

Kingfisher

# Better Homes. Better Lives. For Everyone.

Kingfisher Responsible Business Report 2025/26



# Better Homes. Better Lives. For Everyone.

**At Kingfisher, we believe a better world starts with better homes and we strive to help make that happen.**

This Report summarises the actions we've taken during financial year 1 February 2025 – 31 January 2026 and looks back on the progress made over the five years of our Responsible Business strategy.

We also publish a [Performance Data Appendix](#) which includes details of how our reporting aligns with external frameworks including the United Nations Global Compact, the United Nations Sustainable Development Goals and the Sustainability Accounting Standards Board (SASB), and [Responsible Business Databook](#).

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

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# About Kingfisher

## Who we are

Kingfisher is an international home improvement company with over 1,800<sup>1</sup> stores in eight countries across Europe.

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

## Our purpose

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

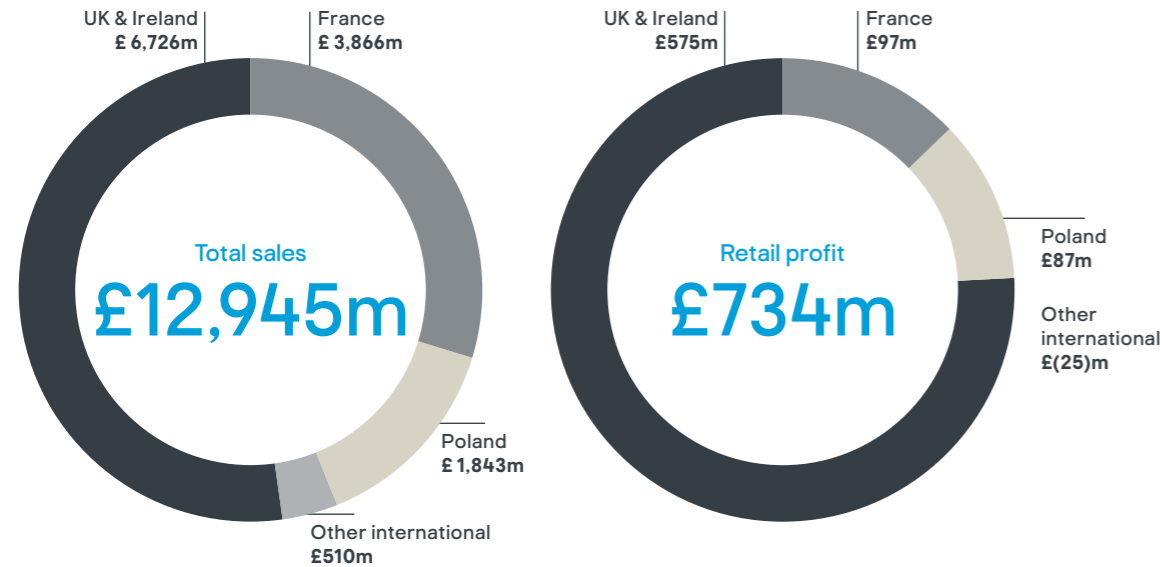
**70,000+**<sup>1,2</sup>  
colleagues

**1,800+**  
stores

**3,700+**  
suppliers across 70 countries

## Where we operate

Kingfisher operates in eight countries across Europe under retail banners including B&Q, Castorama, Brico Dépôt, Screwfix, TradePoint and Koçtaş.



All figures on this page relate to the year ended 31 January 2026.  
 1 Turkey joint venture included.  
 2 Total, not full-time equivalent.  
 3 B&Q 317, Screwfix 979.

4 Castorama 94, Brico Dépôt 127, Screwfix 35.  
 5 Our banner in Turkey, Koçtaş, is operated as a 50% joint venture. Store figure as of 31 January 2026.

# From our Chief Executive Officer

**At Kingfisher, we are committed to leading the industry in responsible business, guided by our purpose: Better Homes. Better Lives. For Everyone. This is integral to our 'Powered by Kingfisher' strategy and essential to our business resilience.**

Building on our long-standing legacy, over the past five years, we have focused on delivering our Responsible Business strategy, which reached its conclusion in 2025/26. Throughout this report you will see the work we've done to meet the ambitious targets we set and how our actions are supporting long-term positive impact.

Our ambition and dedication to our customers, colleagues, communities and the planet remain steadfast. We will build on the foundations we've set to bring about further positive change through our new strategy to 2030, which we will share more details around later this year.

## Empowering our people

Our people are at the heart of our business, and we continue to work hard to make Kingfisher a more inclusive company. I am proud of our Employee Net Promoter Score (eNPS) of 58, maintaining our position in the top 5% of worldwide retailers. We strive to create a culture where every individual feels they belong, can share their views and ideas, and build the career they want.

We continue to champion our people across the business, exceeding our women in management target and strengthening our senior leadership talent pipeline. As we look to 2030, we are increasing our focus on helping more people grow and progress within our organisation – a commitment which is underpinned by the breadth of our apprenticeships and professional qualification programmes.

## Reducing emissions and supporting our forests

We continue to make strong progress in reducing the environmental impact of our operations, delivering further reductions in our Scope 1 and 2 emissions in line with our science-based target, as well as lowering Scope 3 emissions from our supply chain and the use of our products by customers.

This gives us momentum as we progress towards our interim targets for 2030 and, ultimately, our net zero ambitions. As ever, importantly, we will continue to work with the industry and with our suppliers to drive collective progress.

Elsewhere, as a business that depends on wood and paper, our Forest Positive journey brings together everything we do to source wood and paper responsibly. This means working closely with our suppliers to uphold strong sourcing standards as well as working with partners across our markets to restore woodlands, wetlands and other natural habitats.

## Helping customers make sustainable choices

Our Sustainable Home Products (SHP) programme continues to expand, as we focus on innovating quickly to meet evolving customer needs. This is offering more sustainable, high-quality and affordable products that help our customers to futureproof their homes. SHP now represents 70% of our Own Exclusive Brand sales and 58.2% of Group sales, reflecting how deeply sustainability is embedded in our product development.

We are continually testing and learning about the things that matter to our customers – product durability, functionality, materials, affordability and environmental impact – and we use these insights to shape the products we bring to market. With our green star product mark, we are making it easier for customers to identify products with a lower environmental footprint and make choices that align with their values.

We also adopt circular economy principles to extend product lifecycles through design, rental and refurbishment, as well as enabling reuse and recycling. This delivers environmental and commercial benefits while giving customers flexible and affordable access to our products and services.

## Making an impact in communities

Being a responsible business is about ensuring we maintain a consistent, positive

presence in local communities, both now and in the future. We have Foundations in each of our banners as well as partnerships with national charities.

These allow us to support people in need in the communities where we operate, whether through financial support, product donations or volunteering. Across the Group, we've invested more than £6m in community projects, reaching more than 5m people since 2016/17.

## Looking ahead

Our work over the past five years has provided strong foundations on which to build our Responsible Business strategy for 2030. This next phase will remain anchored in our purpose and focused on delivering lasting value for our customers, colleagues, communities and the planet.

As we move forward, our focus will be to offer and promote lower-impact products for our customers; protect and restore our forests; enable the circular economy; and advance social mobility. These priorities will guide how we grow our business responsibly and respond to the opportunities and challenges ahead.

In the meantime, I would like to thank all the colleagues, suppliers and partners whose commitment has contributed to our success.

**Thierry Garnier**  
Chief Executive Officer



# Responsible Business: delivering against our 2025 priorities



# Our approach to Responsible Business

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

We are committed to leading our industry in Responsible Business practices and energy efficiency.

## Our four priorities

Five years ago we set a series of ambitious targets and KPIs for 2025/26 as part of our 'Powered by Kingfisher' strategic plans. These plans are more than compliance obligations; they are integral to our business strategy. We identified four priority areas where we can maximise our positive impact on the lives of: our customers, colleagues, communities and the planet.

These priorities are based on consumer research, findings from our materiality assessment and external frameworks such as the UN Sustainable Development Goals. For more information, see our [Performance Data Appendix](#).

As this strategy ends, we're looking ahead to 2030, building on what we've learned to ensure we continue to drive our Responsible Business agenda.

## Our Responsible Business Fundamentals

Our four priorities are supported by our Responsible Business Fundamentals. By measuring and managing these key areas, we ensure that our operations remain responsible and sustainable across our business, and we continue to do the right thing.

## Governance of Responsible Business

Our Responsible Business Committee (RBC), a Board Committee chaired by a Non-Executive Director, oversees the delivery of our Responsible Business strategy and provides assurance to the Group Executive and the Board.

Operating a three-year Responsible Business Plan that is reviewed by the Group Executive and the Board, our central Responsible Business team works closely with our banners to shape our strategy, targets, governance and reporting.

## Reporting standards and disclosure

We align our reporting with several leading external disclosure frameworks and standards. These include the Global Reporting Initiative (GRI), the Task Force on Climate-related Financial Disclosures

(TCFD) and the Sustainability Accounting Standards Board (SASB) standards for Multiline and Speciality Retailers and Distributors.

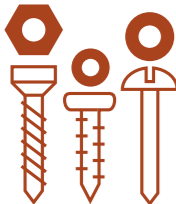
We publish performance data in our [Performance Data Appendix](#) and [Responsible Business Databook](#). The Performance Data Appendix also includes the independent assurance statement for selected metrics.

