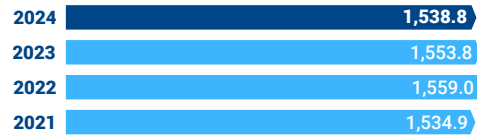


## Financial highlights

Revenue (£m)<sup>1</sup>

£1,538.8m

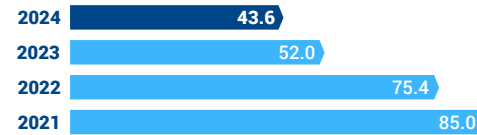
2023: £1,553.8m



Adjusted PBT (£m)<sup>2</sup>

£43.6m

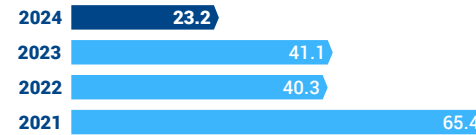
2023: £52.0m



Statutory PBT (£m)

£23.2m

2023: £41.1m



Cash (£m)

£86.3m

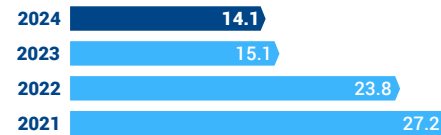
2023: £97.5m



Adjusted basic earnings per share (p)<sup>3</sup>

14.1p

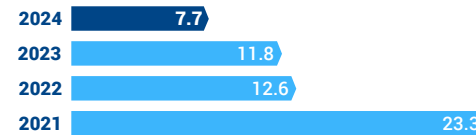
2023: 15.1p



Statutory basic earnings per share (p)

7.7p

2023: 11.8p



LFL sales growth (%)<sup>1</sup>

(2.0)%

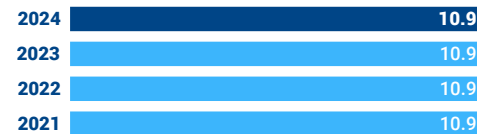
2023: (0.3)%



Dividend per share (p)

10.9p

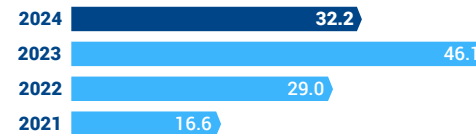
2023: 10.9p



Free cash flow (£m)<sup>4</sup>

£32.2m

2023: £46.1m



1 Refer to note 5 on page 139

2 Refer to note 9 on page 141

3 Refer to note 11 on page 143

4 Refer to note 33 on page 158

## Strategic highlights



### Flexible working

At the beginning of the year, we rolled out flexible working across our entire store network. This followed a six-month pilot across 14 stores that showed a significant increase in the number of managers who were happy with their working hours, which had no negative impact on store performance. Busting the myth that managers in retail operations need to be on-site at all hours of the day, all Wickes store management teams can now explore flexible working options that enable them to achieve a healthy work-life balance.

[Read more on page 35](#)



### Wickes Solar

This year we have made a meaningful strategic entry into the UK's home energy solutions market with the acquisition of a controlling stake in Solar Fast, one of the UK's leading operators in solar installation. Wickes Solar is now available to customers through our website and in stores and we believe that our trusted brand, coupled with significant experience in design and installation services at scale, makes us well placed to become a leader in the market for domestic solar installations, estimated to be worth £1.5bn pa by 2028<sup>1</sup>.

[Read more on page 21](#)

<sup>1</sup> Source: Wood MacKenzie UK PV Capacity Forecast



### One million TradePro members

2024 has been a tremendous year for our TradePro membership scheme. In September, we celebrated a milestone in the TradePro success story, hitting our target of one million members. We are now focused on growing the number of active customers and this cohort has been rising steadily, standing at over 580,000. TradePro members are our most strategically valuable customers, spending on average ten times more in a year than a typical DIY customer and we are actively recruiting, developing and nurturing this important customer base.

[Read more on page 20](#)



### Colleague Promise

To showcase why Wickes is a great place to work we have developed our Colleague Promise, which describes who we are as an employer, explains what we offer to our colleagues and reflects our culture and values. For 18 months, we engaged with over 250 colleagues across Wickes, listening to their experiences, ideas and aspirations and we created our Colleague Promise, founded on three central pillars – 'Freedom to be', 'Empowering you' and 'Big on what matters'.

[Read more on page 38](#)



### Four energy efficient new stores

In 2024 we opened four new stores in Long Eaton, Durham, Aberdeen and Leamington Spa, creating around 120 new jobs. As part of our commitment to growing responsibly, all four stores are fitted with air source heat pumps and our Aberdeen and Leamington Spa stores have solar panels installed on their roofs. We have an exciting pipeline of new stores planned for the coming years, as we target an overall estate of around 250 stores over the medium term.

[Read more on page 19](#)



### Entry into FTSE4Good index

Our progress with delivering our 'Built to Last' strategy and increasing the transparency of our ESG disclosures was recognised by our entry into the FTSE4Good index and achieving a 'AAA' ESG rating from MSCI. For our 2024 CDP (Carbon Disclosure Project) submission, we successfully maintained a 'B' rating for Climate Change and a 'C' for Forests.

[Read more on page 42](#)

# At a glance

## Our vision

A Wickes project in every home

## Our purpose

To help the nation feel house proud

228

stores across the UK

7,400

colleagues

## Three distinct customer propositions



### Local Trade

We are trusted by local tradespeople to provide quality products they need at great value, saving them time and money. Our TradePro loyalty scheme offers a 10% discount and our Wickes own brand has built a strong reputation with Local Trade over the past 50 years.

[Read more on page 20](#)



### Design & Installation

For customers who are looking to buy a new bathroom, kitchen or solar panels, we offer a full service from concept design to installation. Our team of design consultants and nationwide network of installers are on hand to support the customer with their project.

[Read more on page 21](#)



### DIY

We provide a highly curated range of branded and own brand products in store and further products online to help customers undertake their DIY project. Our store teams and online guides are there to provide customers with expert advice and knowledge to support them.

[Read more on page 22](#)

## Our culture

We are proud of our special culture where everyone is welcome and given the opportunity to thrive. We are guided by a set of values we call our Winning Behaviours.



[Read more on page 34](#)

## Our colleague promise

**Freedom to be**

**Empowering you**

**Big on what matters**

[Read more on page 38](#)

## Our Built to Last strategy

As we grow, we are committed to doing so sustainably. Our Built to Last Responsible Business programme is focused on three pillars.

**People**  
Colleagues • Customers • Communities

**Environment**  
Carbon • Waste • Nature

**Homes**  
Products • Services • Installations

[Read more on page 30](#)



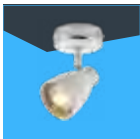
At a glance continued

## We are a purpose-led business

Three long-term market drivers support our growth ambitions



**The role of the home**



**The drive to save energy**



**Digitally enabled retail**

[Read more on page 12](#)

A balanced business supporting three customer propositions



**Local Trade**



**Design & Installation**



**DIY**

[Read more on page 18](#)

Supported by our efficient operating model

**Curated product ranges**

**Simple, clear value pricing**

**Digitally-led, service-enabled**

**Distinctive operating model**

**Low cost, right size store estate**

**A winning culture**

[Read more on page 16](#)

**Perfectly placed to deliver exceptional customer experience and fulfil our purpose of helping the nation feel house proud.**



## Chair of the Board's statement

# Investing in growth

Christopher Rogers, Chair of the Board

“  
Our distinctive proposition and excellent execution of our strategy have helped deliver a strong performance.”



**On behalf of the Board, I'd like to take this opportunity to thank our colleagues who do such a fantastic job taking care of our customers and each other.**

### Performance

As expected, 2024 has been another year impacted by significant global, political and economic events that have weighed on consumer confidence. In challenging trading conditions we have delivered a strong performance with sales of £1,538.8m and we have grown our market share to record levels. Faced with significant increases in operational costs, especially employment costs, we have focused on improving productivity and delivering efficiencies to deliver a profit of £43.6m.

Our balanced business model continues to provide us with competitive advantage. Whilst our Design & Installation business saw subdued sales due to reduced consumer demand for bigger ticket items, this was compensated for by strong demand in our Local Trade business, helping to drive Retail sales growth of 1.9%.

### Investing in growth

In 2023, we outlined a new Capital Allocation Policy, underscoring our commitment to investing in our high-returning proven growth levers and returning excess cash to shareholders through a share buyback programme. I'm pleased to report that the buyback programme has been successfully delivered with £25m returned to Shareholders in 2023 and 2024. We continue to invest in our strategic growth levers to further strengthen the business and secure our position as a leader in the UK home improvement market. This includes a significant investment to enter the domestic home energy solutions market, through our acquisition of a majority stake in Solar Fast, giving us a further platform from which to accelerate our Design & Installation business.

As a growing business it is critical that we do so in a responsible way and I was delighted that we have been included in the FTSE4Good Index, recognising all the great work that our teams do to progress our ESG agenda. You can learn more about our approach to ESG in the Responsible Business section of this report (see pages 30-52).

### Our culture

In 2024, we wanted to shine a spotlight on what makes our culture so special and have developed a new 'Colleague Promise', which articulates what it feels like to work at Wickes. This special culture is reflected in our colleague engagement scores, with high levels of 'overall engagement' at 77%, and low colleague turnover rates compared with the wider retail sector. You can read more about our Colleague Promise and how we embed and monitor our culture on pages 34-39.

### Dividend

The Board is pleased to recommend a final dividend of 7.3 pence per share, taking the full year ordinary dividend to 10.9 pence per share.

### Board

As a Board we always enjoy the opportunity to meet store teams from across the business and, this year, we've had highly valuable and enjoyable visits to our Slough store and with one of our key partners, Wincanton, at its Distribution Centre in Corby.

### Looking ahead

We expect the external environment to continue to be difficult in 2025. However, we believe our relentless focus on managing those costs that we have control over, at the same time as investing significantly in our growth levers, will continue to drive market outperformance, as more customers turn to us to help them with their home improvement projects. I, along with the Board and all my Wickes colleagues, are looking forward to another year of delivering our growth plans and helping the nation feel house proud.

**Christopher Rogers**  
Chair of the Board

## Investment case

# Sustainable competitive advantage driving investment returns

### Large and growing market

UK home improvement worth £27 billion per year.

[Read more on page 12](#)

### Distinctive business model

Digitally-led, service-enabled, with a highly efficient operating model.

[Read more on page 16](#)

### Sales growth: mid-single digit

Our balanced business model enables us to access three customer propositions of Local Trade, Design & Installation and DIY, offering greater resilience through the economic cycle.

Wickes has just c6% share of the home improvement market, offering significant opportunity for future growth. Through consistent market share gains and underlying market growth we aim to generate mid-single digit revenue growth over the cycle.

7

Growth levers

### Profit growth > revenue growth

Our proven growth levers are successfully driving sales densities, profit contribution and returns from stores. Our efficient model keeps operating costs low, generating operating leverage so that over the economic cycle we would expect to grow profit faster than revenue.

c.20

new stores over four to five years

### Strong cash flow

Our profitable business model generates strong operational cash flow. This cash flow supports future investment into proven growth levers such as store refits and digital, as well as enhancing shareholder returns through dividends and share buybacks. In 2023 we unveiled a revised Capital Allocation Policy and announced our first share buyback.

£41m

returned to Shareholders in 2024

## Chief Executive Officer's statement

# A year of strong progress

David Wood, Chief Executive Officer



**2024 was a year of strong progress for Wickes as our balanced business model and brand strength saw us continue to deliver for customers and take further market share. I would like to thank my colleagues for their continued hard work and support and, together, we remain focused on helping the nation feel house proud.**

We grew volumes and share throughout the year in our Retail business, as customers bought more of our products for their home improvement projects, however big or small. In our Design and Installation business, we have been encouraged by a return to growth in ordered sales in Q4, following the actions we took to enhance our customer offer and experience.

As expected, overall profitability declined versus 2023, reflecting a market with softer demand for larger ticket purchases and continued cost headwinds, which we were largely able to offset through our productivity savings. As a result, I am pleased to report that we were able to deliver adjusted PBT at the top end of expectations.

### Market

The UK home improvement sector represents a large and attractive market of c. £27bn<sup>1</sup>. Within this market we have a significant opportunity for long-term growth, given our relatively small market share of around 6%. The challenging trading conditions of the last two years have resulted in the exit of retailers such as Homebase, Carpetright, CTD Tiles and Wilko, presenting an opportunity for strong businesses of scale, such as Wickes. The market has grown at c. 2.5% per annum on average over the past ten years, driven by the high average



The actions we have taken across the business to invest in our growth levers and productivity plan position us well for future growth.

age of the UK's housing stock, the rising number of UK households and increasing home ownership. Specialist DIY sales are forecast to grow by 16% between 2024 and 2029, according to Mintel<sup>2</sup> driven by improved confidence and expected improvement in the housing market.

There are a number of macroeconomic trends which affect our market. Whilst the Wickes home improver customer base has not been immune from cost of living pressures (such as increased mortgage rates or rents), they tend to be slightly older and more affluent than the UK average. Moving house is often a trigger to undertake major home improvement projects over time and the rate of UK housing transactions has improved over 2024<sup>3</sup>. Wickes has virtually no exposure to civil engineering or the new build housing market, given that our customers are mostly home improvers and independent tradespeople.

Britain's 29.8m<sup>4</sup> homes are among the least energy efficient in Europe, losing heat up to three times faster than in continental Europe<sup>5</sup>. The average household energy efficiency rating for England and Wales is band D<sup>6</sup> and the UK government estimates that 33% of homes with a loft do not have loft insulation<sup>13</sup>. At Wickes we are committed to helping our customers improve the energy efficiency of their homes and save money on their energy bills. The January 2025 report from our proprietary Mood of the Nation survey showed that around 15% of home improvers have considered installing solar panels over the last year.

<sup>1</sup> Source: GfK, Mintel and Wickes estimates

<sup>2</sup> Source: Mintel UK DIY Retailing report, June 2024

<sup>3</sup> HM Revenue & Customs monthly property transactions completed in the UK with a value of £40,000 or above, 31 January 2025

<sup>4</sup> Department for Energy Security & Net Zero, Household Energy Efficiency, 28 March 2024

<sup>5</sup> Decarbonising Buildings: Insights from Across Europe, published by the Grantham Institute – Climate Change and the Environment at Imperial College London, December 2022

<sup>6</sup> ONS Energy efficiency of housing in England and Wales 2024



## Chief Executive Officer's statement continued

Our December 2024 Mood of the Nation survey showed that planned spend by UK consumers on a new kitchen or bathroom remains below historical norms, but stable over recent months. Demand has been stronger in the <£4k segment of the kitchens market. Consumers remain interested in DIY but have been spending a bit less, with Mintel reporting that smaller projects have been the most popular type of DIY completed<sup>1</sup>. The December 2024 Mood of the Nation survey also shows that local trade professionals remain busy, with 1 in 4 having a pipeline of work of more than 12 months.

### Progress against strategic growth levers

The company's strategy, as outlined at the time of demerger, has delivered strong operational progress centred around developing and extending the Group's growth levers. These contribute to an improvement in our products and services, saving our customers time and money. Continued investment in our growth levers will drive market share growth in the coming years.

### Winning for trade

Our TradePro membership scheme continues to attract local traders, who choose Wickes for its strong value credentials and simple discount scheme, high quality products, availability on the lines that matter most, as well as the convenience of our 30-minute Click-and-Collect service.

Sales from TradePro members increased steadily, by 14% over the year. The strong growth in the number of active customers to 581,000 was partially offset by a slight decline in average basket size as tradespeople have been managing their material quantities more carefully. Total membership of the TradePro scheme surpassed the one million mark in September, achieving the target set at the time of demerger.

TradePro members benefit from our rewards programme, with access to special deals on services such as skip hire, insurance and media subscriptions. In 2024, we added further services, including TradePro membership for trade accredited members of trade federations such as Checktrade and SafeContractor, as well as

discounted fuel and vehicle maintenance with Fuel Card Services. We have also continued to invest in improving TradePro members' digital experience, making it easier to shop via the app, adding VAT/Non-VAT pricing and the ability to use the TradePro card in a digital wallet.

Partnerships with trade federations give us access to new sources of accredited tradespeople. In order to build loyalty with tradespeople at the start of their careers and to foster long-term engagement and spending, we have partnered with several apprenticeship organisations. Access Training provides essential training programs that help individuals upskill and gain qualifications in the construction sector, ensuring they are equipped for long-term success. Additionally, Building Heroes supports ex-servicemen and women by offering training and opportunities to transition into careers in construction. Through these partnerships, we are not only supporting individuals to get started in their careers but also contributing to the growth of a skilled and diverse workforce in the construction industry.

We continue to use behavioural analytics to understand the drivers of average spending by decile. Our proprietary and market-leading machine learning model, the Mission Motivation Engine (MME), drives deeper customer relationships and extracts greater lifetime value.

### Accelerating Design & Installation

Design & Installation delivered sales<sup>2</sup> reflected the challenging market environment for larger ticket purchases in the UK. LFL sales declined by 13.9%, whereas ordered sales<sup>3</sup> showed a single digit year-on-year decline. Momentum later in the year improved significantly, with LFL delivered sales improving from -13.3% in Q3 to -3.1% in Q4 and ordered sales moving into year-on-year growth in the fourth quarter for the first time since Q2 2023.

This improvement has been driven by the enhancements we have made to the business. In response to customer feedback, we have simplified the customer journey and now present a unified Wickes Kitchens and Wickes Bathrooms offering,

# 160

new Design Consultants

rather than separate Bespoke and Lifestyle paths. This new approach encompasses brochures, website, advertising and promotions. We have streamlined the customer journey in store by ensuring that new customers are able to interact directly with a Design Consultant as soon as they begin the design process, by adding around 160 Design Consultants and removing the Kitchen & Bathroom Adviser role. In addition to improving the customer experience, this has reduced the associated operating costs. Customers are now able to book an appointment instantly with a Design Consultant, through our website, in the store of their choice, replacing a more cumbersome telephone booking system. We also use a technical solution for scheduling installers, with our Customer Experience Centre overseeing the multi-stage installation process. Product development continues to drive growth, with new kitchen ranges proving successful with customers.

The acquisition of a 51% controlling interest in Solar Fast was completed on 21 May and is fully consolidated from that date. We have now installed Wickes Solar point-of-sale displays in all of our store estate in order to support the digital journey on the Wickes website. We are seeing an encouraging response, with around 1 in 4 Solar Fast leads coming through the Wickes channels and with these leads resulting in above average conversion. The market for domestic solar installations in the UK is in long-term growth with the market estimated to be worth £1.5bn pa by 2028<sup>4</sup>. It is a highly fragmented market with no clear brand leader; with a trusted brand and significant experience in design and installation services at scale, Wickes is well-placed to be a market leader in home energy solutions. We have an option to purchase the remaining 49% of the issued share capital of Solar Fast during the five years

following completion, in tranches of not less than 10% of the issued share capital, based on a valuation of 6x last twelve months EBITDA at the time.

### DIY category wins

Our market share in Retail has continued to grow, with strength across numerous categories, particularly in the DIY categories of interior paint, decorative accessories and garden products.

These compounding market share gains have been driven by our ongoing development of new and existing categories, as we broaden the reach of the Wickes brand. We have grown our decor proposition by selectively introducing third party brands such as Crown, Zinsser and extended ranges of Dulux as well as refreshes to some of our own label ranges and one third of baskets now include at least one decorative product. The two own brand paint colours which we have launched with Kimberly Walsh have been a huge success and have helped to broaden our appeal, such that now over 1 in 3 Wickes customers are female<sup>5</sup> compared to less than 1 in 6 in 2019. The relaunch in recent years of ranges such as our storage & shelving ranges continues to boost sales and market share in these categories. We have driven incremental revenue through launching new categories and expanding existing categories such as acoustic wall panelling, motor accessories and decorative accessories. The continuous range development within gardening and landscaping has grown our market share and attracted gardeners of all ages.

We continue to strive for the best possible range, price and availability for our customers. Our right-sized stores sell a carefully curated range

- 1 Source: Mintel UK DIY Retailing report, June 2024
- 2 Delivered sales refers to the revenue which is recognised when the Group has satisfied its performance obligation to the customer and the customer has obtained control of the goods or services being transferred
- 3 Ordered sales refers to the value of orders at the point when the order has been agreed
- 4 Source: Wood Mackenzie UK PV Capacity Forecast
- 5 Proportion of Wickes DIY customers identified as female in 2024



## Chief Executive Officer's statement continued

of c.9,000-10,000 SKUs and we are constantly reviewing the range to ensure that each product category is meeting expectations. During 2024 we carried out 19 comprehensive range reviews.

All of these actions have contributed to our all-time high customer satisfaction metrics. 84% of our customers responded that our Click & Collect service was 'excellent' or 'good' in 2024, an improvement of two percentage points. Our customer satisfaction scores for Home Delivery remain at very high levels, with 89% rating the service as 'excellent' or 'good'.

### Store investment

Investment in our store network continues, to modernise the stores, improve our showrooms and create additional fulfilment space.

Our refit programme continues to deliver good returns with strong sales uplifts, particularly from the Design & Installation areas, where we are able to showcase our full offer of kitchens and bathrooms. The refits enable us to upgrade the efficiency of multi-channel order pick and despatch, which drives sales densities and underpins our 30-minute Click & Collect promise and increases customer satisfaction metrics. 182 stores, or 80% of the network, are now in our new format. Seven store refits were successfully completed during 2024, in Ashford, Burgess Hill, Slough, Bedford, Worcester, Edmonton and Lowestoft.

Our new store opening programme is performing well, and we expect our new stores to deliver good economic returns, once mature. Four new energy efficient stores opened during 2024 in Long Eaton, Durham, Aberdeen and Leamington Spa, creating around 120 new jobs. During 2024 we closed five stores (Ashton Gate, Inverness, Sheffield Central, Warwick Kitchen & Bathroom, Battersea Kitchen & Bathroom). We therefore ended the year with 228 stores. Total square footage remained broadly flat year-on-year.

Our property plans for 2025 are on track. Early in 2025 we acquired three former Homebase stores, in Leeds Moor Allerton, Bury St Edmunds and

Dunfermline. Having already acquired the former Homebase store in Northampton in late 2024, we now have four former Homebase stores in our new store opening programme for 2025. We are planning a total of 10-15 refits in the year and 5-7 new stores. We have an exciting pipeline of new stores planned for the coming years, as we target an overall estate of around 250 stores over the medium term.

### Digital capability

We continue to invest in our digital capabilities to deliver an integrated multi-channel shopping experience for our customers.

We use our proprietary and market-leading machine learning model, the Mission Motivation Engine (MME), to deliver tailored content to customers to help them complete their home improvement missions and this is driving significant revenues. Our MME collects data to help us understand who our customers are, what they browse, what they buy, how and when, in order for us to produce personalised communications. We have a comprehensive suite of MME-led programmes of marketing emails and app notifications, all of which are optimised for timing, audience and content for our different customer profiles, with incrementality measured against control groups. These communications predict which products a customer may need and encourage them to go deeper into their project or mission. Our lifetime value calculator assesses behavioural data to determine whether each customer is likely to be a high value customer, to determine their shopper type algorithm and gauge our marketing efforts accordingly. The MME is a highly effective method of using first party data to inform personalised communications to thousands of individual customers.

We continue to improve our offering of digital payment options. In order to complement our existing Apple Pay functionality, in January we rolled out Google Pay functionality for digital payments, offering ease of checkout and increased conversion rate. Following a successful launch of Klarna in 2023, we launched Clearpay in August 2024, as a

second Buy Now Pay Later option. We will subsequently be trialling both Klarna and Clearpay in some of our stores.

We have invested in a AI-driven predictive stock forecasting platform, which is delivering materially enhanced productivity whilst driving an improved customer experience and lower costs. The platform has led to a significant improvement in stock forecast accuracy with material financial benefits. We have delivered a reduction in total stock units held and a c. 70% reduction in third party storage usage over two years. Store availability has improved alongside the reduction in stock levels. We expect further network efficiency opportunities for 2025.

### Enhanced store service model

Our '4C' model aims to meet our customers' needs through all four of our store network journeys: Self Serve, Assisted Selling, Order Fulfilment and the Design & Installation showrooms. Our approach offers a seamless shopping experience for customers and ensures that our store estate works hard for us. Recent changes to the store estate have increased back of house capacity for Click & Collect and Home Delivery Order Fulfilment, while reducing the impact on customers in the store.

### A winning culture

We are proud of the Wickes culture which over the past fifty years has evolved to become a modern, inclusive workplace where all colleagues can feel at home and have the opportunity to grow their skills and develop their career. We continue to engage with colleagues so that they are informed, inspired and motivated to play their part in delivering our strategy through exceptional levels of customer service.

As part of our new Colleague Promise, we have rolled out flexible working to all roles in the Support Centre and to all store management teams.

### Responsible Business Strategy update

During 2024 we have continued to focus on integrating our Responsible Business Strategy 'Built to Last' across our business and supply chain, with continued progress made across all three pillars of the strategy – People, Environment and Homes. As



Our market share in Retail has continued to grow, with strength across numerous categories, particularly in the DIY categories of interior paint, decorative accessories and garden projects.

a responsible business we ensure we continue to also focus on our three fundamental topics – Health & Safety, Ethical Business Conduct and Responsible Sourcing.

The health and safety of our colleagues and customers remains our number one priority. In 2024, we had an 8% reduction of injury numbers across the business and a 36% reduction in colleague injuries leading to lost time or work days, compared to 2024.

In 2024, our progress with delivering our 'Built to Last' strategy and increasing the transparency of our ESG disclosures was recognised by our entry into the FTSE4Good index and achieving a 'AAA' ESG rating from MSCI. For our 2024 CDP (Carbon Disclosure Project) submission, we successfully maintained a 'B' rating for Climate Change and a 'C' for Forests.

### People

Inclusion and diversity is central to our new employee value proposition, launched in 2024. In our management population we increased female representation from 35.1% to 37.0% in 2024, and representation of people from an underrepresented ethnic background from 11.3% to 11.9%. Fair pay remains at the core of our reward offering and we recently reported favourable median gender and ethnicity pay gaps.

## Chief Executive Officer's statement continued



# 37.0%

female representation  
of management population

# 80%

of the store network  
is now in our new format

We employed on average 7,774 people in 2024 (2023: 7,919). As part of the work we have undertaken to improve the customer experience in Design & Installation (D&I), we restructured the team to ensure that our customers' first point of contact is with the person who will take them through the whole sales journey. This resulted in the difficult decision to remove the Kitchen & Bathroom Adviser (KBA) role in stores and reinvest in additional Design Consultant (DC) roles, with many people in KBA roles being offered the opportunity to move into a DC role or other roles within the business. As described above we opened four new stores in 2024 and closed five and, as always when we make the difficult decision to close a store, we took all reasonable steps to support colleagues who are affected in securing alternative employment with Wickes.



## We continue to strive for the best possible range, price and availability for our customers.

In 2024, we provided 178 people with Early Careers opportunities including apprenticeships, work experience placements, traineeships, internship and graduate roles, in order to help develop the skills our business needs for the future. We introduced a School Outreach Programme and Wickes School Challenge for year nine students from across the UK, which promoted key skills like communication, teamwork, problem solving, creativity, numeracy and digital skills.

Through our Wickes Community Programme, we supported 47% more local community projects in 2024 compared to 2023, by donating over 28,000 products. We raised £926,000 for The Brain Tumour Charity in 2024, with thanks to the generosity of our customers, suppliers, and colleagues. In total we have now raised £1.6 million towards our £2 million target for the two-year partnership.

### Environment

We completed a comprehensive exercise in 2024 to re-baseline our near term science-based targets (SBTs) in response to business changes in contracting out some of our distribution activities. We subsequently announced an update to our corresponding 2023 and 2024 LTIP targets. All three of our SBTs have been re-submitted to SBTi for validation following the re-baselining.

We have made significant progress towards our target to reduce Scope 1 and 2 emissions by 42% by 2030. Through sourcing 100% renewable electricity and delivering other energy efficiency improvements we have reduced our Scope 1 and 2 GHG market-based emissions by 61.3% compared to rebaselined 2021. We are continuing to collaborate closely

with our strategic suppliers and 52 suppliers, representing 27.3% of our Scope 3 emissions, now have their own SBTi-validated targets.

From February 2025, 100% of our own brand primary packaging on new stock is now PVC and polystyrene free and therefore easier to recycle. We are making progress towards our target to increase the recycled content of the primary plastic and paper packaging for our own brand products. By delivering on these targets we will be able to reduce costs associated with the introduction of the Extended Producer Responsibility (EPR) packaging regime and other packaging legislation in the UK, as well as reducing the environmental impact of our packaging.

We have furthered our understanding of the Company's nature-related dependencies, impacts, risks and opportunities and in 2024 we stopped selling compost containing peat. Timber remains a significant part of our business and in 2024 we once again achieved a level of 99.8% of the timber sold having either an FSC or PEFC Chain of Custody certificate, confirming that it had been responsibly sourced.

### Homes

In line with our purpose to make the nation feel house proud, and supporting our customers with the increased cost of living, we want to help our customers save energy and reduce the carbon footprint of their homes. We continued to expand our online range of solar PV products, air source heat pumps and charging products for electric vehicles. Following the completion of the Solar Fast acquisition, we have also been able to support our customers with the installation of solar.

Confidence in our business model, underpinned by our strong balance sheet, drives us to continue investing in our proven growth levers, ensuring we are well placed to win in the UK's home improvement market and deliver for our colleagues, customers and shareholders.

