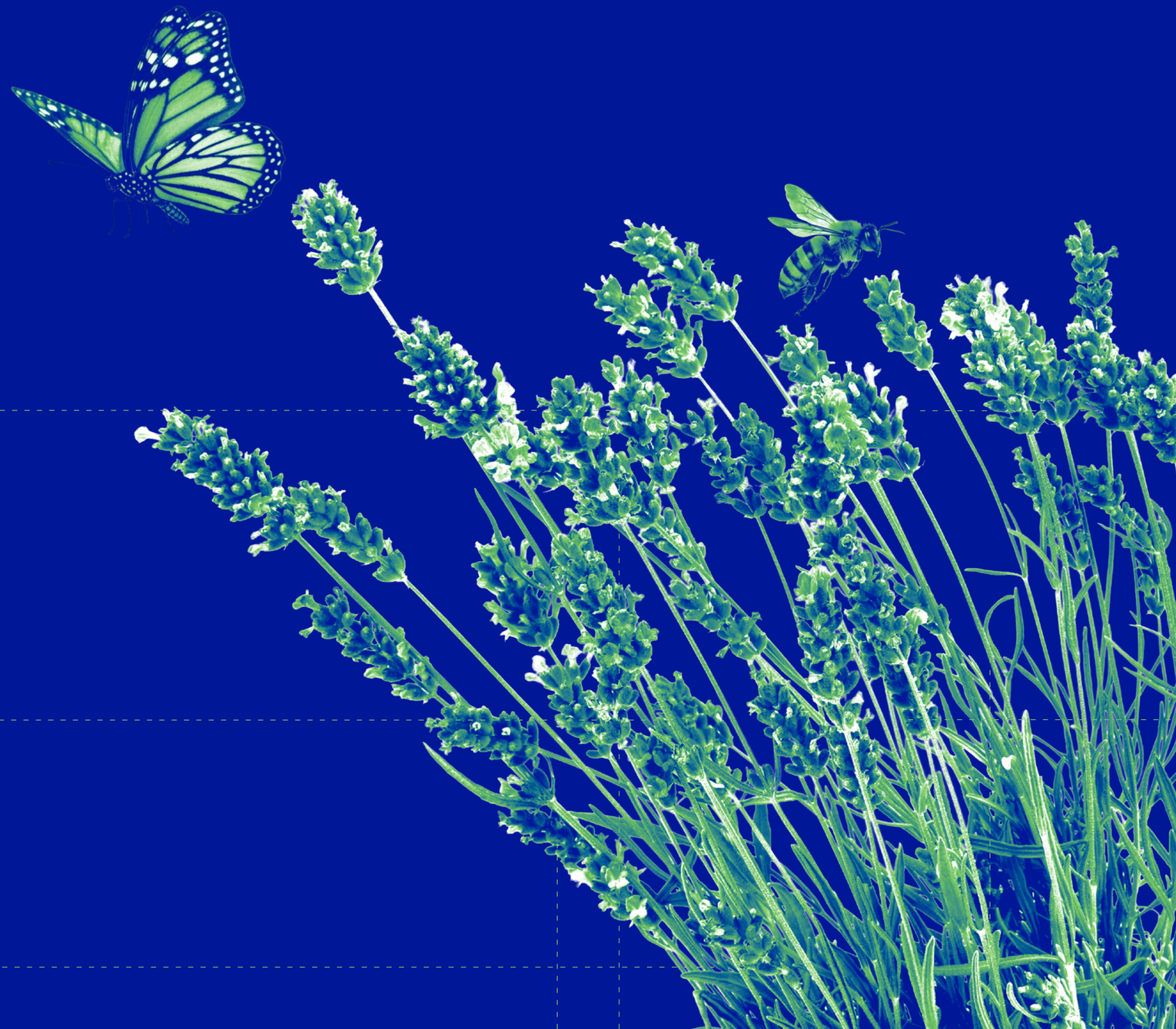
B&Q

Build a life project

Annual report 2026



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Better homes. Better lives. For everyone.



Graham Bell
CEO, B&Q

As B&Q continues to evolve, we remain committed to making a positive difference for our customers, colleagues and communities. We want to make it easier for people to improve their homes, while reducing our environmental impact and building our business resilience.

