



Kingfisher



Kingfisher plc UK Gender Pay Gap Report 2024

Introduction

Welcome to Kingfisher's Gender Pay Report for 2024.

At Kingfisher, we are committed to building a workplace for everyone. A key part of that is tackling the gender pay gap, because fair pay and equal opportunities are fundamental to a Kingfisher where all colleagues can thrive and succeed.

Narrowing our gender pay gap is not just about pay. It's about making sure that women have the same access to career progression, leadership roles, and development opportunities as men. A more gender-balanced workforce at all levels brings fresh ideas, better decision-making, and stronger performance. That's why gender pay gap reporting and taking action to narrow the gender pay gap is a core part of our Inclusion & Diversity ambition. We track our progress so that we hold ourselves accountable for creating lasting change.

Over the past year, we've taken important steps forward, from strengthening allyship through our Together. Stronger. campaign, to expanding development opportunities for women and embedding inclusive hiring practices but we know there is still more to do.

This report not only sets out our gender pay gap data for our UK workforce, both as a whole and for each of our UK entities, but also provides an update on the actions we are taking to create a more inclusive workplace. We are committed to ensuring a Kingfisher where pay, promotions, and career growth are based on talent and potential, not gender.

For 2024, our mean hourly pay gap has reduced to 7.9% from 9.4% while our median hourly pay gap remains around 1%. Our bonus pay gap has also reduced.

We know that transparency plays a key role in driving progress, and we continue to explore how we can make better use of data to inform our approach to inclusion. By taking a broader, data-driven approach, we can keep improving, ensuring that Kingfisher is a place where everyone can build a successful career and better serve our diverse customers and communities.

The information contained herein is confirmed as accurate by:

Kate Seljeflot
Chief People Officer

“At Kingfisher, we want every colleague to feel that they belong and are supported in reaching every part of their potential. We value and celebrate difference and all the unique talents that our colleagues bring to the work they do, serving our customers and communities.”



Our People

We are an international home improvement company with over 2,000 stores in 8 countries across Europe. In the UK, our retail banners, B&Q, Screwfix, and Screwfix Spares, are powered by our Kingfisher Group Functions.

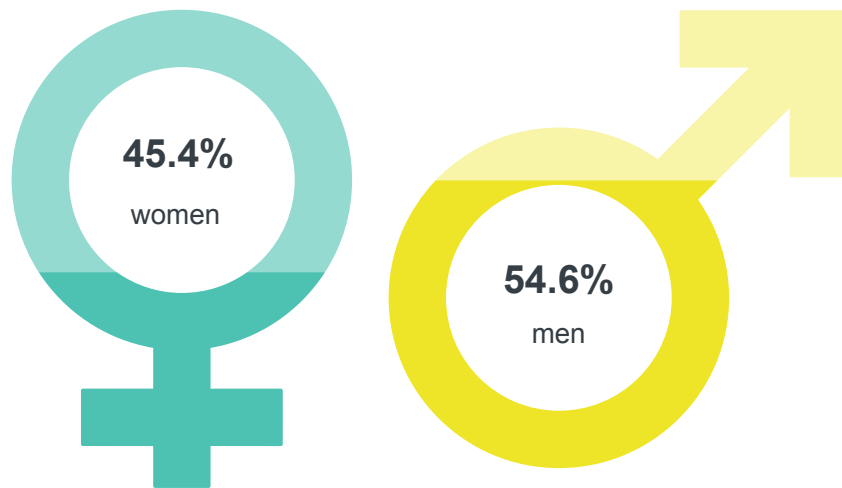
Numbers as of 31 January 2025

c.34,000 colleagues working in the UK

c.89% of our UK colleagues are customer facing

c.95% of UK colleagues work within retail banners

UK Colleagues

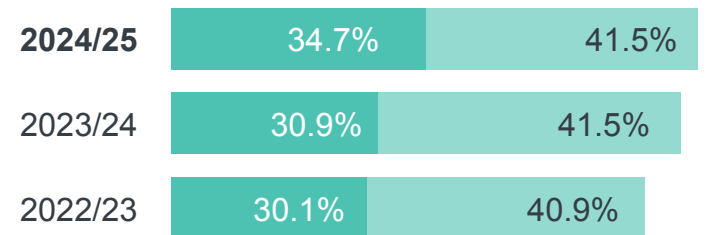


Increasing women in leadership and management roles

45.4% of our UK colleagues are women, and we are committed to increasing the number of women in senior leadership and management roles.

34.7% of our senior leaders and 41.5% of our managers are women. We have improved the number of women in senior leadership by 3.8% from last year and maintained the representation of women in management roles.