**David Wood**  
Chief Executive Officer

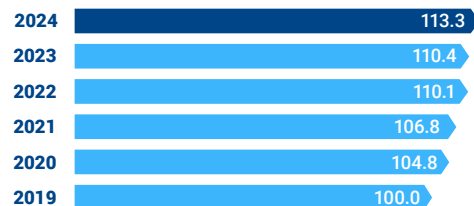


## Market review

# UK home improvement is a large market worth £27bn<sup>1</sup> per year

The UK home improvement market has grown at c.2.5% on average over the past ten years, driven by the high average age of the UK's housing stock, the rising number of UK households and increasing home ownership. Within this market we have a significant opportunity for long term growth, given our relatively small market share of c.6%.

### Retail market share (indexed, 2019 = 100)<sup>2</sup>



2024 has been a year of significant change and consolidation within the UK home improvement market. The challenging trading conditions of the last two years have sadly led to some specialist home improvement retailers exiting the market, such as Homebase, Carpetright and Wilko. This consolidation creates opportunities for Wickes to meet the needs of former customers of those businesses and to gain further market share.

### Home improvement remains a priority

Our three customer propositions, across Local Trade, Design & Installation and DIY, mean that we span the entire market and can support customers however they decide to improve their homes.

In recent years, the home improvement market has been impacted by major global economic and social events, most notably climate change, the pandemic and the cost-of-living crisis. Throughout, our balanced business model has stood us in good stead as consumer trends have shifted. Across the following three pages we explore how the role of the home, the drive to save energy and changes in how people shop are shaping the UK's home improvement market and how, at Wickes, we are adapting and evolving our business to win in this market.

# >1,000

UK participants in our monthly Mood of the Nation research

## Understanding our customers

We understand these fundamental changes to consumer behaviour through regular and comprehensive consumer research, and we use our insight to evolve and enhance our products and services to meet our customers' needs. We run monthly consumer research of over 1,000 UK households and tradespeople, which we call our 'Mood of the Nation' survey, and we also hold monthly customer focus groups, which are conducted online and in person and are available for all colleagues to watch either in real time or playback on demand. This gives us a finger on the pulse of immediate consumer sentiment and short to medium term trends.



<sup>1</sup> GfK, Mintel and Wickes estimates

<sup>2</sup> Source: GfK GB point of sale data, sourced from GfK DIY Category Reporting December 2024



## Market review continued

Helping the nation

# improve their homes

50%

of tradespeople have a pipeline of work of over three months<sup>1</sup>

<sup>1</sup> Source 'Wickes Mood of the Nation' survey December 2024

One of the most significant shifts in consumer behaviour impacting the home improvement market is that, since the pandemic, people are spending more time at home.

The pandemic lockdowns forced people to fundamentally rethink how they used their homes. They became multi-purpose, serving as an office, a classroom, a gym and a place to socialise with friends and family. People now have a new appreciation for their homes and gardens and want them to reflect the way we live and work today, fuelling further desire from homeowners and rental tenants to invest in their properties.

While people are still keen to improve their homes, the continued high cost of living and economic uncertainty has led to a squeeze on household finances and people are spending less by undertaking smaller DIY projects.

We conduct regular surveys with tradespeople and 50% tell us that they have a pipeline of work lined up for over three months, and one in four have work lined up for over 12 months.

The volume of transactions in the housing market is an important indicator and driver of spending on home improvement projects. In 2024, high levels of interest rates have continued to suppress UK housing transactions, which are often a trigger to undertake major home improvement projects such as a new kitchen or bathroom, although this is typically partially offset by renovations to properties in which homeowners decide to stay for longer.

### How we are responding

Within a challenging market for large consumer purchases, our Wickes Lifestyle Kitchens range, which addresses the value end of the kitchen market (below £4,000) has proved popular. As customers focus on smaller DIY projects, to meet this customer need, we have enhanced and extended our product ranges in categories, such as painting and decorating and garden maintenance.

A trend that has gained momentum since the pandemic is that more women and younger people are taking on home improvement projects. We proactively market to this customer base, working with female celebrities and influencers to inspire followers with their DIY successes, and create DIY hacks and 'how to' videos aimed at less experienced DIYers, to help them with their home improvement projects.



Celebrity Kimberley Walsh's 'Subtle Sage' own label paint colour



## Market review continued

Helping the nation

# save energy

Heating and lighting our homes remains a significant burden on people's finances and the continued high cost of energy has motivated consumers to seek out ways to improve the energy efficiency of their homes and save money.

The average household energy efficiency rating for England and Wales is band D<sup>1</sup> and Great Britain's 29.8m<sup>2</sup> homes are among the least energy efficient in Europe, losing heat up to three times faster than in continental Europe<sup>3</sup>. To achieve the Government's target of net zero emissions by 2050, there will be increasing pressure to decarbonise our homes through retrofitting energy saving solutions.

### How we are responding

At Wickes we recognise how important climate change is and, as well as looking to reduce the energy we use as a business, through our Built to Last 'Homes' pillar, we are committed to helping our customers improve the energy efficiency of their homes and save money on their energy bills.

Customers can visit our interactive online 'Energy Efficient Home' where they can find information and 'how to' videos to make their homes more energy efficient, with direct links to the products to purchase. We continue to expand our range of energy saving products such as new air source heat pumps and electric vehicle charging products.

In 2024, we took the strategic move to enter meaningfully into the home energy solutions market, with the acquisition of a majority stake in solar installation company Solar Fast. As a trusted national brand with significant experience in design and installation services at scale, we believe we are well placed to become a market leader in solar installations and home energy solutions more broadly. For more information on Wickes Solar see page 21.



# £1.5bn

estimated annual value of UK domestic solar installation market by 2028<sup>4</sup>



- 1 ONS Energy efficiency of housing in England and Wales 8 October 2024
- 2 Department for Energy Security & Net Zero, Household Energy Efficiency, 28 March 2024
- 3 Decarbonising Buildings: Insights from across Europe, published by the Grantham Institute - Climate Change and the Environment at Imperial College London, December 2022
- 4 Wood MacKenzie UK PV Capacity Forecast

**Wickes 'Energy Efficient Home' with energy saving hints and tips verified by the Energy Saving Trust is available at [www.wickes.co.uk](http://www.wickes.co.uk)**

## Market review continued

Helping the nation

# shop with ease

In today's retail environment, customers have come to expect a streamlined, personalised shopping experience.

They may choose to shop in-store or conduct their entire shopping mission online, from searching social media for inspiration and information, to buying online and getting their product through Home Delivery or Click & Collect services.

Customers increasingly trust User Generated Content (UGC), which is content created and shared online and via social media by consumers. Brands are using UGC as part of their marketing and communication activities to make them more authentic and we use Instagram and Facebook to share home improvement projects that our customers are proud of.

The shopping experience is also being transformed with a shift from traditional payment types to digital wallet payment types, such as Klarna and Apple Pay. Retailers are having to adapt swiftly to the changing preferences of their customers and new digital technologies entering the market.

2/3rds  
of sales are digitally enabled

96%  
of sales go through our stores

### How we are responding

Our stores are designed and managed to meet all the shopping needs of our customers and maximise operating efficiencies. We do this through our unique '4C' service model (shown below), which incorporates four customer shopping routes and seamlessly integrates both a digital and physical shopping experience – Design & Installation, Self Serve, Assisted Selling and online Order Fulfilment (Click & Collect or Home Delivery).

Every one of our stores acts as a last mile fulfilment hub for digital orders and we offer 30-minute Click & Collect, along with the option for Home Delivery.

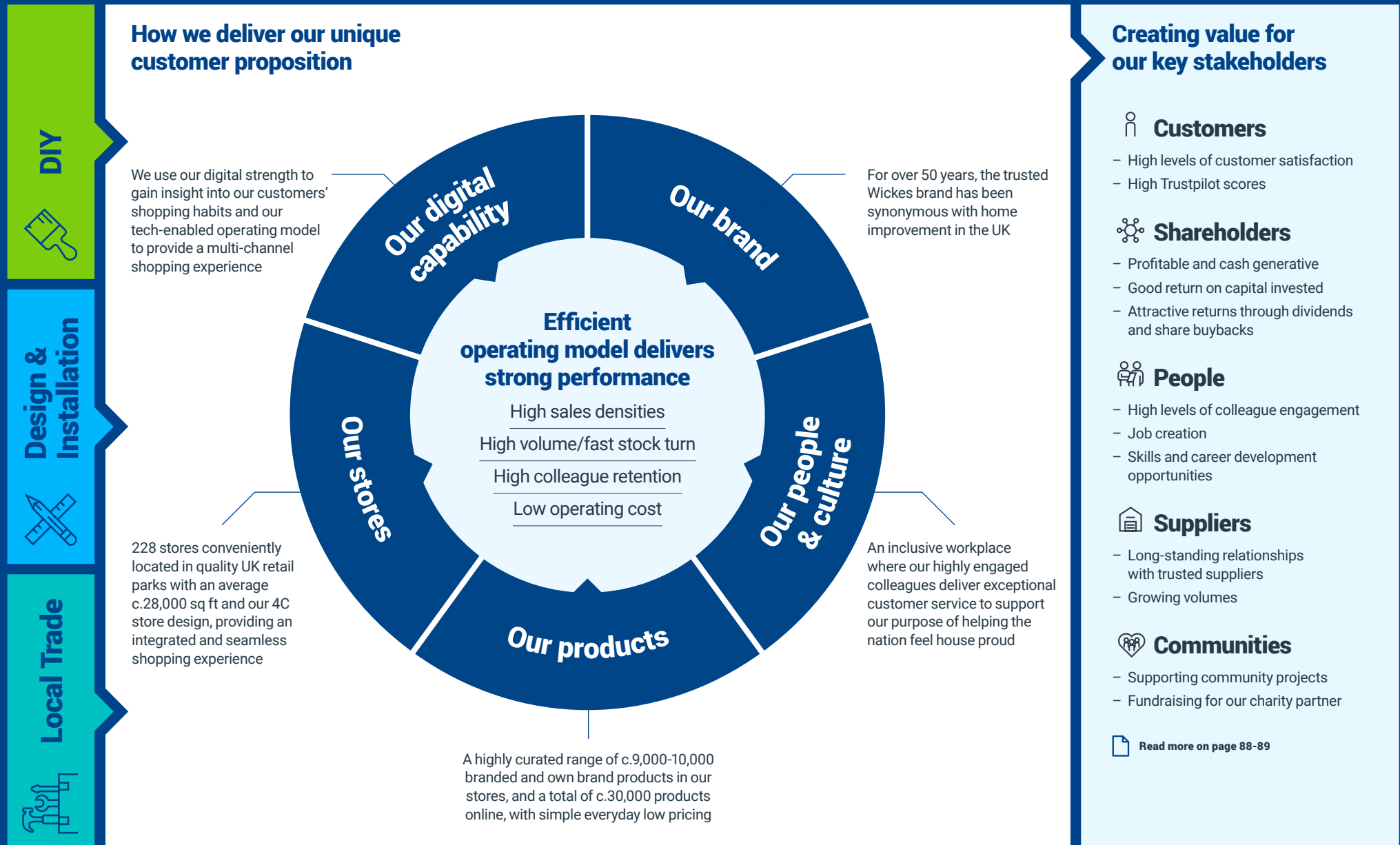
For our Design & Installation customers, our digital design tool enables them to visualise and co-create their new kitchen or bathroom on-screen with one of our design consultants.

For customers browsing in store, if we don't stock the product in our Self Serve area, our Online In-Store (OLI) terminals provide real-time access to our extended range of products online.

Our Mission Motivation Engine (MME) uses machine learning to collect customer data to help us understand what home improvement mission the customer is working on. We then use this information to tailor personalised communications to optimise the shopping experience (for more information see page 23).



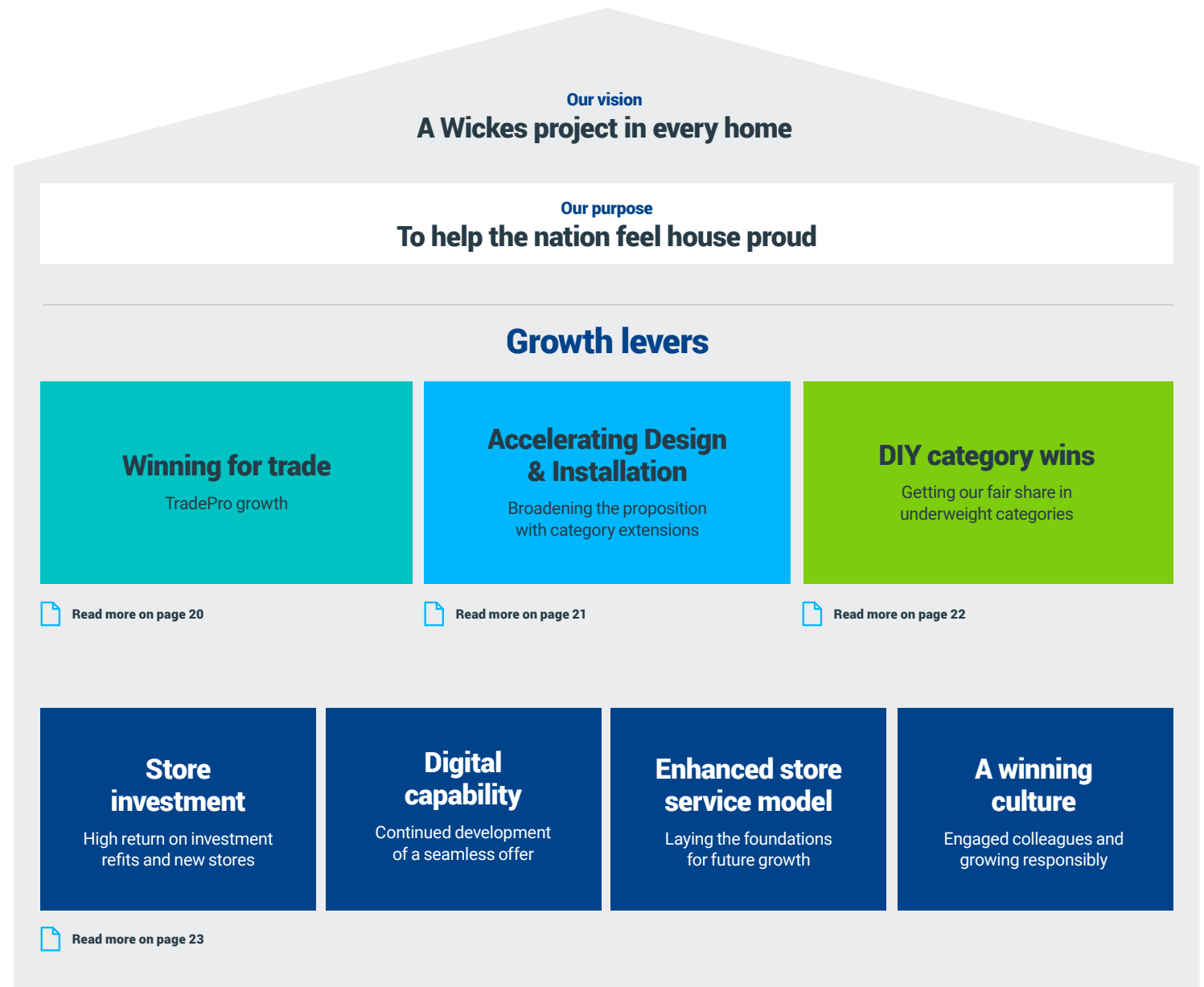
## Business model



## Strategy at a glance

# Growth levers

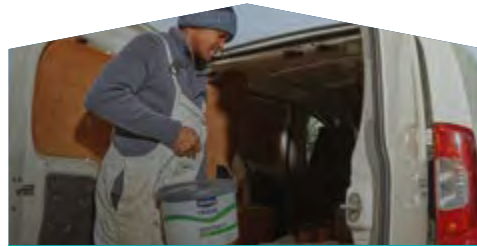
We have seven strategic growth levers that will help us to win in the UK home improvement market and achieve our purpose – to help the nation feel house proud. These are illustrated in our growth levers house.





## Strategy in action

We have invested significantly in our growth levers in 2024 and have made good progress on each of them. Over the next six pages we have summarised 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

- Continue to add TradePro members to scheme
- Increase number of active TradePro members<sup>1</sup>
- Extend TradePro to access additional businesses through trade federations
- Enhance TradePro Rewards scheme to build deeper relationships and increase the frequency, spend, loyalty and brand preference

#### What we achieved

- Hit target of one million TradePro members 2024: 1.04m (2023: 881,000)
- Active TradePro members increased to 581,000
- Grew TradePro sales by 14%
- Added further enhancements to TradePro Rewards programme (see page 20)



### Accelerating Design & Installation

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

#### Strategic focus

- Continue to enhance and innovate the proposition, introducing new ranges and refreshing our showrooms
- Grow Wickes Lifestyle Kitchens proposition
- Create a unique digitally-enabled, high-service installation process
- Develop Wickes Solar proposition to build market presence

#### What we achieved

- Acquired majority stake in Solar Fast and rolled out Wickes Solar proposition online and in stores throughout H2 (see page 21)
- Introduced three new kitchen furniture ranges, over 1,000 new bathroom products and launched Bosch appliances



### 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
- Hold regular range reviews to innovate and evolve product offering
- Increase number of energy saving products to support customers, as part of our Built to Last Homes pillar
- Broaden our customer base, targeting more women and younger DIYers

#### What we achieved

- Completed 19 range reviews in key areas including refreshes to gardening, decorating and flooring as well as selected parts of electrical, hardware and roofing
- Launched new categories such as acoustic wall panelling and motor accessories
- Extended our range of air source heat pumps and EV charging products
- Stopped selling compost containing peat

<sup>1</sup> 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

- Open around 20 new stores over five years
- Continue to invest in our store refit programme
- Enhance high-volume stores to increase their storage capacity 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 new stores in Long Eaton, Durham, Aberdeen and Leamington Spa.
- Refitted seven stores. 80% of stores are now in the new format, delivering good returns. We closed five stores in the year.
- Completed roll out of heating controls to 206 stores and voltage optimisation in 50 stores. Installed air source heat pumps in four stores. Ten stores now have on-site solar generation



### Digital capability

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

#### Strategic focus

- Develop our digital ecosystem to modernise technology, creating a platform for growth and more agile change capability
- Leverage digital marketing channels and our Mission Motivation Engine (MME) to create tailored inspirational advice for customers
- Enhance fulfilment capability and customer offer, using technology to modernise order management solutions

#### What we achieved

- Increased digital visit market share from 13.6% to 14.3% year on year<sup>2</sup>
- Introduced new functionality across digital channels, including a new AI-driven product bundling tool to help customers find the items they need for their project
- Ran 11 communications programmes using our MME, delivering incremental revenues across TradePro, Design & Installation and DIY customer audiences

<sup>2</sup> SimilarWeb



### 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 our 4C model across store estate
- Integrate digital capabilities across the four 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 a reduced cost to serve

#### What we achieved

- Embedded new AI-driven logistics system to enhance productivity, driving improvement in stock forecast accuracy, with 10% reduction in total stock units held and c. 70% reduction in third party storage usage over two years
- Achieved record levels of customer satisfaction, with customers giving the following ratings of 'excellent' or 'good' for Click & Collect - 84%, Home Delivery - 89% and Self Serve - 88%



### 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 has the opportunity to thrive (see page 34 for People targets)
- Develop and implement our Built to Last Strategy (see pages 30-52 for full overview)

#### What we achieved

- Entered the FTSE4Good Index
- Rolled out flexible working across all stores
- Launched our new Colleague Promise
- See pages 30-52 for further achievements across our Responsible Business Built to Last pillars of Environment, People and Homes

## Strategy in action continued

### Winning for trade

# Over one million TradePro customers

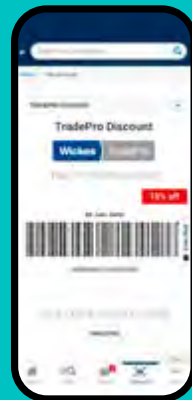
2024 has been a tremendous year for our TradePro membership scheme. In September, we celebrated a milestone in the TradePro success story, hitting our target of 1 million members. We are now focused on growing the number of active customers and this cohort has been rising steadily. It now stands at 581,000, and has more than doubled since 2018.

TradePro members are our most strategically valuable customers, spending on average ten times more in a year than a typical DIY customer. Customers signing up to TradePro typically demonstrate a positive shift in buying behaviour, with a sustained increase in sales and transactions in the six months after joining, compared to the six months before.

Members are attracted by the simple proposition of a flat 10% discount right across the store, the easy to use TradePro app, live availability on the lines that matter most, and the convenience of our 30-minute Click & Collect service, all of which saves them time and money.

# 14%

increase in TradePro sales year on year



**Our TradePro app enables customers to see stock availability in real time**

We are actively recruiting, developing and nurturing this customer base. In 2024 we worked to establish Wickes as the preferred partner for the trade by extending the scheme through partnerships with trade federations and several apprenticeship organisations.

TradePro members benefit from our rewards programme, with access to special deals on services such as skip hire, insurance and media subscriptions. In 2024, we added further services, including discounted membership of trade federations such as Checktrade and Safe Contractor, discounted fuel and vehicle maintenance with Fuel Card Services and promotional offers with easy toolhire. We have also continued to invest in improving members' TradePro digital experience, making it easier to shop via the app, adding VAT/Non-VAT pricing and the ability to use their TradePro card in their digital wallet.



Our TradePro enhancements demonstrate continued personalisation of the customer experience and are helping to drive membership growth and loyalty.

**Gary Kibble, Chief Marketing & Digital Officer**



Strategy in action continued

## Accelerating design & installation

# Expanding our installation offer

**2024 was an exciting year for our Design & Installation business, as we expanded our installation offer beyond our core services of kitchens and bathrooms, to that of solar panel installation. In May 2024, we acquired a 51% controlling interest in Solar Fast, one of the UK's leading operators in solar installation. Since then, we have rolled out Wickes Solar with point-of-sale now in all stores and the digital journey live on the Wickes website. We have seen an encouraging early response, in both leads and sales conversion.**

As outlined on page 14, the market for domestic solar installations is estimated to be worth £1.5bn per annum by 2028<sup>1</sup>. It is a highly fragmented market with no clear brand leader and with a trusted brand and significant experience in design and installation services at scale, Wickes is well placed to be a market leader in home energy solutions.

For our Kitchens and Bathrooms business, 2024 has been a challenging year as people cut back spend on large consumer purchases, resulting in a decline in like-for-like sales. However, performance improved significantly later in the year, driven by enhancements we made to the business.

We simplified our Bespoke and Lifestyle kitchen ranges to present customers with a unified Wickes Kitchens offering, with a single brochure, website and clearer advertising stance. We continue to innovate for our customers, and introduced three new furniture colourways to our kitchens range, launched over 2,000 new kitchen products and 1,000 new bathroom products.

We have also taken a number of steps to simplify the customer journey. In the summer, we removed the role of kitchen & bathroom adviser and increased the number of design consultants in response to customer feedback, introducing technology to facilitate new customers to book directly with a design consultant. These enhancements have resulted in a better customer experience and reduced operating costs.



The Wickes brand has been trusted by home improvers for over 50 years and with Wickes Solar as part of our proposition, we will be perfectly placed to support them with their energy saving plans.

David Wood, Chief Executive Officer

# 160

New design consultants



Wickes Lifestyle kitchen Ohio range

<sup>1</sup> Source: Wood Mackenzie UK PV Capacity Forecast

## Strategy in action continued

### DIY category wins

# Increasing market share in key categories



We continue to strive for the best possible range, price and availability for our customers. We sell a highly curated range of 9,000-10,000 stock keeping units (SKUs) in our stores, and a total of c.30,000 products online and we are constantly reviewing the range to ensure that each product category is meeting expectations.

Whilst market demand for large projects, such as tiling and flooring, has been more subdued, we have successfully gained market share in these categories, as well as increasing sales in the categories for smaller projects, such as paint and garden maintenance.

To ensure we are meeting the demands of today's consumers, we always strive to adapt and innovate our product offering and carry out a regular drum beat of range reviews in the year. In 2024, we conducted 19 range reviews with a strategic emphasis on introducing new and innovative products in our core categories as well as consolidating our existing SKUs. We have introduced new products, such as acoustic wall panelling, which is proving very popular with customers.



At Wickes we pride ourselves on always having the best availability and best price on the lines that matter most to our customers.

Mark Cooke, Chief Commercial Officer

# 19

Range reviews

In recent years we have been actively seeking to broaden our customer base, especially to encourage more women to try their hand at DIY. We partner with female influencers to reach this audience and through our partnership with celebrity Kimberley Walsh, we have worked with her to create her own paint colours. This year's colour, Subtle Sage was our best-selling own brand paint colour.

As part of our Built to Last Strategy, our Homes pillar seeks to help customers find ways to reduce their energy consumption. In the year, we augmented our range of home energy saving products, introducing such products as ThermaSkirt skirting panels, expanding our range of air source heat pumps and we made changes to our labelling and promotional materials to give guidance to customers on the environmental benefits of certain products. (For more information on our Homes pillar see pages 46-47).



The new acoustic wall panels are a hit with customers

Strategy in action continued

Digital capability

# Enhancing the digital journey

**In 2024, we continued to invest in our digital capability to deliver an improved omni-channel shopping experience for our customers. Digital sales have remained flat year on year despite a much tougher market. We have been successful in increasing sales conversion, which is up 8% due to improvements in our digital experience and expansion of our payment options.**

Our key digital tool is our proprietary and market-leading machine learning model, our Mission Motivation Engine (MME), which we use to deliver tailored help and product advice to customers to help them complete their home improvement projects. Our MME collects data from web and social media channels to better understand who our customers are, what they browse, what they buy, how and when. We use this insight to predict what home improvement mission they are undertaking and produce personalised marketing communications sent via owned and paid channels to suggest to them the products they might need to help them with their project.

In 2024, our Missions Motivation Engine delivered significant incremental sales, with a particularly strong performance from our Local Trade customer programmes and we will continue to develop and evolve this tool to enhance the customer experience, build loyalty and brand preference and deliver competitive advantage.

We also introduced several other technology-enabled features to further enhance the customer journey. We added Clearpay as a digital payment method in 2024 and now offer Klarna, Clearpay, Apple Pay and Google Pay alongside traditional card payment methods. In 2025 we plan to further enhance the customer experience by continuing to develop more payment options for customers.

Other new digitally-led features to help customers plan, shop and complete their home improvement projects include our 'Matchmaker' selection tool, which enables customers to visualise their dream kitchen or bathroom; an enhanced content search capability which makes it easier for customers to search for help and advice on the website; and an improved product bundling tool, that incorporates AI-driven recommendations to anticipate all the items a customer might need for their project.



Digital is at the vanguard of everything we do to grow our relationship with customers and enhance the customer journey.

**Paul Canavan, Director of Digital**



**Weekly email to TradePro customers tailored to their needs**

5%

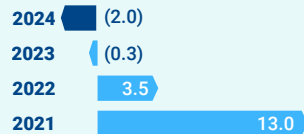
Wickes digital market share growth<sup>1</sup>

<sup>1</sup> Source: SimilarWeb (13.6% to 14.3% year on year)

## Key performance indicators

### Financial

#### Group LFL sales (%)



#### Description

A measure of the underlying sales growth of products to Local Trade, DIY and Design & Installation customers.

#### Definition

Sales to Local Trade, DIY and Design & Installation customers from stores that have been open for more than 12 months.

#### Link to growth levers



LFL sales is a measure of how successful we have been in developing our growth levers.

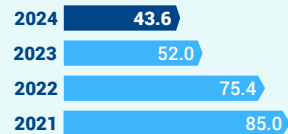
#### Remuneration linkage

Linkage is via the impact of LFL sales growth on Adjusted PBT.

#### Target

We aim to grow market share from the existing store estate in order to generate operating leverage.

#### Adjusted PBT (£m)



#### Description

Profit before tax adjusted for items that are material in size or unusual in nature as presented as part of the income statement.

#### Definition

Adjusted PBT is our key profit target to measure underlying performance and is calculated before deducting adjusting items, such as impairments or restructuring costs.

#### Link to growth levers



Adjusted PBT is a key measure of the efficiency of the business and the returns we deliver on our growth investment.

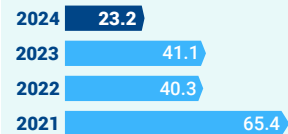
#### Remuneration linkage

Adjusted PBT represents 70% of the annual bonus target for Executives.

#### Target

We aim to grow adjusted PBT each financial year, although this will be dependent on market and competitive conditions.

#### Statutory PBT (£m)



#### Description

Profit before tax in the financial year on a statutory basis, as reported in the income statement.

#### Definition

Statutory profit before tax.

#### Link to growth levers



Profit before tax is a key measure of the efficiency of the business and the returns we deliver on our growth investment.

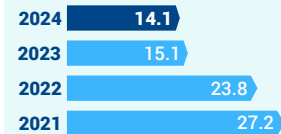
#### Remuneration linkage

Linked to Adjusted PBT.

#### Target

We aim to grow statutory PBT each financial year, although this will be dependent on market and competitive conditions.

#### Adjusted basic EPS (p)



#### Description

A measure of how much adjusted profit after tax the Company makes for each share in issue.

#### Definition

Post-tax adjusted profit divided by the average number of shares in issue, before adjusting for share options.

#### Link to growth levers



EPS growth is closely linked to profit growth. It also reflects the effects of the capital allocation policy, in particular the share buyback programme.