Over the past year, we have continued to make progress against our carbon reduction targets, strengthening our focus on delivering our net zero ambitions. This progress has included the increased use of lower-carbon fuels across our logistics operations and improvements in energy efficiency across our business.

We have also continued to grow sales of Sustainable Home Products, helping customers make more sustainable choices for their homes while supporting responsible sourcing and the use of lower-impact materials.

An initiative I'm particularly proud of is the transformation of our Cheltenham Sustainability Store, opened in 2026 as our first sustainability flagship test-and-learn store. The store brings together practical ideas and advice to help customers make more informed choices, from improving home energy efficiency and reducing waste to supporting wildlife and gardening more sustainably. Importantly, it gives us an opportunity to learn what works for customers and how we can extend these insights across B&Q.

We remain committed to supporting the communities we serve through the B&Q Foundation and our longstanding partnership with Shelter. Over the past year, I've seen first-hand how the funding from the B&Q Foundation is helping charities provide better homes and brighter futures. We've introduced Pennies, enabling customers to donate at checkout, and supported the launch of BB&Q, the Foundation's annual fundraising campaign.

I would like to thank all our colleagues, customers, suppliers and partners whose commitment and contribution continue to help us make a positive difference.

A word from Sam Dyer



Sam Dyer
Head of Responsible Business, B&Q

Over the past year, we have continued to progress our planet and people focused Responsible Business strategy, taking a holistic view of the impact our decisions have on the world around us. We remain focused on delivering our net zero ambitions through a plan that is both ambitious and realistic.

More than 98% of B&Q's carbon impact comes from the products we sell, including their manufacture, supply chain and use by customers. This year, our Responsible Business team has focused on helping our commercial colleagues better understand and act on the carbon impact of their decisions. This has included Carbon Literacy training, with over 150 colleagues trained to date, alongside work to strengthen collaboration with our vendors and sellers and support collective action across our supply chain.

We have also focused on how we communicate with and support customers to make more sustainable choices. Our Cheltenham Sustainability Store gives us valuable insight into what resonates with our customers and how this translates into purchasing behaviour. Alongside this, initiatives such as our paint take-back trial are helping us explore practical ways to support more circular activities. We can use these learnings to strengthen the advice and support we provide across B&Q.

At B&Q, everyone has a role to play in improving our sustainability performance. This report brings together the progress we have made over the past year, celebrates the areas where we are making a difference and helps us identify where we need to do more.

By continuing to work together, we can build on this progress and help make better homes and better lives a reality for more people.

Our key responsible business targets and measures, 2025/26

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

Planet

De-carbonising our logistics network

53%

of our logistics carbon footprint has been reduced since 2016

Waste management

99%

of our waste is diverted from landfill

Sustainable packaging

30%

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

Move to peat-free

100%

of our bagged composts have been peat-free since 2022, and since 2025 all of our new own-brand plants are grown in peat-free compost too. Our first peat-free compost was launched in 1991

Responsibly sourced wood

99.7%

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

* supported by an accessible and appropriate waste stream

Carbon emissions

67.2%

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

60.7%

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

Energy use

41%

reduction in our total energy use in the last 10 years and...

99%

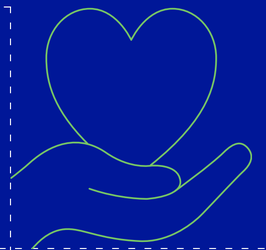
of the electricity we purchase is from renewable sources

Reducing the impact of the products we sell

67.3%

of our sales were from products with more sustainable features and/or that delivered more sustainable benefits to our customers

