

1: Governance

Governance structure and management

Code	Question	Our Disclosure
1.1	<p>Which workforce and human rights-related topics are subject to Board level oversight (Board members and committees), if any? Select all that apply from the drop-down list.</p> <p>Tier: Foundation</p> <p>Scoring Rule: 1 Point (Rule 1)</p>	<ul style="list-style-type: none"> > Attracting and retaining workers > Diversity and Inclusion > Forced labour, modern slavery and human trafficking > Pay equity > Grievance and whistle blowing processes > Human resources > Human rights > Occupational health and safety > Responsible sourcing > Training and development > Wage levels / living wages > Worker engagement
1.2	<p>Identify the Board members and committees and/or executive management positions with governance responsibility for workforce matters in the company's direct operations and supply chains. State their remit of responsibility.</p> <p>Tier: Foundation</p>	<p>The PLC Board is responsible for the overall leadership of the Group and defines our purpose, values, and strategy and aligns them with our culture. The CEO, Chief People Officer, a nominated Non-Executive Director, and members of the Kingfisher Leadership team (KFLT) consult with colleagues from the Kingfisher Colleague Forum (KCF), which is scheduled bi-annually. Outputs from the KCF are reported back to the Board after each meeting. We also have various local colleague fora in our markets, many of which are chaired by members of the Group Executive (GE) or KFLT.</p> <p>Our GE is responsible for developing and implementing the strategic direction of the Group and providing recommendations to the Board on topics including our people strategy. Our Responsible Business Committee supports the governance of RB and monitors performance against our colleague priorities. Our Group Ethics and Compliance Committee reviews our ethical compliance processes including oversight of whistleblowing reports.</p>

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1.3	<p>Describe how information on workforce matters is integrated into governance processes, and how this informs company strategic planning.</p> <p>Tier: Foundation</p>	<p>The Board and RB Committee monitor and assess the company's culture, and the implementation of the vision and values set by the 'Powered by Kingfisher' and RB strategies. Through the updates presented in both forums, the directors have collectively shaped our People and Culture Plan.</p> <p>The Board monitors action taken to build and track culture across Kingfisher. This included monitoring results from the colleague listening and engagement tool which has given the Board further insight on the workforce voice across the Group.</p> <p>Each RB Committee meeting considers the impact of responsible business issues on our key stakeholders including colleagues, and the committee discusses the Colleague pillar of the Responsible Business strategy at least annually.</p> <p>Our Remuneration Committee receive regular updates on the remuneration and related policies in respect of the general workforce and oversees work on pay transparency. The Committee ensures that incentives are aligned to the culture, and that reward, incentives, and conditions available to the workforce are fair and are considered when determining the remuneration policies for executive directors and senior management.</p> <p>One of our Senior Independent Directors represents the board on the KCF. Through the KCF, colleagues discuss and are consulted on a variety of transnational topics. Colleague insights influence decision-making across the business. The Board reviews details of each meeting and is delighted that the KCF continues to be a strong source forum for consultation and feedback. The KCF provides an opportunity for the views of the workforce to be clearly heard by executive leadership.</p>
1.A	<p>Notes on Governance structure and management</p> <p>Scoring Rule: Not scored</p>	<p><i>This answer is public.</i></p> <p>Kingfisher is governed through a structured framework comprising the Board, its principal committees, and several operational/management committees, which enable the company and its directors to effectively discharge their duties. More detail on this framework can be found on page 70 of Kingfisher 2024/25 Annual Report and Accounts.</p>

Board performance

Code	Question	Our Disclosure
1.4	How does the company ensure those with	<i>This answer is public.</i>

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	<p>governance responsibility (identified at Q1.2) possess, or have access to, sufficient expertise on workforce matters, such as those identified at Q1.1? Provide one example of how the company has ensured sufficient expertise for those with governance responsibilities.</p> <p>Tier: Foundation</p>	<p>The Board and its principal committees conduct annual effectiveness evaluations, externally facilitated every third year, in line with the UK Corporate Governance Code. These reviews assess skills, composition, and performance.</p> <p>Key actions agreed for 2024/25 included increasing alignment around Board goals and refining its structure and organisation. Offsite Board meetings in May and July 2024 featured management presentations on strategic priorities, alongside store, office, and product design studio visits, and both informal and formal colleague engagement sessions.</p> <p>To help non-executive directors (NEDs) engage more closely with the business, annual immersion visits were introduced, where NEDs spend a full day in a chosen area of the business. Optional teach-ins also took place in 2024/25, including on retail franchises, with a full schedule agreed for 2025/26.</p> <p>As part of broader engagement, the Group Executive visited China to observe operations at the Shanghai sourcing office and Chervon factory, connect with local teams, and gain insights into sustainability, product development, and retail trends.</p> <p>Group-wide mandatory compliance training is refreshed annually, covering our Code of Conduct (which includes policies to prevent bribery, corruption, modern slavery and the facilitation of tax evasion), Data Protection Law, Fair Competition, and Market Abuse Regulation.</p> <p>Our Responsible Business team, led by the Director of Responsible Business (reporting to the Chief People Officer), develops strategy, governance, and reporting. The Chief People Officer, a member of the Group Executive and Responsible Business Committees, brings extensive international HR and transformation experience, ensuring workforce expertise is embedded at the highest governance levels.</p>
1.5	<p>How does the company assess and incentivise the performance of those with governance responsibility (identified at Q1.2) for workforce matters, such as those identified at Q1.1? Include relevant KPIs and weighting in compensation or remuneration schemes.</p> <p>Tier: Foundation</p>	<p><i>This answer is public.</i></p> <p>The Board and each of its principal committees conduct an annual effectiveness evaluation and, in line with the UK Corporate Governance Code, this is externally facilitated every third year. These evaluations are conducted in accordance with the Code and include consideration of skills, composition, and performance. More information about the internal evaluation process, please see our Annual Report and Accounts 2024/25.</p> <p>A Remuneration Policy applicable for the Executive Directors was submitted and approved by shareholders at the 2025 AGM. The Policy includes a long-term incentive plan (LTIP) known as the Performance Share Plan or PSP which is granted to our senior leadership population. Responsible Business measures form part of the performance conditions which determine the level of vesting of this plan. This includes a 25% weighting on ESG measures which reflects the importance of our Responsible Business agenda and recognises our long-term goals and commitments. The ESG</p>

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		<p>measures of the PSP include gender diversity (% of women in senior leadership). The performance target range for the 2025 PSP for gender diversity is as follows:</p> <ul style="list-style-type: none"> • Threshold (25% vesting): 31% of women in senior leadership • Target (50% vesting): 34% of women in senior leadership • Stretch (100% vesting): 37% of women in senior leadership <p>We collect data on gender diversity on a monthly basis. In FY24/25, 30.1% of senior leaders are now women (an increase from 28.6% in the previous year) and 39.8% of managers are now women (up from 39.6% in the previous year).</p>
1.B	<p>Notes on Board performance</p> <p>Scoring Rule: Not scored</p>	<p><i>This answer is public.</i></p> <p>For more information, check out our Annual Report and Accounts 2024/25</p>

Delegating authority

Code	Question	Our Disclosure
1.6	<p>How does the company organise the day-to-day management of workforce matters, including within supply chains, to delegate responsibility for managing risks to workers' rights to the relevant business functions and senior managers, and beyond?</p> <p>Tier: Foundation</p>	<p>All operational functions and businesses within Kingfisher have a HR function and director to manage all workforce day-to-day matters. We provide training to managers in UK and France to support them in their management responsibilities, including training regarding our policies. Furthermore, all areas of the business are represented on the Kingfisher Colleague Forum (KCF).</p> <p>Employees are encouraged to report potential breaches of our Code of Conduct (CoC). Our Whistleblowing Policy and procedures set out that they can do so securely and without fear of discrimination or retaliation. Our external, confidential whistleblowing hotline is available to all employees and suppliers. All reports to the hotline are reviewed and, where necessary, investigated.</p> <p>All colleagues are required to complete annual training on our CoC. This covers the principles of the CoC and how to raise concerns. Colleagues working in sensitive areas of the business or in higher-risk roles also complete additional training on fair competition and market abuse regulation.</p> <p>We have an ongoing supplier engagement programme and provide training to help suppliers build their knowledge and understanding of human rights issues, and how to develop their approach to</p>

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Code	Question	Our Disclosure
		<p>managing and mitigating human rights and modern slavery risks.</p> <p>We sponsor the Responsible Recruitment Toolkit developed by Stronger2gether (industry collaboration) to provide free training and support to suppliers and labour providers. The toolkit provides good practice guidance, based on global standards, and includes a self-assessment process to help suppliers monitor and improve progress on responsible recruitment. We provide information about the toolkit to our suppliers.</p>
1.C	<p>Notes on Delegating authority</p> <p>Scoring Rule: Not scored</p>	<p><i>This answer is public.</i></p> <p>For more information, check out our Annual Report and Accounts 2024/25</p>

Human rights policy commitment

Code	Question	Our Disclosure
1.7	<p>Does the company have a public commitment to respect all internationally recognised human rights that is approved at Board level? Provide a link to or attach the relevant public documents. If the company does not have the commitment, explain why not and any plans to adopt one, including an expected date for publication.</p> <p>Tier: Foundation</p>	

Code	Question	Our Disclosure
1.7		<p>Yes – Kingfisher’s Human Rights Policy (http://www.kingfisher.com/HumanRightsPolicy)</p> <p>This is our key policy on human rights and modern slavery. It states our commitment to respect human rights, in line with international agreements and guidelines including: 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. The Policy also states our commitment to implement due diligence procedures to avoid infringing on the rights of others and includes a detailed section on ethical sourcing and ethical audit.</p> <p>http://www.kingfisher.com/HumanRightsPolicy</p>
1.8	<p>Does the company have a public commitment to prohibiting, identifying, and preventing forced labour, modern slavery and human trafficking in its operations and value chain? Provide a link to or attach the relevant public documents. If the company does not have the commitment, explain why not and any plans to adopt one, including an expected date for publication.</p> <p>Tier: Foundation</p>	
1.8		<p>We commit to regularly review human rights risks associated with our business, including risks across our operations and supply chain. This includes:</p> <ul style="list-style-type: none"> • Identifying actual and potential impacts to individuals and ways we can minimise these impacts. • Assessing risks of new business acquisitions, restructuring or disposals. • Assessing ongoing risks associated with existing business activities. <p>We also commit to taking action to address any concerns raised about human rights including:</p> <ul style="list-style-type: none"> • Investigating any alleged breaches of human rights impartially and with due consideration to confidentiality. • Enabling access to remedy for any victims of human rights abuses connected to our business. <p>We also carry out due diligence to prevent or mitigate risks and remediate impacts across our own operations and supply chain. We seek to address potential risks within our supply chains through our ethical sourcing commitments. Within our operations, our priority is to create an inclusive workplace.</p> <p>www.kingfisher.com/HumanRightsPolicy</p>

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Code	Question	Our Disclosure
1.9	<p>Does the company have a public commitment to provide a remedy where it has caused or contributed to adverse human rights impacts affecting/linked to its business operations and relationships? Provide a link to or attach the relevant public documents. If the company does not have the commitment, explain why not and any plans to adopt one, including an expected date for publication.</p> <p>Tier: Foundation</p>	
1.9		<p>Yes – Kingfisher's Human Rights Policy (http://www.kingfisher.com/HumanRightsPolicy).</p> <p>We commit to regularly review human rights risks associated with our business, including risks across our operations and supply chain. This includes:</p> <ul style="list-style-type: none"> • Identifying actual and potential impacts to individuals and ways we can minimise these impacts. • Assessing risks of new business acquisitions, restructuring or disposals. • Assessing ongoing risks associated with existing business activities. <p>We commit to taking action to address any concerns raised about human rights including:</p> <ul style="list-style-type: none"> • Investigate any alleged breaches of human rights impartially and with due consideration to confidentiality. • Enable access to remedy for any victims of human rights abuses connected to our business. <p>We commit to working with business partners to promote human rights across business partnerships, as we expect all our partners to share our commitment on human rights and to uphold the same standards.</p> <p>http://www.kingfisher.com/HumanRightsPolicy</p>
1.D	<p>Notes on Human rights policy commitment</p> <p>Scoring Rule: Not scored</p>	<p><i>This answer is public.</i></p> <p>We aim to ensure our approach to human rights is 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.</p>

2: Risk assessment and human rights due diligence

Human rights due diligence

Code	Question	Our Disclosure
2.1 (CI.1)	<p>Does the company conduct regular human rights due diligence to identify, prevent, mitigate and account for human rights risks and adverse impacts?</p> <p>Tier: Foundation</p>	<p>> Yes</p> <p><i>Question:</i></p> <p>If yes, provide more information (see guidance for what to include).</p> <p><i>Answer:</i></p> <p>Our ongoing due diligence processes continually mitigate and address human rights risks within our business and supply chains, and we collaborate with suppliers, peers, industry bodies, NGOs, and governments to raise standards.</p> <p>Across the Group: To focus our activities, we prioritise and frequently review the salient human rights risks identified as part of the Saliency Assessment. The assessment, conducted in 2020, remains relevant and involved a detailed risk and gap analysis to understand where salient risks are most likely to occur. In 2023, as part of our ongoing partnership with the Slave-Free Alliance (SFA), we requested them to conduct an independent Human Rights Gap Analysis, identifying good practices and areas for improvement across our operations and supply chain. The results aligned with the previous Saliency Assessment findings, confirming those risks remain relevant.</p> <p>Own operations: We have identified a low risk of modern slavery occurring in our business operations and among our direct employees, based on our saliency assessment and work with SFA. Our colleagues are protected by strong local employment laws as well as our own employment policies and practices.</p> <p>Supply chain: We use several risk assessment tools to identify, prioritise and mitigate risk within our product GFR supply chains, particularly in high-risk areas, including Dow Jones Risk Centre, Sedex, amfori BSCI and our ethical audit risk matrix. In 2024/25, a GNFR risk matrix was developed with SFA to strengthen our approach. The matrix identified several high-risk categories, including logistics, warehousing and cleaning services.</p>
2.A	<p>Notes on Human rights due diligence</p> <p>Scoring Rule: Not scored</p>	<p><i>This answer is public.</i></p> <p>For more information, please check out Kingfisher's Modern Slavery Statement 2024/25.</p>

Risks and Opportunities

Code	Question	Our Disclosure
2.2	<p>Describe the company's process for identifying and assessing workforce risks and opportunities in its direct operations. Include how the company's human rights due diligence activities inform the process.</p> <p>Scoring Rule: 1 Point (Rule 1)</p> <p>Tier: Foundation</p>	<p>Effective risk management is critical to our ability to achieve our strategic and operational objectives. To identify our risks, we consider these objectives and what might stop us achieving them over the three-year period. Our banners and Group functions help us to identify changes to the risks within their operations. To assess our risks, we consider the potential financial, reputational, regulatory, or operational impact, as well as the probability of them materialising. This helps us to create the right actions and controls to manage our risks to an acceptable level. One of our Group principal risks relate to our people, and we have measures in place to manage risks. See page 61 of our Annual Report and Accounts 2024/25.</p> <p>To focus our activities, we prioritise and frequently review the salient human rights risks identified as part of the Saliency Assessment. In 2023, as part of our ongoing partnership with Slave-Free Alliance (SFA), we requested them to conduct an independent Human Rights Gap Analysis, identifying good practices and areas for improvement across our operations and supply chain. This review assessed our approach to modern slavery and labour exploitation risks, ensuring alignment with relevant legislation and industry best practices.</p> <p>On our own operations, we have identified a low risk of modern slavery occurring in our business operations and among our direct employees, based on our human rights saliency assessment and our work with SFA. Our colleagues are protected by strong local employment laws as well as our own employment policies and practices.</p>
2.3	<p>Describe the company's process for identifying and assessing workforce risks and opportunities in its value chain, if different from Q2.2. Include how the company's human rights due diligence activities inform the process.</p> <p>Tier: Foundation</p>	<p>We use several risk assessment tools to identify, prioritise and mitigate risk within our goods for resale (GFR) product supply chains, particularly in the highest-risk countries, sectors and locations including:</p> <ul style="list-style-type: none"> • Dow Jones Risk Centre: Kingfisher screens suppliers and factories using our Anti-Bribery and Corruption Process. • Collaborative compliance platforms: Sedex, amfori BSCI and EcoVadis allow us to access data on inherent risks related to country and industry sectors. The Sedex Self-Assessment Questionnaire (SAQ) enables us to risk assess suppliers and production sites, dependent on their responses. • Ethical audit risk matrix: Updated annually, this enables us to identify the high-risk product areas and countries in our GFR supply chain. <p>To monitor ongoing risks associated with goods not for resale suppliers (GNFR), we use:</p>

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		<ul style="list-style-type: none"> • Our GNFR risk matrix: Being used to review our current GNFR programme and to strengthen our risk management approach. The matrix identified several high-risk categories, including logistics, warehousing and cleaning services. • Vendor Engagement Assessment (VEA), used to conduct due diligence checks on new suppliers (with whom we have an estimated spend over £5,000 or equivalent in local currency) and existing suppliers where there have been significant changes in the terms and conditions of their engagement. • EcoVadis platform, which allows us to collect data on our GNFR suppliers' sustainability and ethical processes. We request that suppliers with an annual spend greater than £75,000 complete a regular EcoVadis assessment, in addition to the VEA process. 															
2.4	<p>Identify three workforce opportunities for the business relating to the company's direct operations and/or supply chain.</p> <p>Tier: Foundation</p>	<table border="1"> <thead> <tr> <th data-bbox="945 608 1218 692">Row Title</th> <th data-bbox="1218 608 1491 692">Category of opportunity</th> <th data-bbox="1491 608 1765 692">Description</th> <th data-bbox="1765 608 2033 692">More details</th> </tr> </thead> <tbody> <tr> <td data-bbox="945 692 1218 903">Business opportunity 1</td> <td data-bbox="1218 692 1491 903">> Attracting and retaining talent</td> <td data-bbox="1491 692 1765 903">Engaging with both internal recruitment teams and external suppliers on responsible recruitment.</td> <td data-bbox="1765 692 2033 903">Utilising our external partnerships and other diversity specialists to inform process reviews and provide new training and resources.</td> </tr> <tr> <td data-bbox="945 903 1218 1375">Business opportunity 2</td> <td data-bbox="1218 903 1491 1375">> Health & Safety and Wellbeing</td> <td data-bbox="1491 903 1765 1375">Reduction of health & safety incidents.</td> <td data-bbox="1765 903 2033 1375">In 2024, our Health and Safety management and reporting system, Eco Online, became embedded across the Group, bringing greater visibility to our performance. This system brings consistency to reporting across the Group, and going forward, it will support more targeted, data-driven actions to</td> </tr> </tbody> </table>				Row Title	Category of opportunity	Description	More details	Business opportunity 1	> Attracting and retaining talent	Engaging with both internal recruitment teams and external suppliers on responsible recruitment.	Utilising our external partnerships and other diversity specialists to inform process reviews and provide new training and resources.	Business opportunity 2	> Health & Safety and Wellbeing	Reduction of health & safety incidents.	In 2024, our Health and Safety management and reporting system, Eco Online, became embedded across the Group, bringing greater visibility to our performance. This system brings consistency to reporting across the Group, and going forward, it will support more targeted, data-driven actions to
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Business opportunity 1	> Attracting and retaining talent	Engaging with both internal recruitment teams and external suppliers on responsible recruitment.	Utilising our external partnerships and other diversity specialists to inform process reviews and provide new training and resources.														
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					improve health and safety outcomes.
		Business opportunity 3	> Diversity and Inclusion	Improved employee demographic data.	<p>At Kingfisher, we're committed to:</p> <ol style="list-style-type: none"> 1) Creating an inclusive environment for everyone, building on the consistent progress we've made to develop our culture by embedding allyship, growing our affinity networks (employee resource groups) and maximising effectiveness of our I&D Forum. 2) Further increasing diverse representation, with strong focus on achieving better gender balance within our group-wide leadership population and improving ethnically diverse representation across our senior leadership team (which is based in the UK). 3) Gaining better understanding of how our workforce reflects the