#### Remuneration linkage

Adjusted basic EPS represents 60% of the Long Term Incentive Plan target for Executives.

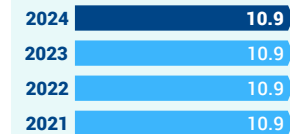
#### Target

We aim to grow adjusted basic EPS each financial year, although this will be dependent on market and competitive conditions.

#### Strategic growth levers

- ① Winning for trade
- ② Accelerating Design & Installation
- ③ DIY category wins
- ④ Store investment
- ⑤ Digital capability
- ⑥ Enhanced store service model
- ⑦ A winning culture

#### Dividend per share (p)



#### Description

A measure of how much adjusted profit the Company distributes for each qualifying share in issue.

#### Definition

The amount per ordinary share the Company distributes to shareholders of that financial year's retained profit.

#### Link to growth levers



Dividends to shareholders reflect the company's success in executing its growth levers, and in generating cash.

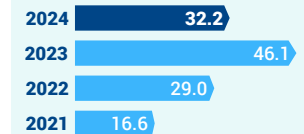
#### Remuneration linkage

Dividends are an important element of Total Shareholder Return (TSR), which represents 30% of LTIP targets for Executives.

#### Target

We target dividend cover of between 1.5 times and 2.5 times EPS.

#### Free cash flow (FCF) (£m)



#### Description

Cash flow available for distribution or debt repayment in any given financial year, after investing in the business and paying tax and interest.

#### Definition

Cash generated from operations, before the impact of adjusting items, after capex, interest and tax.

#### Link to growth levers



All growth levers are important in driving sales and profitability, which in turn support free cash flow.

#### Remuneration linkage

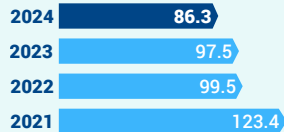
Free cash flow represents 20% of the annual bonus target for Executives.

#### Target

We aim to grow free cash flow each financial year, although this will be dependent principally on the level of profitability and investment in capex and working capital.

## Key performance indicators continued

### Cash (£m)



#### Description

A measure of year end cash.

#### Definition

The total value of our year end balance of cash and cash equivalents.

#### Link to growth levers



Cash will be influenced by our performance across all our growth levers.

#### Remuneration linkage

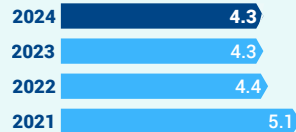
Linkage is via profit and free cash flow performance.

#### Target

Our capital allocation policy has a target minimum cash balance of £50m.

## Operational

### Stock turn



#### Description

A measure of how efficient we are in converting our stock into sales.

#### Definition

Cost of goods sold excluding installation services divided by the average of inventory held in the year.

#### Link to growth levers



More rapid stock turn, especially relative to the creditor payment cycle, is a key driver of free cash flow.

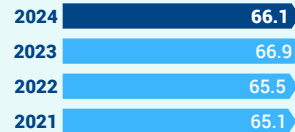
#### Remuneration linkage

Linkage is via the impact on FCF.

#### Target

We aim to maintain stock turn at around 4.0 - 5.0 times, although this is dependent on trading conditions, product mix, supply chain issues, and targets for product availability.

### Digital sales (%)



#### Description

This measures how successfully we are engaging with our increasingly digital customer base.

#### Definition

The proportion of customer journeys which start online, plus direct digital sales such as Local Trade, Click & Collect and Home Delivery orders.

#### Link to growth levers



Our customer base is increasingly digital, and if we do not serve them well our market share and profitability will suffer over the long term.

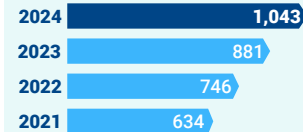
#### Remuneration linkage

Linkage is via the impact on sales and profit performance, and the returns we generate from our digital investments.

#### Target

We expect our digital participation to grow over time as we serve our customers' digital needs.

### TradePro members (k)



#### Description

TradePro is our digital membership club for Trade offering a 10% discount on all purchases.

#### Definition

Total number of TradePro members.

#### Link to growth levers



Servicing trade customers is central to our offer, and reflects our strengths in digital, pricing and convenience.

#### Remuneration linkage

Linkage is via profitable growth of trade sales.

#### Target

We have met this target.

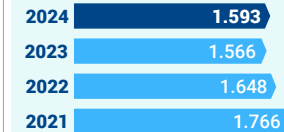
### Strategic growth levers

- ① Winning for trade
- ② Accelerating Design & Installation
- ③ DIY category wins

- ④ Store investment
- ⑤ Digital capability
- ⑥ Enhanced store service model
- ⑦ A winning culture

## Responsible business

### GHG emissions (m tCO<sub>2</sub>e)



#### Description

We are acutely aware of our impact on the environment and this measure covers emissions from our own stores, transportation and our wider value chain.

#### Definition

Scope 1, 2, and 3 greenhouse gas emissions (GHG), measured as tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e).

#### Link to growth levers



We are committed to being a responsible business, and greenhouse gas emissions reductions are a key part of this.

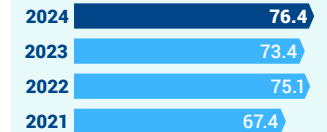
#### Remuneration linkage

Near term science-based targets represent 10% of the Long Term Incentive Plan for Executives.

#### Target

Deliver near term science-based targets.

### Store leadership diversity (%)



#### Description

We want to build a more diverse and inclusive workforce, for the good of our colleagues and customers.

#### Definition

The proportion of stores that have at least one female in every store leadership team.

#### Link to growth levers



We strive to grow an inclusive and diverse business in order to best support the needs of our customers and communities.

#### Remuneration linkage

Gender and ethnicity diversity targets represent 10% of the annual bonus for Executives in 2024.

#### Target

Over the long term, the aspiration is to achieve a gender balanced team across all roles and functions at Wickes.



## Financial review

# Delivering for Shareholders

Mark George, Chief Financial Officer



Revenue of £1,538.8m, including £10.0m contribution by Solar Fast since completion, reflects a contraction in sales of 1.0% year-on-year. Continued volume-driven growth in Retail was offset by LFL declines in Design & Installation. Gross margin increased by 16 basis points, reflecting careful management of range, price and promotions.

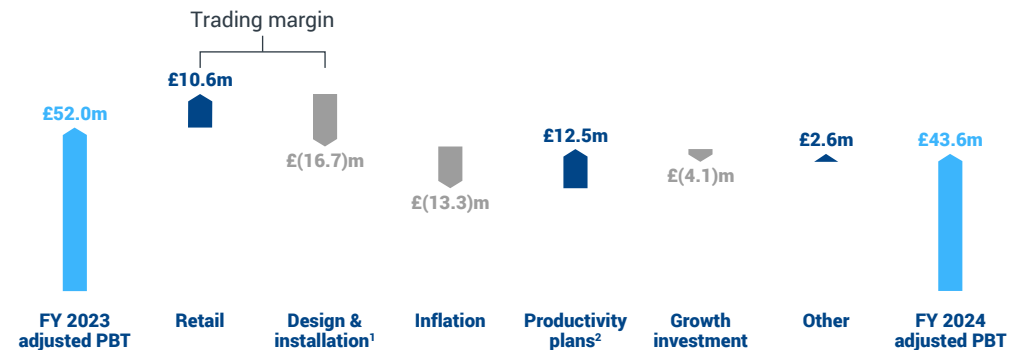
We faced considerable cost headwinds this year with another significant rise in the National Minimum Wage as well as more general inflationary pressures across the business. Our planned productivity initiatives have helped to mitigate these headwinds, with savings made across a number of areas including simplifying the customer journey, distribution, customer services and store shrinkage. Looking ahead, the unforeseen changes to National Insurance Contributions rates and thresholds announced in the Autumn Budget 2024 are expected to add c. £6m to our direct costs on an annualised basis or c. £4.5m pro forma for 2025. We will be seeking further productivity gains in order to help offset this additional cost

Our financial results have demonstrated the strength of our business model, delivering a good performance in challenging market conditions.

headwind, as well as another significant increase in National Minimum Wage planned for April 2025.

Adjusted profit before tax declined to £43.6m (2023: £52.0m) reflecting the factors noted above. Statutory profit before tax decreased by 43.6% to £23.2m (2023: £41.1m) reflecting an increased adjusting items charge, primarily due to non-cash impairment charges relating to IFRS 16 lease assets and to property, plant and equipment.

## Adjusted PBT waterfall



<sup>1</sup> Design & Installation trading margin excludes the impact of Solar Fast

<sup>2</sup> The impact of YoY savings in distribution costs is displayed in productivity plans, whereas in the statutory income statement this is included in gross margin



## Financial review continued

There was £86.3m of cash on balance sheet at the end of the period (2023: £97.5m), after the net initial payment for the acquisition of a 51% controlling stake in Solar Fast<sup>1</sup>, the completion of the £25.0m share buyback programme<sup>2</sup> and the sale and leaseback of our Braintree store, which raised £6.2m. Average cash across the year was £144.3m, reflecting our normal cycle of working capital.

	Year end 2024	Average 2024
Debt	Nil	Nil
Cash & equivalents	£86m	£144m
Net cash/(debt)	£86m	£144m

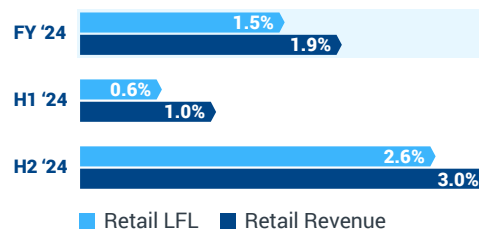
### Revenue

Revenue for the 52 weeks to 28 December 2024 was £1,538.8m (2023: £1,553.8m), a decrease of 1.0% on the prior year. Net selling area was broadly flat year on year as new store openings in Long Eaton, Durham, Aberdeen and Leamington Spa were offset with closures of some older stores. LFL sales for the period were -2.0%.

Retail revenue – sales from products sold to DIY customers and local trade professionals – increased by 1.9% to £1,212.3m (2023: £1,189.1m). Retail LFL revenue increased by 1.5%, driven by positive volume growth, with selling prices in mild deflation.

Within Retail, our TradePro business continues to perform strongly, with sales +14%. This is driven by the number of active members increasing to 581,000 in 2024, as local traders continue to choose Wickes to save them time and money.

### Retail sales

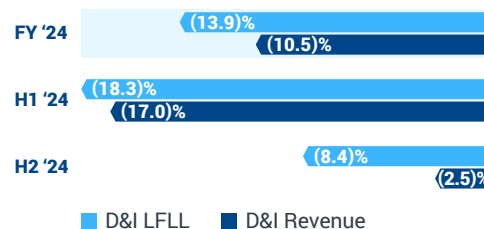


Our market share in Retail has grown to record levels with increases across numerous categories, particularly in the strategic categories of interior paint, decorative accessories and garden projects.

Wickes remains highly competitive on price, with weekly benchmarking of hundreds of thousands of items to ensure we are competitive on the lines that matter most. Our strategy is to offer everyday low pricing with limited use of targeted promotions so that our customers can rely on consistent and transparent pricing.

Design & Installation delivered revenue<sup>3</sup> – sales from projects sold by our showroom design consultants – was £326.5m (2023: £364.7m), a decrease of 10.5% or 13.9% on a LFL basis. This reflected challenging market conditions, with a softer market environment for large consumer purchases. Ordered sales<sup>4</sup> in 2024 saw a single digit LFL decline but, encouragingly, returned to year-on-year growth in Q4.

### Design & Installation sales



From 2025 onwards, all kitchen and bathroom revenue will be reported within the Design & Installation Ranges revenue stream. This presentational change to segmental reporting groups all kitchen and bathroom ranges together, whether they are Lifestyle or Bespoke. This presentation aligns with our commercial operations and customer approach to buying kitchen and bathroom projects. Previously, any sales of Wickes Lifestyle Kitchens that included a design element were classified in the Design & Installation revenue stream, whereas self-serve purchases of the Wickes Lifestyle Kitchens range were classified in the Retail revenue stream. From 2025 onwards,

Design & Installation Ranges will include all product categories which could be sold as part of a design and/or installation and where the majority of sales of those products are designed and/or installed. Solar sales will continue to be included in Design & Installation Ranges.

Had the new presentational approach been adopted for 2024, Retail revenue would have been £1,129.8m with revenue growth of 1.9% and LFL revenue growth of 1.5%. Design & Installation revenue would have been £409.0m with a revenue decline of 8.0% and LFL revenue decline of 10.9%.

### Gross profit

Adjusted gross profit for 2024 was £565.1m, a slight decrease compared to the prior year (2023: £568.1m). Adjusted gross profit margin increased by 16 basis points, reflecting careful management of range, price and promotions.

Statutory gross profit of £566.6m increased slightly from the prior year (2023: £565.0m). Statutory gross profit margin increased by 46 basis points, for the reasons described above for adjusted gross profit, in addition to a positive derivative fair value movement in the year.

		FY 2024 current methodology	FY 2024 new methodology
Retail	Revenue	£1,212.3m	<b>£1,129.8m</b>
	Revenue growth	1.9%	<b>1.9%</b>
	LFL revenue growth	1.5%	<b>1.5%</b>
Design & Installation	Revenue	£326.5m	<b>£409.0m</b>
	Revenue growth	(10.5)%	<b>(8.0)%</b>
	LFL revenue growth	(13.9)%	<b>(10.9)%</b>
Group	Revenue	£1,538.8m	<b>£1,538.8m</b>
	Revenue growth	(1.0)%	<b>(1.0)%</b>
	LFL revenue growth	(2.0)%	<b>(2.0)%</b>

1 The enterprise value of the 51% stake in Solar Fast was £5.1m. A further payment was made of £2.7m, representing Wickes' 51% of the cash acquired on completion, of which £2.5m was subsequently repaid by way of dividend

2 £10.0m (plus £0.1m stamp duty and fees) of the £25.0m share buyback programme was executed in 2023, with the remaining £15.0m (plus £0.1m stamp duty and fees) completed in 2024

3 Delivered sales refers to the revenue which is recognised when the Group has satisfied its performance obligation to the customer and the customer has obtained control of the goods or services being transferred

4 Ordered sales refers to the value of orders at the point when the order has been agreed

In FY24 sales of Wickes Lifestyle Kitchens which include a design element are classified as D&I, whereas self-serve purchases of the Wickes Lifestyle Kitchens range are classified as Retail. From 2025 onwards, D&I will include all product categories which could be sold as part of a design and/or installation and where the majority of sales of those products are designed and/or installed. D&I will continue to include installation revenue and Wickes Solar.



## Financial review continued



# £1,538.8m

Revenue 2024

# £43.6m

Adjusted PBT

### Operating profit

Adjusted operating profit of £67.4m decreased by 8.7% year on year (2023: £73.8m) and the adjusted operating profit margin decreased to 4.4% (2023: 4.7%). The decline in operating margin reflects an environment of weaker consumer demand for larger ticket items combined with the impact of pressure on operating costs due to wage inflation and other general inflationary factors as described above. These increases were partly mitigated by strong Retail performance and planned productivity initiatives.

Statutory operating profit decreased by 24.8% to £47.3m (2023: £62.9m), reflecting the decline in operating margin described above and the impact of increased impairment charges in the year, partially offset by reductions in other charges such as business separation/restructuring costs and a positive derivative fair value movement in the year.

### Net finance costs

Adjusted net finance costs were £23.8m (2023: £21.8m). These costs are a combination of the IFRS 16 interest charges associated with our property and equipment leases, partially offset by interest income earned on cash held in the business.

Statutory net finance costs were £24.1m (2023: £21.8m), comprising the elements noted above in addition to fees incurred in extending the Group's revolving credit facility (RCF).

### Adjusted profit before tax

Adjusted profit before tax was £43.6m (2023: £52.0m), a decline of 16.2% year-on-year, reflecting the factors noted above. Adjusted PBT in the second half of the year was only 3.3% down year on year, representing a significant improvement compared to the first half.

### Adjusting items

Pre-tax adjusting item charges were £20.4m (2023: £10.9m). These comprise a right-of-use asset impairment charge of £12.3m (2023: £2.7m), a property, plant and equipment impairment charge of £5.8m (2023: nil), costs related to restructuring in Design & Installation of £4.0m (2023: £8.8m of IT separation costs), costs related to the Solar Fast acquisition of £0.8m (H1 2023: nil) and costs



## Productivity initiatives have largely mitigated headwinds in costs.

related to the extension of the Revolving Credit Facility of £0.3m (H1 2023: nil), partially offset by derivative fair value gains on foreign exchange contracts of £1.5m (H1 2023: losses of £3.1m) and a reversal of impairment of right-of-use asset recognised in prior periods of £1.3m (2023: £3.7m).

### Profit before tax

Profit before tax decreased to £23.2m (2023: £41.1m) reflecting the factors noted above and includes £0.4m from Solar Fast.

### Tax

The tax charge for the period was £4.8m (2023: £11.3m). The effective tax rate for the period was 20.3% (2023: 27.5%). The decrease primarily reflects capital allowance claims made in the period in respect of historical expenditure.

Tax credit on adjusting items was £4.9m (2023: £2.6m).

### Investment and capital expenditure

Capital expenditure for the year was £26.1m (2023: £38.2m).

The largest component of capex was £13.3m investment in the store estate (2023: £20.4m), of which refits were £5.3m, new stores £7.1m and other store capex across the estate £0.9m. There was £4.8m capex investment in our digital capabilities (2023: £6.1m), as we continue to develop our multi-channel offer.

There was a net cash outflow of £5.1m for the acquisition of our 51% stake in Solar Fast. This comprises the initial aggregate consideration of £7.6m, representing £5.1m for the equity shares, less a £0.2m negative working capital adjustment, plus £2.7m for acquired cash, of which £2.5m cash was repaid to Wickes by dividend post completion.

## Financial review continued

# £41.1m

Returned to shareholders in 2024<sup>1</sup>

# £144m

Average cash & equivalents 2024

We expect capital expenditure for 2025 to be c. £30-35m, driven by continued investment in the store estate and further IT capital expenditure, as we continue to enhance our operating systems and customer experience. In addition we expect to continue to invest in SaaS IT projects, which will be expensed through the income statement.

### Cash/net debt

Cash at the end of the period was £86.3m (2023: £97.5m), in line with our expectations. This cash balance is stated after the net initial payment for the acquisition of a 51% controlling stake in Solar Fast, the completion of the £25.0m share buyback programme<sup>2</sup> and the sale and leaseback of our Braintree store, which raised £6.2m.

Operating profit decreased year-on-year, resulting in cash flows from operations of £170.6m (2023: £177.0m). Cash outflows related to working capital movements were £1.5m (2023: inflow of £2.6m), reflecting a lower Design & Installation order book, partially offset with improved inventory management.



## We continue to deliver strong cash generation and good returns to shareholders.

Cash outflows from financing activities of £158.5m (2023: £150.4m) include £114.4m (2023: £111.7m) related to lease liabilities, £26.1m dividend payments (2023: £27.4m) and £15.1m of share buybacks<sup>2</sup> (2023: £10.1m).

Inventories decreased slightly to £192.9m (2023: £195.5m).

### Dividend

The Board has recommended a final dividend of 7.3p per share, in line with prior guidance, which will be paid on 6 June 2025 to shareholders on the register at the close of business on 25 April 2025. This will bring the full year dividend for the 2024 financial year to 10.9p. The proposed final dividend is subject to the approval of Shareholders at this year's Annual General Meeting.

The shares will be quoted ex-dividend on 24 April 2025. Shareholders in the UK may elect to reinvest their dividend in the Dividend Reinvestment Plan (DRIP). The last date for receipt of DRIP elections and revocations will be 15 May 2025.

### Share buy back

The £25m share buyback programme commenced in 2023 was completed in September 2024. A new share buyback programme of £20m has been announced today and will commence in April 2025.

### Mark George

Chief Financial Officer

- From dividends and completion of £25m share buyback
- £10.0m (plus £0.1m stamp duty and fees) of the £25.0m share buyback programme was executed in 2023, with the remaining £15.0m (plus £0.1m stamp duty and fees) completed in 2024

## Capital allocation policy



### Strong balance sheet

Operate with net cash at all times

Cash of at least £50m at year end

RCF provides additional liquidity



### Investing in the business

Capex of c.2% of sales

Refits, new stores and IT

Target blended ROIC >15%



### Ordinary dividend

Target dividend cover of 1.5x – 2.5x in normal trading



### Return of surplus cash

Excess cash will be returned to shareholders

## 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.

Amidst an ongoing turbulent macroeconomic backdrop, in 2024 the business continued to focus on delivering key targets and commitments it set as part of its Responsible Business Strategy. The wellbeing and empowerment of our colleagues is a high priority for the business, and enables it to deliver a positive impact to society. The business has a proven track record of supporting its colleagues, and the launch of its new employee value proposition, the Colleague Promise, in 2024, helps cement this further (see pages 38-39).

As a business we are excited about the role we can play in supporting customers to save energy and reduce the carbon emissions of their homes by expanding our home energy solutions proposition. The acquisition of Solar Fast in 2024 has introduced a new service offering to help customers with the installation of solar panels (see pages 46-47).



The wellbeing and empowerment of our colleagues is a high priority for the business, and enables it to deliver a positive impact to society.

Reducing carbon emissions from the business's direct and indirect activities remains a key focus. We are pleased with the work undertaken during the year to better understand the business's full carbon footprint, and rebaseline its science-based targets. Collaboration is paramount to tackle the challenge of decarbonising the business and its supply chain, and Wickes' involvement in the global home improvement industry's Make it Zero initiative will be pivotal to hitting its net zero goal (see page 43).

This year, progress has been made with integrating responsible business into all aspects of the business. 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 Long Term Incentive Plans for 2023, 2024 and 2025.

The Board and I remain committed to facing the challenges that lie ahead for the business, and we continue to ensure that the business addresses its substantive social and environmental impacts, whilst balancing positive commercial performance.

**Sonita Alleyne**  
Chair of the Responsible Business Committee  
19 March 2025

## 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 Built to Last, we are building a business we are proud of:

- where all our colleagues can feel at home and are empowered to support their communities and customers;
- 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 our Fundamentals – these are ESG areas that are critical to operating a responsible business. We manage and measure our performance across these critical topics: health and safety, ethical business conduct, and responsible sourcing.

Throughout 2024, 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 46, and a summary of our colleague listening forums is provided on page 37. 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 have formally recognised the environment as a key stakeholder of the business alongside our communities (see page 89).

As a large business and prominent brand in the UK, we recognise the important role that we hold with 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 8 of the 17 SDGs (see summary table on page 33).

### Governance

Our Board-level Responsible Business Committee is responsible for:

- reviewing and approving the Responsible Business Strategy, ensuring it addresses key issues relevant to the business;
- monitoring the execution of the Responsible Business Strategy, including approving related targets and monitoring performance against these targets; and
- providing assurance to the Board that the Responsible Business Strategy is the right strategy to support the long term sustainable success of the business and that it is being implemented effectively.

The Committee regularly reports to the Board on progress and matters arising.

Our Executive Board receives regular updates from the Head of Sustainability and Environment on progress with delivering the Responsible Business Strategy across the business. A Responsible Business Working Group brings together leaders in the business to work collaboratively to deliver 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 report on pages 53-65 and the Responsible Business Committee report on pages 104-105.

### Disclosures

We recognise that disclosing our performance is an essential part of building trust with our stakeholders by demonstrating how we are performing with the delivery of our Responsible Business Strategy. We disclose our performance on material ESG issues through several external benchmarks. We have aligned our climate-related disclosures with the UK's current requirements (see page 65).

In 2024, we continued our engagement with CDP, and we're pleased to have maintained our scores of B for Climate Change and C for Forests.

We were also delighted to have been recognised in the FTSE4Good Index Series, by achieving a score of 3.4 in the FTSE Russell ESG Scores. We also increased our score in MSCI's ESG Ratings from AA to AAA.

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, along with additional ESG metrics: [www.wickesplc.co.uk/company/responsible-business/policies-and-reporting/](http://www.wickesplc.co.uk/company/responsible-business/policies-and-reporting/).





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.



## People

Where all our colleagues can feel at home and are empowered to support their communities and customers.

Colleagues

Customers

Communities

Read more on pages 34-41



## Environment

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

Carbon

Waste

Nature

Read more on pages 42-45



## Homes

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

Products

Services

Installations

Read more on pages 46-47



Underpinned by our

## Fundamentals

### 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.

Read more on pages 48-52

### 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 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 at [www.wickesplc.co.uk/company/responsible-business/policies-and-reporting/](http://www.wickesplc.co.uk/company/responsible-business/policies-and-reporting/)

Pillar	Focus Area	Our Targets	Progress in 2024	Further information	Alignment with UN Sustainable Development Goals (SDG) and Targets
 <b>People</b>	Inclusion and diversity	<p>Gender: 35.6% female representation across our management population by the end of 2024</p> <p>Ethnicity: 11.6% Underrepresented Ethnic Minorities (UEM) representation across our management population by the end of 2024</p>	<p><b>36.98% females in our management population</b> by the end of 2024</p> <p><b>11.86% UEM in our management population</b> by the end of 2024</p>	See page 35	 SDG 10 Reduced Inequalities – Target 10.2
	Learning and development	Offer and support 200 Early Career places in 2024	<b>178 Early Career places</b> were provided in 2024	See page 36	 SDG 4 Quality Education – Target 4.4
	Charity and community	Raise £1 million for The Brain Tumour Charity in 2024, towards our £2 million fundraising goal	<b>£926,635.80 fundraised in 2024</b> ; total fundraised £1,556,199.24 (at 28 December 2024)	See page 41	 SDG 3 Good Health and Wellbeing – Target 3.4
		Support 1,500 projects across our local communities in 2024 through the Wickes Community Programme	<b>2,156 projects supported</b> across our local communities	See page 41	 SDG 9 Industry, Innovation and Infrastructure – Target 9.1
 <b>Environment</b>	Carbon	Reduce absolute Scope 1 and 2 greenhouse gas (GHG) emissions by 42% by 2030 (from a 2021 base year)	<b>61.3% reduction</b> in 2024 Scope 1 and 2 GHG market-based emissions compared with 2021	See page 43	 SDG 7 Affordable and Clean Energy – Target 7.3
		55% of our suppliers by emissions covering purchased goods and services to have science-based targets by 2027	52 of our suppliers, <b>representing 27.3% of our 2024 Scope 3 GHG emissions</b> , have set SBTi-validated targets	See page 43	 SDG 7 Affordable and Clean Energy – Target 7.3
		Reduce absolute Scope 3 GHG emissions from the use of sold products by 42% by 2030 (from a 2021 base year)	<b>19.7% reduction</b> in absolute Scope 3 GHG emissions from the use of sold products in 2024 compared with 2021	See page 43	 SDG 12 Responsible Consumption and Production – Target 12.2
	Packaging	Primary plastic and paper packaging for our own brand products to have at least 50% recycled content by 2025	<b>30% of primary paper and plastic packaging</b> used on Wickes own brand products <b>contains at least 50% recycled materials</b>	See page 44	 SDG 12 Responsible Consumption and Production – Target 12.5
		100% of PVC and polystyrene removed from primary packaging on our own brand products to make it easier to recycle by 2025	<b>100% of PVC removed</b> from primary packaging on Wickes own brand products by the end of 2024, and 100% polystyrene removed by February 2025.	See page 44	 SDG 12 Responsible Consumption and Production – Target 12.5
 <b>Homes</b>	Products	50% (by revenue) of our own brand products classified as 'supporting sustainability'	<b>59%</b> (by 2024 revenue) of our <b>own brand products</b> classified as <b>'supporting sustainability'</b>	See page 47	 SDG 13 Climate Action – Target 13.1
 <b>Fundamentals</b>	Safety	Our aim is: Everyone home safe and well, every single day	<b>36% reduction in colleague Lost Time Accident Frequency rate</b> and <b>1% reduction in actual customer accidents</b>	See page 49	 SDG 8 Decent Work and Economic Growth – Target 8.8





# Responsible business continued



## People

Colleagues

Customers

Communities



### Our objective

We are building a business we are proud of, where all our colleagues can feel at home and are empowered to support their communities and customers.

### Our targets

- 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.
- Offer and support 200 Early Careers places each year from 2022 to 2024. We are reviewing our performance and will set a new Early Careers target for 2025.
- Raise £2 million for our charity partner over the two-year partnership.
- Wickes' Community Programme to support 1,500 projects across our local communities each year.

At Wickes, our people are our greatest asset. We're building a space where everyone can be themselves and be empowered to support our communities and customers.

### Culture

Our values are strongly embedded in our culture. We call them our Winning Behaviours. Our colleagues understand and display the behaviours, which support us in achieving our plans.



#### 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.

In 2024, our leadership team co-created a set of behaviours specifically for colleagues in leadership roles within the business. These leadership behaviours build on our values and will underpin our selection, development and performance management going forward. We believe that these will make the biggest difference to our success in the future by providing a guide for our leaders in terms of what is expected of them and how they bring leadership to life at Wickes.