People



Volunteering

28,657

hours colleagues donated to support local communities

Raised/donated

£4.6m

to support our charity partners and local communities

Donated

£464,096

in match giving

Standing for inclusivity

6

colleague networks and advisory groups

Community impact

473,401

people benefiting from our community programmes

Over

90,000

items donated through Community Reuse

Improving gender equality

43%

of management roles currently held by women

Delivered

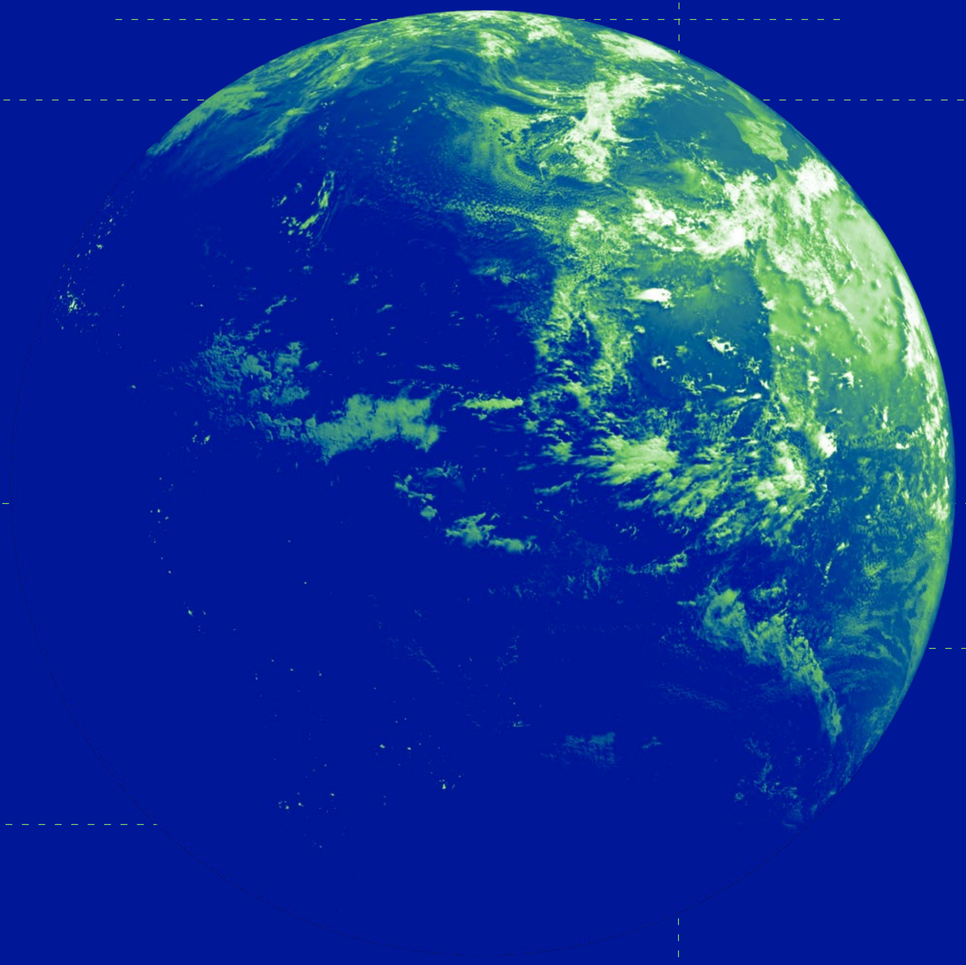
300+

DIY projects to improve spaces for local charities

Learning for Life

3,000+

colleagues have completed or are undertaking apprenticeships



Planet

reducing impact

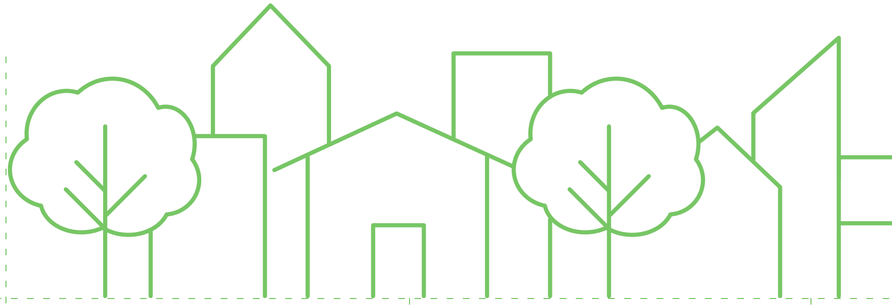
02

Progress on delivering our net zero commitments

Reducing the environmental impact of our products and our operations

Our biggest impact on carbon emissions comes from the sourcing, manufacture and use of our products, which accounts for over 98% of B&Q's total carbon footprint. We continue to make progress in reducing the impact of the products we offer.

