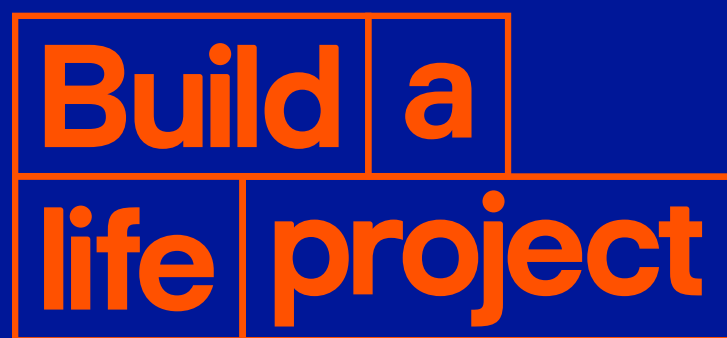


B&Q Build a life project

Annual report 2025



Together, we can do it.



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A word from our Chief Executive

Better Homes. Better Lives. For Everyone. We all know how important our homes are to our lives. At B&Q, we strive to help make homes better for everyone and are committed to doing this responsibly.

As we evolve as a multi-channel retailer, offering an enhanced customer experience, the changes we’re making are underpinned by our ambition to help build a better world for our customers, colleagues and communities.

I’m delighted that, with the support of our strengthened Responsible Business team, we’ve made good progress in a number of areas this year. We’ve hit important milestones and got clearer on our priorities. We’re focusing on the impact and good that B&Q could achieve for our Planet and People. Ultimately we’re prioritising how we can make it easier for our customers to make more sustainable choices.

We still have much to do. We take very seriously our responsibility to lead our industry and to work collaboratively to achieve the outcomes we want. Having our own clear, measurable responsible business targets, gives us a clear direction of travel and a clear focus on what we can achieve now and in the future.



Joanna Gluzman
Director of Responsible
Business, B&Q

A word from Joanna

A year in, I am just as excited about the opportunity my role gives me to help millions of people make more sustainable choices for their homes, and to enhance B&Q’s positive contribution to people and planet.

With our redefined focus on Planet and People, we have moved to a more holistic, people-first approach to responsible business, whether that be with colleagues, people in our supply chain, or customers. We’re setting ambitious yet realistic objectives to track progress annually, focusing on sustainability, employee engagement, and supplier collaboration to help us to reduce our environmental impact and to promote social well-being.

This year, we’ve made good progress in a number of areas from electrifying some of our stores and logistics networks to increasing the number of sustainable home products we sell. There are, however, three stand out strategic decisions that help set us up to achieve the targets we’re aiming for:

- Employee advocacy: Our colleagues’ role in helping customers to choose to live more sustainably is crucial. This year some 96 are doing Carbon Literacy training, and we’ve also trained our own trainers to enable us to build passionate teams with responsible business at their core, more quickly. They’ll help set us up to ensure that every part of our business is geared towards collective action for a more sustainable future.
- Targeting net zero Scope 3 emissions by 2050: As is to be expected in retail, most of B&Qs emissions are Scope 3. This year, we’ve continued working hard with suppliers to minimise the environmental impact of the products we offer. Through collaboration, we’re helping our suppliers calculate their baseline carbon footprint and build out a decarbonisation plan that’s aligned with B&Q ambitions.

- Enabling more sustainable consumption: This is a win-win for everyone; recycling waste to create new or refurbished products to help customers manage the disposal of old products at the end of their lifecycle, as well resource scarcity. The launch of Refurb by B&Q power tools along with our planter made from recycled plant pots are the start of a number of waste streams we’re looking at as part of our commitment to create circular economies.

In the coming year, we’ll have a bigger focus on community – the human side of sustainability. B&Qs partnerships with Shelter and B&Q Foundation help and empower so many people to live better lives.

B&Q has strong heritage to build on and we’re committed to continuing to make changes to improve as a business and to help build a better world for our customers, colleagues and communities.

This report stands as a framework for us to mark ourselves against year-on-year; acting as a milestone for us to recognise where we’re excelling, as well as where we need to improve.



