

Strategy in action

Delivering on our growth levers

We have invested significantly in our growth levers in 2025 and have made good progress on each of them. Here we summarise the strategic focus and key achievements for each growth lever.

Winning for trade



Our TradePro membership scheme offers a simple digital loyalty scheme for tradespeople, designed to save them time and money

Strategic focus

- Increase the number of active TradePro members.
- Extend TradePro to access additional businesses through trade federations.
- Enhance TradePro Rewards scheme to build deeper relationships and increase frequency, spend, loyalty and brand preference.

What we achieved

- Increased active TradePro members¹ to 643,000 (2024: 581,000) and grew TradePro sales by 9%.
- Grew B2B offer with 24 strategic partnerships, providing access to a potential 400,000 trade customers.
- Further enhanced the TradePro Rewards programme with discounted fuel offering and great value lifestyle discounts.

Accelerating Design & Installation



Accelerate growth in Design & Installation through digital development and product innovation

Strategic focus

- Continue to enhance and innovate the offer, introducing new ranges and refreshing showrooms.
- Enhance the customer journey by creating a digitally-enabled, high-service process.
- Develop Wickes Solar proposition to build market presence.

What we achieved

- Introduced eight new colour choices in our Wickes Lifestyle Kitchens range and a 'Paint to Order' service in our Bespoke kitchens range.
- Added over 3,000 new kitchen and bathroom products including high-end appliances such as SMEG.
- Leveraging our brand, store footprint and digital presence to build awareness of Wickes Solar.

DIY category wins



Provide a curated range in store with an extended range online to offer the best range, price, availability and convenience

Strategic focus

- Get our fair share in underweight product categories.
- Implement regular range reviews to innovate and evolve product offering.
- Broaden customer base, targeting more women and younger DIYers.

What we achieved

- Completed 21 range reviews in key areas including decorative, power tools, plumbing, shelving & storage.
- Full update and reflow of our decorative ranging.
- In partnership with celebrity Kimberley Walsh, we launched her third paint colour, Blush Rose.

¹ Members who have shopped with us in the last 12 months.

Strategy in action continued

Store investment



We have a 'right size, right place, right cost' approach, to ensure stores are strategically located for maximum footfall and act as efficient fulfilment centres for digital sales

Strategic focus

- Continue to open new stores, with ambition for 300 stores in the longer term.
- Invest in store refit and refresh programme.
- Increase storage capacity in high-volume stores to facilitate more Click & Collect and Home Delivery orders.
- Improve energy efficiency and reduce carbon emissions across the estate through investment in energy saving technologies.

What we achieved

- Opened five new stores in Leeds Moor Allerton, Bury St Edmunds, Dunfermline, Southport and Northampton Riverside.
- Refitted or refreshed 11 stores. 83% of stores are in new format.
- Installed air source heat pumps in three stores, taking the total to seven stores. 13 stores now have on-site solar generation.

Digital capability



We are investing in our digital capabilities to deliver a seamless and inspiring shopping experience for our customers, integrating our digital and in-store propositions

Strategic focus

- Leverage AI capability through our Missions Motivation Engine (MME) to improve efficiency and effectiveness of digital marketing.
- Enhance structure and functionality of Wickes' digital ecosystem to increase customer traffic and conversion rates.

What we achieved

- Invested in technologies to improve the speed of our fulfilment propositions.
- Through improvements to digital channels, we increased digital traffic by 8% YoY and customer conversion rate by 7% YoY.
- Optimised our MME to focus on using first party data across all marketing channels to improve message relevancy and targeting in all digital communications with customers.

Enhanced store service model



Our unique '4C' model is designed to meet all our customers' needs through Self Serve, Assisted Selling, Order Fulfilment and Design & Installation showroom areas

Strategic focus

- Continue to develop 4C model across store estate.
- Integrate digital capabilities across all areas of the store.
- Continue to grow Click & Collect and Home Delivery services through increased capacity, service-enabling technology and best-in-class delivery partners to ensure outstanding customer service and reduced cost to serve.

What we achieved

- Halved our Click & Collect service times to just 15 minutes.
- Launched Wickes Rapid, offering delivery within three hours for orders up to 800kg.
- Achieved high levels of customer satisfaction, with 'excellent' or 'good' ratings of 85% for Click & Collect, 89% for Home Delivery and 90% for Self Serve.

A winning culture



Delivering exceptional customer service through engaged colleagues and growing responsibly

Strategic focus

- Build a modern workplace and special culture where everyone can feel at home and can thrive (see page 31 for People targets).
- Develop and implement Built to Last Strategy (see pages 28-50 for full overview).

What we achieved

- Ranked as No.1 UK retailer in the Financial Times Europe's Best Employers 2025 list.
- Working towards our targets of achieving a gender-balanced team across all roles and functions and a business that reflects the communities we serve through ethnic diversity and leadership ethnicity balance.
- Colleague engagement score of 7.8/10.