### People key performance indicators

76.4%	13.3%	2,156	£926,635
<b>stores that have at least one female in leadership</b>	<b>of all our colleagues identify as Black, Asian or other ethnic minority</b>	<b>projects supported across our local communities</b>	<b>banked for our charity partner, The Brain Tumour Charity</b>
2023: 73.4%	2023: 12.8%	2023: 1,468	2023: £719,060
39.0%	22.6%	178	7.7/10
<b>of all our colleagues identify as female</b>	<b>voluntary colleague turnover</b>	<b>early career placements supported</b>	<b>overall colleague engagement<sup>1</sup></b>
2023: 39.9%	2023: 23%	2023: 280 placements	2023: 7.9/10

<sup>1</sup> Calculated from four engagement questions in colleague survey

## Responsible business continued

### Colleagues

# Building a workplace where all colleagues can thrive

#### Ways of working and reward

Guided by our colleague reward principles, we continued to enhance our reward offering during 2024. We awarded an average wider workforce salary increase of over 5%, and made specific enhancements to the reward package for our Duty Managers. We pay the National Minimum Wage as a minimum. Basic pay within stores is supplemented by 'Gainshare', our store profit share plan, which incentivises and rewards team performance whilst also helping us keep our costs flexible. We do not have zero-hours contracts, and all our colleagues are on a minimum of 16 hours a week (unless the colleague has requested otherwise).

In response to colleague feedback, in 2024 we introduced 'Save', allowing colleagues to build up personal savings directly from their pay. 'Save' supplements our existing salary advance and payroll loan options, which were utilised by colleagues over 15,000 times last year. In 2025, we will continue to review this benefit alongside the rest of our offering.

Fair pay remains at the core of our reward offering, and we recently reported favourable median gender and ethnicity pay gaps for the 12 months to April 2024 of -0.77% (2023: 0.07%) and 0.87% (2023: -0.74%) respectively. The full report is available on our website [www.wickesplc.co.uk](http://www.wickesplc.co.uk). We supplement our pay offering with comprehensive wellbeing benefits for colleagues, such as our Digicare service. This service represents a key part of our wider wellbeing support for all colleagues,

which includes digital GP, home health test kits, and mental health support, all free of charge. During the year we saw Digicare registrations increase by 36% to 1,684 (from 1,243 in 2023).

We now offer all of our store management colleagues the opportunity to work flexibly, which we launched in early 2024. We are monitoring the uptake of this initiative by our store management colleagues, and in 2025 we will explore the opportunity to roll out this offer to our distribution sites.

#### Inclusion and Diversity

As an organisation, we have continued to work towards our three key missions for inclusion and diversity:

- 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.

We have continued to leverage the strength and voice of our six colleague networks to further drive the diversity of our colleagues and to ensure that inclusivity is at the heart of our decision making, right across our organisation. The growing maturity of some of our networks has meant that they have been able to begin to drive fundamental change through our policies and processes, whilst still providing awareness and education throughout the year.

#### Director, senior manager and colleague gender and ethnicity breakdown<sup>1</sup>

	Gender				Ethnicity					
	Male		Female		White		Ethnic minority <sup>3</sup>		Unknown	
Board	5	71.4%	2	28.6%	6	85.7%	1	14.3%	0	0%
Executive Board	6	66.7%	3	33.3%	7	77.8%	2	22.2%	0	0%
Senior managers <sup>2</sup>	63	65.6%	33	34.4%	80	83.3%	12	12.5%	4	4.2%
All other colleagues	4,437	61.0%	2,840	39.0%	4,973	68.3%	967	13.3%	1,337	18.4%

<sup>1</sup> The data for this disclosure is as at 31 December 2024

<sup>2</sup> Senior managers: D2 Director level, D1 Senior leadership roles, M3 Senior management including technical and Head of Department roles

<sup>3</sup> All ethnic groups except White British and White ethnic minorities

In 2024, our colleagues from our Balance for Better network (which focuses on gender balance in the business) were responsible for the launch of our first-ever Menopause Policy, as well as introducing a women's and men's health support package through our partnership with Peppy, a health focused employee benefits digital platform. Our Raising Awareness and Action on Culture and Ethnicity (RAACE) network launched an internal mentoring programme for ethnically diverse colleagues. Through an intersectional lens, our networks came together to propose diversity marker questions in our colleague engagement survey so that we can better understand the engagement levels for all of our communities at Wickes.

#### Our performance

Following the inclusion of gender targets in the 2023 Executive remuneration annual bonus scheme, we have evolved our approach in 2024, by including ethnicity targets, and capturing a broader population of colleagues to include all leadership roles. We also extended the bonus scheme to our senior leadership team, as we continue to ensure that all of our line managers understand the role they play in driving inclusion and diversity across the business.

In 2024, we increased female representation in the target groups from 35.08% to 36.98%, and from 11.28% to 11.86% for ethnicity. This shift represents a good improvement in diversity at a leadership level in Wickes.

In the year we also communicated our local census data to all of our stores, so that they can better understand the ethnic make-up of the communities that they serve, and overlay this data with their own store demographics. This allows our store teams to be more considerate of their local community's needs, and to put talent plans in place that will enable our colleague make-up to better represent their local community over the longer term.

#### External recognition for our work in inclusion and diversity

In 2024, our Ability colleague network signed up for the Government-led Disability Confident Scheme and we achieved Level 1, demonstrating our commitment to creating an inclusive and supportive workplace. We are pleased to have now achieved Level 2 – Disability Confident Employer – and we are working towards achieving the next level in the scheme.

In 2024, Wickes and our colleagues have received a number of awards, including being recognised by the 2024 Inclusion In Awards: Top 5 Most Inclusive CEO in Retail – David Wood; and Top 5 Most Inclusive CPO in Retail – Sonia Astill.

## Responsible business continued

### Colleagues

#### Inspiring and enabling future talent

At Wickes, we are committed to building skills within our local communities, with our Early Careers programmes playing a key role in attracting and developing the talent needed for future growth. Through these initiatives, we aim to support social mobility by equipping young people with the skills and pathways needed to gain employment and thrive within our business.

#### Investing in Early Careers

In 2024, we provided 178 people with Early Careers opportunities. This was slightly below our target of 200 places due to the structural changes in our business resulting in fewer entry level roles.

147 people were engaged in apprenticeships, 28 people completed work experience placements, and 3 completed traineeships, internships or graduate roles. The cohort completing these placements were more gender balanced than our overall workforce.

Since launching in 2019, our 22 apprenticeship programmes have supported 1,239 individuals, either completing or actively engaged in an apprenticeship. By growing these programmes, we ensure a robust pipeline of diverse talent, reflecting the communities we serve.

Our Installer Apprenticeship Programme plays a vital role in developing a skilled and sustainable workforce. Since its inception, we've run 17 cohorts for kitchen installers and three cohorts for bathroom installers, achieving a 100% pass rate, with 94% of apprentices earning Distinction grades. We are proud to have over 30 graduates now actively applying their skills in customers' homes, contributing to the quality and consistency that Wickes is known for.

#### Developing work-readiness skills

In 2024, we introduced our School Outreach Programme to support local schools in developing students' employability skills through the Wickes School Challenge and Enterprise Curriculum. The challenge aims to bridge the gap between education and the workplace by promoting key skills like communication, teamwork, problem solving, creativity, numeracy and digital skills.

The Wickes School Challenge invited Year 9 students from across the UK to reimagine an unused space in their school to foster inclusivity and wellbeing, using Wickes products. The winning team, from Oasis Academy Sholing in Hedge End, was awarded £2,000 in products to bring their project to life, and the runner-up team received £500.

Through our partnership with The Inspirational Learning Group, Wickes provides schools with a suite of online resources aimed at fostering entrepreneurship and introducing students to the world of work. These resources include a 360-degree virtual tour of a Wickes store from a colleague's perspective, as well as webinars and live-streamed sessions focused on career opportunities and essential skills development.

#### Employment

We employed on average 7,774 people in 2024, compared to an average headcount of 7,919 in 2023.

As part of the work we have undertaken to improve the customer experience in Design & Installation (D&I), and deliver an elevated customer journey for our customers, we restructured the D&I team to ensure that our customers' first point of contact is with the person who will take them through the whole sales journey. This resulted in us taking the difficult decision to remove the Kitchen and Bathroom Adviser (KBA) role in stores and reinvest in additional Design Consultant (DC) roles across the business. As part of this process, people in KBA roles were offered the opportunity to move into a DC role or other roles within the business. We were able to retain just over 30% of colleagues who were in KBA roles, with the remaining colleagues leaving the business.

In 2024, we opened four new stores (Long Eaton, Durham, Aberdeen and Leamington Spa) and closed five (Ashton Gate, Inverness, Sheffield Central, Warwick K&B and Battersea K&B). When we make the difficult decision to close a store, we take all reasonable steps to support our colleagues who are affected in securing alternative employment with Wickes.



### Case study

#### Store traineeship Joshua Law



Before starting my traineeship, I struggled to find a job for six months despite several interviews. During my six weeks as a Trainee in the Coventry store with Wickes, I developed valuable skills in teamwork, product knowledge, customer service, attention to detail and working under pressure. My colleagues were incredibly supportive, guiding me whenever I had questions or faced challenges, which gave me the confidence to succeed.

Thanks to this traineeship, I've gained essential skills and insights into the real world, which have helped me move forward in my career. I'm proud to have achieved my goal of securing a job as Customer Assistant at Wickes and am excited for what is next to come.

**Joshua Law, Store Trainee**



## Responsible business continued

### Colleagues

# 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.

## Our listening channels

We've continued our listening initiatives in 2024 to support our 'always on' approach:

### Colleague Voice

Held annually, we invite a variety of colleagues to meet with independent Non-executive Director Sonita Alleyne, where they can ask questions on various topics.

### Colleague engagement survey

This survey seeks both quantitative and qualitative feedback from colleagues on a range of subjects and assesses overall colleague engagement. In 2024, our colleague engagement<sup>1</sup> was 7.7/10 (2023: 7.9/10).

### 'Hangout with the Exec' sessions

These quarterly virtual roadshows give store, distribution and Support Centre managers the opportunity to ask Executive management questions on any subject.

### Inclusion and Diversity network surveys

Ad hoc surveys supporting insights from colleague-led networks focused on inclusion and diversity.

### Cost of living working group

Bi-annual group providing insights and feedback to support colleagues with the cost of living.

<sup>1</sup> Calculated from four engagement questions included in our colleague survey

## Colleague feedback and outcomes

	Feedback	Outcome
<b>Culture</b>	Colleagues continue to take great pride in Wickes' culture, and we remain committed to strengthening this to thrive in an ever-evolving environment. Colleagues gave us an 8.2/10 engagement survey rating for satisfaction with our inclusion and diversity efforts, matching the industry benchmark and aligning with the 'freedom to be' pillar of our new Colleague Promise.	We will continue our efforts to further embed our Colleague Promise, which reinforces Wickes' culture and resonates personally with current and future colleagues. We'll launch our colleague ambassador programme to support this.
<b>Strategy and purpose</b>	Colleagues are confident in Wickes' direction and its balanced business model, which they see as a competitive advantage. Established communication channels and Executive management updates provide clear insight into strategy progress. At a shop floor level colleagues feel confident in working towards operational goals, but less connected to the Company level strategy.	We continue to keep our colleagues updated on our strategic approach and launched Wickes Life colleague magazine to bring our store colleagues closer to broader strategic messaging.
<b>Career development</b>	Colleagues have mentioned perceived barriers to career progression, requiring further support from managers. In particular, they have cited uncertainty about available opportunities or how to access them, especially regarding movement across business areas.	We are looking at how we further evolve the performance management process and the tools available to support colleagues and line managers with career and personal development conversations. Additionally, in response to feedback last year, we have commenced a phased introduction of Leadership Behaviours to clarify expectations at each level. Ongoing enhancements are being made to the Internal Careers site and online learning platform iLearn to better connect colleagues with opportunities.
<b>Environment</b>	Colleagues agree safety in the workplace remains a strength, with ongoing improvements to the work environment making a positive impact. Initiatives such as the store refit programme, office refurbishments, and store refresh programme have enhanced the overall atmosphere. Additionally, the shift in flexible working policy has transformed the approach from focusing on challenges to embracing solutions.	We're empowering managers to make the best decisions with regard to working arrangements within their teams without the need for escalation and the environment continues to be and feel safe to our colleagues. We are looking at data to better understand how well embedded flexible working has become among our store management population and how flexible working options can be adopted in the distribution area of our business.
<b>Meaningful work</b>	Engagement survey feedback shows that we need to keep our attention on meaningful work amongst the colleague population. This is largely in our store and distribution environments. With our increased proposition and service offerings, this requires more from colleagues. This can result in colleagues feeling that they are delivering more at times, which is not always valued. This can then impact service and morale – in particular, colleagues feeling a lack of recognition from their managers.	The Operations leadership team has this driver as a priority part of their colleague engagement action plan. We continue to focus on how we make our reward and recognition offering more visible and accessible for those in store and distribution roles.

## Responsible business continued

### Colleagues

# Colleague promise

To be a trusted name in home improvement and deliver our purpose of helping the nation feel houseproud, Wickes needs to be able to attract and retain the best people. Our Employee Value Proposition, which we are calling our 'Colleague Promise', is a resource we have developed to support our talent strategy.



While we already have a strong consumer brand, we needed to invest in building an employer brand that would enable us to attract and retain the people we need to succeed.

We developed our Employee Value Proposition (EVP) in 2024, by listening to people across our organisation through a series of interviews and workshops, to capture their views about the value of working with us. We are now embedding our EVP throughout our organisation.

Our Colleague Promise outlines the promise we make to our people and what we ask of them in return. It answers the question 'Why should I work for Wickes as opposed to somewhere else?'

Our Colleague Promise makes it easier for us to attract and retain the best talent, so that people looking for a job know to consider Wickes, and those who already work for us understand how different we are to other employers in the market.

We created our authentic employer brand, which is inclusive and reflective of who we are, under the mantra of 'Experience Beyond the Everyday' and three pillars 'Freedom to be', 'Big on what matters' and 'Empowering you'. The three pillars were tested with our colleagues and are the final reflection of what they've told us.

The three pillars embed our culture:

- 'Freedom to be' covers our inclusive culture and making sure every colleague feels at home.
- 'Big on what matters' covers our business priorities, our approach to sustainability, and our charity and community work.
- 'Empowering you' covers career growth and learning and development.



### Our Colleague Promise mantra

We're a down-to-earth business, and how we work is special. That's down to our unique culture. We believe in doing what's right – winning for our customers, our communities, our planet and our people. We take pride in being an open, welcoming place where everyone feels at home. Where you can be yourself, do your best work and make a positive difference every day.

**Our mantra is our commitment we make for our colleagues.**



**Freedom to be**



**Big on what matters**



**Empowering you**

## Responsible business continued

### Pillar 1 *You have the* **Freedom to be**



#### What we offer you

We're proud of our inclusive culture which allows everyone to feel at home. As different as we all are, we share a way of being. Welcoming new people and ideas. Having an ambitious, can-do spirit but also showing humility. Giving each other a voice that can be heard. We have each other's backs. We have the freedom to be ourselves. That's how we all thrive.

#### What we expect from you

Be you and welcome others.

### Pillar 2 *We're* **Big on what matters**



#### What we offer you

We care about doing what's right for our people just as much as we do for our customers, communities and planet. We help people make their lives better by inspiring them to improve their homes. We support you by creating an environment that works for you, with a purpose that inspires you. By focusing on what really matters together, we will all be so much the better for it.

#### What we expect from you

Be the difference we make.

### Pillar 3 *We care about* **Empowering you**



#### What we offer you

Whatever role you come to Wickes for, we're here to help you get what you want from it. As part of a unique team, we'll support you to make the most of your talents and provide a space for you to be valued, rewarded and supported. We will empower you to make your working experience your own.

#### What we expect from you

Own the opportunity.

### Bringing our authentic selves to work every day



For me, my religion is something I cherish a lot. And for me to get to practice my religion without any problem is the best feeling for me.

**Buhari, Warehouse Administrator**



### Offering benefits that help make lives better



When me and my partner split up, I was left with a lot of debt. I was pointed in the direction of the financial hub to see what advice I can get. This changed my life and now I am working towards being debt-free.

**Nicola, Warehouse Supervisor**



### Owning the opportunity



I expressed an interest in wanting to develop myself using the apprentice scheme. I feel like now I am getting hands-on experience. Wickes has been amazing.

**Laura, L&D Adviser**



## Responsible business continued

Customers

Communities

# Supporting our customers and local communities

### Our customers

Understanding our customers' views and needs is a cornerstone of our approach to stakeholder engagement, and is covered in detail in our Market review (pages 12-16) and Section 172 statement (pages 87-90).

How we prioritise the safety of our customers and our performance in 2024 can be found on pages 48-49.

We also continue to enforce Challenge25 in our stores, to ensure that we are not selling age-restricted products to those who are underage. Due to the significant risk, we do not sell age-restricted products online.

Our approach includes a consideration of the financial wellbeing of our customers who chose to take out consumer finance for their design and installation projects. We have policies and

procedures in place to ensure that we comply with our obligations under the Financial Conduct Authority's Consumer Duty to deliver good outcomes for our customers, including treating customers fairly and identifying vulnerable customers so that we can provide a tailored service to meet individual customer needs.

We continue to seek to mirror the values and diversity of our communities so we can best support our customers. We want everyone to feel at home in a Wickes store and everyone is welcome.

We continue to extend the support of our Wellbeing Ambassador, Jeff Brazier, to our TradePro members. They are able to access his coaching content to help with their wellbeing. We know that, for many of our customers, financial wellbeing and cost efficiencies continue to be top of mind.

Our 'Let's care for each other' ethos is not just an internal principle but also extends to the communities we serve; we have a zero tolerance stance on physical, verbal or racial abuse against colleagues or customers. We stand in solidarity with fellow retailers by participating in Shop Kind, an initiative designed to tackle violence and abuse against shopworkers, and welcome the Government's progress on establishing a specific offence to help as a deterrent.



### Case study

#### New kitchen for Norfolk foodbank

A donation from our Kings Lynn store was made to St. Mary's Church Foodbank in St. Massingham in an effort to help with the increase in demand from communities using food banks.

These kitchen units with a retail value of over £3,000, were donated through the Wickes Community Programme. The new kitchen will help to increase the foodbank's capacity to efficiently store and distribute food supplies to those in need.

In recent years, St. Mary's Church Foodbank has acted as an essential lifeline for many residents in the St. Massingham area and has seen demand for its services surge as families face difficult financial times.



Seeing our kitchen units assist St Mary's Church Foodbank in their invaluable work brings us immense joy and reinforces our commitment to giving back to the communities we serve.

**Glen Hammond, Design Consultant**



## Responsible business continued



### Case study

#### Enabling transformational impact

Our charitable partnership with The Brain Tumour Charity provides funding which can be used in an unrestricted manner, helping the charity to develop life-saving treatments and support everyone affected by a brain tumour diagnosis.



The increased funding from Wickes has helped us propel our first major treatment breakthrough in over 20 years, pioneering a new treatment for paediatric brain tumours with the BRAF gene mutation. Children are now able to take a pill at home rather than going to hospital, enabling them to spend more time at school and with their families, and suffering fewer negative side effects.

**Sally King, Corporate Partnerships Manager**



#### Our local communities

At Wickes, we're committed to making a positive impact on the communities where our colleagues and customers live and work. Through our Community Programme, we empower our colleagues to give back by donating Wickes products to local good causes. All stores have access to a dedicated fund of £300,000 every year in order to support good causes and community groups in their local area. In 2024, we supported 2,156 projects across England, Scotland and Wales, reaching an estimated 345,400 people, by donating 28,557 products. That's a 47% increase in the number of local community projects supported from the previous year.

In the first full year of our initiative with Crown Paints, our key partner for paint donations, we have donated 9,323 litres of paint to our local communities, enabling our stores to support even more community initiatives, on top of the great work carried out through the Community Programme.

We continue to explore the opportunities to further embed colleague volunteering into the business. Our approach is to allow colleagues from across the business to lend their skills to good causes, while being able to support ongoing community projects with passionate volunteers from our stores. In 2025, we will look for opportunities to formalise our approach and further the impact of the Wickes Community Programme providing volunteer time on a more regular basis.

#### Charitable giving

Throughout 2024 we raised funds for The Brain Tumour Charity, our 2023-2025 charitable partner, through a number of activities. In the first full year of the partnership we hit a milestone of raising £1,000,000 (from April 2023 to April 2024).

With the incredible support of our customers, our colleagues raised just over £559,000 through our dedicated '50 pence ask' weeks in store, of which we held five in total. As well as asking for a 50 pence donation at the till, our colleagues were able to raise further funds through bespoke in-store activities such as bake sales and in-store challenges. Some of our colleagues went even further and took on challenges throughout the year, either as a team or individually, with one of our colleagues climbing to Everest base camp. We also held our annual Charity Dinner where, with the support of our suppliers, we raised £164,400.

Our colleagues also raised £682 for The Brain Tumour Charity through the Give As You Earn scheme. In total through the scheme, our colleagues raised £61,907 for more than 105 charities as well as our official partner, with over 670 colleagues donating.

The search for our new charity partner also started in 2024. This year over 200 charities were nominated by colleagues from across the business, of which 18 met the necessary criteria to become our two-year partner. Through a collaborative process between the Executive Board and the Charity Committee, these were narrowed down to five charities which were able to present a partnership plan to us before the final two, demonstrating the best fit and alignment to our strategic goals, were put forward to a final colleague vote.



## People Looking forward

We want all of our colleagues and customers to feel at home when visiting a Wickes store and to be able to make a difference through charity and their communities.

### In 2025 we plan to

#### Colleagues

- Continue to mature our inclusion and diversity strategy, and review how we can formalise our role through supporting our colleagues' social mobility and neurodiversity.
- Evolve our Early Careers programme to adapt to our changing colleague profile and respond to external Government policy.

#### Customers

- Connect our brand proposition with our Responsible Business strategy.

#### Communities

- Increase the number of projects we support through the Community Programme to 2,250 in 2025, and better understand the social value of the donations.
- Complete fundraising for our existing charity partnership, and launch our new charity partnership.



## Responsible business continued



# Environment

Carbon

Waste

Nature

### 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.



### Our targets

#### Carbon

- Reduce absolute Scope 1 and 2 GHG emissions 42% by 2030 from a 2021 base year.
- 55% of our suppliers by emissions across Scope 3 will have science-based targets by 2027.
- Reduce absolute Scope 3 GHG emissions from the use of sold products by 42% by 2030 from a 2021 base year.

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

#### Packaging

- Primary plastic and paper packaging for our own brand products to have at least 50% recycled content by 2025.
- 100% of PVC and polystyrene removed from primary packaging on our own brand products to make it easier to recycle by 2025.

### 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](http://www.wickesplc.co.uk). The Company's environmental management controls are designed to align with the international environmental management system (EMS) standard ISO 14001. We plan to further develop our EMS, establishing robust environmental controls and integrating these into key business areas.

In 2024, we refreshed our controls to respond to environmental incidents. This included updating our internal training resources, and integrating environmental incident notifications into our new incident notification system (see safety and wellbeing on pages 48-49).

### Carbon

#### Understanding our impacts

The Company recognises the substantial risk that climate change poses to local and global societies and the environment. Throughout the reporting period, we have continued to focus on mitigating our impact and preparing our business for a future within a changing climate.

As is common with other businesses in the retail sector, 99% of our emissions arise from our value chain (also known as Scope 3). We have calculated that in 2024, 95% of our total footprint was directly attributed to the manufacturing, transport, use and disposal of the products we sell. Further breakdown of our greenhouse gas (GHG) footprint can be found on page 63.

#### Net zero commitment and contributing to an economy wide transition

We have committed to play our part to achieve the UK's 2050 net zero target by reducing our own GHG emissions. As signatories to the BRC's Climate Action Roadmap, we are working towards achieving net zero by 2040, and will set our own net zero target in due course. We also have an important role to play in helping our customers transition to

a low-carbon economy in a fair and equitable way, by expanding our product offer in home energy solutions. Our approach to this is covered by the Homes pillar on page 46-47.

### Near term science-based targets

In 2022, we set our near term science-based targets which cover our Scope 1, 2 and most material Scope 3 emissions. We received validation for these targets from the Science Based Targets initiative (SBTi) in 2022, confirming that our near term targets are consistent with a 1.5°C pathway. We communicated in our 2023 Annual Report and Accounts our intention to rebase our targets, in line with our Emissions Recalculation Policy (available on our website [www.wickesplc.co.uk](http://www.wickesplc.co.uk)).

We have spent time in 2024 improving our GHG accounting methodology and rebaselining our 2021 GHG footprint. We have also recalculated our GHG emissions for 2022 and 2023, and our updated results can be found on page 63. Our rebaselining found that due to business changes and improvements in our methodology, our 2021 footprint was 8.8% lower than the original. As this exceeded 5% we have needed to review our near term science-based targets against the SBTi's Corporate Net-Zero Standard.

The rebaselining exercise found that our absolute reduction targets remain valid. Due to changes in the measurement of our Scope 3 emissions, we have found that we need to increase our supplier engagement target from 45% to 55%, i.e., 55% of our suppliers by emissions across Scope 3 will have science-based targets by 2027.

We also reassessed the proportion of our footprint that is related to Forest, Land and Agriculture and we have reconfirmed that we have not exceeded the threshold, and therefore are not required to set an additional target.

We have submitted our updated targets, based on our revised methodology and assumptions, to the SBTi for validation through its Target Update Service. We expect to receive validation during 2025.

## Responsible business continued

### Carbon

#### Decarbonisation action plan

Following the work to rebaseline and recalculate our GHG footprint, we used the 2023 results to forecast a glidepath to meeting our near term science-based targets.

We then developed a decarbonisation roadmap aligned to the five-year business plan. It has been informed by external policy developments and improvements, for example, projections of the decarbonisation of the UK electricity grid. We then created a deliverable and credible decarbonisation action plan, setting out the key actions that the Group needs to deliver to meet our near term SBTs and also to prepare for further decarbonisation post 2030 in order to reach net zero.

#### Scope 1 and 2 emissions

Our primary focus is on ensuring that we are getting our own house in order. To that end we have developed a Scope 1 and 2 decarbonisation action plan focusing on our property and transport emissions. We are starting with decarbonising our buildings and improving our energy efficiency for 2025-2030, whilst decarbonising our HGV fleet is planned for post 2030.

#### Scope 3 emissions

With the majority of our climate change impact coming from our value chain, working with our suppliers is a critical part of our decarbonisation

roadmap. We have spent more time in 2024 to better understand the GHG emissions intensity associated with the products that we sell.

Meeting our revised supplier engagement target of 55% of Scope 3 emissions being covered by suppliers with an SBT, is reliant upon the supplier and product mix within the 2027 financial year. Our supplier engagement approach is to work in partnership with our suppliers, many of whom we have strategic and long-standing relationships with. We are in conversation with many of our strategic partners about their plans for decarbonisation, and the appropriate roadmaps for their businesses. We have not mandated setting SBTs, but we are encouraging all of our suppliers to understand the business benefits of understanding their GHG footprints and developing appropriate plans to reach net zero in an organised and orderly manner.

Our plans to meet our third SBT, 42% emissions reductions from energy-powered products when they are in use by customers, are primarily reliant on the decarbonisation of the UK electricity grid. For our other product ranges, we are working with our suppliers to understand their innovations in design, which will continue to give our customers the quality and performance they expect.

#### Our performance in meeting our science-based targets

A more thorough analysis of our 2024 GHG footprint is provided in our GHG and Streamlined Energy and Carbon report on pages 63-64.

We are making good progress with achieving our near term Scope 1 and 2 science-based target. In 2024, our Scope 1 and 2 market-based GHG emissions were 61.3% lower than our 2021 baseline. This is primarily due to the switch to a 100% renewable electricity contract (excluding Solar Fast). Following the acquisition of Solar Fast, we are also working on moving it to a renewable electricity contract.

Emissions from electricity-powered products in use by customers are heavily dependent upon the decarbonisation of the UK electricity grid. In 2024 we saw a 19.7% reduction in our emissions from Scope 3 Category 11 compared to our 2021 baseline. For further detail, refer to pages 63-64 for our GHG and SECR report.

By the end of 2024, 52 of our suppliers which contribute to our supply chain GHG emissions had set SBTs validated by the SBTi. This represents 27.3% of our Scope 3 GHG emissions. We recognise that seeking SBTi validation is not always an appropriate route for our suppliers. To this end, we also welcome suppliers seeking support and validation from other schemes and initiatives to help them work towards achieving net zero.

#### Collaboration

We pledged our support to the British Retail Consortium's (BRC) Climate Action Roadmap when it was first launched in 2021. In 2024, we continued to collaborate to work towards collectively meeting net zero in the UK retail industry.

Recognising that we have a global supply chain, in 2024 we joined the Retailer Taskforce of the 'Make it Zero' initiative launched by the European DIY Retail Association (EDRA) and the Global Home Improvement Network (GHIN). This initiative focuses on decarbonising Scope 3 emissions across the global home improvement sector. Our existing SBTi validated targets align directly with Make It Zero's commitments.



#### Case study

### Our new-build store standard

We fitted air source heat pumps in all four of our new build stores that we opened in 2024, Long Eaton, Durham, Aberdeen and Leamington Spa.

In our Aberdeen store we also installed 62 solar panels, fitted by Solar Fast. This means that our Aberdeen store is powered by 100% renewable energy, both from the solar panels and our renewable electricity contract.



#### Case study

### Make it Zero

We became one of the first retailers to become signatories to EDRA/GHIN's Global Scope 3 Decarbonisation Commitment [www.makeit-zero.com](http://www.makeit-zero.com).



We are in a critical decade where we must make real inroads to moving to a net zero future that is fair for everyone. Wickes has an important role to play in this and we have already made progress with our own SBTi-validated science-based targets. We'll do it faster by working in collaboration with our peers and supply chain partners across the home improvement retail sector, and the EDRA/GHIN Scope 3 Initiative provides an excellent platform to be able to do this.