Definitions, data scopes, methodologies and calculation bases are provided in our [Data Collection Methodology](#), which supports this report and is published on our website.

Our [GRI Index](#) and [ESG ratings disclosure](#) are also available on our [website](#).



# Our priorities



## Colleagues

Building a more inclusive company

**Our commitment**

Our approach to inclusion has focused on breaking down barriers to employment and progression, and by building skills for life.

**Our targets**

- Improve gender balance to 35% women in senior leadership and 40% women in management by 2025/26.
- Enable more than 20,000 colleagues to complete an apprenticeship, traineeship or formal qualification by 2030/31.



## Planet

Helping to tackle climate change and continuing our Forest Positive journey

**Our commitment**

We have taken action across our operations, products and supply chain to reduce carbon emissions. We have worked to protect and restore forests through our continued commitment to responsible sourcing and investment in forest partnerships.

**Our targets**

- Deliver our science-based targets for 2025/26 to reduce Scope 1 and 2 emissions by 37.8% in absolute terms and Scope 3 emissions by 40% per £million of turnover compared with 2016/17 and 2017/18 respectively.
- Reach net zero emissions for our operations (Scope 1 and 2) by the end of 2040/41 and across our value chain (Scope 3) by 2050/51.
- Achieve 100% responsibly sourced wood and paper for our products and catalogues by 2025/26.



## Customers

Helping make greener, healthier homes affordable

**Our commitment**

We have helped our customers have a greener, healthier home – one that is energy efficient, comfortable, uses fewer resources and is affordable to run and maintain.

**Our target**

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



## Communities

Striving for better homes for everyone in our communities

**Our commitment**

We have donated our products, expertise and time to help people whose housing needs are greatest in the communities we serve.

**Our target**

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

**Our Responsible Business Fundamentals**

Health and safety

Responsible sourcing and human rights

Waste and recycling

Ethical conduct

Governance and engagement

**Materiality assessment and assurance**



# Colleagues

Building a more inclusive company

**Our approach to inclusion has focused on breaking down barriers to employment and progression, and by building skills for life.**

### Our targets

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

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

### Our progress in 2025/26

33.3% of senior leaders are women, compared with 30.1% last year. Since setting our diversity targets, representation at senior leader level has increased by 10 percentage points, reflecting continued progress towards our target.

40.5% of managers are women, compared with 39.8% last year.

Inclusion remains a priority, and considerable work has been undertaken this year to strengthen diversity across our talent pipeline.

4,410 colleagues across the Group completed apprenticeships, traineeships and formal qualifications, bringing the total to 12,658 since 2023/24.

### Our focus to 2030

We will build on the progress made over the past five years to embed inclusion more deeply across our business, recognising its critical role in long-term performance and effective leadership. Through our updated strategy, we will set and pursue new ambitions to strengthen gender representation at senior levels, informed by our progress to date and where further improvement is needed. We will support this ambition through continued investment in high-quality training and skills development, ensuring colleagues at all stages of their careers have equitable access to growth, development and progression opportunities.

## Inclusion and Diversity

**We strive to be an inclusive employer and create a culture where every individual feels they belong, can share their views and ideas, and build the career they want. Inclusion and Diversity are firmly embedded into our business. By building a workplace where people can be at their best and bring their full selves to work, we create a more inclusive culture and better reflect the diverse customers we serve.**

Women represented 33.3% of our senior leadership this year, up from 30.1% last year, continuing the progress made since we set our diversity targets five years ago. This progress is also reflected in the FTSE Women Leaders Review 2026<sup>1</sup>, where Kingfisher now ranks 28th in the FTSE 100, up from 35th place last year, with women representing 42.4% of our Group Executive and their direct reports.

We continue to champion diverse shortlists to strengthen gender balance and build a broader leadership pipeline. Women represented 53% of all senior appointments this year, increasing to 65% for appointments made from diverse candidate shortlists, supporting progress towards our gender balance target.

Women now represent 40.5% of managers, meaning we have exceeded our target and created more opportunities for women to progress into senior leadership roles.

### Gender balance

% of women based on headcount

#### Total workforce

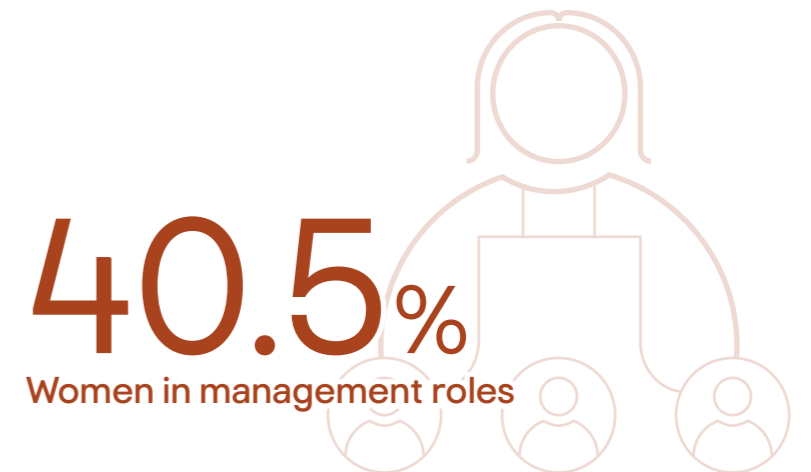
|         |       |
|---------|-------|
| 2025/26 | 42.7% |
| 2024/25 | 43.0% |
| 2023/24 | 43.3% |

#### Management

|         |       |
|---------|-------|
| 2025/26 | 40.5% |
| 2024/25 | 39.8% |
| 2023/24 | 39.6% |

#### Senior leadership

|         |       |
|---------|-------|
| 2025/26 | 33.3% |
| 2024/25 | 30.1% |
| 2023/24 | 28.6% |



<sup>1</sup> The FTSE Women Leaders Review tracks women's representation on FTSE boards and in leadership roles, with leadership defined as the Group Executive and their direct reports.

Banners and Group functions manage their own action plans to improve gender balance and progress is discussed at quarterly reviews.

Key diverse leadership initiatives included:

- B&Q's mandatory 'Licence to Hire' training for all colleagues with a hiring role and 'I Will Elevate' leadership development programmes to support women and ethnically diverse colleagues into leadership roles.
- Screwfix's Women in Management (WIM) development programme, which aims to inspire, empower and support female retail colleagues in progressing their careers. By creating a space for open discussion, shared experiences, and practical development insights, the initiative helps women navigate barriers to progression and build confidence in their leadership journey. 164 colleagues attended one of eight regional events across UK and Ireland.
- Brico Dépôt France's Booste ta Carrière ('Boost your Career') accelerator programme, which continues to support young female managers from work-study programmes. In 2025, nine young graduates benefited from one-on-one coaching and mentoring to help them refine their career plans and expand their networks within the company.

As well as our gender targets, we've set a target of increasing our ethnic diversity to 16% by 2030 across our UK Group Executive and their direct reports with a milestone of 12.5% ethnic diversity to be achieved by 2027/28. As reported to the Parker Review as at 31 December 2025, this group is 4.2% ethnically diverse, based on self-identification against UK ONS categories.

We also strengthened our understanding of workforce demographics, reaching 75% completion in our UK diversity data campaign. This insight will help inform future inclusion actions.

Each market has its own diversity agenda, extending beyond gender and reflecting local priorities and workforce needs. For example, in our EU markets this includes focus on disability representation, with companies above a certain size required to employ a minimum quota of people with disabilities.

At Castorama France, for the 15th year, we sit above the legal requirement of 6% for employing people with disabilities, with an employment rate of 7.2%. In Brico Dépôt in France, hiring managers attended a workshop to raise awareness of the rules and practical considerations of hiring people with disabilities. Colleagues also participated in a sight-loss simulation exercise to build empathy and understanding.

Our focus on inclusion isn't limited to our own workforce. The work we do internally, from improving accessibility in recruitment to creating environments where colleagues with disabilities can thrive, directly shapes how we engage externally. It informs how we design our stores and digital experiences, how we select and develop products, and the partnerships we make.

Looking ahead, we will continue to strengthen an inclusive culture by building manager capability and embedding inclusion more consistently across the Group.

- ➔ Read more about colleague engagement and culture in our [Annual Report and Accounts](#).



#### Case Study

### Castorama France partners with Café Joyeux to champion inclusion

Castorama has continued to champion inclusion and equal opportunities by partnering with Café Joyeux, a network of café-restaurants that employs and trains people with intellectual and cognitive disabilities.

Café Joyeux funds its mission through the sale of its own coffee brand. To raise awareness of the brand, and of its broader social mission, Café Joyeux has taken the innovative step of participating in major sailing races, including the Vendée Globe, with a boat carrying its colours and supported by corporate partners.

As one of these partners, Castorama contributes €100,000 per year to help strengthen Café Joyeux's visibility and enable it to expand its network of cafés so more people with disabilities can access meaningful work. But the partnership extends far beyond funding. Castorama also uses this collaboration to spark conversations about inclusion internally and to create opportunities for colleagues to engage directly with the project.

