

DIVERSITY



BOARD

Annual Report

2020 - 2021

2020 saw us come together as a Selfridges community like never before, demonstrating our commitment to driving greater inclusion and diversity across our organisation and beyond.

We established our Diversity Board to build on this momentum and take the steps required to enable meaningful and positive change to be delivered for our people, both in the short and longer term.

Our Diversity Board, in partnership with all our teams, are architects for a better future for all. We are committed to creating a diverse and inclusive environment at Selfridges to which everyone can bring their whole selves and where everyone is truly welcome.

Establishing our inaugural Diversity Board

Electing a Board

In July 2020, the 12 inaugural members of our Diversity Board were elected by 1,358 of their fellow team members. The Diversity Board has an Executive Board sponsor, with whom they meet every six weeks, to help drive our aim to shape a more inclusive, diverse and equitable future at Selfridges.

Why this matters

Being a diverse and inclusive brand is critical to Selfridges' success. We believe a sustainable future is one in which talent and voices from every community are heard and given a platform. We are working hard to increase the visibility and recognition of under-represented talent and communities in our business.

Defining the vision

After leading conversations with over 400 Selfridges team members, the Diversity Board set out three pillars to define their focus:

EVERYONE IS WELCOME:

creating a truly diverse and inclusive Selfridges experience and ensuring that our content, our language and the brands we work with embody our diversity, equity and inclusion values.

THE YELLOW CURRICULUM:

transforming behaviours and attitudes to deliver equal and equitable opportunities for minority groups, for both current and future talent.

BROADENING OUR BUY:

committing to purpose-led partnerships and collaborations to build a network of brands and suppliers that are diverse in their thinking, their approach and their teams.

94

Selfridges team members are part of our wider 'Diversity Squad' who support our Board to drive awareness.

Everyone is welcome

What does

Creating a truly diverse and inclusive Selfridges experience and ensuring that our content, our

this mean

language and the brands we work with embody our diversity, equity and inclusion values.

for us?

Highlights

One of our key initiatives in 2021 is to deliver meaningful change for our people, so we can make our business more inclusive and diverse. We began by establishing a clearer view of our demographic data, by launching our first ever Cultural Assessment¹, including a survey and review of our policies, and hosting a series of open, 'Everyone is Welcome' conversations with our teams. As a result, we have a more robust and informed baseline to better understand where we currently are on our journey to become a truly inclusive organisation.

The impact of these open conversations held by the Diversity Board led to a huge rise in team members feeling comfortable to disclose their protected characteristics (that's gender identity, sexual orientation, race/ethnicity, disability and religion) in our Cultural Assessment, when compared with the results from the year before. For example, last year saw a 1% disclosure rate around disability, versus 66% this year. In 2021, our disclosure rate of 94-98% for protected characteristics is more than double the industry-standard rate of response.

¹ Our cultural assessment was spearheaded by our Group Diversity & Inclusion Council (Brown Thomas Arnotts, Holt Renfrew, Selfridges and de Bijenkorf) in partnership with global external consultants

Everyone is welcome

Hurdles

From the feedback to the Diversity Board and our Cultural Assessment, we know that representation of minority communities and diverse talent reduces across our senior leadership population, leading to a feeling that 'you cannot be what you cannot see'. We are committed to ensuring we reflect and represent all communities identified in the Cultural Assessment.

Our Diversity Board is supporting our managers to have confident career conversations so we can continue to support team members to learn and grow, leading to a diverse workforce across all levels of our organisation. We are also reviewing our recruitment processes to support equity

into management roles and implementing a minimum requirement for diversity representation from our external recruitment partners who support us with leadership recruitment.

