

Welcome to the B&Q Ireland Gender Pay Gap Report 2022



At B&Q, we believe in the value of equity, diversity & inclusion. It's a key part of our business plan and we've made significant progress in developing a more inclusive culture. There's more to do to ensure we're always meeting the needs of our colleagues and customers, but it's a strong start.

This is our first gender pay gap report for Ireland with details on the actions we believe will help us progress towards reducing our gender pay gap and embedding an inclusive culture, not just in Ireland, but across our whole business.

In Ireland we have 8 stores and over 550 colleagues. We have a responsibility and an opportunity to make sure every store and our head office is reflective of the communities that we serve.

We're dedicated to making improvements and whilst this report focuses on gender, our diversity & inclusion strategy considers the many elements of inclusion with a plan of activity that spans beyond 2022 – setting us for success everything we're looking to achieve.

Our commitment

Although our overall ambition is simple, it's very powerful - **we want B&Q to be a place where everyone feels that they can belong.** Our leaders make the biggest difference in creating a truly inclusive environment so we're helping them to be the best they can, and in turn, they're supporting our colleagues to be comfortable in being themselves.

When it comes to gender diversity, we're proud of the improvements we've made as part of our wider diversity and inclusion work, but we also know there's still more work to do.

To make sure we're continually making progress, our focus will remain on a range of diversity & inclusion activities into 2023 and beyond. From continuing to educate our leaders and colleagues, embedding our five colleague networks & inclusion council and rolling out our reverse mentoring programme more widely, We already have a number of initiatives already in place, with more happening next year.

'Ultimately, everything we're doing to develop our culture is to make it an even better place for colleagues to work and customers to shop.'

Our goal is to have better gender diversity in senior leadership and management positions. We will do this by:

- ✓ improving retention of women
- ✓ having a gender balanced shortlist for promotions
- ✓ ensuring there is no bias (conscious or unconscious) within our recruitment process
- ✓ investing to build a long term pipeline of diverse talent.

To achieve this and drive gender diversity at all levels we have built these goals into our incentive plans for executives and other senior leaders.

Contents of this report

This report sets out our gender pay calculations for colleagues in B&Q Ireland for 2022, prepared in line with the Employment Equality Act 1998 (section 20A) Gender Pay Gap Information Regulations 2022. The reporting covers the 12 month period ending 30 June 2022.

B&Q key facts*

B&Q UK and Ireland Ltd is part of the Kingfisher Group and is a leading home improvement and garden living retailer, helping customers to improve their homes to make life better since 1969.

Across the UK and Ireland we have over 300 stores, with 8 in Ireland.

| | | |
|--|--|---------------------------------------|
| 552 Colleagues in Ireland | 51% of B&Q Ireland are female | 49% of B&Q Ireland are male |
| 98% of colleagues in Ireland work within retail stores | 2% of colleagues work in support roles | |

*Numbers are based on relevant employees as per the 2022 Gender Pay Gap calculation.

What is the gender pay gap?

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

- Equal pay** is 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 equal pay is the first consideration when determining pay for all colleagues.
- Gender Pay** calculations specifically compare average pay (both mean average and median average, for hourly pay and bonus pay) for men and women and are therefore impacted by the number of men and women at different levels of seniority throughout the organisation.

Calculating the gender pay gap

How mean hourly pay is calculated

Female mean hourly pay

Sum of hourly pay of all females in B&Q (Ireland)

Total number of females in B&Q (Ireland)

Male mean hourly pay

Sum of hourly pay of all males in B&Q (Ireland)

Total number of males in B&Q (Ireland)

How median hourly pay is calculated

Highest hourly pay **Median female hourly pay** Lowest hourly pay

£ £ £ £ £

The median employee is the middle employee when we rank all our employees' hourly pay from highest to lowest

Highest hourly pay **Median male hourly pay** Lowest hourly pay

£ £ £ £ £

How the hourly pay gap is calculated

Male hourly pay - Female hourly pay

Male hourly pay

Note this calculation applies to both the mean and median hourly pay gap.

How the bonus pay gap is calculated

The bonus gap is calculated using actual bonuses paid to colleagues for the 12 months to 30 June 2022.

The mean bonus, median bonus and overall gap is calculated using the same formula approach as hourly pay.