## Investing in skills for the future

**Building skills across our colleagues remains a key focus and plays an important role in supporting long-term success. Investing in skills helps colleagues grow their careers, supports social mobility and strengthens the future capability of our business.**

Apprenticeships remain central to our approach with over 12,500 apprentices having completed their training across the Group to date. Apprenticeships benefit the business, allowing us to fill skills gaps with tailored training and by providing a pipeline of skilled colleagues for the future while opening up opportunities for people from different backgrounds to progress.

- Over 4,000 colleagues at B&Q have completed apprenticeships to date, with a further 500 currently enrolled. B&Q now offers more than 50 nationally recognised qualifications and was ranked 24 in the 2025 Top Apprenticeship Employers list<sup>1</sup>.
- Screwfix has continued to place strong emphasis on apprenticeships to build a dedicated talent pipeline and provide targeted development for future management roles. Its annual Trade Apprentice competition aims to identify emerging trade talent across the UK and Ireland. In 2025, the competition attracted over 2,700 entries, with the winner receiving a €10,000 prize bundle of tools, training and technology. Screwfix was again named a Top 100

Apprenticeship Employer and shortlisted for Apprenticeship Programme of the Year.

- Brico Dépôt France has 557 apprentices currently going through training. The programme is designed as the first step in a longer career with the business. There has been emphasis this year on attracting more female applicants.
- Castorama Poland invests in early-career development through its 'Kierunek Castorama' (Direction Castorama) vocational apprenticeship scheme, helping to strengthen the long-term talent pipeline.

As well as on-the-job training, we offer traineeships and qualification programmes.

Screwfix launched an Early Careers programme in June 2025 to support graduates with responsibility, practical experience, and tailored development to help them grow into future leaders. This year, six graduates were successfully welcomed into the Commercial & Digital teams. Applications for the 2026 intake opened in January, offering an additional eight graduate opportunities across our Commercial, Marketing, Supply Chain & Logistics, or Digital & Data Teams.

Building skills and creating opportunities for people from different backgrounds to progress will remain a key focus, and social mobility will become a bigger part of our strategic priorities over the coming years.

### Case Study

#### B&Q introduces Women in Leadership apprenticeship

B&Q has designed an apprenticeship programme to champion women in the workplace – strengthening gender diversity and supporting career progression across retail and head office colleagues.

The programme has been tailored to the specific leadership gaps and challenges faced by women across the business, with the aim of uniting the two functions. Working with our training provider, internal stakeholders and the Apprenticeship Business Partner, we shaped a curriculum relevant to both environments.

Women on the programme played an active role in reviewing content as it was delivered, which allowed us to refine and adapt the programme for future apprentices.

30 women have successfully graduated from the programme with a further 37 currently on the programme. A healthy pipeline is already in place for the next cohort, showing confidence and demand across the business.

<sup>1</sup> The rankings celebrate the Top 100 and Top 50 SME employers across England according to the Department for Education and Rate My Apprentice. Criteria include achievements, intake numbers, diversity and learner feedback.



# Planet

Helping to tackle climate change and continuing our Forest Positive journey

We have taken action across our operations, products and supply chain to reduce carbon emissions. We have worked to protect and restore forests through our continued commitment to responsible sourcing and investment in forest partnerships.

### Our targets

Reduce Scope 1 and 2 emissions by 37.8% in absolute terms, and Scope 3 emissions by 40% per £m of turnover by 2025/26 (compared with 2016/17 and 2017/18 respectively).

Reduce Scope 1 and 2 emissions in absolute terms by 70.2%, and Scope 3 by 46% (compared with 2017/18) by 2030<sup>1</sup>.

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

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

### Our progress in 2025/26

Exceeded our 2025/26 science-based targets, reducing Scope 1 and 2 emissions by 68.7% and Scope 3 emissions from supply chain and product use per £m of turnover by 45.9%.

Delivered reductions of 64.1% in absolute Scope 1 and 2 emissions and 37.4% in absolute Scope 3 emissions from supply chain and product use, in progress towards our new 2030/31 target (compared with 2017/18).

Reached 99.4% of responsibly sourced wood and paper in our products and maintained 100% responsibly sourced catalogue paper.

### Our focus to 2030

We will continue to deliver our net zero roadmap across Scopes 1, 2 and 3. We remain committed to our Forest ambition, continuing to drive the responsible sourcing of wood and paper while working with international partners and local communities, and strengthening the way we engage customers so that protecting and restoring forests remains a shared effort across our entire value chain.

## Climate change and net zero

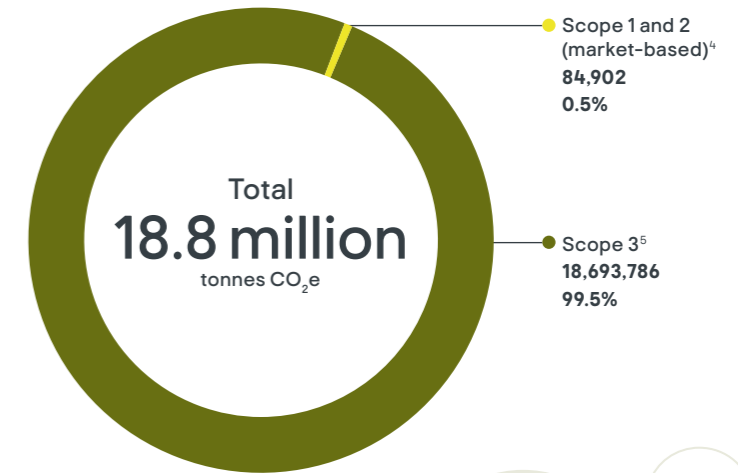
The impacts of climate change are increasingly shaping the world we operate in. Reducing emissions is essential, not only for the environment, but also for the long-term resilience of our business. We also acknowledge the importance of ensuring that we keep in mind any potential impacts on people as part of our transition to net zero.

Our plans allow us to mitigate risk, improve operational efficiency and long-term resilience and contribute to a more sustainable future.

We are committed to achieving our new science-based emissions targets for Scopes 1, 2 and 3, which have now been validated by SBTi and have a detailed plan in place to deliver (see page 11).

Achieving our net zero target also depends on multiple external factors, including the decarbonisation of electricity grids, price of electricity, developments in technology, progress across supply chain, and supportive government policies. We champion industry collaboration including industry-wide initiatives, such as the EDRA/GHIN<sup>2</sup> Make it Zero Initiative<sup>3</sup> to drive collective progress. Kingfisher also continues to support the Delivery Group for the British Retail Consortium (BRC) Climate Action Group initiative.

Our total carbon footprint 2025/26 tonnes CO<sub>2</sub>e

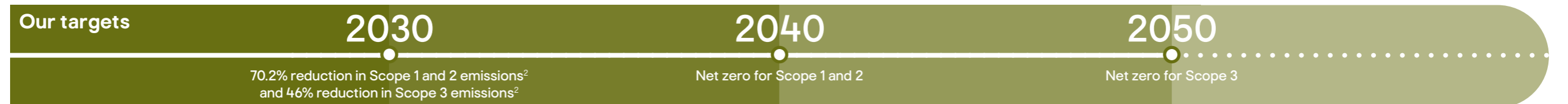
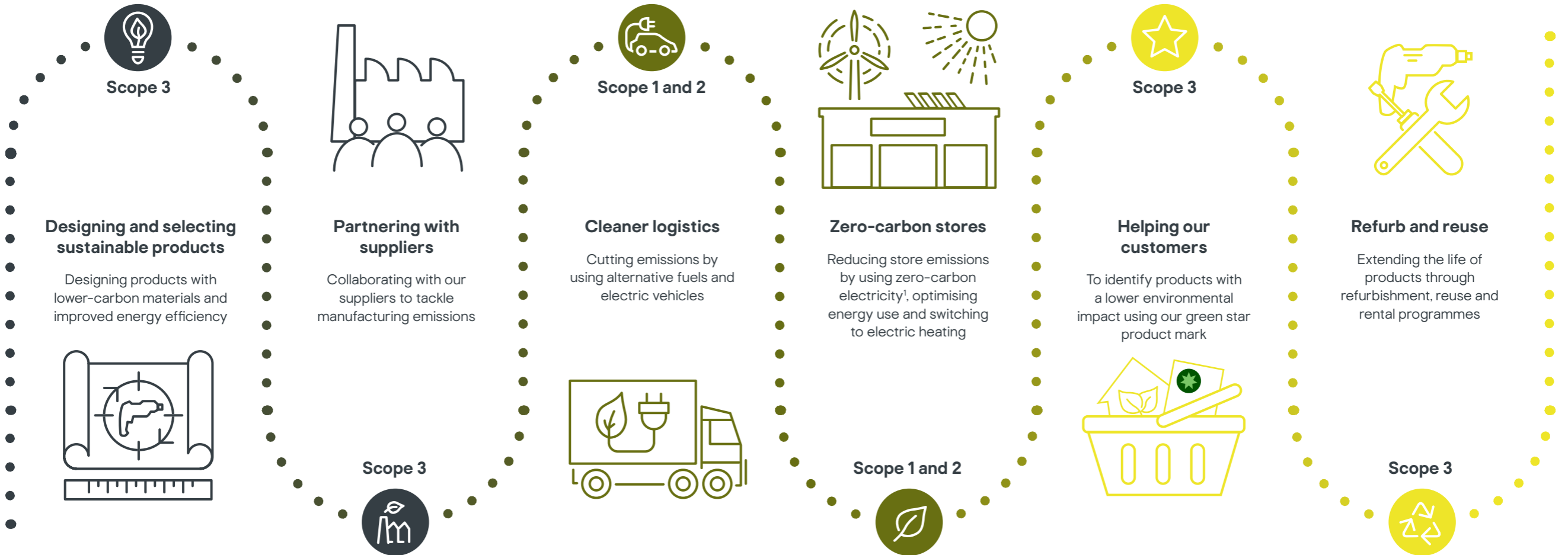


**45.9%** reduction in our Scope 3 emissions from the supply chain and customer use of products per million of turnover since 2017/18

<sup>1</sup> In 2025, we updated our near-term emissions reduction target in line with the latest SBTi requirements. Our new 2030 science-based target (2017/18 baseline) replaces the previous target (2016/17 baseline). For transparency and comparability we report against both targets this year.  
<sup>2</sup> European DIY Retail Association (EDRA) and the Global Home Improvement Network (GHIN).  
<sup>3</sup> Global Retail Scope 3 Taskforce and the Global Home Improvement Suppliers' Scope 3 Taskforce.  
<sup>4</sup> Scope 1: direct GHG emissions from sources that are owned or controlled by Kingfisher plc. Scope 2: indirect GHG emissions from the consumption of purchased electricity, heat and steam.  
<sup>5</sup> Scope 3: all indirect emissions that occur in the value chain of Kingfisher plc, both upstream and downstream.

