



Performance data appendix

2020/21



At Kingfisher, we are committed to doing everything we can to make a positive impact for society so that all our homes – including our communities, our forests and our planet – can flourish.

About this appendix

Our Responsible Business Report performance data appendix provides a detailed insight into our environmental, social and governance (ESG) performance.

It supplements our Responsible Business Report 2020/21, providing further data and a summary of progress against our targets.

Our Appendix also includes details of how our reporting aligns with external frameworks such as the United Nations Global Compact, the United Nations Sustainable Development Goals and the Sustainability Accounting Standards Board (SASB).

You can read our Responsible Business Report at www.kingfisher.com/responsible-business

About Kingfisher

Kingfisher plc is an international home improvement company with over 1,380 stores in eight countries across Europe. We employ 80,000 people.

At Kingfisher, our purpose is to make better homes accessible for everyone.

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Our Responsible Business strategy

We are committed to leading our industry in Responsible Business practices, seeking to maximise our positive impact on the lives of our customers, colleagues, communities and the planet. Responsible Business is a key priority in our ‘Powered by Kingfisher’ strategy.

We focus on four priorities where we can best use our experience, scale and influence to bring about positive change in our business, communities, supply chain and beyond:

- **Colleagues:** becoming a more inclusive company.
- **Planet:** helping to tackle climate change and create more forests than we use.
- **Customers:** helping to make greener, healthier homes affordable.
- **Communities:** fighting to fix bad housing.

Our priorities have been informed by research with our customers, our materiality assessment and external frameworks such as the UN Sustainable Development Goals. They reflect our most significant impacts and the areas where we have the opportunity to make a significant positive difference.

We have set ambitious targets for each priority and established key performance indicators to help drive progress.

Our priorities are underpinned by our commitment to our Responsible Business Fundamentals – the many issues and impacts we need to measure and manage to ensure we continue to operate responsibly across our business. We have clear policies in each of these areas, from health and safety to responsible sourcing, cyber security and data protection, and ethical conduct, to ensure we take a consistent best practice approach across our banners.

Responsible Business priorities



Colleagues

We will be a more inclusive company



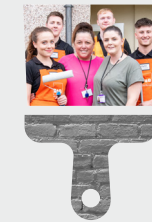
Planet

We will be Forest Positive and help tackle climate change



Customers

We will help make greener, healthier homes affordable



Communities

We will fight to fix bad housing

About our data

Our Responsible Business data covers the period 1 February 2020–31 January 2021. It provides a summary of performance for all our wholly-owned retail banners.

Sustainability experts Bioregional coordinate our head office data review process. They monitor our progress on Sustainable Home Product innovation and calculate our customer energy savings figures.

Detailed information on the scope of the data and the methodologies used to calculate our data are explained in our [Responsible Business data collection methodology document](#).

Our Responsible Business data does not include joint ventures, except where stated. Data for our joint venture Koçtaş is included in our scope 3 greenhouse gas (GHG) emissions, category 15 'Investments' (see [page 25](#)). 50% of Koçtaş data is included, in line with our 50% equity share.

Our targets and methodologies have been developed with Bioregional. Wherever possible they reflect established frameworks such as the UN Sustainable Development Goals. Details of how our targets have been developed and our methodology for assessing progress are included in our [data collection methodology](#).

Changes to our targets are summarised on [page 6](#).

Audit and assurance

Our Responsible Business performance data and the qualitative statements included in our Annual Report and Responsible Business reporting are reviewed by our internal Responsible Business teams, and by Bioregional.

We appointed DNV to provide a limited assurance opinion on selected information within this report. Further details on the work they performed and their conclusion are set out in their independent assurance statement on [page 37](#). The information marked throughout the report with the symbol \diamond indicates the scope of their work.

Reporting frameworks

We are members of the United Nations Global Compact and include an index on [pages 13 and 14](#). We aim to support progress on the UN Sustainable Development Goals and include an index on [pages 9 to 12](#) indicating where we can have the most impact.

We align with a number of external disclosure initiatives including CDP, the Workforce Disclosure Initiative (WDI), the Global Reporting Initiative (GRI), and Task Force on Climate-Related Financial Disclosure (TCFD).

From this year, we are further aligning our reporting with the Sustainability Accounting Standards Board (SASB) standards for Multiline and Speciality Retailers and Distributors. We now publish a SASB Index with our Responsible Business Report showing where relevant data and disclosures can be found.

Our Report references selected Global Reporting Initiative (GRI) Standards. We provide a GRI Index on our website: www.kingfisher.com/griindex

How we performed in 2020/21

We improved or maintained performance across the majority of our target areas in 2020/21. However, we did not achieve some of our targets with a deadline of January 2021. We are reviewing our approach in these areas and in some cases will be publishing new targets.

Colleagues

A more inclusive company

We developed a Group-wide Inclusion and Diversity strategy and action plan, and an inclusion and diversity plan for each banner specific to its market and demographic. These will help us accelerate progress on inclusion across our business. Gender balance improved at Board level from 38% to 44% with a slight improvement in all managers from 35% to 36%. We have set a new target to improve this and it is one of the criteria included in our colleague bonus programme.

Skills for life is our approach to delivering learning and development for colleagues. Colleagues completed 3.27 million hours of training during 2020/21, which means we are on track to reach five million hours by 2025. We are tracking well against this target as there was an increase in digital learning during the year due in part to Covid-19. From 2021, we will increase focus on youth employability and social mobility.

Planet

Helping to tackle climate change

Our original carbon targets were approved by the Science Based Targets initiative in 2019 and we met our operational target ahead of schedule. We have reduced our absolute scope 1 and 2 (market-based) greenhouse gas emissions by 27% compared with the baseline year of FY 16/17 and against our target of 22% by 2025. This is a large movement from the previous year (FY 19/20: 18%), driven by the temporary closure of stores due to Covid as well as strong underlying improvements (including 48% of purchased electricity from renewable sources and energy efficiency improvements in our stores).

We have therefore reviewed our plans and agreed new appropriate capital investment to now commit to a more ambitious reduction target. This has been approved by the Science Based Targets initiative confirming that it aligns with a 1.5°C trajectory.

We have reduced scope 3 carbon intensity by 18% compared with 2017/18 against our target of a 40% reduction per £million turnover by 2025. This is due to efficiency improvements in products such as our lighting range and kitchen appliances, reducing their lifetime carbon emissions, and a decrease in sales of high energy using products, such as gas boilers and water heaters. We are not yet able to report progress on the supply chain element of our target.

Towards peat-free gardening

We launched our new GoodHome high-quality 100% peat-free compost in B&Q and Castorama France in early 2020. We expected to start phasing out our peat-containing bagged growing media products during the year. However, progress was slowed by the pandemic which significantly increased demand for compost while disrupting key supply chains. This meant we continued to sell our previous ranges for longer.

Completely peat-free compost now comprises over a quarter of all compost sold in the UK, Ireland, France and Poland (by volume). Non-peat ingredients accounted for 52% of all bagged growing media ranges in 2020/21 (2019/20: 41%). We expect to see a significant improvement in 2021/22 in the peat-free content of our own exclusive brand composts, with the exception of ericaceous compost, as we introduce new peat-free combinations whilst selling through existing own exclusive brand peat-containing composts.

In 2023 B&Q, the banner selling by far the largest volume of growing media (77% of total volume sold by all banners), will become 100% peat-free across its bagged growing media range.

Sustainable wood and paper and becoming Forest Positive

In 2020/21, we expanded our data collection to include all our banners. Our data shows that 81% of the wood and paper used in products sourced during the year met our responsible purchasing criteria. For our three largest banners – B&Q, Castorama France and Brico Dépôt France – the figure is 91%, compared with 94% the previous year. Improvements to our data collection process have highlighted challenges relating to the availability of compliant wood and paper in some markets, and a need for more training for local buying teams. We will continue working with our banners to address these challenges in 2021/22. In all retail banners 100% of catalogue paper met our responsible purchasing criteria in 2020/21 (2019/20: 100%). Our wood and paper target is one of the criteria included in our colleague bonus programme.

As part of our Forest Positive commitment we are working towards ensuring that 100% of our wood and paper is sourced sustainably by 2025 and that we go even further by creating more forests than we use through reforestation partnerships.

We began a new partnership with the Rainforest Alliance as a founding member of its Forest Allies initiative. This will enable us to support new reforestation projects from 2021 and achieve our target to become Forest Positive.

Customers

Making greener, healthier homes affordable

In 2020/21, 42% of our sales came from our Sustainable Home Products, an increase from 37% the previous year. This generated £5.13 billion for the business. We did not meet our target but this is a 100% increase since 2011/12, when our target was set, and means a substantial proportion of our product range meets our Sustainable Home Product standards.

Removing harmful chemicals

We have made progress on transparency and now ask suppliers to disclose the chemicals used in their supply chains for our new own exclusive brand products (OEB) via product ingredient lists and our sustainable chemicals transparency questionnaire. We also have detailed Restricted Substances Lists (RSL) and guidance for categories such as textiles, footwear and accessories and carry out product testing in key areas. We have a large supply chain and product range, so we use a risk-based approach to prioritise chemicals for phase out and are currently focused on phthalates, PFCs and halogenated flame retardants. We are working with suppliers and others to explore the potential of green chemistry – safer alternatives for potentially harmful substances.

Sustainable materials and packaging

We are working to reduce the environmental impact of materials such as plastic and leather. This includes developing the recycled plastics supply chain and we now have several products that contain post-consumer recycled plastic.

We have joined the Leather Working Group (LWG), which promotes environmental improvements in the leather supply chain. This has enabled us to identify the tanneries in our supply chain for OEB products. 13 of the tanneries that supply leather for our products have been audited by the LWG and 12 of those have achieved a Gold or Silver rating.

We have reviewed our packaging strategy for OEB products during 2020/21 and introduced new targets to help us increase our use of recycled plastic, ensure wood and paper complies with our sustainable sourcing policy, design out single use plastic and reduce packaging waste.

Communities

Fighting to fix bad housing

In 2020/21, we supported over 1,100 community projects and donated £5.5 million with a further £2.7 million donated by colleagues and customers. Since 2016/17 we have reached 791,000 people, well on our way towards our goal of one million by 2025. As a result, we have increased our target and now aim to help at least two million people by 2025.

Our network of charitable foundations from our banners now covers the UK, France, Poland and Romania, supporting charities working to improve housing and community spaces. Two further foundations will be launched in 2021 for Brico Dépôt France and in Spain.

Planned colleague volunteering activities could not take place due to Covid-19 and people's safety taking priority, so we were not able to meet our volunteering target.

Responsible Business Fundamentals

Employee safety

Our total employee accident rate (number of all work-related accidents per 100,000 full-time equivalent employees) was 9,484 (2019/20: 11,183). The reduction is due to the impact of store closures during national lockdowns.

There were no work-related fatalities. However, a colleague at B&Q died after suddenly becoming unwell and falling in one of our stores.

Responsible sourcing

960 high-risk (GFR) production sites have had an ethical audit in the past two years, which equates to 73%. Unfortunately, we did not meet our target by January 2021 but will continue to work with suppliers to achieve compliance with our ethical policies and standards.

We aim to assess 85% of our goods not for resale spend (with suppliers with whom we spend over £75,000) by the end of 2021. To date 60% of our spend has been assessed by EcoVadis. The suppliers achieved an average score of 60 out of 100, which is a Silver rating.

Our planned strategic community programmes did not take place due to the pandemic.

