

Responsible business



Introduction to Responsible Business

Sonita Alleyne, Chair of the Responsible Business Committee

As Chair of the Responsible Business Committee, I am pleased to introduce the Responsible Business section of this Annual Report and Accounts.

In 2025 the business continued to focus on strategically important sustainability topics as part of delivering its Responsible Business Strategy.

Prioritising the wellbeing and inclusion of all colleagues is fundamental to the success of the business and enables it to deliver a positive societal impact. Our CEO, David Wood, won the 'Most Inclusive Group CEO in Retail' award at the Retail Industry Awards, recognising how the leadership champions this important topic.

The business continues to make good progress with inclusion and diversity. I am pleased with the progress this year in improving ethnicity representation across the colleague population to reflect the communities the business serves (refer to pages 34-35). While the business narrowly missed the gender colleague target, significant progress has been made with the introduction of additional interventions designed to drive increased gender balance across the business in the future (refer to pages 34-35).



Prioritising the wellbeing and inclusion of all colleagues is fundamental to the success of the business and enables it to deliver a positive societal impact.

The business has also continued to mature its approach to managing its climate change risks and impacts, which is reflected in the Science Based Targets initiative's (SBTi) approval of our updated near term SBTs (refer to pages 40-41) and an improved CDP (previously known as Carbon Disclosure Project) Climate Change rating, which is now A- (refer to page 29).

The business remains dedicated to delivering its Responsible Business Strategy targets on important sustainability topics, including climate change and inclusion and diversity. Colleague gender and ethnic diversity targets have continued to be linked to the executive annual bonus scheme, and the decarbonisation roadmap is linked to the LTIPs for 2024, 2025 and 2026 (refer to pages 108-109).

The Board and I remain committed to balancing positive commercial performance with ensuring the business addresses its key social and environmental impacts, as we continue to face challenges that lie ahead for the business.

Sonita Alleyne

Chair of the Responsible Business Committee

16 March 2026

Responsible business continued

Our approach to responsible business

Our Responsible Business Strategy, Built to Last, directly supports our corporate purpose to help the nation feel house proud.

By delivering our Built to Last strategy, we are building a business we are proud of:

- by creating a business where all our colleagues have the freedom to be their authentic selves and are empowered to support their customers and communities;
- by supporting the fight against climate change and taking action to protect the natural environment; and
- by helping our customers to save energy and reduce the carbon footprint of their homes.

Understanding what's important

When we developed our Built to Last Strategy in 2021, we engaged with our key stakeholders to inform our understanding and assessment of our most material sustainability topics. We address our priority topics through three core pillars: People, Environment and Homes. These are underpinned by ESG areas that are critical to operating a responsible business – we collectively refer to these as our Fundamentals. We manage and measure our performance across these critical topics: safety and wellbeing, ethical business conduct, and responsible sourcing.

Throughout 2025, we have continued to engage with key stakeholder groups, including our colleagues, customers and investors, to ensure that we maintain our focus on the topics that are of most importance to them. Relevant insight from our customer research is discussed on page 44, and a summary of our colleague engagement is provided on page 33. Key themes arising from conversations with investors continue to focus on our climate change targets and our performance in ESG ratings. In our Section 172 statement, we formally recognise the environment and community as a key stakeholder of the business (see page 86).

As a large business and prominent brand in the UK, we recognise the important role that we hold in building a sustainable society. We map how our strategy aligns to the UN's 2030 Sustainable Development Goals (SDGs). The targets in our Responsible Business Strategy directly contribute to the delivery of targets that sit within 7 of the 17 SDGs (see summary table on page 31).

Governance

We have a Board-level Responsible Business Committee which regularly reports to the Board on progress and matters arising. The Responsible Business Committee report is set out on pages 100-101 and the Committee's Terms of Reference is available on our corporate website.

Our Executive Board receives regular updates from the Head of Sustainability and Environment on progress with delivering the Responsible Business Strategy across the business. Performance is monitored quarterly against defined ESG measures and targets, with remedial actions taken where required. A Responsible Business Working Group brings together leaders in the business to work collaboratively to monitor the delivery of the strategy.

Further information on these governance arrangements in the context of climate-related risks and opportunities is set out in our Climate-related Financial Disclosures (TCFD report) on pages 51-61.

Disclosures

We recognise that disclosing our performance is an essential part of building trust with our stakeholders by demonstrating how we are performing in the delivery of our Responsible Business Strategy. We participate in many external ESG benchmarks and indices, and our latest ESG ratings are listed alongside.

We have continued to disclose against the Sustainability Accounting Standards Board (SASB) standard for our sector – Multiline and Speciality Retailers & Distributors. This can be found on our website at: www.wickesplc.co.uk/company/responsible-business/policies-and-reporting.

ESG ratings



CDP

Climate change 2025 submission: We achieved the leadership rating A-.



Forests 2025 submission: We maintained an awareness rating of C.



FTSE4Good

FTSE4Good

We were first listed in the FTSE4Good Index in 2024. In July 2025 we achieved a score of 4.2 out of 5.



ISS

In our latest ESG Corporate Rating the Group achieved a rating of C+ (30 September 2025).

The rating is supported by our 'Prime' status, which is given to companies that are perceived to be sustainability leaders in their industry.



MSCI

In 2025, the Group received a rating of AAA in the MSCI ESG Ratings assessment.

Responsible business continued

Our Built to Last Strategy

We believe we have an important role to play in society, from the products we sell, to the stores we run and the infrastructure we use to serve our customers.

Built to Last



People

Creating a business where all our colleagues have the freedom to be their authentic selves and are empowered to support their communities and customers.

Inclusion and diversity

Learning and development

Communities

[Read more on pages 32-39](#)



Environment

Supporting the fight against climate change and taking action to protect the natural environment.

Carbon

Waste

Nature

[Read more on pages 40-43](#)



Homes

Helping our customers save energy and reduce the carbon footprint of their homes.

Products

Services

Installations

[Read more on pages 44-45](#)

Underpinned by our



Fundamentals

[Read more on pages 46-50](#)

Safety and wellbeing

Our safety culture is centred around commitment and care and we make it our priority to ensure that everyone who works and shops with us goes home safe and well every single day.

Ethical business conduct

We are committed to conducting our operations honestly, responsibly and with integrity.

Responsible sourcing

From the materials used to make our products, to how they are manufactured and transported, everything we do is built on a responsible supply chain.

Responsible business continued

Built to Last strategy progress update



Data subject to Independent Limited Assurance by DNV Business Assurance Services UK Ltd (DNV). DNV's Limited Assurance Statement is available on our website www.wickesplc.co.uk/company/responsible-business/policies-and-reporting.

Pillar	Focus area	Our targets	Progress in 2025	Further information	Alignment with UN Sustainable Development Goals (SDGs) and Targets
 People	Inclusion and diversity	Gender: 39.10% female representation across Wickes by end of 2025	38.89% of our colleagues disclosed as female at end of 2025 ^{1,2,3}	See page 34	SDG 10 Reduced Inequalities – Target 10.2
		Ethnicity: 13.9% Underrepresented Ethnic Minorities (UEM) across Wickes by end of 2025	15.05% of our colleagues disclosed as UEM at end of 2025 ^{1,2,3}	See page 34	SDG 10 Reduced Inequalities – Target 10.2
	Charity and community	Over two years, fundraise £2 million for The Brain Tumour Charity (April 2023-April 2025)	£2 million target met for The Brain Tumour Charity. (£417,200 fundraised and £26,600 donated in 2025)	See page 37	SDG 3 Good Health and Wellbeing – Target 3.4
		Over two years, fundraise £2 million for CALM, the suicide prevention charity (May 2025-April 2027)	£908,687 fundraised for CALM in first eight months of the partnership	See page 37	SDG 3 Good Health and Wellbeing – Target 3.4
	Support 2,250 projects across our local communities in 2025 through the Wickes Community Programme	2,511 projects supported across our local communities	See page 38	SDG 9 Industry, Innovation and Infrastructure – Target 9.1	
 Environment	Carbon	By 2030, reduce absolute Scope 1 and 2 GHG (market-based) emissions by 42% compared to 2021	61.0% reduction in Scope 1 and 2 GHG market-based emissions in 2025 compared with 2021 ³	See page 42	SDG 7 Affordable and Clean Energy – Target 7.3
		By 2027, 77.5% of suppliers (by purchased goods and services emissions) to have SBTs	46 suppliers, responsible for 54% of our 2025 Scope 3 category 1 GHG emissions, have set SBTs ³	See page 42	SDG 7 Affordable and Clean Energy – Target 7.3
	By 2030, reduce absolute Scope 3 GHG emissions from the use of sold products by 42% compared to 2021	26.7% reduction in GHG emissions from the use of sold products in 2025 compared with 2021 ³	See page 42	SDG 12 Responsible Consumption and Production – Target 12.2	
Waste	Make it easier for customers to recycle own brand packaging (rated as hard-to-recycle by the Extended Producer Responsibility scheme)	Continued to collaborate with industry partners to make it easier to recycle the packaging used in own brand paint, grow media, sealants and adhesives	See page 43	SDG 12 Responsible Consumption and Production – Target 12.5	
 Homes	Products	Develop methodology for calculating 'avoided emissions' and measure baseline for home energy solutions	Methodology developed and avoided emissions baseline established for solar panels sold and installed, a key part of our home energy solutions customer proposition	See page 45	SDG 13 Climate Action – Target 13.1
 Fundamentals	Safety	Our aim is: Everyone home safe and well, every single day	8% decrease in total colleague injuries ² (with 772 in 2025 compared to 842 in 2024) and 5% increase in total customer accidents ² (with 363 in 2025 compared to 346 in 2024)	See page 47	SDG 8 Decent Work and Economic Growth – Target 8.8

1 Data as of 31 December 2025.

2 Data represents performance of Wickes Building Supplies Ltd.

3 Methodology can be found on our website www.wickesplc.co.uk/responsible-business/policies-and-reporting

Responsible business continued



People

Our objective

We are building a business we are proud of, where all our colleagues have the freedom to be their authentic selves and are empowered to support their communities and customers.

Key focus areas

Inclusion and diversity

Learning and development

Communities

Our targets

- A gender-balanced team across all roles and functions at Wickes, and a business that reflects the communities we serve through ethnic diversity and leadership ethnicity balance.
- Improve the quality of apprenticeships provided to hit 60.5% achievement rate and 61.9% retention rate.
- Raise £2 million for our charity partner over each two-year partnership.
- Wickes Community Programme to support 2,250 projects across our local communities in 2025.

Our colleagues

Our approach

Our commitment to embedding our Employee Value Proposition (EVP) continued throughout 2025, shaping the entire colleague journey and key colleague touchpoints. This EVP, which we call our Colleague Promise, encapsulates the Company's culture through three core pillars: Freedom to be, Big on what matters, and Empowering you.

Our values – which we refer to as our Winning Values – are strongly embedded in our culture. These act as guiding principles for all our colleagues:

Winning We relentlessly pursue our targets, celebrate and share successes, support all colleagues and embrace challenges positively.

Can do spirit We say 'yes' to challenges, go the extra mile for customers and take initiative.

Being at your best We approach every day with fresh enthusiasm, lead by example and learn every day.

Humility We acknowledge we don't have all the answers and are honest and accountable.

Authentic We embrace our true selves, respect our colleagues and have courage to face tough conversations.

Building on our core values, we continued to roll out a specific set of leadership behaviours across Wickes during 2025. This framework is designed to underpin future selection, development and performance management for colleagues in leadership roles.

Our recruitment strategy continued to mature, to respond to challenges which are common to the UK retail sector. We are working hard on externalising our Colleague Promise to reach our target audiences and continue to increase representation in our application pipelines and improve our candidate experience.



Workforce composition

The Group employed 7,453 people at the end of 2025, compared with 7,382 at the end of 2024. On average in 2025, 92% of our colleagues worked in our stores or our Distribution Centre, and 40% of our workforce worked part-time.

In 2025, we opened five new Wickes stores (Leeds Moor Allerton, Bury St Edmunds, Dunfermline, Southport and Northampton Riverside) – four of which were former Homebase locations. Through the implementation of our property strategy, we closed three locations in 2025 (two Kitchen and Bathroom showrooms in Muswell Hill and Southport, and a dark store in Croydon). When we make the difficult decision to close a location, we take all reasonable steps to support our colleagues who are affected in securing alternative employment with Wickes.

0.6% of our colleagues work for our subsidiary Gas Fast Ltd, trading as Wickes Solar. In 2025, we have continued to transition the business into the Group. Where we are reporting ESG data we have explained if this includes activity from Wickes Solar.

Responsible business continued

Colleague voice

At Wickes, we remain committed to fostering transparent communication with our colleagues. We use a variety of formal and informal methods to ensure regular, open and robust two-way dialogue. Our independent Non-executive Director, Sonita Alleyne, takes the lead on ensuring colleague views are heard by the Board and taken into consideration in their decision making.

We've continued our main listening channels in 2025:

- **Colleague Engagement Survey** Completed twice a year, this survey seeks both quantitative and qualitative feedback from colleagues on a range of subjects and assesses overall colleague engagement.
- **Colleague Voice** Held twice a year, we invite a variety of colleagues to meet with independent Non-executive Director Sonita Alleyne, where they discuss various topics.
- **'Hangout With The Exec'** Quarterly virtual sessions give retail, distribution and office based managers the opportunity to ask executive management questions and provide feedback.
- **Inclusion and Diversity Surveys** Ad hoc surveys gathering insights focused on I&D.



Our colleagues demonstrated a strong commitment to sharing their feedback and ideas, with 92% participating in at least one survey and providing just over 60,000 comments collectively.

Primary strengths identified by our colleagues were I&D and our positive workplace environment. However, the annual engagement surveys highlighted the need for more meaningful work, a greater sense of accomplishment, and an uplift in the quality of peer relationships as areas for improvement. Following the survey, the Responsible Business Committee reviewed these results alongside actions planned to address matters raised. Every department in the business has a specific action plan to respond to the findings and improve our colleagues' experience and engagement.

Our whistleblowing service is also a vital channel for colleagues to raise any issues freely and frankly without fear of recrimination – refer to the Ethical business conduct section on page 48 to find out more about our approach to whistleblowing.

Colleague engagement

Colleague engagement showed a small improvement in 2025 compared to the previous year, achieving an aggregated score of 7.8/10 across two Company-wide surveys. We are pleased with this result which aligns with the benchmark¹ for the consumer retail industry. Our colleagues demonstrated a strong commitment to sharing their feedback and ideas, with 92% of our colleagues participating in at least one survey during the reporting period, and providing just over 60,000 comments collectively.

We continued to see an improvement in our voluntary colleague turnover rate (21.0% in 2025, compared to 22.6% in 2024). In our store colleague population it was 23.5% (2024: 24.2%), which is better than the benchmark² for the UK retail industry, demonstrating the continued improvements in our colleague engagement and culture.

¹ Benchmark provided within the Peakon engagement platform

² HR Benchmark Q3 2025, British Retail Consortium

Culture metrics

Colleague engagement score (aggregated)

2025	7.8
2024	7.7

Voluntary turnover rate for all colleagues (12 months rolling)

2025	21.0%
2024	22.6%

Colleague participation (aggregated)

2025	92%
2024	92%

Voluntary turnover rate for in-store colleagues (12 months rolling)

2025	23.5%
2024	24.2%



Responsible business continued

Inclusion and diversity

We're building a space where everyone has the freedom to be themselves. Equity, diversity and inclusion (EDI) remains a strategic priority for the business ensuring that we reflect the communities we serve.