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

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



<sup>1</sup> Zero-carbon electricity refers to electricity from sources that do not generate direct greenhouse gas emissions during electricity generation, including renewable electricity and electricity backed by Renewable Energy Certificates.  
<sup>2</sup> Against a 2017/18 base year.

**Progress in our operations (Scopes 1 and 2)**

We are continuing to work hard to reduce the greenhouse gas emissions in our operations.

While only 0.5% of our emissions comes from our operations, we are committed to minimising them by focusing on optimising energy use, securing zero-carbon electricity, switching to electric heating where commercially viable, and transitioning to lower-carbon logistics fuels and electric vehicles.

Over the past five years we have reduced our energy consumption by 21% and improved the efficiency by 25%.

In 2025/26, we focused on improving building efficiency, increasing renewable energy use and advancing low-carbon transport:

- Upgraded lighting and controls across B&Q, Castorama and Brico Dépôt France, and continued the rollout of air-source heat pumps, including at around 750 Screwfix stores.
- Expanded on-site solar generation, particularly in Poland, where Castorama more than doubled photovoltaic capacity, now meeting around 15% of annual electricity demand.
- Continued to purchase zero-carbon electricity and invested in renewable

energy projects generating 14.2GWh annually.

- Eliminated diesel from Screwfix’s refuelling tanks by switching to Hydrotreated Vegetable Oil (HVO) and other low-carbon fuels.
- Increased the share of B&Q deliveries made using LNG and HVO, supported by the introduction of more efficient Aero-cab trucks and AI-enabled route optimisation.
- Reduced logistics emissions in France through the increased use of B100 biodiesel, operational efficiencies and expanded use of canal freight.

**Our carbon emissions (Scope 1 and 2 market-based) thousand tonnes CO<sub>2</sub>e from property and transport**

|                  |       |
|------------------|-------|
| 2025/26 Target   | 168.5 |
| 2025/26          | 84.9  |
| 2024/25          | 88.3  |
| 2023/24          | 95.7  |
| 2016/17 Baseline | 271.0 |

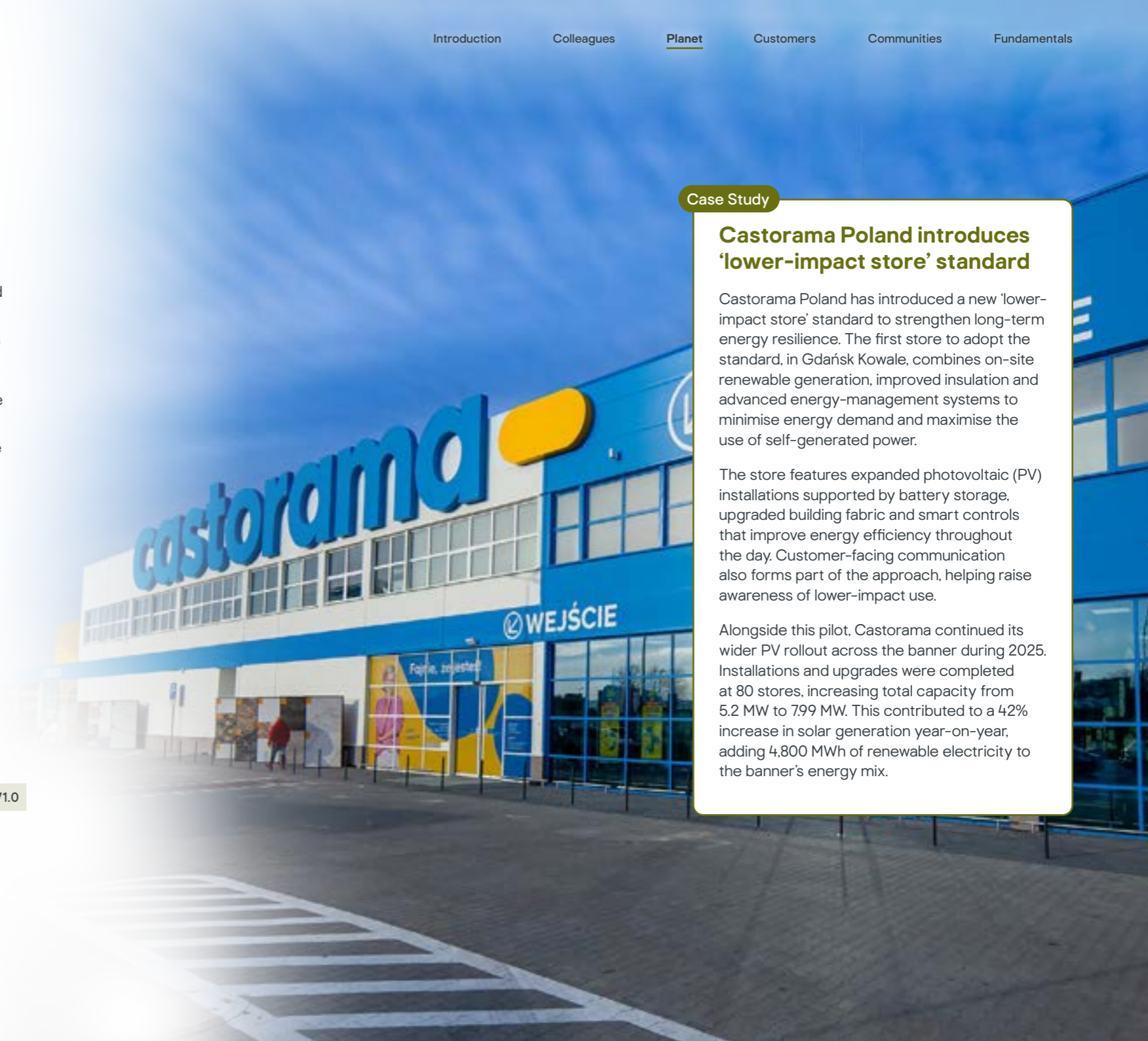
**Case Study**

**Castorama Poland introduces ‘lower-impact store’ standard**

Castorama Poland has introduced a new ‘lower-impact store’ standard to strengthen long-term energy resilience. The first store to adopt the standard, in Gdańsk Kowale, combines on-site renewable generation, improved insulation and advanced energy-management systems to minimise energy demand and maximise the use of self-generated power.

The store features expanded photovoltaic (PV) installations supported by battery storage, upgraded building fabric and smart controls that improve energy efficiency throughout the day. Customer-facing communication also forms part of the approach, helping raise awareness of lower-impact use.

Alongside this pilot, Castorama continued its wider PV rollout across the banner during 2025. Installations and upgrades were completed at 80 stores, increasing total capacity from 5.2 MW to 799 MW. This contributed to a 42% increase in solar generation year-on-year, adding 4,800 MWh of renewable electricity to the banner’s energy mix.



### Cutting carbon from our products and supply chain (Scope 3)

Our biggest impact on carbon emissions comes from the sourcing, manufacturing and use of the products we sell. Achieving our target of net zero across the value chain by 2050 is therefore dependent on engagement with our suppliers and the wider industry.

Since 2017/18, we have reduced Scope 3 GHG emissions' intensity from the supply chain and customer use of products by 45.9%, exceeding our 2025/26 target.

This year, SBTi validated our science-based target for 2030 to reduce absolute Scope 3 emissions from the supply chain and customer use of products by 46% against the 2017/18 baseline. Our 2025/26 reporting shows a reduction of 37.4% since 2017/18.

To deliver these targets, our approach focuses on four key areas: product design, supplier manufacturing, customer product use and product lifetime extension.

Our four focus areas are closely aligned with our SHP programme and advancing circular economy, which support the development of lower-carbon products and services and help reduce carbon emissions across the product lifecycle (see page 17).

Our work on lowering emissions also prepares us for new regulations such as CBAM<sup>1</sup>.

We also continue our focus on exploring low-carbon alternatives and advancing circular economy principles. Our detailed carbon footprint data is set out in the [Performance Data Appendix](#).