Waste and recycling

In 2020/21, we generated 176,600 tonnes of waste, a decrease of 4% year on year, compared to an increase in like-for-like sales of over 7%. This reduction in waste generated is partly due to store closures in 2020 as a result of the pandemic. Our recycling rate was 69% (2019/20: 70%) and we diverted 85% of waste from landfill (2019/20: 87%).

We were disappointed not to meet our zero waste to landfill target by our target date of 2020 but will keep working towards this goal. We expect to see improvements in 2021/22 as we increase engagement with our waste management contractors and update our waste contracts in other markets.

We will continue to work towards a 90% recycling rate, although we will be removing our 2025/26 target – see 'changes to our targets' for more details.

Changes to our targets

We have updated some of our targets relating to colleagues, planet and communities and will report progress against our new targets from next year. Our new colleague targets replace our previous annual targets for diversity and inclusion. The changes we have made to our targets for climate change and communities, reflect the stronger than expected performance in these areas over the last year, which has enabled us to increase our ambition in these areas. Our new commitments are:

- **Colleagues:** Targets to improve gender balance in 2025 are: increase women in senior leadership to 35% and increase women in management roles to 40%.
- Our commitment to learning and development helps to build skills for life for all colleagues. We have removed the word 'programme' from our 2025 skills for life target, as this encompasses many different elements of the learning and development offer and is not run as a single programme. See page 14 of our [Responsible Business report](#) for more details.

- **Planet:** Achieve our approved science-based carbon reduction target to: reduce our absolute greenhouse gas emissions from our direct operations by 38% by 2025 compared with a 2016/17 baseline (scope 1 and 2); and achieve a 40% reduction (per million pounds (£) turnover) from purchased goods and services and use of sold products, by 2025 from a 2017/18 baseline (scope 3).
- **Communities:** Help more than two million people whose housing needs are greatest by 2025.

Further new targets will be published for wood and paper and Sustainable Home Products during 2021/22.

From 2021/22, our commitments relating to responsible sourcing, waste and recycling, chemicals and sustainable materials will be embedded into our policies and will no longer be included in our list of targets. We are still working hard in these areas and will continue to report progress on our key performance indicators (KPIs).

Target	Trend	Summary	Performance ⁹
Colleagues			
Develop an inclusivity action plan for each of our businesses in 2020/21.	↑	Group-wide Inclusion and Diversity strategy and action plan developed, and inclusion and diversity plans for each banner.	Achieved
Improve gender balance in management in 2020/21.	↑	Gender balance improved at Board level from 38% to 44% with a slight improvement in all managers from 35% to 36%. New targets set for 2025, see page 6.	Achieved
Provide five million hours of skills for life learning by 2025.	↑	Our colleagues completed 3.27 million hours of training overall during 2020/21.	On track
Planet			
Source 100% sustainable wood and paper for our products and catalogues by 2020/21.	↓	81% of wood and paper in our products is responsibly sourced (from proven, well-managed forests or recycled). In our three largest banners, the total is 91%. 100% of catalogue paper is responsibly sourced. See page 5 for more details.	Not achieved
Become Forest Positive by 2025.	↑	We're partnering with the Rainforest Alliance as a founding member of its Forest Allies initiative to support new reforestation projects from 2021.	On track
Achieve our approved science-based carbon reduction target by 2025: Reduce scope 1 and 2 emissions from property and transport by 22% in absolute terms by 2025, compared to 2016/17; and reduce scope 3 emissions from the supply chain and customer use of products by 40% per £million turnover by 2025, compared to 2017/18.	↑	We have reduced absolute scope 1 and 2 greenhouse gas emissions by 27%, meeting our original science-based carbon reduction target ahead of schedule. Driven in part by the temporary closure of stores due to Covid as well as strong underlying improvements. New target set for 2025, see page 6. We have reduced scope 3 emissions by 18% compared with 2017/18 against our target of a 40% reduction per £million turnover by 2025.	Achieved (scope 1 and 2) On track (scope 3)
Ensure sustainable management and efficient use of key resources by 2025, including 100% responsibly sourced wood and paper and peat-free bagged growing media by 2020.	↑	Completely peat-free compost comprises over a quarter of all compost sold in the UK, Ireland, France and Poland (by volume). Non-peat ingredients accounted for 52% of all bagged growing media ranges in 2020/21 (2019/20: 41%). In 2023 B&Q, will become 100% peat-free across its bagged growing media range. See above for performance on wood and paper.	Not achieved (peat)
Customers			
50% of sales to be from our Sustainable Home Products by the end of 2020/21.	↑	42% of sales came from our Sustainable Home Products, an increase from 37% the previous year. Some of our banners exceeded our target, including B&Q who reached 55% of sales from Sustainable Home Products. We are working to update our target for 2025.	Not achieved
Achieve transparency of harmful chemicals in key supply chains, phase out the highest priority hazardous and high-risk chemicals of concern and introduce five green substances by 2025.	↑	We ask suppliers to disclose the chemicals used in their supply chains for our new OEB products. We worked on a number of projects to remove phthalates, PFCs and halogenated flame retardants from OEB products. We are exploring a number of potential green chemical alternatives.	On track
Communities			
Help more than one million people whose housing needs are greatest by 2025.	↑	Since 2016/17 we have reached 791,000 people; we have updated our goal to reach two million people by 2025.	On track
Provide over 20,000 colleague volunteering hours to support housing and home improvement projects in 2020/21.	↓	Planned colleague volunteering activities could not take place due to Covid-19 and people's safety taking priority, so we were not able to meet our volunteering target.	Not achieved
Responsible Business Fundamentals			
Responsible sourcing Ensure suppliers meet our ethical and environmental standards by 2020 and establish strategic community programmes to achieve positive change in key sourcing regions by 2025.	↑ ↓	960 high-risk goods for resale production sites have had an ethical audit in the past two years, which equates to 73% of high-risk sites. We will continue to work towards compliance of our standards going forwards. Our planned strategic community programmes did not take place due to the pandemic.	Not achieved
Waste and recycling Zero waste to landfill by 2020 and 90% of waste recycled by 2025.	↓ ↓	85% of waste diverted from landfill. See page 6 for more details. 69% of waste recycled. Total waste generated fell by 6% year on year. Recycling rates fell particularly in France, which was partly due to the disruption of store activities caused by the pandemic.	Not achieved Not on track

Governance

We've embedded Responsible Business into our governance and management structures to enable progress against our goals and targets.

Executive oversight

Our new Responsible Business Committee (RBC) leads and oversees delivery of our Responsible Business strategy. The Committee's role is integral to setting the ambition, facilitating and monitoring Kingfisher's Responsible Business strategy.

The RBC is a Committee of the Kingfisher Board and is chaired by non-executive director Sophie Gasperment. Its members are our CEO, a second non-executive director, our Chief Offer & Sourcing Officer, our Chief People Officer and a banner CEO, currently our Screwfix CEO.

The Committee met twice during the year to review progress on our key priorities and Environmental, Social and Governance (ESG) risks and will meet three times in 2021. The Board receives regular updates about our performance and Responsible Business risks and reviews our Responsible Business KPIs each quarter as part of its governance dashboard.

We have a three-year Responsible Business plan for the Group and have worked with our Group functions to integrate Responsible Business actions into their three-year plans. This is reviewed by the Group Executive and the Kingfisher Board of Directors twice a year.

Embedding Responsible Business

Our central Responsible Business team, led by our Group Director of Corporate Affairs, is responsible for developing strategy, targets, governance and reporting and communication on Responsible Business.

We have Responsible Business experts in our Group functions who are responsible for driving and embedding Responsible Business practices. For example, within our Offer & Sourcing function, they embed Responsible Business into our OEB product ranges and support banners as a centre of excellence.

Each of our banners has appointed a Responsible Business lead to oversee our efforts at market level. They are supported by our central team and the Responsible Business experts within Group functions. Banners are integrating Responsible Business actions into their three-year plans, setting out how they will progress towards our targets. We will be further developing our approach to Responsible Business governance in our banners during 2021/22.

Integrating Responsible Business performance measures

To encourage focus on our Responsible Business priorities, in FY 20/21, for the first time, we linked a portion of our colleague bonus programme to our performance against our key Responsible Business priorities, and will continue to do so in FY 21/22.

The details of this bonus and the pay-out for 2020/21 are summarised in our [Annual Report and Accounts, page 97](#).

Responsible Business policies

Our policies guide our approach and help us to adopt consistent standards across our markets. For transparency, we publish key policies on our website. See www.kingfisher.com/sustainability/policies.

We aim to review our policies each year and update them where necessary. Our annual review did not take place during 2020 due to the pandemic but will take place during 2021. However, we did update our Ethical Sourcing and Supplier Workplace Ethical and Environmental Assurance (SWEEA) Policy to incorporate recommendations from our auditors.

Significant updates to our policies are approved by our Group Executive.

Fines and prosecutions

There were no prosecutions or fines relating to health, safety or the environment during 2020/21.

Our business and the UN Sustainable Development Goals

We support the UN Sustainable Development Goals that provide a framework for governments, business and civil society to work together to end poverty, fight inequality and stop climate change by 2030.

The Goals have informed the development of our Responsible Business strategy and we have identified priority Goals, where we can have the most impact. These are outlined below.

We are signatories to Better Retail, Better World, a collaboration led by the British Retail Consortium (BRC) aimed at supporting the Goals.

Colleagues: We will be a more inclusive company

Our targets

Develop an inclusivity action plan for each of our businesses in 2020/21.

Improve gender balance in management in 2020/21.

Provide five million hours of skills for life learning by 2025.

UN SDG targets

SDG 4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

SDG 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

Our direct contribution

- Increasing the number of colleagues receiving training and promoting apprenticeships.
- Working to improve gender balance in line with our Group and banner level inclusion and diversity action plans.



Planet: We will be Forest Positive and help tackle climate change

Our targets

Source 100% sustainable wood and paper for our products and catalogues by 2020/21.

Become Forest Positive by 2025.



UN SDG targets

SDG 8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead.

SDG 12.2 By 2030, achieve the sustainable management and efficient use of natural resources.

SDG 15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally.

SDG 15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species.

Our direct contribution

- Responsible sourcing of wood and paper from well-managed forests.
- Begin investing in new reforestation projects from 2021 through our partnership with Rainforest Alliance.

Achieve our approved science-based carbon reduction target by 2025.



SDG 7.3 By 2030, double the global rate of improvement in energy efficiency.

SDG 11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.

SDG 13.2 Integrate climate change measures into national policies, strategies and planning.

- Our science-based carbon reduction targets.
- Energy efficiency measures for all our buildings.
- Increase electricity purchased from renewable sources.
- Cleaner transport fuels.
- Reduce emissions from energy-using products.
- Reduce supply chain emissions.

Ensure sustainable management and efficient use of key resources (2025) including 100% responsibly sourced wood and paper and peat-free bagged growing media (2020).



SDG 8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead.

SDG 9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.

SDG 12.2 By 2030, achieve the sustainable management and efficient use of natural resources.

SDG 14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution.

SDG 15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species.

- Responsible sourcing of wood and paper from well-managed forests, see above.
- Commitment to provide peat-free growing media.
- Our peat-free easyGrow bedding plants.
- Developing our approach to other materials such as plastic and leather.

Customers: We will help make greener, healthier homes affordable

Our targets

50% of sales to be from our Sustainable Home Products by the end of 2020/21.



UN SDG targets

SDG 6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.

SDG 7.3 By 2030, double the global rate of improvement in energy efficiency.

SDG 11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.

SDG 12.2 By 2030, achieve the sustainable management and efficient use of natural resources.

SDG 12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.

