

## **Kingfisher plc 2025 Annual General Meeting**

### **Shareholder Questions**

**Q: Will the Board commit to disclosing metrics similar as those laid out in the shareholder resolutions ShareAction has filed at other retailers. For example, details on the composition and pay of your workforce, employee turnover, and the feasibility of paying the real living wage to all employees and to discuss these metrics with investors at our upcoming meeting?**

- Thank you for your question. We are committed to taking care of colleagues and continuing to engage with ShareAction.
- We believe we are already strong and robust in our reporting and in the value of our disclosures. For example, we are also participating in a number of ratings including the Workforce Disclosure Initiative (WDI) where we currently have a disclosure score of 90% which is ahead of the average UK company score of 72%, so we are in a good place.
- We regularly review the disclosures we make, while maintaining a pragmatic approach to ensure our resources are best allocated across many requirements, and will be happy to continue to engage with you on opportunities for disclosure. In the coming period, we are looking at the disability and ethnicity pay gap and how we can disclose this in the most efficient way.

**Q: The Corporate Governance Code encourages companies to strengthen worker voice in firm strategy, such as via the appointment of a worker director to the board. Given the valuable insights and professional experience front-line staff can bring to company decision making, why has Kingfisher not adopted this mechanism? Ensuring employees are engaged in the business through a fair wage and meaningful worker voice is surely in the long-term interest of the company as it can help foster greater engagement, morale and boost productivity and turnover.**

**Will the board commit to looking into the potential for appointing a worker director to help ensure that the needs of the wider workforce are adequately represented in the future?**

- Thank you for the question and we appreciate the importance of this topic. We have decided to work with the Kingfisher Colleague Forum which is made up of representatives from all our banners, including front line colleagues. We have two long and rich meetings each year where we are able to have honest and deep conversations. I am very proud and happy with the way the Kingfisher Colleague Forum is working. The Board representative actively participates in the meeting and reports back to the Board after each meeting. I attend the meetings, and so does our Chief People Officer, therefore there is a very clear line of reporting from the forum to the Board.
- We also use an internal tool called Peakon which we use to survey our entire workforce, c. 80,000 colleagues, twice a year. We are in the top 5% for colleague engagement around the world for retail. All our banners are also in the top 5%.

- We believe these colleague engagement mechanisms are efficient and work well for us.

**Q: Would you consider making next year's AGM start time 10.30am or 11.00am?**

- Thank you for your question. The timing of these meetings is always a difficult balancing act between the needs of the executives and others who also have the business to run, and the needs of our investors. We will take this into consideration when scheduling our meeting next year.

**Q: Why have you commissioned a report in B&Q on diversity?**

- Thank you for your question. We are very proud of the diversity of our colleagues. We stand behind the reports we commission as we continue to strive to ensure we welcome everyone and take action to drive diversity and inclusion. We are happy to see the improvement of our gender diversity at every level - at manager level we are above 40% and at senior management level we are above 30% - which continues to be a priority.

**Q: The colour 'avocado' is coming back into fashion for bathrooms. Are you stocking 'avocado' bathroom suites?**

- We agree this is a fashionable colour. B&Q's bathroom range was refreshed last year, and the green colours we offer have been very successful.