**David Wood, CEO**

#### Scope 1 and 2 decarbonisation levers Objectives of levers

<b>A</b>	<b>Improve energy efficiency and secure zero carbon electricity</b>	– Increase capacity and resilience of our electrical infrastructure to support levers B and C.
<b>B</b>	<b>Decarbonise our buildings</b>	– Source of 66% of our 2024 Scope 1 and 2 market-based GHG emissions. – Main focus is to move away from gas to electric heating to reach net zero.
<b>C</b>	<b>Decarbonise our vehicles</b>	– Source of 34% of our 2024 Scope 1 and 2 market-based GHG emissions. – Main focus is to prepare for a switch post 2030 from diesel fuel to zero emission vehicles, dependent on technology developments.

## Responsible business continued

### Waste

# Taking action on waste

#### Operational waste

In 2024 we focused on mapping and tracking all the waste generated through our business, both from our retail operations and kitchen and bathroom installations. We continue to work with our principal waste contractors to improve the quality of the data available to us.

Installation waste, where around 90% of our waste is generated, is difficult to segregate at source due to the space constraints and the variety of waste being generated. We have been working with our waste contractors to develop more granular data of the treatment of our waste, as well as exploring the possibility of a simple onsite waste segregation option.

We continue to backhaul and recycle easy-to-recycle waste from our stores through our Northampton-based Stores Distribution Centre, where we recycled 7,442 tonnes of cardboard, wood, plastic wrap and plastic banding. Other waste streams are collected directly from stores by our store waste contractor for recycling, and in total we recycled 62% of our operational waste. This comes from a total 12,297 tonnes of waste, of which 100 tonnes was hazardous waste.

Lastly, we started the development of our Resources and Waste Strategy, looking at further opportunities across the business to minimise our waste, improve recyclability and embed the circular economy into our processes, all in line with UK Government policy. Going into 2025, we will launch the strategy throughout the business and identify suitable opportunities to embed circularity into our products and processes.

#### Packaging

We have a Packaging and Materials Policy, which sets out our requirements for Wickes own brand products, and we are members of the On-Pack Recycling Label (OPRL) scheme.

In 2021, following the demerger, we established packaging improvement targets for our own brand products and we have continued to make good progress on these goals since then. Our understanding of the definitions of recyclable and recycled packaging is informed by the UK's evolving policy, and as such we have sought to add further clarification to our targets.

By delivering our targets we are reducing costs associated with the introduction of the Extended Producer Responsibility (EPR) packaging regime and other packaging legislation in the UK, as well as reducing the environmental impact of our packaging. In light of the ongoing developments with packaging policy guidance, we will review our targets in 2025 to ensure they are aligned with the policy definitions and focus on the greatest impact.

In 2024, we have calculated that 30% of our primary plastic and paper packaging on our own brand products contains at least 50% recycled materials (both pre and post consumer waste). We are continuing to validate our packaging data for our second EPR submission due in April 2025.

Our performance is dependent on any packaging redesigns required for product protection as well as the mix of products we have sold in the year. We will continue to work alongside our own brand suppliers to ensure that we continue to increase recycled content where we can.

Polystyrene and PVC are hard to recycle materials and we have focussed on removing and replacing these with cardboard or paper materials. By the end of 2024, we completed the removal of PVC from all of our own brand packaging for new stock, and we successfully removed polystyrene by February 2025. There will be legacy stock in our system which will have PVC or polystyrene included in the packaging until this stock is sold through.

Next, we will address other hard to recycle packaging materials, and we are working with our industry partners to identify an appropriate solution to enable our paint containers to be more easily recycled.

#### Water

Our direct use of water is limited to colleague catering and welfare, and cleaning our stores and fleet vehicles. In 2024, we have measured that we consumed a total of 84,704m<sup>3</sup> water (2023: 57,821m<sup>3</sup>). We continue to work with our facilities suppliers to improve the data availability from our water meters.



#### Case study

### Switching out polystyrene

In 2024, we worked with our suppliers to transition our kitchen installation product packaging from polystyrene to cardboard, which we successfully completed by February 2025. This has allowed us to further improve the recyclability of waste from our installation projects, and help our installers to recycle more, by simplifying the types of waste they dispose of at our customers' homes.



#### Case study

### Introducing a new spares process for bathrooms

In 2024, we developed a new process for ordering spare parts for our own brand bathroom items still under warranty. The previous system was manually driven and led to many items being reordered when only one component needed to be replaced, usually through wear and tear of the part. This resulted in greater expenditure, as well as unnecessary waste in customers' homes.

We introduced a service that allows customers whose bathrooms are still under warranty to contact us and receive the part they require within three days. We also created and rolled out a comprehensive catalogue of parts for all Wickes own brand bathrooms, as well as guides for our store and customer support colleagues detailing the different parts, their use, and potential faults and solutions. This has also allowed us to improve order planning, leading to greater financial efficiencies as well as increased customer satisfaction.

Going forward, we plan to roll out the process to Wickes own brand kitchen items and out-of-warranty bathrooms, as well as launch online troubleshooting guides for our customers.



## Responsible business continued

### Nature

# Making nature count

We acknowledge the scientific evidence that global nature is deteriorating and biodiversity is declining. In 2024, we have furthered our understanding of the Company's nature-related dependencies, impacts, risks and opportunities.

Our most significant impact on nature is indirect, through product sourcing and product use. Of particular relevance to our sector is the link between product sourcing and forest risk commodities (such as wood and palm oil) and the potential to be connected with illegal deforestation.

### Timber

We continued to source products in line with our Timber Sourcing Policy (available on our website [www.wickesplc.co.uk](http://www.wickesplc.co.uk)). We purchase only material that complies with the UK Timber Regulations and we aim for 100% of all own brand and branded products to contain timber that is certified as responsibly sourced. Responsibly sourced means that environmental and ethical issues associated with the raw material sourcing and manufacture of a product have been addressed.

Timber remains a significant part of our business; we estimate that in 2024 33% of Wickes Building Supplies Ltd's revenue was from timber-based products. We have continued to focus on ensuring that, where possible, timber or materials derived from timber have received chain of custody certification from one of the two primary global responsible sourcing schemes for timber: Forest Stewardship Council (FSC) and the Programme for the Endorsement of Forest Certification (PEFC).



In 2024, we maintained our high standard of 99.8% (by revenue) of products manufactured with timber sourced from FSC or PEFC certified forests (2022 and 2023: 99.8%). For the remaining 0.2%, whilst the timber has not received full certification, they are still subject to our strict responsible sourcing requirements. In 2024, 81% of the timber we sold was certified by the FSC (2023: 78%) and 19% by the PEFC (2023: 21%).

Through completing our second CDP Forests submission (based on 2023 data), we have undertaken further analysis to understand the origin of our own brand timber. In 2023, just under 95% of our own brand timber was sourced from Europe, with just over 60% sourced from the UK. The remaining 5% was sourced from China, Brazil, Canada and South Africa.

### Peat

In 2024, we sold our existing stock of compost containing peat, and we are proud to declare that we now only source and sell compost that is peat free. This is ahead of the UK Government's plan to stop the retail sale of all bagged peat compost in England and Wales.

### Landscaping

We have a smaller, direct impact on nature from our estate management. In 2024, we developed internal guidance to help promote opportunities to enhance biodiversity through the landscaping activities across our estate. This includes recommendations for plant species that are better at supporting biodiversity, as well as other enhancements which can further encourage wildlife, for example bug hotels.



## Environment Looking forward

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

### In 2025 we plan to

#### Carbon

- Continue to deliver the decarbonisation action plan and continue to develop our Net Zero Transition Plan.

#### Waste

- Update our environmental controls to respond to changing regulation such as the new Simpler Recycling regime in England.
- Work with industry partners to identify an appropriate solution to enable our paint containers to be more easily recycled.

#### Nature

- Complete a desk-top assessment of our nature-related dependencies, impacts, risks and opportunities.

## Responsible business continued



# Homes

## Products

## Services

## Installations

### 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.



### Our targets

- Half (50% by revenue) of our own brand products to be classified as 'supporting sustainability'.

### 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 2024 market research, we explored energy saving as a key motivator for our customers. We also participated in a deep analysis of how other sustainability factors might influence customers choosing to shop at Wickes.

In the home improvement retail sector, our DIY customers have continued to be concerned about the rising cost of energy and the economic outlook. They told us that 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 14.

It is important that we understand the importance of other sustainability-related factors for our customers relevant to our sector. When choosing a home improvement retailer, we found that sustainability continues to be less important than other factors such as value for money, quality of product offered, price, location and range of products offered.

Out of all sustainability issues, environmental responsibility was the most important to customers surveyed. Themes such as the recyclability of packaging and ethical sourcing of materials was top of mind, followed by climate change. We are addressing all of these key issues, as discussed on pages 42-45. Opportunities to provide services which support a circular economy are becoming increasingly popular for customers, and we are maintaining a watching brief on what this means for Wickes.

### Home energy solutions

We have pivoted the focus of this area of our strategy to align with our commercial strategy to respond to the market growth driver of saving energy. By bringing home energy solutions to market, we are helping our customers to save energy and reduce the carbon footprint of their homes. This is how we are supporting a societal transition to a net zero future. The commercial opportunity around this driver is discussed in the strategy in action section on pages 21-22.

### Improving the sustainability of our full product offer

It is also important that we look at our wider product and service offering and how we can improve the sustainability of these. Sustainability is a broad term that could cover products that have been ethically and responsibly sourced, or products and services that have a lower environmental impact than a similar product or have a positive social impact.

Our approach to reducing the environmental impact of our products is covered under our Environment pillar (see pages 42-45). And how we ensure that we are sourcing responsibly, and seeking certification where available, is covered on page 45.

As a responsible business and commercial organisation, we are continuing to monitor developments that could impact our product ranges, for example new Government policy, and the innovations in the UK home improvement market. We have removed peat from our compost ahead of expected UK legislation, in line with the market and customer expectations. Other examples of changes that could affect us are the UK Government's consultation on stopping the sale of plastic-based wet wipes. We have assessed the potential impact for our business, and we already stock non-plastic alternatives.

## Responsible business continued



### 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. This includes:

- Legal, decent, honest and truthful
- Not misleading
- Capable of substantiation
- Clear as to any qualifications or significant limitations

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 (CMA) Green Claims Code.

### Measuring our progress

In 2022, we set ourselves a goal for 50% of our own brand revenue to be from products that we have classified as 'supporting sustainability'.

Sustainability is a broad term with many different definitions and applications. To this end, we have worked to classify all of our own brand products according to specific criteria. These are terms that we have developed which we believe our customers will understand, and are claims that can be substantiated.

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

We have analysed our sales data to assess how we are progressing against our goal for 50% (by revenue) of our own brand products that have been classified as 'supporting sustainability'. In 2024, 59% of our own brand revenue was from the sale of products classified as 'supporting sustainability' (2023: 60%). 58% of our own brand revenue was from products that contain responsibly sourced timber, with the remaining categories representing less than 1% each of own brand revenue.

Going forward, we will align our criteria with metrics from the forthcoming UK Sustainability Reporting Standards. We will also focus our efforts, and set goals, in product areas where we can have the most impact.



## Homes Looking forward

Whilst developing our product ranges that incorporate sustainability attributes, we will continue to closely follow evolving customer trends and understand market developments and Government policy and how that influences behaviour changes and lifestyle choices.

### In 2025 we plan to

#### Products

- Continue to build our home energy solutions product offer to enable our customers to be more energy efficient
- Explore how we can measure the avoided emissions of our home energy solutions product offer, in line with best practice

#### Services

- Increase our communications to customers on our wider sustainability credentials to continue to build trust in our brand

## Responsible business continued



# Fundamentals

Safety and wellbeing

Ethical business conduct

Responsible sourcing



### Safety and wellbeing

## Everyone home safe and well, every single day

Nothing is more important than making sure that everyone goes home safe and well every single day to their families or loved ones. Our focus continues to be achieving and maintaining an embedded culture of safety and care. Risks to the health and safety of our people and customers come first, led by strong and active safety leaders across our business and supported by our Feel at Home culture.

### Our safety management framework

Our Safety Policy was revised in 2024 and sets out our promise to always be legal, always aim to be safer, and always learn from our mistakes. This year we reinforced this message by documenting our safety management framework for senior leaders and creating a new 'Safety at Wickes' induction video for our colleagues. The policy has been communicated to all colleagues through our internal Safety Management System and we have also disclosed this externally on our website [www.wickesplc.co.uk](http://www.wickesplc.co.uk).

We have identified the key safety risks across our business, and have established comprehensive Safety Risk Registers owned by our operational areas. Our Operations team has clear accountability for ensuring that any risk of harm is identified and controlled, and it is supported by our safety team that provides advice and support regarding safety management.

Our Safety Policies and Risk Registers are supported by operational procedures that are communicated to our colleagues through training and instructions, so that they understand how to work safely or protect others from harm. We continually seek to reduce the risk of harm in our operations by identifying annual safety improvement plans. These are identified through various safety reporting channels including our incident reporting system.

We take pride in our learning culture, and actively seek to understand how we can do better through accident investigations and Executive Board-led incident review meetings. Through this process, we continue to make significant improvements in a number of areas, including how we manage risks to visitors in all our sites and the level of safety training for our managers. Our third line of defence involves assurance activities by both the safety team and group internal audit. 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.

### Safety: Our three lines of defence

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 Wickes Safety Management Framework and provision of assurance to the Wickes Executive Board.

3

#### Internal Audit

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

## Responsible business continued

### Our progress

Our focus in 2024 was to continue to improve our management of safety risks, and embed key parts of our safety management framework, including how we identify and prioritise risks, the safety knowledge and awareness of our leadership and how we engage and consult with our colleagues.

In 2024:

- We documented our safety management framework to support the effective implementation of safety controls by senior leaders, aligning it with the principles and structure set out in the International Safety Management System standard ISO 45001.
- We reviewed our Risk Register format, to simplify and ensure consistency across the business. In the reporting period, we reviewed all Risk Registers, enabling us to comprehensively map our safety risks business wide, which informed our improvement plan for 2025.
- The Safety Committees we created last year continued to evolve, and are now instrumental in the development of local safety risk and culture improvement plans, ensuring active participation of colleagues from all areas of the business.
- Our Safety Leadership training was extended to include all 1,100 Operational and Duty Managers across our stores who received face-to-face safety training in 2024. This has ensured that all leaders have a consistent message and learning experience, no matter where they work.
- In the reporting period, we launched our new Incident Reporting System (IRS), allowing us to capture better insight into specific safety events across our business. We use the system for all safety events including injuries, near misses, hazards, regulatory visits, medical incidents and incidents of abuse. It has allowed us to improve our escalation processes, ensuring the right people and teams receive the right information quickly to allow them to support our colleagues.
- Insight gathered from the IRS helped us to build a business case to install over 230 defibrillators. In 2024, we installed a defibrillator in every store, our main distribution centre and support centre. Each defibrillator is linked to the British Heart Foundation's public circuit so that they can be used by others in the event of an emergency.
- Our Risk assessments across both Retail and Distribution were reviewed, as part of a programme to ensure simplification of safety messaging to colleagues and clarity on our safety controls.
- We completed our three-year Safety Review Programme with over 260 audits of our stores and Distribution Centres, allowing us to provide assurance against all four key safety risk areas. Any sites that did not meet our high safety standards were supported to achieve the expected standards and then reaudited three months after the initial review, ensuring a cycle of continuous improvement and learning.
- A new colleague safety video was launched, communicating our promise to colleagues, our key expectations of everyone working for Wickes, and promoting the strong safety culture we have in Wickes. The video involved colleagues from all areas of the business describing what safety meant to them and why it matters.
- Our successful Primary Authority Partnership with West Northamptonshire Council continued, with our Primary Authority Partner attending a number of stores to review our key procedures, providing relevant business advice, and giving feedback to our Chief Operating Officer.

### Our performance

In 2024, we expected a levelling out of our safety performance figures following a number of very strong years of pleasing performance on injury reduction. However, we have continued to show strong performance in our reduction of total injury numbers across the business, with a 8% reduction, and a very positive 36% reduction in colleague injuries leading to lost time and lost work days.

### KPI

### 2024 performance compared to 2023

% change in total injuries reported	8% reduction
% change in Lost Time Accident Frequency rate	36% reduction
% change in hours worked before a Lost Time Incident	56% increase
% change in actual customer accidents	1% reduction
% change in Reportable incidents (RIDDOR)	11% increase

Although we have maintained a strong focus on hazard spotting across our business, our customer injuries remained relatively level compared to 2023. It was our customer accidents that also impacted our increase in RIDDOR reportable injuries. These were mainly driven by slips, trips and falls, and this will be the focus of a business wide safety working group in 2025 to consider ways to improve this area.

### Wellbeing

Our internal Wellbeing network continued to focus on the financial, mental and physical wellbeing of our colleagues, with support from our Wellbeing Ambassador Jeff Brazier, a trained life coach, grief counsellor and wellness and mental health advocate. A full programme of events included accessible workout videos, Wellbeing Fairs and awareness sessions on stress management, self-care and managing grief to support colleagues with specific issues in their lives. For the first time the Wellbeing network held a one-day Congress to gain engagement from the Wellbeing Committee on the Company's future Wellbeing Strategy. The Committee continues to support our Mental Health First Aider Programme with over 100 people managers trained in 2024 alone.

### Looking forward

We will continue to ensure that our risks are effectively managed, and actively support colleague wellbeing by listening to both our colleagues' needs and external requirements.

Our focus in 2025 will be on our operational risk improvement plans, and the development and maintenance of an embedded safety culture that all our team can be proud of. This will include:

- Establishing a Slips Trips and Falls working group to identify opportunities to improve risk management.
- Launching the next three-year Safety Review Programme across the business.
- Establishing a Safety Champions event, to engage and inspire colleagues from across the business, providing opportunities for them to consider and be involved in broader safety improvement plans.
- Continuing our successful relationship with West Northamptonshire Council.
- Working with Solar Fast's management team to support the implementation of our safety management framework into our newly acquired business.
- Reviewing our Safety Management System to ensure it is aligned to our framework and represents all areas of our business.



## Responsible business continued

### Ethical business conduct

# Promoting an ethical culture

#### Our approach

During 2024, Wickes developed a compliance framework to sit within the overarching governance framework, which supports the business to operate within its legal and ethical boundaries. It provides a simple, clear and consistent approach to compliance and is built on three key elements of strong ethical culture, robust risk management processes and effective monitoring.

In addition, a new compliance oversight group was formed in 2024, which brings together subject matter experts from across the business to oversee compliance against applicable laws and regulations and provide assurance to the Executive team and the Board. The Compliance Oversight Committee aims to promote a culture of compliance, integrity and ethical behaviour throughout the Group and ensure that all areas of law and regulation are consistently assessed, managed and monitored in accordance with the Wickes compliance framework. This Committee covers compliance with all laws and regulations applicable to the business including Health & 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 are required on an annual basis to carry out a 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.

A summary of the audit programme that has been carried out in 2024 is set out on page 102 of the Audit and Risk Committee report, which includes an audit of Wickes' compliance framework. 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. We have a Code of Business Ethics that applies to all our colleagues and is at the heart of our business. All of our part-time and full-time colleagues are required to complete e-learning training on this on an annual basis. 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 e-learning 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.

#### 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. Both the Executive team and the Board receive update reports on whistleblowing on a regular basis. Further detail on whistleblowing can be found on page 86.

#### 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. We are awaiting further UK policy guidance on necessary requirements for conducting human rights risk and impact assessments.

Our Human Rights Policy includes our respect of the right of freedom of association and collective bargaining for all colleagues.

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 Modern Slavery Statement on our website [www.wickesplc.co.uk](http://www.wickesplc.co.uk).

We aim to work collaboratively, 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, and we require all suppliers providing Wickes own brand products to undertake and deliver an acceptable ethical audit before we begin trading.

#### Anti-fraud and anti-money laundering

We have an Anti-Fraud Policy in place and take a zero tolerance approach to any activity that either amounts to fraud or is dishonest. All colleagues are required to complete an annual training module on fraud and due diligence is completed on third parties before contracting with them. We encourage colleagues to report any suspected incidents of fraud or dishonest behaviour either through line management or through our independent, anonymous whistleblowing service. We will continue to review and develop our Anti-Fraud Policy, processes and monitoring to meet 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 part-time and full-time colleagues are required to complete anti-money laundering training on an annual basis to ensure they understand the risk and how they can protect against the risks of money laundering and corrupt practices. A subject matter expert is in place for both fraud and money laundering who reports to the compliance risk oversight group. Any issues of non-compliance are reported to the Board.

## Responsible business continued

### 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 full-time and part-time colleagues, to complete annual e-learning 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; 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 at least annually on any breaches of the Anti-Bribery and Corruption Policy.

### Privacy and data security

The cyber threat being faced by all organisations continues to grow. Whilst data and security remains one of our most significant business risks, it has remained stable over the year thanks to the mitigations, processes and controls we have in place. Further detail on this is set out in the Risk section on page 70.

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 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, and which 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](http://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 full-time and part-time 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 a 'data privacy takeover', 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 2024.

As we continue to invest in new technology and decommission old systems, 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. We are working towards alignment with ISO 27001 (the international standard for information security management systems).

With the growing focus on artificial intelligence (AI), we have taken steps to understand both the opportunities and risks for the business. In 2024, we launched a Generative AI Policy and created an AI Council which is made up of a group of functional experts and meets at least every two months. 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 business continued

### Responsible sourcing

# Building a responsible supply chain

#### Policy and processes

In 2024, we updated our Responsible Sourcing Policy, which sets out how we source products and services in a safe, sustainable 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. We also formalised our Responsible Sourcing Steering Group, chaired by our General Counsel and Company Secretary to oversee the application of the policy.

We produced a new Supplier Code of Conduct and updated our Supplier Manual. We ensure that our suppliers demonstrate and share similar values to our own, especially 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 and Supplier Manual for Goods for Resale (GFR) can all be found on our website [www.wickesplc.co.uk](http://www.wickesplc.co.uk).

#### Supplier assessment

We have a global supply chain of approximately 350 first tier suppliers, with around 100 of these supplying Wickes own brand products. We have continued to enhance and deliver our Supplier Online Risk Assessment (SORA) programme throughout 2024. Our SORA programme includes all of our first tier suppliers, and helps us to better understand the risks within our supply chain, and to educate and improve our supplier base. We regularly review the outcomes of the assessments and report these to the Executive Board annually. We review our minimum standards each year to make sure that our policy remains fit for purpose.

During the reporting period, we completed the planned 2024 SORA risk assessments, which focused on assessing new Goods for Resale (GFR) suppliers and high-risk Goods not for Resale (GNFR) suppliers. With the acquisition of Solar Fast, we also extended our SORA programme to their business's top suppliers. In addition, our Responsible Sourcing team completed all planned in-person verification visits with key suppliers, including to suppliers located in China.

In 2025, we will repeat our two-year SORA programme, assessing all our GFR suppliers and high-risk GNFR suppliers. We will continue to visit our suppliers, prioritising our own brand suppliers.

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 Supplier Ethical Data Exchange (Sedex), but we will also consider the Business Supply Chain Initiative (BSCI) and SA8000 audits.

We require that a Sedex Members Ethical Trade Audit (SMETA) is completed every two years for our own brand suppliers; where a significant risk is identified, the frequency is increased to annual audits. These independent audits are designed to help protect workers from unsafe conditions, overwork, discrimination, low pay and forced labour.

#### Responsible sourcing of timber and compost

Our approach to the responsible sourcing of timber, timber products and compost is discussed on page 45.

#### 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 (OPSS) guidance on product safety alerts, reports and recalls. We review this process each year to ensure our controls remain fit for purpose. In 2024, 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 (REACH) regulations. We also ensure that all paint and varnish products that we sell are compliant with volatile organic compound (VOC) 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, and this year we have joined the BRC's Household Chemicals Working Group.

#### Health and safety in our supply chain

At Wickes we value 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 chemical compounds that contain Chromium 6 are 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. We have worked with our suppliers to remove Chromium 6 during the manufacturing of Wickes own brand products. By the end of 2024, we have removed it from 99% of our chrome-plated products, such as taps and hand tools, and we are working to completely remove it from all of our own brand product lines by the end of 2025.

During 2024, there was media coverage related to reports of negative health effects experienced by some stone fabricators linked to working with quartz materials. 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 Responsible Sourcing team has visited the manufacturing sites to confirm that appropriate operating systems are in place which reduce the risk of harm to the stone fabricators.

## Climate-related financial disclosures

# Climate related financial disclosures

### Compliance Statement

We have set out below 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 can confirm that we have made disclosures consistent with the recommendations and recommended disclosures of the Task Force on Climate-related Financial Disclosures (TCFD). Our disclosures are consistent with the TCFD's 4 recommendations and 11 recommended disclosures.

## Summary overview of progress in FY2024

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

### Governance

- Quarterly reporting to the Executive team and the Responsible Business Committee on progress with delivering our near term science-based targets.

### Strategy

- Further modelling of significant climate-related risks and opportunities to better understand the existing and future materiality for the business, specifically focusing on climate-related flood risk to our Distribution Centres.
- Forming our Climate Transition Plan, with more detail on how we intend to achieve our near term net zero targets, how we plan to respond to climate-related risks and opportunities, and how we expect to position ourselves to support achieving societal net zero.
- Demonstrated how achieving the near term science-based targets has been factored into the five year (2025-2029) business plan.

### Risk management

- Reviewed our FY2023 disclosures against the International Sustainability Standards Board's (ISSB) International Financial Reporting Standards (IFRS) S1 and S2 in anticipation that these form the basis of the forthcoming mandatory UK Sustainability Reporting Standards.

### Metrics and targets

- Rebaselined and revised our science-based targets, submitting these for revalidation to the Science Based Targets initiative (SBTi).
- Expanded our internal monitoring to include more climate-related metrics and integration of these metrics into relevant decision making.

## Agreed areas of focus in FY2025

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

### Governance

- Form an Executive-level Climate Steering Group, to provide more management team focus on the development and delivery of the decarbonisation action plan.
- Regular updates from the Climate Steering Group to the Executive team and the Responsible Business Committee with regard to the development and delivery of the decarbonisation action plan and climate-related financial risks.

### Strategy

- Analysis of the impacts of future carbon pricing, with particular reference to forthcoming UK Carbon Border Adjustment Mechanism (CBAM) and anticipated rates.
- When considering any material investment proposition, the Board is to further integrate climate-related information to consider the likely climate-related consequences, alongside other business impacts.

### Risk management

- Annual review of corporate climate risk register, in light of emerging UK policy developments and the latest climate projections.

### Metrics and targets

- Formalisation of climate dashboard to inform Climate Steering Group.
- Assurance of rebaselined 2021 GHG footprint.

### Disclosures

- Following the anticipated release of the UK's Sustainability Reporting Standards in Q1 2025, develop plans to meet future disclosure requirements.

## 1 Governance

### 1a) Board oversight

The Board has ultimate responsibility for setting the Group's strategy, including how the strategy addresses ESG matters, including climate-related issues.

The Board has delegated responsibility for ESG matters, including climate-related matters, to the Responsible Business Committee (RBC) and receives updates from the Committee on its work following each meeting. The Board considers climate-related issues when reviewing and guiding strategy, budgets and business plans – for example, at the Board Strategy Meeting held during the year, the Board considered the commercial risks and opportunities related to the Group's future growth driver of the home energy solutions market.

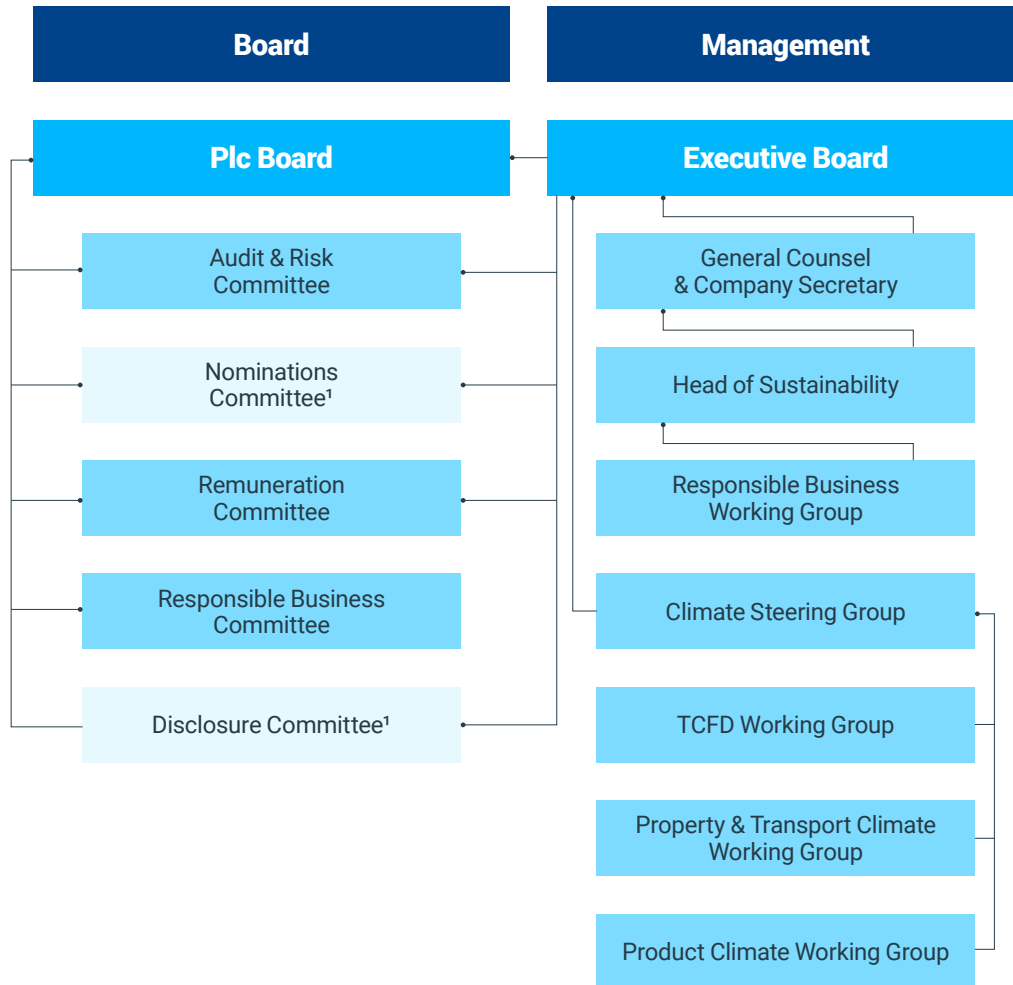
The RBC is a formal committee of the Board chaired by a Non-executive Director. Its primary purpose is to oversee the development of Wickes' Responsible Business Strategy and monitor the Company's performance in relation to substantive ESG matters (including climate-related issues). The CEO, CFO, General Counsel and Company Secretary, and Head of Sustainability attend all RBC meetings to provide regular updates on climate-related issues and alignment with climate-related financial disclosure requirements. More information on the RBC can be found in the Responsible Business Committee report on pages 104-105.