Graham Bell
CEO, B&Q

Our key responsible business targets and measures, 2024/25

Net Zero by 2040 for Scopes 1 and 2; 2050 for Scope 3

Planet

Carbon emissions

66.3%
reduction in Scope 1 and 2 carbon emissions across our operations since 2016/17

57%
reduction in intensity of our Scope 3 emissions per million £ turnover from the supply chain and customer use of products since 2017/18

De-carbonising our logistics network
Our logistics carbon footprint has reduced by 45% since 2016

Sustainable packaging
Introduced our B&Q Sustainable Packaging Guidelines with ambitious targets to reduce packaging waste and increase recycling including at least 30% recycled plastic in packaging and 100% recyclable, reusable or compostable packaging by 2030*

Responsibly sourced wood
99.8% of the wood and paper used in our products is responsibly sourced
Founding members of the Forest Stewardship Council® (FSC®) 30 years ago and launched our first timber policy in 1991

Reducing the impact of the products we sell
64.7% of our sales were from products with more sustainable features... and/or that delivered more sustainable benefits to our customers

Waste management
99% of our waste is diverted from landfill

Energy use
Our total energy use is down by 34% in the last 10 years
...and 99% of the electricity we purchase is from renewable sources

Move to peat-free
Since 2023, we've been 100% peat-free for all bagged composts, and from January 2026, all own-brand plants delivered to our stores will be grown in 100% peat-free. (We first launched a peat-free compost in 1991)

* supported by an accessible and appropriate waste stream

People

Volunteering
40,313 hours donated to support local communities

Community impact
604,817 people benefiting from our community programmes

Standing for inclusivity
6 colleague networks and advisory groups

Learning for Life
Over 2,500 colleagues have completed or are undertaking apprenticeships

Improving gender equality
43% of management roles currently held by women

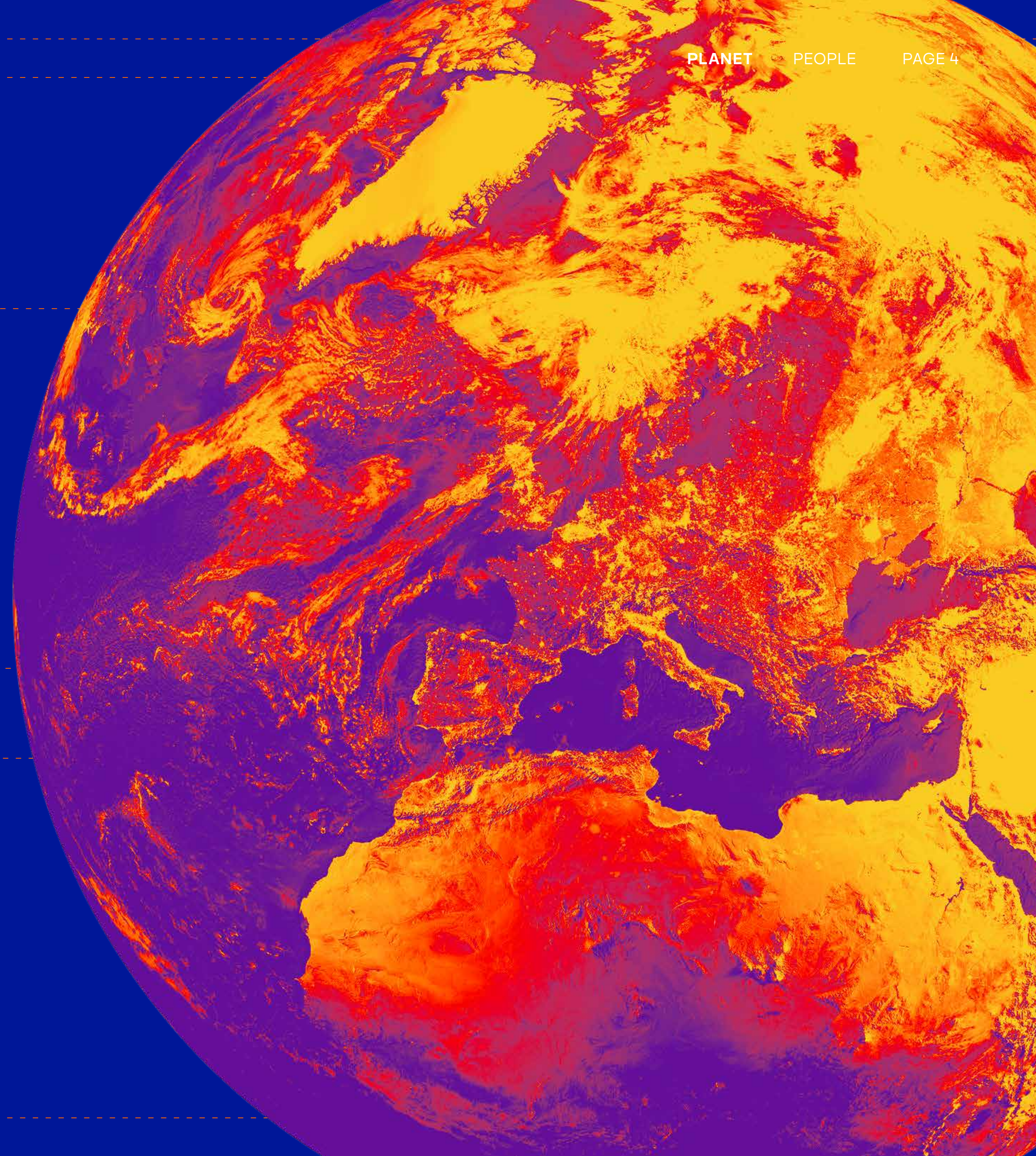
Raised/donated
£3.4m to support our charity partners and local communities