UK Senior Leadership and Management ¹



■ % of women in senior leadership ■ % of women in management

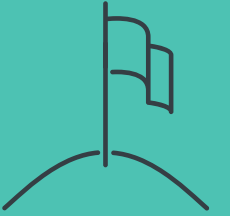
¹ Senior leadership is defined as those who are eligible for our Performance Share Plan. The management population reflects all junior and middle management and excludes senior leadership.

Building a Workplace for Everyone

Making progress – the positive impact of actions taken, and our ongoing work

Last year we shared the pillars of our strategy for inclusion and diversity as outlined below, and we gave examples of actions we were taking in each area. This year, we share the impact being seen so far as a result of those actions. We are proud of what we have achieved and remain committed to further progress.

Outcome

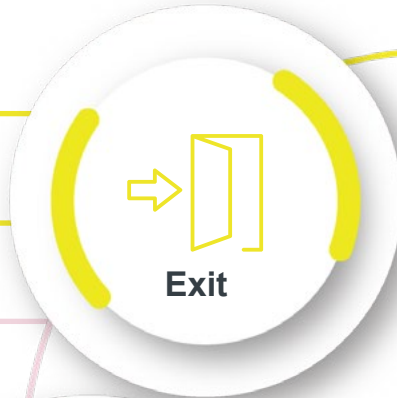


Senior Leadership

We're taking a number of actions to build a healthy and diverse talent pipeline throughout the business. Critical to this effort is a committed and sustained effort from all leaders and managers who make decisions about talent across the business.

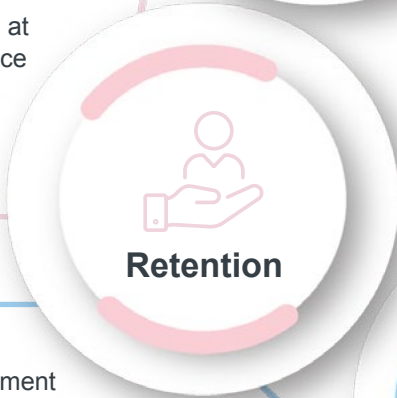
Inclusive people practices

Understanding why senior leaders choose to leave Kingfisher, so that we focus actions on retaining more people.



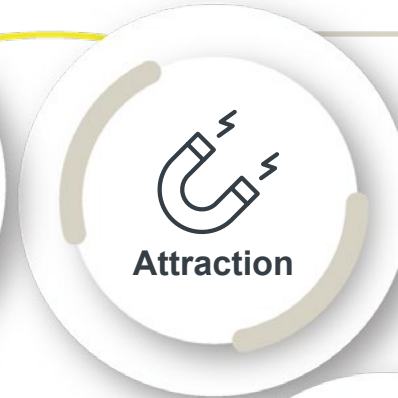
Encouraging more colleagues (now at 78%) to share data about their diversity and uniqueness has helped us better understand how men, women, and non-binary colleagues feel about working at Kingfisher. As a result, we have significantly reduced the difference in how men and women feel.

Where we have identified our leaders of the future, we have focussed on retaining them – with 90% retention.



We are investing in the development of women who we have identified as future senior leaders, by providing bespoke development support, including executive coaching, to equip them for success today and in the future.

There has been a 14% increase in the number of women who have taken part in development opportunities designed for future senior leaders.



We use Textio, a writing tool, to make sure our job adverts use inclusive language and attract a diverse range of candidates. Our goal is to exceed industry and peer standards, ensuring our job adverts are carefully reviewed and written to be welcoming to everyone.

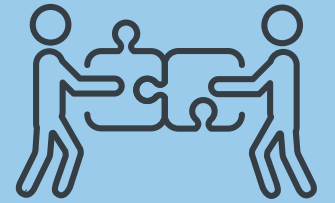
We have attended more recruitment events which are women-focussed so that we can attract and build relationships with more female candidates.

We delivered an Inclusive Recruitment Workshop for 75 of our senior leaders, equipping them with practical tools to ensure our hiring is inclusive.



We are committed to having a shortlist for all senior hires, as we know this significantly increases our ability to recruit diverse talent. In the past year, we made 48 senior leadership hires, with 32 (67%) coming from diverse backgrounds. Of those, 31 (97%) came from a balanced, diverse shortlist.

We've set new principles for senior hiring to make the process fairer, more inclusive, and open to a wider range of candidates, helping to reduce bias and increase women in leadership.



A Culture of Inclusion

We're committed to becoming a more inclusive and diverse business and a place where everyone can feel empowered to be themselves and thrive.