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					<p>communities we serve, through maintaining participation of our colleague census (in the UK), and exploring demographic data collection across all banners - considering cultural and legal requirements.</p>
2.5	<p>What action has the company taken, or intends to take, to ensure these opportunities add value to the company? If none, please explain why not and any plans to do so in the future.</p> <p>Tier: Foundation</p>	<p><i>This answer is public.</i></p>			
		<p>Row Title</p>		<p>Action taken to capitalise on identified opportunities</p>	
		<p>Business opportunity 1</p>		<p>We sponsor the Responsible Recruitment Toolkit developed by Stronger2gether (an industry collaboration) to provide free training and support to suppliers and labour providers. The toolkit provides good practice guidance based on global standards and includes a self-assessment process to help suppliers monitor and improve progress on responsible recruitment among their labour providers. As part of our going beyond audit initiatives in 2024, our Far East Buying Office Responsible Sourcing team partnered with a third-party organisation, Elevate, to run a programme which focuses on the responsible recruitment of migrant workers. The programme aimed to resolve recruitment fee issues and eradicating debt bondage, or bonded labour, from our supply chains.</p>	
		<p>Business opportunity 2</p>		<p>Our approach to health and safety is led at</p>	

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				<p>Group level by our Chief People Office, supported by the Group Head of Health and Safety. Across our banners, each CEO holds ultimate responsibility for health and safety within their operations, working alongside dedicated health and safety teams to embed a strong safety culture throughout the business.</p> <p>Every banner operates a Health and Safety Committee that plays a critical role in overseeing the banner performance, monitoring compliance and the outcomes of audits and investigations, and ensuring that safety remains integral to business decision-making.</p>		
		Business opportunity 3		<p>In September 2022, a colleague census was launched across the three most significant Kingfisher UK legal entities (Kingfisher Group, B&Q & Screwfix) alongside a focused communication and engagement campaign. As of January 2025, we achieved our ambition of 75% voluntary participation of UK colleagues sharing their demographic data. Our UK banners proactively support a range of I&D calendar dates and cultural moments, such as International Women’s Day, Pride, Black History Month and International Day of Persons with Disabilities. Alongside recognition and celebration, it is an opportunity to reinforce the power of colleagues sharing their personal information, to enable rich insight, increase transparency and lead to improved data-led decision making.</p>		
2.6 (Cl.4)	What are the company’s salient human rights issues relating to workers’ rights in the company’s value chain? Select the area of the business as applicable.	Row Title	Category of human rights issue	Description	More details	Area of the business [drop down, not scored]

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	Tier: Foundation	Issue 1	> Labour rights	Salient Human Rights Issue: Modern slavery - Withholding passports	During an ethical audit at a production site in Malaysia, it was discovered that the site management was keeping the passports of its migrant workers, who were a mixture of production workers and third-party security guards. These workers travelled from Nepal and Indonesia to work in Malaysia. See Kingfisher's Modern Slavery Statement 2024/25 for more information.	> first tier supplier
		Issue 2	> Labour rights	Salient Human Rights Issue: Wages/working hours - Withholding identification documents and wages	A SMETA 4-pillar audit identified that a supplier was withholding the passports of 29 migrant workers and 50% of the workers' monthly salary. Our Responsible Sourcing team, in	> first tier supplier

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					collaboration with the buying office and the supplier, implemented an improvement programme. See Kingfisher's Modern Slavery Statement 2024/25 for more information.					
		Issue 3	> Labour rights	Salient Human Rights Issue: Wages/working hours - Holiday pay calculations	A SMETA audit found that a supplier's agency worker contracts did not contain holiday pay calculation statements. This was raised as a critical issue. See Kingfisher's Modern Slavery Statement 2024/25 for more information.	> first tier supplier				
2.7	How did consultations with workers, worker representative bodies and/or trade unions, help the company identify these salient human rights issues? State the stakeholders consulted. Tier: Foundation	<table border="1"> <tr> <th data-bbox="945 1098 1491 1177">Row Title</th> <th data-bbox="1491 1098 2036 1177">Consultations with workers and other stakeholders</th> </tr> <tr> <td data-bbox="945 1177 1491 1386">Issue 1</td> <td data-bbox="1491 1177 2036 1386">We continue to utilise the Saliency Assessment conducted in 2020, as the identified salient issues remain relevant to our business, operations and global supply chains. The assessment involved a detailed risk and gap analysis to understand where salient risks are</td> </tr> </table>		Row Title	Consultations with workers and other stakeholders	Issue 1	We continue to utilise the Saliency Assessment conducted in 2020, as the identified salient issues remain relevant to our business, operations and global supply chains. The assessment involved a detailed risk and gap analysis to understand where salient risks are			
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		<p>most likely to occur within our business and supply chain. It was informed by engagement with nearly 100 colleagues across the organisation, findings from our materiality assessment (which examined 25 key raw materials used in our products), external human rights frameworks (such as the UN Guiding Principles on Business and Human Rights), external risk assessment tools, and ongoing engagement with civil society and industry organisations including Slave-Free Alliance (SFA), ELEVATE and allianceHR.</p> <p>Our assessment outlined the following top salient human rights issues:</p> <ul style="list-style-type: none"> •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 <p>In 2023, as part of our ongoing partnership with SFA, we requested them to conduct an independent Human Rights Gap Analysis, identifying good practices and areas for improvement across our operations and supply chain. This review assessed our approach to modern slavery and labour exploitation risks, ensuring alignment with relevant legislation and industry best practices.</p> <p>SFA engaged with key internal stakeholders, including the Human Rights and Modern Slavery Working Group, alongside teams from Responsible Business, O&S (GFR), Group Procurement (GNFR), Logistics, Legal</p>

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			<p>Compliance, Internal Audit/Risk, People/HR, Inclusion and Diversity, and banner Sustainability leads, and external stakeholders mentioned above.</p>
		<p>Issue 2</p>	<p>We continue to utilise the Saliency Assessment conducted in 2020, as the identified salient issues remain relevant to our business, operations and global supply chains. The assessment involved a detailed risk and gap analysis to understand where salient risks are most likely to occur within our business and supply chain. It was informed by engagement with nearly 100 colleagues across the organisation, findings from our materiality assessment (which examined 25 key raw materials used in our products), external human rights frameworks (such as the UN Guiding Principles on Business and Human Rights), external risk assessment tools, and ongoing engagement with civil society and industry organisations including Slave-Free Alliance (SFA), ELEVATE and allianceHR.</p> <p>Our assessment outlined the following top salient human rights issues:</p> <ul style="list-style-type: none"> •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 <p>In 2023, as part of our ongoing partnership with SFA, we requested them to conduct an independent Human Rights Gap Analysis,</p>

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			<p>identifying good practices and areas for improvement across our operations and supply chain. This review assessed our approach to modern slavery and labour exploitation risks, ensuring alignment with relevant legislation and industry best practices.</p> <p>SFA engaged with key internal stakeholders, including the Human Rights and Modern Slavery Working Group, alongside teams from Responsible Business, O&S (GFR), Group Procurement (GNFR), Logistics, Legal Compliance, Internal Audit/Risk, People/HR, Inclusion and Diversity, and banner Sustainability leads, and external stakeholders mentioned above.</p>
		<p>Issue 3</p>	<p>We continue to utilise the Saliency Assessment conducted in 2020, as the identified salient issues remain relevant to our business, operations and global supply chains. The assessment involved a detailed risk and gap analysis to understand where salient risks are most likely to occur within our business and supply chain. It was informed by engagement with nearly 100 colleagues across the organisation, findings from our materiality assessment (which examined 25 key raw materials used in our products), external human rights frameworks (such as the UN Guiding Principles on Business and Human Rights), external risk assessment tools, and ongoing engagement with civil society and industry organisations including Slave-Free Alliance (SFA), ELEVATE and allianceHR.</p> <p>Our assessment outlined the following top salient human rights issues:</p> <ul style="list-style-type: none"> •Modern Slavery •Child/underage labour

Code	Question	Our Disclosure					
		<ul style="list-style-type: none"> •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 <p>In 2023, as part of our ongoing partnership with SFA, we requested them to conduct an independent Human Rights Gap Analysis, identifying good practices and areas for improvement across our operations and supply chain. This review assessed our approach to modern slavery and labour exploitation risks, ensuring alignment with relevant legislation and industry best practices.</p> <p>SFA engaged with key internal stakeholders, including the Human Rights and Modern Slavery Working Group, alongside teams from Responsible Business, O&S (GFR), Group Procurement (GNFR), Logistics, Legal Compliance, Internal Audit/Risk, People/HR, Inclusion and Diversity, and banner Sustainability leads, and external stakeholders mentioned above.</p>					
2.8	<p>What action has the company taken, or intends to take, to prevent and mitigate the salient human rights issues identified?</p> <p>Tier: Intermediate</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th data-bbox="945 1082 1491 1137">Row Title</th> <th data-bbox="1491 1082 2033 1137">Action taken by the company</th> </tr> </thead> <tbody> <tr> <td data-bbox="945 1137 1491 1362">Issue 1</td> <td data-bbox="1491 1137 2033 1362">Upon reviewing the audit, the Kingfisher Ethical Compliance team met with the supplier and explained the severity of the non-conformances raised in the audit and agreed a Corrective Action Plan with the site. The passports were returned to the workers, and all workers were given access to lockers to keep their personal</td> </tr> </tbody> </table>		Row Title	Action taken by the company	Issue 1	Upon reviewing the audit, the Kingfisher Ethical Compliance team met with the supplier and explained the severity of the non-conformances raised in the audit and agreed a Corrective Action Plan with the site. The passports were returned to the workers, and all workers were given access to lockers to keep their personal
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Code	Question	Our Disclosure	
			<p>documents in. After receiving their passports and attending a training session on safe keeping, they were asked to sign a form in their native language acknowledging they had received them. The site has now established a new monitoring process for its external security contractor to ensure the security guards have access to their passports. This was verified by a follow-up audit in December 2024. See Kingfisher's Modern Slavery Statement 2024/25 for more information.</p>
		Issue 2	<p>We worked closely with the supplier to ensure they understood our requirements, the necessary corrective actions, and how to implement them effectively. As a result, all passports and wages were returned to the migrant workers, and a proper procedure for handling passports was established. A follow-up audit, conducted by an independent third-party auditor, confirmed that the corrective actions had been satisfactorily implemented. See Kingfisher's Modern Slavery Statement 2024/25 for more information.</p>
		Issue 3	<p>The supplier was notified, and a Corrective Action Plan was completed. This involved them meeting with the agency to resolve the issue and agree a new process. The agency drafted a holiday pay statement which was approved by the supplier. This is now included in all contracts, added to internal noticeboards, and an explanation forms part of agency workers' induction. The supplier agreed to conduct audits on their labour providers every six months and will do noticeboard checks to confirm the holiday pay statement is being communicated to workers. A follow-up audit confirmed the issue</p>

Code	Question	Our Disclosure		
		<table border="1"> <tr> <td></td> <td>had been resolved. See Kingfisher's Modern Slavery Statement 2024/25 for more information.</td> </tr> </table>		had been resolved. See Kingfisher's Modern Slavery Statement 2024/25 for more information.
	had been resolved. See Kingfisher's Modern Slavery Statement 2024/25 for more information.			
2.B	Notes on Risks and Opportunities Scoring Rule: Not scored	<i>This answer is public.</i> More information available on Kingfisher's Modern Slavery Statement 2024/25.		

Responding to human rights risks across the value chain

Code	Question	Our Disclosure
2.9	Provide an example of how the company has monitored the effectiveness of actions taken to address negative impacts on the human rights of workers in the reporting period, including by consulting with impacted workers and any lessons learned. Tier: Intermediate	<i>This answer is public.</i> Withholding passports: During an ethical audit at a production site in Malaysia, it was discovered that the site management was keeping the passports of its migrant workers, who were a mixture of production workers and third-party security guards. These workers travelled from Nepal and Indonesia to work in Malaysia. Upon reviewing the audit, the Kingfisher Ethical Compliance team met with the supplier and explained the severity of the non-conformances raised in the audit and agreed a Corrective Action Plan with the site. The passports were returned to the workers, and all workers were given access to lockers to keep their personal documents in. After receiving their passports and attending a training session on safe keeping, they were asked to sign a form in their native language acknowledging they had received them. The site has now established a new monitoring process for its external security contractor to ensure the security guards have access to their passports. This was verified by a follow-up audit in December 2024. See Kingfisher's Modern Slavery Statement 2024/25 for more information.
2.C	Notes on Responding to human rights risks across the value chain Scoring Rule: Not scored	<i>This answer is public.</i> More information available on Kingfisher's Modern Slavery Statement 2024/25.

3: Workforce composition

Structure and location of direct operations

Code	Question	Our Disclosure																														
3.1	Provide the total number of employees in the company's direct operations. Tier: Foundation	73191																														
3.2	Provide the percentage (%) of total employees in the company's direct operations in each of the company's significant operating locations. Tier: Foundation	<table border="1"> <thead> <tr> <th>Significant operating location</th> <th colspan="2">Percentage (%) of total employees in the direct operations</th> </tr> </thead> <tbody> <tr> <td>Row 1</td> <td>B&Q</td> <td>27.67</td> </tr> <tr> <td>Row 2</td> <td>Brico Dépôt France</td> <td>11.35</td> </tr> <tr> <td>Row 3</td> <td>Brico Dépôt Iberia</td> <td>3.27</td> </tr> <tr> <td>Row 4</td> <td>Brico Dépôt Romania</td> <td>3.04</td> </tr> <tr> <td>Row 5</td> <td>Castorama France</td> <td>15.21</td> </tr> <tr> <td>Row 6</td> <td>Castorama Poland</td> <td>16.94</td> </tr> <tr> <td>Row 7</td> <td>Group Functions</td> <td>3.77</td> </tr> <tr> <td>Row 8</td> <td>Screwfix</td> <td>18.42</td> </tr> <tr> <td>Row 9</td> <td>Screwfix France</td> <td>0.34</td> </tr> </tbody> </table>	Significant operating location	Percentage (%) of total employees in the direct operations		Row 1	B&Q	27.67	Row 2	Brico Dépôt France	11.35	Row 3	Brico Dépôt Iberia	3.27	Row 4	Brico Dépôt Romania	3.04	Row 5	Castorama France	15.21	Row 6	Castorama Poland	16.94	Row 7	Group Functions	3.77	Row 8	Screwfix	18.42	Row 9	Screwfix France	0.34
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3.2a	Please define what a "significant operating location" is for your company.	Covers our operating companies B&Q UK, Brico Depot France, Brico Depot Iberia, Brico Depot Romania, Castorama France, Castorama Poland, Screwfix UK, Screwfix France, and Kingfisher																														

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Code	Question	Our Disclosure
	Tier: Foundation	Group, excludes Koçtaş, our 50% joint venture in Turkey.
3.2b	How many operating locations does your company have in total in your direct operations? Tier: Foundation	Kingfisher is an international home improvement company with over 1,900 stores in eight countries across Europe. Please see our Annual Report and Accounts 2024/25 for more information.
3.A	Notes on Structure and location of direct operations Scoring Rule: Not scored	<i>This answer is public.</i> Numbers provided align to centrally held core data as part of our continued HR data improvement programme, the base line data provided we be used to support all further responses and statements relating to employee information.

