

Gender Pay Gap Report

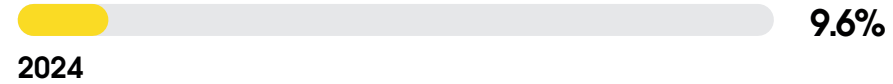
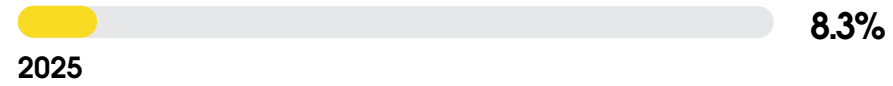
2025

When we first opened our doors in 1909, our founder Harry Gordon Selfridge said, “Selfridges is Open to the World”. To this day, that commitment continues to ring true; our aim is to foster an environment where everyone feels welcome and has a sense of belonging.

SELFRIDGES&C^o

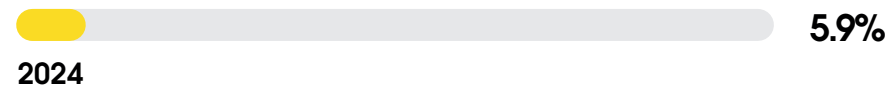
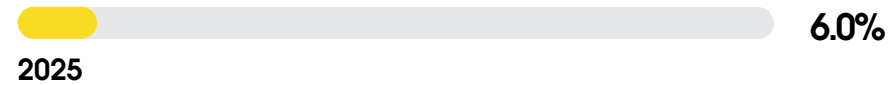
Gender Pay Gap: Overview

Mean gender pay gap:



Difference: -1.3% pts

Median gender pay gap:



Difference: 0.1% pt

The national mean pay gap is 13.4% and the median is 12.8%.

The retail industry mean pay gap is 12.6% and the median is 6.3%.

These figures are based on the provisional ONS figures for 2025*.

[*Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

Gender Pay Gap: By Quartile

Pay quartiles represent four different salary bands, going from lowest to highest. All team members are divided equally into one of the four quartiles. The percentages shown highlight the balance of males and females in each quartile.

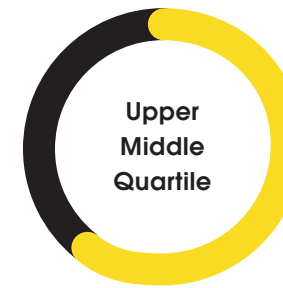
2025



● 64% female
● 36% male



● 69% female
● 31% male



● 61% female
● 39% male



● 58% female
● 42% male

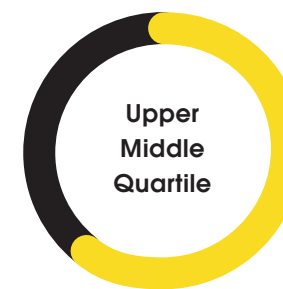
2024



● 62% female
● 38% male



● 69% female
● 31% male



● 59% female
● 41% male



● 60% female
● 40% male

Team members receiving bonus

Female



Male



All of our team members are eligible to receive commission or bonus payments. The difference in the percentage of team members receiving bonus is largely due to the timing of team members joining and leaving the business over the year, which impacts their eligibility for a payment.

Gender bonus gap

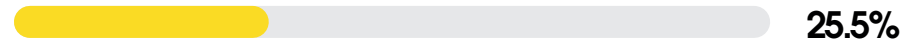
The gender bonus gap is driven by the following factors:

- The high percentage of women who work part-time with us, resulting in a lower pro-rated bonus and commission payments.
- The number of women in lower paid roles who therefore received a smaller proportion of bonus.
- Team members and executives based in London who work for our parent company, Selfridges Group, who receive incentive payments that reflect their global responsibilities.

Bonus Mean:



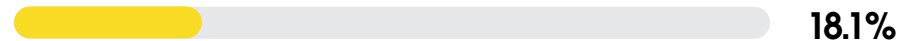
2025



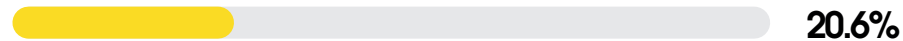
2024

Difference: -9.6% pts

Bonus Median:



2025



2024

Difference: -2.5% pts

Closing remarks André Maeder, CEO of Selfridges Group



At Selfridges, we've been Open to the World since 1909 and are proud to be a place where everyone is welcome. We believe being a diverse and inclusive brand is critical to our success.

Our dedication to building a more equitable and inclusive workplace is at the heart of our People strategy, sitting across our three core pillars; Enabling Growth and Opportunity, Helping Our Business Thrive, and Sparking Joy in Our Teams. As part of this approach, we remain focused on reducing our gender pay gap and managing pay decisions more rigorously through our recruitment, progression and mobility practises throughout all areas of our strategy.

Relaunched in 2025 to create a more intentional and action orientated framework, our Open To The World diversity, equity and inclusion commitments underpin our workplace and hold us accountable for opportunity, visibility and belonging within every part of our business. With our established baseline targets to guide us, we saw women in leadership roles rise again in 2025 to 62%, continuing to surpass our baseline goal of 50% for this area.

This leads me to the Gender Pay Gap results for 2025, and I am delighted to share we saw a 1.3% pts reduction in our mean gap versus 2024, making it the lowest gap we've reported since the regulations came into force.

At 6.0%, our median figure remains less than half of

the national mean pay gap and continues to be smaller than the average retail industry mean pay gap. Our Sales Associate population continues to influence the gap overall, given it makes up the largest proportion of roles at Selfridges, with more than two thirds of this group made up of women.

Looking ahead, we will continue to accelerate our leadership programmes with Conscious Inclusion training, equipping team members to recognise and reduce unconscious bias. We are sharpening our apprenticeship strategy around business needs and growing our in-house coaching capabilities to help cultivate the behaviours, attitudes and environments that enable growth and opportunity for everyone.

I am immensely proud of our team members who continue to help us build a workplace where everyone feels seen, supported and able to thrive. As we look to the future, we remain committed to further closing the Gender Pay Gap by driving fairness, equity and opportunity at every grade.

I confirm that the information contained in this report is accurate.

André Maeder, CEO of Selfridges Group

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