

# B&Q

## 2024 UK Gender Pay Gap Report





# Welcome to the B&Q UK Gender Pay Gap Report 2024

We're proud of the progress we're making to develop our culture, especially with care and inclusivity being such a significant strength and forming a core part of who we are today. This has resulted in a 5.4% decrease in our mean gender pay gap.

We stand for inclusivity because we want B&Q to be an even better place for colleagues to work and customers to shop, this is supported by 44% of our management roles being occupied by women.

In February 2024, we launched 'Our stance on discrimination', making it clear what we stand for. We do not tolerate abuse or discrimination of any kind by anyone – colleagues, customers, contractors or business partners.

We want everyone to feel welcome at B&Q and feel that they can belong.

The information contained herein is confirmed as accurate by Andy Moat (People Director, B&Q UK & Ireland).

## A word from our Chief Executive, Graham...

Our goal is to continue making changes to improve as a business, helping to build a better world for our customers, colleagues and communities. We'll do this by focusing on the impact and good that B&Q can achieve for our Planet and People.



“Everyone at B&Q is empowered to make a difference, and we're confident that, together, we can do it.  
**Graham Bell,**  
CEO, B&Q UK & Ireland

The **B&Q UK gender** pay gap relates to the 12-month period ending 5th April 2024, in line with the Equality Act 2010 Regulations 2017.

## Our stance on discrimination

We're the biggest home improvement retailer in the UK and one of the most recognisable brands in the country. People trust us to help make their homes, and their lives, better. To continue to be deserving of that trust, we have to stand up for what's right.

**We do not tolerate racism, sexism, homophobia, transphobia, ableism, religious intolerance or any form of discrimination from anyone.**

### This is what B&Q stands for.

It's not our responsibility to change anyone's opinion, but it is everyone's responsibility to behave inclusively and be respectful to one another.

**Initially shared with our colleagues, we've also communicated it to vendors and key suppliers**

# We want B&Q to be a place where everyone feels that they can belong

When it comes to gender, we have a great balance across our overall workforce population, making us closely representative of society.

We'd like to reach gender parity across all our work levels and will continue to work at achieving this by 2030.

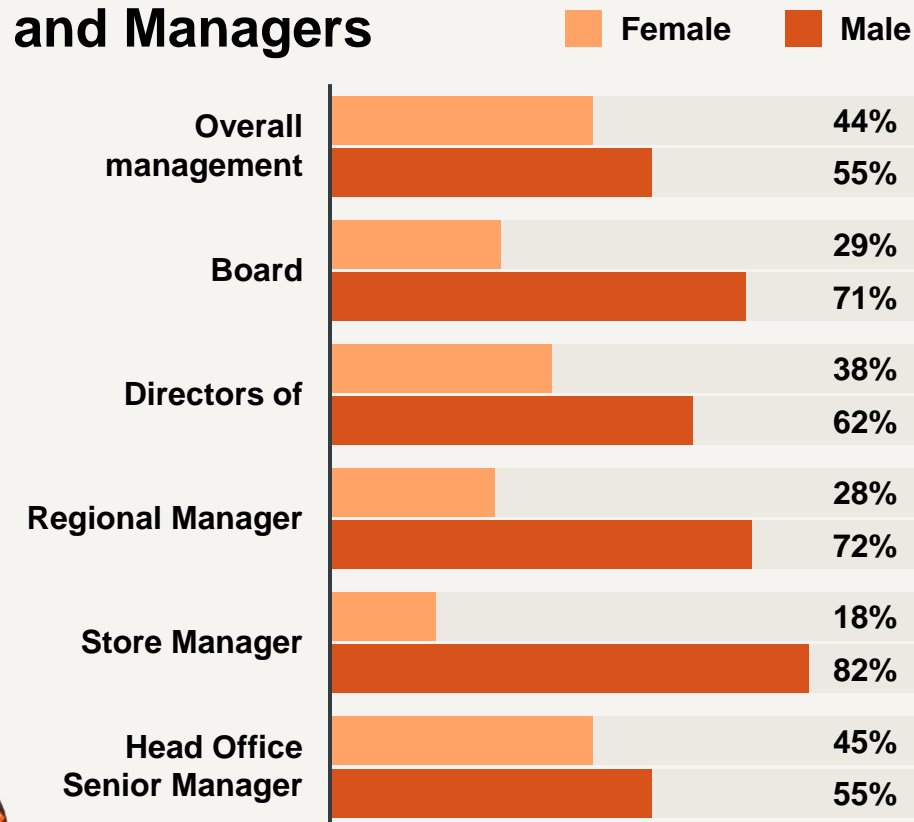
## We're improving gender balance

**We're making progress on female representation within senior leadership and management roles by continuing to focus on:**