B&Q Ireland's 2022 Gender Pay Gap

B&Q's mean and median hourly gender pay gap and bonus pay gaps (for the 12 months to 30 June 2022) are shown below. Negative numbers mean that the average hourly pay for females is higher than males.

| | Hourly Pay Gap (All) | Hourly Pay Gap (Part Time) | Hourly Pay Gap (Temporary) | Bonus Pay Gap (All) |
|--------|----------------------|----------------------------|----------------------------|---------------------|
| Mean | 12.8% | - 0.1% | - 4.7% | 71.0% |
| Median | - 2.6% | - 4.2% | - 2.0% | 0.0% |

Proportion of female and males by pay quartile

These tables show the proportion of males and females across B&Q in four equally sized groups, sorted by level of hourly pay for 2021-22.

| | Lower pay quartile | Lower middle pay quartile | Upper middle pay quartile | Upper pay quartile |
|--------|--------------------|---------------------------|---------------------------|--------------------|
| Female | 45% | 51% | 61% | 46% |
| Male | 55% | 49% | 39% | 54% |

Proportion of employees receiving a bonus or a Benefit in Kind

This table shows the % of males and females who received a bonus or benefit in kind during the 12 months to 30 June 2022.

| | Bonus | Benefit in Kind |
|--------|-------|-----------------|
| Female | 93.9% | 22.3% |
| Male | 85.6% | 17.3% |

Understanding the numbers

Hourly pay gap

B&Q's mean hourly pay gap for all colleagues in Ireland is 12.8%, this is driven by lower representation of females in store management positions. This gap would be significantly reduced if there was a more even split between males and females in management roles. Our median hourly pay gap is -2.6%, which is in favour of females.

For part time colleagues, the mean hourly pay gap is much lower because there are very few managers who work part time.

For temporary colleagues, both the mean and median pay gaps are in favour of females, like part time colleagues these roles are hourly paid and have variation of hourly rates because they are more likely to work hours that pay a premium (Sundays, Bank Holidays and nights).



Bonus Pay gap

B&Q's mean bonus pay gap is 71.0%, this is driven by lower representation of females in store management positions receiving an annual management bonus, compared to the wider population. Again, if the management population was more evenly balanced between males and females, then this would significantly reduce.

B&Q's median bonus gap is zero. This is a result of an end of year "thank you" voucher being awarded to all store staff, who were employed on a specific date.

Benefit in Kind

B&Q offers a number of Benefits in Kind available to colleagues, depending on their role and length of service. Under this category we include our employer supported pension scheme, Save As You Earn (SAYE) share scheme, health insurance and company cars.

More females receive a Benefit in Kind, generally because they are more likely to have had longer service and be enrolled in the pension scheme.

Our approach to improving our gender pay gap

Achieving greater diversity throughout B&Q, including gender diversity, rests heavily on being able to attract and retain diverse talent. This is why we are putting so much focus on building an inclusive culture.

1

Action: Educating our leaders on all areas of inclusion and supporting them to create an environment where everyone can feel they belong.

Progress: Every leader that sits in our Top 500 leadership team attended a three hour workshop run by Green Park. This worked out to 1500 hours of leadership training specifically focusing on diversity and inclusion in 2021 and cultural intelligence (EQ) in 2022.

2

Action: Making progress against our 5 point plan and setting strong foundations for the future.

Progress: We now ask specific D&I questions to gauge colleague sentiment about how comfortable they feel being themselves at work; and their perception of fair and equitable treatment. This insight has supported the development of our 2023 D&I plan.

3

Action: Refreshing our engagement survey to include inclusion specific questions, helping to gain more relevant insight

Progress: We now ask specific D&I questions to gauge sentiment on how comfortable colleagues feel in being themselves at work and perception of people of all backgrounds being treated fairly. This insight has supported us to develop our plan for 2022.

4

Action: Improving representation at leadership level through introducing balanced candidate shortlists and more diverse interviewing panels.

Progress: Representation targets were set as part of our 2022/23 annual bonus – making it clear on what we're looking to achieve by 2025. We've increased the amount of females in store managerial roles with the largest improvements made at our team leader and trading manager levels.

2023/24 priorities

We're proud of the progress made in this last year and we will continue to take steps to develop our culture through:

Cultural check ins to take place every quarter:



Regular time with our Top 500 leaders, understanding challenges, sentiment and where we're making progress or need to focus

Ongoing inclusive education throughout the year:



Annual inclusive leadership training for Top500 leaders and year-round campaigns focusing on key inclusion events

Launching programmes and initiatives:



Rolling out allyship training to all colleagues and targeting development opportunities for under-represented groups

Embed our colleague networks



and strengthen the inclusion council: to create more change from within, amplify colleague voice and advance the overall D&I agenda

Tracking and validating our progress:



Launching our first workforce insight report along with reassessing where we're at through a follow up cultural review

Working with external partners

We have strong relationships with our external partners which help us promote best practice.



Our partnership with Green Park - a Diversity, Inclusion, Culture & Ethics (DICE) Consultancy – started in 2019 and we'll continue to utilise their expertise in 2023.

Our CEO is a member of the 30% Club which aims to increase representation for women on boards and executive committees.

A number of leaders are ambassadors for the Retail Week's Be Inspired programme and we also have 2 x Board Directors who are ambassadors for the Retail Trust.

We're members of the Business Disability Forum and work with Stonewall, the leading charity for lesbian, gay, bi and trans equality. We're also members of the UK Chapter of the UN Unstereotype Alliance.