Our overall approach is set out in our Inclusion and Diversity Policy which is available on our website www.wickesplc.co.uk. Our Inclusion and Diversity (I&D) strategy focuses on our three key missions:

- A gender-balanced team across all roles and functions at Wickes.
- A business that reflects the communities we serve through ethnic diversity and leadership ethnicity balance.
- A colleague life cycle experience that drives equity and equality.

The Responsible Business Committee oversees the development of the strategy and progress against targets on behalf of the Board. Our Chief People Officer is the Executive sponsor for EDI, and provides regular updates to the Executive Board on progress against the strategy and targets. Each of the colleague-led networks is also sponsored by a member of the Executive team, demonstrating the priority given to this topic.

Gender balance

Female representation across the full colleague population¹ was included as a metric within the 2025 executive remuneration annual bonus scheme. We saw a slight drop in the percentage of women across the Company, with 38.89% female representation compared to 38.95% in 2024, narrowly missing our annual target of 39.10%. This was due to more women choosing to leave the business in 2025, compared to those joining.

We have undertaken detailed analysis to understand the gender balance at different levels and teams across the organisation, and trends in movers and leavers. This has helped us to focus on interventions that can support our female colleagues across the colleague journey. For example, we have introduced gender-balanced shortlists for certain vacancies in the organisation. We have also piloted inclusive leadership training to support our leaders to champion diversity in their decision making.

Following our entry into the FTSE 250, we made our first submission to the FTSE Women Leaders Review, and have also published details of the number of women on the Executive Board and the direct reports to the Executive Board in the table on the right.

Ethnic diversity

The percentage of colleagues from Underrepresented Ethnic Minorities (UEM) across the full colleague population¹ was included as a metric within the 2025 executive remuneration annual bonus scheme. In 2025, we increased the proportion of UEM colleagues from 13.29% to 15.05%, and exceeded our target of 13.90%. We continued analysing our store colleague populations and how they reflect the local census data to inform our approach.

Colleague diversity metrics¹

Gender^{2,3}

Board

2025	71.4%	28.6%
2024	71.4%	28.6%

Senior managers^{4,6}

2025	63.3%	36.7%
2024	65.6%	34.4%

■ Male ■ Female

Ethnicity^{2,3}

Board

2025	85.7%	14.3%
2024	85.7%	14.3%

Senior managers^{4,7}

2025	80.7%	14.7%
2024	83.3%	12.5%

2024 = 4.2% 2025 = 4.6%

■ White ■ Ethnic minority⁵ ■ Unknown

Executive Board

2025	66.7%	33.3%
2024	66.7%	33.3%

All other colleagues

2025	61.1%	38.9%
2024	61.0%	39.0%

Executive Board

2025	77.8%	22.2%
2024	77.8%	22.2%

All other colleagues

2025	73.2%	15.0%	11.8%
2024	68.3%	13.3%	18.4%

1 All colleagues employed by subsidiary Wickes Building Supplies Ltd which represents 99.4% of the Group's colleagues.

2 The data for this disclosure is a percentage of the total headcount of Wickes Building Supplies Ltd (7,414) measured on 31 December 2025.

3 Methodology is available on our website www.wickesplc.co.uk/responsible-business/policies-and-reporting

4 Wickes senior manager definition: D2 Director level, D1 Senior leadership roles and M3 Senior management including technical and Head of Department roles.

5 All ethnic groups except White British and White ethnic minorities.

6 Leadership gender data reported to the FTSE Women Leaders Review as at 31 October 2025: 33.3% female Executive Board members; 47.7% female direct reports to the Executive Board.

7 Leadership ethnicity data reported to the Parker Review as at 31 December 2025: 12% of senior management team (defined as the Executive Board and direct reports to the Executive Board) identify as minority ethnic.

Responsible business continued

Our Raising Awareness and Action on Culture and Ethnicity network organised active bystander training for all leaders in the business, and an e-learning module on the same topic was launched for all colleagues.

We made our first submission to the Parker Review upon our entry into the FTSE 250, including setting a target for the representation of ethnic minorities in senior management roles, to be achieved by December 2027.

Flexible working

We have continued to review our flexible working arrangements and now offer these opportunities to all operational and non-operational areas, recognising that working flexibly is important and different for everyone. In our recent colleague engagement survey, we asked our colleagues if they had enough freedom to decide how to do their work and the response was 8.0/10.

Family-friendly policies

Our suite of family-friendly policies cover maternity, paternity, neonatal, adoption, and shared parental leave. An internal review of our family-friendly policies found that four out of five offered above the statutory requirement in regards to pay. Furthermore, where no statutory pay requirement is in place (e.g. for IVF treatment) we offer colleagues who have over 52 weeks service additional paid time off.

Colleagues who return from maternity leave and paternity leave also receive an additional five days holiday per year for two years regardless of service in a bid to support colleagues during those formative years of a child's life.

Driving equity and equality

We continue to champion all diversity across the business and our six colleague networks supported initiatives to champion the diversity of our colleagues. Presenter Robert Rinder hosted a stimulating conversation where our networks shared differing perspectives and experiences on I&D, bringing the sometimes polarised views to the forefront.



Our Ability colleague network has led our involvement in the government-led Disability Confident scheme, and we are pleased to have achieved Level 2 – Disability Confident Employer in early 2025. We are working towards achieving the Level 3.

In 2025, our CEO, David Wood, won the 'Most Inclusive Group CEO in Retail' award at the Retail Industry Awards, and Wickes won 'Business of the Year' at the Metro Pride Awards.

Reward

Guided by our colleague reward principles, we continued to enhance our reward offering during 2025. Details of our wider reward offering and level of uptake, including salary increases, Save As You Earn schemes and pension benefits available to colleagues are set out in the Remuneration Committee report on page 110.

All our colleagues are guaranteed a minimum of 16 hours per week (unless a different arrangement has been requested by the colleague), and we do not use zero-hours contracts. We pay the National Minimum Wage as a minimum, and basic pay within stores is supplemented by Gainshare, our store profit share scheme, which helps to incentivise and reward team success, alongside helping to keep our costs flexible.

Fair pay remains at the core of our reward offering, and we recently reported our median gender and ethnicity pay gaps for the 12 months to April 2025 of 3.2% (2024: -0.8%) and 0.7% (2024: 0.9%) respectively. The increase in our gender median pay gap was mainly as a result of an operational decision to remove the Kitchen and Bathroom Advisor role from our stores, as this role was predominantly undertaken by female colleagues. The full report is available on our website www.wickesplc.co.uk.



Case study:

Welcoming retail colleagues into Wickes

2025 has continued to be a challenging time for the retail sector across the UK. In 2025, we welcomed 54 colleagues who had previously worked with home improvement retailer Homebase that went into administration at the end of 2024.

To support these colleagues as they joined the Wickes business we:

- allocated a dedicated store manager to support them through the transition;
- provided one week of additional paid leave following the closure of their store;
- organised a team building day to introduce them to business leaders and our Wickes culture; and
- provided a bespoke training programme leading up to store launch, including a 'store takeover day' where the team had the opportunity to run an entire store for the day and test their new skills.

Responsible business continued



Case study: Data Protection Apprenticeship



Growing up, I never found a love for traditional learning.

That changed when I came across data protection whilst working in airport security. In the early days of my career, I looked at senior professionals and their qualifications with genuine awe, wondering if I could ever reach that level.

I have now realised that ambition, a milestone that would have been out of reach without the support of Wickes. Through their apprenticeship programme, I have become a qualified specialist after completing my Data Protection and Information Governance Practitioner Apprenticeship, achieving Distinction.

I've also earned a professional certification with the International Association of Privacy Professionals. I am proof that when a business invests in its people, the passion to excel follows.

Jodie, Privacy Analyst

Learning and development

Our learning and development strategy aims to empower all of our colleagues to find the right support to build their skills and capabilities. As a retailer, we offer an ideal opportunity to support people from any background to develop the skills needed to gain employment and thrive within our business and beyond.

In 2025, we launched a new online learning portal available to all colleagues, providing them with access to personal development and management skills training, including content provided by learning and development provider, Mindtools.

We also continued to provide our leadership development programmes for colleagues who aspire to become a future leader of the business. In 2025, 70 colleagues completed one of our instructor-led leadership programmes, with 20 participating in our Future Store Leadership Programme.

Kitchen and Bathroom Installations Apprenticeships

Our Kitchen and Bathroom Installation Apprenticeships Programme, launched in 2019, plays a vital role in developing skilled tradespeople who go on to become independent kitchen and bathroom installers. During apprenticeship programmes, which typically last for 18 months, our apprentices work alongside a Wickes Approved Installer to install kitchens or bathrooms in our customers' homes, which is complemented with training sessions from our dedicated training provider and key product suppliers.

In 2025, 116 people were actively engaged in either a Kitchen or Bathroom Installation Apprenticeship. Within the year, 33 graduated from the programme with a Level 2 qualification.



Retail, distribution and office-based apprenticeships

We also offer apprenticeship opportunities to colleagues working for the Group. In 2025, 158 colleagues were engaged on apprenticeships spanning Levels 3 through to 7, directly relevant to their roles within the business. Within the year, 66 colleagues completed their apprenticeship, supporting their professional growth and increasing the overall skills and knowledge within the Group.

Wickes Apprenticeship Levy Share Scheme

In 2025, the business partnered with the Co-op Levy Share to repurpose our unspent apprenticeship levy by funding other organisations to provide apprenticeships. Through this scheme, in 2025 we gifted £394,619 to support small businesses (including nurseries, carpenters, and care providers) to help people gain essential skills and professional qualifications through apprenticeship programmes.

Work-readiness skills

Working with local schools and colleges, we offer young people a vital first step into the world of work, helping them build confidence and gain hands-on experience in a professional environment. We also support people who are looking to get back into work after a career break or a period of unemployment. In 2025, 64 people aged 16-40 completed work experience placements in Wickes (2024: 28).

The cohort completing these placements were more gender and ethnically balanced than our overall workforce (42% female, and 37.5% UEM).

In partnership with The Inspirational Learning Group, we delivered the Wickes Wellbeing Space Challenge specifically for Year 10 students (14-15 year olds). This programme is designed to raise career aspirations and challenge misconceptions about the retail sector. Students were tasked with redesigning an unused school space into a wellbeing hub using Wickes products. In 2025, over 4,000 students from 27 secondary schools participated in the challenge.

The winning school, Chesham Grammar School in Buckinghamshire, received a product donation of £2,000 from the Wickes Community Programme to bring their idea to life.

Responsible business continued

Charity and community

Our local communities

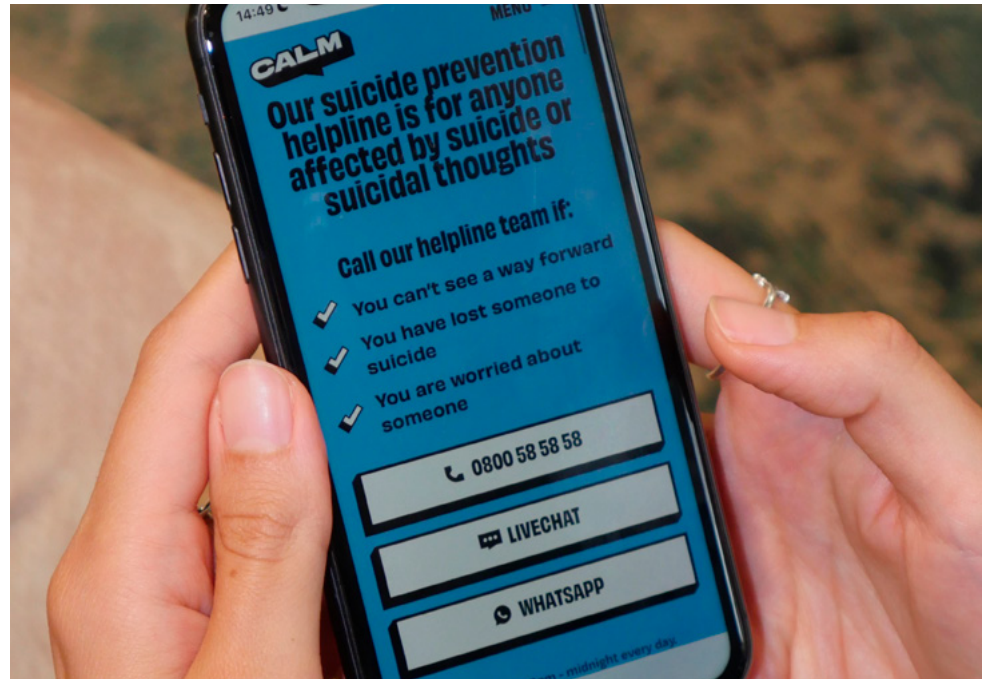
At Wickes, we're committed to making a positive impact on the communities where our colleagues and customers live and work. Our Community and Charity Policy is available on our website www.wickesplc.co.uk. An overview of our Wickes Community Programme, a dedicated product donation fund, can be found on pages 38-39.

Charitable giving

In 2025, we completed our two-year corporate partnership with The Brain Tumour Charity, raising a total of £2 million (from April 2023 to April 2025). £417,200.82 of this was raised in 2025, supported by a direct donation of £26,599.94 from the Wickes Group. We were delighted that the partnership received recognition in the 2025 Third Sector Business Charity Awards, winning the award for 'Best Short Term Partnership'.

In May 2025, we launched a new two-year partnership with Campaign Against Living Miserably (CALM), the suicide prevention charity. The objectives of the partnership are to fundraise £2 million for CALM over two years, to help raise awareness of the charity's objectives with our customers and suppliers, and support our colleagues to support the wellbeing of those close to them.

In the first eight months of the partnership, we have fundraised £908,687 for CALM. Thanks to the incredible support from our customers, our store colleagues raised just over £494,000 for CALM through four dedicated '50p ask' weeks. Our fundraising is further supported by our strong supplier relationships, who also donated £288,045 through their continued support of our supplier engagement events, including our annual charity dinner. Colleagues at all levels have also embraced our new charity partnership by undertaking fundraising events, either as a team or individually.



Case study:

Delivering impact through our partnership with CALM

Our partnership with CALM is centred on providing £2 million of unrestricted funding. This approach allows CALM the flexibility to direct our support where it's needed most, ensuring the charity can continue its vital, life-saving work.

We are pleased that, in the first eight months, our funding has already been able to support provision of essential services, such as the CALM helpline.

The helpline is available every day of the year from 5pm to midnight. It offers support through a phone line, live chat and a WhatsApp service. This critical resource is staffed by paid and expertly trained CALM employees for people who are facing a suicidal crisis or simply need a listening ear.

In 2025 they responded to thousands of calls from people across the UK. It costs CALM £12.20 to hold a call and 52 pence to fund a potentially life-saving WhatsApp message. Thanks to our fundraising in 2025, we have potentially supported over 74,000 life-saving phone calls provided by CALM.

Additionally, CALM has delivered talks and webinars for our colleagues about suicide, to ensure that our colleagues feel supported through our charity partnership.



Looking forward

We want all of our colleagues and customers to be their authentic selves when visiting a Wickes store and to be able to make a difference to their communities.

In 2026 we plan to

Inclusion and diversity

- Continue to mature our I&D strategy and review how we can formalise our role through supporting social mobility and neurodiversity.

Learning and development

- Evolve our learning and development programme to adapt to our changing colleague profile and respond to external government policy.

Communities

- Review our approach to social value ensuring it has a strong business case and measurable positive outcomes.
- Continue to fundraise for our existing charity partner CALM, the suicide prevention charity.

Responsible business continued

Helping to build our local communities

Launched in 2022, our Wickes Community Programme has continued to support people across the UK to improve their local community spaces.