Our direct contribution

- Increase sales from products that help customers to create better, more sustainable homes using our Sustainable Home Product guidelines.
- Promote water-efficient products.
- Promote energy-efficient products.
- Increase our range of energy saving and low carbon energy generation products.
- Increase the proportion of our save energy range that meet our exceed or excite criteria.

Achieve transparency of harmful chemicals in key supply chains, phase out the highest priority hazardous and high-risk chemicals of concern and introduce five green substances by the end of 2025/26.



SDG 3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.

SDG 6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.

SDG 12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.

- Working with suppliers and others to remove phthalates, PFCs and halogenated flame retardants from our OEB products by 2025.
- Adopting different approaches to increase transparency on chemicals use.
- Piloting green chemicals.

Communities: We will fight to fix bad housing

Our targets

Help more than one million people whose housing needs are greatest by 2025.

Provide over 20,000 colleague volunteering hours to support housing and home improvement projects in 2020/21.



UN SDG targets

SDG 1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.

SDG 10.1 By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average.

SDG 11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.

Our direct contribution

- Launch our network of charitable foundations.
- Strategic partnerships including with Shelter, Fondation Abbé Pierre and the Red Cross.
- Be an advocate on the issue of unfit housing.
- Promote volunteering opportunities.

Human rights and supply chain

Our targets

Ensure suppliers meet our ethical and environmental standards by 2020 and establish strategic community programmes to achieve positive change in key sourcing regions by 2025.



UN SDG targets

SDG 8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.

SDG 8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

SDG 10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.

Our direct contribution

- Onboarding of suppliers onto the Sedex platform (and EcoVadis for suppliers of goods not for resale).
- Ethical audits for supplier production sites.
- Working with Slave Free Alliance to strengthen modern slavery due diligence.

Waste and recycling

Our targets

Zero waste to landfill (2020) and 90% of waste recycled (2025).



UN SDG targets

SDG 11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.

SDG 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

Our direct contribution

- Commitment to eliminate waste to landfill.
- Commitment to increase our recycling rate.
- Incorporating recycled plastics into our products.
- Rolling out repair and spares services for products.
- Packaging strategy to reduce packaging waste.

SDGs outside the scope of our Responsible Business strategy

SDG targets

Our contribution



Our targets do not contribute directly to this SDG. However, work on sustainable sourcing and labour practices in the supply chain can influence food security.



By encouraging our suppliers to meet ethical and environmental standards and through our Code of Conduct and training for colleagues, we have an indirect influence on the following SDG targets:

SDG 16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children.

SDG 16.5 Substantially reduce corruption and bribery in all their forms.

SDG 16.6 Develop effective, accountable and transparent institutions at all levels.



Through our work with suppliers in a range of developing countries, we indirectly contribute to the following SDG target:

SDG 17.11 Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020.

United Nations Global Compact index

We joined the United Nations Global Compact in 2014, and are committed to its 10 principles covering the areas of human rights, labour, environment and anti-corruption.

This Report is our seventh Communication on Progress against the Global Compact Principles, covering our financial year 2020/21. This table summarises our approach and shows where information on our targets and progress for each principle can be found in our Responsible Business Report and other documents.

All page references are for the Responsible Business Report unless otherwise stated.

“I am pleased to confirm Kingfisher’s continued support for the United Nations Global Compact and its principles on human rights, labour practices, the environment and anti-corruption. We will keep working to strengthen our approach in each of these important areas and to share our progress with our stakeholders.”

Thierry Garnier, Chief Executive Officer

Principles	Summary of approach	Location in our Responsible Business Report
Human rights and labour		
<p>Principle One Businesses should support and respect the protection of internationally proclaimed human rights; and</p>	<p>We take steps to protect the human rights of people affected by our business, including colleagues and suppliers. We respect the rights of our colleagues and suppliers in areas such as freedom of association, the right to collective bargaining, no child labour or forced or compulsory labour. We work to eliminate discrimination, to promote diversity and to protect the health and safety of colleagues, customers and contractors.</p>	<p>Human rights and ethical sourcing, page 47</p>
<p>Principle Two make sure they are not complicit in human rights abuses.</p>		<p>Ethical conduct, page 51</p>
<p>Principle Three Businesses should uphold the right to freedom of association and the effective recognition of the right to collective bargaining;</p>	<p>Our Human Rights Policy sets out our commitment to respect human rights, in line with international agreements and guidelines including: the United Nations Guiding Principles on Business and Human Rights; the International Bill of Human Rights (which includes the Universal Declaration of Human Rights); the UN Global Compact; the International Labour Organisation’s Declaration on Fundamental Principles and Rights at Work; the Children’s Rights and Business Principles; and UN conventions on the elimination of discrimination.</p>	<p>Colleagues, page 9</p> <p>Safety at work, page 46</p> <p>Modern Slavery Act Transparency Statement</p>
<p>Principle Four the elimination of all forms of forced and compulsory labour;</p>	<p>During 2020, we worked with a consulting partner to identify our salient human rights issues, across our business and supply chains, as defined by the UN Guiding Principles Reporting Framework.</p>	
<p>Principle Five the effective abolition of child labour; and</p>	<p>We do not tolerate any form of modern slavery. Our Responsible Business Committee (RBC) leads and oversees delivery of our Responsible Business strategy and has overall oversight of modern slavery risks. We are rolling out a programme of ethical audits for high-risk production sites.</p>	
<p>Principle Six eliminate discrimination in respect of employment and occupation.</p>	<p>Colleagues and suppliers can report concerns via our independently managed hotline. The number of open and resolved cases and the outcomes are reported to the Audit Committee of the Board of Directors.</p>	

Principles

Summary of approach

Location in our Responsible Business Report

Environment**Principle Seven**

Businesses should support a precautionary approach to environmental challenges;

We aim to be restorative to the environment, going beyond zero impacts to create positive change. We have set ambitious targets and report progress annually. Our approach is summarised in our Sustainability Policy.

Customers, page 27

Principle Eight

undertake initiatives to promote greater environmental responsibility; and

We invest in innovation to improve the environmental performance of our products and help customers adopt more sustainable lifestyles, using our Sustainable Home Product guidelines.

Planet, page 17

Principle Nine

encourage the development and diffusion of environmentally friendly technologies.

We have set ambitious targets to cut greenhouse gas emissions that have been approved by the Science Based Targets initiative (SBTi). Our new target is consistent with a 1.5°C trajectory. We are also working to reduce waste, use resources efficiently and source sustainable raw materials.

Chemicals, page 35

Waste and recycling, page 50

[Sustainability Policy](#)

We support a precautionary approach, for example through our work to identify and remove chemicals of concern.

[Sustainable Home Product Guidelines](#)**Anti-corruption****Principle Ten**

Businesses should work against corruption in all its forms, including extortion and bribery.

We will not tolerate bribery or corruption in any form. Our Code of Conduct helps to promote a culture where transparency, honesty and fairness are the norm. It helps us to comply with regulation such as the UK's Bribery Act.

Ethical conduct, page 51

[Code of Conduct](#)

Our Code of Conduct forms part of the contractual terms and conditions for all new colleagues. We are rolling out a compulsory annual e-learning module to all colleagues on the Code, as well as more detailed training for colleagues in higher-risk roles.

During 2020/21, we established our Group Ethics and Compliance Committee to help ensure good governance of compliance-related activities across the Group. It is chaired by the Kingfisher Chief Financial Officer and meets at least four times a year. Our compliance network, including a Local Compliance Officer in each retail banner, helps us implement our Code.

Our internal audit function monitors compliance of businesses within Kingfisher to the requirements set by our Code, using a risk-based approach to plan their work. The Audit Committee of the Board of Directors receives regular updates on the outcomes from our internal audits, whistleblowing reports and the outcome of internal investigations.

Task Force on Climate-related Financial Disclosures (TCFD)

We support the Task Force on Climate-related Financial Disclosures (TCFD) and have summarised our approach in relation to its recommendations. We will be doing further work in this area during 2021/22, including scenario analysis, to enable us to further align our disclosure with TCFD.

Governance

Governance of climate-related risks and opportunities is integrated into our overall Responsible Business governance and risk management structures. Our CEO has ultimate accountability for the issues of energy and climate change. The Board receives regular updates about our climate change targets.

Climate risks and opportunities are reviewed by our Responsible Business Committee (RBC), a committee of the Board which meets at least two times a year.

Strategy

Identification and management of climate risks is incorporated into our strategic risk assessment processes. The most material opportunity is from the growing market for energy-efficient products and services in a low carbon economy. The most material risks include the potential impact of rising energy and insurance costs on our business and supply chain. Other risks include the potential difficulty in sourcing raw materials. For all our risks, including aspects of our climate-related risks, we assess the recurring or one-off impact on (i) like-for-like sales, (ii) our net margin or (iii) cost. We have set numerical thresholds for each of these metrics to define 'substantive financial impact'.

Over the next two years, we will be conducting scenario analysis projects focused on our most material climate impacts to deepen our understanding of how our strategy may be affected by climate change and the potential financial impacts for our business.

This work will start with analysis of our property portfolio, focusing on physical risks (such as flooding, increases in heat or extreme weather) to our stores, distribution centres and data centres. Subsequently, we will be analysing risks and opportunities associated with a net zero transition, the market for low carbon products and services and supply chain impacts.

Risk management

We monitor short- (1-3 years), and medium- to long-term (over 3 years) sustainability risks including those relating to climate change, their probability, potential impact on our business, and our mitigation measures.

Our most significant risks are included in our internal sustainability risk register (part of our overall Group risk management process). At an asset level, we manage climate-related risks through our insurance programmes and by incorporating climate change factors into our planning and design of new stores, refurbishment projects and preventative maintenance programmes.

Further risks may be identified through our scenario analysis work in 2021.

Metrics and targets

We have a science-based carbon reduction target and KPIs to help us manage these risks and monitor progress. We will be conducting climate scenario analysis in 2021 and will assess whether any additional metrics are needed as part of this process.

This information is included in our [Annual Report and Accounts, page 27](#).

Sustainability Accounting Standards Board index

We aim to align our reporting with the Sustainability Accounting Standards Board (SASB) standards for Multiline and Speciality Retailers and Distributors. The table summarises our approach and shows where SASB criteria can be found in our reporting.

Code	SASB criteria		Our approach
CG-MR-130a.1	Energy Management in Retail & Distribution	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	(1) We consumed 895 GWh of energy in our property portfolio in 2020/21. (2) Of this, 47% was purchased grid electricity. (3) 24% of our property energy use was from renewable sources. Responsible Business Report page 22 Performance data appendix page 27
CG-MR-230a.1	Data Security	Description of approach to identifying and addressing data security risks	Our approach includes robust policies and governance procedures, internal and external audit and colleague training. Responsible Business Report pages 52 and 53
CG-MR-230a.2		(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of customers affected	We report this information to the relevant regulatory authorities but do not currently include it in our public reporting.
CG-MR-310a.1	Labour Practices	(1) Average hourly wage and (2) percentage of in-store employees earning minimum wage, by region	We do not currently collect and disclose this data at a Group level.
CG-MR-310a.2		(1) Voluntary and (2) involuntary turnover rate for in-store employees	Our employee turnover rate was 25% (2019/20: 32%). This includes voluntary and involuntary leavers. It includes all colleagues, not just in-store employees. Responsible Business Report page 16 Performance data appendix page 20
CG-MR-310a.3		Total amount of monetary losses as a result of legal proceedings associated with labour law violations	We do not currently include this information in our public reporting.