The RBC's duties include overseeing the Group's ESG conduct, and this includes climate-related issues, which are a regular agenda item for the Committee. The RBC monitors and oversees progress against the Group's carbon reduction goals and targets and for addressing climate-related risks and opportunities by reviewing and discussing the reports presented by roles in the business who are responsible for overseeing delivery of the science-based targets (e.g., Head of Sustainability), and for delivering specific carbon reductions (e.g., roles within Operations and Commercial teams).



# Climate-related financial disclosures continued

## Governance of climate-related issues



The reports also cover progress against targets and plans, highlighting any operational or financial impacts.

In 2024, the RBC met five times. The agenda for the year is planned in advance to ensure that appropriate attention is paid to climate-related matters. At all Committee meetings during the year climate-related matters were discussed, including updates on the project to rebase and revise the SBTs. A summary of topics discussed at each meeting is provided in the RBC report on pages 104-105.

During the year, the RBC monitored progress against the near term science-based targets through a quarterly dashboard, and updated the Board on progress against targets after each Committee meeting by tabling the meeting minutes.

The RBC is responsible for reviewing the Company's climate-related risks and opportunities, and content included in the Annual Report that meets the TCFD recommendations and recommended disclosures. The RBC makes recommendations to the Audit and Risk Committee (ARC) in relation to the inclusion of climate-related risks in the Company's principal and emerging risk disclosures, including the assessment of financial materiality. The ARC 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 ARC takes account of the assessment and recommendations made by the RBC in relation to climate-related risks.

The Remuneration Committee also approves and monitors performance against the near term science-based targets, including using key performance indicators relating to the targets, which form part of the Long Term Incentive Plan. More information on these targets is provided in the Metrics and Targets section on pages 60-63.

The Board has reviewed and approved the revised near term SBTs which have been submitted to the SBTi for validation. No other climate-related targets have been set by the Board during the year.

The Board Committees which have formal responsibilities related to climate issues are highlighted in the diagram, along with the reporting relationship between the Committees and the Board, as well as management.

### 1b) Management's role

The CEO reports directly to the Board and has overall responsibility for ESG and the Company's response to climate-related issues. The General Counsel and Company Secretary is the nominated Executive Board sponsor, reporting into the CEO and supporting them to oversee the Company's approach to ESG matters. The Head of Sustainability reports directly to the General Counsel and Company Secretary, and is responsible for coordinating the Company's approach to assessing, monitoring and managing climate-related matters. The Head of Sustainability also supports our Group Finance team to integrate climate-related financial information into financial and risk business processes where appropriate.

Responsibility for achieving the SBTi validated science-based targets sits with the appropriate Executive functional lead; the Chief Operating Officer and the Chief Property and Services Officer are responsible for the delivery of the Scope 1 and 2 science-based target; and the Chief Commercial Officer is responsible for the delivery of the Scope 3-related science-based targets. In addition, the Executive Board monitors store electricity and gas performance, reported through the Company's balanced scorecard each month. Department specific initiatives are overseen by the Executive Board, ensuring climate-related decision making is integrated across the business.

1 The Nominations Committee and Disclosure Committee do not formally provide governance on climate-related matters.

## Climate-related financial disclosures continued

The Executive Board is regularly updated by the Head of Sustainability and operational leads (who are members of the Climate Working Group (CWG)) on progress towards achieving the near term science-based targets and progress of the workstreams to assess and manage climate-related risks and opportunities. This has representation from operational teams, responsible for the property estate and transport activities, as well as the Finance Director for Financial Planning and Analysis. The CWG tracks the delivery of climate-related targets and initiatives across the business, through monthly meetings.

The Head of Sustainability reports on progress of the overall Responsible Business Strategy, and delivery of the targets to the Executive Board and the RBC on a regular basis.

The refit and new store programme is an important part of delivering the Company's Scope 1 and 2 targets to decarbonise its estate. Improvements such as installing solar panels, as well as utility and energy costs and contracts, are overseen by the Property and Store Development Board, which is chaired by the Chief Property and Services Officer.

### 2 Strategy

#### 2a) Climate-related risks and opportunities identified

In 2024, we continued to use the time horizons that we developed in 2023.

- **Short term:** 1-5 years. This time horizon was selected because it aligns with the Company's five-year business planning cycle.
- **Medium term:** 6-15 years. This time horizon was selected because the typical length of lease for the Company's property estate falls within the time period of up to 15 years.
- **Long term:** 16-30 years. This time horizon was selected because it aligns with the UK Government's net zero by 2050 target, and also includes the British Retail Consortium's net zero by 2040 goal which the Company has aligned with.

Following the identification and assessment process set out in the Risk Management section on page 59, in 2023 we identified seven thematic categories of potentially significant climate-related risks and opportunities. We have reviewed these in 2024 and these remain relevant. During the reporting period, we have recognised two emerging thematic risk categories: the market and technology transition risk of the decarbonisation of our value chain, and the physical opportunity from the sale of products in response to severe weather events.

In these disclosures, we discuss nine potentially significant climate-related risks and opportunities:

- Two physical risks and one physical opportunity that could significantly impact the business in a High Physical Impact Scenario (4°C), where the business and its value chain is operating in chronic changes to local climates, and an increase in the frequency and severity of extreme weather events.

- Five transitional risks and one transitional opportunity that could significantly impact the business in a Rapid Transition Scenario (1.5°C), where the business is operating in a rapid transition to achieve net zero by 2050 resulting in progressive government policies, market pressures from competitors and landlords, reputational impacts from investors, and impacts where technology is not keeping pace with the decarbonisation changes required.

The scenarios we have used are discussed further in Section 2c Resilience of the business's strategy.

A description of how each thematic risk category could materialise was first provided in our 2023 disclosures, and has been updated here to reflect our increased level of understanding.

#### Potentially significant physical risks and opportunities

We have explored chronic risks to our business and supply chain operations, such as sea level rises, temperature changes, and water stress. We have also explored acute physical risks such as which of our properties are in long term flood risk areas, and how heatwaves impact our operations. Potential risks to the business from a High Physical Impact Scenario (4°C) can be split into risks to the operation of the business and risks to our supply chain.

#### PR1 – Acute physical risk: Operations

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.

An increase in the severity and frequency of extreme weather events could disrupt the operation of our Distribution Centres and result in a negative impact on our ability to serve our customers and stores, potentially significantly impacting our business. The most likely weather event that increases with frequency and severity in a High Physical Impact Scenario (4°C) is localised surface water flooding as a result of a storm or heavy rainfall. Our Distribution Centres are not located in an area at risk of rising sea levels.

In 2024, we commissioned desktop climate change flood risk assessments of our main Distribution Centres' sites in Northampton, assessing the risk up to 2070 under three global temperature scenarios (2.6°C, 4.5°C and 8°C). The assessments concluded that these sites are predicted to be at a marginally increased risk from flooding when considering a variety of climate change scenarios in the long term. Undertaking further onsite assessments to better understand the actual risk and mitigating actions required will be considered in future years.

The risks to individual stores from a climate-related incident, such as a storm, or from rising sea levels are not deemed to have a significant business impact. This is because 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 now leasehold, and so over the medium to long term time horizon we can assess how to reduce our risk further by store relocations at lease renewal time, if necessary.

During 2024, we experienced a number of intense storms as they moved across the UK. We were able to continue trading throughout these events, unless it was unsafe to do so where we closed individual stores for a few hours. Damage to our property estate was minimal.



## Climate-related financial disclosures continued

### PR2 – Chronic and acute physical risk: Supply chain

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.

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. 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.

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.

### PO1 – Acute physical opportunity: Increased sales related to extreme weather events

This year we have incorporated the commercial opportunity of increased sales related to extreme weather events into our TCFD disclosures. We sell a range of products that are often in high demand following a severe weather event, 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. In our supply chain and merchandising plans, we continue to plan for weather-related events to ensure that we can capitalise on these opportunities and support our customers with high-quality, value products to enable them to prepare for and recover from these events.

### Potentially significant transition risks and opportunities

We have explored potential transition risks for our business in a Rapid Transition Scenario (1.5°C), including policy and legal, technology, market, and reputational risks. The risks that we have identified are broadly applicable to the home improvement retail sector operating in the UK with a global supply chain, and not unique to Wickes.

#### TR1 – Policy and legal transition risk: Carbon pricing and broader policy requirements

In 2022, we commissioned a scenario analysis of the business's potential exposure to future carbon pricing mechanisms. This concluded that under a Rapid Transition Scenario our suppliers in carbon intensive industries could be subject to high 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.

We will continue to maintain a watching brief on future carbon pricing forecasts as well as the UK's forthcoming CBAM that we expect to be introduced from 2027. We will update our modelling to understand the impact of future UK CBAM rates on direct and indirect imports once the Government has issued more conclusive details of the scheme.

The risk from UK policy changes to prompt a low-carbon transition that could impact our products and services is covered in TO1 – Market transition: Products and services for the low-carbon transition. 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 policy changes that would significantly impact the business in our short term time horizon; we expect the introduction of additional disclosure requirements to be managed by existing management resources.

### TR2 – Technology transition risk: Decarbonising the fleet

The Wickes fleet is made up of mostly heavy goods vehicles. 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.

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.

Installing electric car vehicle charging across the estate will be required to support the switch of the company car and colleagues' own vehicles to low- and zero-carbon emissions vehicles. The same chargers could also provide destination electric vehicle charging for customers to encourage footfall at stores, as well as support the wider transition of the UK economy to electric vehicles. 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 PV.

#### TR3 – Market transition risk: Decarbonising the estate

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 Solar Fast). Maintaining this is inherently included within our five-year business plan.

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 purchase power agreement with the respective landlord. The acquisition of Solar Fast in 2024 also provides us with an additional commercial opportunity to the Company from installing solar PV provided by Solar Fast.

Installing new or replacement assets that are more energy efficient or enable the transition away from gas heating (such as air source heat pumps (ASHPs)) is technically feasible and a relatively low operational risk. The forecast capital expenditure 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.

#### TR4 – Reputational transition risk and opportunity: Increased scrutiny from Shareholders on delivering net zero and access to capital

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 goal. We are committed to continuing to improve our disclosures over time in line with future UK Sustainability Reporting Standards 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. For these disclosures, we have also recognised 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.

## Climate-related financial disclosures continued

Feedback from our current investors through the year confirms that the home improvement retail sector is not considered to be a highly exposed sector to climate-related risks. Furthermore, our SBTi-validated near term science-based targets give assurance that we are aligned to a 1.5°C pathway. We will continue to review this potentially significant risk and opportunity each year, to ensure that we are maximising our ability to access capital.

### TR5 – Market and technology risk: Decarbonising the value chain

In recognition of the scale of the challenge, we have pulled out the transitional risk related to the decarbonisation of our value chain from TR1 into its own discrete thematic category.

Looking across all of the products we sell, there is a risk to our suppliers from other policies in a net zero scenario that aim to reduce emissions from carbon intensive sectors. Greenhouse gas emissions produced during the manufacture, transport, use and disposal of the products that we sell currently represent around 95% of our footprint.

Decarbonising our supply chain, and 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.

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. There is a potential risk that our suppliers in these sectors do not have the 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.

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.

### TO1 – Market transition opportunity: Products and services for the low-carbon transition

In 2022 and 2023, we commissioned indicative analyses to look at the potential market opportunity to supply products and services that are required for the UK to meet its net zero target. In a Rapid Transition Scenario (1.5°C) we concluded that there is a significant opportunity for our business to expand our product ranges into home energy solutions, for example heat pumps, electric vehicle chargers and solar panels.

Since the new UK Government came to power in July 2024, the policy that supports the transition of decarbonising the UK's homes has been under review. The Government is signalling that it is more ambitious with its net zero plans, but is yet to confirm plans for the phase-out of certain types of carbon intensive products (for example, gas boilers). This creates further uncertainty in the market, and slower uptake of alternative technologies than the Rapid Transition Scenario predicts.

Further explanation of how we are responding to the business opportunity from home energy solutions is provided in the Market Review section on page 14. We see that seizing this opportunity also enables the Company to contribute to the economy-wide transition to net zero, and therefore it is a key pillar of our net zero transition plan.

Alongside expanding our product ranges, there is a minor transition risk 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 sold after 2025. The UK's policy to phase out gas boilers remains under review following a significant backlash in the media.

We also recognise there is a market transition risk with the electrification of other fossil fuelled powered products, for example barbecues and patio heaters. Whilst the electrification of these products is technically feasible, customers may prefer the more traditional fossil fuel alternative. Where Government policy does not push forward the phase-out of these products, were we to stop stocking such products earlier than our competitors in order to hit our net zero ambitions, we could see a risk of competitive disadvantage.

We stock a limited number of product ranges that could be at risk of being phased out in the journey to decarbonise homes (for example, gas boilers). Therefore, we consider overall that products and services for the low-carbon transition represents a net opportunity to the business.

### 2b) Impact of climate-related risks and opportunities

Recognising the impact of climate change on our business, in the near, medium and long term, resulting in the potential of rising costs, 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.

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 table below our assessment of the potential business and financial impact of potentially material climate-related risks. We have not assessed the financial impact related to TR4 – Increased scrutiny from Shareholders (current and future) on delivering net zero, as we consider it to be an unlikely event that the business does not meet its near term science-based targets. We will continue to keep this under review.

To find further information on our assessment of the actual and potential business and financial impact of the transition opportunity 'TO1 – Market transition opportunity: Products and services for the low-carbon transition', refer to the Business Growth Levers Accelerating Design & Installation and DIY category wins section on pages 18, 21 and 22.

In addition to the short summary of our strategic response, management controls and mitigation measures provided in the table on page 58, further information on how these risks and opportunities have informed our financial planning process can be found in section 2a).



## Climate-related financial disclosures continued

### Financial impact of potentially material climate-related risks

High-level climate-related risk categories	Risk type	Potential business impact	Potential financial impact	Scale of financial impact (high/medium/low/uncertain) <sup>1</sup>			Climate scenario	Strategic response	Management controls and mitigation measures
				Short term 1-5 years 2025-2029	Medium term 6-15 years 2030-2039	Long term 16-30 years 2040-2054			
PR1 – Acute weather-related events impacting operations	Acute physical risk	Operations	Expenditure Revenue	Low	Low	Low	High Physical Impact Scenario (4°C)	<ul style="list-style-type: none"> <li>– Continue leasehold model for property estate with 10- to 15-year lease agreements.</li> <li>– Continue distribution strategic approach to work with expert logistics providers to prepare for and respond to any potential disruption in distribution network.</li> <li>– Commission further onsite long term flood risk assessments of Distribution Centres in High Physical Impact Scenario.</li> </ul>	<ul style="list-style-type: none"> <li>– Business continuity plans for distribution and stores.</li> <li>– Leasehold model, and long term flood risk assessed when reviewing new sites and regears.</li> <li>– Distribution strategy is developed, implemented and monitored by the Distribution team in Operations.</li> </ul>
PR2 – Chronic climatic changes and acute weather-related events impacting supply chain	Acute and chronic physical risk	Products and services Value chain	Expenditure Revenue	Low	Low	Uncertain	High Physical Impact Scenario (4°C)	<ul style="list-style-type: none"> <li>– Continue to partner with strategic suppliers to understand risks in operating regions and discuss mitigating actions.</li> </ul>	<ul style="list-style-type: none"> <li>– Impacts to higher risk and strategic suppliers are monitored by key teams within Commercial, including the Responsible Sourcing and Quality team, and Category teams.</li> </ul>
TR1 – Carbon pricing and broader policy requirements	Policy and legal transition risk	Products and services Value chain	Expenditure Revenue	Uncertain	Uncertain	Uncertain	Rapid Transition Scenario (1.5°C)	<ul style="list-style-type: none"> <li>– Monitoring relevant policy developments.</li> <li>– Focusing on delivering decarbonisation targets.</li> </ul>	<ul style="list-style-type: none"> <li>– Climate-related policy developments (including carbon pricing) monitored by the Head of Sustainability through the Environmental Management System legal horizon scanning process.</li> </ul>
TR2 – Decarbonising the fleet	Technology transition risk	Operations	Expenditure	Low	Low	Low	Rapid Transition Scenario (1.5°C)	<ul style="list-style-type: none"> <li>– Engaging on long term decarbonisation strategy of main transport providers.</li> <li>– Defining business case for potential low- and zero-carbon emissions fleet options.</li> </ul>	<ul style="list-style-type: none"> <li>– Plan to decarbonise the fleet is in development by the Distribution team in Operations.</li> <li>– Supported by the Property and Transport Climate Working Group, and overseen by the Climate Steering Group.</li> </ul>
TR3 – Decarbonising the estate	Market transition risk	Operations	Expenditure	Low	Low	Low	Rapid Transition Scenario (1.5°C)	<ul style="list-style-type: none"> <li>– Monitoring energy usage and GHG emissions of stores.</li> <li>– Exploring emission reduction opportunities in stores.</li> <li>– Monitoring relevant policy discussions on Minimum Energy Efficiency Standards and green leases.</li> </ul>	<ul style="list-style-type: none"> <li>– Plan to decarbonise the estate is in development by the Property team in Operations, governed by the Property and Store Development Board.</li> <li>– Supported by the Property and Transport Climate Working Group, and overseen by the Climate Steering Group.</li> </ul>
TR5 – Decarbonising the value chain	Technology and market transition risk	Products and services Value chain	Expenditure Revenue	Low	Uncertain	Uncertain	Rapid Transition Scenario (1.5°C)	<ul style="list-style-type: none"> <li>– Engaging with suppliers to understand their science-based targets and net zero plans.</li> </ul>	<ul style="list-style-type: none"> <li>– Roadmap of suppliers' decarbonisation plans is monitored by the Product Climate Working Group, and overseen by the Climate Steering Group.</li> </ul>

<sup>1</sup> Refer to section 3a for definitions

## Climate-related financial disclosures continued

### 2c) Resilience of the business strategy

We have used two extreme scenarios to stress test our business model and strategy. These are set out below. 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 2022 and 2023 disclosures and are commonly used by industry.

#### Rapid Transition Scenario (1.5°C)

The International Energy Agency's Net Zero Emissions by 2050 Scenario (NZE) was first published in 2021 and updated in 2023. This scenario is a normative (or prescriptive) demand-led transition scenario that shows a pathway for the global energy sector to achieve net zero greenhouse gas emissions by 2050. It is consistent with limiting the global temperature rise to 1.5°C and achieving the Paris Agreement. In this scenario, businesses will be impacted by significant policy changes and the scenario assumes an orderly transition with stringent climate policies and carbon pricing, rapid technological innovation and changing consumer expectations.

#### High Physical Impact Scenario (4°C)

The Intergovernmental Panel on Climate Change (IPCC) Representative Concentration Pathway (RCP) 8.5 scenario (published in 2013 as part of the IPCC's Fifth Assessment Report) projects the most likely climate outcomes associated with a trajectory where global emissions continue rising at current rates, leading to a potential temperature increase of 4°C by 2100. In this scenario, businesses will be impacted by extreme climate change, and the scenario assumes severe impacts of extreme weather events worldwide, and shifting weather and climate patterns.

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.

In 2024, we have reviewed how these potentially significant climate-related risks and opportunities might influence our business strategy and financial planning at a high level. (See 'Potential financial impact' column in the table on page 58).

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 times 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. Within the reporting period, we acquired 51% of Gas Fast Ltd, trading as Solar Fast. Although the business was originally set up as a gas boiler installation company, the main driver for the acquisition was the pivot of the business into the solar installation business. We currently sell a relatively small proportion of electric powered products. We 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 8 years. This gives us flexibility with our property estate to locate in areas which are lower risk from extreme weather, 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.

## 3 Risk management

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

Risks and opportunities are identified at the Group level and apply to the activities of the main trading subsidiary of the Group; Wickes Building Supplies Ltd.

Each year, we undertake an exercise with key internal stakeholders to review the list of existing climate-related risks and opportunities as well as identifying any potentially new risks and opportunities arising due to changes in the business, or external changes. This creates a longlist of climate-related risks and opportunities. This identification exercise also

considers existing and emerging regulatory requirements related to climate change in the UK, where the business operates.

Within the year, the Company acquired 51% of Gas Fast Ltd trading as Solar Fast. The nature of the business's activities is similar to the rest of the Company namely purchasing and installing solar panels and gas boilers. Therefore, no additional climate-related risks and opportunities have been identified from this acquisition.

#### Assessment

We then 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).

Climate-related risks and opportunities have been prioritised on the basis of:

- indicative potential financial or strategic impact on the business, using the business impact framework in the Wickes Risk Management Policy;
- the strength of the climate change signal for a specific risk driver or physical risk hazard; and
- the magnitude of projected change from the baseline in a future climate scenario.

Those risks and opportunities that exceed an internally agreed threshold are identified as potentially significant, prioritised for further assessment, and logged on our Climate Risk Register. 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.

Further scenario and sensitivity analysis is undertaken on these high-level categories on a two-to three-year frequency depending on updates

## Climate-related financial disclosures continued

### 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	Insufficient data to assess at this time

and changes from external factors, such as policy and legislation changes, as well as business changes (such as new product category ranges).

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. For the purposes of this assessment, how we assess materiality in relation to climate-related matters is outlined in the table above.

Where there is inadequate information to undertake an assessment of financial materiality and therefore financial impact, these cases have been identified as 'uncertain'. The business impact of such risks is discussed in the Strategy section on pages 55-59.

### 3b) Processes for managing climate-related risks

We manage our climate-related risks in the same way as other risks that the business faces (refer to the Risk Management section of this report for further explanation on our overall approach on pages 67-75). 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 twice-yearly review of the climate change principal risks. This is undertaken by the Head of Sustainability, then the General Counsel and Company Secretary discusses and agrees changes with the Executive Risk Committee. Any changes are then included in the updates to the Executive Board, 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 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.

### 3c) Integration into overall risk management

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 Management section on pages 67-75.

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 73.

On the Company's Corporate Risk Register, there are 20 identified risk categories – climate change is considered within the 'ESG' risk category. During 2024, the Audit and Risk Committee reviewed the Company's risk appetite for all risk categories. The risk appetite for the ESG risk category remained stable compared to 2023.

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

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

Management regularly reviews metrics associated with the Company's near term science-based targets to track progress on our goal to achieve net zero. Our key metrics for measuring and managing climate-related risks are therefore as follows:

- **Scope 1 and 2 emissions:** The Executive Board monitors store energy consumption on a monthly basis via the Company's balanced scorecard. Management reports to the RBC on high-level performance against the Scope 1 and 2 emissions targets at mid-year and end of the year.
- **Scope 3 emissions:** For our most material Scope 3 emissions categories, namely Category 1 (purchased goods and services) and Category 11 (use of sold products), we have been tracking the number of our Goods for Resale suppliers who are planning to set or have set a science-based target validated by the SBTi. Each year, we measure the Company's full carbon footprint, including all relevant Scope 3 categories, in accordance with the Greenhouse Gas Corporate Protocol – the full methodology is available on our website.

- We report against the SASB Multiline and Speciality Retailers and Distributors industry standard, which is available on our website.

For more information on how these metrics are incorporated into performance measures within remuneration policies, refer to the Remuneration Committee report on pages 112-113.

We monitor and report progress against additional appropriate metrics relating to our material climate-related risks to the Responsible Business Committee on a quarterly basis via the Responsible Business dashboard.

We do not currently use an internal carbon price but this is a future consideration which we will review annually.

### 4b) GHG emissions and related risks

Our Scope 1, 2 and 3 GHG emissions are key metrics in monitoring our climate impact over time. We have calculated our full 2024 GHG footprint for our business, covering absolute Scope 1, 2 (market and location) and 3 emissions and carbon intensity. Our methodology for calculating our footprint is aligned to international best-practice guidance from the World Business Council for Sustainable Development (WBCSD) and World Resources Institute (WRI)'s Greenhouse Gas Protocol Corporate Standard.

The 2024 GHG footprint for the business is reported on page 63. Selected metrics within our 2024 reporting have been independently assured to the International Standard on Assurance Engagements (ISAE 3000). Our methodology, the external Independent Limited Assurance Statement and full GHG footprint is available on our corporate website: [www.wickesplc.co.uk](http://www.wickesplc.co.uk).

A GHG emissions intensity ratio is also reported in the table on page 64 comparing GHG emissions against gross internal floor area of our property estate.



## Climate-related financial disclosures continued

### Climate-related Metrics and targets

TCFD recommended cross-industry metric	Metric used by Wickes and commentary	Link to thematic climate-related risk or opportunity category
<b>GHG emissions</b> Absolute Scope 1, 2, and 3 emissions intensity	Within the reporting period, we have been tracking the following metrics: <ul style="list-style-type: none"> <li>– Tonnes of CO<sub>2</sub>e for Scope 1 and 2 GHG emissions (six monthly)</li> <li>– % of GFR suppliers that have set science-based targets (six monthly)</li> <li>– Tonnes of CO<sub>2</sub>e for Scope 3 GHG emissions (annually)</li> <li>– Intensity – Tonnes CO<sub>2</sub>e Scope 1 and 2 GHG emissions/sq ft gross internal area (annually)</li> <li>– Intensity – Tonnes CO<sub>2</sub>e Scope 1 and 2 GHG emissions/sq m gross internal area (annually)</li> <li>– Store energy consumption (monthly)</li> </ul> Operational waste, packaging waste, and water consumption metrics can be found in the Responsible Business section on page 44. They are not included in our TCFD disclosures as they are not material impacts to our GHG footprint.	<ul style="list-style-type: none"> <li>– TR2 – Decarbonising the fleet</li> <li>– TR3 – Decarbonising the estate</li> <li>– TR4 – Increased scrutiny from Shareholders on delivering net zero</li> <li>– TR5 – Decarbonising the value chain</li> </ul>
<b>Transition risks</b> Amount and extent of assets or business activities vulnerable to transition risks	In 2024, we have continued to develop our taxonomy and classification methodology of products that we sell to be able to monitor the following metrics: <ul style="list-style-type: none"> <li>– % of revenue from products that UK Government has announced will be phased out as part of transition to net zero</li> <li>– % of revenue from sale of fossil fuels</li> </ul>	<ul style="list-style-type: none"> <li>– T01 – Products and services for the low-carbon transition</li> <li>– TR5 – Decarbonising the value chain</li> </ul>
<b>Physical risks</b> Amount and extent of assets or business activities vulnerable to physical risks	In 2024, we have continued to review our property estate and defined appropriate measures to monitor physical risks: <ul style="list-style-type: none"> <li>– % of property portfolio located in an area subject to flooding, heat stress or water stress</li> <li>– Expenditure on property remediation required due to severe weather-related events</li> </ul>	<ul style="list-style-type: none"> <li>– PR1 – Extreme weather-related events impacting operations</li> </ul>
<b>Climate-related opportunities</b> Proportion of revenue, assets, or other business activities aligned with climate-related opportunities	In 2024, we have continued to develop our taxonomy and classification methodology of products that we sell to be able to monitor the following metrics. <ul style="list-style-type: none"> <li>– Revenue from products or services that support the transition to a low-carbon economy</li> <li>– Revenue from products or services related to extreme weather events</li> </ul>	<ul style="list-style-type: none"> <li>– T01 – Products and services for the low-carbon transition</li> <li>– TR5 – Decarbonising the value chain</li> <li>– P01 – Increased sales related to extreme weather events</li> </ul>
<b>Capital deployment</b> Amount of capital expenditure, financing, or investment deployed toward climate-related risks and opportunities	In 2024, we have monitored the following metrics to track this expenditure: <ul style="list-style-type: none"> <li>– Investment in physical climate adaptation measures (flood resilience installation and planned maintenance)</li> <li>– Investment in capital required to decarbonise the estate and fleet</li> </ul>	<ul style="list-style-type: none"> <li>– PR1 – Extreme weather-related events impacting operations</li> <li>– TR2 – Decarbonising the fleet</li> <li>– TR3 – Decarbonising the estate</li> </ul>
<b>Internal carbon prices</b> Price of each tonne of GHG emissions used internally by an organisation	We have not yet developed an internal carbon price, and we are considering using one in the future.	<ul style="list-style-type: none"> <li>– TR2 – Decarbonising the fleet</li> <li>– TR3 – Decarbonising the estate</li> <li>– TR4 – Increased scrutiny from Shareholders on delivering net zero</li> </ul>
<b>Remuneration</b> Proportion of executive management remuneration linked to climate considerations	The 2023, 2024 and 2025 Long Term Incentive Plans (LTIP) incorporate an additional ESG measure linked to our decarbonisation plans, weighted at 10%. Refer to the Remuneration Committee report, page 112-113 for further information.	<ul style="list-style-type: none"> <li>– TR2 – Decarbonising the fleet</li> <li>– TR3 – Decarbonising the estate</li> <li>– TR4 – Increased scrutiny from Shareholders on delivering net zero</li> </ul>

## Climate-related financial disclosures continued

In 2024, when calculating emissions from Goods for Resale, we have continued to use estimated emissions for key materials from global databases (e.g., ecoinvent for Scope 3, Category 1, Purchased goods and services). In the near and medium term, we will be working with our strategic suppliers, as well as collaborating with the global home improvement retail sector, to move towards improved accuracy of emissions from suppliers, and ultimately emissions directly associated with the manufacture and transport of products. This process will result in a continuous improvement of our methodology and may require further rebaselining of our footprint in future years.