In 2025:

2,511
local community
projects supported

27,291
products donated

£350,103
retail value invested in our
local communities

Through our Wickes Community Programme, we empower our colleagues to give back by donating Wickes products to good causes across the UK, including registered charities, schools and community groups. Local communities can apply for essential Wickes products to help their maintenance, renovation and improvement projects.

In 2025, we launched a new online process to improve how we manage applications and measure our impact. Community groups accessing our Community Programme can give feedback via Trustpilot and we are pleased that in 2025 all 215 reviews received the highest 5-star rating.

We supported 2,511 projects in 2025, with all of our stores engaged in the programme, beating our 2025 target of supporting 2,250 projects. Over 50% of the good causes we supported were schools, and just over a quarter were community interest groups such as food banks. We are working to better understand the positive impact of the community programme on driving social value.



We were also delighted to have received recognition for the good work of the Wickes Community Programme by winning 'Best Community Engagement Programme' at the 2025 CSR Awards.

In 2025, we have expanded our community focus with the launch of the Home Improvers' Community. This is helping us to deliver our mission to 'Unite the Doers'. The introduction of this new customer-focused initiative works in tandem with the Wickes Community Programme. While the Community Programme continues its important work supporting local good causes with product donations, the new Home Improvers' Community creates an opportunity for us to engage and inspire the individuals – the 'doers' who are at the heart of improving their homes and local spaces.

Responsible business continued

Wickes Community Programme in practice



Enabling our colleagues to support their local communities



This year we supported two major DIY SOS projects by donating products and colleague volunteering.

Colleagues from some of our north-eastern stores volunteered their time for a DIY SOS project at the Beverley Cherry Tree Community Centre. Along with donating timber and DIY materials, we were delighted to support the inspiring transformation to the charity's brand-new youth club.

In addition, colleagues from our Winsford store volunteered at The Joshua Tree centre in Cheshire, alongside the DIY SOS team, tradespeople and local helpers, with Wickes also donating timber, sheds and other essential DIY materials to help complete the build. The Joshua Tree supports families in the north-west affected by childhood cancer. The DIY SOS project built a brand-new, two-storey building for the centre and the project was showcased in the BBC's Children in Need episode.

Building our brand value through media awareness



The Point in Eastleigh is a hub for local performing arts groups, which needed a refresh to help create a warmer environment for everyone who uses it. Products donated – including Wickes paint by Kimberley Walsh, paintbrushes and dust sheets with a retail value of just under £800 – helped to improve heavily used areas which had become tired and outdated over the years.

Securing media coverage and leveraging social media and other channels is a key objective of the Community Programme, and this project serves as a strong example of that in action.



Through the Wickes Community Programme, my school has received donations that will enhance our playground provision. Thank you very much!

Review on Trustpilot from a recipient of a donation from the Wickes Community Programme

Leveraging our network to create greater impact



Crown Paints:

In 2025, we continued working with Crown Paints, one of our strategic supply chain partners, helping it to amplify its reach to local communities. Over 450 donations of its unsellable paint was donated through the Wickes Community Programme, enabling Crown Paints to repurpose waste stock and reduce its environmental impact.



Men's Sheds:

We have partnered with the UK Men's Sheds Association by providing local groups access to surplus stock via its local store. The partnership is already making a difference at the Herne Bay Men's Shed, which has benefited from product donations including timber, roofing felt, wood treatment, adhesives and various tools and fixings.

Pick n Wickes

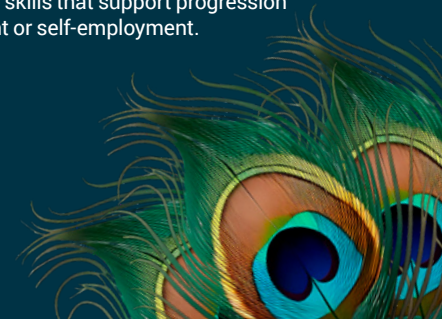
Pick 'n' Wickes with Library of Things:

In 2025, we launched a trial with Letchworth Garden Shed, a library of things initiative. We donated DIY products like screws, nails and safety equipment, helping its members to cut their project costs, and enabling us to reduce the amount of end-of-range stock becoming waste.

BUILDING HEROES

Building Heroes partnership:

In 2025, we partnered with Building Heroes to help equip four of its construction skills and training centres by donating products, including over 40 internal doors, wallpaper, door handles and dowelling. The charity works with Service leavers and the wider Armed Forces community to develop trade skills that support progression into employment or self-employment.



Responsible business continued



Environment

Our objective

We are building a business we are proud of, by supporting the fight against climate change and taking action to protect the natural environment.

Key focus areas

Carbon

Waste

Nature

Our targets

Carbon

- Reduce absolute Scope 1 and 2 GHG emissions by 42% by 2030 from a 2021 base year.
- Reduce absolute Scope 3 GHG emissions from the use of sold products by 42% by 2030 from a 2021 base year.
- 77.5% of our suppliers by emissions from our purchased goods and services will have science-based targets (SBTs) by 2027.

The target boundary includes land-related emissions and removals from bioenergy feedstocks.

Waste

- Make it easier for customers to recycle own-brand packaging (rated as hard-to-recycle by the Extended Producer Responsibility scheme).

Our approach

Our commitment and ambition to addressing our environmental impacts are set out in our Environment Policy, which is available on our website www.wickesplc.co.uk.

The Company's environmental management controls are designed to align with the international environmental management system (EMS) standard ISO 14001. In 2025 we continued to develop our EMS, further integrating robust environmental controls into key business areas.

Carbon

Deepening our understanding

The Company remains committed to understanding and mitigating the risk that climate change poses to our shared environment. With that in mind, in 2025 we focused on increasing our ability to understand the impacts of our operations and those of our suppliers, in order to refine our future strategy to tackle climate change.

As is common in the retail sector, over 99% of our emissions come from our Scope 3 value chain. Furthermore, 97% of our footprint was directly attributed to the manufacturing, transport, use and disposal of the products we sell. Further breakdown of our GHG footprint can be found in our climate-related financial disclosures on page 61.

SBTi revalidation

We originally set our near term SBTs in 2022, covering our Scope 1 and 2 emissions as well as our most material Scope 3 emissions. The approval from the Science-Based Targets initiative (SBTi) confirmed that our near term targets were consistent with a 1.5°C decarbonisation pathway.

Following the outsourcing of some of our logistics activities and methodological improvements, we rebaselined our 2021 GHG inventory in 2024. This found we had exceeded the 5% threshold for resubmission stated in our Emissions Recalculation Policy (available on our website www.wickesplc.co.uk).

We received approval from the SBTi in 2025 for our updated targets. Our existing absolute reduction targets remained valid, and our supplier engagement target required updating. With refreshed clarity on the scope of the target, we were able to confirm that the target encompasses only emissions from our purchased goods and services (known as category 1), as opposed to our full Scope 3 footprint. This means that our target has moved from 55% of our entire Scope 3 footprint to 77.5% of our Scope 3, category 1 footprint, covering the emissions from the manufacturing of the products we use and sell across our business.

While we have undertaken work that has moved us closer to achieving our SBTs, we know that, due to the nature of our business and our large supplier base, this engagement target will be challenging to meet. Nevertheless, we remain committed to collaborating with our suppliers, to support their journey towards decarbonisation.

In 2025, we also took this opportunity to seek assurance of our 2021 rebaselined figures. The results of this assurance exercise are included in our GHG reporting on page 61.

Net zero transition plan

Following the work undertaken to rebaseline and recalculate our GHG footprint we used the results to forecast a glidepath to meeting our near term SBTs to 2030.

This plan is informed by our five-year plan, as well as external policy, developments and improvements such as the planned decarbonisation of the UK electricity grid.

– Scope 1 and 2 near term targets

We will meet our Scope 1 and 2 emissions reduction targets mainly by the switching of our electricity supply to a renewable electricity contract. We are developing a roadmap that identifies further opportunities to reduce Scope 1 and 2 emissions from our gas and diesel consumption, helping us to work towards the longer term net zero goal. We are also actively working on rolling out onsite solar across our estate, via our solar panel installation

Responsible business continued

business Wickes Solar, to help increase our electrical capacity and independence from the grid.

– Scope 3 near-term targets

Like many of our peers in the retail industry, the majority of our emissions come from our Scope 3 emissions. For us, this is made up mainly from the manufacturing of the products we sell, their transportation, their use and finally their disposal at the end of life.

We know that meeting our revised 2027 supplier engagement target will be challenging due to the composition of our supplier base, with over 400 Tier 1 Goods for Resale (GFR) suppliers. Nevertheless, we are making good progress with our key strategic suppliers committing to SBTs.

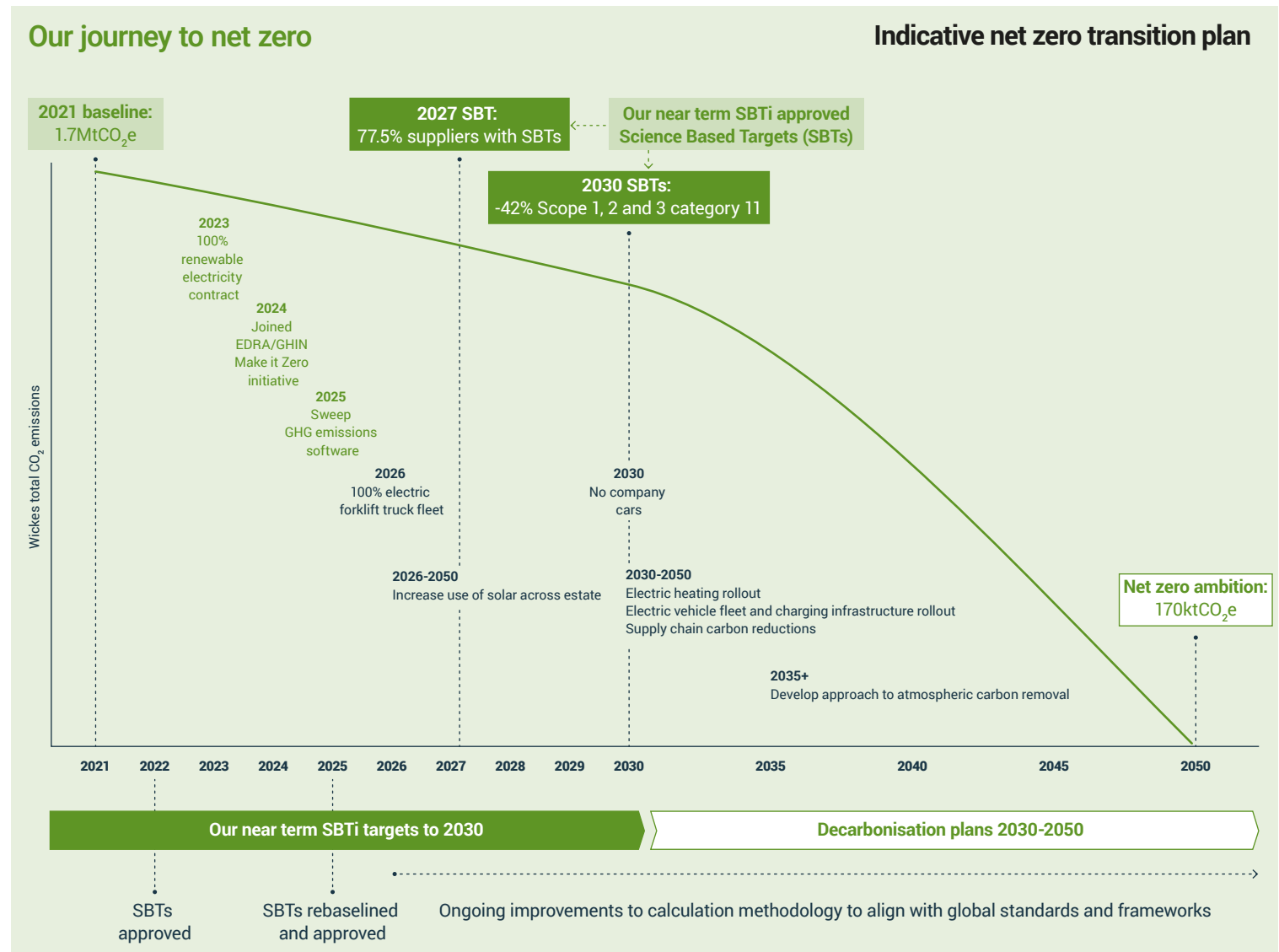
We are also working hand in hand with our suppliers to identify organisations that offer robust approval of SBTs that will allow our varied supplier base to take positive strides in their decarbonisation journeys.

Reducing the emissions from the use of the products we sell by 2030 will rely on introducing non-fossil fuel alternatives to our ranges, and the decarbonisation of the UK electricity grid.

– Net zero ambition

We have continued to work on our net zero transition plan, which now looks ahead to 2050 as the latest year in which we aim to be a net zero emissions business. This reflects our improved understanding of the transformational change required for emissions to reduce across our Scope 3 value chain.

The chart on the right shows our indicative plan to reach net zero. We are focusing on developing costed plans for meeting net zero for our Scope 1 and 2 emissions, as well as understanding the respective net zero transition plans for the different sectors which make up our value chain.



Responsible business continued



Case study: GHG emissions platform

In 2025, we implemented a GHG data platform as part of our commitment to continuous improvement. This move will help us lay the foundations for longer term emissions reductions and collaboration with our suppliers.

We chose to work with the GHG data management platform Sweep, which offers both GHG calculation capability and supplier engagement tools. We have focused on setting up the platform for success and finding opportunities to automate data sharing to increase our capacity to understand our performance. This will enable us to track performance more frequently and provide data to support business decisions.

We also spent time designing the supplier collaboration tool included within Sweep. We plan to launch this in 2026 and we look forward to the conversations this will help to unlock. The platform will allow us to source and use a wealth of data directly from our suppliers which will, in turn, improve the accuracy of our emissions reporting and inform the actions we can take collectively to reduce emissions across the industry.

Our progress in 2025

This year we have seen a 16% decrease in our total GHG emissions compared to our assured, rebaselined 2021 figures. Our full 2025 GHG inventory is provided on page 61. Our methodology statement for calculating our emissions can be found on our website www.wickesplc.co.uk/responsible-business/policies-and-reporting.

– Scope 1 and 2 GHG emissions

In 2025, our Scope 1 and 2 market-based GHG emissions have increased by 5% compared to 2024 due to increased diesel and gas consumption from increased business activity.

Overall, we are making positive progress against our 2030 target to reduce Scope 1 and 2 emissions by 42% compared to 2021, with a 61.0% reduction in our market-based GHG emissions in 2025. This is primarily supported by our 100% renewable electricity contract that the Group (excluding Wickes Solar) has had in place since April 2023.

Our Scope 1 and 2 emissions now predominantly arise from the use of gas to heat our buildings and diesel to operate our fleet. We have made further progress with these areas, such as introducing gas heating controls and moving towards a fully electric forklift truck fleet in our stores. We have also carried out a desktop exercise to understand the feasibility of electrifying our fleet.

A significant part of our plans to decarbonise rely on increasing our onsite electrical capacity. To this end, we have an ambition to roll out solar to as many stores as possible whilst we transition to net zero. In 2025, we continued our rate of



This year we have seen a 16% decrease in our total GHG emissions compared to our assured 2021 baseline.

installing solar on three stores per year. We have also expanded our understanding of some of the challenges with retrofitting solar onto the roofs of our property estate, which requires landlord consent, as well as ensuring the roofs can take the additional weight of the solar panels.