Our Group-wide allyship campaign, 'Together. Stronger.', was launched by our Inclusion & Diversity Forum, setting out a clear and consistent set of expected inclusive behaviours and offering training, practical advice and support for colleagues on how to respond to, or escalate, non-inclusive behaviour.



>90% of colleagues have completed our 'Together. Stronger.' allyship eLearning.

Understanding more about other people, and how they can be better allies.

78% of our UK colleagues have shared more data about their own diversity and what makes them unique.

This gives us a better understanding of our people so that we can focus our work and priorities.

16 Affinity networks across Kingfisher, with more to come!
We're creating more spaces for people to connect, collaborate, and grow together.

52 eNPS score for Together. Stronger.
Colleagues have positively embraced the campaign and the training provided.

+4pt eNPS score increase in how colleagues feel they belong at Kingfisher.

We're building a culture of inclusion where everyone belongs.

+3pt eNPS score increase in colleagues feeling more able to speak up.

Colleagues can speak up and raise concerns without fear of consequences.

33,861

Colleagues actively made pledges as part of the Together. Stronger. campaign.

Committing to actions show their allyship.

Recognising our achievements:

Recognising the impact of Together. Stronger, our Inclusion & Diversity Forum was nominated for a 2024 European Diversity Award in the category of Diversity Team of the Year.

Chris Blatchford, our Chief Technology Officer, was awarded Outstanding Advocate for Women in Tech (Male Ally) at the Women in Tech Employer Awards 2024.

We are also working with our charity partners to support women in our communities and make our communities more inclusive too:

So far this year, the B&Q and Screwfix Foundations have invested over £198,000 across 32 projects supporting women. Projects include essential renovations to community spaces, making spaces more accessible, and enhancing safety at refuges and support centres.

Customer Proposition



We commit to accessible and inclusive products and multi-channel experiences.



Empowering women to be at their best all day long

Since launching, our women's workwear range is now sold in four of our Banners, with over thirty thousand units sold and with customer ratings as high as 4.8 out of 5.

The range comprises of clothing and safety footwear, with plans to continue to extend it further, including better fitting gloves & Personal Protective Equipment in the future.

Our range offers a head-to-toe solution, designed and built specifically for women's needs.



Better for everyone

Our Own Exclusive Brands drive our ambition to make better homes accessible to everyone. Our brands and products follow the same principles.

We are committed to simplifying our customers' home improvement projects and solving their problems with innovative solutions. Our focus on the user and identifying where the real challenges lie means we are able to develop products that are "Better for Everyone".



Involving customers in causes we care about

During Pride Month, for every rose sold in B&Q stores, a £1 donation was made to the B&Q Foundation which was ring fenced to support LGBTQ+ charities. We raised £100,000, which has benefitted four LGBTQ+ charities so far.



Learning for Life

We are deeply committed to ensuring that our colleagues can learn and grow at every stage of their career, with opportunities that suit them, their aspirations, and their potential.

Having reached our target of providing five million hours of skills for life learning three years ahead of schedule, in 2023/24 we launched a new target to deliver 20,000 completed apprenticeships, traineeships and formal qualifications by 2030.

5000+ apprenticeship, traineeship or formal qualifications completed toward our 2030 target

We believe in the power and importance of retail jobs. For some people joining our business, we may be their first ever experience of work. Whether someone works with us for a few months, a few years or a few decades, our ambition is that we equip our colleagues with skills that improve their employment prospects and enrich their lives.

That is why we have chosen to focus on completed qualifications, because the apprenticeships, traineeships and formal qualifications we offer are recognised both internally and externally.

Our career pathways to progress from Customer Advisor (or equivalent) into supervisory and management positions in store are supported by qualifications that ensure colleagues learn the skills they need to succeed as they progress into their new role.

We continue to focus on removing barriers to access to these training programmes and career pathways for all underrepresented groups. Recent examples include:

Make More of Yourself Month & the “No Barriers” campaign in Screwfix: focussing on sharing stories of visible role models from underrepresented groups, myth busting about the opportunities and programmes and seeking to inspire colleagues to put themselves forward.

Across all of our UK operations, we partner with external organisations such as Diversity in Retail to offer some of our high potential colleagues access to development programmes with cohorts from across the retail industry.

At B&Q, there are over 40 apprenticeship standards available, including the Women in Leadership apprenticeship. B&Q has over 800 learners currently studying towards an apprenticeship, 51% are women.

At Kingfisher Group, we’ve partnered with The La Fosse to train people in preparation for Engineering roles in our Group Tech team. 38% of the participants were people seeking to change career, 38% were women, 44% were ethnic minority and 85% were from a lower income household.



