

B&Q Ireland 2025 Gender Pay Gap Report





Welcome to the B&Q UK Gender Pay Gap Report 2025

We're enabling high performance for everyone at B&Q. Encouraging colleagues to be themselves and make an even more meaningful difference to our customers.



Diversity and Inclusion (D&I) is fundamental to what we want to achieve and our focus remains as strong as ever. We're driven to ensure our workforce reflects the customers and communities we serve. Women represent 46% of our 21,000 colleagues, with 44% of our leadership and management roles held by women.



Empowering our people, through a range of approaches and initiatives, has resulted in a 0.67% decrease in our mean gender pay gap. While we've made good progress over recent years, there's still more to do, and we'll keep advancing gender balance - providing opportunities for all in an inclusive, high performance environment.

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

We've made it clear there's no place for non-inclusive behaviour, of any kind, at B&Q.

Initially launched to colleagues, 'Our stance on discrimination' has also been shared with suppliers and vendors.

It's now on display in every store, reinforcing our commitment to D&I and keeping our colleagues and customers safe.

Our stance on discrimination

We're a home improvement retailer, the biggest 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 – whether they are a colleague, a customer, a supplier or a 3rd Party seller. Under privileged groups suffer all sorts of discrimination in the world today: we will do everything in our power to ensure they don't experience it at B&Q.

This is what B&Q stands for.

We're not expecting everyone to share our beliefs, but we do expect people to act accordingly when dealing with us. It is vitally important to us that everyone feels welcome at B&Q – regardless of their background, beliefs or how they identify.



A word from our Chief Executive, Graham...

I'm passionate about everyone at B&Q feeling that they can consistently be at their best. Building on the strength of our D&I foundations, we're well set up to evolve our culture further, enabling high performance – to give our customers the best experience we can.



“Everyone at B&Q plays a crucial role. Together, we can do it.”