– Scope 3 GHG emissions

We have reported a reduction of 9% in our overall Scope 3 emissions compared with 2024. This can be mainly attributed to a 15% reduction of emissions from our purchased goods and services.

We have made good progress against our two Scope 3 near term SBTs. In 2025, our emissions from the use of sold products have decreased by 26.7% compared with the 2021 baseline, but increased slightly by 1.4% compared to 2024.

By the end of 2025, 46 parent companies of our suppliers have now set an SBT, all validated by the SBTi. This represents 54.0% of purchased goods and services emissions (Scope 3, category 1) compared to our 2027 SBT of 77.5%. When compared to our total Scope 3 emissions, 36.9% of the GHG emissions were covered by suppliers with an SBT (this metric was used in our 2023 executive remuneration LTIP, refer to page 107 for further information on the ESG targets).

Engagement with and support of our suppliers is at the heart of our strategy and we acknowledge that SBTi validation is not necessarily right for everyone. To that end, this year we recognised the schemes run by Planet Mark and the Carbon Trust as alternative validation routes for our suppliers to demonstrate that their SBTs meet the SBTi Corporate Net-Zero Standard.

Improving our data capability

To achieve our long term Scope 3 carbon reduction goals we know we need to invest in improving the data that we use, moving from a broad emissions-factor-based calculation approach, towards a more specific carbon life cycle picture. This shift will enable us to better capture the improvements and changes being implemented by our suppliers.

With that in mind in 2025 we engaged Sweep, a GHG data management platform (see case study box). We have started to implement the platform into the business, and we plan to commence supplier engagement via the platform in 2026, allowing us to gather a clearer picture of actual carbon emissions in our supplier base.

Collaboration

In 2025 we continued to engage with the BRC's Climate Action Roadmap, which we have supported since 2021. During this year we have worked with the BRC and other UK retailers to develop our understanding of interventions that will drive our journey to net zero.

We also continued to be active members of Make it Zero, the global home improvement sector's Scope 3 reductions initiative. In 2025 we further solidified our commitment to collaborating with our peers in the industry when our CEO, David Wood, joined the Board of EDRA/GHIN (European DIY Retail Association and Global Home Improvement Network partnership). Our existing SBTi-approved targets align directly with Make it Zero's commitments.



Responsible business continued

Waste

Operational waste

The installation side of our business generates the vast majority of our waste, roughly 78.7% of our waste footprint in 2025. This year, however, we were able to work with our main waste supplier on an improved methodology which allows us to more robustly and accurately calculate the amount of waste from installation projects in customers' homes which is segregated for recycling. This year we are able to report that 82.9% of this waste was sent for recycling.

Through the continued work of our colleagues we recycled 77% of waste from our stores and Distribution Centres. This translates to 9,885 tonnes of cardboard, wood, plastic wrap and plastic banding. In turn, we have also seen a decrease in the waste we send to landfill, with a drop to 0.8% from 1.3% in 2024.

Packaging waste

We remain focused on meeting our compliance obligations while maximising the opportunities to innovate the packaging materials we use on our own brand products. Our approach is set out in our Packaging Materials Policy available on our website www.wickesplc.co.uk.

Over the last few years, we have focused on moving to recyclable materials, as well as improving the accuracy of our packaging data, in order to reduce our financial exposure ahead of the introduction of the EPR obligations in 2025.

Specific own brand packaging materials that require our focus moving forward are paint containers, growing media bags and adhesives and sealants packaging. These remain hard-to-recycle for the wider industry due to either the mixed packaging materials or contamination from the products' residue.

We are committed to working closely with our suppliers and the wider industry to make it easier for our customers to recycle these packaging materials in the medium to long term.

Water

Water use in our business is limited to colleague catering, cleaning of stores and cleaning of fleet vehicles. Nevertheless, we continue to seek opportunities to decrease our water consumption to ensure that we use only what is needed. In 2025 we consumed a total of 72,871 m³ of water, 14% lower than the previous year (2024: 84,704 m³).

Nature

As the industry continues to understand the link between climate change and nature deterioration, we remain committed to understanding our direct and indirect impacts in order to develop our strategy and take action in partnership with our suppliers and peers. In 2025, we continued to sell only peat-free compost.

In 2025 we have further deepened our understanding of our nature-related dependencies, impacts, risks and opportunities of our sourcing activities. Following an initial high-level analysis of our supply chain, we were able to confirm that our greatest impact on nature comes from our timber-related products. We are reviewing the findings of the report to develop prioritised actions to manage the risks and opportunities.

Timber remains one of the biggest commodities we rely upon, with an estimated 34% of our total revenue coming from timber-based products. Our approach is set out in our Timber Sourcing Policy available on our website www.wickesplc.co.uk. In 2025 we continued to prioritise the sourcing of certified responsible timber with 98.8% of timber-based products with either FSC or PEFC certification.



Looking forward

We will continue to play our part in the fight against climate change and take action to protect the natural environment.

In 2026 we plan to

Carbon

- Continue to develop and deliver our net zero transition plan.
- Collaborate with our strategic suppliers and industry partners to identify key interventions to reduce Scope 3 GHG emissions.

Waste

- Develop opportunities to test circular principles ahead of embedding circular practices into the business.
- Work with industry partners to identify solutions to improve the recyclability of our hard to recycle packaging.

Nature

- Work with key suppliers to gain a deeper understanding of the timber we source.

Responsible business continued



Homes

Our objective

We are building a business we are proud of, by helping our customers save energy and reduce the carbon footprint of their homes.

Key focus areas

Products

Services

Installations

Our targets

- Develop methodology for calculating 'avoided emissions' and measure baseline for home energy solutions.

Understanding what is important to our customers

We regularly check in with our key customer groups to ensure that we understand how the growing awareness of sustainability may be influencing buying decisions.

In our 2025 market research, we continued to explore energy saving as a key motivator for our customer groups. In the home improvement retail sector, both DIY and trade customers have continued to be concerned about affordability and uncertainty. The interest in energy saving products remains consistent as saving money on energy bills remains a key motivator for installing home energy solutions. Further insights on the home energy solutions market is provided in the Market review section on page 17.

Products and services

Home energy solutions

As reported last year, our main area of focus in this pillar – responding to the growing market demand for energy saving solutions – has been integrated into our commercial strategy. The commercial potential linked to this strategic driver is included in the Strategy in action section on page 20.

By offering home energy solutions that help our customers save energy and decrease their home's carbon footprint, we are also realising a climate-related commercial opportunity. Refer to our climate-related financial disclosures on pages 51-61 for further details.

'Supporting sustainability'

It is important that we continue to look at our wider product and service offering and how we can improve the sustainability of these. Sustainability is a broad term encompassing products that are ethically and responsibly sourced, those that have a lower environmental impact compared to similar offerings, and those that deliver a positive social impact.

Our approach to reducing the environmental impact of our products is covered under our Environment pillar (see pages 40-43), and how we ensure that we are sourcing responsibly is covered on page 50.

We continued to track the percentage of our own brand revenue derived from products that we have classified as 'supporting sustainability'. This classification is based on specific, substantiated claims that we believe resonate with our customers:

- Supports energy efficiency
- Supports water efficiency
- Contains recycled materials
- Contains responsibly sourced timber

In 2025, 58% of our own brand revenue was from the sale of Wickes products that we have classified as 'supporting sustainability'. Of this, the majority was from the sale of products that contain certified responsibly sourced timber.

We have been reviewing how this metric aligns with similar metrics in sustainability reporting frameworks, such as the EU taxonomy for sustainable activities ('EU Taxonomy'). Although these frameworks do not apply directly to the Group, we recognise that aligning how we report our sustainability progress is important to stakeholders.

Responsible business continued

Installations

Calculating avoided emissions

In 2025, we have developed a robust and credible methodology to calculate avoided emissions from our customers' use of solar panels sold by the Group. The methodology has been developed to meet recognised good practice according to the World Business Council for Sustainable Development (WBCSD) Guidance on Avoided Emissions.

Solar power is recognised by the Intergovernmental Panel on Climate Change (IPCC) mitigation options for energy efficiency and the EU Taxonomy as a genuine climate solution with verified emissions mitigation potential, and is not directly related to fossil fuels.

Recognised as a climate solution, solar panels have a direct and significant decarbonising effect, and allow measurable and significant GHG emissions reductions relative to a reference scenario.

To ensure a robust approach we used the Avoided Emissions Platform (AEP) to calculate the avoided emissions related to the sale of solar panels by the Group in 2024 and 2025. The AEP is a global online platform launched in 2025 to standardise evaluations of positive climate solution impacts by using a transparent, harmonised methodology for calculating avoided emissions.

Following the Group's acquisition of 51% of Wickes Solar in 2024, the installation of solar panels is a key part of our home energy solutions growth lever. We have used our calculations to support avoided emissions claims as part of our compelling customer value proposition for solar. At present, we do not externally disclose the total quantified avoided emissions or associated revenues from solar for reasons of commercial confidentiality.

We plan to review the benefits of measuring this positive impact, and consider expanding the avoided emissions calculations to our other climate solutions that we offer, such as ASHPs and insulation.



Case study:

Promoting the growth of solar

In 2025 we commissioned a model village on the Isle of Wight to install tiny replica solar panels across three of its iconic houses. The installation aimed to promote the growing adoption of solar panels across the UK, with 1 in 20 UK households already generating electricity through solar panels.¹

The initiative aimed to showcase how solar panels are no longer just a practical solution for helping to reduce energy bills – they're becoming increasingly popular.

¹ <https://www.gov.uk/government/statistics/solar-photovoltaics-deployment>



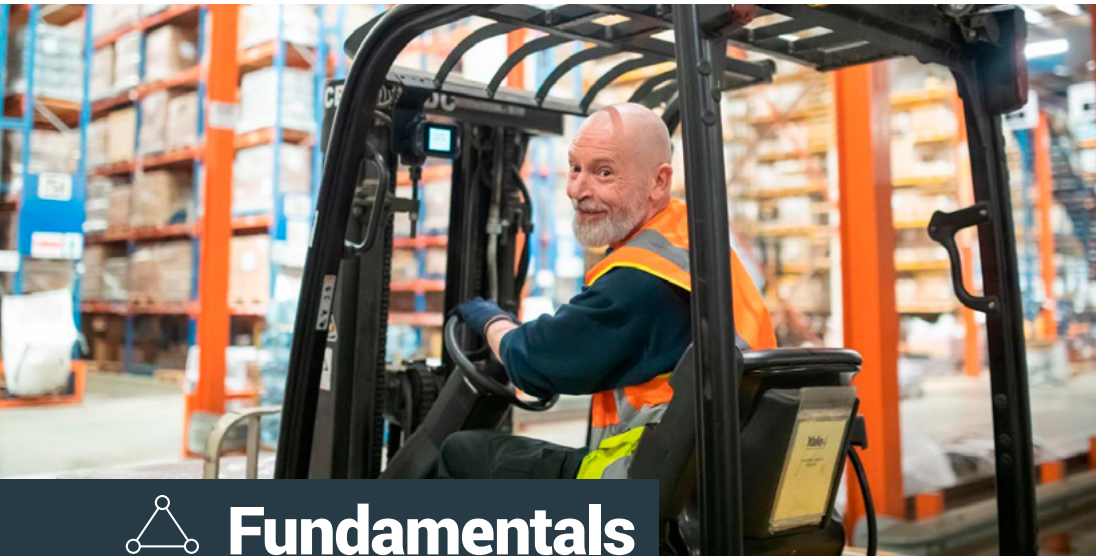
Looking forward

Whilst we review and develop our product ranges, we will continue to monitor evolving customer trends, market developments and government policy, understanding their influence on consumer behaviour and lifestyle choices.

In 2026 we plan to

- Continue to build our home energy solutions proposition to enable our customers to be more energy efficient.
- Explore the benefits of expanding the measurement of avoided emissions from our home energy solutions product offer.
- Review how our product ranges support our wider sustainability ambitions, including our net zero transition plan.

Responsible business continued



Fundamentals

Key focus areas

Safety and wellbeing

Ethical business conduct

Responsible sourcing

Safety and wellbeing

Our safety culture is centred around commitment and care and we make it our priority to ensure that everyone who works and shops with us goes home safe and well every single day.

Ethical business conduct

We are committed to conducting our operations honestly, responsibly and with integrity.

Responsible sourcing

From the materials used to make our products, to how they are manufactured and transported, everything we do is built on a responsible supply chain.

Safety and wellbeing

Nothing is more important to us than the safety and wellbeing of our colleagues and anyone who works or shops with us. Our aim is to ensure that everyone goes home safe and well every single day to their families or loved ones by managing our risks and ensuring our focus is on achieving and maintaining an embedded culture of safety and care. Consideration of the risks to the health and safety of our people and customers always comes first, with leadership from managers who understand the importance and are supported by our culture.

Our safety management framework

Every year our Safety Policy (available on our corporate website www.wickesplc.co.uk) is updated and sets out our safety promise to our colleagues. We comply with safety laws, and use incidents as a learning opportunity to continuously improve. Last year we reinforced this promise by better embedding our safety management framework across the business, through our safety leadership training and Safety Management System.

We have reviewed the key safety risks across our business and the comprehensive Safety Risk Registers that are owned by our operational areas with accountability for ensuring that any risk of harm is identified and controlled. We continually seek to reduce the risk of harm in our operations by developing annual safety improvement plans. These controls and other safety information are communicated to our colleagues through comprehensive training and instructions, so that they understand how to work safely and protect others from harm.

We actively seek to understand how we can do better through accident investigations and Executive Board-led incident review meetings. Through this process, we have continued to make significant improvements in a number of key risk areas, including slip, trips and falls to reduce the number of accidents to customers, and the management of change in stores.

We follow a three lines of defence model to manage and mitigate safety risks:

1. Operations

Accountability – Responsible for implementation of our Safety Policy, identifying and managing operational risks and developing and implementing procedures.

2. Stay Safe team

Oversight – Responsible for the development of the safety management framework and provision of assurance to the Executive Board.

3. Internal audit and risk function

Assurance – Responsible for independent verification of the Safety Policy and its implementation.

Assurance activities are carried out by both our Safety team and our internal audit and risk function. The Safety team carries out assurance of our stores, Support Centre and Distribution Centres at a frequency informed by the level of risk.

Our model is supported by strong governance, with clear accountability for safety and monthly reporting of our safety performance to the Executive Board. The Board is provided with updates at every meeting and six-monthly deep dives on key aspects of safety performance and improvement plan activity.

Our progress

Our focus in 2025 was to continue to improve our management of safety risks, and embed key parts of our safety management framework, including how we work across the business to manage key risks, how we engage our colleagues and how we assure ourselves that our controls are adequate.

Responsible business continued

Notable activities in 2025:

- Following a business-wide review of operational risk we established a cross-functional Slips Trips and Falls Working Group to identify opportunities to improve risk management. This led to targeted initiatives in each operational area and a 'Watch your STEP' safety campaign across our business. There is a continued focus on the elimination and prevention of slip and trip risks. As a result our slip and trip incident rate has fallen by 4% compared to 2024.
- We launched a business-wide behavioural safety campaign, to empower our colleagues to put safety first before any other activity. Messages were reinforced by the launch of a new safety video, acknowledging risks within the business and highlighting the importance of calling things out to ensure the safety of individuals, colleagues and customers.
- After cementing our operational safety committees we wanted to further engage and inspire colleagues from across the business, providing opportunities for them to develop their skills and confidence to make a difference where they work. In the year, we held our first Safety Champion Summit, focused on Purpose, Power and Practice.
- Throughout the year we worked with Wickes Solar's management team to support the implementation of our safety management framework into our part-owned subsidiary. This involved identification of areas for safety process improvement within their current controls. Wickes Solar did not report any injuries in 2024 or 2025.
- We launched a Forklift Truck Managers course for new managers with limited experience of mechanical handling equipment.
- A three-year safety review programme launched across stores, which is a continuation of an ongoing programme but included consultation with our store leaders to ensure its effectiveness and continuous improvement.