### Reduction in Scope 3 emissions: products and supply chain per £million of turnover since 2017/18

|                |       |
|----------------|-------|
| 2025/26 Target | 40%   |
| 2025/26        | 45.9% |
| 2024/25        | 39.6% |
| 2023/24        | 40.4% |

#### Case Study

### Embedding Scope 3 carbon accountability in buying

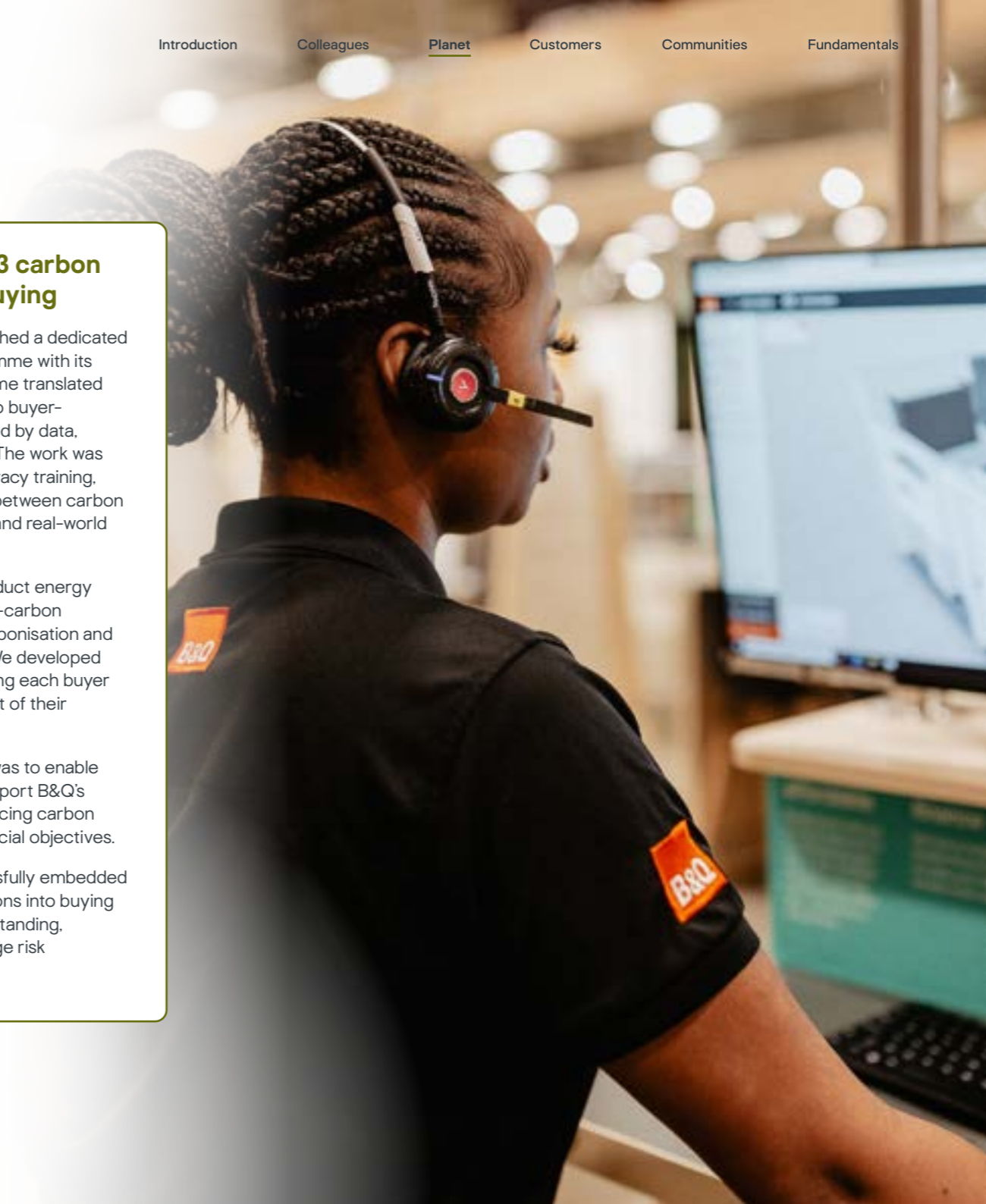
In February 2025, B&Q launched a dedicated Scope 3 Carbon KPI Programme with its Buying teams. This programme translated carbon reduction targets into buyer-level accountability, supported by data, glidepaths and governance. The work was underpinned by Carbon Literacy training, which helped close the gap between carbon data, commercial decisions and real-world climate impact.

Areas covered included: product energy efficiency, transition to lower-carbon technologies, supplier decarbonisation and materials used in products. We developed buyer-specific datasets, giving each buyer visibility of the carbon impact of their category and initiatives.

The aim of the programme was to enable Buying teams to actively support B&Q's net zero pathway while balancing carbon considerations with commercial objectives.

The programme has successfully embedded Scope 3 carbon considerations into buying processes, improving understanding, accountability and early-stage risk management.

<sup>1</sup> Carbon Border Adjustment Mechanism (CBAM).



## Our Forest Positive ambition

**Forests are vital to the health of our planet – mitigating climate change, promoting biodiversity and providing livelihoods. As a business that is so reliant on wood and paper, we have been working for over 30 years on protecting and restoring forests.**

➔ Read more in our [Forest Positive Policy](#).

### Responsible wood and paper sourcing

Kingfisher's most significant impact on forests is through the sourcing of goods containing wood and/or paper. It is therefore vital that we only source from forests that meet our responsible purchasing criteria for wood and paper to ensure we have a continued supply of wood over the long term and to be sure that we are delivering on our commitments.

In 2025/26, 99.4% of the wood and paper used in our products was responsibly sourced<sup>1</sup>. For our OEB products, the figure was 99.6%.

We will continue to focus on responsible sourcing and ensuring that there is no deforestation from other non-timber forest materials such as leather – which is certified by the Leather Working Group (LWG) covering the whole year.

### Protecting and restoring forests and supporting forest communities

Kingfisher is a founding member of the Rainforest Alliance's Forest Allies initiative empowering indigenous and local communities to protect forests while generating sustainable livelihoods. We've invested \$1 million to date and have recently renewed our commitment until 2029. In 2025, we reached 8,712 community members, across 2.57 million ha<sup>2</sup>.

In 2025, B&Q continued its support for the Woodland Trust, sponsoring its Smithills site near Bolton. Spanning roughly 1,700 acres (685 hectares), across a mosaic of habitats including ancient woodland, moorland and bog, it's the largest site owned by the Trust in England. Our support has allowed a number of key projects to take place including tree planting, moorland and peatland restoration and invasive species management. These landscape improvements have resulted in improved natural flood management, climate regulation, water quality and fire resilience, biodiversity enhancement and soil protection.

Screwfix's Woodland Trust partnership continues to restore ancient woodland at Kingsettle, Shaftesbury. In 2025, 80 colleagues participated in team-building days to support tree planting at a new woodland in Devon.

In France, Brico Dépôt have planted or protected more than 100,000 trees in France, Peru and Malawi through their partnership with Reforest'Action. This year, we have planted and protected 10,000 trees in France alone.

Brico Dépôt Iberia have joined with a flagship forest partnership of their own: Raíces de Futuro, a long-term ecological restoration programme developed with Dendron Soluciones and supported by WWF Spain and regional forest authorities. The restoration work in Valverde de los Arroyos and Las Majadas, the project strengthens biodiversity, protects water resources, and regenerates Mediterranean ecosystems that thousands of our customers visit every year.

Castorama France supported a project to preserve and restore wetlands in Lozère on the Charpal and Croix-de-Bor forest massifs. We received two awards in recognition of this partnership: winner of the distributor category at the LSA Consumer Commitment Awards, for ending the sale of peat, and a silver award in the B2C category at the Grand Prix of the Engaged Brand<sup>®</sup> ceremony.

Castorama Poland continued its partnership with RE:Generacja, a UNEP/GRID-Warsaw programme supporting the UN Decade on Ecosystem Restoration. During the year, Castorama provided PLN 175,000 to support expert-led conservation

work in Kampinoski and Słowiński National Parks, including invasive species removal and the planting of 5,000 oak saplings. Colleagues also volunteered on site, contributing to restoration activities such as tree planting and habitat protection.

### Cross-sector collaboration

Throughout the year, we have continued to leverage both ongoing and new opportunities for collaboration across our sector.

Most notably, we have contributed with the following:

- Kingfisher is a founding member of the Forest Stewardship Council<sup>®</sup> (FSC<sup>®</sup>) and we have representatives on the FSC<sup>®</sup> UK Board as well as the PEFC Board. We piloted a proposal to strengthen the FSC<sup>®</sup>'s integrity by creating a secure mandatory electronic traceability system, which was adopted.
- Involvement with BRC Timber/Deforestation and Elsworth Working Groups.
- Participation in a EuroCommerce focus group on EUDR guidance and best practice.
- Continued support of World Forest ID and Alliance Wood ID.

We are also ensuring compliance with forthcoming EU deforestation regulations.