CASE STUDY: The Quiet Room

An 'Everyone is Welcome' session held by the Diversity Board at the start of 2021 inspired a team member to discuss the need for a larger quiet room in Selfridges Oxford Street to support religious observation, particularly with the impact of Covid-19 social distancing measures. For example, to support Muslim team members seeking a space for quiet contemplation and prayer, particularly through the Muslim holy month of Ramadan. The Board identified a free

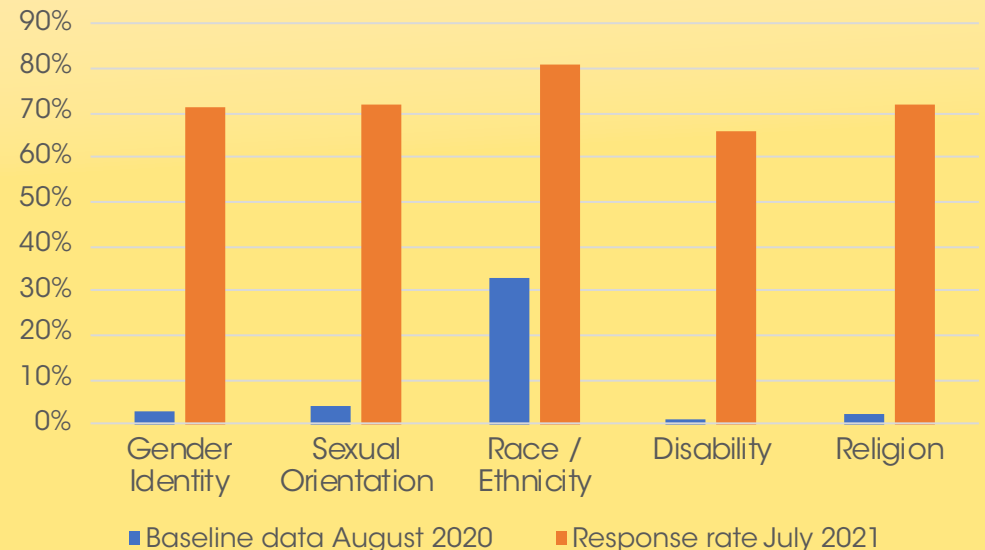
space in another part of the Selfridges Oxford Street building which is much bigger and is now the new quiet room for all team members.

74%

Disclosure rate for personal demographic data

75%

Engagement rate in our Cultural Assessment survey



The Yellow Curriculum

What does

Transforming behaviours and attitudes
to deliver equal and equitable

this mean

opportunities for minority groups,
for both current and future talent.

for us?

Highlights

Following the global Black Lives Matter protests, the Diversity Board held numerous discussions with Selfridges team members, enabling a safe space for them to share their stories and experiences. These sessions gave the Diversity Board insight which has led to more effective support for managers in addressing BLM conversations by increasing their knowledge and understanding.

Working with the Selfridges Learning and Development team and our Diversity and Inclusion facilitator Management Futures, an inclusive leadership session

was developed to equip managers with the tools needed to have confident, open and honest conversations around equity in the Selfridges business.

The Yellow Curriculum

Hurdles

We know our inclusive leadership training is just the beginning and we plan to build on this, focusing on two initial priority areas of training for all team members: Allyship and Microaggressions.

We are also investing in a partnership with Diversity in Retail to enable all team members to access mentors.

The ambition will be to participate in two programmes each year to support minority talent in senior leadership roles: the Global Female Leaders Programme and the Ethnic Minority Future Leaders Programme.

CASE STUDY: Chat for Change

Following the success of the open Black Lives Matter discussions, the Diversity Board launched their 'Chat for Change' initiative. This provided a number of forums – both in person and virtually – for conversations covering a wide range of diversity topics from gender pronouns to mental health in the workplace. With over 150 team members taking part, the Chat for Change sessions have facilitated new connections and support networks across the business, providing another platform for people to bring their whole selves to work.

450+

Managers trained in inclusive leadership

150

Team members participated in Chat for Change diversity conversations



Broadening our buy

What does

Committing to purpose-led partnerships
and collaborations to build a network of brands

this mean

and suppliers that are diverse in their thinking,
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for us?

Highlights

Black and minority-owned brands have often voiced how working with big brands can feel like an unreachable goal. We wanted to do something about this and worked with our Finance teams to highlight how we could have more flexible terms to support our younger, independent brands, meaning we can forge successful relationships with a wider array of brands.

One of our new black-owned womenswear brands, Farai London, embraces the change: "I always thought that especially as a young black-owned brand, opportunities

to be in the spotlight are not always available and it would be harder to navigate this industry. But support from buyers like those at Selfridges make it all possible."