Contract types

Code	Question	Our Disclosure		
3.3 (CI.5)	Provide the number and/or percentage (%) of the company's employees on each contract type as a proportion of the total direct operations workforce. Tier: Foundation	Contract type	Total number of employees on each contract type	Percentage (%) of all direct operations employees on each contract type
		Indefinite/permanent employees	69753	94
		Fixed-term/temporary employees	4781	6
		Full-time employees		
		Part-time employees		
		Non-guaranteed hours employees (casual workers, on-call employees, zero-hours)		

Code	Question	Our Disclosure																															
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3.4 (Cl.6)	<p>Provide the gender balance (as a percentage (%)) for each contract type in Q3,3, as well as the overall gender breakdown of your direct operations workforce.</p> <p>Tier: Foundation</p>	<table border="1"> <thead> <tr> <th>Contract type</th> <th>Female (%) of direct operations workforce on each contract type</th> <th>Male (%) of direct operations workforce on each contract type</th> <th>Non-binary (%) of direct operations workforce on each contract type</th> </tr> </thead> <tbody> <tr> <td>Indefinite/permanent employees</td> <td>44</td> <td>56</td> <td></td> </tr> <tr> <td>Fixed-term/temporary employees</td> <td>36</td> <td>64</td> <td></td> </tr> <tr> <td>Full-time employees</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Part-time employees</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Non-guaranteed hours employees (casual workers, on-call employees, zero-hours contracts)</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total direct operations workforce</td> <td>43</td> <td>57</td> <td></td> </tr> </tbody> </table>	Contract type	Female (%) of direct operations workforce on each contract type	Male (%) of direct operations workforce on each contract type	Non-binary (%) of direct operations workforce on each contract type	Indefinite/permanent employees	44	56		Fixed-term/temporary employees	36	64		Full-time employees				Part-time employees				Non-guaranteed hours employees (casual workers, on-call employees, zero-hours contracts)				Total direct operations workforce	43	57				
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3.5 (Cl.7)	<p>Provide the total number and/or percentage (%) of the company's non-employee direct operations workers as a proportion of the total direct operations workforce.</p> <p>Tier: Foundation</p>	<table border="1"> <thead> <tr> <th>Contract type</th> <th>Total number of workers on each contract type</th> <th>Percentage (%) of workers on each contract type</th> </tr> </thead> <tbody> <tr> <td>Contractors (independent, self-employed)</td> <td></td> <td></td> </tr> <tr> <td>Agency workers (e.g. labour agency, recruitment agency workers)</td> <td></td> <td></td> </tr> <tr> <td>Franchisee workers</td> <td></td> <td></td> </tr> </tbody> </table>	Contract type	Total number of workers on each contract type	Percentage (%) of workers on each contract type	Contractors (independent, self-employed)			Agency workers (e.g. labour agency, recruitment agency workers)			Franchisee workers																					
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3.6 (Cl.8)	<p>Provide the gender balance (as a percentage ((%) of the figures presented at 3.5) for each contract types.</p> <p>Tier: Intermediate</p>	<p><i>This answer is public.</i></p> <table border="1"> <thead> <tr> <th data-bbox="949 459 1223 568">Contract type</th> <th data-bbox="1223 459 1496 568">Female (%) of workers on each contract type</th> <th data-bbox="1496 459 1765 568">Male (%) of workers on each contract type</th> <th data-bbox="1765 459 2029 568">Non-binary (%) of workers on each contract type</th> </tr> </thead> <tbody> <tr> <td data-bbox="949 568 1223 676">Contractors (independent, self-employed)</td> <td data-bbox="1223 568 1496 676"></td> <td data-bbox="1496 568 1765 676"></td> <td data-bbox="1765 568 2029 676"></td> </tr> <tr> <td data-bbox="949 676 1223 820">Agency workers (e.g. labour agency, recruitment agency workers)</td> <td data-bbox="1223 676 1496 820"></td> <td data-bbox="1496 676 1765 820"></td> <td data-bbox="1765 676 2029 820"></td> </tr> <tr> <td data-bbox="949 820 1223 874">Franchisee workers</td> <td data-bbox="1223 820 1496 874"></td> <td data-bbox="1496 820 1765 874"></td> <td data-bbox="1765 820 2029 874"></td> </tr> <tr> <td data-bbox="949 874 1223 1040">Third party on site workers (e.g. subcontracted service workers, third-party workers)</td> <td data-bbox="1223 874 1496 1040"></td> <td data-bbox="1496 874 1765 1040"></td> <td data-bbox="1765 874 2029 1040"></td> </tr> </tbody> </table>				Contract type	Female (%) of workers on each contract type	Male (%) of workers on each contract type	Non-binary (%) of workers on each contract type	Contractors (independent, self-employed)				Agency workers (e.g. labour agency, recruitment agency workers)				Franchisee workers				Third party on site workers (e.g. subcontracted service workers, third-party workers)			
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3.7 (Cl.9)	Scope of disclosure (relates to Q3.3-3.6)	<p>> All direct operations workforce</p>																							
3.8 (Cl.10)	<p>Has the proportion of workers on contingent contracts (i.e. fixed-term/temporary employees, contractors, agency workers and/or third party on site workers) increased or decreased substantively over the last reporting period?</p> <p>Tier: Intermediate</p>	<p><i>This answer is public.</i></p> <p>> Yes</p> <p><i>Question:</i></p> <p>If yes, explain why and if the company expects this trend to continue in the future.</p> <p><i>Answer:</i></p>																							

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Code	Question	Our Disclosure
		<p><i>This answer is public.</i></p> <p>We are currently unable to comment on the trend due to data limitations.</p>
3.B	<p>Notes on Contract types</p> <p>Scoring Rule: Not scored</p>	<p><i>This answer is public.</i></p> <p>We do not centrally collect specific details relating to agency and or contingent type workforce employees. We are on a global basis looking at a long-term strategic system plan that will look to improve this capability moving beyond 2025/2026. We expect capability to report accurately on this from 2027/2028.</p>

4: Diversity and inclusion

Monitoring diversity and inclusion

Code	Question	Our Disclosure
4.1	<p>What action has the company taken, or intends to take, to improve diversity and inclusion? State any time-bound diversity and inclusion targets and/or KPIs set and progress achieved, as applicable. Attach or upload documents or policies as relevant.</p> <p>Tier: Foundation</p>	
4.1		<p>To progress our group-wide Inclusion and Diversity (I&D) strategy and action plan, we have a network of I&D leads, with responsibility for the development and delivery of culturally relevant plans in each banner. Progress also takes place at a local level, through various tailored initiatives, including education, activities, campaigns and a wide range of affinity networks (employee resource groups).</p> <p>Our I&D Forum, in place since 2022, brings together banner I&D leads, senior leadership sponsors</p>

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Code	Question	Our Disclosure								
		<p>and colleague representatives twice per year. With full banner representation, including a dedicated Group Executive sponsor, it provides an opportunity to seek a collective view on I&D, insight sharing and follow up. The I&D Forum has 23 colleagues as members, playing a crucial role to enable continual progress of I&D at Kingfisher, including our 2023 group-wide 'Together. Stronger.' Allyship campaign. As part of this campaign, over 90% of colleagues have completed an e-learning course, and 33,861 colleagues subsequently made an allyship pledge.</p> <p>Progress continues towards achieving our target of 40% women in management by the end of 2025/26. Currently at 39.8% overall, this year we have also achieved a 1.5% increase to female representation across our senior leadership population. We regularly submit data to the FTSE Women Leaders Review, ranking 44th in the FTSE 100 in 2024.</p> <p>In-line with the Parker Review recommendations, our ambition is for our Group Executive team and their direct reports, based in the UK and on UK contracts, to achieve 12.5% ethnic diversity by 2027, to reach 16% by 2030.</p>								
4.2	<p>Provide the percentage (%) of the company's total direct operations workforce within each age category.</p> <p>Tier: Foundation</p>	<table border="1"> <thead> <tr> <th data-bbox="947 691 1491 775">Age group (Please note that these age categories align with GRI)</th> <th data-bbox="1491 691 2029 775">Percentage (%) of total direct operations workforce</th> </tr> </thead> <tbody> <tr> <td data-bbox="947 775 1491 831"><30 years old</td> <td data-bbox="1491 775 2029 831">30</td> </tr> <tr> <td data-bbox="947 831 1491 887">30-50 years old</td> <td data-bbox="1491 831 2029 887">46</td> </tr> <tr> <td data-bbox="947 887 1491 943">>50 years old</td> <td data-bbox="1491 887 2029 943">24</td> </tr> </tbody> </table>	Age group (Please note that these age categories align with GRI)	Percentage (%) of total direct operations workforce	<30 years old	30	30-50 years old	46	>50 years old	24
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4.3	<p>Provide the percentage (%) of the company's total direct operations workforce by race or ethnicity.</p> <p>Tier: Comprehensive</p>	<p><i>This answer is public.</i></p> <p>> If your company is legally prohibited from collecting ethnicity data in all of its locations, please provide an explanation below.</p> <p><i>Question:</i></p> <p>If your company is legally prohibited from collecting ethnicity data in all of its locations, please provide an explanation below.</p> <p><i>Answer:</i></p> <p><i>This answer is public.</i></p> <p>We are legally prohibited from collecting ethnicity data (on an individual basis) in France and face specific requirements for data protection in other non-UK locations. We continue to explore the enablement of I&D data collection more widely across Kingfisher, through external insight and seeking</p>								

Code	Question	Our Disclosure																				
		<p>guidance from partners with global expertise, to ensure we meet the legal and cultural needs relevant to each non-UK banner.</p> <p>Kingfisher's Nomination Committee continues to advance the 2023 recommendations of the Parker Review, supported by the introduction of a target for senior leadership. Our ambition is for the Group Executive and their direct reports, based in the UK and on UK contracts, to achieve 12.5% ethnic diversity by 2027 and to reach 16% by 2030.</p>																				
4.4	<p>Provide the percentage (%) of persons with disabilities in the company's total direct operations workforce.</p> <p>Tier: Foundation</p>	<p><i>This answer is public.</i></p> <p>> Provide the percentage (%) of persons with disabilities in the company's total direct operations workforce</p> <p><i>Question:</i></p> <p>Provide the percentage (%) of persons with disabilities in the company's total direct operations workforce.</p> <p><i>Answer:</i></p> <p><i>This answer is public.</i></p> <p>12</p>																				
4.5 (CI.13)	<p>Provide the percentage (%) of the company's total direct operations workforce in leadership positions by gender.</p> <p>Tier: Foundation</p>	<table border="1"> <thead> <tr> <th>Seniority level</th> <th>Percentage (%) of total direct operations workforce</th> <th>Female (%) at each seniority level</th> <th>Male (%) at each seniority level</th> <th>Non-binary (%) at each seniority level</th> </tr> </thead> <tbody> <tr> <td>Board</td> <td>0.01</td> <td>44</td> <td>56</td> <td></td> </tr> <tr> <td>Executive committee (senior executives, C-Suite)</td> <td>0.02</td> <td>25</td> <td>75</td> <td></td> </tr> <tr> <td>Senior management (any position/individual who directly</td> <td>0.4</td> <td>41</td> <td>59</td> <td></td> </tr> </tbody> </table>	Seniority level	Percentage (%) of total direct operations workforce	Female (%) at each seniority level	Male (%) at each seniority level	Non-binary (%) at each seniority level	Board	0.01	44	56		Executive committee (senior executives, C-Suite)	0.02	25	75		Senior management (any position/individual who directly	0.4	41	59	
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4.6	<p>Provide the percentage (%) of the company's total direct operations workforce in leadership positions by race or ethnicity.</p> <p>Tier: Comprehensive</p>	<p><i>This answer is public.</i></p> <p>> If your company is legally prohibited from collecting ethnicity data in all of its locations, please provide an explanation below</p> <p><i>Question:</i></p> <p>If your company is legally prohibited from collecting ethnicity data in all of its locations, please provide an explanation below.</p> <p><i>Answer:</i></p> <p><i>This answer is public.</i></p> <p>We are legally prohibited from collecting ethnicity data (on an individual basis) in France and face specific requirements for data protection in other non-UK locations. We are currently exploring ways we may obtain this and other diversity data anonymously through our continuous listening partner, Peakon. The Board welcomed the publication of the 2023 Parker Review report. The Board will consider the best way to implement new recommendation for FTSE 350 companies to publicly report a target for ethnic diversity of their senior management team. The recommendation from the Parker Review report was to publicly report a target for ethnic diversity of their senior management team by the end of 2027. In alignment with the Parker Review, we have set a milestone target of 12.5% ethnic diversity in the Group Executive and their direct reports based in the UK (and on UK contracts) by 2027 and 16% by 2030.</p>					
4.7	<p>Provide the percentage (%) of the company's total direct operations workforce with disabilities in leadership positions.</p> <p>Tier: Comprehensive</p>	<p><i>This answer is public.</i></p>					
4.8	<p>What action has the company taken, or intends to take, to increase diversity in leadership positions? Include details on senior leadership training and mentoring opportunities provided and uptake among under-represented demographic groups, as applicable.</p>	<p><i>This answer is public.</i></p> <p>We support women across the business to progress their careers and offer accelerated development programmes to those with leadership potential. Through our partnership with Diversity in Retail, we offer a range of development opportunities including Aspiring CFO, Global Women Leaders, UK Women Leaders, and Women's Non-Executive Director programmes. These provide cross-company</p>					

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Code	Question	Our Disclosure								
	Tier: Comprehensive	<p>mentorship and reverse mentorship, engaging both senior teams and emerging talent.</p> <p>Through constantly reviewing recruitment processes and career development programmes, we're committed to strengthening our diverse female talent pipeline. 75 members of our Kingfisher Leadership Team attended an inclusive recruitment hiring workshop run by an external supplier in 2024/25, with further roll out taking place for 50 x 'top hirers' within Group Functions.</p> <p>Against our goal of 50/50 diverse shortlists for all senior roles, we achieved 43% of roles (whether internal or external hires). 74% of roles when hiring externally, converting to 58% diverse external hires for senior leadership roles. Including internal moves, we filled 37% of senior leadership roles with a female hire. We also have a target of having at least one female successor on 70% of Kingfisher leadership team roles, which is currently tracking at 54%.</p> <p>As well as hiring diverse talent, we remain committed to retaining diverse talent through our development programmes both internal and external.</p>								
4.9	<p>Provide the rate of internal hires (as percentage (%) of total internal hires) by gender.</p> <p>Tier: Intermediate</p>	<p><i>This answer is public.</i></p> <table border="1" data-bbox="947 730 2033 954"> <thead> <tr> <th data-bbox="947 730 1491 786">Gender</th> <th data-bbox="1491 730 2033 786">Internal hire rate (%)</th> </tr> </thead> <tbody> <tr> <td data-bbox="947 786 1491 842">Female</td> <td data-bbox="1491 786 2033 842">29</td> </tr> <tr> <td data-bbox="947 842 1491 898">Male</td> <td data-bbox="1491 842 2033 898">71</td> </tr> <tr> <td data-bbox="947 898 1491 954">Non-binary</td> <td data-bbox="1491 898 2033 954"></td> </tr> </tbody> </table>	Gender	Internal hire rate (%)	Female	29	Male	71	Non-binary	
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Male	71									
Non-binary										
4.10	<p>Provide the rate of internal hires (as percentage (%) of total internal hires) by race or ethnicity.</p> <p>Tier: Comprehensive</p>	<p><i>This answer is public.</i></p> <p>> If your company is legally prohibited from collecting ethnicity data in all of its locations, please provide an explanation below</p> <p><i>Question:</i></p> <p>If your company is legally prohibited from collecting ethnicity data in all of its locations, please provide an explanation below.</p> <p><i>Answer:</i></p> <p><i>This answer is public.</i></p> <p>We are legally prohibited from collecting ethnicity data (on an individual basis) in France and face specific requirements for data protection in our non-UK locations. We are currently exploring ways we</p>								

Code	Question	Our Disclosure
		<p>may obtain this and other diversity data anonymously through our continuous listening partner, Peakon but not at recruitment stages. We will consider how we can collect candidate ethnicity data more consistently in our UK Banners in 23/24. We have recently agreed an approach to mitigate the legal and data protection risks surrounding collecting ethnicity data and are looking to implement this shortly. This will enable us to understand differences in candidate demographics progressing at each stage of our recruitment process and enable us to take positive action. In alignment with the Parker Review, we have set a target of 12.5% ethnic diversity in the GE and their direct reports based in the UK (and on UK contracts) by 2027.</p>
4.11	<p>Scope of disclosure (relates to Q4.2-4.8): - what part(s) of the business does this data cover? - if providing ethnicity data, state the source of the ethnicity categories used in Q4.3, Q4.6 and Q4.10 or provide more information on how the categories are defined if using an internal classification system - If the company is restricted from collecting data on employees' age, state which jurisdictions this restriction applies to.</p>	<p><i>This answer is public.</i></p> <p>The data covers all direct operations.</p>
4.12	<p>Does the company collect any other categories of diversity data, if any? Select all that apply from the drop-down list.</p> <p>Tier: Foundation</p>	<p><i>This answer is public.</i></p> <ul style="list-style-type: none"> > Sexual orientation > Gender identity > Religion and belief > Other
4.12a	<p>For each category selected, provide evidence that this data has been collected.</p> <p>Tier: Foundation</p>	<p><i>This answer is public.</i></p>
4.12a		<p>The "Power of You", employee diversity data census achieved 75% colleague participation (31 January 2025), with governance in place to track, report, and drive completion levels across UK banners.</p> <p>Having established robust policies and processes to comply with data protection legislation, UK banners are able to access anonymised colleague data to gather and share insight. B&Q have introduced a comprehensive workforce insight report, providing visibility to colleague demographics while bringing focus to strengths and opportunities. Leaders are equipped to access live workforce and</p>

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Code	Question	Our Disclosure
		<p>local authority insight, relevant to their team, through a bespoke 'B&Q Census Dashboard' tool, empowering leaders to create a more inclusive experience, for customers and colleagues, at a local level.</p> <p>For non-UK banners, employee disability status is collected in varying formats to meet the needs within their locality, to meet local legislative quotas for employing a certain percentage of the workforce as people with disabilities.</p>
4.12b	<p>For any categories not selected in Q4.12, state why this data is not collected and any plans to do so in the future. If all categories were selected in Q4.12, put 'n/a'.</p> <p>Tier: Foundation</p>	<p><i>This answer is public.</i></p> <p>Across UK banners, we currently collect armed forces and social mobility data via our recruitment system, with plans to include these categories to the existing census question set. This will support further progress, gaining crucial social mobility data and insight, to enable a fundamental element of our Kingfisher Responsible Business agenda.</p>
4.A	<p>Notes on Monitoring diversity and inclusion</p> <p>Scoring Rule: Not scored</p>	<p><i>This answer is public.</i></p> <p>For Question 4.4: Employee disability status is collected in varying formats across Kingfisher's banners and are bespoke to them. Some of our Banners have quotas applied by local legislation for employing a certain percentage of the workforce as people with disabilities. In all instances, we aim to meet or exceed the quota. The percentage used for 4.4 is an estimate based on information we have from our Group Functions and following retail banners: Castorama France, Brico Depot France, Castorama Poland, Brico Depot Iberia and Brico Depot Romania.</p> <p>The response to question 4.9 on internal hires is based on our senior leadership population only. Our Senior Leader population consists of circa 300 of our most senior roles within the business.</p>

Parental leave

Code	Question	Our Disclosure
4.13	<p>Does the company have a parental leave policy covering birth and non-birth parents that exceeds the statutory minimum requirements?</p>	<p><i>This answer is public.</i></p> <p>> Yes</p>

Code	Question	Our Disclosure
	Tier: Foundation	<p><i>Question:</i></p> <p>If yes, provide a link to or attach the relevant document and give information on uptake of parental leave/the scope of this policy.</p> <p><i>Answer:</i></p> <p><i>This answer is public.</i></p> <p>https://jobs.screwfix.com/why-screwfix/benefits/enhanced-family-leave</p> <p>There is no Group-wide parental leave policy. However, specific banner parental leave policies (e.g., the UK Group Functions Parental Leave Policy, the Screwfix Enhanced Family Leave Policies, and the B&Q Maternity Leave Policy) exceed the statutory minimum requirements.</p> <p>Screwfix careers website with further information here, stating that their Enhanced Family Leave policy goes beyond the statutory minimum. See Screwfix Enhanced Family Leave policy here: https://jobs.screwfix.com/why-screwfix/benefits/enhanced-family-leave</p> <p>This year some banner and markets have continued to expand their offerings. For example, in Jan 2024 B&Q launched to colleagues the introduction of their Kinship Leave policy, Neonatal leave, Foster carer leave and miscarriage leave policies. They are the first major high-street retailer to become a Gold Standard Kinship Friendly Employer. This was followed by Kingfisher Group Functions, who launched the same policies to all UK based colleagues in June 2025.</p>
4.B	Notes on Parental leave Scoring Rule: Not scored	<p><i>This answer is public.</i></p> <p>Screwfix careers website with further information here, stating that their Enhanced Family Leave policy goes beyond the statutory minimum. See Screwfix Enhanced Family Leave policy here: https://jobs.screwfix.com/why-screwfix/benefits/enhanced-family-leave</p>