Our performance

After several years of significant injury reduction, we anticipated a plateau in our safety performance figures. To avoid this, our focus in 2025 shifted to integrating safety more robustly into operational planning, with safety improvement initiatives specifically targeting our principal risk areas.

In 2025, we have seen a reduction of total colleague injuries reported across the business, and a reduction in the rate of colleague reportable injuries (RIDDOR).

The frequency rate of colleague LTIs increased by 27% compared to 2024. This was primarily due to a rise in musculoskeletal manual handling injuries that occurred during our peak trading period. In response, we have developed new manual handling training for colleagues to improve their safe-lifting skills. Furthermore, managers will be trained to identify unsafe lifting practices and coach colleagues on safe lifting techniques. Our operational teams will closely review the impact of the training.

Our total customer accidents increased by 5% compared to 2024, which is proportionate to the 5% growth in customer numbers. These were mainly driven by slips, trips and falls, and following a business-wide safety campaign, the incident rate dropped towards the end of the year.

Wellbeing

In 2025 our colleague-led Wellbeing network continued to focus on promoting the financial, mental and physical wellbeing of our colleagues. A programme of educational and awareness events was delivered to all colleagues, including Wellbeing Fairs, information on heart health and self-care, and a panel event on therapy to support colleagues with specific issues in their lives. A wellbeing pack designed specifically for the challenges faced by our nightshift colleagues was also launched within this event.

The business continues to support the rollout of our Mental Health First Aider training programme across the business with training provided to people managers by St John Ambulance.



Key performance indicator	2024 ¹	2025 ¹
Colleague reportable incidents (RIDDOR)	22	17
Colleague Lost Time Incident frequency rate ²	3.61	4.58
Total colleague injuries	842	772
Customer reportable incidents (RIDDOR)	17	22
Total customer accidents	346	363

¹ Data represents performance of Wickes Building Supplies Ltd.

² Number of Lost Time Incidents, divided by total hours worked, multiplied by 1 million hours.

Looking forward

We will continue to ensure that our risks are effectively managed using better insight and technology to understand where we can improve and provide visibility of the checks that we make to assure ourselves that our controls are working.

Due to the success of our first Safety Champion Summit, we will endeavour to engage our leaders and colleagues further in our safety aims and actively support colleague wellbeing by listening to both our colleagues' needs and external requirements.

Our focus in 2026 will be on establishing improved safety insight across the Group to develop our operational risk improvement plans, seeking to continue to reduce our incident numbers, with a higher priority on those with the most significant impact on our colleagues and customers.

Responsible business continued

Ethical business conduct

Our approach

In 2025, we continued to implement the Wickes compliance framework. It is designed to provide a simple, clear and consistent approach to compliance across the business, and is built on three key elements of strong ethical culture, robust risk management processes and effective monitoring. It sits within the overarching governance framework that supports the business to operate within its legal and ethical boundaries. Subject matter experts are embedded across the business for all key compliance areas.

The Compliance Oversight Committee continued to meet during 2025. This Committee covers compliance with all laws and regulations applicable to the business including health and safety, consumer protection, data privacy, restricted sales, construction and planning, product safety and responsible sourcing, environment and community, financial, tax, employment, competition, fraud, modern slavery and whistleblowing.

Members of the compliance oversight group, who are subject matter experts from across the business, are required to carry out an annual review of the compliance area for which they have oversight and report back on performance, including any instances of non-compliance. This forms part of the twice-yearly legal and regulatory update to the Board to enable it to ensure that Wickes is discharging its legal obligations.

We have further strengthened our compliance programme during 2025, which has matured in both its breadth and effectiveness, specific examples of which are covered in the sections on this page and page 49. This robust foundation strengthens our ability to support the business in integrating the processes and controls necessary to address a complex and evolving regulatory landscape. The programme's maturity has been key to consistently embedding our ethical culture more deeply across our operations.

The audit programme that was carried out in 2025 included audits of corporate fraud and green claims – refer to page 98 of the Audit and Risk Committee report. In addition, a number of compliance measures are included within the key control audits carried out by Wickes' internal operational audit team in stores, including training completion rates, pricing checks and data privacy checks.

Business ethics

Wickes is committed to conducting our operations honestly, responsibly and with integrity. Our Code of Business Ethics that applies to all colleagues and is at the heart of our business was updated in 2025 to incorporate new legislative requirements. All of our part-time and full-time colleagues are required to complete annual training on this. In addition, we have policies which support the Code of Business Ethics for all key regulatory areas, including competition law, anti-bribery and corruption, anti-money laundering, corporate criminal offence, consumer duty, data privacy, market abuse and anti-fraud. Colleagues working in relevant areas of the business or in higher risk roles also complete bespoke training on these key regulatory subjects.

We are committed to engaging colleagues on business ethics and regulatory matters in a practical and relevant way, and have a calendar of communication activity in place to ensure colleagues are both clear on the standards we expect and know what to do if they are concerned something is wrong. We review and update our regulatory e-learning modules on a periodic basis to ensure they remain relevant and engaging for colleagues. During the year, we designed and implemented a bespoke e-learning module on age restricted sales to support colleagues in applying 'Challenge 25' effectively and consistently.

Whistleblowing

Wickes does not tolerate any wrongdoing or malpractice and has a Whistleblowing Policy in place which protects whistleblowers from retaliation. We encourage colleagues and third parties to report any concerns of wrongdoing through our confidential and independent whistleblowing service and we ensure that any reports are thoroughly investigated, with any learnings applied, including disciplinary action, training and process improvements as appropriate. Both the Executive Board and the Board receive reports on whistleblowing on a regular basis. We also promote our whistleblowing helpline to our suppliers for them to report concerns. Further detail on whistleblowing can be found on page 81.

During the year we updated our Whistleblowing Policy and relaunched the whistleblowing service to colleagues with an updated awareness campaign, including a video from our CEO asking colleagues to tell us about any concerns they had, and posters in all workplace locations with QR codes included to improve accessibility. This resulted in a 60% increase in whistleblowing reports across 2025 compared to 2024. 64 reports were received in total, of which 44 were received in the second half of the year, demonstrating the impact of the relaunch. 98% of those reports came from store colleagues and the concerns raised covered management behaviour, bullying, harassment or discrimination, conflicts of interest, safety and fraud. 16 reports related to discrimination, bullying or harassment, with 11 of those upheld and resulting in disciplinary action, training and improvements. Three fraud-related reports were received, and although none of these were upheld, each of them was appropriately investigated.

Human rights and modern slavery

Wickes is committed to respecting all internationally recognised human rights, standards and legislation relevant to our operations. Our Human Rights Policy sets out how we uphold human rights by identifying our areas of responsibility and taking relevant action, including the right of our colleagues to freedom of association and collective bargaining.

We recognise the harmful impact that modern slavery has on individuals and society, and we are committed to help prevent these illegal practices. Our Modern Slavery and Human Trafficking Policy sets out our zero tolerance approach to any form of forced, bonded or involuntary labour, human trafficking, child labour, and other kinds of slavery and servitude within our own operations or within our supply chain.

Our biggest risk of modern slavery is in our supply chain. We are committed to upholding human rights and promoting positive working conditions and practices throughout our supply chain, and we commit to meet the principles of the Ethical Trading Initiative (ETI) Base Code. More detail can be found in our relevant policies, Supplier Code of Conduct and annual Modern Slavery Statement on our website www.wickesplc.co.uk.

All colleagues are required to complete modern slavery training on an annual basis. Any issues of non-compliance are reported to the Board.

Anti-fraud and anti-money laundering

We have an Anti-Fraud Policy in place which has been updated during the year to ensure compliance with the Economic Crime and Corporate Transparency Act 2003 (ECCTA) and to include reference to the new corporate offence of 'failure to prevent fraud'. We have also completed a programme of work during the year in readiness for ECCTA.

We take a zero tolerance approach to any activity that either amounts to fraud or is dishonest. All colleagues are required to complete a training module on fraud to ensure awareness and understanding and we encourage colleagues to report any suspected incidents of fraud or dishonest behaviour, either through line management or through our independent, anonymous whistleblowing service. Due diligence is completed on third parties before contracting with them and we have appropriate contractual provisions incorporated into our standard terms of business. Any issues of non-compliance are reported to the Board. We will continue to monitor

Responsible business continued

our anti-fraud processes and controls to ensure we are meeting legislative requirements.

An Anti-Money Laundering Policy is also in place to ensure our business is not complicit in money laundering activities and that we have the appropriate controls and processes in place to mitigate any risk. All colleagues are required to complete anti-money laundering training to ensure they understand the risk and how they can protect against the risks of money laundering and corrupt practices. Any issues of non-compliance are reported to the Board.

Anti-bribery and corruption

We are committed to the highest standards of ethics and have a zero tolerance approach to any form of bribery and corruption in our business and supply chain. We have an Anti-Bribery and Corruption Policy, which sets out our commitment to prevent bribery and corruption, and we require all colleagues to complete annual training on anti-bribery and corruption. Our suppliers are required to have their own anti-corruption policies and programmes in place, as set out in our Supplier Code of Conduct, and we monitor compliance with this through our supplier audit process.

Our anti-bribery and corruption programme is built around a clear understanding of how and where bribery risks affect our business and comprises key controls of: policies (including anti-bribery and corruption, gifts and hospitality, and conflicts of interest); procedures (such as conducting due diligence on suppliers); training all colleagues on bribery risks; targeted communications to higher risk colleagues; and ongoing assurance programmes to monitor the effectiveness of controls.

We consider that Wickes has a low risk of bribery and corruption due to our geographical location and the robust processes and controls we have in place. Further, Wickes has no government ownership or government contracts.

We encourage any instances of alleged bribery and corruption to be reported either through line management or through the anonymous

whistleblowing service. All reports are thoroughly investigated and the Board receives reports of any breaches of the Anti-Bribery and Corruption Policy.

Privacy and data security

The cyber threat being faced by all organisations has continued to grow, evidenced by the cyber incidents experienced by other retailers during the year. Data and security remains one of our most significant business risks and additional work has been completed over the year to further mitigate this risk through improved processes and controls. Further detail on this is set out in the risk section on page 64.

We recognise that maintaining and safeguarding the security of our colleague, customer and confidential data, along with the availability and security of our systems, are critical for Wickes to operate successfully. Across the year, we have continued to improve our data and security controls to prevent, detect and mitigate unauthorised activity, as well as improve our operational processes, and have invested in both our Privacy and Information Security teams to achieve this.

We have a clear governance framework in respect of data security and privacy, which is overseen and monitored by a dedicated Data and Information Security Committee – chaired by the Director of Legal and Governance as the Data Protection Officer and with Executive Board sponsorship from the General Counsel and Company Secretary – which meets every two months throughout the year. Regular update reports on both data privacy and information security are provided by both the Director of Legal and Governance and the Head of Information Security to the Board.

We have a Protecting Personal Information Policy, which is applicable to all full-time and part-time colleagues, contractors and temporary workers within the Group. It sets out how we safeguard all personal data that we process, as well as our commitment to process only data that is required to fulfil the defined purpose to ensure data minimisation. Alongside this, we have a Data Retention Policy which sets out our requirements for retaining and disposing of data.

We also have robust processes to assess the security and data controls of any third party data processors, including carrying out Data Protection Impact Assessments and vendor assurance.

A cyber response plan is also in place alongside an Information Security Policy.

We seek to be completely transparent in our data processing activities and our Privacy Policy, which is available on our customer website (www.wickes.co.uk), sets out how we process the personal data of our customers, including consent management, customers' right of access, rectification and right to be forgotten. We also have an Employee Privacy Policy, which sets out how we process the data of our colleagues along with their rights as a data subject.

All colleagues are required to complete both cyber security training and data privacy training on an annual basis. The data privacy training that colleagues complete is determined based on risk, with those in higher risk areas of the business completing more detailed and focused training. This training is supported by an ongoing awareness and communication programme, including phishing tests and focused communications on data privacy, to keep colleagues informed and aware of data privacy and cyber security risks in a practical and relevant way.

All data breaches are recorded on a breach register and investigated to root cause to ensure the appropriate learnings can be put in place to avoid reoccurrences. We had no reportable breaches during 2025.

As we continue to invest in new technology and platforms, we follow a 'Privacy by Design' approach to ensure data security and privacy are appropriately embedded into the design at the outset and throughout the life cycle.

Artificial intelligence

With the growing use of AI, we have taken steps to understand both the opportunities and risks for the business. Following the launch of our Generative AI Policy in 2024, our AI Council has continued to meet on a regular basis. Formed by a group of functional experts, it serves as a central steering committee, focused on guiding and promoting best practice to facilitate the successful integration of AI across the business, ensuring appropriate controls and safeguards are in place to meet our legal and ethical obligations.

Responsible marketing

Building trust with our customers is central to our brand proposition, and how we advertise and promote our products is key to building and maintaining trust. We have an internal policy which sets out the principles that we follow when we are advertising and communicating.

Our approach to responsible marketing extends to ensuring that we are accurately talking about any environmental credentials of our products – also known as green claims. We have a robust internal process for reviewing adverts and promotions which include environmental credentials, ensuring that we are adhering to the principles set out in the UK's Competition and Markets Authority Green Claims Code.

Responsible business continued

Responsible sourcing

Policy and processes

Our Responsible Sourcing Steering Group, chaired by our General Counsel and Company Secretary, continued to oversee the application of our Responsible Sourcing Policy, which sets out how we source products and services in a safe, ethical and legally compliant way using responsible suppliers and partners. Our controls are designed to protect our customers and meet all relevant legislative requirements, as well as to provide confidence for our stakeholders that Wickes is a trusted partner and retailer.

Our Supplier Code of Conduct and Supplier Manual outline our expectations of our suppliers, in the areas of labour standards and human rights, safety and wellbeing, environmental responsibility and community engagement, business integrity and ethics, and management processes and systems. Our Responsible Sourcing Policy, Supplier Code of Conduct, Supplier Manual and Supply Chain Animal Welfare Policy Statement can all be found on our website www.wickesplc.co.uk.

We aim to work collaboratively with our suppliers and to create an environment that enables transparency throughout the supply chain. We promote our whistleblowing helpline to our suppliers for them to report concerns. We are a member of Sedex (Supplier Ethical Data Exchange), a leading platform that supports the management and improvement of working conditions in supply chains.

Supplier assessment

We have a global supply chain of over 400 Tier 1 suppliers, with around 100 of these supplying Wickes own brand products. The majority of our Tier 1 GFR suppliers are UK registered companies. Our Supplier Online Risk Assessment (SORA) programme includes all of our Tier 1 GFR suppliers, and helps us to better understand and manage risks within our supply chain, and to educate and improve our supplier base. We regularly review the outcomes of the assessments, and we review our minimum standards each year to make sure that our policy remains fit for purpose.

During the reporting period, we completed our two-year SORA programme (2024-2025), assessing all our Tier 1 GFR suppliers and high-risk GNFR (goods not for resale) suppliers. In addition, our Responsible Sourcing team completed all planned in-person verification visits with key suppliers, including to suppliers located in China, Germany, India, Ireland, Italy and Türkiye.

Recognising that our highest exposure to modern slavery is through our supply chain, we have developed a robust approach to ethical procurement. Our primary and preferred ethical audit provider is Sedex, but we will also consider the Business Supply Chain Initiative and SA8000 audits.