Code	SASB criteria		Our approach
CG-MR-330a.1	Workforce Diversity & Inclusion	Percentage of gender and racial/ethnic group representation for (1) management and (2) all other employees	<p>Women accounted for 43% of our total workforce, 36% of all managers and 23% of senior managers.</p> <p>We do not currently collect data on ethnic diversity in our workforce. This is due to regulatory restrictions in some of our markets. In 2021/22, we will be improving our data on ethnic diversity in the UK to enable us to set a target and report progress from 2022/23.</p> <p>Responsible Business Report page 13</p> <p>Performance data appendix page 19</p>
CG-MR-330a.2		Total amount of monetary losses as a result of legal proceedings associated with employment discrimination	There were no monetary losses due to legal proceedings associated with employment discrimination during 2020/21.
CG-MR-410a.1	Product Sourcing, Packaging & Marketing	Revenue from products third-party certified to environmental and/or social sustainability standards	<p>Some of the materials we use are certified to third-party standards including 81% of our wood and paper (FSC and PEFC). We do not currently disclose data on revenues from products containing certified materials.</p> <p>42% of our sales came from our Sustainable Home Products, which generated £5.13 billion for the business in 2020/21. To be classified as a sustainable home product, a product must be assessed against our industry-leading Sustainable Home Product guidelines, developed with experts Bioregional, and meet at least one criteria.</p> <p>Responsible Business Report page 28</p> <p>Performance data appendix page 28</p>
CG-MR-410a.2		Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	<p>We are working to: achieve transparency of chemicals used in products and key supply chains; to phase out high priority chemicals including phthalates, PFCs and halogenated flame retardants; and identify green chemical alternatives.</p> <p>Responsible Business Report page 35</p>
CG-MR-410a.3		Discussion of strategies to reduce the environmental impact of packaging	<p>Our packaging strategy for OEB products includes targets to help us increase our use of recycled plastic, ensure wood and paper complies with our sustainable sourcing policy, design out single use plastic and reduce packaging waste.</p> <p>Responsible Business Report page 37</p>

Activity metrics*

CG-MR-000.A	Number of: (1) retail locations and (2) distribution centres	1,386 stores
		50 locations in our logistics network†
CG-MR-000.B	Total area of: (1) retail space and (2) distribution centres	6,815,062 m ² retail space
		775,469 m ² distribution centres

* Koçtaş stores, third-party retail units, offices, data centres and other property are not included in these figures.

† This includes 15 distribution centres (DC), 30 regional consolidation centres (RCC) and 5 fulfilment centres (FC). Please note, this includes 2 locations where the RCC are in the same locations as an existing DC or FC.

Detailed performance data

This appendix contains our performance data. We also publish a Responsible Business Data Collection Methodology document, available online at www.kingfisher.com/datamethodology. This provides further details on the methodology we use to calculate our data, including conversion factors and definitions.

DNV has provided limited assurance over selected performance data for the year 2020/21 marked with the symbol ∅. Their full assurance statement is published on [page 37](#).

Where data is unavailable this has been indicated with 'u/a'.

- 19 Colleagues: We will be a more inclusive company
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Colleagues: We will be a more inclusive company

Target: Develop local inclusivity action plans for each of our businesses in 2020/21.

We developed a Group-wide Inclusion and Diversity strategy and action plan, with each banner building its own inclusion and diversity plan specific to its market and demographics.

Target: Improve gender balance in management in 2020/21.

Gender balance improved at Board level from 38% to 44% but remained constant across our management population. Our new target is to improve gender balance in senior management, reaching 26% in 2021/22 (2020/21: 23%).

Target: Provide five million hours of skills for life learning by 2025.

Colleagues completed 3.27 million hours of training during 2020/21.

	Units	2016/17	2017/18	2018/19	2019/20	2020/21
Diversity – senior management						
Gender						
Board – men (headcount)	%	56	56	45	62	56 ^o
Board – women (headcount)	%	44	44	55	38	44 ^o
Senior management total – men (FTE)	%	80	80			
Senior management total – men (headcount)	%			77	76	77 ^o
Senior management total – women (FTE)	%	20	20			
Senior management total – women (headcount)	%			23	24	23 ^o

Diversity – all employees

Total employees – men (FTE)	%	61	61			
Total employees – men (headcount)	%			58	58	57 ^o
Total employees – women (FTE)	%	39	39			
Total employees – women (headcount)	%			42	42	43 ^o
All management positions – men (FTE)	%	67	66			
All management positions – men (headcount)	%			64	65	64 ^o
All management positions – women (FTE)	%	33	34			
All management positions – women (headcount)	%			36	35	36 ^o

We changed the way we report our data on gender in 2018/19. We now calculate percentages using our total headcount figure as at year-end, whereas in previous years we used the number of full-time equivalent employees. We believe this more accurately reflects the number of women in our workforce since women may be more likely to work part-time. This also ensures alignment with our financial reporting and reflects the Financial Reporting Council's guidance on how companies should report diversity data under the Companies Act 2006.

Details on data scope:

Senior management covers Board, directors and heads of department.

^o Limited assurance provided by DNV

Gender diversity

% of female employees based on headcount

Total workforce

2020/21 43%

2019/20 42%

Senior management[†]

2020/21 23%

2019/20 24%

All management positions

2020/21 36%

2019/20 35%

[†] Senior management covers Board, directors and heads of department

Units 2016/17 2017/18 2018/19 2019/20 2020/21

Employee turnover

Employees who left	number	23,491	24,044	25,676	23,796	18,776
Rate of employee turnover	%	32	32	34	32	25

Data covers voluntary and involuntary leavers.

Employee training

Employee training hours	number of hours	3,276,988				
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Details of data scope, employee training includes:

- Digital modules
- Self-development resources
- Physical workshops (internal and external) including first aid training, leadership/management training
- Virtual learning sessions
- Funded external qualifications
- Leadership and talent programmes

Planet: We will be Forest Positive

Target: Become Forest Positive by 2025.

We're partnering with the Rainforest Alliance as a founding member of its Forest Allies initiative to support new reforestation projects from 2021.

Target: Source 100% sustainable wood and paper for our products and catalogues by 2020/21.

We are making good progress but have not met 100% sustainable wood and paper products by our target date.

	Units	2018/19	2019/20	2020/21
Responsibly sourced wood and paper products				
Total wood and paper (B&Q, Brico Dépôt France and Castorama France)	number SKUs purchased	19,014	17,890	
Total wood and paper (all banners)	number SKUs purchased			30,730 ^o
Responsibly sourced wood and paper (B&Q, Brico Dépôt France and Castorama France)	number SKUs purchased	17,803	16,878	
Responsibly sourced wood and paper (all banners)	number SKUs purchased			24,965 ^o
Responsibly sourced wood and paper sold (B&Q, Brico Dépôt France and Castorama France)	% of SKUs purchased	94	94	
Responsibly sourced wood and paper sold (all banners)	% of SKUs purchased			81 ^o
Responsibly sourced wood and paper sold (all banners)	% of purchased value			85 ^o

We've changed how we measure compliance with our responsible sourcing policy, now counting the number of wood and paper products sourced during the year, rather than the volume of wood and paper sold. This makes the data collection process more straightforward and reduces errors. However, it does mean that we are not able to compare performance with years prior to 2018/19.

Note for 2018/19 and 2019/20 the scope of reporting was limited to products purchased by B&Q, Brico Dépôt France and Castorama France. In 2020/21, we expanded our data collection to include our banners in Poland, Romania and Spain and Screwfix.

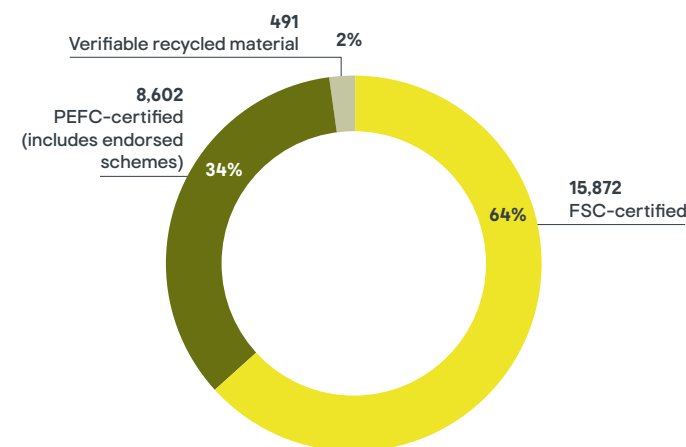
Responsibly sourced wood and paper products – breakdown by category

FSC-certified	number SKUs purchased	10,278	9,507	15,872
PEFC-certified (includes endorsed schemes)	number SKUs purchased	7,356	6,649	8,602
Verifiable recycled material	number SKUs purchased	169	722	491
Total responsibly sourced	number SKUs purchased	17,803	16,878	24,965

Data includes all products or materials containing wood, timber, paper and wood fibre. This will include all products purchased during the year, including seasonal items.

Data for 2018/19 and 2019/20 is reported for the following markets: B&Q, Brico Dépôt France and Castorama France. Data for 2020/21 covers all banners.

Our responsibly sourced wood and paper by category 2020/21 number of SKUs (products) purchased



Units 2016/17 2017/18 2018/19 2019/20 2020/21

Responsibly sourced wood and paper in catalogues

Total catalogue paper purchased	Tonnes	56,231	51,154	31,082	36,365	27,518
Responsibly sourced catalogue paper purchased	Tonnes	54,043	51,074	31,082	36,365	27,518
Responsibly sourced catalogue paper purchased	% of total	96.1	99.8	100	100	100

From 2018/19 onwards, data includes catalogue paper only as this accounts for the majority of paper purchased. Data prior to this year covers paper used in catalogues, customer marketing materials and office paper.

Sustainable management and efficient use of key resources by 2025, including peat-free bagged growing media by 2020.

Completely peat-free compost now comprises over a quarter of all compost sold in the UK, Ireland, France and Poland (based on litres). Non-peat ingredients accounted for 52% of all bagged growing media ranges in 2020/21 (2019/20: 41%).

Units 2016/17 2017/18 2018/19 2019/20 2020/21

Peat alternative in bagged growing media

Peat bagged growing media (B&Q only)	% of volume sold	32	33	38		
Peat bagged growing media (B&Q UK, Castorama France, Brico Dépôt France and Castorama Poland)	% of volume sold				59	48
Peat alternative in bagged growing media (B&Q only)	% of volume sold	68	67	62		
Peat alternative in bagged growing media (B&Q UK, Castorama France, Brico Dépôt France and Castorama Poland)	% of volume sold				41	52

'Bagged' growing media: includes bags and containers of compost, mulches, soil improvers and additives, and growing bags.

Responsibly sourced alternative materials to peat: includes green waste, composted bark, coir, and wood fibre.

Data is reported for B&Q UK, Castorama France, Brico Dépôt France and Castorama Poland. Peat-free sales increased across all banners with the introduction of our GoodHome compost, and sales of peat reduced in the UK and France. Figures for Castorama Poland have been restated for 2019/20 following improved data availability.

Planet: We will help tackle climate change

Target: Achieve our approved science-based carbon reduction target by 2025:

– Reduce scope 1 and 2 emissions from property and transport by 22% in absolute terms by 2025, compared to 2016/17;

– and reduce scope 3 emissions from key suppliers and material value chains and customer use of products by 40% per £million turnover by 2025, compared to 2017/18.

We have reduced absolute scope 1 and 2 greenhouse gas emissions by 27%, meeting our original science-based carbon reduction target ahead of schedule, and have set a new science-based target (see page 6).

We have reduced emissions from energy using products by 1.7 million tonnes of CO₂e since 2017/18. This takes account of a product's estimated lifetime carbon emissions from energy use. This improvement in energy efficiency has reduced our scope 3 footprint by 18% against our target of a 40% reduction per £million turnover.