Planet

reducing impact

02



Our operations

Our Scope 1 and 2 targets

During 2024/25, we reduced our absolute greenhouse gas emissions from our operations – our Scope 1 and 2 emissions – by 66.3% since 2016/17, and are on track to hit our target of being net zero by 2040.

Smarter stores – electrification zero carbon power and electric heating

To reduce our Scope 2 emissions this year, we are driving renewable energy investments that are now generating 5.3 GWh of electricity per year. In areas where on-site generation isn't viable, we focus on purchasing electricity from zero-carbon and renewable sources, in parallel with monitoring prices and the availability of renewable energy certificates.

In 2024/25
99%
of the electricity we purchase is from renewable sources



This year we have installed air source heat pumps (ASHPs) at our Edinburgh store. This is part of a larger heating system trial, which has also involved converting three B&Q stores from gas to electric heating.

Cleaner logistics

We continue to make progress with reducing the carbon impact of our logistics operations. We have implemented alternative fuels into our fleet, leading to measurable carbon reduction.

B&Q has one of the largest Liquefied Natural Gas (LNG) fleets in the country and more than 65% of our retail logistics network – serving 319 stores – now runs on LNG. The remainder of our retail logistics fleet now runs on Hydrotreated Vegetable Oil (HVO), having phased out diesel usage in December 2024 – helping us save 4,600 tonnes of CO2.



We have electric trucks on our home delivery fleet with more planned for early next year, electric vans in our store home delivery fleet and we're developing plans to scale up further. This year we have introduced 35 new Aero cabbed trucks offering up to 3% fuel efficiency benefits with the potential to save 100 tons of CO2 annually.

AI-powered route optimisation has reduced road miles and associated emissions. These initiatives reflect our commitment to smarter, cleaner logistics as we progress toward our net zero 2040 goal.

B&Q Galashiels

opened 2025 – one of our most sustainable stores having rainwater harvesting, rooftop solar with battery storage, and smart LED lighting.



Across 23 stores, we saved
18,000 kWh
by better controlling heating outside of opening hours

Our customers

Advancing towards net zero for Scope 3

Our biggest impact on carbon emissions comes from the sourcing, manufacturing and use of the products we sell. Having already achieved a 57% reduction in our Scope 3 emissions in 2024/25, compared to 2017/18, we're continuing to work hard with suppliers to minimise the impact of the products we offer.