Before we begin trading, we require all suppliers providing Wickes own brand products to undertake and deliver an acceptable ethical audit (such as Sedex Members Ethical Trade Audit (SMETA) or equivalent). Ongoing, we require that our own brand suppliers complete an ethical audit every two years, or once a year where a significant risk has been identified. These independent audits are designed to help protect workers from unsafe conditions, overwork, discrimination, low pay and forced labour.

Product quality and safety

Wickes aims to source only products that are safe and fit for purpose, and meet or exceed our customers' expectations. We require each product that enters our supply chain to comply with all applicable legislation.

As a responsible retailer, we have developed an internal process that aligns with the UK Government's Office for Product Safety and Standards guidance on product safety alerts, reports and recalls. We review this process each year to ensure our controls remain fit for purpose. In 2025, there were no product recalls, safety alerts or reports issued in relation to the products that we sell.

We recognise the concerns of safe use, content and labelling of chemicals. We actively abide by all UK legislation to reduce the impact of substances of concern and, where possible, use a suitable alternative. Wickes has committed to identifying any products that are supplied to us that contain any substances of very high concern (SVHCs), explosives precursors or poisons, and we take steps to replace any products that contain restricted substances or SVHCs with suitable alternatives.

We require our suppliers to ensure that products supplied to Wickes are free of any banned substances and compliant with any restrictions detailed by the UK's Registration, Evaluation, Authorisation and Restriction of Chemicals regulations. We also ensure that all paint and varnish products that we sell are compliant with volatile organic compound regulations.

As the UK Government develops its own approach to chemical safety policy, we continue to maintain a watching brief on the developments with EU chemical safety policy. To stay abreast of developments, we engage with cross-sector product quality groups, including the BRC's Product Safety Community.

Health and safety in our supply chain

At Wickes we care about the health and safety of everyone who operates in our supply chains, both in the UK and globally. We have been working with our suppliers to understand the risk posed by two substances, which are not banned, but can be responsible for negative health effects during the production process if adequate controls are not in place.

When Chromium 6 is used to chrome-plate products, it can create negative health effects for people in our supply chain. Once manufactured, there are no known risks to the consumer associated with products of this nature. Our suppliers have continued to replace Chromium 6 during the manufacturing of Wickes own brand products with safer alternatives, and by the end of 2025 it has been removed from 99% of our chrome-plated products and we are continuing to work towards 100%.

There can also be negative health effects experienced by stone fabricators working with quartz, a material often used for kitchen worktops. Once fabricated there are no known risks to the consumer associated with products of this nature. All suppliers to Wickes of quartz stone products comply fully with the UK's health and safety laws, and our key stone fabricating suppliers have been working with the Health and Safety Executive to develop a new quality safety standard.

Responsible sourcing of timber and compost

Our approach to the responsible sourcing of timber, timber products and compost is discussed on page 43.

Climate-related financial disclosures



TCFD report

Summary

Overview of our progress in 2025

To further our understanding and strengthen our approach, we have done the following:

- Strengthened our governance by forming an Executive-level Climate Steering Group.
- Updated our analysis of the impacts of future carbon pricing, with particular reference to forthcoming UK Carbon Border Adjustment Mechanism (CBAM) and anticipated rates.
- Achieved approval from the SBTi for our updated near term SBTs.
- Completed external assurance of rebaselined 2021 GHG footprint.
- Began implementation of a GHG emissions software system.

Areas of focus in 2026

The Board has agreed with the Responsible Business Committee's recommendations that management focus on these areas in the next year:

- Develop a credible and costed Scope 1 and 2 net zero transition plan, and confirm long term ambition to achieve net zero.
- Continue engagement with the supply chain to set SBTs, and start to integrate their own emissions data into our GHG inventory.
- Develop our climate-related disclosures to meet new requirements introduced by the forthcoming UK Sustainability Reporting Standards.

Compliance statement

In this section, we have set out our climate-related financial disclosures as required by the Companies Act 2006.

In line with our 'comply or explain' obligation under the UK Listing Rules, we confirm that our disclosures are consistent with the recommendations and recommended disclosures of the Task Force on Climate-related Financial Disclosures (TCFD). We have summarised this alignment in the TCFD alignment index below.

TCFD alignment index

This table signposts to where climate-related financial disclosures are included in the Annual Report and Accounts 2025.

	TCFD recommendations and recommended disclosures	Disclosure location (page)
1 Governance	(a) Describe the Board's oversight of climate-related risks and opportunities.	52
	(b) Describe management's role in assessing and managing climate-related risks and opportunities.	52
2 Strategy	(a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term.	53-58
	(b) Describe the impact of climate-related risks and opportunities on the organisation's business strategy, and financial planning.	53-58
	(c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	53
3 Risk management	(a) Describe the organisation's processes for identifying and assessing climate-related risks.	58
	(b) Describe the organisation's processes for managing climate-related risks.	58-59
	(c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	59
4 Metrics and targets	(a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	59
	(b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	59-61
	(c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	59

Climate-related financial disclosures continued

1 Governance

Board oversight (1a)

The Board has ultimate responsibility for setting the Group's strategy, including how the strategy addresses ESG matters, including climate-related issues. The Board considers climate-related matters as part of its decision making, including reviewing and guiding strategy, budgets and business plans.

The Board has delegated responsibility for ESG matters, including climate-related matters, to the Responsible Business Committee, which meets four times each year and receives updates from the Committee on its work following each meeting.

Responsible Business Committee

The Responsible Business Committee is a formal Committee of the Board chaired by a Non-executive Director. Its primary purpose is to oversee the development of Wickes' Responsible Business Strategy and monitor the Company's performance in relation to substantive ESG matters (including climate-related issues). The CEO, CFO, General Counsel and Company Secretary, and Head of Sustainability and Environment attend all Responsible Business Committee meetings to provide regular updates on climate-related issues and alignment with climate-related financial disclosure requirements.

The Responsible Business Committee is responsible for reviewing the Company's climate-related risks and opportunities, and ensuring that the content included in the Annual Report meets the TCFD recommendations and recommended disclosures. The Responsible Business Committee makes recommendations to the Audit and Risk Committee in relation to the inclusion of climate-related risks in the Company's principal and emerging risk disclosures, including the assessment of financial materiality.

More information on the Responsible Business Committee, including its duties and activity during 2025, can be found in the Responsible Business Committee report on pages 100-101.

Audit and Risk Committee

The Audit and Risk Committee has overall responsibility for the oversight of risk management systems on behalf of the Board and carries out a robust assessment of the Company's principal and emerging risks (including climate risks) on an annual basis. The Audit and Risk Committee takes account of the assessment and recommendations made by the Responsible Business Committee in relation to climate-related risks.

Remuneration Committee

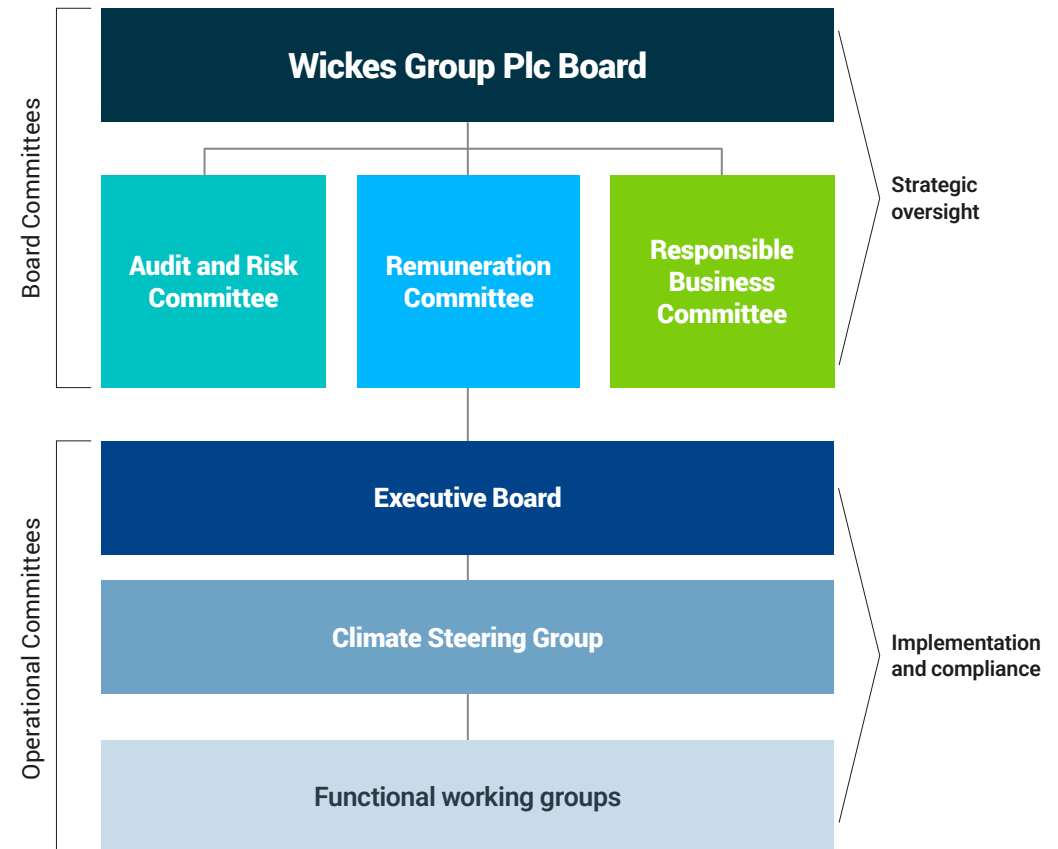
The Remuneration Committee sets LTIP targets for key performance indicators (KPIs) relating to near term SBTs and monitors performance against these. More information is provided on pages 107-109.

Management's role (1b)

The CEO has overall responsibility for ESG and the Company's response to climate-related issues. The Executive Board, chaired by the CEO, monitors our approach to ESG and climate-related matters. The Executive Board regularly reviews progress against our SBTs.

The General Counsel and Company Secretary, as the nominated Executive Board sponsor, chairs the executive-level Climate Steering Group, formed in 2025 to drive the development of the net zero transition plan. This Committee includes the Executive Directors responsible for meeting the near term SBTs, as well as members of operational and finance teams. The Committee meets quarterly to review progress, and is supported by working groups that develop plans to deliver carbon reductions across the business.

The Head of Sustainability and Environment is responsible for coordinating the climate programme of work in collaboration with other areas of the business, ensuring it meets business needs and external stakeholder expectations. This includes setting and reviewing decarbonisation targets, developing the net zero transition plan, climate-related risk and opportunity identification and assessment process, and disclosures, and providing reports to the Board, Board Committees and the Executive Board on climate-related matters.



Climate-related financial disclosures continued

2 Strategy

Impact of climate-related risks and opportunities identified (2a and 2b)

Our identification of climate-related risks and opportunities is guided by our existing risk management processes. We integrate potentially significant climate-related risks and opportunities into our business strategy development and financial planning.

The Group continues to consider that the nine thematic categories of potentially significant climate-related risks and opportunities continue to be relevant, as determined by the identification and assessment process detailed in the Risk management section on page 63. In these disclosures, we provide an update on our increased level of understanding of how each thematic risk category could materialise and impact the business (refer to the tables on pages 54-58).

Recognising the impact of climate change on our business in the near, medium and long term, the Group robustly considers the actual and potential financial impacts on our business, our strategy and our financial planning. Where possible, the Group looks to mitigate cost pressures through procurement efficiencies or, in the case of operational costs, to reduce consumption where possible. Potential transition risks for our business in a Rapid Transition Scenario (1.5°C) are broadly applicable to the home improvement retail sector operating in the UK with a global supply chain, and not unique to Wickes.

Given our budgets and strategic financial plans are underpinned by two significant focus areas – namely (a) going concern/viability and (b) store and investment impairment – we have considered these factors carefully and set out in the following pages our assessment of the potential business and financial impact of potentially material climate-related risks.

Resilience of the business strategy (2c)

We have used two extreme scenarios to stress test our business model and strategy:

- For a High Physical Impact Scenario (4°C), we have used the IPCC Representative Concentration Pathway (RCP) 8.5 scenario (published in 2013 as part of the IPCC's Fifth Assessment Report), where the business and its value chain would be operating in a climate trajectory where global emissions continue to rise at the current rate. This scenario projects chronic changes to local climates and an increase in the frequency and severity of extreme weather events.
- For a Rapid Transition Scenario (1.5°C), we have used the International Energy Agency's Net Zero Emissions by 2050 scenario (first published in 2021 and updated in 2023). This is a prescriptive, demand-led transition pathway outlining how the global energy sector can achieve net zero by 2050. Under this scenario the business would face a rapid transition environment, characterised by progressive government policies, market pressures from competitors and landlords, reputational impacts from investors, and challenges arising from a lack of technological advancement.

By choosing these scenarios, we have sought to identify and understand the risks and opportunities that could arise for our business and strategy, supply chain and wider economy that we operate in, to ensure that we anticipate and prepare for these extremes. We believe that it is likely that the future will fall somewhere between these two scenarios. These are the same scenarios that we used to inform our previous disclosures and are commonly used by industry.

We recognise that the climate science community regularly updates scenarios. We keep these under review, and when we next undertake a significant scenario analysis exercise, we will use the most appropriate scenarios available at the time.

Business resilience statement

Based on our latest assessment of the potential financial impacts of the significant risks and opportunities following the process we set out in the Risk management section, we consider that our current business strategy continues to be resilient to these two extreme climate-related scenarios.

Our market-led strategy means that we identify what customers want and adapt quickly with short lead and stock holding times. We have established partnerships with strategic suppliers that allow us to understand their risks and mitigation plans, and we can also adapt where appropriate through a global, agile and flexible supply chain model. Although a few of our key home improvement product ranges are currently emissions intensive during the manufacturing phase (e.g. cement, paint), we are not dependent on these and we are encouraged by the commitments from these sectors to meet net zero. Any inflationary effects of carbon pricing will impact all home improvement retailers, and therefore our business will remain competitive, whilst we continue to work with our suppliers to reduce carbon emissions across the life cycle of the products we sell.

We do not have a major reliance on products which are powered by fossil fuels (such as gas boilers) and therefore we are not significantly exposed to planned government phase-outs. We currently sell a relatively small proportion of electric powered products and remain reliant upon the UK grid decarbonisation to reduce the emissions when products are being used in customers' homes.

Our property strategy is leasehold, with an average remaining lease term of seven years. This gives us flexibility with our property estate to locate in areas which are at lower risk from extreme weather events, for example surface water flooding. In a Rapid Transition Scenario, as a home improvement retailer, we are not significantly energy intensive, and technology is readily available to support the decarbonisation of our estate. Our fleet strategy is also leasehold and we are working with our partners to understand the future of low-emissions road logistics, which is not a unique challenge to our business.

One of the Group's growth levers is developing the home energy product and service range. This core part of the business strategy directly responds to the opportunities which arise from the societal transition to net zero. In the reporting period we have developed a methodology to quantify the avoided emissions that the Group has enabled through the sale of solar panels (refer to page 45 of the Responsible business section for further information).

Timelines considered and selection rationale

Climate risk time horizons		Rationale for selection
Short term	1-5 years	Aligns with the Company's five-year business planning cycle.
Medium term	6-15 years	Aligns with the typical lease length for the Company's property estate.
Long term	16-30 years	Aligns with the UK Government's net zero by 2050 target.