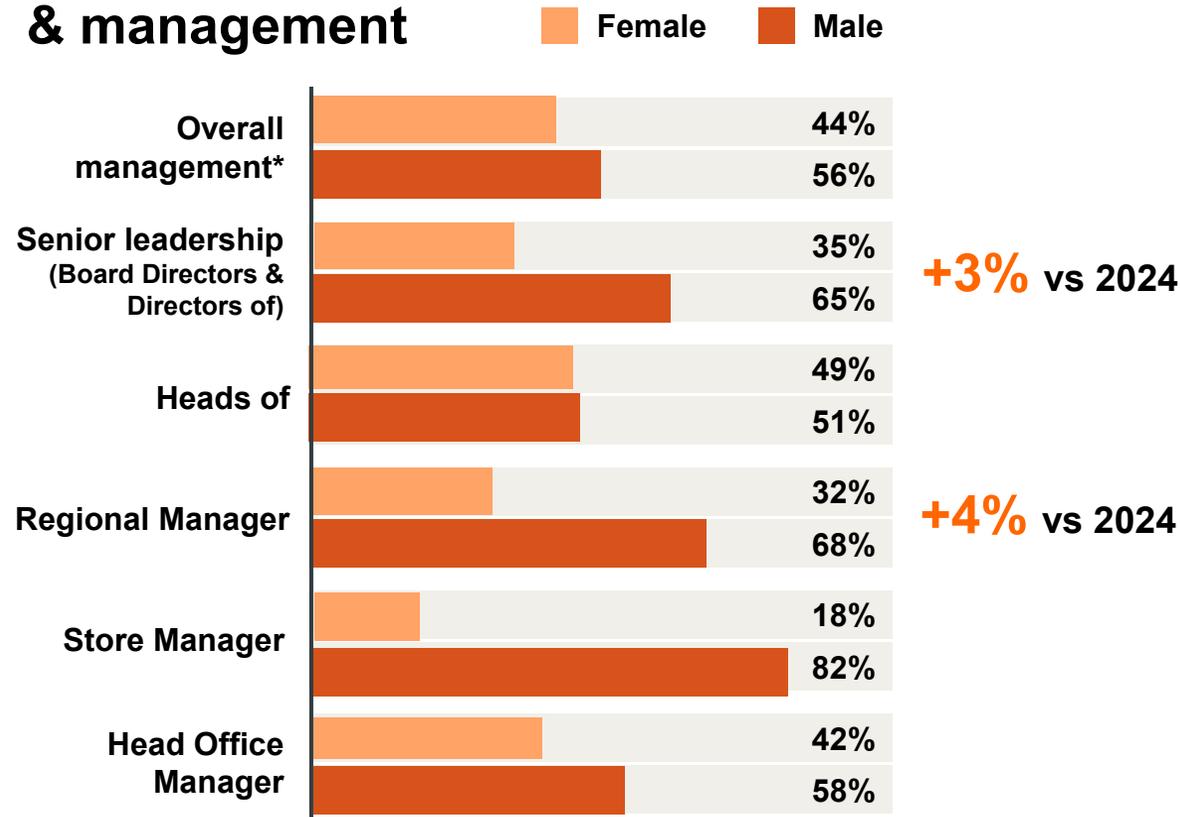
Graham Bell,
CEO
B&Q UK & Ireland

The **B&Q UK gender** pay gap relates to the 12-month period ending 5th April 2025, in line with the Equality Act 2010 Regulations 2017.

A place where everyone can feel they belong...

Across our leadership and management population, 44% of roles are filled by women, largely driven by the more balanced representation across store management teams.

Leadership & management



Better gender balance

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

- Attracting and retaining diverse talent, including more part time and job share opportunities
- Educating hiring managers to mitigate bias within attraction and selection
- Building a strong, healthy and long-term pipeline of diverse talent
- Amplifying visibility of role models and sharing experiences
- Offering a range of initiatives and accessible communities, including Lean in mentoring circles and Women in Leadership apprenticeship, with ongoing sponsorship of our Gender Equality colleague network
- Embedding allyship and empowering every colleague to 'be an active ally'
- Using data and insight to support decision making, measure progress and identify opportunities.

What is the gender pay gap?

≠ The gender pay gap is not the same as equal pay

Gender Pay

Compares average pay (both mean and median types of 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.

Equal pay

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 that our male and female colleagues are paid the same for work of equal value.

How the mean pay gap is calculated

1. Add up the hourly rates for all men and divide by the number of men to get the average hourly rate of pay or bonus for men.
2. Add up the hourly rates for all women and divide by the number of women to get the average hourly rate or pay or bonus for women.
3. The mean pay gap is the percentage difference between average male and female pay or bonus.

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 hourly pay gap is calculated using pay data for the period 1 July 2024 to 30 June 2025. The bonus gap is calculated using actual bonuses paid to colleagues for the 12 months to 30 June 2025.



Our 2025 Gender Pay Gap

We are pleased to report that women continue to hold nearly 50% of our most senior positions, and the median pay gap continues to favour women in 2025. This represents significant progress, but our commitment to gender balance does not end here. We remain dedicated to achieving true gender equity across all levels of the organisation. With a range of exciting projects planned for 2026, we are confident that we will continue to advance in this area. The outlook for B&Q remains positive and inclusive.

	Mean	Median
HOURLY PAY (All)	4.5% (2024: 5.6%)	-5.5% (2024: -4.5%)
HOURLY PAY (Part Time)	0.1% (2024: -4.2%)	-3.7% (2024: -6.2%)
HOURLY PAY (Temporary)	-2.1% (2024: 3.3%)	-1.2% (2024: -1.1%)
BONUS PAY (All)	55.7% (2024: 62.9%)	0.0% (2024: 0.0%)

Proportion of female and males by pay quartile*

Male Female

Bottom Quartile

56% (2024: 61%) 44% (2024: 39%)

Lower Quartile

63% (2024: 55%) 37% (2024: 45%)

Upper Quartile

36% (2024: 39%) 64% (2024: 61%)

Top Quartile

53% (2024: 52%) 47% (2024: 48%)

Proportion of colleagues receiving a bonus

60.4% of males
(75.2% in 2024)

75.0% of females
(87.3% in 2024)

Proportion of colleagues receiving a BiK

2.3% of males
(3.2% in 2024)

3.2% of females
(3.5% in 2024)

*B&Q's mean and median hourly gender pay gap and bonus pay gaps for the 12 months to 30 June 2025. Negative numbers mean that the average hourly pay for females is higher than males.