Total footprint

	Units	2016/17	2017/18	2018/19	2019/20	2020/21
Carbon footprint – totals by Greenhouse Gas Protocol scope						
Scope 1 total	tonnes CO ₂ e	143,360	146,335	153,215	145,688	139,326 ^o
Scope 2 total (market-based)	tonnes CO ₂ e	140,336	105,299	79,627	82,457	66,441 ^o
Scope 2 total (location-based)	tonnes CO ₂ e	190,013	162,609	138,204	126,154	110,604
Scope 1 and 2 total (market-based)	tonnes CO ₂ e	283,696	251,634	232,842	228,146	205,767 ^o
Scope 1 and 2 total (location-based)	tonnes CO ₂ e	333,373	308,944	291,419	271,843	249,930
Scope 3 own operations	tonnes CO ₂ e	188,059	200,080	162,421	150,965	161,381
Scope 3 use of sold products	tonnes CO ₂ e	u/a	7,782,283	u/a	7,381,755	6,088,352 ^o

We calculate both our market-based and our location-based emissions from electricity consumption. Our carbon reduction target is based on the market-based emissions.

The total scope 1 emissions (property gas and other fuels, haulage) decreased by 4% in 2020/21 compared to 2019/20.

The total market-based scope 2 emissions decreased by 19% in 2020/21 compared to 2019/20. This significant reduction is primarily due to the impact of the pandemic with store closures and reduced operations in 2020.

Carbon footprint – intensity

Property market-based footprint relative to floor space	kg CO ₂ e/m ² reported floor space	30.2	25.3	22.7	22.0	19.7 ^o
Direct market-based carbon footprint relative to floor space	kg CO ₂ e/m ² reported floor space	37.8	32.8	30.3	29.6	26.7 ^o
Direct market-based carbon footprint relative to sales	tonnes CO ₂ e per £m retail sales	25.3	21.6	19.9	19.8	16.9
Footprint from customer use of products and key supply chain relative to sales (scope 3)	tonnes CO ₂ e per £m retail sales	u/a	1,054	u/a	1,022	863

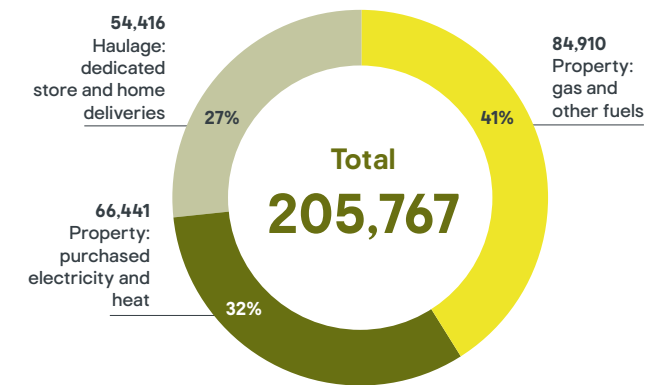
Our direct footprint refers to our scope 1 and 2 emissions.

u/a unavailable

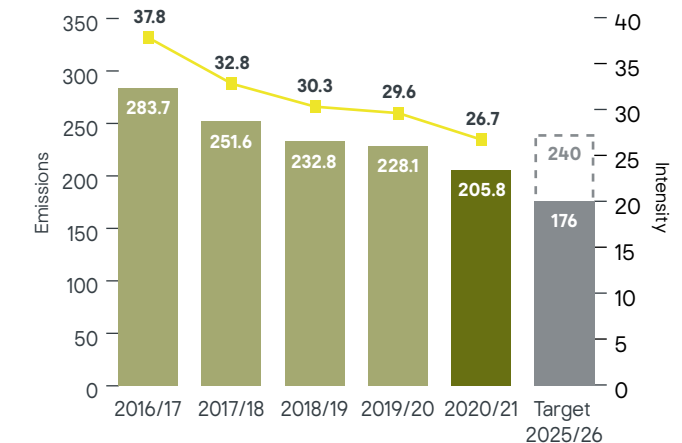
^o Limited assurance provided by DNV

Our scope 1 and 2 carbon footprint (market-based) 2020/21

tonnes CO₂e



Our carbon emissions (scope 1 and 2 market-based) absolute and intensity



■ Total scope 1 and 2 GHG emissions (thousand tonnes CO₂e)

■ New 2025/26 Target (176 thousand tonnes CO₂e)

□ Old 2025/26 Target (240 thousand tonnes CO₂e)

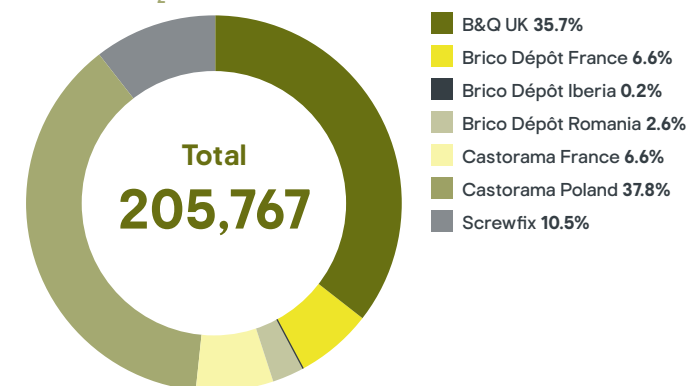
■ Carbon intensity (kgCO₂e/m² floor space)

Carbon footprint detail

	Units	2016/17	2017/18	2018/19	2019/20	2020/21
Carbon footprint – breakdown by Greenhouse Gas Protocol scope						
Scope 1						
Property: gas and other fuels	tonnes CO ₂ e	86,203	89,128	94,772	87,061	84,910 ^o
Haulage: dedicated store and home deliveries	tonnes CO ₂ e	57,157	57,207	58,443	58,628	54,416 ^o
Scope 2						
Property: purchased electricity and heat (market-based)	tonnes CO ₂ e	140,336	105,299	79,627	82,457	66,441 ^o
Property: purchased electricity and heat (location-based)	tonnes CO ₂ e	190,013	162,609	138,204	126,154	110,604

	Units	B&Q UK	Brico Dépôt France	Brico Dépôt Iberia	Brico Dépôt Romania	Castorama France	Castorama Poland	Screwfix	Group Total
Carbon footprint – scope 1 and scope 2 (by retail banner) 2020/21									
Scope 1 total	tonnes CO ₂ e	73,192	11,426	367	4,819	9,437	18,901	21,184	139,326
Scope 2 total (market-based)	tonnes CO ₂ e	236	2,081	0	606	4,177	58,842	499	66,441
Scope 1 and 2 total	tonnes CO₂e	73,428	13,507	367	5,426	13,614	77,742	21,683	205,767

Carbon footprint by retail banner scope 1 and scope 2 (market-based) 2020/21 tonnes CO₂e



Carbon footprint detail

	Units	2016/17	2017/18	2018/19	2019/20	2020/21
Carbon footprint – breakdown by Greenhouse Gas Protocol scope						
Scope 3 – own operations						
Upstream transportation and distribution: Haulage third-party non-dedicated fleet deliveries from distribution centres to stores	tonnes CO ₂ e	32,228	33,022	34,719	34,924	34,803 ^o
Upstream transportation and distribution: Haulage deliveries by rail	tonnes CO ₂ e	2,166	3,112	2,086	2,544	3,401 ^o
Upstream transportation and distribution: Haulage estimated exports arranged by Kingfisher's sourcing offices	tonnes CO ₂ e	65,713	80,442	54,628	49,101	65,000 ^o
Waste generated in operations	tonnes CO ₂ e	12,664	13,619	14,219	14,591	15,175
Water and effluent	tonnes CO ₂ e	1,069	1,076	u/a	u/a	u/a
Investments: proportional scope 1 and 2 emissions from investments [†]	tonnes CO ₂ e	11,148	10,311	8,385	7,782	6,323
Fuel-and-energy-related activities: Transmission and distribution (purchased electricity and district heating)	tonnes CO ₂ e	19,345	16,652	10,885	9,922	8,285
Fuel-and-energy-related activities: Well-to-tank emissions from energy	tonnes CO ₂ e	43,726	41,846	37,499	32,101	28,394
Scope 3 – purchased goods and services						
Purchased goods and services	tonnes CO ₂ e		7,974,514	u/a	u/a	u/a
Scope 3 – use of sold products						
Use of sold products: Lifetime emissions from energy-using products sold by Kingfisher	tonnes CO ₂ e		7,782,283	u/a	7,381,755	6,088,352 ^o

Use of sold products:

Change in 2019/20 and 2017/18 due to removal of Castorama Russia from reporting and updates to modelling, see data collection methodology for further details.

Details on data scope of haulage:

- We have dedicated deliveries in our UK, French and Polish markets.
- Non-dedicated deliveries include deliveries in the following markets: France, Spain, Portugal, Romania and Poland.
- Rail deliveries occur in our UK, French, Polish and Romanian markets. Rail data for our French market was unavailable for 2018/19 and 2019/20.
- Estimated exports arranged by Kingfisher's sourcing offices includes air freight and sea freight data.

Sea freight emissions:

Kingfisher calculates emissions due to sea freight using CO₂e factors provided by its contracted shipping companies. However, not all carriers were able to provide data in the required format and some were not able to provide any emissions data at all. For this reason, total emissions due to sea freight is estimated based on the data available.

Waste emissions:

Overall tonnage of waste disposed reduced slightly in 2020/21 compared with the previous year, however, the proportion sent to landfill slightly increased resulting in an overall increase in emissions. There has been a significant increase in the DEFRA/BEIS emissions factor for waste sent to landfill due to changes in the waste composition modelling. The latest emission factor for landfill has been applied to prior years to ensure consistent reporting.

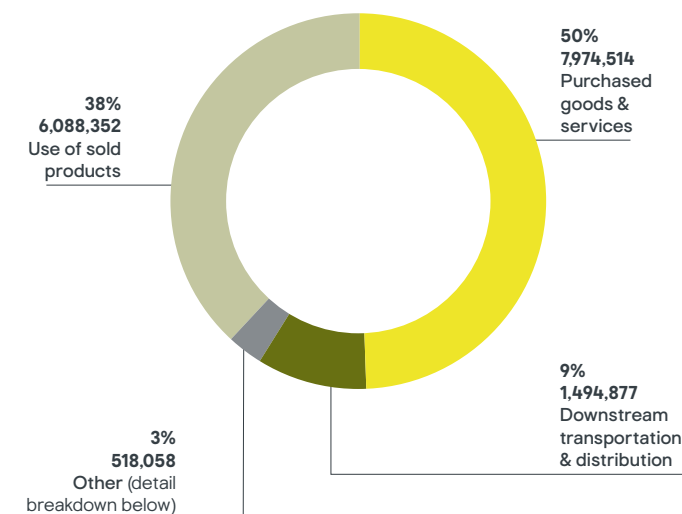
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^o Limited assurance provided by DNV

[†] Data covers 50% of scope 1 and 2 emissions from our Koçtaş joint venture

The chart below includes 2020/21 reporting on the majority of our own operations and emissions from customer use of sold products (see table on the left for actuals). The remaining categories show our 2016/17 baseline data. The baseline year for purchased goods and services is 2017/18; we are not yet able to report an update on emissions from our supply chain but are reviewing currently.