To support the increased complexity of GHG-related data handling and analysis, and enable future reporting to meet legal requirements, such as CBAM, we have identified a business need for a specialist GHG management software system. During the reporting period, we have undertaken a market review of Software as a Service emissions platforms, and identified a preferred supplier. In the near term, we will integrate the preferred system into our business processes, and engage with key suppliers to commence collecting supplier-specific GHG data.

### 4c) Climate-related targets and performance

Wickes is a signatory to the British Retail Consortium's Climate Action Roadmap, which commits to collectively achieving net zero across the UK retail sector by 2040. Within the reporting period, the Company also became a signatory to the global home improvement sector's Scope 3 initiative, called Make it Zero. More information can be found in the Responsible Business section on page 43.

In 2022, our original near term science-based targets received validation from the SBTi, confirming that the targets were set following the SBTi's Corporate Net-Zero Standard and aligned with the scale of reduction required to keep global temperature increase by the end of this century to 1.5°C compared to pre-industrial levels. Following the rebaselining exercise, in 2024, we submitted our revised targets for validation. Further explanation of the rebaselining exercise is provided on page 63.

We remain committed to achieve our near term science-based targets:

- Operations: Achievement of our Scope 1 and 2 reduction target will be largely met by the switching of our electricity supply to a renewable electricity contract in April 2023. We have developed a decarbonisation 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.
- Suppliers: We are making good progress with our strategic suppliers committing to set science-based targets. The increase in the target from 45% to 55% of Scope 3 emissions will be challenging to achieve due to our large supplier base.
- Products: The reduction in emissions from the products that we sell whilst they are in use is largely dependent on the decarbonisation of the UK electricity grid.

A significant proportion of our products are timber derived. Therefore, as part of our SBTi submission to revise our SBTs, we reviewed our GHG emissions that relate to land use change and land management (also called Forest, Land and Agriculture (FLAG) emissions). We have concluded that for 2023 we did not exceed the SBTi's threshold of 20%, and we are therefore not required to set an additional FLAG reduction target.

### Progress on SBTi-validated near term science-based carbon reduction targets

Revised suite of SBTs	Near term SBT <sup>1</sup>	FY2022 progress <sup>2</sup>	FY2023 progress <sup>2</sup>	FY2024 progress <sup>2</sup>
<b>Operations:</b> Reduce absolute Scope 1 and 2 greenhouse gas emissions by 42% by 2030 (from a 2021 base year)	42% by 2030	0.6% <sup>3</sup>	-41.9% <sup>3</sup>	<b>-61.3%<sup>3</sup></b>
<b>Suppliers:</b> 55% of our suppliers by emissions covering purchased goods and services will have science-based targets by 2027	55% by 2027	9.6%	18.1%	<b>27.3%</b>
<b>Products:</b> Reduce absolute Scope 3 greenhouse gas emissions from the use of sold products by 42% by 2030 (from a 2021 base year)	42% by 2030	-6.4%	0.1%	<b>-19.7%</b>

<sup>1</sup> Submitted for validation by SBTi.

<sup>2</sup> Each year's progress is compared to the Group's 2021 rebaselined GHG emissions.

<sup>3</sup> Market-based GHG emissions.

## Climate-related financial disclosures continued

### Greenhouse gas (GHG) and Streamlined Energy and Carbon Reporting (SECR)



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/](http://www.wickesplc.co.uk/company/responsible-business/policies-and-reporting/)

#### Greenhouse gas emissions (GHG)

This table represents a summary of our calculated GHG inventories for the current and historic periods. A full GHG inventory as originally reported and the recalculated emissions are available on our website:  
[www.wickesplc.co.uk/company/responsible-business/policies-and-reporting/](http://www.wickesplc.co.uk/company/responsible-business/policies-and-reporting/)

Scope and category	FY2021			FY2022	FY2023	FY2024
	Original emissions tCO <sub>2</sub> e	Recalculated emissions tCO <sub>2</sub> e	Rebaselined <sup>1</sup> emissions tCO <sub>2</sub> e	Recalculated emissions tCO <sub>2</sub> e	Recalculated emissions tCO <sub>2</sub> e	Calculated emissions tCO <sub>2</sub> e
Scope 1	23,087	17,530	16,076	16,411	14,658	<b>12,399<sup>2</sup></b>
Scope 2 (location-based)	9,687	9,410	9,410	8,330	8,923	<b>8,683</b>
Scope 2 (market-based)	14,541	15,937	15,937	15,760	3,931	<b>7<sup>3</sup></b>
<b>Scope 1 and 2 (location-based)</b>	<b>32,774</b>	<b>26,940</b>	<b>25,486</b>	<b>24,471</b>	<b>23,581</b>	<b>21,082</b>
<b>Scope 1 and 2 (market-based)</b>	<b>37,628</b>	<b>33,467</b>	<b>32,013</b>	<b>32,171</b>	<b>18,589</b>	<b>12,406</b>
Scope 3 Category 1						
– Purchased goods and services	1,075,463	1,226,479	1,226,479	1,142,421	1,054,358	<b>1,159,225</b>
Scope 3 Category 4						
– Upstream transportation	5,589	129,249	129,149	111,129	101,791	<b>85,566<sup>4</sup></b>
Scope 3 Category 11						
– Use of sold products	362,655	216,156	216,156	202,359	216,331	<b>173,469</b>
Scope 3 Category 12						
– End of life treatment	120,951	117,277	117,277	119,578	126,064	<b>121,127</b>
Scope 3 Other <sup>5</sup> (categories 2, 3, 5, 6, 7, 9 and 13)	20,686	42,985	44,792	40,647	49,153	<b>40,778</b>
<b>Scope 3</b>	<b>1,585,420</b>	<b>1,732,146</b>	<b>1,733,853</b>	<b>1,616,134</b>	<b>1,547,697</b>	<b>1,580,165<sup>6</sup></b>
<b>Total Scope 1, 2 and 3 (location-based)</b>	<b>1,623,048</b>	<b>1,759,086</b>	<b>1,759,439</b>	<b>1,640,875</b>	<b>1,571,278</b>	<b>1,601,246</b>
<b>Total Scope 1, 2 and 3 (market-based)</b>	<b>1,623,048</b>	<b>1,765,613</b>	<b>1,765,965</b>	<b>1,648,305</b>	<b>1,566,286</b>	<b>1,592,571</b>

1 The rebaselined numbers reflect the 2021 GHG emissions according to the Company's 2023 operational boundary.

2 Includes gas consumption from Gas Fast Ltd, but excludes diesel consumption from their fleet of three vehicles.

3 Represents the electricity consumption of Gas Fast Ltd which is not part of the Wickes Building Supplies Ltd renewable electricity contract, which comprises 0.04% of the total electricity consumption of the Group.

4 A more granular set of assumptions of the mode of transport from source continents has been applied to the 2024 calculations, which has resulted in a decrease compared to previous year calculations.

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

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

#### Overview of greenhouse gas emissions performance

We measure our GHG footprint across all three Scopes, in line with the Greenhouse Gas Protocol Corporate Standard. We continue to develop our approach, with key assumptions detailed in our methodology statement (available on our website) and key exclusions detailed in the footnotes of the table.

In 2024, our Scope 1 and 2 market-based GHG emissions have reduced by 33% compared to 2023, and by 61% compared to our 2021 rebaselined emissions. This is mainly due to our 100% renewable electricity contract that the company (excluding Solar Fast) has had in place since April 2023. As such we have made great progress against our 2030 near term target to reduce Scope 1 and 2 emissions by 42% compared to 2021.

In 2024, the majority of our emissions (99%) continue to arise from our Scope 3 activities. Following our rebaselining exercise earlier this year, we have identified upstream transportation (5%) as another main contributor to this, alongside purchased goods and services (73%), use of sold products (11%), and end of life treatment of products (8%).

We have reported an increase of 2% in our total GHG emissions compared with 2023. This can be mainly attributed to a 10% increase in GHG emissions from purchased goods and services due to a change in the product mix sold in the year.

#### Methodology

We currently continue to use standard emissions factors for key materials. For more detail on our emissions calculations and methodology, our method statement is available to view on the Responsible Business pages of our website [www.wickesplc.co.uk](http://www.wickesplc.co.uk).

#### Independent assurance

Independent Limited Assurance was carried out on selected metrics by DNV, in accordance with DNV's assurance methodology VeriSustain™ and the 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 [www.wickesplc.co.uk](http://www.wickesplc.co.uk).

#### Rebaselining exercise

Following structural changes in our business resulting in outsourcing of some distribution activities, and improvements in the accuracy of source and activity data, we rebaselined our 2021 inventory in 2024 – the results of which can be seen in the Greenhouse Gas Emissions table.

The recalculated baseline triggered the Company's Emissions Recalculation Policy, which includes the SBTi's 5% threshold. Therefore, we were required to recalculate our targets and seek revalidation of these targets by the SBTi. The revised targets have been submitted to the SBTi for revalidation.

We used this as an opportunity to also recalculate emissions for 2022 and 2023. By applying the same operational boundaries, improved methodology and more accurate source and activity data, we can use the historic data to analyse our performance and identify trends. We also used the recalculated 2023 inventory to develop forecasts of future GHG emissions and inform the development of our decarbonisation action plan.

For full transparency, we have disclosed the original and recalculated emissions for 2021 in this report, along with recalculated emissions for 2022 and 2023. The full set of original and recalculated data is available on our corporate website.



## Climate-related financial disclosures continued

### Streamlined Energy and Carbon Reporting (SECR)

	Group/UK 2021 <sup>1</sup> emissions (originally reported)	Group/UK 2021 <sup>1</sup> emissions (recalculated)	Group/UK 2022 <sup>1</sup> emissions (recalculated) <sup>2</sup>	Group/UK 2023 <sup>1</sup> emissions (recalculated) <sup>3</sup>	Group/UK 2024 <sup>1</sup> emissions <sup>4</sup>
Annual GHG emissions (tCO <sub>2</sub> e) (Scope 1 and 2 location-based)	9,687	25,486	24,742	23,581	<b>21,082</b>
Annual GHG emissions (tCO <sub>2</sub> e) (Scope 1 and 2 market-based)	14,541	32,013	32,172	18,589	<b>12,406</b>
Annual energy use (kWh)	114,515,000	126,598,259	123,060,465	115,911,312	<b>99,273,071</b>
Emissions intensity: location- based (tCO <sub>2</sub> e / 1,000sq ft)	Not reported	4.0	3.9	3.6	<b>3.2</b>
Emissions intensity: market- based (tCO <sub>2</sub> e / 1,000sq ft)	5.0	5.0	5.0	2.9	<b>1.9</b>

<sup>1</sup> The Group does not conduct any activities in the offshore area.

<sup>2</sup> Emissions originally reported for 2022: annual GHG emissions Scope 1 and 2 market-based) 33,206 tCO<sub>2</sub>e; annual energy use 170,003 kWh; emissions intensity (location-based) not reported; emissions intensity (market-based) 5.0.

<sup>3</sup> Emissions originally reported for 2023: annual GHG emissions (Scope 1 and 2 market-based) 23,744 tCO<sub>2</sub>e; annual energy use 159,994 kWh; emissions intensity (location-based) not reported; emissions intensity (market-based) 3.15.

<sup>4</sup> Includes gas consumption from Gas Fast Ltd, but excludes diesel consumption from their fleet of three vehicles.

### Energy efficiency action

Improving the energy efficiency of our estate has continued to be a focus for the business in 2024. This year, we reduced our energy consumption by 14% compared with 2023, and we have continued the trend of improving our emissions intensity (both location-based and market-based).

This was delivered through the work of our store colleagues monitoring and managing their energy consumption, the roll-out of energy efficiency technology, upgrades as part of our store refit programme, and an ongoing focus on fleet fuel efficiency.

We incorporate energy efficiency into the design of our new store and refit programmes, as well as rolling out improvements across the estate.

We implemented a range of energy efficiency measures across our property estate throughout 2024 to address electricity, gas and diesel consumption. These include:

- **LED lighting upgrade:** We have continued to upgrade our lighting to LEDs. By the end of 2024, 90% of our stores have been upgraded.
- **Heating control roll-out:** We have continued to roll-out heating controls for our stores heated by gas. By the end of 2024, 90% of stores have been upgraded.
- **Replacement of diesel forklifts:** We have continued the replacement of diesel forklift trucks with electric powered forklifts. By the end of 2024, 84% of stores have electric powered forklift trucks only.
- **Air source heat pumps (ASHPs):** We have installed ASHPs in four new stores, resulting in a total of eight stores now with electric only heating.

- **Solar photovoltaic (PV) panels:** We have continued site assessments to identify opportunities for onsite renewable energy generation. By the end of 2024, ten stores now have on-site solar PV panels fitted. The energy generated from the solar PV panels is used at each of the stores.
- **Voltage optimisation:** Voltage optimisation technology is now installed in 50 stores, equating to just over 20% of our estate.
- **Store engagement:** We regularly engage with our store managers to increase and improve education and awareness of energy performance. Energy consumption data is shared with store managers to help track progress against energy efficiency actions and determine opportunities for improvement.

### 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. Our methodology is available on our website. 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-based 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 2024 GHG Conversion Factors for Company Reporting.

### Recalculations

Following the baselining exercise that we carried out to review and revise our SBTs, we have recalculated our historic GHG emissions and annual energy usage for our SECR reporting.

### Energy Savings Opportunity Scheme

In 2024, we completed energy audits and submitted our notification of compliance to the Environment Agency, as required by the mandatory Energy Savings Opportunity Scheme (ESOS) Phase 3. We have identified energy efficiency opportunities that we plan to implement over the period of Phase 3, and have submitted our ESOS action plan to the Environment Agency.



## Climate-related financial disclosures continued

### TCFD Alignment Index

This index table signposts to where TCFD-related disclosures are included in the 2024 Annual Report and Accounts.

TCFD recommended disclosures	Companies Act 2006	Page
<b>1. Governance</b>		
(a) Describe the Board's oversight of climate-related risks and opportunities.	(a) A description of the company's governance arrangements in relation to assessing and managing climate-related risks and opportunities.	53
(b) Describe management's role in assessing and managing climate-related risks and opportunities.		54
<b>2. Strategy</b>		
(a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	(d) a description of: <ul style="list-style-type: none"> <li>(i) the principal climate-related risks and opportunities arising in connection with the company's operations; and</li> <li>(ii) the time periods by reference to which those risks and opportunities are assessed.</li> </ul>	55-57
(b) Describe the impact of climate-related risks and opportunities on the organisation's business strategy, and financial planning.	(e) A description of the actual and potential impacts of the principal climate-related risks and opportunities on the company's business model and strategy.	57-58
(c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	(f) An analysis of the resilience of the company's business model and strategy, taking into consideration different climate-related scenarios.	59
<b>3. Risk management</b>		
(a) Describe the organisation's processes for identifying and assessing climate-related risks.	(b) A description of how the company identifies, assesses, and manages climate-related risks and opportunities.	59-60
(b) Describe the organisation's processes for managing climate-related risks.		60
(c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	(c) A description of how processes for identifying, assessing, and managing climate-related risks are integrated into the company's overall risk management process.	60
<b>4. Metrics and targets</b>		
(a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	(h) A description of the key performance indicators used to assess progress against targets used to manage climate-related risks and realise climate-related opportunities and of the calculations on which those key performance indicators are based.	60
(b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	No additional requirements in the Companies Act. Covered by existing SECR disclosures.	60-62, 63-64
(c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	(g) A description of the targets used by the company to manage climate-related risks and to realise climate-related opportunities and of performance against those targets.	62





## Non-financial and sustainability information statement

This table sets out where the key content requirements of the Non-financial information statement (as required by sections 414CA and 414CB of the Companies Act 2006) can be found in this document or on our website.

### Section 172 of the UK Companies Act 2006

Under Section 172 of the UK Companies Act 2006 ('Section 172') directors must act in the way that they consider, in good faith, would be most likely to promote the success of their company. In doing so, our Directors must have regard to stakeholders and the other matters set out in Section 172. Our Section 172 statement includes the information set out on pages 87-90 of the Governance Report. Our stakeholders are set out on pages 88-89, along with details of how the business engaged them during 2024. Page 90 gives examples of how our Directors have taken steps to understand the needs and priorities of these stakeholders when taking decisions concerning the business. The relevance of each stakeholder group may vary depending on the matter at hand.

Non-financial matter	Disclosures of policies and standards	Page
<b>Employees</b>	Section 172 statement: colleagues	88
	Board leadership and Company purpose	82-83
	Strategic report: People, Inclusion and diversity, Colleague Voice	34-39
	Strategic report: Safety and wellbeing, Safety Policy	48-49
	Nominations Committee report: Inclusion and diversity	95-96
	Directors' Remuneration report	106-117
<b>Human rights</b>	Code of Business Ethics	50
	Human Rights Policy, Modern Slavery and Human Trafficking Policy <sup>2</sup>	50
	Modern Slavery Statement <sup>1</sup>	50
<b>Social matters</b>	Section 172 statement	87-90
	Strategic report: People, Environment, Homes	34-47
<b>Anti-corruption and anti-bribery</b>	Modern Slavery Statement <sup>1</sup>	50
	Anti-bribery Policy	51
	Anti-fraud Policy	50
	Whistleblowing Policy <sup>2</sup>	50, 86
<b>Environmental matters</b>	Response to Task Force on Climate-related Financial Disclosures (TCFD) recommended disclosures	53-65
	Principal risks and uncertainties: Climate change	73
	Strategic report: Environment	42-45
	Responsible Business Committee report	104-105
	Environment Policy <sup>2</sup>	42
	Responsible Sourcing Policy <sup>2</sup>	52
<b>Climate-related financial disclosures</b>	Timber Sourcing Policy <sup>2</sup>	45
	Response to TCFD recommended disclosures	53-65
<b>Principal risks and impact of business activity</b>	Principal risks and uncertainties, in particular People and Safety	73
	Audit and Risk Committee report	98-103
<b>Business model</b>	Business model	16-19
<b>Non-financial key performance indicators</b>	Key performance indicators: GHG emissions; Store leadership diversity	25

<sup>1</sup> Our Modern Slavery Statement is available on our website

<sup>2</sup> Policy can be found on our website



## Risk management overview

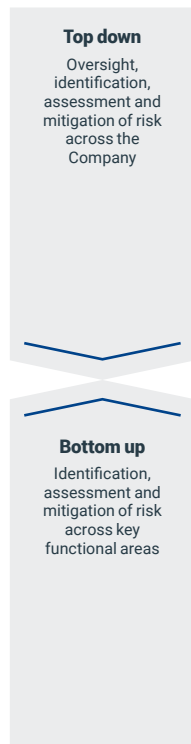
# Our approach to risk

In line with previous years, we continue to maintain a structured approach to risk management at Wickes, allowing us to maintain an appropriate risk culture that supports us in meeting our strategic objectives in a balanced and risk-aware way.

### Our risk framework

With an ever-changing environment, maintaining an effective approach towards risk requires ongoing refinement in the way we identify, assess and manage risks which may impact us, our customers and the communities in which we operate. In the year, we have continued to evolve our principal risks

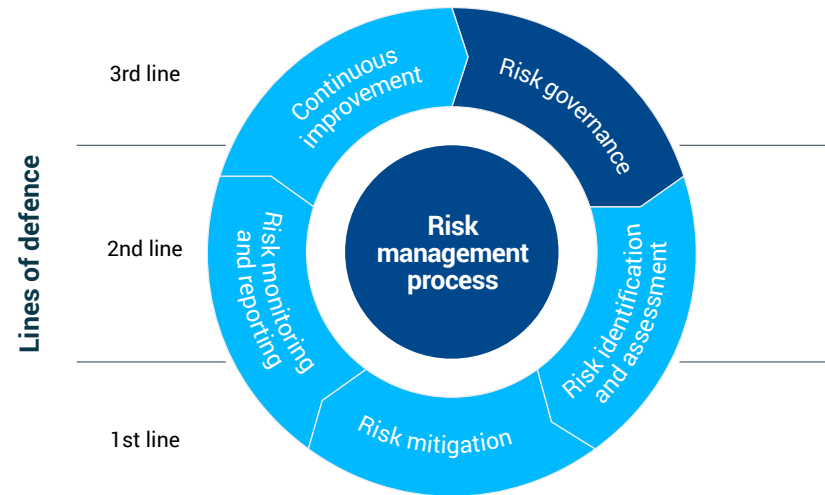
and risk appetite assessments as part of a regular review and challenge approach, maintaining the principles of effective risks management. The Board are ultimately responsible for the effective management of risk across the Group, and we manage our risks in line with the risk appetite set by the Board. The Audit and Risk Committee, under delegated authority from the Board, is accountable for overseeing the effectiveness of risk management at Wickes, including regularly reviewing our principal risks and any emerging risks which may impact on the delivery of our strategy, operations or customers.



In keeping with the three lines model, the Executive maintain day-to-day responsibility for identifying and managing risks in line with the risk appetite established by the Board. In addition to risk forming a standing agenda item during monthly Executive Board meetings, where individual corporate level risks are discussed and emerging risks considered, a biannual Executive Risk Committee provides an opportunity to holistically review and challenge the principal risks and underlying corporate-level risk

register, ensuring that risk scoring is consistently and appropriately applied and the overarching risk position being reported to Board remains reflective of the risks being encountered.

Wickes' assessment of risk, and in particular its assessment of principal risks and uncertainties, forms the basis for assessing the Group's long-term viability as highlighted on pages 76-77 of this report.



The three lines of defence model was designed to provide a blueprint of how effective governance, risk management and internal control processes work together.

The first line of defence is responsible for operating systems of risk management and control, the second line oversees the activities of the first line, with the third line providing independent assurance that the first and second lines are operating as intended. Together, the three lines provide assurance to governance structures that risks are being managed effectively.

## Risk management overview continued

# How we identify and manage our risks

### Risk appetite and risk scoring

To support the management of risks by the Company, the Board has established risk appetite levels for the categories of risk reflected within the corporate risk register, providing a mechanism to give a more refined view of acceptable risk which can be applied by management to ensure that all risks, corporate and operational, are managed in line with risk appetite.

During the year, driven by the review and update of principal risks in the prior year, the Board, via the Audit and Risk committee, undertook a rigorous review of risk appetite levels during 2024. These were reviewed to ensure that the achievement of the Group's strategy remains supported by the risk management process and reflect the level of risk the Board believes is appropriate for each risk category. Through this exercise, the Board confirmed that the risk appetite levels established are appropriate.

Alongside the review of appetite, the Audit and Risk Committee as part of their delegated remit, reviewed the risk scoring methodology to ensure that the overarching risk assessment framework remains effective. This exercise included assessing our risk appetite and its associated score against the scenarios presented within the Group's viability assessment presented on page 76-77. As a result, the Board, via the Audit and Risk Committee, remains confident of the robustness, applicability and effectiveness of the risk management process in place.

### Emerging and evolving risks

The Board operates processes to help identify and assess potential risks that may impact the business in the short, medium and long term. Outside of the Board and Audit and Risk Committee meeting schedule, regular assessment of risk impacting, and arising from the areas of responsibilities for each Executive risk owner is undertaken. The assessment of emerging and evolving risks may result in updates to existing risks, including a re-assessment of likelihood and impact, where the underlying risk and associated mitigations are common. Additional risks may be added where it is felt that specific focus is needed to be maintained to ensure that the emerging risk is appropriately considered and managed.

During the year, we have continued to assess the risks associated with climate change and associated extreme weather events to our operations, global supply chain, customers and the communities in which we serve. We have made progress with the decarbonisation of our own business and supply chain and this work will continue to be a focus as we work towards our carbon reduction targets. We also remain committed to supporting our customers to reduce their impact on the environment by expanding our Home Energy Solutions proposition demonstrated by our investment in Solar Fast. Further details of our approach to reducing our impacts on the environment are provided on page 42-45.

During previous periods, the rebalancing of the home improvement market and pressures relating to high inflation have been felt across the home improvement sector, retail and the economy in general. These events have reduced customer's ability and willingness to spend as they manage their finances. Although there has been easing of inflation rates throughout the year, consumer confidence remains cautious.

Wickes remains relatively well insulated from supply chain disruptions from ongoing geopolitical instability within Europe and the Middle East, retaining a keen view on potential impacts to tertiary suppliers and developing strategies to mitigate adverse impacts, should they arise.

# Principal risks and uncertainties

## Overview

### Principal risks and uncertainties

Identification, assessment and management of our principal risks and uncertainties remains the cornerstone of the Wickes risk management process. To support our understanding of the principal risks and associated risk themes, a detailed assessment of contributory risks, forming the basis for the corporate risk register, is regularly undertaken. Through regular reviews of the corporate risk register, an up to date view of our principal risks is maintained while ensuring that principal risk causes and consequences are managed as part of the day-to-day management of identified risks.

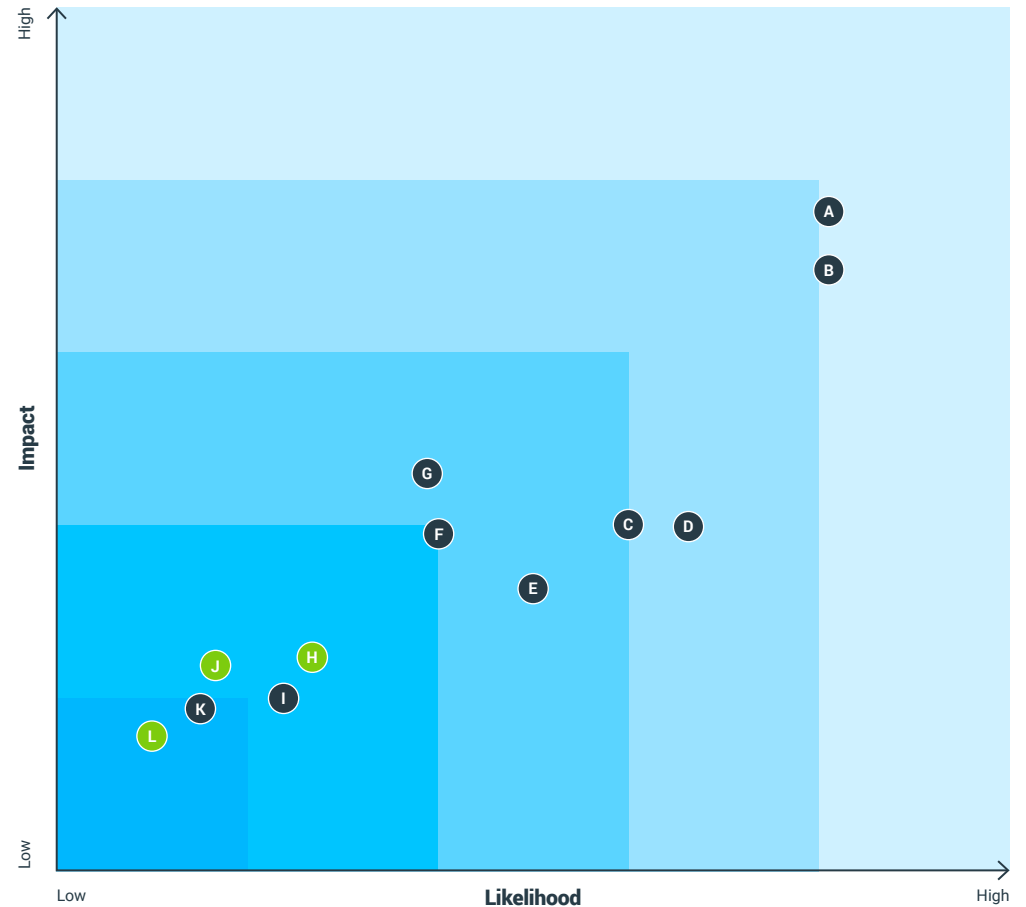
Regular review of principal risks throughout the year highlighted that the twelve principal risks previously identified remain reflective of Wickes' principal risks and uncertainties during 2024. No material changes to these risks were made during the year. The principal risks are:

- A Cyber and data security
- B Business change
- C Brand integrity and reputation
- D Regulatory and legal compliance
- E IT operations
- F Growth strategy
- G Climate change
- H People and safety
- I Commercial and supply chain
- J Financial management
- K Customer experience
- L Stores, distribution and installations

Throughout the year, the Board, supported by the Audit and Risk Committee, has confirmed that it has undertaken a robust assessment of the emerging and principal risks facing the group, including those that would threaten its business model, future performance, solvency or liquidity.