Discrimination and harassment

Code	Question	Our Disclosure
4.14	Does the company have a public policy on discrimination and harassment, or similar? Tier: Foundation	<p>> Yes</p> <p><i>Question:</i></p>

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Code	Question	Our Disclosure				
	Scoring Rule: 1 Point (Rule 3)	If yes, provide a link to or attach the relevant public document. <i>Answer:</i> https://www.kingfisher.com/responsible-business/our-policies/code-of-conduct				
4.15	Provide the number of discrimination and harassment incidents reported and resolved in the reporting period. Tier: Comprehensive	<p><i>This answer is public.</i></p> <table border="1"> <thead> <tr> <th>Discrimination and harassment incidents reported</th> <th>Discrimination and harassment incidents resolved</th> </tr> </thead> <tbody> <tr> <td>268</td> <td>258</td> </tr> </tbody> </table>	Discrimination and harassment incidents reported	Discrimination and harassment incidents resolved	268	258
Discrimination and harassment incidents reported	Discrimination and harassment incidents resolved					
268	258					
4.C	Notes on Discrimination and harassment Scoring Rule: Not scored	<p><i>This answer is public.</i></p> <p>The data used to answer question 4.15 was from our SpeakUp channel only. Discrimination and harassment incidents include reports under the following categories:</p> <ul style="list-style-type: none"> • Discrimination • Harassment/Bullying • Sexual Harassment <p>Number of cases resolved includes some cases that were raised outside of the reporting period.</p>				

5: Workforce wage levels and pay gaps

Pay gaps and pay ratios

Code	Question	Our Disclosure					
5.1 (CI.14)	Provide the CEO to median worker pay ratio. Tier: Foundation Scoring Rule: 1 Point (Rule 5)	<table border="1"> <thead> <tr> <th>CEO to Median Worker</th> <th>Explanation [not scored]</th> </tr> </thead> <tbody> <tr> <td>91:1</td> <td>The ratio is 91:1. Source: Annual Report 2024/25, page 112</td> </tr> </tbody> </table>	CEO to Median Worker	Explanation [not scored]	91:1	The ratio is 91:1. Source: Annual Report 2024/25, page 112	
CEO to Median Worker	Explanation [not scored]						
91:1	The ratio is 91:1. Source: Annual Report 2024/25, page 112						
5.2 (CI.15)	Provide the company's median gender pay gap for the company's domestic operations. Scoring Rule: 1 Point (Rule 5) Tier: Intermediate	<p><i>This answer is public.</i></p> <table border="1"> <thead> <tr> <th>Gender pay gap (%)</th> <th>Explanation [not scored]</th> </tr> </thead> <tbody> <tr> <td>1.2</td> <td> <p>According to our UK Gender Pay Gap Report 2024, 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).</p> <p>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.</p> <p>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.</p> <p>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.</p> </td> </tr> </tbody> </table>		Gender pay gap (%)	Explanation [not scored]	1.2	<p>According to our UK Gender Pay Gap Report 2024, 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).</p> <p>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.</p> <p>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.</p> <p>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.</p>
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5.3	Provide the company's median ethnicity pay gap	<i>This answer is public.</i>					

Code	Question	Our Disclosure
	<p>for the company's domestic operations. Tier: Comprehensive</p>	<p>> If your company is legally prohibited from collecting ethnicity data in all of its locations, please provide an explanation below</p> <p><i>Question:</i> If your company is legally prohibited from collecting ethnicity data in all of its locations, please provide an explanation below.</p> <p><i>Answer:</i> <i>This answer is public.</i></p> <p>We are legally prohibited from collecting ethnicity data (on an individual basis) in France and face specific requirements for data protection in other non-UK locations. We continue to explore the enablement of I&D data collection more widely across Kingfisher, while meeting the legal and cultural needs relevant to each non-UK banner.</p> <p>In-line with the Parker Review recommendations, our ambition is for our Group Executive team and their direct reports, based in the UK and on UK contracts, to achieve 12.5% ethnic diversity by 2027, to reach 16% by 2030.</p> <p>For UK banners, we are currently exploring the introduction of Ethnicity Pay Gap reporting with the aim to commence internal analysis in 2026. Work is underway to get robust systems and governance in place, also supporting pay gap reporting across other demographics, in-line with potential upcoming legislative changes.</p>
5.4	<p>What action has the company taken, or intends to take, to reduce pay ratios and gaps? State any KPIs and progress towards these, as applicable. Tier: Intermediate</p>	<p><i>This answer is public.</i></p> <p>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%.</p> <p>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.</p> <p>We're taking a number of actions to build a healthy and diverse talent pipeline:</p> <ul style="list-style-type: none"> • Attraction: We use the tool Textio, to make sure our job adverts use inclusive language and attract a diverse range of candidates. • Recruitment: We are committed to having a shortlist for all senior hires to significantly increase our ability to recruit diverse talent. We've set new principles for senior hiring to make the

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Code	Question	Our Disclosure
		<p>process fairer, more inclusive and open to a wider range of candidates.</p> <ul style="list-style-type: none"> • Development: We are investing in the development of women who we have identified as future senior leaders, by providing bespoke development support. • Retention: 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. • Exit: Understanding why senior leaders choose to leave Kingfisher, so that we focus actions on retaining more people.
5.A	Notes on Pay gaps and pay ratios	<p><i>This answer is public.</i></p> <p>Information to answer questions on gender pay gap is based on UK data from our 2024 UK Gender Pay Gap Report. We currently do not have sufficient data on the ethnicity of our UK workforce to be able to complete this analysis. We are unable, due to differences in legislation, to collect this data in France.</p>

Wage levels

Code	Question	Our Disclosure			
5.5 (Cl.16)	Provide the percentage (%) of employees in the bottom, lower middle, upper middle, and upper pay quartiles by gender. Tier: Foundation	Pay quartile	Female (%)	Male (%)	Non-binary (%)
		Upper	39.1	60.9	
		Upper-middle	45	55	
		Lower-middle	46.9	53.1	
		Bottom	45.9	54.1	

Code	Question	Our Disclosure				
5.6 (Cl.17)	<p>What is the percentage (%) of employees, as a total of the direct operations workforce, whose basic salary is equal to or up to 10 per cent higher than the legal minimum wage, split by gender?</p> <p>Tier: Comprehensive</p>	<p><i>This answer is public.</i></p> <table border="1"> <thead> <tr> <th>Female (%) employees, as a total of the direct operations workforce, whose basic salary is equal to the legal minimum wage or just above</th> <th>Male (%) employees, as a total of the direct operations workforce, whose basic salary is equal to the legal minimum wage or just above</th> </tr> </thead> <tbody> <tr> <td>47</td> <td>44</td> </tr> </tbody> </table>	Female (%) employees, as a total of the direct operations workforce, whose basic salary is equal to the legal minimum wage or just above	Male (%) employees, as a total of the direct operations workforce, whose basic salary is equal to the legal minimum wage or just above	47	44
Female (%) employees, as a total of the direct operations workforce, whose basic salary is equal to the legal minimum wage or just above	Male (%) employees, as a total of the direct operations workforce, whose basic salary is equal to the legal minimum wage or just above					
47	44					
5.7 (Cl.18)	<p>To what extent does the company pay its employees a living wage or above? Select one option from the drop-down list as applicable.</p> <p>Tier: Intermediate</p>	<p><i>This answer is public.</i></p> <p>> More than 1 location</p>				
5.8	<p>Provide more detail on the process for identifying living wage levels, including the company's methodology used for determining whether at least a living wage is paid.</p> <p>Tier: Intermediate</p>	<p><i>This answer is public.</i></p> <p>When determining our salary levels, we consider various factors, including the competitiveness of our total remuneration package as well as the external market practice. For the last three years, our annual pay review process has been focused on our store colleagues, with higher increases being awarded to this group in order to support them with the cost-of-living crisis.</p> <p>Although Kingfisher is not an accredited Real Living Wage (RLW) employer, c.94% of our store colleagues are paid above the current RLW as a result of a combination of base pay and location allowances. Whilst focusing on base pay is important, our scale allows us to offer a more balanced reward offering which provides important reward elements beyond basic salary. These include guaranteed working hours, opportunities for overtime, a high-quality pension scheme, life assurance, wellbeing support and health and dental cash plans.</p> <p>In 2022, we established and continue to run a Colleague Support fund in the UK to support colleagues experiencing financial difficulties. In France and Poland, our two other largest markets, we pay above the statutory minimums for those countries.</p> <p>We believe strongly in listening to our colleagues and engage with them via the Kingfisher Colleague Forum twice a year, allowing the representatives to discuss a number of different topics, including pay transparency. We also regularly run engagement and proactively engage with our trade unions, key stakeholders, customers and shareholders to discuss our approach to colleague pay.</p>				
5.9	<p>How is the company working to improve wage levels for non-employee direct operations workers? Include details on the methodology used to assess wage levels.</p>	<p><i>This answer is public.</i></p> <p>Our distribution centres are managed by third parties. We require our key logistics vendors to adhere to our standards as well as relevant laws including labour, but we have limited influence on pay levels</p>				

Code	Question	Our Disclosure
	Tier: Intermediate	compared to our own employees. However, we remain aware and informed on the rates of pay that are negotiated and applied.
5.B	Notes on Wage levels Scoring Rule: Not scored	<i>This answer is public.</i> Wage level data for question 5.6 is based on workforce head count data with available weekly or monthly hours to calculate salary. Data in scope: B&Q Brico Depot France, Brico Depot Romania, Castorama France, Castorama Poland, Group Functions, Screwfix and Screwfix France.

6: Stability

Employee turnover rates

Code	Question	Our Disclosure															
6.1 (CI.19)	Provide the total, involuntary and voluntary employee turnover rates (as a percentage (%)) during the reporting period by gender. Tier: Foundation	<table border="1"> <thead> <tr> <th>Turnover category</th> <th>Total turnover rate (%) of all direct operations</th> <th>Turnover rate (%) for female workers</th> <th>Turnover rate (%) for male workers</th> <th>Turnover rate (%) for non-binary workers</th> </tr> </thead> <tbody> <tr> <td>Involuntary</td> <td>4</td> <td>3</td> <td>3</td> <td></td> </tr> <tr> <td>Voluntary</td> <td>23</td> <td>18</td> <td>20</td> <td></td> </tr> </tbody> </table>	Turnover category	Total turnover rate (%) of all direct operations	Turnover rate (%) for female workers	Turnover rate (%) for male workers	Turnover rate (%) for non-binary workers	Involuntary	4	3	3		Voluntary	23	18	20	
Turnover category	Total turnover rate (%) of all direct operations	Turnover rate (%) for female workers	Turnover rate (%) for male workers	Turnover rate (%) for non-binary workers													
Involuntary	4	3	3														
Voluntary	23	18	20														
6.2	Provide the rate (as a percentage (%)) of employee turnover by contract type (if no employees on any one of the contract types, state "n/a"). Tier: Intermediate	<p><i>This answer is public.</i></p> <table border="1"> <thead> <tr> <th>Contract type</th> <th>Total turnover rate (%) (if no employees on any one of the contract types, state "n/a")</th> </tr> </thead> <tbody> <tr> <td>Indefinite/permanent employees</td> <td></td> </tr> </tbody> </table>	Contract type	Total turnover rate (%) (if no employees on any one of the contract types, state "n/a")	Indefinite/permanent employees												
Contract type	Total turnover rate (%) (if no employees on any one of the contract types, state "n/a")																
Indefinite/permanent employees																	

Code	Question	Our Disclosure
		Fixed-term/temporary contract employees
6.3 (CI.20)	Describe how the company's turnover rate has changed significantly since the last reporting period and explain any increase or decrease for any particular category of workers. If turnover has remained stable, state this. Tier: Intermediate	<i>This answer is public.</i> Our employee turnover rate in 2024/25 was 24.7% (2023/24: 27.6%) including voluntary and involuntary leavers. This is in line with relevant industry benchmarks in the countries where we operate.
6.A	Notes on Employee turnover rates Scoring Rule: Not scored	<i>This answer is public.</i> For question 6.2: For this year's WDI disclosure, we've implemented a new methodology to calculate turnover figures by contract type. Figures included this year are not comparable with last year's disclosure.

7: Workforce development and adaptation

Training and development

Code	Question	Our Disclosure
7.1	Describe the company's strategy for developing the skills and capabilities of employees. State the KPIs as applicable. Tier: Foundation	<i>This answer is public.</i> To create a healthy, robust workforce it's essential we invest in colleagues' futures, equipping them with the skills to grow their careers. Our approach is that we enable choice, structure and opportunity for our colleagues. Training and development can be used to develop operational skills, improve customer experiences, increase knowledge of our products and services and prepare colleagues for change. Having already met our initial target of providing 5 million hours of skills for life learning, we introduced a new target in 2023; by 2030/31, more than 20,000 colleagues will have completed an

Code	Question	Our Disclosure																
		<p>apprenticeship, traineeship or formal qualification. Over 3,200 colleagues have completed apprenticeships, traineeships and formal qualifications across the Group this year. This brings our total to over 8,200 colleagues since the introduction of the target last year.</p> <p>In 2024, we introduced a new learning platform (LEO) offering colleagues access to digital learning with thousands of flexible courses, including skills development training for those interested in management roles. At the end of 2024/25, over 124,000 training items and over 71,000 total training hours had been completed in LEO since its launch in Q4.</p> <p>We also offer programmes for individuals who are considering a future career with us. At Brico Dépôt France and Castorama France, our 'Boost your Career' accelerator programme gives young graduates access to training, individual coaching, and support by a senior management mentor. Kingfisher has partnered with La Fosse Academy to help build a scalable and diverse talent pipeline in high growth areas/high demand IT skills.</p>																
7.2	<p>Provide the number and/or percentage (%) of employees that participated in regular performance and career development reviews by gender.</p> <p>Tier: Intermediate</p>	<p><i>This answer is public.</i></p> <table border="1" data-bbox="949 719 2033 1193"> <thead> <tr> <th data-bbox="949 719 1223 804">Performance review data</th> <th data-bbox="1223 719 1491 804">Female</th> <th data-bbox="1491 719 1765 804">Male</th> <th data-bbox="1765 719 2033 804">Non-binary</th> </tr> </thead> <tbody> <tr> <td data-bbox="949 804 1223 888">The number of performance reviews</td> <td data-bbox="1223 804 1491 888"></td> <td data-bbox="1491 804 1765 888"></td> <td data-bbox="1765 804 2033 888"></td> </tr> <tr> <td data-bbox="949 888 1223 1000">Percentage (%) of performance reviews per employee</td> <td data-bbox="1223 888 1491 1000"></td> <td data-bbox="1491 888 1765 1000"></td> <td data-bbox="1765 888 2033 1000"></td> </tr> <tr> <td data-bbox="949 1000 1223 1193">Percentage (%) of reviews that occurred as a proportion of the agreed number of reviews by management</td> <td data-bbox="1223 1000 1491 1193"></td> <td data-bbox="1491 1000 1765 1193"></td> <td data-bbox="1765 1000 2033 1193"></td> </tr> </tbody> </table>	Performance review data	Female	Male	Non-binary	The number of performance reviews				Percentage (%) of performance reviews per employee				Percentage (%) of reviews that occurred as a proportion of the agreed number of reviews by management			
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7.3	<p>Provide the average number of hours of training provided to employees (on an FTE basis) by gender.</p> <p>Tier: Intermediate</p>	<p><i>This answer is public.</i></p> <table border="1" data-bbox="949 1278 2033 1361"> <thead> <tr> <th data-bbox="949 1278 1491 1361">Gender</th> <th data-bbox="1491 1278 2033 1361">Average number of hours of training provided to employees (on an FTE basis)</th> </tr> </thead> <tbody> <tr> <td data-bbox="949 1361 1491 1369"></td> <td data-bbox="1491 1361 2033 1369"></td> </tr> </tbody> </table>	Gender	Average number of hours of training provided to employees (on an FTE basis)														
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Code	Question	Our Disclosure						
		<table border="1"> <tr> <td>Female</td> <td>12837</td> </tr> <tr> <td>Male</td> <td>10623</td> </tr> <tr> <td>Non-binary</td> <td></td> </tr> </table>	Female	12837	Male	10623	Non-binary	
Female	12837							
Male	10623							
Non-binary								
7.4	<p>Provide the average number of hours of training provided to employees (on an FTE basis) by contract type (if no employees on any one of the contract types, state "n/a").</p> <p>Tier: Foundation</p>	<p><i>This answer is public.</i></p> <table border="1"> <tr> <th>Contract type</th> <th>Average number of FTE training hours (if no employees on any one of the contract types, state "n/a")</th> </tr> <tr> <td>Indefinite/permanent employees</td> <td></td> </tr> <tr> <td>Fixed-term/temporary contract employees</td> <td></td> </tr> </table>	Contract type	Average number of FTE training hours (if no employees on any one of the contract types, state "n/a")	Indefinite/permanent employees		Fixed-term/temporary contract employees	
Contract type	Average number of FTE training hours (if no employees on any one of the contract types, state "n/a")							
Indefinite/permanent employees								
Fixed-term/temporary contract employees								
7.5	<p>How does the company measure the impact of its training programmes on business productivity and worker satisfaction?</p> <p>Tier: Foundation</p>	<p><i>This answer is public.</i></p> <p>Measurement is different in the different operating banners. We measure the impact of learning in a number of ways. For specific learning initiatives, Project Implementation reviews are undertaken to assess the deliverables of the programme e.g. negotiation skills training. This can take a number of forms including, evaluation surveys, listening groups and online feedback. E-Learning modules include rating and feedback functionality. Overall colleague engagement in their growth in the organisation is measured in the annual employee engagement survey.</p>						
7.A	<p>Notes on Training and development</p> <p>Scoring Rule: Not scored</p>	<p><i>This answer is public.</i></p> <p>Average training hours data comes from our new online training system, so is a limited set of around 2,000 colleagues. More information around our work to support colleague training and development can be found on our Responsible Business Report 2024/25.</p>						