About Gender Pay Gap Reporting

The process of reporting our Gender Pay Gap and analysing the results helps us to assess our policies and processes, their implementation and take relevant steps to ensure that Kingfisher is a great environment for everyone to thrive.

What is Gender Pay?

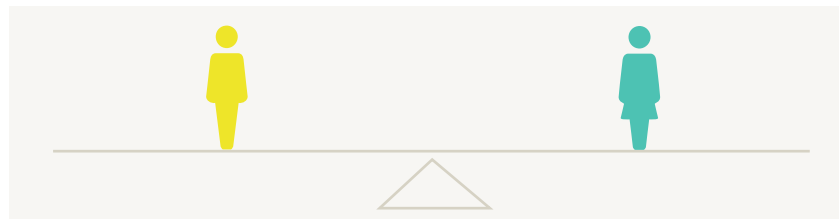
The gender pay gap is not the same as equal pay analysis.

The gender pay calculations compare average pay (mean and median, for hourly pay and bonus pay) for men and women. Therefore, it is impacted by the number of men and women at different levels of seniority throughout the organisation.

Equal pay is determined by assessing whether men and women are paid equally for doing the same work or work of equal value. At Kingfisher, we have policies and processes in place to ensure that our men and women colleagues are paid the same for work of equal value.

How are the pay gaps calculated?

The mean pay gap is calculated by taking the average hourly earnings of everyone in an organisation, including their pay and bonus, and comparing the difference between men and women.



The median pay gap looks at the middle point of the population for pay of men and women. The difference between the middle point for men and the middle point for women is compared to show any pay gap.



Note: The hourly pay gap is calculated using pay during April 2024. The bonus gap is calculated using actual bonuses paid to colleagues for the 12 months prior to 5 April 2024. As Kingfisher typically pays annual bonuses to eligible colleagues at the end of April each year, this means that bonus payments from the previous year are included in the bonus pay gap calculations compared to the hourly pay gap calculations.

What factors influence the Gender Pay Gap?

The gender pay gap can be affected by a number of variables and many of these may change year on year.

Hierarchy within the organisation has a significant impact on the pay gap figures. For example, an increase in the number and proportion of women in senior positions should improve the overall pay gap.

