

# Gender Pay Gap Report

*2021*

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## **Introduction from Andrew Keith, Managing Director**



It's been another extraordinary year for Team Selfridges on our journey to imagine and create a more sustainable future for people and planet. Our sustainability strategy which we call Project Earth, is all about how we can make change happen together.

During 2021, we invited our team members to participate not only in our annual Opinion Survey but in a Cultural Assessment. It's the first time we've asked the whole business to share their perspectives specifically around Diversity, Equity and Inclusion at the same time. A hugely important moment that gave us so much rich and honest feedback from our different communities about the cultural stresses that exist and how we can continue to action positive change from a position of true insight.

We have to be truthful and transparent with one another which is why I was so encouraged that the disclosure rate for Selfridges was the highest of any comparable company that the facilitator of the survey had ever worked with. This indicates an openness across our business and is such a strong foundation on which to build.

Our teams have also called for faster change and I want this too. We understand there is more to do to activate this change on the Gender Pay Gap in all areas of our business especially given the fact we saw an increase in our pay gap versus our 2020 results. It's why sustainability, inclusion, diversity and

equity must be consciously embedded into every team member's day-to-day role so everyone can see a tangible difference. We also have to be bold in our ambition which is why we have set ourselves the target of significantly reducing our Gender Pay Gap at Selfridges by 2025. Clear steps exist to get us there and although we're not as far ahead as we'd like to be, we are committed to accelerating this work during 2022. You can find out more about our plans for the year ahead in the final section of this report.

When I think about the diversity, inclusion and equity journey we are on, and closing the Gender Pay Gap, I am particularly energised by two of our new Selfridges Values - 'Embrace Every Self' and 'Lead With Purpose' - and how we can get behind these for the long-term. It's about actively working together to build and maintain inclusion and belonging. It's also about making sustainable decisions that contribute to a better future. These are things that everyone at Selfridges cares deeply about and will be our guiding lights as we look to close the Gender Pay Gap in our business for good.

Andrew

# We are a diverse community *with purpose*

We care about our people, believing everyone should have a meaningful career and experience.  
We are a place where you can flourish and grow, make a difference and realise your potential.

**Message from**  
**Julia Reardon, Head**  
**of Management**  
**Office Property and**  
**Selfridges Diversity**  
**Board Chair**



Hi everyone,

I'm Julia Reardon, and I'm honoured to have been elected to the role of Chair of the Selfridges Diversity Board. The Diversity Board was established in 2020, made up of 12 team members from across the business, elected by their fellow colleagues.

During our first year we supported the business to obtain demographic data, to better understand who we are. A 79% disclosure rate, gives us a true baseline, enabling us to provide accurate recommendations for improvement and drive real change.

At Selfridges, our actions are born from what our team members have told us is important to them. Through methods such as our Employee Opinion Surveys, our Cultural Assessment, and even day to day conversations between team members, we've captured real insight and can clearly see that the Gender Pay Gap continues to be an incredibly relevant and important subject.

It's something we're working hard to close, and in collaboration with the People Team we're taking initial steps to develop new policies to support women in our business. In late 2021 we launched our menopause policy and supporting e-learning in partnership with Henpicked, with more to come around fertility and pregnancy loss this year. Our internal communities are also integral to who we are, and this year we have re-established our

Working Parents community. Through this we have created a space for colleagues to connect, talk and share, provide solutions and build a supportive network.

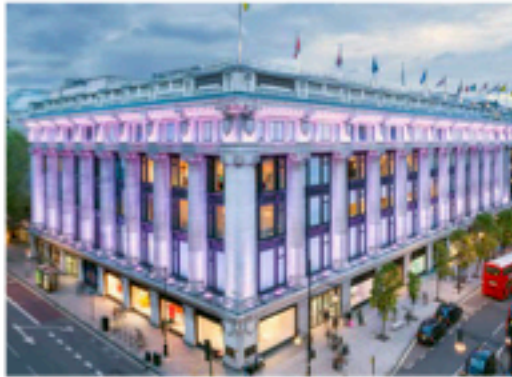
In addition, we are working with our talent acquisition teams to drive improvements in our recruitment process. This will ensure greater diversity within our teams, and more equal representation across a wide range of roles. We want our team members to see people like them across all roles and areas of the business and know that there are no barriers to progression.