The just transition

Code	Question	Our Disclosure
7.6	<p>Describe the risks, impacts and opportunities that may affect the company's workforce as a result of the transition to a climate-neutral economy?</p> <p>Tier: Intermediate</p>	<p><i>This answer is public.</i></p> <p>We undertake detailed scenario analysis annually for our Task Force on Climate-Related Financial Disclosures (TCFD) reporting and have undertaken work to assess the financial impact of various climate-related risks and opportunities across our value chain. Our analysis currently focuses on the physical impacts of climate change (i.e. extreme weather events or long-term shifts in precipitation and temperatures), and the transition to a lower-carbon global economy (e.g. policy and legal actions, market responses, and reputational considerations).</p> <p>We are taking steps to review and assess the impacts on climate-related risks and opportunities that may affect our workforce. Building on the financial risk modelling for our scenario modelling we are starting to explore the implications of transition risk and opportunities. For example, increasing sales in Sustainable Home Products (linked a higher demand to these goods in a transition to a climate-neutral economy) could open up more opportunities to for team members working on innovation led programmes for low carbon products, or training programmes to up-skill colleagues in this area.</p> <p>We also review climate-related physical risk such as the impacts of extreme weather (e.g. heat waves and flooding) as part of health and safety operating procedures at banner level. These risks might impact workers operating in our stores, offices, logistics network and supply chains (either as their place of work or when travelling).</p>
7.7	<p>Explain the action has the company taken, or intends to take, to ensure workers are protected against risks and can access opportunities resulting from the transition to a climate-neutral economy.</p> <p>Tier: Intermediate</p>	<p><i>This answer is public.</i></p> <p>We have a number of governance measures in place to manage and monitor climate-related risks and opportunities to our business and workforce.</p> <p>Our Group Climate Committee has oversight of Kingfisher's climate-related risks, opportunities, and commitments. The committee has oversight of the company's approach to developing and delivering its net zero roadmap and supporting targets.</p> <p>We have a commitment to reduce our emissions in line with climate science. We have near-term targets to reducing our scope 1, 2, and 3 emissions by 2025/26 and we are committed to achieve net zero within our own operations by 2040 and across our value chain (scope 3) by 2050. These targets are supported by decarbonisation roadmaps and capital investment plans.</p> <p>Our Sustainable Home Products help support the delivery of national net zero targets. Product innovation is a key focus of our strategy. We are taking action to reduce the embodied carbon in our product ranges, in line with our scope 3 carbon target. We run training schemes to upskill colleagues</p>

Code	Question	Our Disclosure												
		<p>in customer facing sustainability initiatives such as the Green Star product marker which was launched in 2023.</p> <p>Workforce safety when travelling is a consideration and we partner with an international health and security service partner to ensure we protect our workforce from the negative impacts of climate change (e.g. extreme heat or air pollution) in the countries they are travelling to.</p>												
7.8	<p>Provide the number and/or percentage (%) of employees that have been reskilled, redeployed or had their employment ended as a result of the transition to a climate-neutral economy.</p> <p>Tier: Comprehensive</p>	<p><i>This answer is public.</i></p> <table border="1"> <thead> <tr> <th>Treatment of employees</th> <th>Number of employees</th> <th>Percentages (%) of employees</th> </tr> </thead> <tbody> <tr> <td>Employees that have been reskilled</td> <td>247</td> <td></td> </tr> <tr> <td>Employees that have been redeployed</td> <td></td> <td></td> </tr> <tr> <td>Employees whose employment has ended</td> <td></td> <td></td> </tr> </tbody> </table>	Treatment of employees	Number of employees	Percentages (%) of employees	Employees that have been reskilled	247		Employees that have been redeployed			Employees whose employment has ended		
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7.B	<p>Notes on The just transition</p> <p>Tier: Not scored</p>	<p><i>This answer is public.</i></p> <p>The net zero transition needs to be equitable and inclusive. Kingfisher recognises the importance of a just transition, and we are committed to ensuring that we engage transparently with stakeholders and integrate social considerations into our decision-making.</p> <p>We are unable to provide a complete response to 7.8, however the number of colleagues that have been reskilled as part of a transition to a carbon-neutral economy is based on training in 2024/25 on our green star product marker (173) which includes lower carbon products, Carbon literacy training in B&Q (14), and a Responsible Business climate session (60).</p> <p>Our Sustainable Home Products offer, and green star are crucial to our decarbonisation efforts and present an opportunity to address the shifting consumer behaviour towards sustainable products, as identified in our TCFD risk/opportunities assessment. Our colleagues play an important role in realising this opportunity through their engagement with customer-facing sustainability initiatives like Green Star.</p>												

Technology, data and automation

Code	Question	Our Disclosure												
7.9	Describe any workforce surveillance measures used to monitor workers, and how the company ensures this does not have a disproportionate impact on workers' right to privacy. If the company does not conduct any form of workforce surveillance, state this. Tier: Intermediate	<i>This answer is public.</i> We do not use intrusive workforce surveillance. We have in place general security measures to protect our organisations legitimate interest and comply with our legal obligations, such as using CCTV in stores, recording customer service centre interactions, and conducting investigations into actual or suspected breaches of law or our codes of conduct. Typically, any type of workforce surveillance should be subject to a Data Protection Impact Assessment (DPIA).												
7.10	Provide the number and/or percentage (%) of employees that have been reskilled, redeployed or had their employment ended as a result of automation. Tier: Comprehensive	<p><i>This answer is public.</i></p> <table border="1"> <thead> <tr> <th>Treatment of employees</th> <th>Number of employees</th> <th>Percentages (%) of employees</th> </tr> </thead> <tbody> <tr> <td>Employees that have been reskilled</td> <td>31338</td> <td>54</td> </tr> <tr> <td>Employees that have been redeployed</td> <td></td> <td></td> </tr> <tr> <td>Employees whose employment has ended</td> <td></td> <td></td> </tr> </tbody> </table>	Treatment of employees	Number of employees	Percentages (%) of employees	Employees that have been reskilled	31338	54	Employees that have been redeployed			Employees whose employment has ended		
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7.11	Describe how the company uses artificial intelligence in workforce management, including in recruitment, performance management and workplace decisions. Tier: Comprehensive	<p><i>This answer is public.</i></p> <p>We are committed to ensure ethical and compliant use of Artificial Intelligence (AI) technology. In 2023, a Generative AI policy was created, with training rolled out to all colleagues in 2024. We've run internal sessions to educate our colleagues on the use of Generative AI tools in addition to the risks in using them. A more comprehensive AI policy is currently under review.</p> <p>We have established an AI Committee including senior directors across the banners and group representatives from different functions like Legal, Compliance, Digital and Data. The committee meets every 4 weeks to review developments in AI that are relevant to Kingfisher, such as;</p> <ul style="list-style-type: none"> • Keeping up to date with external updates in relation to AI including legislation. • Monitoring internal activity and new commercial cases of AI applications. • Considering the development and use of AI. • Updating the Group Exec on matters relating to AI. 												

Code	Question	Our Disclosure
		<p>Examples of AI application to support and improve processes:</p> <ul style="list-style-type: none"> • Workforce composition: Using Auto Insights to identify factors that have influenced changes, and also generate automated PowerPoint documents that present our key KPIs. • HR Data and reporting: Automation of email chasers and pulling data for Org Chart reporting in the admin team. • Colleague voice: Automation in employee surveys to pull out key themes in large sets of data. <p>In the absence of UK legislation about AI, we have applied the key provisions of the EU AI Act as our framework when assessing the development and/or deployment of any AI products.</p>
7.C	<p>Notes on Technology, data and automation</p> <p>Scoring Rule: Not scored</p>	<p><i>This answer is public.</i></p> <p>For this year, the response to question 7.10 on employees reskilled is based on the following sessions focusing on educating our colleagues on the topic of AI and its application where we were able to collect information on colleague participation.</p> <ul style="list-style-type: none"> • Training in Group Functions on automated reporting and AI delivered insight (50) • B&Q rollout of various AI enabled software, on which all colleagues have received some level of training virtually. (22,000) • Training in Castorama France, modules on Generative AI, Data and Digital AI, and Marketing and Transformation (9,288)

8: Health, safety and wellbeing

Occupational health and safety

Code	Question	Our Disclosure
8.1	<p>Describe the company's strategy for identifying and managing health and safety risks and hazards in the workplace, including through audits, training and the provision of personal protective equipment. State the KPIs as</p>	<p>Ensuring the health and safety of all of our colleagues in the workplace is integral to our success. Our approach to health and safety is led at Group level by our Chief People Office, supported by the Group Head of Health and Safety. Across our banners, each CEO holds ultimate responsibility for health and safety within their operations, working alongside dedicated health and safety teams to embed a strong</p>

Code	Question	Our Disclosure
	<p>applicable. Tier: Foundation</p>	<p>safety culture throughout the business.</p> <p>Every banner operates a Health and Safety Committee that plays a critical role in overseeing the banner performance, monitoring compliance and the outcomes of audits and investigations, and ensuring that safety remains integral to business decision-making.</p> <p>To strengthen alignment and raise standards across the Group, the Heads of Health and Safety for each banner, together with Group Health and Safety, form the Health and Safety Professional Family Network, a dedicated leadership community focused on collaboration, co-creation and consistent sharing of best practice and key learnings. This network plays a pivotal role driving a unified approach to health and safety across all of our operations. By connecting our banners in this way, we foster a culture of continuous improvement, encouraging open reporting, driving accountability and strengthening safety performance at every level of our business.</p> <p>Our Group Health and Safety function oversees performance across the Group and establishes policies and standards that are then transposed at banner level to ensure alignment with local regulations, and a consistent approach to risk management and colleague wellbeing.</p>
8.2	<p>Does the company consult with workers, trade unions and/or worker representative bodies when developing and evaluating health and safety policies and practices? Tier: Foundation Scoring Rule: 1 Point (Rule 3)</p>	<p><i>This answer is public.</i></p> <p>> Yes</p> <p><i>Question:</i> If yes, provide more details (see guidance for what details to include).</p> <p><i>Answer:</i> <i>This answer is public.</i></p> <p>To strengthen alignment and raise standards across the Group, the Heads of Health and Safety for each banner, together with Group Health and Safety, form the Health and Safety Professional Family Network, a dedicated leadership community focused on collaboration, co-creation and consistent sharing of best practice and key learnings. This network plays a pivotal role driving a unified approach to health and safety across all of our operations. By connecting our banners in this way, we foster a culture of continuous improvement, encouraging open reporting, driving accountability and strengthening safety performance at every level of our business.</p> <p>Each banner's Health and Safety Committee monitors and responds to incidents, carrying out investigations and risk assessments where applicable. Relevant updates, information and learning are shared with the banner's Risk Board. Banners also continue to focus on safety culture, driving engagement and awareness of safety risk. This is done through campaigns, briefings and alerts, and sharing lessons learnt as a key aspect of risk mitigation.</p>

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Code	Question	Our Disclosure					
		The Kingfisher Health and Safety Network meets bi-monthly with face-to-face meetings at least annually. This brings together our H&S professionals to discuss changes in legislation and best practice, the Group's health and safety performance, common themes/trends that require a collaborate approach to manage, ways of working with other departments, and to hear from external speakers.					
8.3	Provide the total number and/or rate of recordable incidents of ill health or work-related injuries or (excluding fatalities), as well as the change in the number of incidents since the last reporting period, for employees for each of the company's significant operating locations. Tier: Foundation	Significant operating location	Number of incidents of ill health or work-related injuries (excluding fatalities)	Change in the number of incidents since the last reporting period	Rate (%)	How rate is calculated (e.g. based on either 200,000 or 1,000,000 hours worked) [not scored]	
		Row 1	B&Q	3304	-125	-4	Decrease of 125 incidents year on year
		Row 2	Brico Dépôt France	665	-89	-12	Decrease of 89 incidents year on year
		Row 3	Brico Dépôt Iberia	176	46	35	Increase of 46 incidents year on year
		Row 4	Brico Dépôt Romania	21	4	24	Increase of 4 incidents year on year
		Row 5	Castorama France	590	-120	-17	Decrease of 120 incidents year on year
		Row 6	Castorama Poland	203	-1	-0.5	Decrease of 1 incident year

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Code	Question	Our Disclosure					
							on year
		Row 7	Screwfix	1091	279	34	Increase of 279 incidents year on year
		Row 8	Screwfix France	2	2	50	Increase of 2 incidents year on year
8.4	<p>Provide the total number and/or rate of fatalities as a result of work-related injury, as well as the change in the number of fatalities since the last reporting period, for employees for each of the company's significant operating locations.</p> <p>Tier: Foundation</p>	Significant operating location	Number of fatalities as a result of work-related injury	Change in the number of incidents since the last reporting period	Rate (%)	How rate is calculated (e.g. based on either 200,000 or 1,000,000 hours worked) [not scored]	
		Row 1	B&Q	0	0	0	No change in fatality numbers year on year
		Row 2	Brico Dépôt France	0	0	0	No change in fatality numbers year on year
		Row 3	Brico Dépôt Iberia	0	0	0	No change in fatality numbers year on year
		Row 4	Brico Dépôt Romania	0	0	0	No change in fatality numbers year on year

Code	Question	Our Disclosure				
						on year
		Row 5	Castorama France	0	0	0 No change in fatality numbers year on year
		Row 6	Castorama Poland	0	0	0 No change in fatality numbers year on year
		Row 7	Screwfix	0	0	0 No change in fatality numbers year on year
		Row 8	Screwfix France	0	0	0 No change in fatality numbers year on year
8.5	<p>Provide the total number and/or rate of recordable incidents of ill health or work-related injuries (excluding fatalities), as well as the change in the number of incidents since the last reporting period, for non-employee direct operations workers for each of the company's significant operating locations.</p> <p>Tier: Foundation</p>	<i>This answer is public.</i>				
		Significant operating location	Number of incidents of ill health or work-related injuries for non-employee direct operations workers (excluding fatalities)	Change in the number of incidents since the last reporting period	Rate (%)	How rate is calculated (e.g. based on either 200,000 or 1,000,000 hours worked) [not scored]

Code	Question	Our Disclosure					
		Row 1	B&Q	105	-85	-45	Decrease of 85 incidents year on year
		Row 2	Brico Dépôt France	2	-6	-75	Decrease of 6 incidents year on year
		Row 3	Brico Dépôt Iberia	4	4	400	Increase of 4 incidents year on year
		Row 4	Brico Dépôt Romania	0	-1	-100	Decrease of 1 incident year on year
		Row 5	Castorama France	20	5	33	Increase of 5 incidents year on year
		Row 6	Castorama Poland	2	0	0	No change in incident numbers year on year
		Row 7	Screwfix	14	-8	-36	Decrease of 8 incidents year on year
		Row 8	Screwfix France	0	0	0	No change in incident numbers year on year
8.6	Provide the total number and/or rate of fatalities	<i>This answer is public.</i>					

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Code	Question	Our Disclosure																																																													
	<p>as a result of work-related injury, as well as the change in the number of incidents since the last reporting period, for non-employee direct operations workers for each of the company's significant operating locations.</p> <p>Tier: Foundation</p>	<table border="1"> <thead> <tr> <th data-bbox="949 320 1128 596">Significant operating location</th> <th data-bbox="1128 320 1308 596">Number of fatalities as a result of work-related injury for non-employee direct operations workers</th> <th data-bbox="1308 320 1487 596">Change in the number of incidents since the last reporting period</th> <th data-bbox="1487 320 1666 596">Rate (%)</th> <th colspan="3" data-bbox="1666 320 2033 596">How rate is calculated (e.g. based on either 200,000 or 1,000,000 hours worked) [not scored]</th> </tr> </thead> <tbody> <tr> <td data-bbox="949 596 1128 692">Row 1</td> <td data-bbox="1128 596 1308 692">B&Q</td> <td data-bbox="1308 596 1487 692">0</td> <td data-bbox="1487 596 1666 692">0</td> <td data-bbox="1666 596 1845 692">0</td> <td data-bbox="1845 596 2033 692"></td> <td data-bbox="1845 596 2033 692">There is no YOY change.</td> </tr> <tr> <td data-bbox="949 692 1128 788">Row 2</td> <td data-bbox="1128 692 1308 788">Brico Dépôt France</td> <td data-bbox="1308 692 1487 788">0</td> <td data-bbox="1487 692 1666 788">0</td> <td data-bbox="1666 692 1845 788">0</td> <td data-bbox="1845 692 2033 788"></td> <td data-bbox="1845 692 2033 788">There is no YOY change.</td> </tr> <tr> <td data-bbox="949 788 1128 884">Row 3</td> <td data-bbox="1128 788 1308 884">Brico Dépôt Iberia</td> <td data-bbox="1308 788 1487 884">0</td> <td data-bbox="1487 788 1666 884">0</td> <td data-bbox="1666 788 1845 884">0</td> <td data-bbox="1845 788 2033 884"></td> <td data-bbox="1845 788 2033 884">There is no YOY change.</td> </tr> <tr> <td data-bbox="949 884 1128 979">Row 4</td> <td data-bbox="1128 884 1308 979">Brico Dépôt Romania</td> <td data-bbox="1308 884 1487 979">0</td> <td data-bbox="1487 884 1666 979">0</td> <td data-bbox="1666 884 1845 979">0</td> <td data-bbox="1845 884 2033 979"></td> <td data-bbox="1845 884 2033 979">There is no YOY change.</td> </tr> <tr> <td data-bbox="949 979 1128 1075">Row 5</td> <td data-bbox="1128 979 1308 1075">Castorama France</td> <td data-bbox="1308 979 1487 1075">0</td> <td data-bbox="1487 979 1666 1075">0</td> <td data-bbox="1666 979 1845 1075">0</td> <td data-bbox="1845 979 2033 1075"></td> <td data-bbox="1845 979 2033 1075">There is no YOY change.</td> </tr> <tr> <td data-bbox="949 1075 1128 1262">Row 6</td> <td data-bbox="1128 1075 1308 1262">Castorama Poland</td> <td data-bbox="1308 1075 1487 1262">0</td> <td data-bbox="1487 1075 1666 1262">-1</td> <td data-bbox="1666 1075 1845 1262">-100</td> <td data-bbox="1845 1075 2033 1262"></td> <td data-bbox="1845 1075 2033 1262">Decrease of 1 incident year on year. No fatalities this year</td> </tr> <tr> <td data-bbox="949 1262 1128 1358">Row 7</td> <td data-bbox="1128 1262 1308 1358">Screwfix</td> <td data-bbox="1308 1262 1487 1358">0</td> <td data-bbox="1487 1262 1666 1358">0</td> <td data-bbox="1666 1262 1845 1358">0</td> <td data-bbox="1845 1262 2033 1358"></td> <td data-bbox="1845 1262 2033 1358">There is no YOY change.</td> </tr> </tbody> </table>						Significant operating location	Number of fatalities as a result of work-related injury for non-employee direct operations workers	Change in the number of incidents since the last reporting period	Rate (%)	How rate is calculated (e.g. based on either 200,000 or 1,000,000 hours worked) [not scored]			Row 1	B&Q	0	0	0		There is no YOY change.	Row 2	Brico Dépôt France	0	0	0		There is no YOY change.	Row 3	Brico Dépôt Iberia	0	0	0		There is no YOY change.	Row 4	Brico Dépôt Romania	0	0	0		There is no YOY change.	Row 5	Castorama France	0	0	0		There is no YOY change.	Row 6	Castorama Poland	0	-1	-100		Decrease of 1 incident year on year. No fatalities this year	Row 7	Screwfix	0	0	0		There is no YOY change.
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Code	Question	Our Disclosure						
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Row 8	Screwfix France	0	0	0	There is no YOY change.			
8.7	Scope of disclosure (relates to Q8.5-8.6)	<p><i>This answer is public.</i></p> <p>> Contractors (e.g. independent, self-employed)</p>						
8.A	Notes on Occupational health and safety Scoring Rule: Not scored	<p><i>This answer is public.</i></p> <p>More information about our work on occupational health and safety can be found on Kingfisher's Responsible Business Report 2024/25.</p>						