Our scope 3 emissions 2020/21 thousand tonnes (%)



- 0.92% Upstream transportation and distribution
- 0.90% End of life treatment of sold products
- 0.41% Employee commuting
- 0.34% Capital goods
- 0.23% Fuel-and-energy-related activities (not included in scope 1 or 2)
- 0.14% Upstream leased assets
- 0.13% Business travel
- 0.09% Waste generated in operations
- 0.04% Investments
- 0.03% Downstream leased assets

Carbon footprint detail

	Units	2016/17	2017/18	2018/19	2019/20	2020/21
Emissions outside of Greenhouse Gas Protocol scopes						
Outside of scope [‡]	tonnes CO ₂ e	1,279	3,055	2,834	3,418	7,252

Emissions outside of scope:

The increase in emissions outside of GHG Protocol scopes is due to the use of BioLNG at B&Q for 50 dedicated fleet trucks.

Haulage

	Units	2016/17	2017/18	2018/19	2019/20	2020/21
Scope 1 haulage breakdown – dedicated fleet vehicles						

Dedicated fleet vehicles – store deliveries

Fuel: diesel	thousand litres	14,197	14,941	14,900	15,319	13,537
Fuel: biofuel and gas (LNG and CNG)	thousand litres	33	32	27	892	1,796
Carbon emissions	tonnes CO ₂ e	37,140	38,835	39,114	41,356	34,654 [◊]
Distance travelled	thousand km	46,408	48,593	49,106	52,902	49,765
Volume of products delivered	thousand m ³	3,666	3,627	3,245	4,034	3,923
Loading efficiency	litres of fuel used per m ³ of product delivered to stores	3.88	4.13	4.60	4.02	3.91

Dedicated fleet vehicles – home deliveries

Fuel: diesel and petrol	thousand litres	7,501	6,999	7,342	6,583	7,650
Fuel: gas (LPG)	thousand litres	183	76	0	0	0
Carbon emissions	tonnes CO ₂ e	20,017	18,372	19,329	17,272	19,762 [◊]

We have dedicated store deliveries in our UK, French and Polish markets.

We have dedicated home deliveries for B&Q, Castorama France and Castorama Poland.

Around 26% of our direct carbon footprint (scope 1 and 2) comes from the transport, distribution and delivery of our products. Reducing absolute emissions from transport is challenging since our business is growing, we are transporting more of our products ourselves and we are making more home deliveries as online shopping increases. Our focus is on improving efficiency, working closely with our logistics partners. This includes measures to improve route planning, optimising how products are packed onto pallets and into lorries, exploring alternative fuels, and investing in more efficient fleets.

Direct haulage emissions (those from our own dedicated delivery fleets and which are included in our scope 1 and 2 carbon target) have reduced by 4.8% against our 2016/17 baseline. This is partly due to a reduction in deliveries to our stores in 2020/21 due to the impacts of the pandemic. Emissions from home delivery increased, due to growing demand for home deliveries during the pandemic and also a change in data scope as Castorama France has been able to capture emissions from its home delivery service. Emissions from indirect haulage (rail, air and sea freight) are reported in the scope 3 emissions data.

Carbon emissions direct haulage thousand tonnes CO₂e from dedicated store and home delivery fleets

2020/21	34.6	19.8	54.4
2019/20	41.3	17.3	58.6
2018/19	39.1	19.3	58.4
2017/18	38.8	18.4	57.2
2016/17	37.2	20.0	57.2

■ Store deliveries ■ Home deliveries

Carbon emissions direct and indirect haulage thousand tonnes CO₂e

2020/21	54.4	103.2	157.6
2019/20	58.6	86.6	145.2
2018/19	58.4	91.4	149.8
2017/18	57.2	116.6	173.8
2016/17	57.2	100.1	157.3

■ Direct ■ Indirect

◊ Limited assurance provided by DNV

‡ Data covers forecourt fuels containing biofuel for our markets in the UK and France

Property electricity/renewables

	Units	2016/17	2017/18	2018/19	2019/20	2020/21
Scope 2 market-based breakdown – property electricity and heat						
Onsite renewables	% kWh	1	1	2	2	2
Purchased zero carbon renewables	% kWh	2	31	44	44	46
Purchased electricity with a tariff-specific conversion factor	% kWh	53	13	4	4	33
Purchased electricity for which a national residual mix carbon conversion factor is available (countries inside Europe)	% kWh	43	53	47	47	16
Purchased heat for which the same conversion factor has been used as in our location-based emissions.	% kWh	1	2	3	3	3

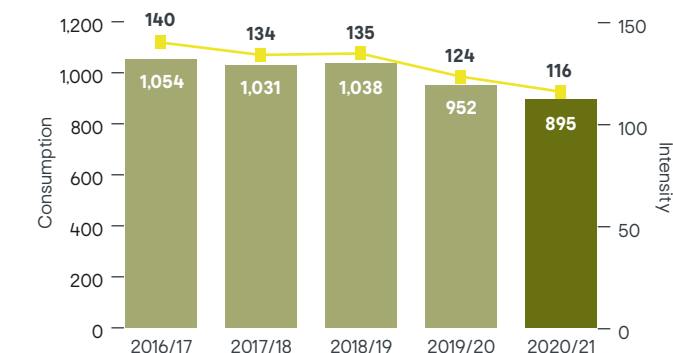
We continue to work with our suppliers to obtain tariff-specific carbon conversion factors to further improve the accuracy of our market-based scope 2 emissions.

Energy use

	Units	2016/17	2017/18	2018/19	2019/20	2020/21
Energy consumption						
Property energy	GWh	1,054	1,031	1,038	952	895
Logistics energy	GWh	230	233	236	241	244
Total energy	GWh	1,284	1,264	1,274	1,193	1,139^o
Property energy intensity	kWh/m ² reported floor space	140	134	135	124	116
Total energy intensity	kWh/m² reported floor space	171	165	166	155	148^o

	Units	B&Q UK	Brico Dépôt France	Brico Dépôt Iberia	Brico Dépôt Romania	Castorama France	Castorama Poland	Group reporting (KITS)	Screwfix	Group Total
Energy consumption (by retail banner) 2020/21										
Property energy	GWh	384	108	15	47	131	130	3	77	895
Property all sites: energy intensity	kWh/m ²	136.2	96.5	65.3	153.9	78.6	142.8	3,548.3	119.5	116.2

Our property energy consumption absolute and intensity



■ Total property energy consumption (GWh)
 ■ Property energy intensity (kWh/m² floor space)

Customers: We will help make greener, healthier homes affordable

Target: 50% of sales to be from our Sustainable Home Products by the end of 2020/21.

42% of Group sales were from products that help create a more sustainable home in 2020/21. Some of our banners exceeded our target, including B&Q who reached 55% of sales from Sustainable Home Products. We are now working to update our target for 2025.

	Units	2016/17	2017/18	2018/19	2019/20	2020/21
Sustainable Home Product sales (total)						
Our Sustainable Home Products help customers to create a greener, healthier home.						
All Sustainable Home Products	sales £ million	£3,099.3	£3,726.4	£3,855.3	£4,186.9	£5,134.5 ^o
	(% retail sales)	(29%)	(33%)	(34%)	(37%)	(42%) ^o

Figures have been restated for previous years to exclude Castorama Russia. 2018/19 has also been amended due to improvements in our wood and paper data systems and processes.

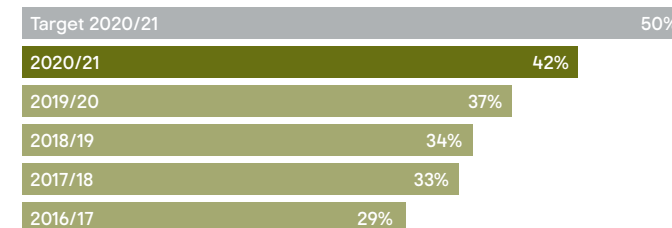
Sustainable Home Product sales (expect, exceed, excite)

We have three levels of Sustainable Home Products. These range from 'expect' products, those with at least one sustainable feature or benefit, to 'excite' products, our most innovative products or ranges.

'Excite' products – sustainable innovation that has the potential to achieve significant change	sales £ million				£0.2	£0.4
	(% retail sales)				(0.002%)	(0.003%)
'Exceed' products – products that can make a more significant difference to the sustainability of our customers' homes and/or the wider environment	sales £ million	£601.5	£813.4	£901.4	£928.9	£995.4
	(% retail sales)	(6%)	(7%)	(8%)	(8%)	(8%)
'Expect' products – products that have a sustainable feature and/or benefit	sales £ million	£2,497.9	£2,912.9	£2,953.9	£3,257.8	£4,138.7
	(% retail sales)	(23%)	(26%)	(26%)	(29%)	(34%)

We started reporting on our 'Excite' products in 2019/20. Figures have been restated for previous years to exclude Castorama Russia.

Sustainable Home Products % of retail sales



Units 2016/17 2017/18 2018/19 2019/20 2020/21

Sustainable Home Product categories

We classify our Sustainable Home Products according to six sustainability attributes. These are explained in our Sustainable Home Product guidelines.

		2016/17	2017/18	2018/19	2019/20	2020/21
Connect to nature	% retail sales		0.4	1.5	1.6	1.7
Health & wellbeing	% retail sales		5.8	7.5	8.0	9.3
Live smarter	% retail sales		3.1	5.8	6.9	6.7
Save energy	% retail sales		6.7	6.2	7.1	7.1
Save water	% retail sales		1.7	1.7	2.0	2.0
Sustainable materials	% retail sales		14.8	11.7	12.8	15.4

Products may have more than one sustainable attribute and, if so, will be included in multiple categories. The total of all categories is therefore not the same as the total Sustainable Home Products % listed in the table above.

Units B&Q UK Brico Dépôt France Brico Dépôt Iberia Brico Dépôt Romania Castorama France Castorama Poland Screwfix

Sustainable Home Product categories (by retail banner) 2020/21

Summary by retail banner

		Units	B&Q UK	Brico Dépôt France	Brico Dépôt Iberia	Brico Dépôt Romania	Castorama France	Castorama Poland	Screwfix
Connect to nature	% retail sales	1.33	0.04	0.00	0.04	0.11	0.15	0.02	
Health & wellbeing	% retail sales	4.66	1.05	0.05	0.03	1.60	0.59	1.30	
Live smarter	% retail sales	1.56	1.55	0.12	0.09	0.96	0.63	1.83	
Save energy	% retail sales	1.21	1.41	0.19	0.12	1.33	0.68	2.16	
Save water	% retail sales	0.68	0.26	0.06	0.04	0.34	0.32	0.34	
Sustainable materials	% retail sales	7.25	3.16	0.44	0.24	2.77	1.25	0.30	

Customer energy use through our products, services and advice

	Units	2016/17	2017/18	2018/19	2019/20	2020/21
Customer energy saving						
Lifetime energy savings from customer use of energy saving and energy-using products	TWh			41.1	39.4	38.2

Customer energy use

	Units	2016/17	2017/18	2018/19	2019/20	2020/21
Lifetime customer energy use from energy-using products	TWh	u/a	41.7	u/a	43.0	36.8

Customer energy figures restated for previous years to exclude Castorama Russia.

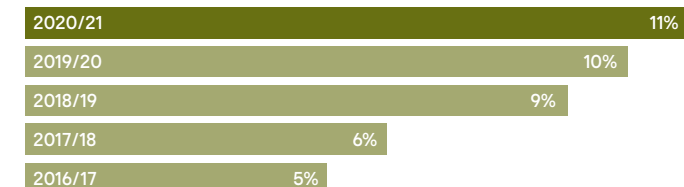
Sales that have enabled customers to create safer, healthier homes

We are on track to meet our target.

	Units	2016/17	2017/18	2018/19	2019/20	2020/21
Create safer and healthier homes and connect with nature						
Product sales that will enable our customers to create safer and healthier homes and connect with nature	% of retail sales	5	6	9	10	11

Create safer and healthier homes and connect with nature

Products that will enable our customers to create safer and healthier homes and connect with nature (% of retail sales)



Communities: We will fight to fix bad housing

Target: Help more than one million people whose housing needs are greatest by 2025.