Low VOC paint

In 1998 B&Q was the first UK retailer to label and reduce Volatile Organic Compounds (VOCs) in paint. VOCs not only give paint a chemical smell, they also impact air quality. As paint dries, they evaporate – a process called gassing off – and contribute to the formation of greenhouse gases. Today over 95% of the paint B&Q sells is water-based and low VOC



Advancing sustainable solutions for gardens

We continue to work with our horticulture suppliers to reduce or eliminate peat in OEB nursery stock and bedding plants. In 2024 our own bedding plant range was 100% peat free. We've used our testing facility at Springfield to test formulations in 'real life' situations, with the plants our customers are growing.



From January 2026, all own-brand plants delivered to our stores will be grown in

100%
peat free



Making recycling easier

Maximising recycling is important, and it helps to keep waste out of landfill, out of incineration and out of the natural environment. While kerbside collections already help customers, we have introduced recycling facilities at many of our stores to help customers make more sustainable choices.

Refurb by B&Q

Following a successful launch of Refurb by B&Q in August 2024, we are expanding the number of products available, including product types such as taps, showers and pressure washers. Customer returns are processed by B&Q technicians to ensure they meet 'like new' standards, supporting a circular economy and offering customers great value. We now have over 100 refurbished products available to buy on diy.com

Refurbed by **B&Q**

Plant pot recycle

We have placed plant pot recycling stations in more than 100 stores. Material gathered is recycled and made into a new Blacksmith Planter pot range sold online and in store. In December 2024 we trialed a Christmas tree take-back scheme in five stores. The trial aimed to understand the process and customer appetite for returning used trees.



Community Reuse

We're continuing our 'Community Reuse' programme at B&Q, working with the award-winning giving platform neighbourly. This allows us to donate unsellable materials and products to participating charities and community groups. Last year we donated 136,873 items to more than 1,537 local good causes.



Our sourcing

Our scope 3 commitments to responsible sourcing and progress against packaging ambitions

Ahead of the UK Extended Producer Responsibility Regulations coming into force, we have been focused on more sustainable packaging. At B&Q, we have introduced Sustainable Packaging Guidelines with the goal to reduce the amount of plastic packaging we place on the UK market by 20% by 2030.

Reducing the impact of our product packaging

Packaging has an important function of protecting the products that we sell. We are committed to achieving this function, while minimising the impact on the planet. We have evolved the sustainable packaging guidelines introduced last year, maintaining the focus on recyclability, recycled content and responsible sourcing, whilst introducing a goal to reduce the amount of plastic packaging we place on the UK market by 20% by 2030.



Local forest projects

Our partnership with the Woodland Trust continues to focus on habitat restoration and the creation of native woodland, having committed £100,000 to the 561-hectare Snaizeholme project in the Yorkshire Dales, with peatland restoration as well as tree planting. In 2024/25, the Woodland Trust planted 150,000 trees across 70-80 hectares and work has begun to restore the peatland, including the addition of natural flood management and improving the habitat for wildlife in the valley. A total of 36 bird species displayed breeding behaviour in Snaizeholme during the past year.