We continue to make progress in reducing the impacts of the products we offer working with our vendors and making changes to our ranges. We also remain on track to achieve our 2040 Net Zero target for Scope 1 and 2 and have made strong advancement in reducing emissions across our own operations.



Products helping to reduce our Scope 3 impact

In 2025/26, 67.3% of B&Q sales came from Sustainable Home Products, an increase of 2.6% year on year. These products help customers create greener, healthier homes, offering more sustainable choices across our ranges.

Our Sustainable Home Products programme considers the environmental features of products, including lower-impact materials and processes, energy and water efficiency, durability and repairability. By growing this offer, we can help customers make choices that may reduce environmental impacts in their homes, while supporting progress across our product supply chain.

Our responsible sourcing policies are an important part of this work. In 2025/26, 99.7% of our wood and timber was responsibly sourced, while our bagged composts and own-brand plants were 100% peat-free.

Growing our circular economy at B&Q

B&Q is helping customers make more circular choices by keeping products and materials in use for longer and reducing waste. Since launching in 2024, Refurbed by B&Q has expanded to more than 300 products, including showers, taps, power tools and pressure washers. Professionally refurbished customer returns are sold with a one-year guarantee at a lower price, extending product life and providing an affordable alternative to buying new.

We have also supported industry efforts to improve paint recycling through the PaintCare UK trial. Across seven B&Q stores, customers and trade professionals could return eligible leftover paint and empty tins for reuse, remanufacture or recycling.

Introducing BioLPG for BBQs and other uses

B&Q has become the first major UK home improvement retailer to introduce renewable BioLPG across its propane gas bottle range. All propane bottles sold in B&Q stores will contain a 10% BioLPG blend, helping customers reduce the carbon impact of everyday outdoor living without changing how they use their gas bottles.

As we work towards our Net Zero ambitions, this is a practical step to address the impact of the products we sell, and the fuels customers use. By introducing a renewable component into an established product range, we can make lower-impact choices more accessible while continuing to meet customers' needs.

More energy-efficient products available

B&Q is expanding its range of energy-efficient products to help customers reduce energy use and lower household running costs. In lighting, we are increasing the availability of better rated energy efficient LED bulbs, making it easier for customers to choose higher-performing options.

LEDs use less electricity and typically last longer than older technologies, helping to reduce energy consumption over a product's lifetime. By continuing to improve the efficiency of our product ranges, we can support customers in making more energy-efficient choices that help reduce household energy use and carbon emissions.

Growing peat-free own-label range

B&Q is helping customers make more sustainable choices in their gardens, with all own-brand plants introduced to stores in 2025 grown in 100% peat-free compost. This supports our wider ambition to make greener and healthier homes more accessible while reducing the environmental impact of the products we sell.

Peatlands are important natural carbon stores and play a valuable role in supporting biodiversity, water management and flood resilience. By removing peat from our own-brand plants, we are helping reduce reliance on a material with significant environmental impacts while supporting more sustainable growing practices.

This is an important part of our wider work to reduce the impact of our product portfolio, support nature and progress towards our Net Zero ambitions. At B&Q's scale, changing the materials used across our ranges can help make lower-impact choices more widely available.

Building carbon literacy across B&Q

B&Q is helping colleagues understand how everyday business decisions can support the transition to Net Zero. Our in-house programme, Carbon Confidence: Empowering You to Make a Difference at B&Q, builds awareness of how decisions across Buying and the supply chain influence our carbon footprint and equips colleagues to take action in their roles.

More than 150 colleagues have now completed the programme, reaching over 10% of our head office team, including our buying teams. Positive feedback and over 100 colleague pledges demonstrate a strong commitment to driving change.

By building a shared understanding of carbon and encouraging collaboration across teams, we are embedding sustainability into everyday decision-making, supporting progress on Scope 3 emissions and our wider Net Zero ambitions.

‘Welcome to your Sustainable Home’ - B&Q Cheltenham

Earlier this year, we launched our Cheltenham Sustainable Store, a flagship concept designed to help customers make more sustainable home improvement choices without compromising on quality, convenience or value. The store brings together dedicated sustainable home and garden zones, enhanced recycling facilities, circular economy initiatives and clearer sustainability messaging, while showcasing practical ways customers can save energy, reduce waste and lower household bills.