Mental health risks and safeguarding

Code	Question	Our Disclosure
8.8	Does the company monitor and report on employee mental health and well-being, such as sick days due to mental health? Tier: Foundation	<p><i>This answer is public.</i></p> <p>> No</p> <p><i>Question:</i> If no, state why not and any plans to do so in the future.</p> <p><i>Answer:</i> <i>This answer is public.</i></p> <p>No formal reporting of sick days due to mental health. In Group Functions, we are currently reviewing our processes to ensure we can achieve better insight from our absence data on mental health. Banners will monitor their own overall absence rates locally.</p> <p>In the UK we monitor usage of our EAP provider services through monthly reports and via our PMI (Private medical insurer) providers Quarterly reports. In our colleague engagement survey, we have a well-being related question which looks at feedback on whether 'Kingfisher [or banner] really cares about my wellbeing.' At the group level the scores are up YoY 46eNPS (up 3) or 8.3 Average Score.</p>

Code	Question	Our Disclosure
		<p>This maintains our position in the top 10% of global retail employers based on the Workday Peakon benchmark.</p>
8.9	<p>Does the company integrate mental health safeguarding into job design and workplace conditions? Tier: Comprehensive</p>	<p><i>This answer is public.</i></p> <p>> Yes</p> <p><i>Question:</i> If yes, provide more details (see guidance for what details to include).</p> <p><i>Answer:</i> <i>This answer is public.</i></p> <p>We want our line managers to be champions for good mental health. We continue to roll out training to help them to identify colleagues experiencing mental health issues and to help them access the right support. We also offer a range of webinars and initiatives across our markets to encourage colleagues to look after their own wellbeing.</p> <p>Our colleagues can access online wellness resources, as well as local Employee Assistance Provider across the UK, France, Iberia and Turkey. In Poland GBS Kraków, we provide private medical care (LuxMed) and wellbeing programme for our colleagues. We expanded on the success of B&Q head office's Wellness Warriors and trained 14 Wellness Warriors across Group Functions UK offices. In Screwfix UK, we have externally-trained Wellness Champions within our Head Office and Call Centre environments to provide more immediate support and sign posting to colleagues in need.</p> <p>We continue to expand our affinity networks to provide a safe space to share experiences and ideas, and a forum for collaboration to create a more inclusive business. We launched our neurodiversity affinity network in Group Functions and our black network in Screwfix.</p> <p>Our H&S risk assessment process includes the identification and assessment of the physical and psychological risk to employees, for the purpose of designing the work that they do. For example, the criteria for the use of rider operated lift trucks includes review of how an employee's physical and psychological fitness might pose a threat to their safety or others.</p>
8.10	<p>Identify the company's operating locations, business lines and workforce demographics where physical and/or mental health and safety risks and injuries are reported to be higher, and any processes in place to address problem areas.</p>	<p><i>This answer is public.</i></p> <p>We have taken a risk management approach to design our H&S management system and focus areas. We are aware that our store colleagues are at risk of violence, which includes both physical assaults and verbal abuse from external parties. Such incidents can negatively impact our colleague's mental health, and we do not expect our colleagues to accept that abuse as 'part of the job'. We</p>

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Code	Question	Our Disclosure
	Tier: Foundation	<p>incorporate the necessary security measures into our store design, and in certain stores, trained security personnel are on duty, to closely monitoring for potential threats to our colleagues and customers. We have a programme of store audits against our mandatory minimum H&S standards, which will cover both the risk assessment and control measures, to manage and control violence to our colleagues.</p> <p>Product transportation has a significant impact on the welfare of our colleagues through risks from manual handling). We commit to only using high quality solutions to transport products from all of our suppliers, using the safest methods. We train our colleagues to the highest safety standards and continually assess their training needs. Stores are designed to ensure safety risks to colleagues and customers are minimised. We engage staff to work with us to protect our vulnerable colleagues, together creating a safe culture in our stores.</p> <p>Market data shows mental health issues can disproportionately affect minority groups. We have successfully introduced several affinity networks which provide a safe space to share experiences and ideas, and a forum for collaboration to create a more inclusive business.</p>
8.B	Notes on Mental health risks and safeguarding Scoring Rule: Not scored	<p><i>This answer is public.</i></p> <p>For questions 8.9 and 8.9a: We currently provide a partial response to this question. We have an ambition to extend these practices more broadly.</p>

Worker wellbeing

Code	Question	Our Disclosure
8.11	Does the company offer a health and/or well-being programme? Tier: Intermediate Scoring Rule: Not scored	<p>> Yes</p> <p><i>Question:</i></p> <p>If yes, provide an example of how the company has improved workers' well-being and how the company can evidence this.</p> <p><i>Answer:</i></p> <p>As a responsible employer, we recognise the importance of supporting and keeping our colleagues safe. We are working to create more openness and dialogue around wellbeing and mental health.</p>

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Code	Question	Our Disclosure
		<p>Our Wellness Warriors – volunteers who support colleagues facing wellbeing challenges by listening, sharing resources, and offering guidance - participate in regular roundtables to share experiences and insights.</p> <p>We launched a partnership with disability job platform Evenbreak in the UK, France and Poland Group functions. The global disability job platform is run by and for people with lived experience of disability. We shared this to mark International Day of People with Disabilities.</p> <p>Our Neurodiversity Network continued to go from strength to strength, including running a session supporting parents of neurodivergent children navigating the education system.</p> <p>In Iberia, colleagues at Brico Dépôt have access to a health and emotional support helpline, wellbeing workshops and co-funded physiotherapy sessions.</p>
8.12 (CI.21)	<p>What measures does the company have in place to ensure that workers who are unwell take sick leave, and other necessary leave, and are protected economically if they need to do so?</p> <p>Tier: Foundation</p>	<p>We're committed to fostering a positive approach to the health and wellbeing of our colleagues, whether they're temporary, permanent, part-time, or full-time. We have a range of provisions and processes that are aligned to the needs of our colleagues in each market in which we operate. All provisions and processes are underpinned by a holistic approach that encourages wellness above presenteeism. We provide support and training to line managers on how to look after their own and their team's wellbeing. Line and store managers are encouraged to develop trusted relationships with the colleagues they manage, so that those who need support feel comfortable in asking for it. Our provisions typically include company enhanced paid sickness, compassionate, bereavement leave. We also work closely with third-party Occupational Health advisors and Employee Assistance Programmes to ensure that our employees and people managers are educated and well-informed about physical and mental health matters.</p>
8.13 (CI.22)	<p>Which workers are covered? Select all that apply from the drop-down list.</p> <p>Tier: Foundation</p>	<p>> Indefinite/Permanent employees</p> <p>> Fixed-term/temporary employees</p>
8.C	<p>Notes on Worker wellbeing</p> <p>Scoring Rule: Not scored</p>	<p><i>This answer is public.</i></p> <p>More information about our work on employee wellbeing can be found on Kingfisher's Responsible Business Report 2024/25.</p>

Work-life balance

Code	Question	Our Disclosure
8.14	<p>Does the company enable workers to work flexibly?</p> <p>Tier: Intermediate</p> <p>Scoring Rule: Not scored</p>	<p><i>This answer is public.</i></p> <p>> Yes</p> <p><i>Question:</i></p> <p>If yes, describe the initiatives the company has in place to enable workers to work flexibly. Include details on which workers these initiatives apply to and levels of uptake.</p> <p><i>Answer:</i></p> <p><i>This answer is public.</i></p> <p>Hybrid working arrangements are available to our colleagues. Options depend on local legislation and working practises.</p> <p>Several banners have policies in place and accept requests for flexible working from colleagues which consider requests including part-time working, job sharing and different start and finish times. Our website states: "We can offer freedom with how you split your working week, so you can have the flexibility you need in your life." and "We are open to flexible and agile working, both of hours and location".</p> <p>Our Group Functions Flexible Working policy, states there is no limit to the number of times that a colleague can request flexible working, recognising that their circumstances may change. The changes a colleague may decide to request can either be short-term (minimum 3-months) or on a more permanent basis. This was implemented ahead of UK legislation changes and where possible we have gone above legislative requirements.</p>
8.D	<p>Notes on Work-life balance</p> <p>Tier: Not scored</p>	<p><i>This answer is public.</i></p> <p>N/A</p>

9: Worker voice and representation

Freedom of association and collective bargaining

Code	Question	Our Disclosure						
9.1	<p>Describe the company's process for consulting with workers, their representative bodies and trade unions, as applicable, and other steps to secure workers' rights to freedom of association and collective bargaining.</p> <p>Tier: Foundation</p>	<p>We continue to work on creating a culture that's agile, inclusive, and led by trust, and are encouraged by the feedback we receive. We assess our progress on colleague engagement against the key metrics of our culture through both formal and informal mechanisms, including regular colleague surveys, the Kingfisher Colleague Forum (KCF) and works councils, colleague networks, social channels and regular town hall meetings.</p> <p>Over 64,000 colleagues responded to our latest colleague engagement survey. That represents 86% of our workforce and outperforms participation benchmarks for the retail industry. Colleagues shared 256,000 comments, which suggests that they feel comfortable and confident expressing their feedback and ideas. All banners invite colleagues to have their say via a survey a minimum of twice a year to ensure that, along with broadening their listening strategies, we remain informed and responsive to colleague feedback.</p> <p>Our KCF, chaired by the Group CPO, brings together elected colleague representatives from each market. The Forum meets twice a year to discuss topics aligning to our strategic priorities for example; artificial intelligence, inclusion & diversity and organisational change.</p> <p>The approach taken by our banners in respect to freedom of association and collective bargaining is tailored according to the local context. Some banner markets will have specific procedures and local laws that they must follow, while others have voluntary policies on these topics. Kingfisher respects and won't discriminate against colleagues based on their membership of a trade union.</p>						
9.2 (CI.23)	<p>Provide the percentage (%) of employees covered by collective bargaining agreements for all locations in the direct operations</p> <p>Tier: Foundation</p>	48						
9.3 (CI.24)	<p>Scope of disclosure (relates to Q9.2)</p> <p>Scoring Rule: Not scored</p>	> All direct operations workforce						
9.4	<p>Provide the percentage (%) of employees covered by collective bargaining agreements by each of the company's significant operating locations.</p> <p>Tier: Intermediate</p>	<p><i>This answer is public.</i></p> <table border="1"> <thead> <tr> <th>Significant operating location</th> <th colspan="2">Percentage (%) of employees in each location covered by collective bargaining agreements</th> </tr> </thead> <tbody> <tr> <td>Row 1</td> <td>B&Q</td> <td>0</td> </tr> </tbody> </table>	Significant operating location	Percentage (%) of employees in each location covered by collective bargaining agreements		Row 1	B&Q	0
Significant operating location	Percentage (%) of employees in each location covered by collective bargaining agreements							
Row 1	B&Q	0						

Code	Question	Our Disclosure		
		Row 2	Brico Dépôt France	100
		Row 3	Brico Dépôt Iberia	100
		Row 4	Brico Dépôt Romania	0
		Row 5	Castorama France	100
		Row 6	Castorama Poland	96
		Row 7	Group Functions	15
		Row 8	Screwfix	0
		Row 9	Screwfix France	48
9.5	<p>How does the company secure the rights of non-employee direct operations workers to collective bargaining?</p> <p>Tier: Foundation</p>	<p><i>This answer is public.</i></p> <p>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.</p> <p>In addition, our Supply Chain Workplace Standards set out minimum standards on labour practices and environment that our suppliers must abide by. These reflect the requirements of the Ethical Trading Initiative (ETI) Base Code and International Labour Organisation (ILO) fundamental Conventions on worker rights.</p> <p>Our Supply Chain Workplace Standards outline:</p> <ul style="list-style-type: none"> • Workers, without distinction, have the right to join or form trade unions of their own choosing and to bargain collectively. 		

Code	Question	Our Disclosure
		<ul style="list-style-type: none"> • The employer adopts an open attitude towards the activities of trade unions and their organisational activities. • Workers' representatives are not discriminated against and have access to carry out their representative functions in the workplace. • Where the right to freedom of association and collective bargaining is restricted under law, the employer facilitates, and does not hinder, the development of parallel means for independent and free association and collective bargaining.
9.6	<p>Has the company identified any risks or restrictions to employees' right to freedom of association or collective bargaining in any of its direct operations?</p> <p>Tier: Intermediate</p>	<p><i>This answer is public.</i></p> <p>> Yes</p> <p><i>Question:</i></p> <p>If yes, identify the main risks or restrictions and provide an example of action taken to address them, including through engagement with workers, trade unions and/or worker representative bodies, as applicable.</p> <p><i>Answer:</i></p> <p><i>This answer is public.</i></p> <p>We have previously carried out a detailed risk and gap assessment to ensure we understand where the identified salient risks are most likely to appear within our supply chain and business. We have identified 10 salient human rights issues across our business and supply chains, as defined by the UN Guiding Principles Reporting Framework. Among these salient human rights issues is freedom of association / collective bargaining. Check out our Modern Slavery Statement 2024/25 for more information.</p> <p>Kingfisher strives to be an inclusive employer, where every individual can fulfil their potential, be themselves and is given the opportunity to share their ideas. We have a number of colleague forums across the Group, which consist of groups of elected colleagues from all parts of the business to represent the views of our colleagues, providing invaluable feedback, advice and ideas to our leadership teams. At Group level, our Kingfisher Colleague Forum (KCF) meets every six months and includes representatives from all banners of the Group and is attended by plc Board and Group Executive members.</p> <p>The approach taken by our banners in respect to freedom of association and collective bargaining is tailored according to the local context. Some banner markets will have specific procedures and local laws that they must follow, while others have voluntary policies on these topics. Kingfisher respects and won't discriminate against colleagues based on their membership of a trade union.</p>

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Code	Question	Our Disclosure
9.A	Notes on Freedom of association and collective bargaining Scoring Rule: Not scored	<i>This answer is public.</i> Check out our Modern Slavery Statement 2024/25 for more information.

Worker voice

Code	Question	Our Disclosure
9.7	Describe the mechanism(s) for enabling workers' participation in corporate decision making, such as worker representation on the Board, having a Non-Executive Director with responsibility for employee engagement, town hall meetings etc. Tier: Foundation	<p><i>This answer is public.</i></p> <p>We engage with colleagues through internal channels and social communication tools, surveys, virtual town halls and Q&As. Our Kingfisher Colleague Forum (KCF), chaired by the Group CPO, brings together elected colleague representatives from each market. The forum meets twice a year to discuss topics aligning to our strategic priorities for example; AI, inclusion & diversity and organisational change.</p> <p>Over 64,000 colleagues responded to our latest colleague engagement survey in 2024/25. That represents 86% of our workforce and outperforms participation benchmarks for the retail industry. Colleagues shared 256,000 comments, showing that they feel comfortable and confident expressing their feedback.</p> <p>Colleague engagement is up again this year at 8.6/10, 0.8 above the retail median, our Employee Net Promoter Score (eNPS) of 59 is also significantly ahead of the global retail benchmark, placing us in the top 5% of retailers. We saw improvement in both our turnover rate and the time it takes to hire new colleagues in the last year.</p> <p>Our Inclusion Score, based on the question 'I feel a sense of belonging at Kingfisher', is 56 eNPS, placing us in the top 5% of Workday Peakon's All Industry benchmark.</p> <p>All banners invite colleagues to have their say via a survey a minimum of twice a year to ensure that, along with broadening their listening strategies, we remain informed and responsive to colleague feedback.</p> <p>Each part of the business has an action plan to address any lower scoring areas from the survey, and these are reviewed by our Group Executive and Board.</p>
9.8	How does the company obtain worker feedback?	Over 64,000 colleagues responded to our latest colleague engagement survey in 2024/25. That

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Code	Question	Our Disclosure
	<p>Provide the percentage (%) of employees who participated in the company's most recent engagement survey or equivalent and the level of satisfaction indicated.</p> <p>Tier: Foundation</p>	<p>represents 86% of our workforce and outperforms participation benchmarks for the retail industry. Colleagues shared 256,000 comments, which suggests that they feel comfortable and confident expressing their feedback and ideas. Our Employee Net Promoter Score (eNPS) of 59 is also significantly ahead of the global retail benchmark, placing us in the top 5% of retailers.</p>
9.9 (Cl.25)	<p>Provide one example of how workers have influenced decision making on an issue of substance in the reporting period.</p> <p>Tier: Comprehensive</p>	<p><i>This answer is public.</i></p> <p>We continue to assess our progress on our culture against both formal and informal key metrics, including through regular colleague surveys using the Workday Peakon platform, the Kingfisher Colleague Forum (KCF) and works councils, colleague networks, social channels and regular Town Hall meetings. We have introduced additional new Q&A sessions to our Town Halls, to provide a more comprehensive opportunity for engagement and partnership with our colleagues.</p> <p>Throughout 2024/25, our Senior Independent Director, Catherine Bradley, continued to represent the Board at the KCF, along with the CEO and Chief People Officer, with representation from all banners and Group Functions. Our colleague forums are a strong source of dialogue between colleagues and senior leadership, with the KCF influencing decisions such as how best to engage employees in refreshed whistleblowing policies and how to best land our allyship ambitions across our culturally diverse markets.</p> <p>Our colleague networks have flourished this year, not only in creating safe spaces for colleagues, but also creating positive change across the business. Outside of the UK, we've seen our participation in colleague networks increase, with a number of colleagues from our newly formed allyship network – Inclusion and Diversity Ambassadors – based in France, and our LGBTQ+ subgroup in France. At Screwfix, building on the launch of its Black Employee Networking Community, the RCE network (Race, Culture and Ethnicity) and Gender Network launched this year.</p>
9.B	<p>Notes on Worker voice</p> <p>Scoring Rule: Not scored</p>	<p><i>This answer is public.</i></p> <p>Check out our Responsible Business Report 2024/25 for more information on our work on colleague engagement.</p>

10: Grievance mechanisms

Grievance mechanisms

Code	Question	Our Disclosure
10.1	<p>Provide details of the channel(s)/mechanism(s) through which workers can raise complaints or concerns, including how these operate and how workers were consulted on the design of the mechanism(s).</p> <p>Tier: Foundation</p>	<p>Employees are encouraged to report and voice genuine and serious concerns about actual or alleged misconduct and wrongdoing. We treat these concerns confidentially. There are a number of ways colleagues can report a concern:</p> <ul style="list-style-type: none"> • By speaking to their manager, to the HR team, or to the Legal and Compliance team. • Anybody can seek guidance or report a concern to the Kingfisher Head of Compliance, via codeofconduct@kingfisher.com. • Using Kingfisher’s third-party hosted SpeakUp line, via telephone or our web-based facility. <p>Details of this process are communicated at local level and are set out on visible posters in our workplaces. (Code of Conduct)</p> <p>SpeakUp is a service operated by the Group’s external whistleblowing service provider, NAVEX Global. They provide a free, confidential, and secure facility for individuals to report concerns online, or to trained operators by telephone, or to leave a message via an automated messaging system in the caller’s own language. Information regarding access to SpeakUp is available to all individuals at all Kingfisher locations.</p> <p>In 2024, we received 602 reports via our SpeakUp hotline (prior reporting period: 592), 45% related to Discrimination and Harassment (268 cases). Other categories include grievances, working conditions, health and safety, policy compliance, fraud, data protection and conflict of interest.</p>
10.2	<p>Which workers can access the channel(s)/mechanism(s) identified in Q10.1? Select all that apply from the drop-down list.</p> <p>Tier: Intermediate</p>	<p><i>This answer is public.</i></p> <ul style="list-style-type: none"> > Employees > Non-employee direct operations workers > Value chain workers > Other
10.2a	<p>For every group of workers covered, provide more details (see guidance for what details to include).</p> <p>Tier: Intermediate</p>	<p><i>This answer is public.</i></p> <p>The following applies to all workers selected in question 10.2:</p> <ul style="list-style-type: none"> • The channel is accessible to workers including permanent, contractors, franchisee workers.

