evolving regulations such as the Corporate Sustainability Reporting Directive (CSRD) and Corporate Sustainability Due Diligence Directive (CSDDD).



Modern Slavery Act Transparency Statement approval

Entities covered by this statement

This statement covers Kingfisher plc and all its subsidiary undertakings. This includes the following UK subsidiaries with a turnover of £36 million or above:

- B&Q Limited
- Kingfisher International Products Limited
- Kingfisher Information Technology Services (UK) Limited
- Screwfix Direct Limited
- Screwfix Spares Limited

Approval process

This Transparency Statement was approved by the Board of Directors for each entity listed above/below. It is signed by the Kingfisher Chief Executive Officer who is also a member of the Board of Directors for Kingfisher plc.



Thierry Garnier, Chief Executive Officer
25 June 2026

Date signed off by Board of Directors

Kingfisher plc: 25 June 2026

B&Q Limited: 4 June 2026

Kingfisher International Products Limited: 15 June 2026

Kingfisher Information Technology Services (UK) Limited: 18 June 2026

Screwfix Direct Limited: 18 June 2026

Screwfix Spares Limited: 14 June 2026

Slave-Free Alliance has completed a review of Kingfisher's Modern Slavery Act Transparency Statement 2025/26. This included the structure and content of the Modern Slavery Statement and provided feedback in respect of compliance with current and proposed new UK legislative requirements and alignment with good practice. All observations and recommendations were fed back to Kingfisher as part of a separate report.

Kingfisher



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SCREWFIX