- Attracting and retaining diverse talent by offering more flexibility (including part time and job share opportunities)
- Educating hiring managers to remove bias within the recruitment process
- Strengthening a long-term pipeline of diverse talent
- Providing increased visibility of role model senior leaders
- Embedding allyship and empowering colleagues to actively contribute to an inclusive culture as active allies
- Using data and insight to support decision making, develop plans, measure progress and identify opportunities.



## Representation of Leaders and Managers



Within our overall management population, 44% of roles are filled by women, largely driven by the more balanced representation in our store management teams.



# About Gender Pay Gap Reporting?

✗ The **gender pay gap** is not the same as **equal pay**

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## Gender Pay

Compares average pay (both mean average and median average, for hourly pay and bonus pay) for men and women. Gender pay is therefore impacted by the number of men and women at different levels of seniority throughout the organisation.

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## Equal pay

Determined by assessing whether men and women are paid equally for doing the same work or work of equal value.

At B&Q, we have policies and processes in place to ensure that our male and female colleagues are paid the same for work of equal value.

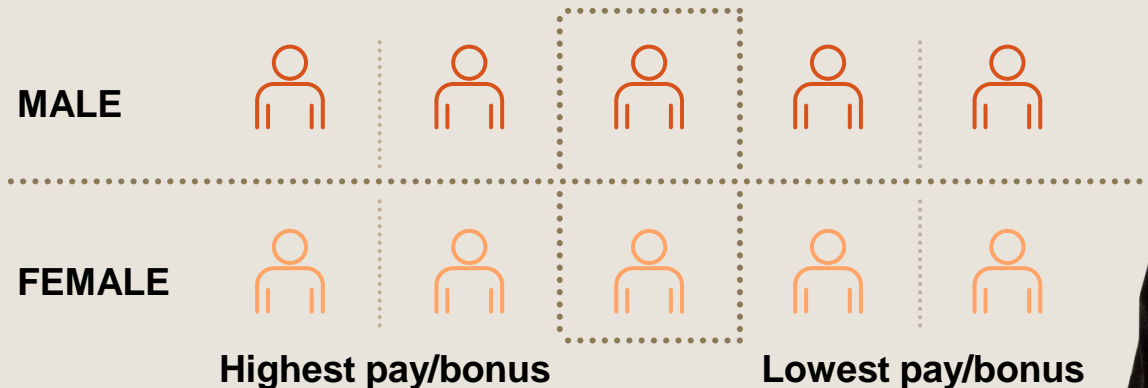
## How the mean pay gap is calculated

Initially shared with our colleagues, we've also communicated it to vendors and key suppliers.



## How the median pay gap is calculated

The median pay gap looks at the middle point of the population for male and female pay. The difference between the male middle point and female middle point is compared.



Note: The hour pay gap is calculated using pay during April 2024. The bonus gap is calculated using actual bonuses paid to colleagues for the 12 months to 5 April 2024.