To support this assessment, opposite, a risk map shows the relative likelihood and impact for Wickes' principal risks, and the movement of risks across the period under review. A more detailed assessment of each principal risk is provided over the next few pages.

### Heat map



### Heat map key

- Risk decreasing
- Risk stable
- Risk increasing

## Principal risks and uncertainties continued

### Stakeholder groups

-  Colleagues
-  Customers
-  Suppliers
-  Installers
-  Communities
-  Shareholders
-  Government and regulators

### Strategic growth levers

- ① Winning for trade
- ② Accelerating Design & Installation
- ③ DIY category wins
- ④ Store investment
- ⑤ Digital capability
- ⑥ Enhanced store service model
- ⑦ A winning culture

### Risk trend

-  Decreasing
-  Increasing
-  Stable

## Cyber and data security

### Stakeholder groups



### Strategic growth levers

⑤

### Risk trend



### Executive responsibility

CEO, General Counsel and Company Secretary, and Chief Information Technology Officer

#### Description of risk

The availability and security of our IT systems and accurate data is critical for us to operate successfully whilst maintaining the security of colleague, customer and company confidential data. A key system being unavailable or suffering a security breach could lead to operational difficulties, loss of sales, increased costs, legal and regulatory penalties, reputational damage and loss of stakeholder trust.

### Progress

With the scale and sophistication of attacks originating from criminal activity, the cyber risk being faced by all organisations and society at large continues to grow. However, the net risk after mitigations has remained stable over the year as we have continued to invest in our systems, controls and underlying processes to ensure that we maintain the capability to prevent, detect and mediate cyber threats and incidents. Third-party assessments of our cyber security posture have provided assurance over existing measures and have helped to shape a clear roadmap to continually improve our cyber mitigation strategies. New phishing tests were also introduced during the year as part of the cyber training programme to equip colleagues to deal with the increasing sophistication of phishing attacks.

### Key responses and controls

- Ongoing investment in maintaining an effective cyber security posture
- Continual process to decommission legacy systems and replace them with solutions with greater levels of inbuilt security in line with our strategic technology roadmap
- Mandatory training and ongoing awareness programme, including phishing tests, to keep colleagues informed and aware of data protection and cyber security risks
- Restricted access to sensitive data
- Security controls to prevent, detect and mitigate unauthorised activity which are regularly tested
- Vendor assurance process to assess the robustness of suppliers' security and data protection controls as part of onboarding or contract renewal
- 'Privacy by Design' approach inbuilt into systems
- Data protection and information security policies and procedures in place and regularly reviewed
- Data and security provisions are included in third party contracts
- Crisis management plans and business continuity plans in place
- Investigation process including a feedback loop to ensure learning from mistakes
- Dedicated management data and information security and AI committees
- Monitoring and reporting to the Executive Board quarterly and Plc Board twice a year

## Business change

### Stakeholder groups



### Strategic growth levers

① ② ③ ④ ⑤ ⑥ ⑦

### Risk trend



### Executive responsibility

Executive Board

#### Description of risk

The nature and pace of change can have a significant influence on our business. Keeping pace with, and where possible being ahead of change is a business imperative without which we will be unable to achieve our strategic goals and aspirations.

### Progress

Although historically seen in terms discrete events, business change is widely acknowledged to be part of the normal, day to day functioning of any successful business. Wickes has maintained its investment in innovation, ensuring that the business and its operations remain optimally positioned to meet the current and future demands of customers. Regular insights into future trends are captured through a variety of means, assessed and distilled to provide insights on the shape and direction of change and inform strategies to approaching this change. To date, our outstanding customer offer, proven growth levers and focus on cost control leave us well-placed within a home improvement market which continues to offer significant opportunities.

Reflecting the nature of this risk and the progress made against our strategic transformation programme which started with our transition to a stand-alone, listed business, an exercise will be performed in 2025 to assess if this remains a principal risk.

### Key responses and controls

- Customer view programme and brand monitoring programme in place to identify trends
- A watching brief is maintained by the executive on demands and potential impacts relating to change
- Key metrics in place to identify early indications of change and measure impact of Wickes' responses to that change
- Business strategies in place aligning to a continuous change agenda
- IT strategic and tactical plans are aligned with business strategies and priorities have been defined in line with business goals
- Change Management expertise embedded into functional areas
- Learning and Development team support the change management process by supporting colleague learning and development
- Effective governance of change in place across the business including a The Senior Transformation Group, which has been established to oversee the entire change programme in place at Wickes, ensuring coordination
- Executive responsibilities and senior leadership team responsibilities have been clearly defined in order to support the nature of change being undertaken
- SME and project managers in role

## Principal risks and uncertainties continued

### Brand integrity and reputation

#### Stakeholder groups



#### Strategic growth levers



#### Risk trend



#### Executive responsibility

Executive Board

#### Description of risk

Maintaining and growing our brand integrity and brand reputation underpins our long-term strategic aims, allowing us to maintain and grow our position in the home improvement market. Failure to do so may prevent us from achieving our strategic objectives.

#### Progress

A strong focus has been maintained throughout the year on our brand integrity and reputation, both key factors in the continuing growth of market share despite challenging market conditions. Our distinctive customer proposition, curated product range and low-cost efficient operating model remain the key foundations for the maintenance of our brand and reputation. We also recognise the importance of our brand and reputation to our stakeholders and shareholders and maintain a keen focus on probity and integrity across all levels at Wickes in line with our cultural values.

#### Key responses and controls

- Key regulatory and statutory reporting requirements are well understood and reviewed to ensure that compliance with requirements is maintained
- Corporate Communications Manager in place
- Regular meetings with potential investors including store visits and attendance of conferences
- Structured monitoring of responses to online tags/mentions through a wide range of media channels provides insight into the external perception of the Wickes Brand
- Detailed and regular Customer surveys provide a view of what customers think / perceive about Wickes. Results inform strategies and approaches as well as confirming that activities have led to expected results
- Appropriate due diligence on potential partners and collaborators and presented to the Executive team for approval to ensure that Wickes' brand and reputation remains protected
- The Wickes Brand, customer service and our culture features prominently during the induction of new colleagues
- Key policies and procedures in place relating to external communications
- List of approved spokespeople who are appropriately briefed and trained
- Rolled out customer experience centre. Customer Experience Groups are also established to gain feedback from customers as well as to engage and keep them informed

### Regulatory and legal compliance

#### Stakeholder groups



#### Strategic growth levers



#### Risk trend



#### Executive responsibility

General Counsel and Company Secretary, and the Executive Board

#### Description of risk

We operate in an increasingly regulated environment, and we must comply with a broad range of laws, regulations and standards.

Failure to comply with or to take appropriate steps to prevent a breach of these requirements could result in formal investigations, legal and financial penalties, reputational damage and other consequences for the business, its colleagues and Directors.

#### Progress

The UK legal and regulatory framework protects colleagues, consumers and society. Although legal and regulatory obligations on businesses continue to grow, this risk remains stable for Wickes as the business is set up to continuously evolve its policies and procedures to meet new legal and regulatory requirements as they arise. During the year, the Group's compliance framework was reviewed and a new oversight committee was put in place to monitor legal and regulatory compliance across the Group. Colleague training was also reviewed and additional training implemented on Green Claims in light of the increasing regulatory focus on this area.

#### Key responses and controls

- Code of Business Ethics in place, supported by legal and regulatory compliance policies which are regularly reviewed
- Mandatory training based on risk for all key areas including health and safety, data protection, consumer credit, competition law, pricing and promotions, modern slavery, anti-bribery, anti-money laundering, anti-tax evasion, market abuse and age restricted sales
- Bespoke training provided for high-risk roles
- Dedicated teams of subject matter experts across the business, supported by the in-house legal team
- Supplier Code of Conduct requiring commitment from supply partners to comply with all applicable laws and regulations is incorporated into contractual terms of business and monitored through the ethical audit programmes
- Anonymous whistleblowing service for colleagues, suppliers and other third parties to enable concerns to be reported in confidence
- Investigation process including a feedback loop to ensure learning from mistakes or incidents
- Monitoring of key risks and overall legal and regulatory compliance through dedicated management committees
- Monitoring and reporting to the Executive Board quarterly and Board twice a year with higher risk areas such as health and safety reporting to every meeting
- Active monitoring of legal and regulatory developments by the in-house legal team

## Principal risks and uncertainties continued

### IT operations

#### Stakeholder groups



#### Strategic growth levers

5

#### Risk trend



#### Executive responsibility

Chief Information Technology Officer

#### Description of risk

As a digitally enabled business, reliable, available and appropriate back-office and customer facing IT operations underpin the delivery of every aspect of our strategy.

Separate from cyber security, the maintenance of our IT estate is a critical success factor to our short, medium and long-term success. Failure to manage our IT operations effectively may impact sales and our ability to operate as a business.

#### Progress

Through the year, investment in our IT operations has continued in line with our IT Strategy and improvement roadmap. Our programme of replacing legacy systems with future-fit platforms, designed to meet current and future growth aspirations and digital trends continues at pace. Our continued investment in this area and the benefits that have been realised to date support our stable assessment of this risk.

#### Key responses and controls

- IT Roadmap has been developed and is regularly reviewed to ensure that it meets the needs of the future-business
- Confirmed levels of investment in IT operations has been ringfenced within the strategic plan
- In-sourcing of key IT capability has been completed, providing in-house expertise to support our digital journey
- Robust change management process in place to identify and manage change impacts across the business. This is supported by effective governance of change
- Effective policy framework is in place to provide guidance to colleagues
- Key IT controls in place to manage, monitor and safeguard systems and infrastructure
- Disaster recovery protocols employed have been based on recognised industry standards

### Growth strategy

#### Stakeholder groups



#### Strategic growth levers

1 2 3 4 5 6 7

#### Risk trend



#### Executive responsibility

CEO and Executive Board

#### Description of risk

Our aspiration to grow market share in the competitive home improvement sector is a fundamental driver for our investment in stores, technology, products and our people. Sustainable growth enables us to make this investment. Failure to achieve our growth strategy may limit the level of investment we are able to make towards realising the future of Wickes.

#### Progress

The economic climate throughout much of 2024 remained challenging, with indications that spending on home improvements, although increasing towards the latter quarter of 2024, remained stubbornly low. Throughout the period, the business had a steady growth in market share and we continue to focus on providing a compelling customer proposition, curated product range and low-cost efficient operating model to underpin our growth plans and help ensure that we are able to invest growing responsibly and sustainably.

#### Key responses and controls

- Clear strategies on Advertising, Marketing and Pricing
- Wickes has a diversified portfolio of products which is uniquely balanced in terms of the sector, focusing on our three routes to market
- Defined, distinctive customer journey for our design and installation business
- 4C customer service model
- Consistent brand and customer service experience across the group
- Regular review of marketing materials to ensure relevance to customer demographics
- Ongoing processes to revisit and clarify expectations of end-to-end service for all our customer journeys
- Focus Group testing is conducted monthly and includes a customer closeness programme
- Monthly mood of the nation sessions
- Market research informs approach
- Sales forecasted and delivery resources planned to meet demand
- In depth scenario and sensitivity analysis is undertaken, considering a wide range of scenarios, including combinations of these scenarios occurring during the same period. This analysis is reviewed at periodic intervals and updated with any new risks which materialise
- Innovation built into Wickes' strategic plan with clearly defined targets and metrics to measure and manage success
- Acquisition of Solar Fast to facilitate entry into high growth home energy solutions market

## Principal risks and uncertainties continued

### Climate change

#### Stakeholder groups



#### Strategic growth levers



#### Risk trend



#### Executive responsibility

Executive Board

##### Description of risk

The success of our business relies on the Group operating sustainably over the long term and our stakeholders need to be assured that we are acting responsibly across our operations and supply chains.

Physical risks from extreme weather events and transition risks from potential stringent regulation, or failure to efficiently decarbonise our value chain, could increase costs and impact operational flexibility.

Failure to positively change our impact on the environment would fall short of stakeholder expectations which could lead to reputational damage and impact our financial performance.

##### Progress

The UK and the world are not on track to meet the commitments agreed in the Paris Agreement. However, the risk for our business has remained stable as we continued to make progress with the decarbonisation of our own business and supply chain (see pages 42-45 and 63-64).

As well as progressing with our store re-fit programme which has been designed to ensure updated stores become more energy efficient, we have continued with our roll out of LED lighting and improved heating controls to improve energy efficiency across our estate. During the year we completed a data cleansing exercise and finalised our approach to categorising 'products that support sustainability' such as products that support energy or water efficiency, contain recycled materials or responsibly sourced timber. We have also focused on developing a customer proposition for Home Energy Solutions including our acquisition of a leading solar installations business, Solar Fast.

Due to changes affecting the baseline for our approved Science Based Targets, we completed a re-baselining exercise and resubmitted updated targets for approval during the year.

##### Key responses and controls

- Assessment of physical and transitional climate change related risks (see TCFD statement page 53-65)
- Allocation of capital across the five-year business plan to enable the delivery of further operational carbon reductions
- Approved near-term Science based targets in place to reduce our Scope 1 & 2 and most material Scope 3 emissions
- Carbon reduction targets built into the Executive Board's long-term incentives
- Active collaboration with strategic suppliers to decarbonise our supply chain
- Dedicated sustainability team
- Monitoring of policy and regulatory developments, future carbon pricing and stakeholder views
- Assessment of the physical risk to the property estate relating to long-term climate change
- Aligning climate change related disclosures with developing standards (e.g. IFRS) and frameworks (e.g. CDP)

### People and safety

#### Stakeholder groups



#### Strategic growth levers



#### Risk trend



#### Executive responsibility

Executive Board

##### Description of risk

Our people are our biggest asset; together we are all responsible for making Wickes successful and providing the best service possible to our customers. Failure to support our colleagues effectively and in the right way may impact their ability to bring "their best selves to work" and therefore our ability to meet our strategic objectives.

Maintaining the safety of our colleagues and customers in store and during installations in their homes is a key priority.

##### Progress

People – At Wickes, we recognise that our people sit at the very core of everything that we do. We maintain a positive, supporting culture and our motto of "let's do it right" runs throughout everything that we do including how we engage with customers, suppliers and colleagues. We have continued to liaise closely with colleagues to understand their views and challenges and have continued to provide support to promote good mental health and financial wellbeing where needed. These approaches are embedded within our people strategy, which has been built around the four pillars of awareness, education, policy and practice.

Health and Safety – Health and safety incidents have continued their downward trend throughout 2024 and maintaining our good record remains a key area of focus for the business in managing the health and safety risks that we are able to control. Reflecting the continued improvement in training, risk assessment and risk mitigation which have contributed to the trends noted, recognising a reduced level of net risk in this area is deemed appropriate. We remain aware and proactive in reducing risks posed by violence towards our colleagues including violence resulting from an increase in "professional" shoplifting activity.

##### Key responses and controls

- Future leaders programme in place to identify potential successors and offer training
- General recruitment, marketing and specific recruitment campaigns aimed at early careers level (e.g. apprentices) are in place. The use of social media and other channels increase the level of brand awareness and support the targeting of more diverse talent pools
- Wickes has in place a modern flexible workforce package, combining office and remote working and ensuring that our offering is tailored to market expectations
- Effective, supportive and positive culture is fostered at Wickes and strong benefits package supports recruitment and retention
- Health and safety training provided to all new staff on induction and refreshed regularly
- Visitors to sites have a mandated H&S induction
- Accident log with numbers and trends reported and investigated
- Near miss reporting is in place
- Root cause investigations taken on incidents so that we learn and put in place appropriate measures to prevent recurrence
- Regular Board level reviews of Health and Safety systems
- Monthly incident review board (IRB) in place and chaired by the Chief Operating Office (COO) – root cause analysis and cascading of mitigations across all sites (stores, distribution and offices)



## Principal risks and uncertainties continued

### Commercial and supply chain

#### Stakeholder groups



#### Strategic growth levers



#### Risk trend



#### Executive responsibility

CEO, Chief Operating Officer and Chief Commercial Officer

#### Description of risk

Effective management of our commercial relationships with suppliers and our wider supply chains helps provide a platform which enables the business to provide an excellent level of customer experience. Working in partnership with our suppliers, we are able to support sustainable, long-term relationships based on fairness and trust. Failure to do so may impact our ability to manage our product costs and ensure the availability of products.

#### Progress

2024 has seen fewer supply chain shocks than in prior years. Our teams have continued to maintain close relationships with our key suppliers helping to ensure continuity of stock levels throughout the year. Improving the sustainability of our supply chain has again been a focus, working with our partners to reduce environmental impact throughout product lifecycles as well as increasing the efficiency of supply networks.

#### Key responses and controls

- Contractual agreements with key suppliers and plans to move to alternative suppliers or products in place
- Defined procurement policy and procedures are in place which includes details of supplier checks to promote safeguarding of the Wickes Brand and operations
- Regular supplier engagement to understand their risks and how these may impact on Wickes
- Business continuity plan in place, which is tested
- We seek evidence to support supplier ISO accreditations where possible
- Clearly defined minimum requirements for suppliers to achieve prior to engagement
- All suppliers as subject to a risk assessment process
- Robust stock management and demand forecasting protocols in place
- Clear strategic vision relating to our Product Range is in place, with consumer trends monitored to help inform our product selection

### Financial management

#### Stakeholder groups



#### Strategic growth levers



#### Risk trend



#### Executive responsibility

Chief Financial Officer

#### Description of risk

Managing finances, including understanding and managing the impact of external influences on our costs, revenue and cash flows is key to our long-term success.

It helps to ensure that we are able to continue investing in our growth levers, operational capability, and digital and IT innovation.

Failure to effectively manage our financial position sustainably may result in the inability to invest in the future of Wickes and meet our short- and long-term liabilities.

#### Progress

Well established financial processes and controls enable us to maintain an accurate and up to date financial view of performance across our stores and together with accurate cashflow modelling, the financial performance of Wickes is managed appropriately.

In 2024, we have continued our investment in our people and in financial processes to ensure that we continue to operate a robust and effective system of financial control. This work, which will continue into 2025, underpins our preparation for meeting the requirements for the UK Corporate Governance changes as published by the FRC and underpins the recorded reduction in the likelihood of this principal risk occurring.

#### Key responses and controls

- Clear treasury management approach in place with a defined policy, roles and responsibilities and scheme of delegated authority
- Timely reporting both at a management level and to the Board
- Rigorous cashflow forecasting process in place
- Risk based stress testing and viability modelling undertaken
- Financial information used to inform key areas of operations including purchasing and marketing
- Experienced and skilled finance team in place
- Defined accounting policies reviewed regularly
- Internal audit reviews provide assurance over key financial controls
- Suite of effective finance related controls at a store level

## Principal risks and uncertainties continued

### Customer experience

#### Stakeholder groups



#### Strategic growth levers



#### Risk trend



#### Executive responsibility

CEO, Chief Operating Officer, Chief Marketing and Digital Officer

#### Description of risk

Our success is dependent on providing our customers with the highest levels of customer service and a positive customer experience that results in customers coming back to Wickes. Failure to maintain high standards of customer service and experience may impact sales and brand reputation

#### Progress

In the year, we launched our customer satisfaction programme with our new partner, InMoment, providing richer feedback through which we have been able to continue to shape our proposition and approach to maintain our excellent CSAT (customer satisfaction) performance.

Our approach to identifying and addressing the root causes of incidents which may result in a reduction in the quality of customer's experience has been a key part of our success in this area. We have maintained our investment in this area, improving related systems and processes to ensure that we are able to meet and exceed the expectations of our customers.

#### Key responses and controls

- Customer Experience staff receive regular training to ensure that we manage customer complaints and recalls in an appropriate way
- Quality control checks on products
- The CAT (Corrective Action Team) focuses on customer complaints and drives the resolution of any issues
- Restructured team to better support issue resolution across design and installation
- Excellent relationships with installers, including improved job allocation processes
- High quality training provided to colleagues to ensure that high level of customer satisfaction is maintained

### Stores, distribution and installations

#### Stakeholder groups



#### Strategic growth levers



#### Risk trend



#### Executive responsibility

CEO and Chief Operating Officer

#### Description of risk

Effective operations support us in our drive to be the home improvement partner of choice, whether a customer opts to do it themselves, hires local tradespeople or works with Wickes directly to achieve their home improvement dreams.

Failure to manage our operations effectively will impact our ability to provide the right level of customer help, the right volume of stock to support their needs or a timely connection to our installation teams, reducing the high quality of customer experience we strive to deliver.

#### Progress

We are committed to ensuring our stores remain a key part of our multi-channel customer proposition, including through ongoing investment in the store refit programme. The introduction of systems to support the allocation of work to our installers in 2023 continues to ensure that adequate resources are in place to meet customer demand. Updates to our delivery and distribution processes, including working closely with our delivery partners, has provided us with sufficient capacity within our network to meet current and future demand. These structural updates to how we operate have contributed to the overall reduction in our exposure against this principal risk.

#### Key responses and controls

- Store level controls providing physical security measures to prevent and detect theft
- Regular review of pricing across all stores
- Strategic stock locations to meet projected demand in a timely way
- Carefully selected logistics and delivery partners in place

## Viability statement

# Viability statement and going concern

### Introduction

The UK Corporate Governance Code requires companies to state whether they have a reasonable expectation that the Company will be able to continue in operation and meet its liabilities as they fall due over the period of assessment. Several scenarios have been modelled to support our viability statement, which assess the impact of our principal risks on the solvency and liquidity of the Company.

### Assessment period

The Directors' assessment of viability has been made over a five-year period. This is considered appropriate as it is consistent with the period over which the Group considers its principal risks and aligns with the Company's Five-Year Plan, which is regularly presented to the Board, and covers the period up to December 2029.

### Assessment of prospects

This viability statement should be read in conjunction with the description of the Group's business model and strategy, which are set out on page 16 and 17-23, respectively. The Directors assess the Group's prospects on a regular basis and in particular progress against the strategic objectives set out in its Five-Year Plan. The Plan delivers forecasts of the Group's financial performance including cash flows, and allows the Directors to assess the Group's liquidity position and adequacy of funding. Sensitivity analysis of the main assumptions underlying the plans is also carried out. The plans are approved by the Directors and financial budgets and KPIs are subsequently used to monitor performance in the Board's monthly review of the Group's results.

In its assessment of the Group's prospects, the Board has taken into account:

- Uncertain trading conditions and expectations of the future economic environment, as well as the potential influence of climate change on our business. The continuing macroeconomic uncertainty brought about by the recessionary environment in the UK and inflation risks; despite the impact of these uncertainties in 2024, the Group has maintained revenue levels and continued to be profitable, although at a slightly reduced level.
- The Group's financial position: despite the ongoing and increasing challenges of the wider economic environment, the Company has reported a strong set of results and positive operating cash flows, offset by our continuing commitment to invest in our business and deliver the capital allocation policy announced in the prior year. We have continued to demonstrate that Wickes is resilient as a standalone entity and we remain confident that our Five-Year Plan shows strong sustainable growth.

### Assessment of viability

The scenarios for assessing the viability of the Company were identified by considering the potential impact of individual principal risks and potential combinations (as shown in the table on page 69).

All twelve principal risks have been considered when completing the modelling. These risks combine to represent severe but plausible scenarios covering a range of different operational and financial impacts on the business. In total, six individual scenarios have been created, with a seventh 'collective' scenario, which combines a number of the individual scenarios to model a worst-case hypothetical situation (as these could theoretically run together, with different impacts on our business).

None of the individual scenarios modelled were found to have an impact on the long term viability of the Company over the assessment period. The modelling showed we are in a strong position to withstand each of the individual scenarios with the exception of the revenue drop scenario where a controlled and limited set of mitigations would be required if the scenario materialised.

The collective scenario (see page 77 for more detail) is more extreme and whilst the scenario is plausible, it exceeds the impact of principal risks which the Company has encountered in its trading experience to date. Under this scenario, which assumes dividends continue to be paid in line with the capital allocation policy (2.5x cover), the Group would remain cash positive supported by controlled mitigating actions. If required, further mitigation would be possible to improve the cash position, for example reducing or delaying our investment plans or to target cost savings. The model does not assume use of the bank facility.

Additionally, reverse stress tests were performed on each scenario to identify what level of sensitivity on each scenario would cause the business to no longer be viable, and the likelihood of these reverse stress tests was considered and found to be remote.

### Viability statement

Having assessed the current position, principal risks and prospects of the Company, and taking into account the assumptions above, the Directors confirm they have a reasonable expectation that the Company will be able to continue in operation and meet its liabilities as they fall due over the five-year assessment period.



## Viability statement continued

### Scenario modelled

#### Scenario 1

##### Reduced customer confidence and lower spending

Reduced customer confidence and lower spending, either through external economic factors or through loss of customer confidence in Wickes as a brand. The budgeted sales increases are not delivered: sales decline in 2025 and return to growth in 2026.

##### Assumptions

Sales decline by 6% in 2025, followed by a recovery in 2026 of 2% above the growth percentage applied in the Five-Year Plan but from a lower starting point, followed by the Five-Year Plan growth percentages for the subsequent years.

No change to margin and administrative costs.

#### Scenario 2

##### Supply chain and cost management difficulty

Costs to obtain and distribute goods are impacted by internal factors (operational efficiency, people factors, IT operations) or external factors (macroeconomic factors such as inflation, the cost implications of ESG, and the availability of goods and the costs of delivery). The business is able to maintain revenue levels but is required to increase the cost base to do so.

##### Assumptions

No change to sales.

Margin rate reduced by 1%.

#### Scenario 3

##### Further increases in energy costs

Energy cost increases beyond the level currently budgeted. The business is able to maintain revenue levels but is required to increase the cost base to do so.

##### Assumptions

Energy costs are £5m above those budgeted in each year of the plan.

#### Scenario 4

##### Increase in payroll costs

A continued cost of living crisis and potential future increases in minimum wage results in salary increases in excess of those budgeted. The business is able to maintain revenue levels but is required to increase the cost base to do so.

##### Assumptions

No change to sales.

Payroll costs increase by 5% more than the increase factored into the budget for 2025, with subsequent years applying the percentage increases in the Five-Year Plan from this higher starting point.

#### Scenario 5

##### Inability to deliver business change programme to budget or to time

The Company's change programme to be delivered over the coming years is expected to be a key underpin for future growth. It includes significant investment in the company's core operational IT platforms, which will need to be carefully delivered to maximise business value, and minimise disruption. IT change programmes are inherently risky and it is possible that it cannot be delivered to time or to budget.

##### Assumptions

Anticipated annual spend on business change programme is over budget in later years of the plan by 20% due to unforeseen impacts of technology or scope.

No changes to sales or margin.

#### Scenario 6

##### Operational shock

A significant external disruption (e.g. a cyber attack or a disease outbreak) requires the business to shut down fully for a short period of time, returning to budget within two months as soon as the effects of the disruption have been addressed.

##### Assumptions

Zero revenue for two weeks, returning to budget within one month.

No change to gross margin percentage: all costs other than direct cost of stock assumed to remain in line with budget, as it is anticipated that any potential cost reductions during a shutdown would be offset by increased costs required to mitigate the potential losses.

#### Scenario 7

##### A combination of scenarios set out above

This is seen as a worst-case scenario and whilst the scenario is plausible, it exceeds the impact of principal risks which the Company has encountered in its trading experience to date. The combined scenario does not include Scenario 5, Business Change, on the basis that an operational shock would likely trigger a reconsideration of the timing and scope of the current change programme.

### Link to principal risks

Customer Experience  
Growth Strategy  
Brand Integrity and Reputation

Commercial and supply chain  
IT Operations

Stores, distribution and installations  
Climate change

Legal and regulatory compliance

Financial management  
Climate change

People and safety  
Financial management

Business Change

Cyber and data security

As above (Excluding Business Change)

### Going concern

The Group's business activities, together with the factors likely to affect its future development, performance and position are set out in the Strategic report, including the principal risks of the Group set out on pages 69-75. The financial position of the Group, its cash flows, liquidity position and borrowing facilities are described in the Financial review on pages 26-29. The Directors have considered the above and how they may impact going concern. They have also completed modelling for scenarios 1 to 4 opposite, as well as a severe but plausible scenario which assesses the impact on the Group's liquidity headroom when combining these risks together. When considering scenarios 1 to 6, the Directors do not consider risks 5 or 6, based on the mitigating controls in place, will impact in the next 12 months and are therefore not included in their going concern assessment.

As a result of this review, the Directors have a reasonable expectation that the Group has adequate resources to continue in operational existence for a period of at least 12 months from the date of approval of the financial statements and therefore consider it appropriate for the Group to continue to adopt the going concern basis of accounting in preparing the annual financial statements. Furthermore, based on the Group's strong performance, prospects and liquidity position, the Directors do not consider going concern to be a critical accounting judgement. Further detail in relation to the use of the going concern assumption and the scenarios modelled by the Directors are detailed in note 1 of the Group financial statements.

The Strategic report has been approved by the Board of Directors and is signed on its behalf by:

**David Wood**  
Chief Executive Officer  
19 March 2025

**Mark George**  
Chief Financial Officer  
19 March 2025