Over 791,000 people have benefited from our donations since 2016/17, on track to meet our target and we have set a new more ambitious target, see [page 6](#).

	Units	2016/17	2017/18	2018/19	2019/20	2020/21
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People and organisations helped

Number of people who directly benefited from our community contributions	number of people	57,190	62,292	58,571	171,343	442,016 ^o
Number of organisations that directly benefited from our community contributions	number of organisations	u/a	u/a	317	440	1,102

Community investment (£ donated)

Cash donations	£ thousand	1,353	1,499	671	787	1,591 ^o
In-kind contributions	£ thousand	106	576	77	120	2,991 ^o
Employee time	£ thousand	69	59	280	232	68 ^o
Management costs	£ thousand	253	243	571	310	855 ^o
Total community contributions	£ thousand	1,781	2,377	1,599	1,449	5,505^o
Total community investment – company input – as a % of pre-tax profit	%	0.24	0.34	0.28	0.26	0.70

Community investment – why we contribute

Charitable gifts	£ thousand			611	717	3,160 ^o
Community investment	£ thousand			417	254	1,474 ^o
Commercial initiatives in the community	£ thousand			0	168	0 ^o
Total community investment	£ thousand			1,028	1,139	4,634

For our community investment we also include 'why we contribute', this shows how our giving breaks down between charitable gifts, community investment and commercial initiatives in the community. Management costs are excluded from this section.

Value of employee and customer giving

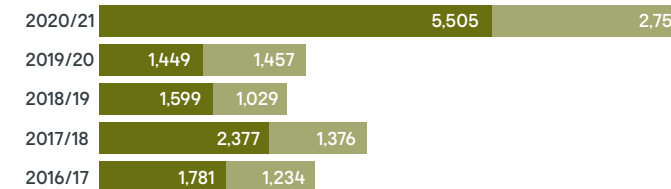
Fundraising and other leverage	£ thousand	1,234	1,376	1,029	1,457	2,751 ^o
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Community investment refers to our direct corporate donations whether cash, in-kind or time. In addition to our own giving, we encourage and facilitate customers and employees to raise money for charities. Our data on employee and customer giving includes money raised through in-store collections, payroll giving and fundraising events. We refer to the total amount donated (including our own, employee and customer) as our total community contribution.

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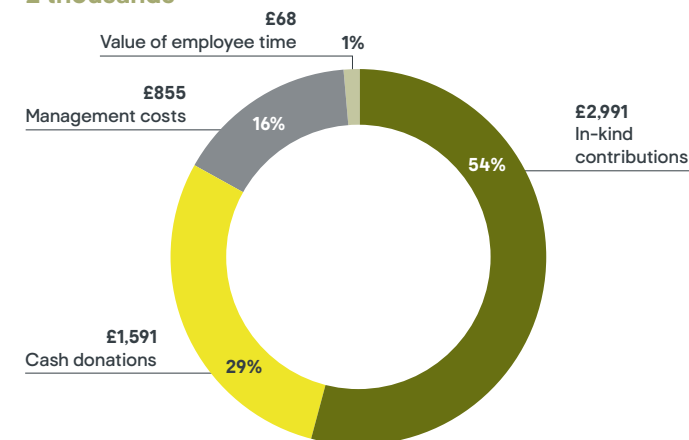
^o Limited assurance provided by DNV

Community investment £ thousands

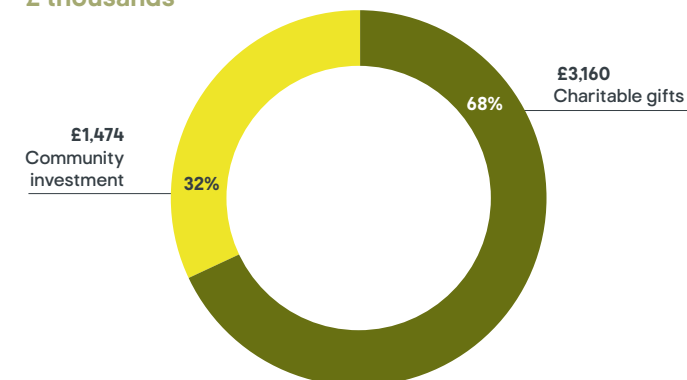


■ Community gifts and investment ■ Fundraising and other leverage

Community investment breakdown 2020/21 £ thousands



Community investment – why we contribute 2020/21 £ thousands



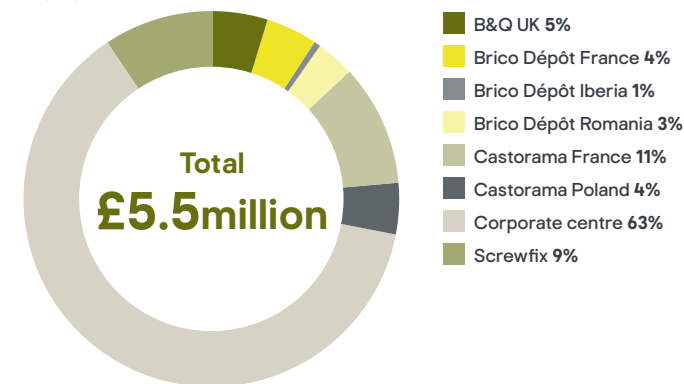
	Units	B&Q UK	Brico Dépôt France	Brico Dépôt Iberia	Brico Dépôt Romania	Castorama France	Castorama Poland	Corporate Centre	Screwfix	Group Total
Community investment by banner 2020/21										
Community investment	£ thousand	272	244	28	177	588	236	3,444	516	5,505

Target: Provide over 20,000 colleague volunteering hours to support housing and home improvement projects in 2020/21.

Planned colleague volunteering activities could not take place due to Covid-19 and people's safety taking priority, so we were not able to meet our volunteering target.

	Units	2016/17	2017/18	2018/19	2019/20	2020/21
Colleague involvement						
Number of colleagues that actively participated in community activities in paid working time	number of colleagues	1,674	1,233	1,125	1,845	567
Time contributed by colleagues during company time	number of hours	7,440	6,774	23,265	19,506	6,335

Community investment by banner 2020/21
£ (%)



Time contributed by colleagues during company time
number of hours



Fundamentals: Employee safety

	Units	2016/17	2017/18	2018/19	2019/20	2020/21
Employee accidents – fatalities						
Work-related fatalities	number	0	0	0	0	0
Work-related employee accidents						
Accident numbers						
All work-related employee accidents/injuries	number	7,370	6,486	6,208	6,904	5,923
Accident rate						
Rate for 'all work-related' accidents	number per 100,000 full-time equivalent employees	12,196	10,689	10,018	11,183	9,484
Work days lost						
Total number of work days lost as a result of all work-related employee accidents/injuries	number	80,554	93,496	74,539	44,904	47,637

Employee accident rate

Number of 'all work-related' accidents per 100,000 full-time equivalent employees



Fundamentals: Responsible sourcing

All suppliers meet our ethical and environmental standards by 2020.

Our policy is to ensure all suppliers meet our ethical and environmental standards. To monitor progress against our policy, we require high-risk production sites of finished GFR to have an ethical audit. In 2020/21, there were 1,318 high-risk GFR production sites listed on Sedex. Of these, 960 production sites have had an ethical audit in the past two years, which equates to 73%.

	Units	2017/18	2018/19	2019/20	2020/21
Supplier assessments – Sedex (GFR)					
Total number of suppliers	number	4,310	2,841	3,253	2,991 ^o
Total number of finished goods production sites [†]	number	5,504	3,657	2,973	2,824 ^o
Production sites that have completed an audit at some stage in the past two financial years	number	1,178	995	941	1,034 ^o
Production sites that have completed an audit at some stage in the past two financial years	%	21	27	32	37 ^o
Total number of production sites with high inherent risk	number	995	1,158	1,333	1,318
High inherent risk production sites that have completed an audit at some stage in the past two financial years	number	479	548	904	960
High inherent risk production sites that have completed an audit at some stage in the past two financial years	%	48	47	68	73

Supplier assessments – Sedex site grades (GFR)

Grade 1 – Excellent	number	187	38	54	33 ^o
Grade 2 – Good	number	44	52	39	16 ^o
Grade 3 – Fair	number	272	43	26	31 ^o
Grade 4 – Needs Improvement	number	367	239	289	295 ^o
Grade 5 – Unsatisfactory	number	294	552	525	639 ^o
Business critical – Unacceptable	number	14	54	4	16 ^o

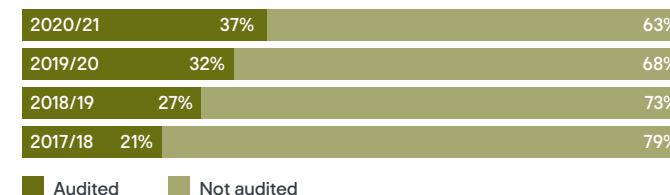
Audit grades are for the production sites that have had an audit in the past two years. It includes the results from the latest full audit at each site. It therefore does not reflect any corrective actions taken or results from follow-up audits. We work with sites graded as business critical to resolve the issues.

^o Limited assurance provided by DNV

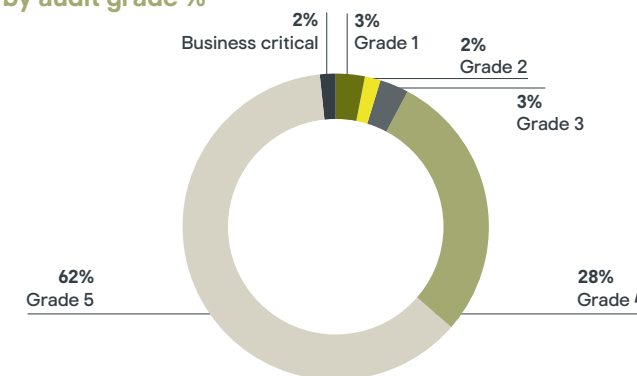
[†] Data covers production sites that our Buying Offices source from directly, and those disclosed to us by suppliers through the Sedex platform. We aim for all our suppliers to be using Sedex by the end of 2020, and to disclose to us all production sites that supply us with finished goods.

Supplier production site audits

% of known production sites that have completed an audit at some stage in the past two financial years

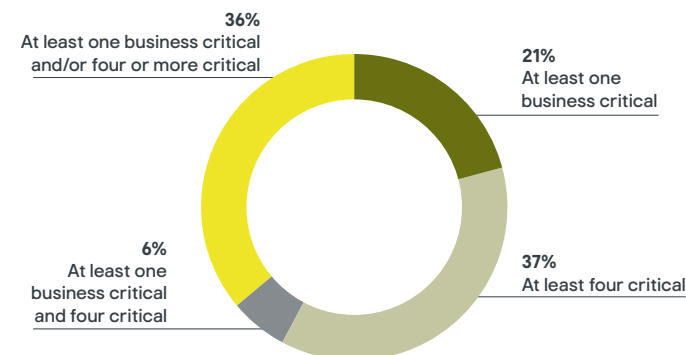


Supplier production sites (GFR) 2020/21 by audit grade %



The chart shows the audit grades for the production sites that have had an audit in the past two years. It includes the results from the latest full audit at each site. It therefore does not reflect any corrective actions taken or results from follow-up audits.