<sup>1</sup> Of this, 99.1% met our responsible purchasing criteria in line with our policy, comprising 67.2% FSC<sup>®</sup>, 31.2% PEFC<sup>™</sup> and 1.6% from verified recycled sources. Wood from verified recycled sources consists of re-used, post-consumer or pre-consumer reclaimed timber, helping to reduce landfill waste and pressure on virgin forests. The remaining 0.3% related to products assessed against alternative, externally validated criteria.  
<sup>2</sup> Of which 186,194ha is under community-based management, 65,311 ha is under improved forest/agroforest management, 3,000 ha is under restoration and c. 153,00 ha is strictly protected.



# Customers

Helping make greener, healthier homes affordable

We have helped our customers have a better home – one that is energy efficient, comfortable, uses fewer resources and is affordable to run and maintain.

### Our target

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

### Our progress in 2025/26

58.2% of total Group sales came from SHP that help create better homes (2024/25: 53.4%).

Achieved our OEB target of SHP accounting for 70.1% of OEB sales (2024/25: 63.3%).

9.8% of Group sales were from energy-saving, energy-efficient and water-saving products (2024/25: 9.8%).

Rolled out our green star mark across all banners and increased the number of SKUs carrying the mark to over 20,000 this year.

Introduced new product ranges aligned to our SHP criteria, including more energy-efficient, repairable and higher recycled-content products.

### Our focus to 2030

We will continue to actively engage with our customers as we support them in future-proofing their homes by offering a wider range of cost-effective, sustainable choices. We will also expand our circular economy services to keep products in life for longer.

## Our Sustainable Home Products

Our Sustainable Home Product programme, now in its 15th year, remains central to how we design and develop products, driving innovation that supports more sustainable living.

To help our customers make affordable, sustainable choices wherever possible, we continuously review what our products are made from, how they've been made, what they do when they're in use in customers' homes and what happens to them at the end of their lives. Our Sustainable Home Product programme is designed to identify the products across Kingfisher's retail banners that deliver environmental benefits to our customers.

Sales of our SHPs generated £7.4 billion in 2025/26 and now account for 58.2% of our overall Group sales, including 70.1% from OEB sales. This means we have achieved our OEB target, although there is more work to be done.

➔ Read more in our [Sustainable Home Product Guidelines](#).

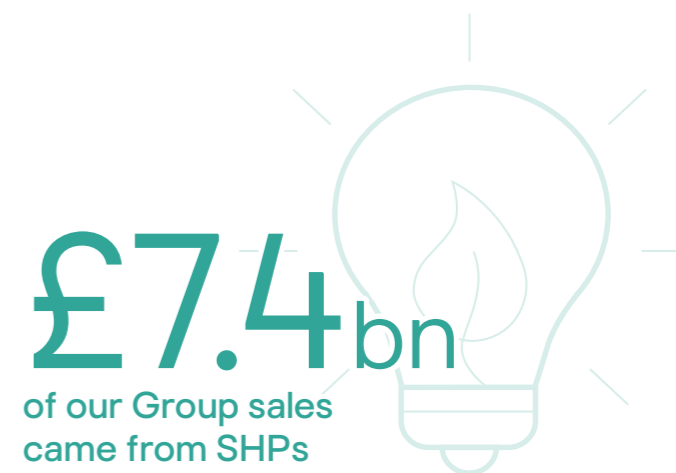
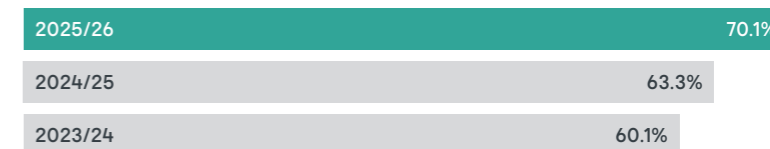
From a consumer perspective, we introduced our green star programme in 2023 to help customers navigate and shop for products that can help them reduce their bills (water/energy efficiency) and impact on the environment. This year, we have increased the number of products in our green star range from 10,000 to over 20,000. Green star products include LED lighting, low-flow taps, smart controls (thermostats, plugs), energy-efficient appliances, and recycled-content toolboxes.

➔ Read more on page 13, Scope 3, Planet.

### Sustainable Home Products % of retail sales



### % of OEB sales



# Helping make sustainable homes more accessible and affordable through our Own Exclusive Brands

Through our Own Exclusive Brand (OEB) products, we offer solutions that meet customer needs. They're affordable while delivering on quality, design, innovation and sustainability. These product examples carry our green star mark, making it easier for customers to identify them.



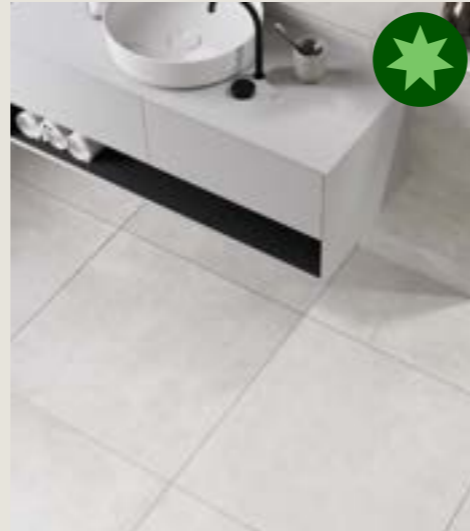
### Erbauer Connecx tool storage

At least 70% recycled plastic, reducing reliance on virgin materials while delivering robust, modular storage designed for long-term use.



### Refurbished Titan pressure washers

Quality checked, extending product life and keeping high-performance tools in use for longer, reducing waste.



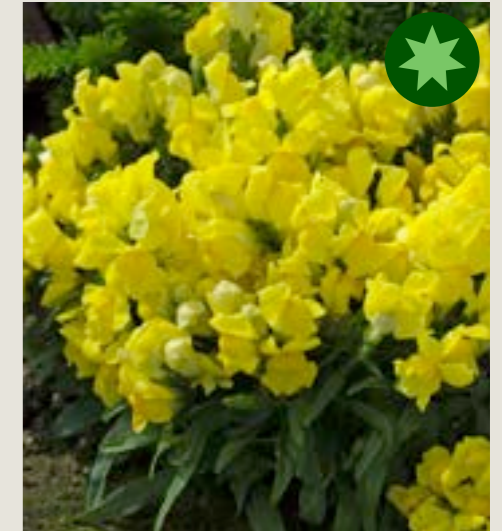
### GoodHome Ceramic Tiles

Certified to ISO 17889, an international standard that assesses sustainability across areas such as manufacturing, use of materials and durability.



### Myko radiators

Smart, connected heating that helps optimise energy use through intelligent temperature control, programming and room-by-room heating.



### B&Q bedding plants

Peat-free bedding plants that support nature at home while helping protect peatlands.

## Advancing circular economy

**We continue to innovate and improve our products, designing them to last while testing circular models that support changing customer needs. Enabling the circular economy will be a key priority in our 2030 strategy.**

### Designing for circularity

Circular design principles are embedded into our OEB product designs. We focus on extending product lifecycles and improving durability through better design, making products easier to repair and adapt, improving the durability of key components and helping ensure spare parts remain available over time.

We support closed-loop systems, where materials are kept in use for as long as possible. For example, this year we introduced padlocks made from brass containing an average of 95% recycled content, with 100% recycled copper and 5% virgin zinc. Using recycled brass reduces the need to extract new copper.

### Keeping products in use for longer

Sourcing quality products that are designed to last is fundamental to our circular ambitions, alongside our commitment to repairing and maintaining products so they can stay in use for as long as possible.

Castorama France introduced two new services to support repair over

replacement, including a new spare parts website and an online community where customers can exchange advice and best practices on product use, maintenance and repair. Castorama Poland collaborated with authorised partners to deliver fast and reliable repairs and expanded the service to power tools, garden equipment and household devices. During the year, 44,000 repairs were completed across more than 950 product models, with 8% delivered as paid, post-warranty services.

This year, we also expanded repair services across our UK banners, with more products repaired than ever before. Rather than going to landfill, used products are repaired and refurbished and resold under guarantee at a reduced price (see case study).

### Increasing accessibility for customers

We are also giving customers more choice in how they access products by offering tool rental for items they may only need occasionally. This provides an alternative to buying, resulting in an increased deployment of products.

Castorama Poland continued to grow its Casto Rent service, increasing rental transactions (up from 40,800 to 71,000).

In the UK, B&Q continued to expand its online tool-hire offer through its partnership with Speedy Hire, increasing

the rental range from 25 to 175 products, including cement mixers, cable detectors and floor sanders.

### Making recycling easier

As part of our efforts to support recycling, Brico Dépôt France has installed a comprehensive range of recycling containers at 97 stores, including ones for building waste. These are accessible to all visitors, regardless of whether products have been bought in the stores.

At B&Q, we have placed plant pot recycling stations in more than 100 stores. We're also trialling a paint takeback scheme in seven B&Q stores from February 2026.

➔ See more in the Waste and Recycling section on page 21.

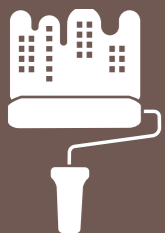
#### Case Study

### Growing refurbished product offers at B&Q and Screwfix

Screwfix expanded refurbishment at its Stafford Distribution Centre, enabling more products to be repaired and resold. Over 150,000 items were refurbished during the year, up 40% year on year, generating more than £2.3 million in sales. Since launch, over half a million products have been refurbished, with only 2% requiring recycling. In a customer survey carried out by Screwfix, customers reviewed refurbished products higher than new products (average star rating 4.55 vs. 4.43).