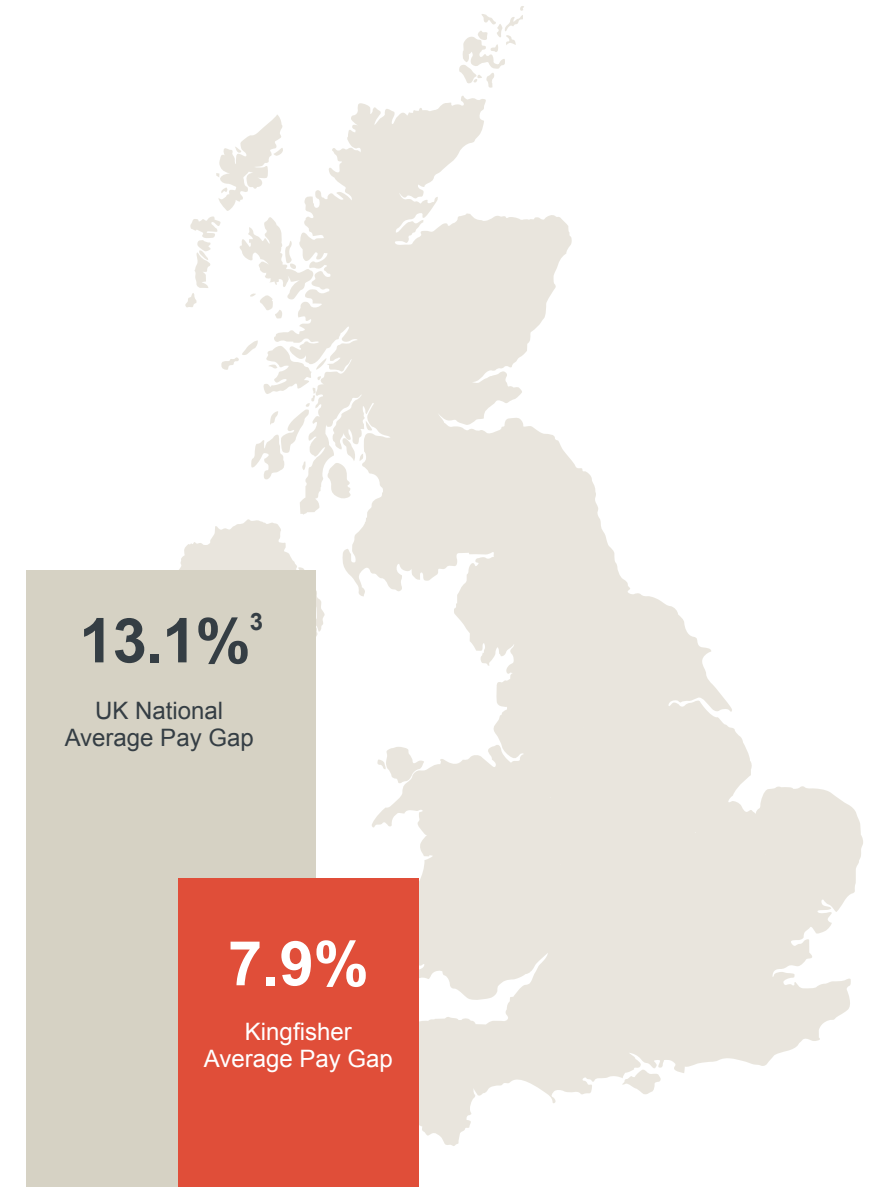
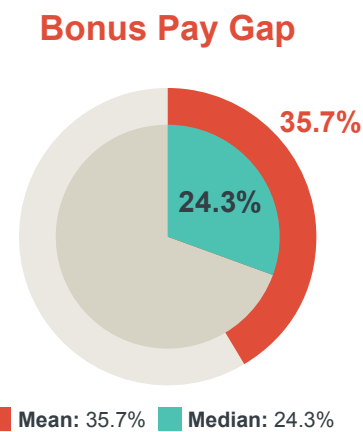
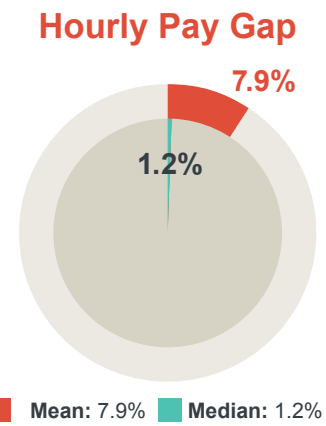
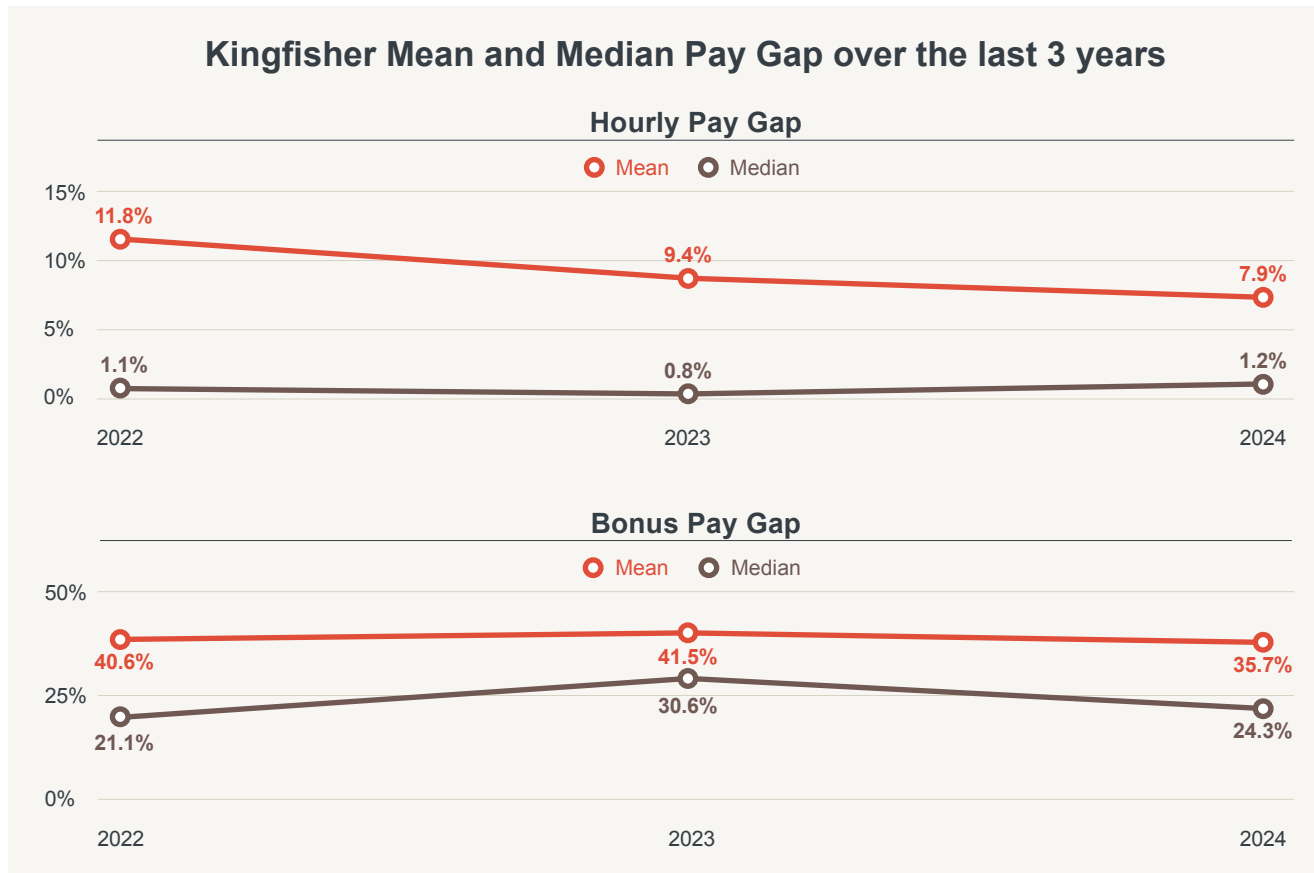
The number and proportion of men in senior roles vs. junior roles also has an impact on the pay gap figures.