Committed
£100,000
to the 561 hectare
Snaizeholme project on the
Yorkshire Dales

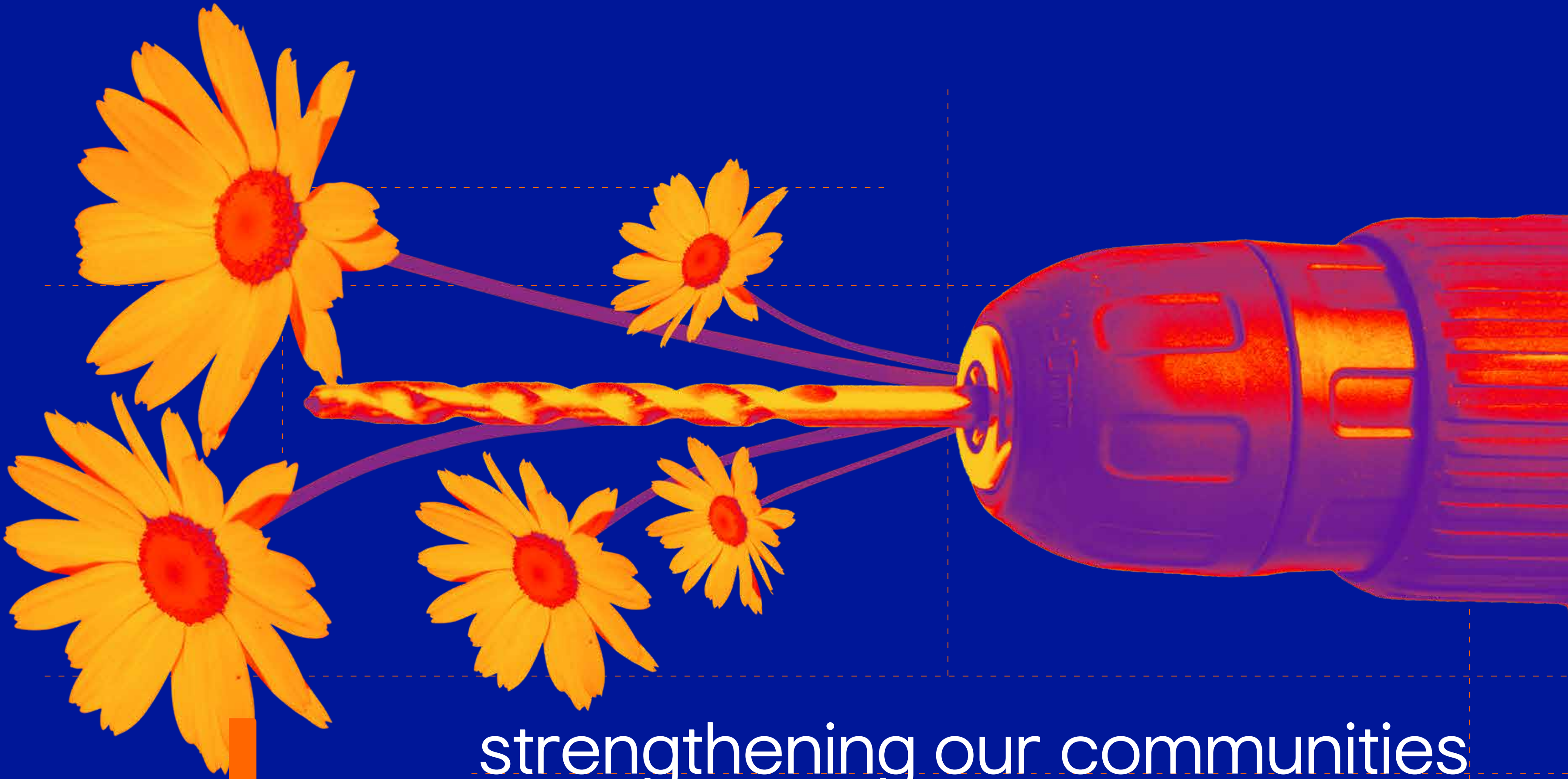
1 in every
4 of the products we
sell contains wood, paper
or cardboard.

99.8%
of our wood and paper
products are sourced
responsibly



Build a
life project

03
People



strengthening our communities

Supporting communities

Our foundation and charity partners

We support our communities through partnerships, fundraising, volunteering, product donations and reuse. In 2024/25, we raised and donated a total of £3.4 million to support our charity partners and local communities, and over 600,000 people benefited from our community programmes.



Shattered Snowglobe

As part of its ongoing partnership with Shelter, we created a campaign to highlight the harsh reality for many families living in temporary accommodation at Christmas. Reflecting real-life stories, our stores created alternative snowglobes showcasing miniature scenes of broken utilities, rodent infestations and inadequate accessibility. Cardboard versions of these scenes hung like baubles on Christmas trees in stores.

As well as featuring case studies and statistics about the number of children and families affected, the trees featured stars that customers could take to the checkout to make donations to Shelter which we then matched.

B&Q also donated £1 to Shelter for every real tree sold and also stocked Shelter Christmas Cards and jumpers. In total this year we raised £1.1 million for Shelter, £550,000 of which was raised in December.