B&Q also expanded its refurbished range, reaching 200 SKUs and targeting 400 by the end of the year. Both businesses are exploring further opportunities to scale refurbishment, including graded resale, product recovery and longer-term buy-back and take-back models.





# Communities

Striving for better homes for everyone in our communities

We have donated our products, expertise and time to help people whose housing needs are greatest in the communities we serve.

### Our target

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

### Our progress in 2025/26

Invested £6.7 million in our communities, with an additional £4.1 million raised by our colleagues and customers.

Supported over 920,000 people this year through community projects.

Expanded colleague and customer fundraising initiatives, with micro-donations at point of sale, first implemented at Screwfix, subsequently adopted by B&Q and currently being trialled in Poland.

Supported disaster relief efforts across our geographies, including responses to the fires in Spain and Portugal and floods in the UK.

### Our focus to 2030

We will continue to invest in the communities where we operate by supporting projects that improve homes, strengthen resilience and create lasting social value. By partnering with local organisations and donating our products, expertise and time, we aim to reach more people experiencing housing insecurity or living in unsuitable conditions.

## Our areas of focus

As an international home improvement company, we believe we have a responsibility to help those affected by poor housing and homelessness.

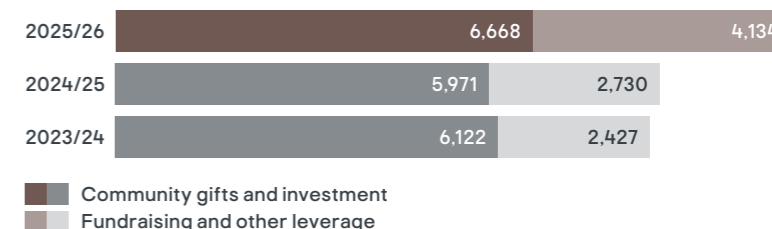
Our [Community Policy](#) defines the three areas where we believe we can make the most difference by giving our time, products and financial contributions:

- **Fixing homes.** Fix homes and community buildings by using our skills, cash and products to transform lives for people in the greatest need.
- **Sharing DIY skills.** Share DIY knowledge, guidance and practical advice so people can gain confidence to improve their homes.
- **Providing emergency support.** Provide emergency support for people who are displaced by personal crisis, e.g. domestic abuse or as a result of conflicts or environmental disasters.

Since we set our community targets five years ago, 4.4 million people have benefited from financial contributions, product donations, colleague volunteering, and customer fundraising thanks to our colleagues, customers and suppliers who come together to help raise funds and provide practical support.

### Community investment

£ thousands



### Total number of hours volunteered by our colleagues

number of hours



# £10.8m

invested in our communities through cash, product donations and fundraising



## Our Foundations and charity partners

Each banner runs a charitable Foundation supporting local communities, while also partnering with national charities and responding to disasters through funding and practical support.

### Kingfisher Group Functions

In 2025, we launched our partnership with Habitat for Humanity Great Britain to address the UK's housing crisis. We are supporting two key programmes aimed at transforming unused spaces and providing essential furniture for those in need.

### B&Q

The B&Q Foundation supports registered charities with grants to improve homes and community spaces for those who need it most. B&Q also has a long-standing partnership with the homelessness charity, Shelter. This year, B&Q launched a new partnership with the charity Pennies, introducing micro-donations at till points, raising £1 million in the first five months for the B&Q Foundation and Shelter.

### Brico Dépôt France

The Brico Dépôt Fondation for Housing exists to allow as many people as possible to have the means to improve their homes. This year, the Foundation offered financial support to renovate and equip housing and facilities for the most disadvantaged, including survivors of domestic abuse.

The latest 'call for grant' received 93 applications. We renewed our support for Les Restos du Cœur to help them meet the primary needs of homeless people. Christmas jumpers and socks were sold in store to raise money for the Foundation.

### Brico Dépôt Iberia

Brico Dépôt Iberia Fundación helps improve the homes and community spaces of people in need in Spain and Portugal. The Foundation has partnered with the homeless charity Hogar Sí, selling fundraising slippers in store to raise money post-flooding, as well as setting up a new strategic partnership with Amar Dragoste, supporting and empowering women who are survivors of human trafficking.

### Castorama France

Created in 2020, the Castorama Foundation contributes to the fight against poor housing. This year, it has donated over £350,000 to 19 non-profit groups bringing our total number to 91. Customers and colleagues had a say in who we supported. The Foundation continues to support Compagnons Bâtitseurs and its Bricobuses while, alongside its Foundation, Castorama supports le Logement des Défavorisés.

### Castorama Poland

The Castorama Foundation's mission is to improve the housing conditions of people

in difficult life situations, e.g. struggling with illness, disability, financial crisis or the consequences of natural disasters. In 2025, the Foundation established the Good Home programme, donated £425,000 and supported over 48,000 people. Castorama Poland also piloted microdonations, raising over £35,000 to support young people transitioning out of foster care.

### Screwfix

This year, the Screwfix Foundation raised £1.9 million, with colleagues contributing £800,000 through raffle ticket sales and the fundraising campaign. The Foundation awarded £1.5 million in grants to more than 350 charities and not-for-profits, helping to repair, maintain and improve spaces that provide essential support to people in need. It continued its partnership with Volunteer It Yourself, enabling young people to gain trade skills through hands-on community projects. In December 2025, the Foundation launched in the Republic of Ireland, and it also began a new partnership with Hospice UK with a £100,000 grant to improve hospice environments.

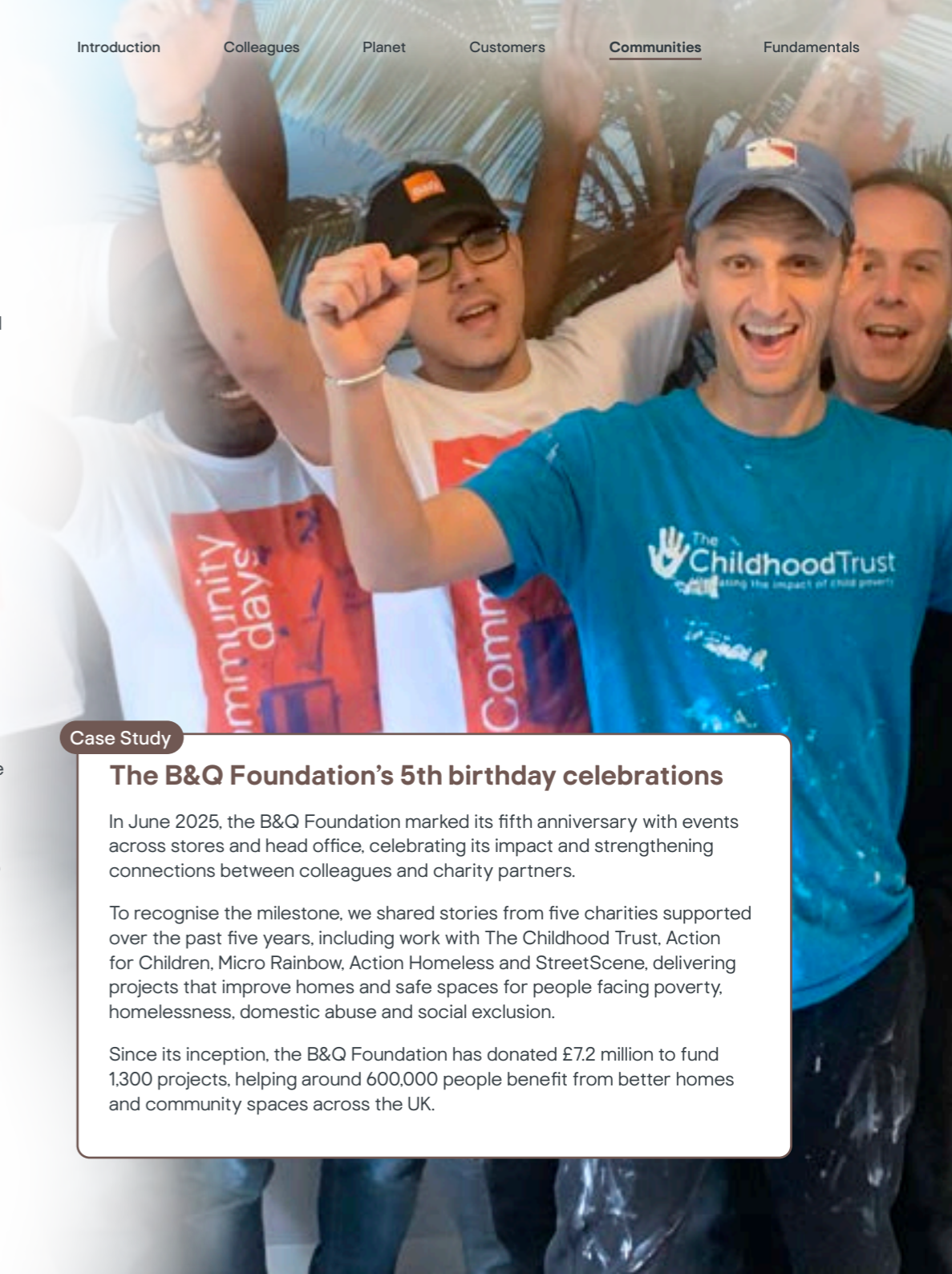
#### Case Study

### The B&Q Foundation's 5th birthday celebrations

In June 2025, the B&Q Foundation marked its fifth anniversary with events across stores and head office, celebrating its impact and strengthening connections between colleagues and charity partners.