Other factors to consider include the components that make up the hourly and bonus pay figures for individual colleagues. For example, the bonus pay gap measurement not only includes the bonus pay amount but also any long service awards, payouts from all-colleague share plans, as well as any ad-hoc bonus payments made to the general population. Share exercises² that have occurred over the 12 months prior to the snapshot date are also included in the figures. These factors can create inconsistency, year on year as they are not regular payments. In particular, share exercises can cause volatility as the choice to exercise shares is dependent on personal circumstances. Additionally, shares are typically granted to more senior roles in the organisation, which can amplify any pay gap linked to hierarchy further.

² Kingfisher in the UK grants its share awards by the way of nil-cost options, giving colleagues the right to a share upon certain criteria being achieved. A share is received from an option when the colleague chooses to "exercise" their right at which time relevant taxes are paid. In line with regulations, the value of the exercised option is reportable as a bonus.

Our Gender Pay Gap

The information in the following section of this report is shown on a combined basis for Kingfisher, this includes all 6 entities (i.e. Kingfisher Corporate entities, B&Q, Screwfix and Screwfix Spares) - entity specific gaps can be found in [Appendix 1](#). We have chosen to present our consolidated group figures as we believe it shows a more complete picture of the whole UK Kingfisher community.



³Source ONS: Gender pay gap in the UK: 2024

Our Gender Pay Gap

Hourly Pay Gap

Kingfisher’s mean hourly pay gap has decreased to **7.9%** from 9.4% in 2023 while the median hourly pay gap has increased to **1.2%** (0.8% in 2023).

The median and mean hourly pay gaps are calculated using different methodologies (see page 9). We continue to see a pay gap, and this is primarily driven by the higher proportion of men in more senior roles.

The improvement in the mean pay gap reflects improvements in the number of women in senior leadership and/or management roles in B&Q, Screwfix and at the corporate entities. The pay gap has also been impacted by the increase in hourly rates due to the removal of paid breaks in B&Q and Screwfix at the start of 2024. This change has more positively impacted part-time roles which more women hold as a proportion of the population.

The median pay gap continues to remain low at around 1%. The slight increase from 2023 reflects changes in the population being assessed in 2024 vs. 2023.