Audit non-conformances (GFR) 2020/21 % breakdown of non-conformances audit



Units 2020/21

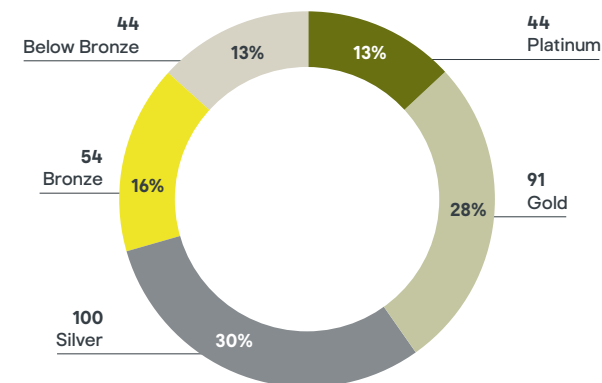
Supplier assessments – EcoVadis (GNFR)

Proportion of GNFR suppliers (with whom we spend over £75,000) that have completed an EcoVadis assessment	%	60
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Supplier assessments – EcoVadis assessment results (GNFR)

GNFR suppliers that achieved the score Platinum	number	44
GNFR suppliers that achieved the score Gold	number	91
GNFR suppliers that achieved the score Silver	number	100
GNFR suppliers that achieved the score Bronze	number	54
GNFR suppliers that resulted in a score below Bronze	number	44

All suppliers who do not meet the EcoVadis Bronze level must put an action plan in place to improve. They are required to redo the assessment within 12 months to demonstrate that they now meet at least Bronze level. We will be supporting low scoring suppliers to make improvements.

EcoVadis assessment results (GNFR) 2020/21 by rating

Fundamentals: Waste and recycling

Zero waste to landfill by 2020 and 90% of waste recycled by 2025.

We reduced the volume of waste generated but our recycling rate fell and we are not currently on track to meet our targets by 2025.

	Units	2016/17	2017/18	2018/19	2019/20	2020/21
Waste disposal						
Waste disposed to landfill	thousand tonnes	20	21	23	24	26
Waste disposed to incineration	thousand tonnes	24	29	24	30	29
Waste recycled	thousand tonnes	149	157	147	129	122
Total waste generated	thousand tonnes	193	207	194	183	177
Landfill diversion rate	% of total waste generated	90	90	88	87	85
Recycling rate	% of total waste generated	77	76	76	70	69

Breakdown of materials recycled

	Units	2016/17	2017/18	2018/19	2019/20	2020/21
Wood	thousand tonnes	72	75	61	51	53
Cardboard/paper	thousand tonnes	35	37	35	33	34
Plastic	thousand tonnes	7	6	6	6	6
Metal	thousand tonnes	4	4	5	6	4
Rubble	thousand tonnes	19	19	24	24	19
Other	thousand tonnes	12	16	16	9	6

Total waste generated fell by 6% year on year and recycling rates also fell notably in France, partly due to disruption of store activities caused by the global pandemic. B&Q, Castorama France and Brico Dépôt France account for the majority of our waste. B&Q reduced damages to ceramics in stores and during transit, cutting the amount of rubble produced.

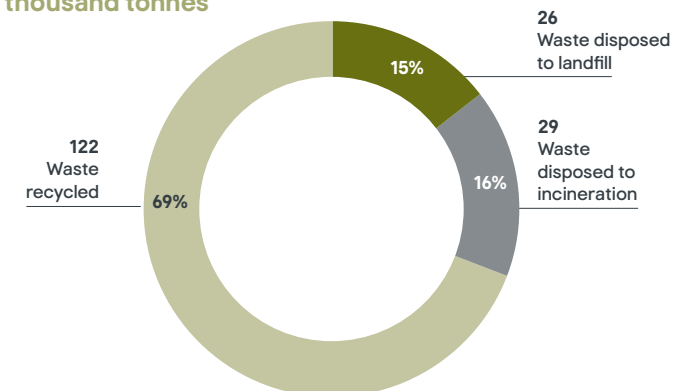
Waste recycled %



Waste diverted from landfill %



Waste recycling and disposal 2020/21 thousand tonnes



Assurance statement

Independent Limited Assurance Report to the Directors of Kingfisher plc

Kingfisher plc (“Kingfisher”) commissioned DNV Business Assurance Services UK Limited (“DNV”, “us” or “we”) to conduct a limited assurance engagement over Selected Information presented in their Responsible Business Report 2020/21 and the Performance Data Appendix 2020/21 (together the “Report”) for the reporting year ended 31 January 2021.

Our Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Selected Information is not fairly stated and has not been prepared, in all material respects, in accordance with the Criteria.

This conclusion relates only to the Selected Information, and is to be read in the context of this Independent Limited Assurance Report, in particular the inherent limitations explained on [page 38](#).

Our Observations

Our observations and areas for improvement will be raised in a separate report to Kingfisher’s Management. Selected observations are provided below. These observations do not affect Our Conclusion set out to the left.

- Kingfisher’s Sustainability Reporting Tool was supported by comprehensive internal data collection guidelines. Following our recommendation last year, we noted that data collection processes had been documented internally for some indicators. To ensure consistency each year in data preparation, we recommend that this process is completed for all indicators at Group and banner level.
- Many of the processes used to collect data from source into the Reporting Tool continue to rely predominantly on manual processes using spreadsheets. We repeat our recommendation to introduce automated processes and use systems-based solutions for carbon footprint; haulage; energy use; community investment; and supplier assessment data. This year we noted improvements in the processes for Sustainable Home Products and responsibly sourced wood and paper products, but these areas should also be considered for greater automation and systems-based solutions.
- Gender diversity: material errors were found in the Castorama France data return in the classification of management grades. Kingfisher corrected the data and subsequent checks at two other banners identified no further issues.
- Community investment: material errors were found in the Screwfix data return for ‘motivation’ (community investment/charitable gifts). Kingfisher undertook additional checks at other banners and data for B&Q, Brico Dépôt Romania and Castorama Poland, along with the Screwfix data, was subsequently updated.
- Responsibly sourced wood and paper products: we noted the number of non-compliant SKUs (products) increased significantly over the reporting period as the data collection expanded to include all banners. We recommend Kingfisher creates action plans to decrease the number of non-compliant SKUs in line with its Forest Positive ambition and works with banners to implement these action plans.

Selected Information

The scope and boundary of our work is restricted to selected 2020/21 performance data included within the Report (the “Selected Information”), as indicated with ‘Ø’ in the Performance Data Appendix 2020/21 for the following areas:

Colleagues

- Gender diversity ([page 19](#))

Planet: Forest Positive

- Responsibly sourced wood and paper products ([page 21](#))

Planet: Climate change

- Carbon footprint ([pages 23 to 25](#))
- Haulage – dedicated fleet vehicles ([page 26](#))
- Energy use ([page 27](#))

Customers

- Sustainable Home Products sales ([page 28](#))

Communities

- Community investment ([page 31](#))

Fundamentals: Responsible sourcing

- Supplier assessments ([page 34](#))
- Supplier assessments – site grades ([page 34](#))

Sustainability Targets

- Progress towards Sustainability Targets ([page 7](#))

To assess the Selected Information, which includes an assessment of the risk of material misstatement in the Report, we have used Kingfisher’s Sustainability Data Collection Methodology 2020/21 (the “Criteria”), which can be found www.kingfisher.com/datamethodology. We have not performed any work, and do not express any conclusion, on any other information that may be published in the Report or on Kingfisher’s website for the current reporting period or for previous periods.

Standard and level of assurance

We performed a **limited** assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 Revised – ‘Assurance Engagements other than Audits and Reviews of Historical Financial Information’, issued by the International Auditing and Assurance Standards Board. This standard requires that we comply with ethical requirements and plan and perform the assurance engagement to obtain limited assurance.

DNV applies its own management standards and compliance policies for quality control, in accordance with ISO/IEC 17021-1:2015 – Conformity Assessment Requirements for bodies providing audit and certification of management systems, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement; and the level of assurance obtained is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. We planned and performed our work to obtain the evidence we considered sufficient to provide a basis for Our Conclusion, so that the risk of this conclusion being in error is reduced but not reduced to very low.

Basis of Our Conclusion

We are required to plan and perform our work in order to consider the risk of material misstatement of the Selected Information; our work included, but was not restricted to:

- Conducting remote interviews with Kingfisher management to obtain an understanding of the key processes, systems and controls in place to generate, aggregate and report the Selected Information;
- Remote meetings with teams from two retail banners, Screwfix and Castorama France, to review processes and systems for preparing retail banner level data consolidated at Group level. We were free to select retail banners and they were chosen on the basis of materiality and frequency of audit visit over the past three years;
- Remote meetings with head office personnel to review processes and systems for preparing and consolidating Group level data;
- Additional testing was undertaken on the following due to material errors found in our initial sample testing at banner level:
 - Gender diversity data – Kingfisher corrected the data at banner level and subsequent checks at two other banners identified no further issues;
 - Community investment data – Kingfisher undertook additional checks at banners, and data for four banners was updated;
- Performing limited substantive testing on a selective basis of the Selected Information to check that data had been appropriately measured, recorded, collated and reported;
- Reviewing whether Kingfisher followed its stated process in the Criteria to determine progress towards its Sustainability Targets;
- Assessing the appropriateness of the Criteria for the Selected Information;
- Reviewing that the evidence, measurements and their scope provided to us by Kingfisher for the Selected Information is prepared in line with the Criteria; and
- Reading the Report and narrative accompanying the Selected Information within it with regard to the Criteria.

Our competence, independence and quality control

DNV established policies and procedures are designed to ensure that DNV, its personnel and, where applicable, others are subject to independence requirements (including personnel of other entities of DNV) and maintain independence where required by relevant ethical requirements. DNV conducts climate risk analysis of Kingfisher’s property portfolio, which does not conflict with the scope of this work. This engagement work was carried out by an independent team of sustainability assurance professionals. Our multi-disciplinary team consisted of professionals with a combination of environmental and sustainability assurance experience.

Inherent limitations

All assurance engagements are subject to inherent limitations as selective testing (sampling) may not detect errors, fraud or other irregularities. Non-financial data may be subject to greater inherent uncertainty than financial data, given the nature and methods used for calculating, estimating and determining such data. The selection of different, but acceptable, measurement techniques may result in different quantifications between different entities.

Our assurance relies on the premise that the data and information provided to us by Kingfisher have been provided in good faith. DNV expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Assurance Statement.

Responsibilities of the Directors of Kingfisher and DNV

The Directors of Kingfisher have sole responsibility for:

- Preparing and presenting the Selected Information in accordance with the Criteria;
- Designing, implementing and maintaining effective internal controls over the information and data, resulting in the preparation of the Selected Information that is free from material misstatements;
- Measuring and reporting the Selected Information based on their established Criteria; and
- Contents and statements contained within the Report and the Criteria.

Our responsibility is to plan and perform our work to obtain limited assurance about whether the Selected Information has been prepared in accordance with the Criteria and to report to Kingfisher in the form of an Independent Limited Assurance Conclusion, based on the work performed and the evidence obtained. We have not been responsible for the preparation of the Report.

DNV Business Assurance Services UK Limited

London, UK
15 June 2021



DNV Business Assurance

DNV Business Assurance Services UK Limited is part of DNV–Business Assurance, a global provider of certification, verification, assessment and training services, helping customers to build sustainable business performance. www.dnv.co.uk/BetterAssurance

Read more

Our Responsible Business website
www.kingfisher.com/responsible-business

Annual Report and Accounts
www.kingfisher.com/annualreport

Our Responsible Business report
www.kingfisher.com/responsible-business-report

Our Responsible Business data collection methodology
www.kingfisher.com/datamethodology

Our Sustainable Home Product guidelines
www.kingfisher.com/shpguidelines

Contacts

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

Kingfisher



castorama



SCREWFIX