Climate-related financial disclosures continued

Acute weather-related events impacting operations (PR1)			
Climate scenario	High Physical Impact Scenario (4°C)	Risk/opportunity type	Acute physical risk
Potential business impact	Operations	Potential financial implications	Expenditure
Potential financial impact	Short term	Medium term	Long term
	1-5 years	6-15 years	16-30 years
	2026-2030	2031-2040	2041-2055
	Low	Low	Low
Risk/opportunity description	<p>Our distribution network is reliant on the operation of our two main Distribution Centres (which are located in Northampton), an outbase in Crawley, and our road-based logistics operation supported by third party logistics bases, delivering products to stores and customers' homes across the UK.</p> <p>Increased extreme weather events, particularly localised surface water flooding from storms or heavy rainfall in a High Physical Impact Scenario could disrupt our Distribution Centres, impacting our ability to serve customers and stores.</p> <p>Desktop flood risk assessments in 2024 of our main Distribution Centres, assessing three global temperature scenarios up to 2070 (2.6°C, 4.5°C and 8°C) concluded a marginally increased long term flooding risk. Further onsite assessments and mitigating actions will be considered in future years.</p> <p>The risks to individual stores from an acute weather-related event are not deemed to have a significant overall business impact, as it is unlikely that a significant number of stores would be impacted at the same time to the extent of having to cease trading over a prolonged period. Furthermore, all of our stores are leasehold, and so over the medium to long term time horizon we can assess how to reduce our risk further by relocating stores at lease renewal time, if necessary.</p>		
Strategic response	<ul style="list-style-type: none"> – Continue leasehold model for property estate with 10- to 15-year lease agreements. – Assess long term flood risk when reviewing new sites and regears. – Continue strategic approach to work with expert logistics providers to prepare for and respond to any potential disruption in the distribution network. – Commission further onsite long term flood risk assessments of Distribution Centres to understand impacts in a High Physical Impact Scenario. 		
Mitigating actions	<ul style="list-style-type: none"> – Business continuity plans for distribution and stores. 		

Chronic climatic changes and acute weather-related events impacting supply chain (PR2)			
Climate scenario	High Physical Impact Scenario (4°C)	Risk/opportunity type	Chronic physical risks Acute physical risks
Potential business impact	Products and services Value chain	Potential financial implications	Expenditure Revenue
Potential financial impact	Short term	Medium term	Long term
	1-5 years	6-15 years	16-30 years
	2026-2030	2031-2040	2041-2055
	Low	Low	Uncertain
Risk/opportunity description	<p>Chronic and acute climate changes could impact our supply chain, most notably the impact of water stress and climatic changes on our timber supply chain. We commissioned a scenario analysis in 2022 looking at the risks to our supply chain from water availability, which suggested that key parts of our supply chain are dependent on industries which are vulnerable to water availability (e.g. paper and timber, chemicals). The supply chain and strategic impacts to the business are uncertain over the long term, and require additional data to assess.</p> <p>We have regular discussions with our strategic timber suppliers on how they are assessing and managing the risk of the changing climate in their locations. We understand that they are looking at adaptation measures to chronic risks, which might involve switching tree species, as well as acute risks by relocating plantations to areas with lower risk.</p> <p>As a retailer, we are agile in being able to switch to alternative suppliers and work with our suppliers to identify materials (including different timber species) which are more resilient.</p> <p>We plan to update our scenario analysis of climate-related impacts to our supply chain every three to five years, when more data becomes available.</p>		
Strategic response	<ul style="list-style-type: none"> – Continue to collaborate with strategic suppliers to understand risks in operating regions and discuss their strategic response and mitigating actions. 		
Mitigating actions	<ul style="list-style-type: none"> – Impacts to higher risk and strategic suppliers are monitored by Commercial teams, including the Responsible Sourcing and Quality team and Category teams. 		

Climate-related financial disclosures continued

Increased sales related to extreme weather events (PO1)			
Climate scenario	High Physical Impact Scenario (4°C)	Risk/opportunity type	Acute physical opportunity
Potential business impact	Products and services Value chain	Potential financial implications	Revenue
Potential financial impact	Short term	Medium term	Long term
	1-5 years	6-15 years	16-30 years
	2026-2030	2031-2040	2041-2055
	Due to commercial sensitivities, we do not disclose the potential financial impact from climate-related opportunities.		
Risk/opportunity description	We sell a range of products that are often in high demand in relation to severe weather events, for example fencing, flood defences and in-house cooling. As severe weather events are forecast to increase in frequency and severity, we expect this to be an ongoing commercial opportunity for our business.		
Strategic response	– Category development.		
Mitigating actions	– Supply chain and merchandising plans incorporate seasonal and weather-related events.		

Carbon pricing and broader policy requirements (TR1)			
Climate scenario	Rapid Transition Scenario (1.5°C)	Risk/opportunity type	Policy and legal transition risk
Potential business impact	Products and services Value chain	Potential financial implications	Expenditure Revenue
Potential financial impact	Short term	Medium term	Long term
	1-5 years	6-15 years	16-30 years
	2026-2030	2031-2040	2041-2055
	Low	Uncertain	Uncertain
Risk/opportunity description	<p>Under a Rapid Transition Scenario, our suppliers in carbon intensive industries could be subject to higher carbon prices by 2030. Although we don't underestimate the potential impact of carbon pricing on the products we sell, we recognise that the impact will be across our entire sector and, whilst we would look to mitigate the impact on our customers, where this is not possible sector pricing would adjust accordingly.</p> <p>In 2025, we assessed the potential tax exposure from the UK's CBAM that will be introduced from 2027. With the reduced number of commodities in scope and the introduction of more national emissions trading schemes in the countries we export from, we believe that the impact to the Group will be low.</p> <p>We remain cognisant that the UK Government may introduce other UK net zero policy requirements that could impact our business directly. We have not identified any other policies that would significantly impact the business or supply chain in our short term time horizon; we expect the introduction of additional disclosure requirements to be managed by existing management resources.</p>		
Strategic response	<ul style="list-style-type: none"> – Monitoring relevant policy developments. – Focusing on delivering decarbonisation targets. – Implementation of Software as a Service (SaaS) emissions platform during this reporting period. 		
Mitigating actions	– Climate-related policy developments (including carbon pricing) monitored by the Head of Sustainability and Environment through the EMS legal horizon scanning process.		

Climate-related financial disclosures continued

Decarbonising the fleet (TR2)			
Climate scenario	Rapid Transition Scenario (1.5°C)	Risk/opportunity type	Technology transition risk
Potential business impact	Operations	Potential financial implications	Expenditure
Potential financial impact	Short term	Medium term	Long term
	1-5 years	6-15 years	16-30 years
	2026-2030	2031-2040	2041-2055
	Low	Low	Low
Risk/opportunity description	<p>The Wickes fleet is made up of mostly heavy goods vehicles (HGVs). In our decarbonisation roadmap, we have identified that electric powered HGVs are likely to be the most appropriate technological option for the business to move away from diesel in the long term. Until 2030, we are continuing to improve the efficiency of our fleet. We understand that we will need to invest in infrastructure upgrades across our estate and our suppliers' networks to provide sufficient electrical capacity to charge our future HGV fleet.</p> <p>As we develop our infrastructure and fleet investment plans, we will continue to further refine cost implications. As a retailer, we are transparent with our customers on the delivery costs, and switching to a significantly more costly alternative could negatively impact the business commercially.</p> <p>Installing electric vehicle (EV) charging across the estate may be considered to support the switch of colleagues' vehicles to low- and zero-carbon emissions vehicles. The same chargers could also provide destination EV charging for customers to encourage footfall at stores, as well as support the wider transition of the UK economy to EVs.</p> <p>The associated increased electricity demand is a risk to the roadmap to decarbonise the estate and in some cases may require additional electricity generation to be installed. Where possible, we are looking to negate this through the installation of onsite solar photovoltaics (PV).</p>		
Strategic response	<ul style="list-style-type: none"> – Development of fleet decarbonisation roadmap and investment required. – Engaging on long term decarbonisation strategy of main transport providers. – Defining business case for potential low- and zero-carbon emissions fleet options. 		
Mitigating actions	<ul style="list-style-type: none"> – Maintaining watching brief over technological developments and potential funding sources by operational teams, overseen by the Climate Steering Group. 		

Decarbonising the estate (TR3)			
Climate scenario	Rapid Transition Scenario (1.5°C)	Risk/opportunity type	Market transition risk
Potential business impact	Operations	Potential financial implications	Expenditure
Potential financial impact	Short term	Medium term	Long term
	1-5 years	6-15 years	16-30 years
	2026-2030	2031-2040	2041-2055
	Low	Low	Low
Risk/opportunity description	<p>The roadmap to decarbonise our property estate is centred around transitioning away from gas heating, improving energy efficiency and switching to the supply of renewable electricity (grid and onsite generation). In April 2023, the Company switched to a renewable electricity contract for all grid-sourced electricity used across the estate (excluding Wickes Solar). Maintaining this is inherently included within our five-year plan.</p> <p>To mitigate the risk of increasing costs from renewable sources, the business is also installing onsite solar power generation where this has been assessed as structurally feasible and where there can be a commercially favourable agreement with the respective landlord. The acquisition of Wickes Solar in 2024 also provides the Company an additional commercial opportunity from installing solar PV.</p> <p>Installing new or replacement assets that are more energy efficient or enable the transition away from gas heating (such as ASHPs) is technically feasible. The forecast capex to include ASHPs in new-build store fitouts and progressively deliver the asset replacements of retrofitting ASHPs is afforded within the Company's strategic five-year plan. The risk to the business is from the increasing costs of new equipment and associated electricity generation infrastructure due to inflation and increased demand.</p>		
Strategic response	<ul style="list-style-type: none"> – Monitoring energy usage and GHG emissions of stores. – Exploring emission reduction opportunities in stores. – Monitoring relevant policy discussions on Minimum Energy Efficiency Standards and green leases. 		
Mitigating actions	<ul style="list-style-type: none"> – Plan to decarbonise the estate is in development by the operational teams, and overseen by the Climate Steering Group. 		

Climate-related financial disclosures continued

Increased scrutiny from Shareholders on delivering net zero and access to capital (TR4)			
Climate scenario	Rapid Transition Scenario (1.5°C)	Risk/opportunity type	Market transition risk
Potential business impact	Operations	Potential financial implications	Expenditure
Potential financial impact	Short term	Medium term	Long term
	1-5 years	6-15 years	16-30 years
	2026-2030	2031-2040	2041-2055
	Not yet assessed*	Uncertain	Uncertain
Risk/opportunity description	<p>We recognise that it is important to our current and future shareholders that we contribute to meeting the global transition to net zero, and specifically that we play our part to achieve the UK Government's net zero by 2050 goal. Our SBTi-validated near term SBTs give assurance that we have 2030 targets aligned to a 1.5°C pathway.</p> <p>We are committed to continuing to improve our disclosures over time in line with the UK Sustainability Reporting Standards (published in February 2026) in order to build trust through increased transparency, and we recognise that failure to meet shareholders' (and other stakeholders') expectations could impact our access to capital.</p> <p>We also recognise the converse situation: the growing opportunity of new routes to capital investment, where investors and funders are actively seeking to support businesses that can demonstrate credible net zero transition plans.</p> <p>Feedback from our current investors through the year continues to confirm that the home improvement retail sector is not considered highly exposed to climate-related risks. We will continue to review this potentially significant risk and opportunity each year, to ensure that we are maximising our ability to access capital.</p> <p>* We have not yet assessed the financial impact related to this risk as we remain on track to meet our near term SBTs. We will continue to keep this under review.</p>		
Strategic response	<ul style="list-style-type: none"> – Deliver near term SBTs. – Develop and deliver Group net zero transition plan. – Maintain watching brief on developing standards and frameworks, to stay abreast of market practice. 		
Mitigating actions	<ul style="list-style-type: none"> – Ongoing engagement with shareholders to understand priorities. 		

Decarbonising the value chain (TR5)			
Climate scenario	Rapid Transition Scenario (1.5°C)	Risk/opportunity type	Technology and market transition risk
Potential business impact	Products and services Value chain	Potential financial implications	Expenditure Revenue
Potential financial impact	Short term	Medium term	Long term
	1-5 years	6-15 years	16-30 years
	2026-2030	2031-2040	2041-2055
	Low	Uncertain	Uncertain
Risk/opportunity description	<p>Looking across all of the products we sell, there is a risk to our suppliers from policies in a net zero scenario that aim to reduce emissions from carbon intensive sectors.</p> <p>Decarbonising our supply chain, which includes moving away from fossil fuels as an ingredient in carbon-based products, is a significant challenge to us meeting our long term net zero goal. We will continue to monitor policy developments, which could impact the production or sale of these products, as well as changing market and consumer expectations for increased transparency on product specific carbon labelling.</p> <p>We recognise the potentially significant market- and technology-related transition risk regarding our suppliers in industries that are recognised as hard to abate, such as chemicals, cement, steel and aluminium. Furthermore, the global transportation of products from suppliers is reliant upon the decarbonisation of shipping and trucking industries. There is a potential risk that our suppliers in these sectors do not have the policy signals or technology available to them to reduce the carbon intensity of the manufacturing and transport of the products, or that the cost of investing in such technology could add to the product cost, and the rate at which decarbonisation is realised is different across different suppliers. Some raw materials could increase in cost or become unavailable in the future and so alternatives would have to be found.</p> <p>We will continue to engage with our supply chain to obtain further data, which may also give additional information on climate-related risks and opportunities as they evolve.</p>		
Strategic response	<ul style="list-style-type: none"> – Engaging with suppliers to understand their SBTs and net zero plans. – Collaborating with cross-industry initiatives, such as Make it Zero. 		
Mitigating actions	<ul style="list-style-type: none"> – Suppliers' decarbonisation plans monitored by relevant working groups, and overseen by the Climate Steering Group. 		

Climate-related financial disclosures continued

Products and services for the low-carbon transition (T01)			
Climate scenario	Rapid Transition Scenario (1.5°C)	Risk/opportunity type	Market transition opportunity
Potential business impact	Products and services	Potential financial implications	Revenue
Potential financial impact	Short term	Medium term	Long term
	1-5 years	6-15 years	16-30 years
	2026-2030	2031-2040	2041-2055
	Due to commercial sensitivities, we do not disclose the potential financial impact from climate-related opportunities.		
Risk/opportunity description	<p>Analysis commissioned in 2022 and 2023 of the potential market opportunity for products and services that support the UK's net zero transition showed a significant opportunity for our business to expand into home energy solutions, for example solar panels, ASHPs and EV chargers.</p> <p>In early 2026, the Government released its Warm Homes Plan signalling investment into energy inefficient homes. However, other external factors continue to create further uncertainty in the market, and a slower uptake of alternative technologies than the Rapid Transition Scenario predicts.</p> <p>Electrification poses a market transition risk for products like barbecues and patio heaters, as customers may prefer the more traditional fossil fuel alternatives. If we were to phase out these products before competitors without government policy introducing the phase-out of these products, we could see a risk of competitive disadvantage.</p> <p>A minor transition risk exists from the potential phase-out of a small number of ranges that we currently sell. For example, in a Rapid Transition Scenario, this assumes no new gas boilers are sold after 2025. The UK Government's policy to phase out gas boilers remains under review. However, as only a limited number of ranges are at risk from home decarbonisation efforts, we see products and services for the low-carbon transition as a net business opportunity.</p>		
Strategic response	Refer to the Market Review section on helping the nation save energy (page 17) and Growth Levers section on Accelerating Design & Installation (page 20).		
Mitigating actions	<ul style="list-style-type: none"> Consumer sentiment and market-related developments are monitored by Marketing and Commercial teams. Climate-related policy developments (including carbon pricing) are monitored by the Head of Sustainability and Environment through the EMS legal horizon scanning process. 		