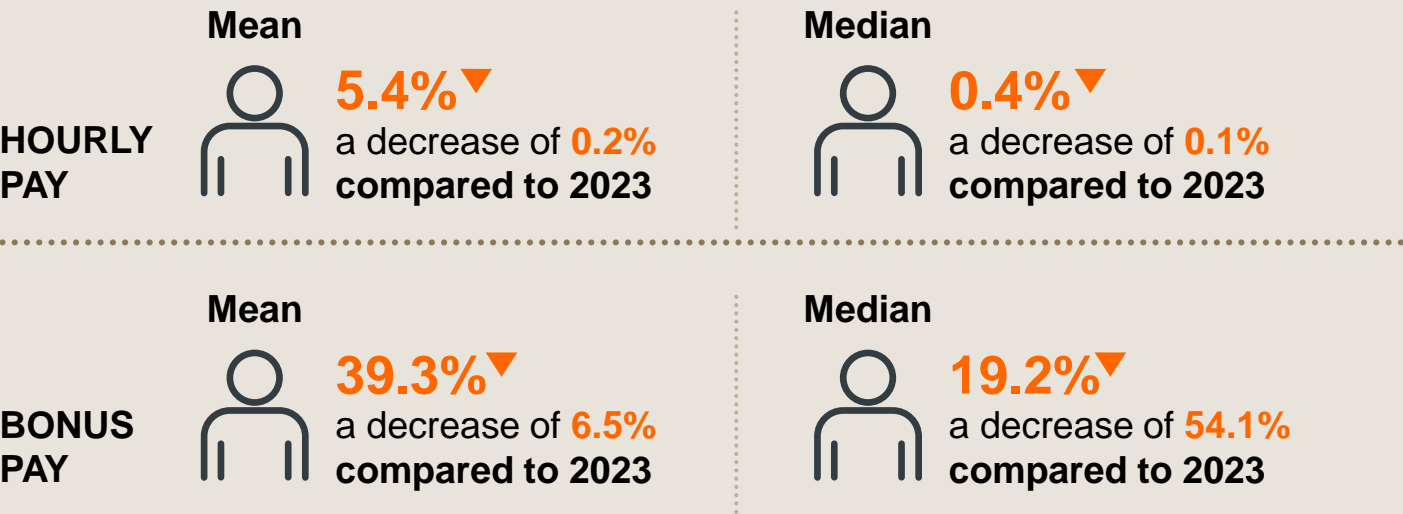


# Our Gender Pay Gap

We're delighted to see more women occupying more roles in 2024 and the positive impact it's having on our pay gap. We have seen a decrease in all pay gap calculations.

We've actively addressed our processes, particularly with our store-based colleagues to reduce the gap in the bottom quartile\*. This means colleagues in our stores, that hold the same roles, are paid the same regardless of gender.

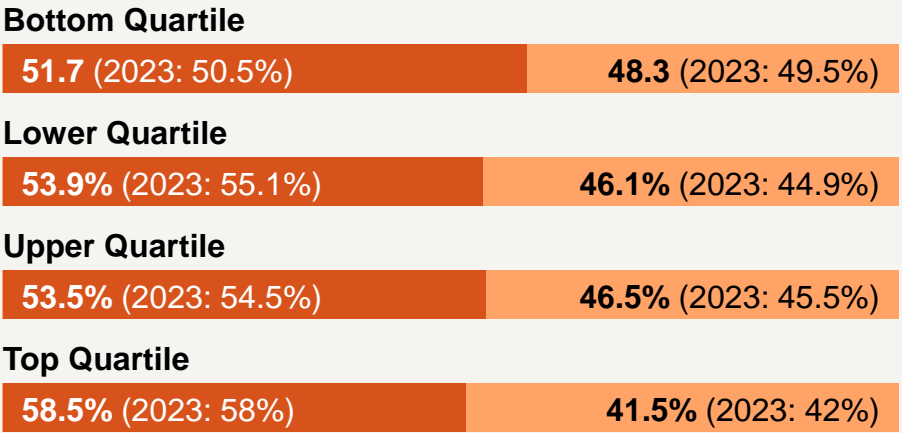
We've made meaningful strides toward equality and continue to work with our network groups, to continue our progression.



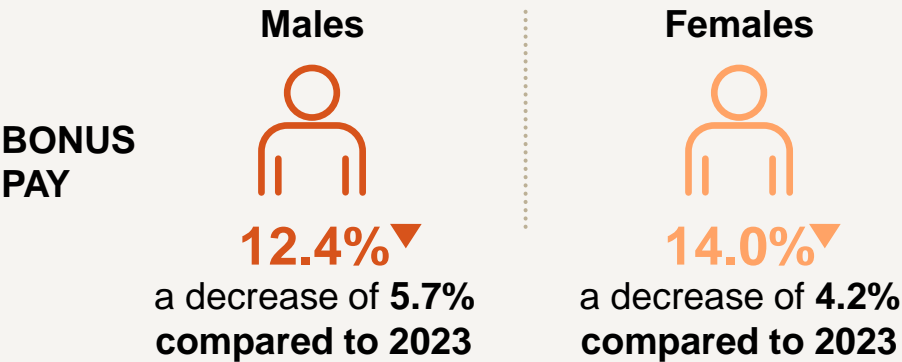
\*A Quartile is a way to divide a set of numbers into four equal parts. Each part contains 25% of the data.