There are two sustainable living displays:



The sustainable home display provides expert advice from B&Q and our partners to help customers to save money by making energy saving improvements to their home. The offer includes suppliers of energy-efficient windows and doors, low-carbon heating solutions like heat pumps that provide steady warmth for homes, solar panels and battery storage, insulation advice and installation, EV chargers for cars at home, as well as smart home control suppliers that help homes use less energy, effortlessly.



The sustainable garden display is designed to help customers create beautiful outdoor spaces that allow them to connect with nature, support wildlife, and garden more sustainably. It offers a range of advice from maximising solar power in the garden, encouraging wildlife through pollinator plants and features such as ponds, bird boxes and growing your own fruit and vegetables, to advice on composting and water saving.



B&Q Cheltenham was selected for the project because it's already one of our more sustainable stores being powered by over 200 roof-top solar panels, heated by an air-source heat pump and lit by smart LED lighting with movement sensors that dim when no one's around. The store is also home to existing initiatives that we run aimed at making sustainable choices easier. These include: in-store advice and information about our Refurb by B&Q tool offer and our tool hire service; EV-charging points for customers; and our Community Re-use Scheme, set up to donate our products to local charities.

All colleagues at the store are sustainability trained by internal accredited Carbon Literacy trainers, equipping them with the know-how and confidence to provide better support to customers.



Decarbonising our logistics network

B&Q is reducing the carbon impact of transporting products to our stores and customers. Between 2021 and 2025, our logistics carbon footprint fell by 43.97%, through a combination of alternative fuels, vehicle innovation and more efficient operations. We are continuing to develop our approach as we work towards our ambition of net zero logistics by 2040 and 2025.





Moving to alternative fuels

In 2024, we phased out diesel from our retail fleet. All 248 vehicles delivering from our distribution centres to our stores now operate on alternative fuels, primarily Liquified Natural Gas (LNG), with 98 running on Hydrotreated Vegetable Oil (HVO).

We are also progressing the introduction of electric vehicles to our home delivery fleet. which now includes four electric HGVs, alongside five smaller electric vans, supporting two-person home deliveries from stores. We plan to introduce more electric vehicles over the next five years as we continue to develop our lower-carbon logistics network.

Continuous route optimisation

Smarter route planning is helping us reduce unnecessary mileage and improve the efficiency of our logistics network. By making better use of our vehicles and reducing road miles, we can improve operational efficiency while lowering the carbon impact of delivering products to our stores.

03 People



strengthening our communities

Our Community programmes and their impact

2025 Targets:

£3.5m
Raise £2.5m for B&Q Foundation
Raise £1m for Shelter

400,000
members of our communities reached

2025 Results:

We exceeded our 2025/26 fundraising and impact targets

£4.6m
Raised for our partners and our community programmes, reaching more than 583,000 people

28,657
volunteering hours donated to support local communities

£464,096
donated in match giving

473,401
supported with better homes or community spaces

300+
DIY projects to improve spaces for local charities

90,000
items donated through Community Reuse

110,258
people reached through Shelter's digital advice campaign

Our impact in 2025/26

- B&Q Foundation awarded grants to 203 charities, helping 101,024 people benefit from places that feel more like home.
- Shelter DIY Skills Advisers supported 1,365 people to learn essential skills to improve their home.
- Shelter, Focus Ireland and Housing Rights could help 11,930 people through frontline support services.
- Shelter's digital advice campaign reached more than 110,258 people with practical advice on housing rights and the issue of damp and mould.
- B&Q colleagues completed 300+ Community Day projects, helping 310,219 people benefit from a better community space.

Community activity highlights:

- The launch of Pennies to enable our customers to make micro-donations at the checkout in all of our stores across the UK and Ireland. To date we have raised £2.7 million to support causes including the B&Q Foundation, Shelter, Focus Ireland and the British and Irish Red Cross Venezuela Earthquake Appeal.
- Our Christmas campaign created in partnership with Shelter and artist and homelessness activist David Tovey, used 172 specially designed Christmas trees to represent and help raise awareness of the more than 172,000 children living in temporary accommodation at Christmas in England.
- The launch of BB&Q, the first year of an annual fundraising event to support the B&Q Foundation



B&Q FOUNDATION · SHELTER · FOCUS Ireland · Pennies · BritishRedCross · Irish Red Cross

Making BB&Q an annual fundraising event for the B&Q Foundation



BB&Q

Launched in 2026 for the first time, BB&Q is the B&Q Foundation's annual summer fundraising campaign, supported by B&Q and designed to bring colleagues, customers and local communities together through BBQ-themed events.