3 Risk management

Threshold of materiality in relation to climate-related matters (adjusted profit before tax (PBT) average of last three financial years)

- **High level of materiality** >50% adjusted PBT
- **Medium level of materiality** 10-50% adjusted PBT
- **Low level of materiality and not deemed material in this time horizon** <10% adjusted PBT
- **Uncertain level of materiality** Insufficient data to assess at this time

Processes for identifying and assessing climate-related risks (3a) Identification

Risks and opportunities are identified at the Group level and cover the activities of the main trading subsidiary of the Group: Wickes Building Supplies Ltd, and the subsidiary Gas Fast Ltd (trading as Wickes Solar).

Each year, we consult with key internal stakeholders to review our existing list of potential climate-related risks and opportunities. This exercise also aims to identify any new risks and opportunities that may arise due to internal business changes or external factors, such as existing and emerging climate change regulatory requirements in the UK, where the business operates.

Assessment

We screen the longlist of climate-related risks and opportunities, across each time period as set out in section 2a), to assess the potential significance to the business. For each risk and opportunity, we look through the lens of two extreme future climate scenarios: a High Physical Impact Scenario (4°C) and a Rapid Transition Scenario (1.5°C) (covered in more detail in section 2c).

Those risks and opportunities that exceed an internally agreed threshold of materiality in relation to climate-related matters (see box) are identified as potentially significant and prioritised for further assessment. These are logged on our Climate Risk Register. Where there is inadequate information to undertake an assessment of financial materiality and therefore financial impact, these cases have been identified as 'uncertain'.

We have grouped these potentially significant risks and opportunities into nine thematic categories (as discussed in section 2a) for ease of assessment and discussion with the business and the Board. To assess the impact to the business arising from climate-related risks, we align with the business's Risk Management Policy for all Group risks. The business impact of these risks is discussed in the Strategy section on pages 54-58.

Further scenario and sensitivity analysis is undertaken on these high-level categories on a two- to three-year frequency depending on updates and changes from external factors, such as policy and legislation changes, as well as business internal changes (such as new product category ranges).

Processes for managing climate-related risks (3b)

We manage our climate-related risks in the same way as other risks that the business faces (refer to the Risk section on pages 62-63 of this report for further explanation on our overall approach). Following our risk management framework, we identify measures to mitigate the impact of significant climate-related risks in accordance with our risk appetite. We monitor the risks and integrate any key changes into the review of the climate change principal risk. This is undertaken by the Head of Sustainability and Environment. Any significant changes are discussed and agreed by the Executive Risk Committee, and any changes are then included in the updates to the Audit and Risk Committee and the Board.

We have summarised the management controls and mitigation measures we have in place to manage the potentially significant climate-related risks in the table set out in section 2b. To respond to the transition

Climate-related financial disclosures continued

risk TR4, Increased scrutiny from shareholders to delivering net zero, our Investor Relations team continues to have open dialogue with shareholders and maintains a watching brief on the evolving responsible investment landscape. We also intend to continue active management of key ESG rating assessments and to participate annually in CDP.

Integration into overall risk management (3c)

The Company's approach to risk management is set out in the Company's Risk Management Policy. This explains how the Company identifies, assesses and mitigates risks, as well as how the Company reports and monitors the Corporate Risk Register and principal risks to the Executive Board, Audit and Risk Committee and the Board. A more detailed explanation of the Company's approach to risk management is provided in the Risk section on pages 62-63.

Through the Company's risk management approach, climate change was identified and assessed as a principal risk for the business at its demerger in 2021. The topic has continued to be considered as a principal risk for the business since 2021, with the relative exposure remaining stable over this time period. The mitigations put in place and progress of managing significant climate-related risks and opportunities are summarised in the Principal risks and uncertainties section on page 67.

On the Company's Corporate Risk Register, there are 20 identified risk categories – climate change is considered within the 'ESG' risk category.

The Climate Risk Register sits separately to the Corporate Risk Register, and the outputs of the Climate Risk Register feed into the climate change principal risk on the Corporate Risk Register.

We are monitoring developments with the ESG and climate-related reporting landscape and will review our approach to integrating climate-related risk into the corporate risk approach, as and when required.

4 Metrics and targets

Metrics used to assess climate-related risks and opportunities (4a)

Management regularly reviews metrics associated with the Company's near term SBTs to track progress on our ultimate goal to achieve net zero. Our Scope 1, 2 and 3 GHG emissions are the key metrics we use to monitor our climate impact over time.

To address the growing complexity of handling and analysing GHG-related data, and to prepare for future legal reporting obligations like CBAM, we have implemented a SaaS emissions platform during this reporting period.

We have a suite of metrics to enable us to track our climate-related financial risks and opportunities, such as capital deployed to decarbonise the property estate and fleet. These metrics align with the TCFD recommended cross industry metrics.

The 2024, 2025 and 2026 LTIPs incorporate an additional ESG measure linked to our decarbonisation plans, weighted at 10%. For more information on how these metrics are incorporated into performance measures within remuneration policies, refer to the Remuneration Committee report on page 109.

We do not currently use an internal carbon price as a mechanism to drive decarbonisation across the business. We are developing our net zero transition plan and will consider if this would be appropriate for the Group in future years.

Climate-related targets and performance (4c)

Our original near term SBTs were approved by the SBTi in 2022, confirming their alignment with the SBTi's Corporate Net-Zero Standard and demonstrating that the targets aligned with limiting the global temperature increase to 1.5°C above pre-industrial levels by the end of the century.

In May 2025, the SBTi approved our revised targets, following a rebaselining exercise we conducted in 2024. This revision clarified our supplier engagement goal: the target was adjusted from 55% of total Scope 3 emissions being covered by suppliers with SBTs to 77.5% of Scope 3 Category 1 emissions being covered by suppliers with SBTs. The other two targets remained unchanged.

In 2025, we also obtained independent assurance of the rebaselined 2021 GHG inventory. Our updated methodology, the external Independent Limited Assurance Statement and full, rebaselined, assured 2021 GHG footprint is available on our corporate website: www.wickesplc.co.uk/company/responsible-business/policies-and-reporting.

We remain focused on delivering our updated near term SBTs, and the table below shows our progress with meeting our targets.

Our assured 2021 GHG inventory baseline and 2025 GHG inventory is included on page 61.

More information on the Group's activities to meet its near term SBTs and emerging net zero transition plan can be found in the Responsible Business section on pages 40-42.

Progress on near term science-based carbon reduction targets¹

	2022 progress	2023 progress	2024 progress	2025 progress
Near term SBTs approved by the SBTi				
Operations:				
Reduce absolute Scope 1 and 2 GHG emissions by 42% by 2030 (from a 2021 base year)	-3.3% ^{2,3}	-44.1% ^{2,3}	-62.7% ^{2,3}	-61.0%³
Suppliers:				
By 2027, 77.5% of our suppliers by emissions covering purchased goods and services (Scope 3, category 1) will have SBTs	9.6% ²	18.1% ²	27.3% ²	54.0%
Products:				
Reduce absolute Scope 3 GHG emissions from the use of sold products by 42% by 2030 (from a 2021 base year)	-15.7% ²	-9.8% ²	-27.7% ²	-26.7%

¹ Methodology can be found on our website www.wickesplc.co.uk/responsible-business/policies-and-reporting

² Updated following independent assurance of 2021 rebaselined emissions.

³ Market-based GHG emissions.

Climate-related financial disclosures continued

GHG emissions and related risks (4b)

We have calculated our full 2025 GHG footprint for our business, covering absolute Scope 1, 2 (market and location-based) and 3 emissions and GHG emissions intensity ratio. Here we present an overview of our GHG emissions performance for 2025. For more information on activities delivered during the year to reduce GHG emissions, refer to the Responsible Business section on page 42.

Independent assurance

Independent Limited Assurance of the 2025 Streamlined Energy and Carbon Reporting metrics, 2025 GHG inventory and the 2021 rebaselined GHG inventory was carried out by DNV, in accordance with DNV's assurance methodology VeriSustain™ and the International Standard on Assurance Engagements (ISAE) 3000 revised standard. For more details on the engagement and methodology, please refer to the Assurance Statement available on the Responsible Business pages of our website at www.wickesplc.co.uk.

Streamlined Energy and Carbon Reporting (SECR)

This table represents the information for the current and previous reporting periods that we are required to report in accordance with the Large and Medium-Sized Companies and Groups (Accounts and Reports) Regulations.



Selected metrics have been subject to Independent Limited Assurance by DNV. DNV's limited Assurance Statement is available on our website: www.wickesplc.co.uk/company/responsible-business/policies-and-reporting

SECR metrics

	Group/UK 2024 emissions ^{1,2}	Group/UK 2025 emissions ^{1,3}
Annual GHG emissions Scope 1 and 2 location-based (tCO ₂ e)	21,082	20,111
Annual GHG emissions Scope 1 and 2 market-based (tCO ₂ e)	12,406	12,977
Annual energy use (kWh)	99,273,071	99,912,212
Emissions intensity: Scope 1 and 2 location-based (tCO ₂ e/1,000sq ft)	2.8 ⁴	2.8
Emissions intensity: Scope 1 and 2 market-based (tCO ₂ e/1,000sq ft)	1.6 ⁴	1.8

1 The Group does not conduct any activities in the offshore area.

2 Includes all energy consumption from subsidiaries Wickes Building Supplies Ltd and gas consumption from Gas Fast Ltd. (trading as Wickes Solar) (excluding diesel consumption from Wickes Solar's fleet of three vehicles).

3 Includes all energy consumption from subsidiaries Wickes Building Supplies Ltd and Gas Fast Ltd. trading as Wickes Solar.

4 In 2024 Annual Report and Accounts the emissions intensity metrics were reported as 3.2 for location-based Scope 1 and 2 emissions, and 1.9 for market-based Scope 1 and 2 emissions. These were calculated from the floor area of stores only. We have updated these to reflect the total floor area, including our Distribution Centres.

Energy efficiency action

In 2025, we saw an increase in our total energy use of 0.6% compared to 2024, which reflects the increased business activity.

We implemented a range of energy efficiency measures across our property estate throughout 2025 to address electricity, gas and diesel consumption which include:

- LED lighting upgrade: We have continued to upgrade our estate lighting to LEDs. By the end of 2025, 94% of our stores have been upgraded.
- Solar photovoltaic (PV) panels: We have continued site assessments to identify opportunities for onsite renewable energy generation. By the end of 2025, 13 stores now have onsite solar PV panels fitted.
- Behaviour change programme: In 2025 we have continued to report to stores on their individual energy use, targeting our support to stores with the highest footprints. We have also rolled out an energy dashboard to ensure continued ease of engagement for our leaders across stores.
- Replacement of diesel forklifts: We have continued the replacement of diesel forklift trucks with electric powered forklifts. By the end of 2025, 90% of stores have only electric powered forklift trucks.
- ASHPs: We have installed ASHPs in two new stores, meaning a total of ten stores now operate with electric only heating.

In 2025, we submitted our first annual progress update to the Environment Agency, as required by the mandatory Energy Savings Opportunity Scheme (ESOS) Phase 3.

Methodology

We have reported our GHG emissions and energy consumption in accordance with the Large and Medium-Sized Companies and Groups (Accounts and Reports) Regulations.

To calculate our SECR emissions, we have followed the GHG Protocol Corporate Accounting and Reporting Standard. The organisational reporting boundary is based on operational control. We have included all of our stores and Distribution Centres which fall within our operational control boundary, and excluded any energy usage and associated emissions by other companies also operating on our premises. Scope 2 emissions have been calculated using both location and market-based approaches.

We have reported all of the Company's fuel and electricity consumption activities (the Company does not conduct any activities in the offshore area):

- Natural gas consumption (Scope 1)
- Diesel consumption (Scope 1)
- LPG (Scope 1)
- Electricity consumption (Scope 2)

Energy consumption figures in kWh were obtained from natural gas and electricity invoices and consolidated centrally across Wickes' sites. Fuel consumption for the vehicle fleet (including forklifts) and the sprinkler pump house was obtained through mileage and invoice data, which were subsequently converted into kWh using conversion factors for passenger and delivery vehicles from the UK Government's 2025 GHG Conversion Factors for Company Reporting.

For more detail on our emissions calculations and methodology, our methodology statement is available to view on our website: www.wickesplc.co.uk/company/responsible-business/policies-and-reporting.

Climate-related financial disclosures continued

GHG emissions reporting

Methodology

We measure our GHG footprint across all three Scopes, in line with the WBCSD and World Resources Institute's Greenhouse Gas Protocol Corporate Standard. We currently use standard emissions factors for key materials. We continue to develop our approach, with key assumptions detailed in our methodology statement and key exclusions detailed in the footnotes of the table.

More detail on our emissions calculations and methodology, as well as a full inventory of our GHG emissions, is available on our website www.wickesplc.co.uk/responsible-business/policies-and-reporting

Independent assurance



Selected metrics have been subject to the Independent Limited Assurance exercise carried out by DNV in 2025 and 2026.

DNV's Assurance Statement and previous assurance statements are available on our website: www.wickesplc.co.uk/company/responsible-business/policies-and-reporting.

GHG Protocol Scopes and categories	2021	2024	2025
	Rebaselined emissions ¹ (tCO ₂ e)	Assured rebaselined emissions ¹ (tCO ₂ e)	Calculated emissions (tCO ₂ e)
Scope 1	16,076	17,333	12,399
Scope 2 (location-based)	9,410	9,410	8,683
Scope 2 (market-based)	15,937	15,937	7 ²
Scope 1 and 2 (location-based)	25,486	26,743	21,082
Scope 1 and 2 (market-based)	32,013	33,270	12,406
Scope 3 category 1 – Purchased goods and services	1,226,479	1,168,178	1,159,225
Scope 3 category 4 – Upstream transportation	129,149	121,020	85,566
Scope 3 category 11 – Use of sold products	216,156	239,911	173,469
Scope 3 category 12 – End of life treatment	117,277	129,294	121,127
Scope 3 other ³ (categories 2, 3, 5, 6, 7, 9 and 13)	44,792	30,806 ⁴	40,778
Scope 3	1,733,853	1,689,209⁴	1,580,165⁵
Total Scope 1, 2 and 3 (location-based)	1,759,439	1,715,952⁴	1,601,247⁵
Total Scope 1, 2 and 3 (market-based)	1,765,866⁷	1,722,479⁴	1,592,571⁵

¹ The 2021 rebaselined emissions reported in 2024 were independently assured in 2025. When going back to the 2021 source data, we found some gaps in the original evidence. In order to present the most accurate data possible, estimated data based on the evidence available was used leading to small variances in most categories. None of the changes were found to be material, and remain under the 5% threshold set out in our Emissions Recalculation Policy. Please note these assured figures exclude Scope 3 categories 2 and 6.

² Emissions arise from the electricity consumption of Gas Fast Ltd (trading as Wickes Solar) which is not part of the Wickes Building Supplies Ltd renewable electricity contract.

³ Excludes Scope 3 categories 8, 10, 14 and 15 as these are not included in the Group's operational boundary.

⁴ Scope 3 category 2 (Capital goods) and category 6 (business travel) were excluded from the 2021 assured rebaseline calculations due to gaps in the original evidence.

⁵ Excludes Scope 3 activities carried out by Gas Fast Ltd.

⁶ The information presented has rounded down the decimal places to the nearest whole number.

⁷ Corrected following a misprint in the 2024 Annual Report and Accounts which stated 1,765,965 tCO₂e.