Code	Question	Our Disclosure
		<ul style="list-style-type: none"> • Workers can access the channels through Kingfisher's independent SpeakUp channel, via telephone (except in Vietnam) or our web-based facility (http://kingfisher.ethicspoint.com/). The Compliance Team monitors the reports daily. • The SpeakUp channel is offered in 10 languages: English, Spanish, French, Polish, Portuguese, Romanian, Turkish, Vietnamese, Chinese and Chinese Simplified. • Information received through Kingfisher's whistleblowing channels will be treated confidentially. The identity of an individual raising a concern and the information provided will be shared on a "need-to-know" basis with those responsible for investigating or resolving the concern, and the identity of the person targeted by the concern shared only once the validity of the concern has been established. Any deliberate breach of confidentiality as part of the Kingfisher whistleblowing process could give rise to disciplinary sanctions. The only exception is if the information must be disclosed due to legal requirements. If legal authorities so require, Kingfisher may share the identity of both the whistleblower, and the person targeted by the concern without consent. Furthermore, no individual will be subject to retaliation for any report of suspected misconduct that is made in good faith, even if it later turns out to be mistaken or incorrect. • Navex is the service provider and helps us with the SpeakUp process. <p>In 2024 a SpeakUp awareness campaign was launched to increase awareness and promote a culture of openness and transparency.</p>
10.2b	<p>For any group of workers not covered, state why not and any plans to give access in the future.</p> <p>Tier: Intermediate</p>	<p><i>This answer is public.</i></p> <p>The SpeakUp channel is available to all Kingfisher Colleagues and third-parties (including contractors, vendors, members of the public) and sets out the key processes for any individual to report perceived improper, unethical, illegal or inappropriate conduct of Kingfisher Colleagues and Third Parties in a confidential manner without fear of harassment, retaliation, intimidation, victimisation or reprisal.</p>
10.3	<p>Does the company assess the effectiveness of its grievance mechanism(s) against the criteria in Principle 31 of the UN Guiding Principles on Business and Human Rights (that is, whether the mechanism(s) is legitimate, accessible, predictable, equitable, transparent, and compatible with human rights)?</p> <p>Tier: Foundation</p>	<p><i>This answer is public.</i></p> <p>> Yes</p> <p><i>Question:</i></p> <p>If yes, provide more details (see guidance for what details to include).</p> <p><i>Answer:</i></p> <p><i>This answer is public.</i></p> <p>We make it easy for anyone to report to us any concerns about human rights, including provision of a confidential whistleblowing service for colleagues and third parties.</p>

Code	Question	Our Disclosure									
		<p>We take swift action to address any concerns raised about human rights including:</p> <ul style="list-style-type: none"> • Fully investigating any alleged breaches of human rights. • Promote access to remedy for any victims of human rights abuses connected to our operations. <p>We require suppliers to maintain a means by which workers can openly communicate and share grievances with management, without fear of reprisal, intimidation or harassment. This requirement is included in our Code of Conduct, Supply Chain Workplace Standards and our ethical audits check that suppliers have grievance mechanisms in place. Actionable reports are assigned in accordance with our standard processes for investigation.</p> <p>Once the investigation has been completed, if needed, the investigator will complete an investigation report. The report should provide a summary of the concern, steps taken to investigate, important witness accounts and a documented account of whether any or all the concerns raised were substantiated or not. The report should also contain details of any mitigating actions or remediation work that needs to be completed to prevent the same concerns from occurring again or indeed to ensure continuous process improvements are in place across the country company.</p>									
10.4 (CI.26)	<p>Provide the number of grievances relating to human rights and/or workers' rights reported and resolved in the reporting period in the company's direct operations and in the company's value chain.</p> <p>Tier: Intermediate</p>	<p><i>This answer is public.</i></p> <table border="1" data-bbox="947 842 2029 1010"> <thead> <tr> <th data-bbox="947 842 1308 898">Area of operations</th> <th data-bbox="1308 842 1671 898">Number of grievances reported</th> <th data-bbox="1671 842 2029 898">Number of grievances resolved</th> </tr> </thead> <tbody> <tr> <td data-bbox="947 898 1308 954">Direct operations</td> <td data-bbox="1308 898 1671 954">304</td> <td data-bbox="1671 898 2029 954">296</td> </tr> <tr> <td data-bbox="947 954 1308 1010">Value chain</td> <td data-bbox="1308 954 1671 1010">2</td> <td data-bbox="1671 954 2029 1010">1</td> </tr> </tbody> </table>	Area of operations	Number of grievances reported	Number of grievances resolved	Direct operations	304	296	Value chain	2	1
Area of operations	Number of grievances reported	Number of grievances resolved									
Direct operations	304	296									
Value chain	2	1									
10.5	<p>Provide an example of how the company has provided or contributed to providing a remedy for a human rights/workers' rights grievance raised in the reporting period, including by consulting with impacted workers and any lessons learned.</p> <p>Tier: Intermediate</p>	<p><i>This answer is public.</i></p> <p>We treat all reported concerns seriously and we have mechanisms in place to ensure that concerns are properly evaluated. In the reporting period, action taken to resolve grievances included policy/process review, training, dismissal, and disciplinary action.</p> <p>As an example, a reporter identified risks to health and safety connected to the sufficiency of the plan for vehicle movement at a store location. The company reviewed historical vehicle movements and observed live loading and unloading procedures. Employees working in the team were consulted to identify their concerns and to understand risks they observed. Observations and learnings were reviewed with the regional manager and regional people manager, resulting in amendments to the vehicle movement plan to ensure the safety of employees and third parties. The findings and resulting changes to the vehicle movement plan were reviewed with the entire team to inform and ensure the</p>									

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Code	Question	Our Disclosure
		team supported the changes.
10.6	<p>What policies and procedures does the company have to protect workers from retaliation and reprisal for speaking up or lodging a grievance relating to their rights as workers and working conditions?</p> <p>Tier: Foundation</p>	<p><i>This answer is public.</i></p> <p>Our Code of Conduct and our Whistleblowing Policy are designed to foster an environment where people feel confident, they can 'speak up' and where they know that it is the right thing to do. Without that, suspected illegal or unethical conduct may go unchecked. For that reason, any actionable, good faith, reported concern will be investigated, always respecting confidentiality. Retaliation or harassment for raising a concern is not tolerated and is specifically prohibited. (Kingfisher Code of Conduct)</p> <p>Anybody can seek guidance or report a concern to the Kingfisher Head of Compliance via email. Colleagues and third parties can use Kingfisher's independent speak up line, via telephone or our web-based facility (https://kingfisher.ethicspoint.com/) where they can raise concerns. Concerns are always treated as confidential, and colleagues can choose to remain anonymous by contacting via telephone or internet. (Kingfisher Code of Conduct, page 10)</p> <p>The information provided by the reporter will be appropriately protected both by the Group and where applicable, the independent whistleblowing service provider, against unlawful destruction, alteration, access or disclosure. Should an individual believe that they are being subjected to detriment as a result of raising a concern, they should escalate this to the Group Head of Compliance, the Group Director of Audit and Risk, or the Chief People Officer, either directly or through the SpeakUp service.</p>
10.A	<p>Notes on Grievance mechanisms</p> <p>Scoring Rule: Not scored</p>	<p><i>This answer is public.</i></p> <p>The data used to answer question 10.4 is from our SpeakUp channel only (Navex system). It does not capture data from reported directly to HR and raised locally. Grievances include reports under the following categories: Discrimination, Harassment & Bullying, Sexual Harassment, Modern Slavery, Human rights, Privacy & Data Protection, Health & Safety policy.</p>

11: Value chain transparency

Value chain structure and location

Code	Question	Our Disclosure
11.1	<p>Provide a description of the company's value chain and explain its role in the company's business model.</p> <p>Tier: Foundation</p>	<p>We work with over 13,800 global supply partners, who provide products and services to support our business operations and the wide range of goods and services which we sell to our customers. Our global supply chains are split into two main areas of focus: Goods & Services For Resale (GFR) and Goods & Services Not For Resale (GNFR).</p> <p>Under GFR:</p> <ul style="list-style-type: none"> • Own Exclusive Brand (OEB) products: Our own branded products, many of which we design and develop ourselves. These are sourced by Group Offer and Sourcing (O&S) and are sold across our banners and by our franchise partners. • Non-OEB products: Products sourced from suppliers by our banner teams, which don't carry any of our Group brand. These may carry a national brand or be unbranded but do not fall into the International Brand category. • International Brand: Products that carry a widely recognised brand in our markets (e.g. 3M, Bosch). These generally operate across more than one market and operate their own compliance programmes. <p>GNFR:</p> <ul style="list-style-type: none"> • Goods and services used by Kingfisher to run our business. This includes IT services and equipment, cleaning, security services and logistics. We worked with over 11,100 GNFR suppliers in 2024. <p>In addition to our two main areas of focus, we also have third-party products, services, and partnerships. This includes marketplace products and services which are sourced by independent sellers and sold by third parties such as franchise and joint venture partners or independent tradespeople. These are made available through our partners or digital platforms.</p>
11.2	<p>Provide details on the company's efforts to map its value chain, including beyond the first tier. State the percentage of the company's upstream value chain mapped to date.</p> <p>Tier: Foundation</p>	<p><i>This answer is public.</i></p> <p>By contractual agreement, immediate vendors are requested to provide details of all finished goods factories supplying Kingfisher, including their own and contracted factories.</p> <p>Kingfisher's Ethical Sourcing Vendor Guidelines states that we require suppliers/sites to use collaborative platforms (either Sedex, or Amfori BSCI or EcoVadis) to share supply chain information with us, including details of ethical risks and audits.</p> <p>As a first step in our ethical sourcing programme for goods for resale, we aim for OEB and non-OEB</p>

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Code	Question	Our Disclosure
		<p>suppliers to disclose all production sites supplying us with finished goods. Through our approach we prioritise OEB suppliers and in 2024/25, 95% of suppliers were compliant with our policy requirement of holding an active membership with one of our nominated ethical audit platforms.</p> <p>We also focused on supporting individual banners to increase the number of non-OEB vendors to declare their production sites. We ran regular working groups, and developed training and guidance to support banners in their approach. This is managed by our centralised ethical compliance teams in EMEA and the Far East.</p> <p>We continue to map the growers of our largest OEB suppliers for horticulture and have addressed all critical and high-risk findings with the growers. There has been a focus on horticultural vendors. Kingfisher trialled a new process with our largest OEB horticultural vendors in 2024, requesting a list of growers to give us visibility of their ethical compliance status. Specialist ethical audit methods GlobalGAP and MPS-SQ are accepted for horticulture products. This has been added into policy for 2025.</p>
11.3	<p>Does the company publicly disclose the results of its value chain mapping?</p> <p>Tier: Intermediate</p> <p>Scoring Rule: 1 Point (Rule 3)</p>	<p>> Yes</p> <p><i>Question:</i></p> <p>If yes, provide a link to or attach the relevant public document and state the total number of first tier suppliers.</p> <p><i>Answer:</i></p> <p>We buy goods for resale (the products we sell to our customers) from over 2,600 suppliers across 56 countries. Our ethical audit programme scope and due diligence process is focused on directly sourced products. It includes tier 1 suppliers, those with whom we have a hold the contract with, and tier 2 suppliers, who are the main production sites that manufacture the finished goods.</p> <p>We continue to work with our supplier partners to disclose their production site information, which is in alignment with our policies and our ongoing commitment to improving transparency.</p> <ul style="list-style-type: none"> •95% of OEB (Own Exclusive Brand) suppliers were compliant with our policy requirement of holding an active membership with one of our nominated ethical audit platforms Vs 92% in 2023. •79% of non-OEB were compliant with our policy requirement of holding an active membership with one of our nominated ethical audit platforms Vs 67% in 2023.
11.A	<p>Notes on Value chain structure and location</p> <p>Scoring Rule: Not scored</p>	<p><i>This answer is public.</i></p> <p>For more information, check out Kingfisher's Modern Slavery Statement 2024/25</p>

Value chain numbers

Code	Question	Our Disclosure																																	
11.4 (C1.27)	Provide the number of first tier suppliers in each of the company's top ten sourcing locations (determined by percentage of overall procurement/spend). Tier: Intermediate	<p><i>This answer is public.</i></p> <table border="1" data-bbox="945 408 2033 1212"> <thead> <tr> <th data-bbox="945 408 1308 520">Top ten sourcing locations by percentage of overall procurement/spend</th> <th colspan="2" data-bbox="1308 408 2033 520">Number of first tier supplier organisations</th> </tr> </thead> <tbody> <tr> <td data-bbox="945 520 1308 587">Row 1</td> <td data-bbox="1308 520 1671 587">United Kingdom</td> <td data-bbox="1671 520 2033 587">424</td> </tr> <tr> <td data-bbox="945 587 1308 654">Row 2</td> <td data-bbox="1308 587 1671 654">China</td> <td data-bbox="1671 587 2033 654">386</td> </tr> <tr> <td data-bbox="945 654 1308 721">Row 3</td> <td data-bbox="1308 654 1671 721">France</td> <td data-bbox="1671 654 2033 721">372</td> </tr> <tr> <td data-bbox="945 721 1308 788">Row 4</td> <td data-bbox="1308 721 1671 788">Poland</td> <td data-bbox="1671 721 2033 788">257</td> </tr> <tr> <td data-bbox="945 788 1308 855">Row 5</td> <td data-bbox="1308 788 1671 855">Spain</td> <td data-bbox="1671 788 2033 855">179</td> </tr> <tr> <td data-bbox="945 855 1308 922">Row 6</td> <td data-bbox="1308 855 1671 922">Romania</td> <td data-bbox="1671 855 2033 922">135</td> </tr> <tr> <td data-bbox="945 922 1308 989">Row 7</td> <td data-bbox="1308 922 1671 989">Italy</td> <td data-bbox="1671 922 2033 989">67</td> </tr> <tr> <td data-bbox="945 989 1308 1056">Row 8</td> <td data-bbox="1308 989 1671 1056">Germany</td> <td data-bbox="1671 989 2033 1056">57</td> </tr> <tr> <td data-bbox="945 1056 1308 1123">Row 9</td> <td data-bbox="1308 1056 1671 1123">Hong Kong</td> <td data-bbox="1671 1056 2033 1123">42</td> </tr> <tr> <td data-bbox="945 1123 1308 1212">Row 10</td> <td data-bbox="1308 1123 1671 1212">Belgium</td> <td data-bbox="1671 1123 2033 1212">35</td> </tr> </tbody> </table>	Top ten sourcing locations by percentage of overall procurement/spend	Number of first tier supplier organisations		Row 1	United Kingdom	424	Row 2	China	386	Row 3	France	372	Row 4	Poland	257	Row 5	Spain	179	Row 6	Romania	135	Row 7	Italy	67	Row 8	Germany	57	Row 9	Hong Kong	42	Row 10	Belgium	35
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11.5	Provide the estimated number of workers in the first tier of the company's upstream value chain. Companies can indicate what percentage of their upstream value chain this covers in 11.6.	<p><i>This answer is public.</i></p> <p>948158</p>																																	

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Code	Question	Our Disclosure
	Tier: Comprehensive	
11.6	Scope of disclosure (relates to Q11.5)	<i>This answer is public.</i> > ≥76% of first tier
11.7	Provide the average length of relationship the company has with its direct suppliers. Tier: Intermediate	<i>This answer is public.</i> We have updated our vendor database and systems. The average length of relationship with OEB suppliers based on the new database is over 5 years. We are working with some suppliers for a longer time period. The response we can provide is purely based on data from our new system.
11.8	Does the company collect data on the gender composition of its value chain workforce? Tier: Comprehensive Scoring Rule: 1 Point (Rule 3)	<i>This answer is public.</i> > Yes <i>Question:</i> If yes, provide evidence. <i>Answer:</i> <i>This answer is public.</i> Number of people within tier 2 based upon Sedex audit data only. Over 900,000 people working at our declared production sites: •379,013 or 40% of workers are female. •569,115 or 60% of workers are male. The above information is based on active production sites linked to Kingfisher on Sedex with vendors who had active PO's from 1st January to 31st December 2025.
11.B	Notes on Value chain numbers Scoring Rule: Not scored	<i>This answer is public.</i> For Question 11.4 - This is based on the data we have on the data we have regarding the number of suppliers registered on the Sedex platform. The total number of suppliers is likely to be higher. Figures are not determined by overall procurement/spend. For Question 11.5, 11.8 and 11.8a – Numbers are based on the number of people within tier 2 based

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Code	Question	Our Disclosure
		upon Sedex audit data only.