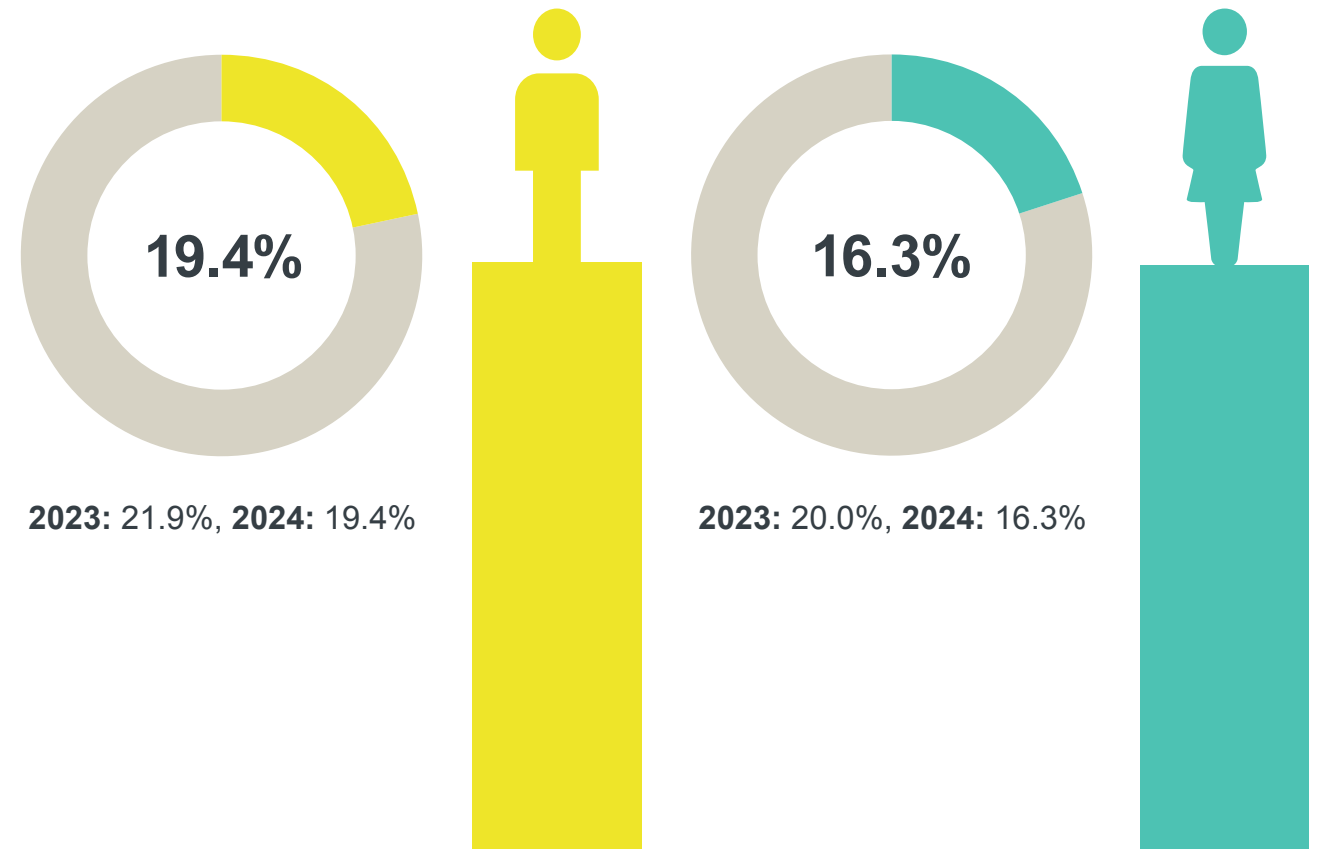
Bonus Pay Gap

Kingfisher’s median bonus gap decreased to **24.3%** in 2024 from 30.6% in 2023. Likewise, the mean bonus pay gap has decreased to **35.7%** from 41.5% in 2023. The reason for the decrease is due to two reasons. Firstly, there was a lower bonus outturn in the reporting period vs. the prior year. As there is a higher proportion of men in more senior roles who tend to have a higher bonus opportunity, a lower bonus outturn would reduce the gap. Secondly, there were significantly less B&Q colleagues (and in particular men) who exercised shares during the reporting period vs. the prior year. B&Q colleagues make up over half of the population so this has an impact on the consolidated results.

The improvement in the mean pay gap reflects improvements in the number of women in senior leadership and/or management roles in B&Q, Screwfix and at the corporate entities.

Percentage of colleagues who received a bonus

There has been a decrease in the percentage of colleagues receiving a bonus compared to 2023. This is due to changes in the employee population, as well as all-colleague share plans that have impacted the percentage of colleagues who received a bonus last year vs. this year.