As representatives on the Diversity Board we continue to call ourselves 'the architects for a better future', and in collaboration with our Selfridges team members we are working to create a truly diverse, inclusive and equitable organisation that really drives change and grows a sense of belonging for each and every one of our people.

As we continue our D,E&I journey, we're excited to share our progress as part of the upcoming Project Earth report, which will include more detail on the makeup of our organisation and our future direction.

Julia

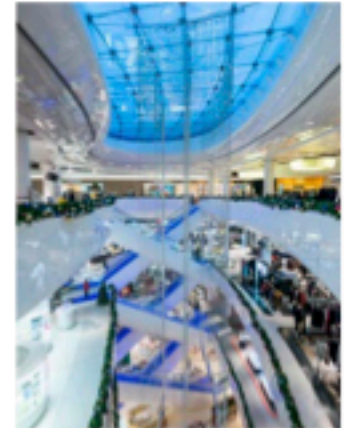
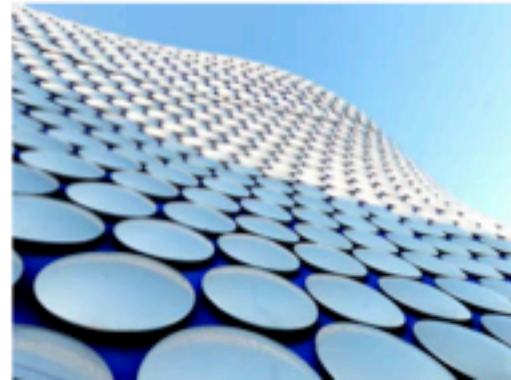
## Who we are



Selfridges is a world-renowned department store and is part of the Selfridges Group providing extraordinary shopping experiences for millions of customers around the world. The Group includes five iconic brands: Selfridges in the UK, Brown Thomas and Arnotts in Ireland, Holt Renfrew in Canada, and de Bijenkorf in the Netherlands.

- Selfridges employs around 2,900 team members across our sites
- We have four stores, including one on London's Oxford Street, two in Manchester in Exchange Square and the Trafford Centre, and another in Birmingham
- Our digital platforms include selfridges.com and the Selfridges App, and we ship to customers in over 130 countries

The results in this pack are inclusive of all Selfridges team members and executives in the UK. They also include team members and executives based in London who work for Selfridges' parent company – Selfridges Group.





## Women at Selfridges and Selfridges Group

We continue to be proud of the significant role women play in our organisation and we know the biggest difference we can make to closing the Gender Pay Gap at Selfridges is by creating even more opportunities for our female talent to progress and realise their full potential.

Across the business, our gender balance is weighted towards women, with 63% of all team members at Selfridges being female. Three of our four stores continue to be led by women, with Jane Sharrocks, General Manager, Manchester Exchange Square and Customer Services leading and helping to grow our Selfridges Communities and Vicki Cain, General Manager, Manchester Trafford who leads our Values Ambassadors.

Our Sales Associate population continues to make up the largest proportion of roles at Selfridges, and this group of team members is overwhelmingly made up of women. In retail, across three of our stores we have no Gender

Pay Gap and we will work to maintain this and significantly reduce the gap elsewhere in our business by 2025.

We know that positive and visible role models in the business make a difference and we are proud that the roles of Chairperson, Selfridges Group Managing Director, Group Creative Director, Group Talent & Leadership Development Director, Group Communication Director, are all held by women. Our Group Managing Director, Anne Pitcher, was also awarded the prestigious 2020 Bold Woman Award by Veuve Clicquot, recognising her work in promoting leadership roles for women in fashion.