DIY skills advisors

To fund 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 2024/25, they supported 1,000 people.



B&Q Foundation

The B&Q Foundation supports registered charities with grants to improve homes and community spaces for those who need it most. Last year, with the support of our colleagues, vendors and customers, B&Q donated £2.1 million to the B&Q Foundation.

Community Days

Last year B&Q evolved its Community Days programme, giving every store the opportunity to 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.

46% of the 300 charities we supported had already benefited from the B&Q Foundation or had been part of our Community Reuse Programme. This year, for the first time, colleagues were able to put forward charities they wanted to support within five miles of their store.

Supporting British Red Cross

When storm damage or flooding has impacted local communities, colleagues have supported the clean-up efforts, by volunteering at stores, offering customer car parking to emergency services, and providing cleaning products, pumps, buckets and spades. B&Q has a relationship with the British Red Cross and responds, when called upon, to requests for help.



This year B&Q colleagues and customers raised **£1.1m** for Shelter and its partner charities Shelter Cymru, Housing Rights and Focus Ireland.

Standing for inclusivity

A culture that empowers every colleague

At B&Q, our people managers attended our in-house equality, inclusivity and diversity workshops to increase buy-in on the importance of leading inclusively.

We created an Active Allyship campaign designing a series of scenarios to include behaviours such as microaggressions, bias, stereotypes and privilege.

We have also refreshed our mandatory **‘Licence to Hire’** training for all colleagues with a hiring role, launched **‘Lean In’** mentoring circles and introduced **‘I Will Elevate’** leadership development programmes to support women and ethnically diverse colleagues into leadership roles.



Building trade skills

At the beginning of 2025/26 B&Q donated over £1 million through the ‘Transfer to Transform’ initiative to help support smaller businesses recruit and train trade apprentices. Along with TradePoint UK, we’ve launched ‘Do the Lift Thing’ – a campaign that showcases women trade professionals and is a call to action for more girls and women to choose a trade profession.

Women in Leadership Programme, designed by women in B&Q

We have built a programme with our partners Aprentify to encourage, enhance and accelerate the careers of women and for those starting their leadership career. There has been a significant amount of engagement and collaboration across the business to create this programme to create something that is valuable to the people taking part in the programme.

The programme will develop the skills, knowledge and behaviours required to progress to the next level and will explore the key strategies for leadership and development in order to meet career goals and inspire a shift in mindset. With an emphasis on celebrating Women in Leadership and workforce diversity as a whole, this programme aims to inspire, motivate, and empower current female leaders and stimulate future talented women to meet their potential.

Creating opportunities: Apprenticeships

At B&Q, over 2,500 colleagues have completed or are undertaking apprenticeships, including in 2024/25 over 200 colleagues who completed apprenticeships. This year, B&Q has made improvements to its training programmes to make them more accessible to ethnic minorities and those living in socially deprived areas.

This ever-expanding programme of apprenticeships has been designed to ensure existing skills gaps are filled and future needs are accounted for. The target is also instrumental in fostering the development of our store leadership teams within the management talent pipelines.



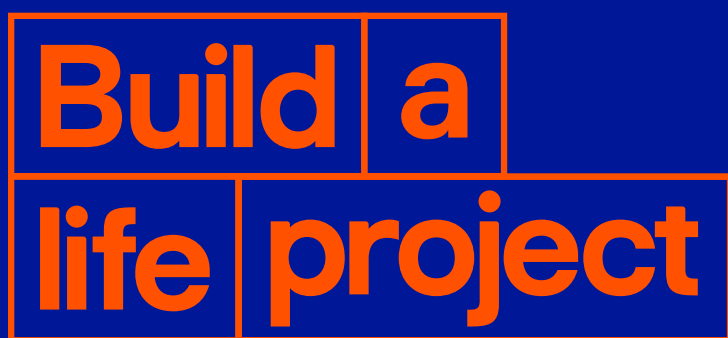
Over
34
women signed up to the Women in Leadership apprenticeship this year



Over
2,500
colleagues have completed or are undertaking apprenticeships.

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