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

Our 2025 Gender Pay Gap Explained

2025 marked a milestone for B&Q with the acquisition of three Homebase stores in Ireland. Whilst we're pleased this has supported significant progress in achieving a more balanced gender representation in our senior roles, we recognise there's still more to be done. With our eyes firmly set on our commitment to gender balance, we remain fully committed to driving meaningful change and improving gender representation across every level of B&Q.

Why we have a pay gap?

While we are proud to maintain an even gender split at the senior management level, as reflected in our higher pay quartiles, we acknowledge that our lower quartiles currently reflect a higher proportion of men. This is partly due to the transfer of colleagues from Homebase stores.

Additionally, low turnover in most categories has contributed to a sustained overall pay gap in favour of women. The gap has decreased marginally year on year, with higher turnover among our female part-time colleagues. This has a significant impact, as it typically affects colleagues with longer service and higher pay rates, particularly within the Customer Advisor pay range. Although we expect natural attrition to help close this gap over time, we remain committed to actively addressing the underlying factors to ensure fair and equitable outcomes for everyone.

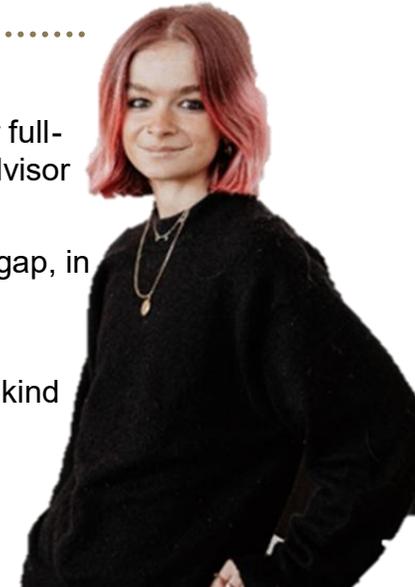
Why our pay gap has changed since 2024

Our mean pay gap has decreased to 4.5% this year. The gap has been compounded by natural attrition of our full-time, longer serving female employees who were paid a higher rate of pay, particularly within the Customer Advisor pay range.

We have seen an increase of part-time male colleagues from c.56% to c.61% which has lessened the overall gap, in favour of women, for part-time workers.

Our mean bonus pay gap decreased this year to 55.7%, partly through our acquisition of Homebase and the transfer of female leaders in receipt of bonus. The proportion of both males and females receiving a benefit in kind has continued to reduce this year due to a reduction of colleagues opting in for healthcare and company cars.

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



About B&Q Ireland

c.600

colleagues in
B&Q Ireland

47%

are female

11

store locations

98%

of colleagues work
within stores

Numbers are based on relevant
employees as per the 2025
Gender Pay Gap calculation

Reflecting our ongoing commitment to D&I, and creating opportunities that benefit everyone at B&Q

Progress made

Focus areas

Award Winning

In spring 2025 B&Q ROI won the prestigious 'Diversity, Equality & Inclusion' (Retailer) award at the annual Diversity in Business awards, for our work on inclusive leadership and allyship.



1



Flexible working

Nearly two thirds of our workforce are part time, and 52% are women, but this decreases across more senior roles. Offering more flexibility for leaders and managers, highlighting part time and job share opportunities, presents a significant opportunity.

Gender Equality colleague network

Raising awareness of gender related topics and calendar events, including Menopause and International Women's Day, our gender focused network is proactively supporting dedicated activity to improve gender balance across leadership and management.



2



Inclusive hiring

Building on our introduction of diverse interview panels and balanced shortlists (for management roles), we're refreshing our approach to hiring manager education by mitigating bias to provide an even more equitable experience.

Inclusive leadership for people managers

1000+ people managers have been upskilled on D&I, ensuring every manager that leads a team is equipped with the knowledge and skills to create an inclusive environment and build belonging.



3



Lean in mentoring circles

Many circles are already in place, with more than 1000 women taking part. We're putting the spotlight on the great work already underway and empowering colleagues to lead their own circles – reaching and impacting more women across B&Q.

B&Q