Women currently make up 66% of the Selfridges Group Executive team. At Selfridges, 50% of our Executive roles are held by women with our Stores Director, Customer & Digital Director and People Director roles all held by women.



Alannah Weston  
Selfridges Group  
Chair



Anne Pitcher  
Selfridges Group  
Managing Director



Cat Woolner-Winders  
Group & Selfridges  
Communication  
Director



Leonie Foster  
Customer & Digital  
Director



Linda Hewson  
Group Creative  
Director



Louise Jackson  
Group Talent  
& Leadership  
Development Director



Maria Glasscock  
People Director



Meave Wall  
Stores Director

## **This is a family like no other**

Selfridges team member communities continue to bind our business together and are integral to our success. Each one represents a different interest or cause, from our Diversity Board and BeYourSelf community to Women in Tech and Green Warriors. Together they are driving positive change and helping us live our Values, realise our Vision to reinvent retail and deliver on our Purpose to imagine and create a more sustainable future for our customers and each other.

Here are just a few of our communities and the people leading them.



Jane Sharrocks  
Communities Lead



Julia Reardon  
Diversity Board



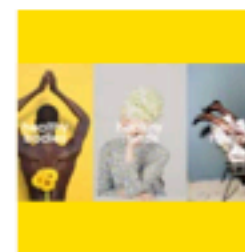
Jonathan Moss  
BeYourSelf



Rosie Forsyth  
Green Warriors



Vicki Cain  
Values Ambassadors



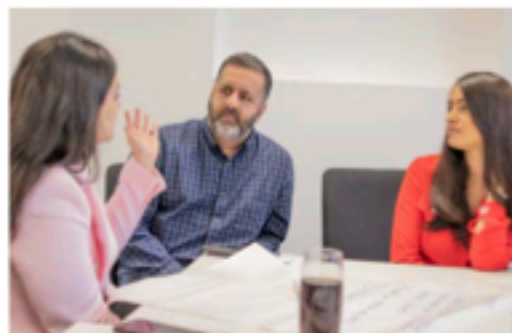
Jo Riddell  
Wellbeing Community





# Our story *so far*

## Our story so far



### 2018

Our Women in Tech and Digital Community was founded by female team members to inspire more young people to consider a career in STEM subjects and in the same year our Working Parent Community also started.

We launched Yammer as an internal communication tool for team members to stay

connected and in the know, sharing development and career opportunities across Selfridges.

We introduced career coaching sessions for all team members and career counselling for new parents returning to the workplace through our employee assistance programme partnership with Workplace Options.

### 2019

We launched our Careers Hub making it easier for people to explore vacancies, set themselves up for job role alerts within Selfridges but also across Selfridges Group for secondment or permanent moves.

We designed an exciting new menu of benefits linked to career milestones and launched our Sabbatical Leave policy for those wishing to take an extended break. We also increased our maternity pay and benefits and introduced our Career Break policy.

Our first ever Retail Apprenticeship Programme concluded, where 80% of those who received the qualification were female. We also launched more apprenticeships in Head Office, to support women achieve professional qualifications in their specialised field.

We delivered Microsoft 365 with SharePoint, Skype and Teams to support with remote and agile working as well as increasing our wellbeing programme to support team members with healthier minds, bodies and routines.

### 2020

We created and launched our Selfridges Diversity Board who have helped inform our action plan around driving greater Diversity, Equity & Inclusion (D,E&I) across our business for 2021.

We are also proud to have signed the 'If Not Now, When?' open letter, committing to taking long-term, sustainable action on Black Inclusion. This speaks to our ambition to be more inclusive for all, and will form part of our D,E&I agenda.

We further developed our wellbeing offer with eLearning modules, including Managing Stress and Building Resilience, and ran virtual management development workshops.

We continued to promote female talent into senior management and Executive leadership roles supported by our leadership development and talent management programmes.