Broadening our buy

Hurdles

We want to go further and enable more minority-owned brands to have a platform at Selfridges. The Diversity Board is committed to championing these brands and helping them to thrive and prosper, as well as working with our more longstanding partners to drive positive change together. We want to increase the diversity of our curation and we are developing a programme to do that.

CASE STUDY: *Two sides of the logo story*

When Selfridges started selling the luxury streetwear label Fear of God's "Negro Baseball League" sweater, some team members came forward raising concerns around the language of the logo. In response, the Selfridges Buying team were able to clarify the reasoning and context behind the sweater with the Diversity Board, explaining the historical and personal family connection Fear of God designer Jerry Lorenzo has to the Negro League. As a result, a plan of action was put in place to better explain this to our teams and customers, and celebrate its positive intent.

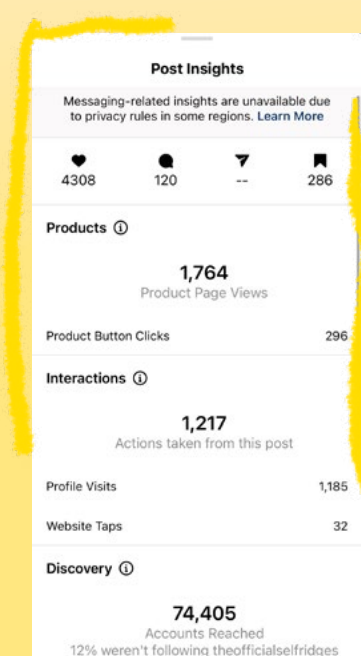
67%

Increase in spend across black-owned or black-led brands in Menswear



57%

Increase in spend across brands led or owned by People of Colour in Womenswear



How our people are feeling

Team members across our business have been a key part in enabling the delivery of our objectives and achieving goals.

Team member reflections on Inclusive Leadership training

“Thoughtful, practical, honest. A huge thank you and well done to all those who put this together and great facilitation from Management Futures, I found these sessions focussed and action orientated.”

“I was on the edge of my seat the whole time (in a good way). The session truly opened my eyes and made me question and think differently, thank you so much.”

“I thought the session I attended was brilliant! There was lots of thought - provoking conversations, I just wish it could have gone on for longer - I learned a lot”

I love being part of the Diversity Squad because it has given me a platform to speak about my experiences. It has given me a chance to build relationships with people across the business and in a time where we have to physically distance ourselves from people, it is interesting that this is the most connected I have ever felt. Being part of the squad has also been a great educational tool; I feel there is nothing more amazing and powerful than knowing the people around you. It helps to build stronger communications within your team and keeps that inclusive Selfridges spirit alive”

- Govi

Team member reflections on the Cultural Assessment

“It was great to be part of the conversation; connecting with people from across the business. We were guided through the topics, and I think everyone found it a positive experience to lift the lid on something so important as culture.

It got everyone thinking about the great stuff we have, as well as what we need more of. It feels like this will be an engine for positive change in Selfridges”

Looking Back – Moving Forward

Founding Chair of the Selfridges Diversity Board, Melisa Clotey, reflects on the Board's first year – and what's to come

Building a more diverse, equitable and inclusive business is critical to our success. We know it is a growing concern for our customers, and we are aware that our brand partners are setting ambitious commitments in this area too.

We are mindful that we are still at the start of our journey, and we have much to deliver. Our dedication to becoming a leader in this space is resolute. Looking back, one year on, we have communicated our commitment to our team members, driven awareness of our diversity and inclusion values across our business and gathered a robust set of baseline data through

our Cultural Assessment and by listening to our team members, which has enabled us to start to identify what meaningful change really means across our pillars of Everyone is Welcome, The Yellow Curriculum and Broadening our Buy.

Moving forward, we will put in place and publish metrics and measures to challenge our thinking and ensure transparency. We will focus our drive for change in key areas, including policy updates, process changes, additional inclusive leadership training and more team member and customer forums to help us continue our learning and ensure we are able to support the needs of a representative variety of demographic characteristics and social identities.

Selfridges: a place where everyone feels a sense of Belonging and where everyone is truly welcome.

Are you ready? Let's go!