This year BB&Q in-store events were held at five B&Q stores across the UK from Glasgow to Cardiff, and Bristol to Manchester. These, together with support from all of B&Q's stores, community activities and donations with purchase of selected BBQs, raised over £343,387 for the B&Q Foundation.



B&Q Foundation

The B&Q Foundation is dedicated to helping people have a safe and comfortable place to call home.

Since its launch in 2020, the B&Q Foundation has given more than £10 million in grants to charities across the UK supporting over 1,500 projects and helping more than 600,000 people.

Emmaus Bristol Case Study

Emmaus Bristol is a charity supporting people who have experienced homelessness by providing more than just accommodation, offering long-term support designed to help people rebuild their lives. Through its 23-bed residential community in Bristol, the charity offers a stable home, tailored support, training opportunities and work placements that help residents regain confidence and independence.

The charity works with people who have experienced rough sleeping, addiction, trauma and long-term housing insecurity. By creating a supportive community environment and helping residents develop practical skills and routine, Emmaus Bristol aims to provide a sustainable route out of homelessness and social exclusion.





Before receiving support from the B&Q Foundation, Emmaus Bristol's main residential building was in urgent need of repair and improvement. Damaged flooring in communal spaces including the dining room, lounge and gym posed a growing safety risk, while corridors and shared areas had become tired and worn, and residents also faced practical day-to-day challenges. Limited fridge space made it difficult to store fresh food and leftovers, while faulty stoves restricted the ability to prepare shared evening meals and cater for different dietary requirements.

With funding from the B&Q Foundation, Emmaus Bristol was able to carry out essential structural repairs to the residence, including repairing serious damage to joists beneath the dining room flooring before it became a much larger issue. The funding also enabled the charity to redecorate communal areas, install two new commercial fridges and replace an unreliable stove with a new commercial cooker, creating a safer, more welcoming and practical environment for residents.

Website – Instagram

Progress on making B&Q inclusive



National People's Forum

National People's Forum

Contributed to the new reward strategy, influencing how we recognise and reward our people.

Influenced the new behaviour framework, helping define behaviours that drive our culture forward.

Ability @ B&Q

Worked with Colostomy UK to upgrade the accessible toilets in our stores to ensure they are stoma friendly for colleagues and customers.

We've improved accessibility and IT solutions for neurodivergent colleagues and customers.

Colour Palette
For SFA Homes

Armed Forces community

Worked with the Ministry of Defence Service Family Accommodation team and Lick paint to co-create a style guide and paint colour range for forces families to decorate their rented homes.

Supported the Poppy Factory, a charity that supports Armed Forces veterans into work. We also raised more than £30,000 for the Royal British Legion Poppy Appeal.



Embrace Cultural Diversity

Provided funding to support Shelter's report 'My Colour Speaks Before Me', in partnership with Shelter. The report exposes racial inequalities in housing. It was shared with the House of Lords to encourage government action.

Supported our 'I Will Elevate' and 'I Will Accelerate' workshops, focused on increasing equitable career growth opportunities for ethnic minority colleagues .



Gender Equality

Launched Lean-In Circles, engaging over 3,000 women across B&Q.

Redesigned and launched our Women in Leadership apprenticeship in collaboration with Apprentify. 29 apprentices graduated in 2025 and 40 new apprentices enrolled for this year's cohort.



Pride

The B&Q foundation continued to fund a special drugs and alcohol counsellor employed by the Stonewall Housing Project to support LGBTQ+ community members to recover from alcohol and drug addiction and restart their lives.

Created local Pride attendance guides and banners, enabling stores to join Pride events for the first time.

About B&Q

£3.97b
sales 2025-26

320
stores

20k+
colleagues

22m
customers

>2m
products

460m
annual visits at diy.com

93%
brand awareness

Powered by Kingfisher

B&Q Build a life project



Together, we can do it.