To recognise the milestone, we shared stories from five charities supported over the past five years, including work with The Childhood Trust, Action for Children, Micro Rainbow, Action Homeless and StreetScene, delivering projects that improve homes and safe spaces for people facing poverty, homelessness, domestic abuse and social exclusion.

Since its inception, the B&Q Foundation has donated £7.2 million to fund 1,300 projects, helping around 600,000 people benefit from better homes and community spaces across the UK.



# Fixing Homes, Sharing DIY skills, Emergency Support

## Fixing homes

There are a number of projects across the Group that have benefited from both financial and volunteer support:

- B&Q has evolved its Community Days programme, giving every store the opportunity to vote, and complete a volunteering project, for a local charity. As well as colleagues donating their time and DIY skills, B&Q donated £1,000 worth of products from our stores to every project. This year, more than 40 colleagues supported our largest Community Day to date, helping established charity, Fledge, transform a house for three young adults with a new kitchen, bathroom, flooring and full redecoration.
- The B&Q Foundation has also supported EveryYouth Future Builders programme with a £150,000 grant over three years. With our funding, three Council flats were completely renovated and modernised, creating new homes for young people facing homelessness.
- The Brico Dépôt France Fondation gave a grant to enable the launch of the Women's House Toulouse Occitanie West, a safe space for female victims of violence.
- In 2025/26, more than 1,300 Castorama France colleagues volunteered, building towards a goal for all stores and office teams to engage locally by 2027.

## Sharing DIY skills

- B&Q funds nine Shelter DIY Skills Advisers through its partnership with Shelter. They help people across the country gain fundamental DIY skills to improve their homes. In 2025/26, they supported 1,365 people.
- Castorama Poland has established a partnership with the Royal Łazienki Museum to support cultural education and the maintenance of historic park areas. This year, Castorama delivered ten workshops: six open sessions for children, young people, adults and seniors, and four tailored sessions for groups needing extra support. Activities included woodworking, assembling small items and seasonal projects.

## Emergency support

- Castorama Poland is offering both financial and volunteer support with the reconstruction of areas affected by last year's flood in Lower Silesia.
- Castorama France continues to support Compagnons Bâisseurs and its Bricobuses. This year, they have introduced a new bus which is equipped to respond to natural emergencies.
- B&Q works with the British Red Cross and responds when needed. Following storm Claudia, colleagues supported the clean-up effort with cleaning products, pumps, buckets and spades.

### Case Study

## Castorama's support for children and young people in foster care in Poland

The Castorama Poland Foundation has established the Good Home/A Better Start to Adulthood programme to improve the housing conditions of children and younger adults in foster care. The multi-faceted project will provide better conditions for life, learning and development, so these individuals can take their first steps into adulthood with more confidence.

There are two pillars to the programme:

- **Good Home** – improvement of housing conditions for children and young people in foster care.
- **A Better Start to Adulthood** – support and development activities for young people leaving foster care.

The programme will be implemented in cooperation with, among others, the Beloved Foundation, the Metapomoc Foundation and the Saint Pankracy Foundation. It is a long-term initiative aimed at children and young people in foster care – including both support in creating safe living conditions and preparation for adulthood through education, development and building independence.

# Our Fundamentals

Our ‘Responsible Business Fundamentals’ reflect the core values that guide us in doing the right thing and help ensure we continue to operate responsibly.

We have policies in each of these areas to ensure we take a consistent approach across our business.

Details about our cyber security and data protection are included in our [Performance Data Appendix](#).

## Health and safety

Health and safety is essential to safeguarding our colleagues, customers and partners. We are committed to embedding a strong safety culture across all our banners and ensuring every individual understands their responsibility for their own safety and the safety of others.

Accountability for health and safety sits with the Board, while the Group Executive provides operational oversight. The Group Executive receives quarterly reports, and the PLC Board receives updates twice a year. Each banner also has a Health & Safety Committee overseeing performance, compliance, audits, investigations and escalation.

Our Health & Safety Professional Family Network, led by the Heads of Health and Safety across Group and our banners, helps share expertise, build consistency and shape the Group’s safety agenda. This year, we strengthened core processes, ways of working and collaboration across the Group, and introduced ‘Safer Together’ as a unifying safety principle.

Group-level standards define a consistent approach to risk management and colleague wellbeing. These standards are integrated into local management systems to reflect relevant legislation while maintaining Group minimum requirements and are reviewed to support continuous improvement.

### All work-related employee accidents number

|         |       |
|---------|-------|
| 2025/26 | 5,976 |
| 2024/25 | 6,052 |
| 2023/24 | 6,060 |

In 2025/26, the total number of employee work-related accidents decreased by 1.3% year-on-year. Most incidents remain low in physical severity, and our focus remains on prevention. There were no fatalities reported.

## Waste and recycling

As a responsible business, we have set out our ambition to eliminate waste to landfill and reach 90% recycling. We acknowledge that the quality and availability of waste and recycling infrastructure vary significantly across Europe, but we are committed to the prevention of generating waste and finding innovative ways to redesign, reuse and recycle it.

In the UK, France and Poland, we work closely with local waste management providers and ensure that our waste reduction and recycling commitments are embedded into our contracts.

### Waste recycled %

|         |     |
|---------|-----|
| 2025/26 | 76% |
| 2024/25 | 74% |
| 2023/24 | 69% |

In 2025/26, our business activities generated 162,273 tonnes of waste, down 2% year-on-year. Our banners have introduced a number of initiatives this year to simplify recycling and reduce packaging. In the UK, Screwfix has issued tote boxes to suppliers to remove the need for cardboard boxes for short journeys. Elsewhere, our French and Polish banners have improved their waste management systems, and Castorama Poland showing significant reductions with its ‘Flowers for E-Waste’ promotion.

## Responsible sourcing and human rights

We are committed to sourcing products and materials responsibly across our global supply chain. Our policies and standards set clear expectations for suppliers on ethical, labour and environmental practices, supported by due diligence processes that help us identify and manage risks. Through audits, corrective actions and supplier engagement, we work to strengthen performance and support continuous improvement.

Respect for human rights is embedded throughout our sourcing approach, with enhanced focus on higher-risk regions and product categories. Where issues arise, we take prompt action to safeguard worker welfare and ensure compliance with our requirements.

As regulations evolve, we continue to align with emerging expectations, including the Corporate Sustainability Reporting Directive (CSRD) and the Corporate Sustainability Due Diligence Directive (CSDDD).

→ Further detail on our approach is available in our [Modern Slavery Statement](#) and our 2025/26 performance in our [Performance Data Appendix](#), page 32.

## Ethical conduct

We are committed to high ethical standards across our business. Our Code of Conduct sets clear expectations for colleagues, contractors and third parties, and is supported by a Group-wide compliance framework that determines appropriate action when concerns or breaches arise. The Code is available on our website.

All colleagues are assigned Code of Conduct training annually, with 93% completing the training in 2025 (2024/25: 92%). Additional modules are provided for higher-risk roles. We also maintain a confidential SpeakUp hotline to enable concerns to be raised safely and without fear of retaliation, with all reports reviewed and investigated under our governance framework.

In 2025/26, we received 645 SpeakUp reports (2024/25: 602), with workplace conduct representing the largest category, followed by business integrity and environment, health and safety issues, reflecting continued awareness of and engagement with our SpeakUp channels.

→ For more information, you can read our [Code of Conduct](#) and our [Annual Report and Accounts 2025/26](#).

## Governance engagement

We have clear governance structures to oversee our Responsible Business commitments and ensure accountability across the Group. The Board-level Responsible Business Committee provides strategic oversight, supported by the Group Executive that help embed Responsible Business, tax management and transparency considerations into decision-making.

Risk management is integrated into our wider strategic processes, with sustainability-related risks including climate change, regulatory compliance, reporting and health and safety assessed through scenario analysis, internal controls and a dedicated Responsible Business risk register. Regular engagement with stakeholders helps us understand expectations, identify emerging risks and inform our response.

→ Further information about our stakeholder engagement is available in our [Annual Report and Accounts 2025/26](#).



## Read more

Our Responsible Business website:  
[kingfisher.com/responsible-business](https://kingfisher.com/responsible-business)

Annual Report and Accounts:  
[kingfisher.com/annualreport](https://kingfisher.com/annualreport)

Our Performance Data Appendix:  
[kingfisher.com/dataappendix](https://kingfisher.com/dataappendix)

Our Responsible Business Data Collection Methodology:  
[kingfisher.com/datamethodology](https://kingfisher.com/datamethodology)

Our Responsible Business GRI Index:  
[kingfisher.com/GRI-index](https://kingfisher.com/GRI-index)

Our Responsible Business Databook:  
[kingfisher.com/databook](https://kingfisher.com/databook)

Our Sustainable Home Product Guidelines:  
[kingfisher.com/shpguidelines](https://kingfisher.com/shpguidelines)

Our Modern Slavery Act Statement:  
[kingfisher.com/Modern-Slavery](https://kingfisher.com/Modern-Slavery)

## Contacts

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

Kingfisher



castorama



SCREWFIX