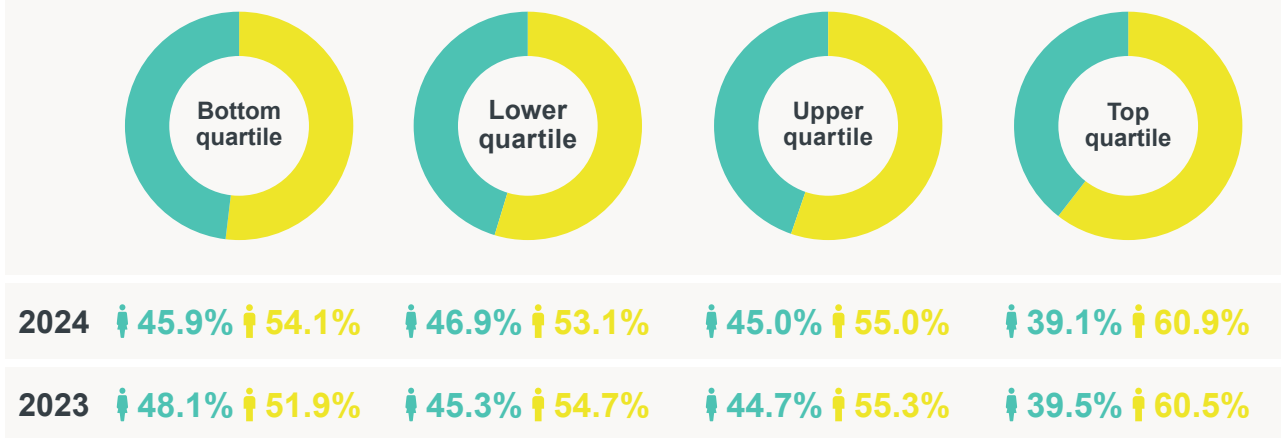


Our Gender Pay Gap

Quartiles

The quartiles table shows the distribution of colleagues in our UK business within four pay quartiles. The lowest quartile represents more junior roles in our organisation, such as apprentices, while the top quartile represents the most senior roles, including the Group Executive members, which are the highest paid. There is a higher proportion of men in the top quartile across Kingfisher, especially in the Corporate entities, which attract higher average salaries overall. This is the main driver for the mean pay gap across our business and in particular for our Corporate entities, e.g. Kingfisher Corporate has a mean hourly pay gap of 32.2% compared to B&Q and Screwfix whose gaps are 5.4% and 3.7% respectively.

Distribution of all colleagues across pay quartiles in 2024



Summary

Our gender pay gap statistics show some improvements, with the mean hourly pay gap decreasing from 2023. While there has been an increase in the median pay gap percentage, this along with the mean remain below the Office for National Statistics (“ONS”) figure for businesses in the UK of 13.1%, which is calculated using UK Government data from all colleagues working in organisations in the UK.

While we have made improvements in representation of women in leadership and management roles, we recognise there is still more work to do. We remain focused on continuously improving our gender representation in senior roles which is the best way to improve our gender pay gaps.



Appendix

Under the UK Equality Act 2010 Regulations 2017, all legal entities in Great Britain with more than 250 employees are required to report their gender pay gap. As such, set out below and on the following page are the gender pay gap figures for each of **Kingfisher UK's 6 legal entities**.

UK Retail Operations

- B&Q
- Screwfix
- Screwfix Spares (known locally as Connect)

As Kingfisher's largest entities, the figures for B&Q and Screwfix are discussed in more detail on their respective reports.



Legal Entity	Hourly Pay Gap		Bonus Pay Gap		% of colleagues who received a bonus		Percentage of women and men in pay quartiles							
	Mean	Median	Mean	Median	Women	Men	Bottom quartile		Lower quartile		Upper quartile		Top quartile	
B&Q	5.4%	0.4%	39.3%	19.2%	12.4%	14.0%	48.4%	51.6%	46.1%	53.9%	46.5%	53.5%	41.5%	58.5%
Screwfix	3.7%	0.9%	31.2%	17.9%	15.7%	19.4%	43.8%	56.2%	47.3%	52.7%	43.3%	56.7%	36.4%	63.6%
Screwfix Spares	2.0%	0.1%	-23.4%	-19.9%	63.9%	68.7%	28.4%	71.6%	43.8%	56.2%	41.3%	58.7%	30.0%	70.0%

Continued

Appendix

Corporate Entities:

Kingfisher plc - employing primarily individuals in our corporate head office and the management teams of our Banners

Kingfisher International Products Limited - employing colleagues in our Offer & Sourcing and Supply & Logistics business

Kingfisher Information Technology Services (UK) Limited - employing individuals in our IT services business



Legal Entity	Hourly Pay Gap		Bonus Pay Gap		% of colleagues who received a bonus		Percentage of women and men in pay quartiles							
	Mean	Median	Mean	Median	Women	Men	Bottom quartile		Lower quartile		Upper quartile		Top quartile	
							Women	Men	Women	Men	Women	Men	Women	Men
Kingfisher PLC	32.2%	12.5%	47.0%	28.7%	75.0%	74.0%	58.5%	41.5%	44.7%	55.3%	42.6%	57.4%	37.6%	62.4%
Kingfisher International Products Limited (KIPL)	23.3%	15.0%	45.9%	33.4%	80.2%	80.0%	56.0%	44.0%	58.0%	42.0%	49.5%	50.5%	31.3%	68.7%
Kingfisher Information Technology Services (UK) Limited (KITS)	6.9%	9.5%	21.6%	16.2%	78.7%	82.6%	31.7%	68.3%	35.7%	64.3%	28.6%	71.4%	22.8%	77.2%