## Proportion of female and males by pay quartile

Male Female



## Proportion of colleagues receiving a bonus



# Our Gender Pay Gap Explained

We're excited to see positive progress in our gender pay gap figures, thanks to the actions we've taken so far.

Below, we dive deeper into the reasons behind the continuing pay gap and highlight the changes that have taken place since 2023.

## Why we have a pay gap?

We are pleased to see that our gender pay gap is narrowing. While we recognise that our most senior leadership positions are still predominantly held by men (65%), which impacts our top pay quartile, we are fully committed to achieving our gender balance targets. We are dedicated to driving greater gender representation at all levels, including within our senior leadership teams. Our journey towards gender equality continues, and we are determined to make lasting and meaningful change.

## Why our pay gap has changed since 2023?

We have maintained a strong representation of women in higher-paying roles (31% in 2023 Vs 35% in 2024), which has contributed to a reduction in our hourly pay gaps and an increase in the number of women in the upper pay quartiles.

As a result of numerous initiatives and engagement with our networks, we have seen positive results, particularly for our part-time, female store colleagues.

We have seen a decrease in bonus eligibility alongside an increase in the amount of bonus sacrificed into pension, resulting in a decreased bonus pay gap. Our continued focus on employing more women into leadership roles and equalise bonusable pay, will see the bonus gap reduce, over time.

**Note:** The overall percentage of our colleagues receiving a bonus decreased in 2024. This is compared to a spike in Long Service Awards and payout of Share plans in 2023.



## About B&Q Limited UK

**c.20,000**  
colleagues in B&Q UK

**47%**  
of B&Q UK are **female**

**300+**  
store locations

**94%**  
of UK colleagues work  
within stores

Numbers are based on relevant  
employees as per the 2024  
Gender Pay Gap calculation

# Our action plan to become a more inclusive company and reduce our gender pay gap

## 2024 Progress

### Women in Leadership programme

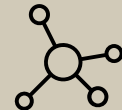
Our dedicated 'Women in leadership' female development programme has resulted in 19 colleagues achieving their apprenticeship this year, with 89% achieving a distinction. These programmes continue to make a significant impact, providing career opportunities for our colleagues with 68% of apprentices being promoted or securing a secondment.



# 1

### Gender equality colleague network

Our Gender Equality colleague network proactively supports a range of priorities, including enhancing our inclusive policies and increasing flexible working opportunities. The network has connected with colleagues across the workforce on events such as International Women's Day and continues to showcase the diversity of women in leadership roles at B&Q – providing more visibility of role models.



# 2

### Inclusive leadership for people managers

Following our Top 500 leadership team completing a comprehensive inclusive leadership programme, we've now taken it further by upskilling 1000+ people managers in Diversity & Inclusion (D&I). Ensuring every people manager that leads a team is equipped to create an inclusive environment.



# 3

We're committed to bringing better gender balance to our senior leadership and management populations.

To provide focus and keep momentum, we set annual priorities to track and measure our progress.

## 2025 Priorities

### Flexible working

52% female colleagues work part time. With 44% of our management population being female, to further improve gender balance we'll be continuing to offer flexible working opportunities. With the range of shifts, working patterns and flexible working options available, we've got something to suit everyone.



### Inclusive hiring

Along with refreshed inclusive hiring education for hiring managers, we're introducing diverse interview panels and balanced shortlists (for management roles) – to provide an equitable recruitment experience.



### Lean in mentoring circles

We're leveraging the power of women's mentoring circles, to inspire more colleagues and promote allyship. With some circles already in place and proving popular, we're increasing reach and empowering colleagues in leading their own circles to impact more women across B&Q.





# B&Q