High risk value chain areas

Code	Question	Our Disclosure
11.9	<p>Provide details on any specific products, services and raw materials, wherever these feature in the value chain, identified to be of particular risk of forced labour, modern slavery and human trafficking.</p> <p>Tier: Intermediate</p>	<p><i>This answer is public.</i></p> <p>We have undertaken human rights saliency assessment, as well as assessing risks among materials suppliers. Kingfisher's risk assessment for GFR suppliers takes into account country risk and sector risk of the site producing finished goods. We currently assess country risk and sector risk using data from Maplecroft (External resource), Sedex, and Amfori BSCI and our industry experience. We also retain the right to audit any supplier if we consider they are high risk for other operational reasons. Product types identified as high risk for labour force include wood and paper, natural stone, cotton, textiles, rubber, leather. (Further details are available in the Ethical Sourcing Vendor Guidelines).</p> <p>We use wood and paper in many of our products and that's why we're committed to continuing our journey to become Forest Positive, focusing on responsible sourcing of all wood and paper, ensuring no deforestation across our supply chain, and protecting and restoring forests across the globe. In 2024/25, 97.9% of the wood and paper used in our products met our responsible purchasing criteria.</p> <p>We recognise the risk of modern slavery through the use of labour providers and other recruitment channels, so we are employing external guidance such as the Responsible Recruitment Toolkit and Elevate for recruitment fees.</p> <p>We have begun mapping our horticulture and hand tools supply chains beyond tier one, as these were identified as high risk through a human rights saliency assessment with consultancy Twenty50.</p>
11.C	<p>Notes on High risk value chain areas</p> <p>Scoring Rule: Not scored</p>	<p><i>This answer is public.</i></p> <p>For more information, please check out Kingfisher's Modern Slavery Statement 2024/25.</p>

12: Responsible sourcing

Sourcing strategy

Code	Question	Our Disclosure
12.1	<p>What measures are in place to incentivise those responsible for the company's day-to-day sourcing decisions to effectively ensure the company meets responsible sourcing and workers' rights commitments (beyond adherence to the company's Employee/Business Code of Conduct/Ethics Code etc)?</p> <p>Tier: Intermediate</p>	<p><i>This answer is public.</i></p> <p>Our Human Rights Policy outlines clear commitments to responsible/ethical sourcing including monitoring of supplier performance to manage risk. Our most senior managers (including the Group Executive) take the lead on integrating responsible business into our commercial strategy and day-to-day operations. We also provide training to help suppliers and colleagues develop their approach manage human rights and modern slavery risks including responsible sourcing.</p> <p>Responsible Business measures form part of the performance conditions of our long-term incentive plan. Sustainable Home Products (SHP) is one of the measures included in our long-term incentive plan. The following SHP attributes contribute to responsible sourcing:</p> <ul style="list-style-type: none"> •Made from alternative materials •Made from recycled materials •Made from responsibly sourced materials •Made using lower carbon manufacturing <p>We also have targets in place on responsible sourcing which we track annually. In 2024, 97.9% of wood and paper products were responsibly sourced, just under our interim target of 98%.</p>
12.2	<p>Does the company assess supplier performance against its own human rights commitments, as applicable, as part of the process for selecting new suppliers?</p> <p>Tier: Foundation</p> <p>Scoring Rule: 1 Point (Rule 3)</p>	<p><i>This answer is public.</i></p> <p>> Yes</p> <p><i>Question:</i></p> <p>If yes, what percentage of new suppliers (in the last reporting period) were assessed in this way and how is performance on workers' rights weighted or balanced against other selection criteria?</p> <p><i>Answer:</i></p> <p><i>This answer is public.</i></p> <p>For all our new suppliers, we embed the requirements of our policies, Code of Conduct and Supply</p>

Code	Question	Our Disclosure
		<p>Chain Workplace Standards into our procurement processes.</p> <p>This includes:</p> <ul style="list-style-type: none"> • Potential new suppliers are informed during the tender process of our Code of Conduct, policies and ethical audit requirements, so they can take these into account when deciding to quote to provide products or services. • Supplier contracts include clauses on compliance with our Code of Conduct and related policies. • Our Vendor Manual for all GFR suppliers summarises the key elements of our policies and ethical audit requirements. • Our Factory Handbook (available in English and Chinese) provides guidance to support the implementation of our Supply Chain Workplace Standards at the factory level. It shows how the standards should be applied, reflecting local circumstances and regulatory requirements and summarises key aspects of labour law in China. We will be updating the handbooks to provide more detailed guidance in key areas. The updated versions for India, Malaysia, Taiwan, and Vietnam will be available in 2025. • Training for our colleagues and suppliers. • Suppliers accounting for 75% of GNFR spend have been assessed. This relates to suppliers with an annual spend over £75,000. This excludes spend on real estate rates, taxes, leases, and rentals.
12.3	<p>Does the company require suppliers to respect a minimum set of labour standards of workers' rights in a supplier code of conduct, or similar?</p> <p>Tier: Foundation</p> <p>Scoring Rule: 1 Point (Rule 3)</p>	<p>> Yes</p> <p><i>Question:</i></p> <p>If yes, provide a link to or attach the relevant public document or describe the terms included in contractual arrangements.</p> <p><i>Answer:</i></p> <p>https://www.kingfisher.com/~media/Files/K/Kingfisher-Plc/Universal/documents/responsible-business/our-policies/jan-2025/Supply-Chain-Workplace-Standards-2024.pdf</p> <p>Supplier contracts require compliance with the Supply Chain Workplace Standards and ethical risk assessment and audit requirements. Our Supply Chain Workplace Standards set out minimum standards on labour practices and environmental practices that suppliers must abide by, and which we check through our ethical audits on GFR suppliers. The standards prohibit slavery and child labour and sets expectations in areas such as health and safety, working hours and wages, and freedom of association. They reflect the requirements of the Ethical Trading Initiative (ETI) Base Code and International Labour Organization (ILO) fundamental Conventions on worker rights and aligns with the audit standards set by Sedex and Amfori BSCI.</p>
12.A	<p>Notes on Sourcing strategy</p> <p>Scoring Rule: Not scored</p>	<p><i>This answer is public.</i></p>

Code	Question	Our Disclosure
		For more information, check out Kingfisher's Ethical Sourcing Vendor Guidelines.

Monitoring suppliers

Code	Question	Our Disclosure
12.4	<p>Describe the process for monitoring or auditing supplier performance against the document disclosed in Q12.3, including beyond the first tier of the upstream value chain, the standards used for the monitoring process, and whether the results are made public. State the percentage of suppliers independently audited.</p> <p>Tier: Intermediate</p>	<p><i>This answer is public.</i></p> <p>We take a risk-based approach to our ethical audit programme. This includes prioritising high-risk sites supplying OEB and non-OEB finished goods across our OEB and non-OEB supply chains to undergo an ethical audit. In 2023, 83% of high-risk production sites have completed an audit in the past two calendar years.</p> <p>Ethical audits must meet the requirements set out in our Human Rights Policy. We accept 4-Pillar Sedex Members Ethical Trade Audits and Amfori BSCI audits or those that meet equivalent standards. Further details of our audit requirements are in our Ethical Sourcing Vendor Guidelines.</p> <p>Ethical audits review factory performance and identify any instances of non-conformance with our standards relating to labour practices and human rights, health and safety, business ethics and environmental performance. As part of the audit process, the auditor will identify any non-conformances and set out corrective actions required to address these. It should be noted that the auditor also provides a recommended timescale for closing out non-conformances and this is stated in the Corrective Action Plan of the audit report. Sites should implement any corrective actions within the timeframe recommended by the auditor and to report progress to their auditor. We will work with the supplier and factory sites to address and close the audit non-conformances, prioritising the most critical issues. Once complete, the factory should verify their corrective actions and improvements with the auditor via desktop review and/or a follow-up audit.</p> <p>New GNFR suppliers with annual spend over £75,000 are required to complete an EcoVadis assessment.</p>
12.5 (Cl.28)	<p>How does the company assess whether its sourcing and/or purchasing practices allow a supplier to meet its workers' rights commitments e.g. by requesting feedback on the business relationship from suppliers etc?</p>	<p>When risk assessing sites through self-assessment questionnaire and audit review we will have joint meetings between the supplier, sourcing team and ethical compliance to discuss key issues such as extreme working hours. This allows the sourcing team to understand how their practices may impact the supplier and agree a way forward.</p>

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Code	Question	Our Disclosure
	Tier: Intermediate	
12.6	<p>Do the company's responsible sourcing policies and practices apply to third party labour providers (labour agencies, logistics, cleaning, security, etc.)?</p> <p>Tier: Foundation</p> <p>Scoring Rule: 1 Point (Rule 3)</p>	<p><i>This answer is public.</i></p> <p>> Yes</p> <p><i>Question:</i></p> <p>If yes, provide more details (see guidance for what details to include).</p> <p><i>Answer:</i></p> <p><i>This answer is public.</i></p> <p>Our policy framework sets out clear standards in relation to human rights for our business, and our suppliers and partners. We aim to review our policies each year. All policies have been approved by members of our Group Executive and apply to all suppliers. Goods not for resale are goods and services we use to operate our business, such as IT equipment, cleaning and security services and logistics.</p> <p>To monitor risks, we use:</p> <ul style="list-style-type: none"> • EcoVadis Sustainability Assessment Platform, which allows us to collect data on our GNFR suppliers, sustainability and ethical processes. • Vendor Engagement Assessment (VEA), used to conduct due diligence checks on new suppliers (with whom we have an estimated spend over £5,000 or equivalent in local currency) and existing suppliers where there have been significant changes in the terms and conditions of their engagement. • GNFR risk matrix, which we are using to inform and improve our risk approach.
12.7	<p>How does the company measure whether it is effectively incentivising supplier progress on workers rights and working conditions? State the performance incentives and KPIs used, and progress against these.</p> <p>Tier: Intermediate</p>	<p>To monitor progress against our policy, we require GFR high-risk production sites to have an ethical audit. During 2024, 3,080 production sites were identified as 'high-risk'. As part of the audit process, the auditor will identify any non-conformances and set out corrective actions to address these. Sites are required to implement any corrective actions within the timeframe recommended by the auditor and to report progress to their auditor. If a supplier engages with us to close out non-conformances in line with our audit grading matrix, they will move to a 2-year audit cycle. In 2024, 85% of high-risk production sites have completed an audit in the past two calendar years.</p> <p>We request GNFR suppliers with an annual spend greater than £75,000 complete a regular EcoVadis Sustainability Assessment. This includes a labour and human rights module. Suppliers accounting for 75% of GNFR spend over £75,000 have been assessed via EcoVadis.</p>
12.B	Notes on Monitoring suppliers	<i>This answer is public.</i>

Code	Question	Our Disclosure
	Scoring Rule: Not scored	For more information, check out Kingfisher's Modern Slavery Statement 2024/25

13: Value chain working conditions

Improving working conditions in the value chain

Code	Question	Our Disclosure
13.1	<p>What action has the company taken to build the capacity of other entities in its value chain to mitigate and manage risks to workers' rights, including in their own value chain (e.g. through training)?</p> <p>Tier: Comprehensive</p>	<p><i>This answer is public.</i></p> <p>We have an ongoing GFR supplier engagement programme and provide training to help suppliers build their knowledge and understanding of human rights issues and how to develop their approach to managing and mitigating human rights and modern slavery risks.</p> <p>The Vendor Hub we created for new suppliers received approximately 1,500 views. The Ethical Compliance section of the Hub recorded 1,391 views, with 975 unique users engaging with the Ethical Compliance chapter. Additionally, the onboarding video was viewed 113 times.</p> <p>We sponsor the Responsible Recruitment Toolkit developed by Stronger2gether (an industry collaboration) to provide free training and support to suppliers and labour providers. The toolkit provides good practice guidance based on global standards and includes a self-assessment process to help suppliers monitor and improve progress on responsible recruitment among their labour providers. Suppliers are sent an email as part of their onboarding process with a link to the Hub, which includes a film that showcases the broad benefits of being an ethical business, such as stakeholder trust, employee retention and increased productivity. In addition to the film, factsheets explain Kingfisher's ethical requirements, including our audit grading matrix, what a non-conformance is, how to resolve it, timeframes, and the collaborative support available to our suppliers and sites.</p> <p>Training examples:</p> <ul style="list-style-type: none"> We worked with Impactt/Minerva to train suppliers on issues such as health and safety, working hours, employer responsibilities and overtime.

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Code	Question	Our Disclosure
		<ul style="list-style-type: none"> We partnered with LRQA to give suppliers an introduction to responsible recruitment including relevant laws, requirements and best practices.
13.2	<p>How is the company working to ensure that value chain workers can exercise their rights to freedom of association, including the right to unionise, and collective bargaining?</p> <p>Tier: Intermediate</p>	<p><i>This answer is public.</i></p> <p>Freedom of Association is part of our Supply Chain Workplace Standards. These set out minimum standards on labour practices and environmental practices that suppliers must abide by and which we check through our ethical audits.</p> <p>The standards state that:</p> <ul style="list-style-type: none"> Workers, without distinction, have the right to join or form trade unions of their own choosing and to bargain collectively. The employer adopts an open attitude towards the activities of trade unions and their organisational activities. Workers' representatives are not discriminated against and have access to carry out their representative functions in the workplace. Where the right to freedom of association and collective bargaining is restricted under local law, the employer facilitates and does not hinder, the development of parallel means for independent and free association and collective bargaining.
13.3 (Cl.29)	<p>How does the company assess whether it is improving conditions for workers in the value chain? Describe any steps or initiatives the company is taking to improve the working conditions of value chain workers and provide evidence demonstrating the effectiveness of these measures.</p> <p>Tier: Intermediate</p>	<p><i>This answer is public.</i></p> <p>We publicly report on the number of non-compliances identified in our ethical audits in the past calendar year and closed in this calendar year. We also report on the number of instances of non-conformances raised in ethical audits under the heading 'employment is freely chosen' year on year, this has led our Far East Team to develop third party training on recruitment fees for our suppliers and factories.</p> <p>When a business-critical issue is identified, we require suppliers to act swiftly to ensure the welfare of workers. Our Responsible Sourcing team will escalate and notify the correct people, and work with the supplier and factory to address the issues identified through a remediation action plan. We agree a timescale for implementation and require third-party confirmation that the issues identified have been resolved. We use a tracker to monitor suppliers identified as having business critical non-conformances. We continue to work with and monitor sites post-incident.</p>
13.A	<p>Notes on Improving working conditions in the supply chain</p> <p>Scoring Rule: Not scored</p>	<p><i>This answer is public.</i></p> <p>For more information, check out Kingfisher's Modern Slavery Statement 2024/25 and Ethical Sourcing</p>

Code	Question	Our Disclosure
		Vendor Guidelines.

Workers' rights in the value chain

Code	Question	Our Disclosure
13.4	<p>Has the company identified any instances of forced labour, modern slavery, human trafficking or child labour in its value chain in this reporting period?</p> <p>Tier: Intermediate</p> <p>Scoring Rule: Not scored</p>	<p><i>This answer is public.</i></p> <p>> Yes</p> <p><i>Question:</i></p> <p>If yes, provide more details (see guidance for what details to include).</p> <p><i>Answer:</i></p> <p><i>This answer is public.</i></p> <p>Salient Human Rights Issue: Modern Slavery - Withholding passports</p> <p>During an ethical audit at a production site in Malaysia, it was discovered that the site management was keeping the passports of its migrant workers, who were a mixture of production workers and third-party security guards. These workers travelled from Nepal and Indonesia to work in Malaysia. Upon reviewing the audit, the Kingfisher Ethical Compliance team met with the supplier and explained the severity of the non-conformances raised in the audit and agreed a Corrective Action Plan with the site. The passports were returned to the workers, and all workers were given access to lockers to keep their personal documents in. After receiving their passports and attending a training session on safe keeping, they were asked to sign a form in their native language acknowledging they had received them. The site has now established a new monitoring process for its external security contractor to ensure the security guards have access to their passports. This was verified by a follow-up audit in December 2024.</p> <p>For more information, check out Kingfisher's Modern Slavery Statement 2024/25.</p>
13.5	<p>Is prison labour used in the company's value chain?</p> <p>Tier: Intermediate</p>	<p><i>This answer is public.</i></p> <p>> No</p>

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Code	Question	Our Disclosure
	Scoring Rule: Not scored	<p><i>Question:</i> If No, explain how the company is confident prison labour isn't used in the value chain.</p> <p><i>Answer:</i> <i>This answer is public.</i></p> <p>Our Supply Chain Workplace Standards stipulate 'there is no forced, bonded or involuntary labour, including involuntary prison labour'.</p> <p>For more information, check out Kingfisher's Supply Chain Workplace Standards.</p>
13.B	Notes on Workers' rights in the supply chain Scoring Rule: Not scored	<p><i>This answer is public.</i></p> <p>For more information, check out Kingfisher's Modern Slavery Statement 2024/25.</p>

14: Additional information

Code	Question	Our Disclosure
14.1	Notes on the survey	<p><i>This answer is public.</i></p> <p>Kingfisher plc-Responsible Business Report 2024-25.pdf</p>
14.1		For more information check out Kingfisher's Responsible Business Report 2024/25 and Modern Slavery Statement 2024/25.

15: Feedback

Code	Question	Our Disclosure
15.1a	How easy was the process of completing the WDI survey on the online platform? A scale of 1 (very difficult) to 5 (very easy). Scoring Rule: Not scored	<i>This answer is public.</i> > 3
15.1b	Please expand on your response Scoring Rule: Not scored	<i>This answer is public.</i> No further comments. Platform is easy enough to use.
15.2a	How useful was the process of completing the WDI survey for your business? A scale of 1 (not useful at all) to 5 (very useful) Scoring Rule: Not scored	<i>This answer is public.</i> > 3
15.2b	Please expand on your response Scoring Rule: Not scored	<i>This answer is public.</i> Useful to understand gaps and acts as a resource for investor meetings.
15.3	Are there any suggestions or comments you would like to make about the WDI? Scoring Rule: Not scored	<i>This answer is public.</i> No further comments.
15.4	Which Responsible Business products or services would provide the most value to you in future? Scoring Rule: Not scored	<i>This answer is public.</i> > Thought leadership content > Convenings, networking, and events > Policy briefings and updates
15.5	How interested would you be in a program of Responsible Business events(e.g. workshops, roundtables, briefings)? Scoring Rule: Not scored	<i>This answer is public.</i> > Very interested

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Code	Question	Our Disclosure
15.6	Would rapid research briefs (fast-turnaround insights on emerging issues) be a valuable addition to our initiative?	<i>This answer is public.</i> > Yes