## Our story so far



# 2021

In 2021, we launched our campaign calling on all our team members to update their details on our people system. This allowed us to gain a greater understanding of our team demographic and gave us an accurate picture of the diversity of our team, creating a baseline to measure against. We are using this anonymised data to make more meaningful change, ensuring a more inclusive approach to progression.

We launched a new Diversity & Inclusion workshop for all line managers which showcases how to foster greater inclusion within teams and across the business. We partnered with external facilitators 'Management Futures', who specialise in diversity and inclusion, to help inform the design of these workshops, as well as gathering input from our Diversity Board and wider Selfridges community.

We launched our first ever Cultural Assessment to better understand where we currently are on our journey to being a truly inclusive organisation, helping us on our journey to imagining and creating a more sustainable future for our customers and teams.

We also created a new Applicant Equal Opportunities Questionnaire, helping us understand the diversity of our applicant mix so we can identify where we need to broaden our approach and reach candidates who are less represented. This questionnaire has enabled us to monitor the progress

of such candidates as they move through the recruitment process.

To further improve our recruitment process, we introduced a new Interview and Assessment Template Tool to ensure greater consistency, fairness and transparency through a standardized interview approach. This has enabled us to upskill hiring managers and interviewers on best practise interviewing, improving their awareness of unconscious and conscious bias and providing a question framework and scoring matrix to support

This was the year we really upskilled our Recruitment Team, empowering them to have more effective discussions around D&I with hiring managers at all stages of the recruitment process. We supported hiring managers by developing a recruitment advertising campaign that is inclusive in language and diverse in reach, generating applicant shortlists of greater diversity, supported with an interview and selection process that is consistent and fair for all.

We provided benchmarking analysis to support line managers, advising them on starting salaries and progression for women and talent from other minority groups.

We also revisited our Apprenticeship Programme for Retail team members, developing our offer to both broaden skills and build capability as we continue to help our people progress and achieve their ambitions.

## Our story so far



## 2021

We supported our teams with the development of their clienteling and service skills and grew their digital skills and mindsets, whilst also empowering managers to support their teams to progress their careers in an omnichannel world.

We completely redefined our approach to flexible and remote working, offering our Head Office teams more flexible roles, mixing remote working with time spent in the office to continue to enhance the wellbeing of our teams and provide ways of working which suit the diverse needs of our team members.

We also gave managers visibility of their own local Gender Pay Gap for their teams, enabling them to develop local action plans. The monitoring and assessment of pay will now form part of our key KPIs for managers.

We launched our menopause policy and training programme, to build awareness and understanding to support the retention of women in our business as well as enable progression into more senior roles.





## **Our story so far**

**How our recruitment and promotion processes help to support gender equality in Selfridges**



The percentage of females applying to Selfridges between 1 April 2021 and 1 March 2022 was 65%. Within this period, 64% of applicants selected for interview were female, and females accounted for 66% of those hired during this time. For senior management positions recruited during this time, 65% of new employees were female. Within our IT and Digital teams specifically, 56% of hires between 1 April 2021 and 1 March 2022 were female (versus 43% of hires in 2020/21). According to the STEM statistics from the workforce WISE campaign, 24% of the STEM workforce in 2021 were women.

We believe consistency throughout the recruitment stages provides a fair and balanced process. By upskilling our Recruitment Team, we have empowered them to have more effective discussions around D&I with hiring managers at all stages of the recruitment process; supporting hiring managers with developing a recruitment advertising campaign that is inclusive in language and diverse in reach, generating applicant shortlists of greater diversity and developing an interview and selection process that is consistent and fair for all.

For the third year running, our Sabbatical Leave policy has been available for those wishing to take an extended break whether that be for personal or family interests, travelling, educational courses or participating in unpaid voluntary or charity work. It also means we can retain

amazing talent in our business that we might otherwise lose without this flexibility. Of the sabbaticals that have been approved in the business during this period, 86% were female.

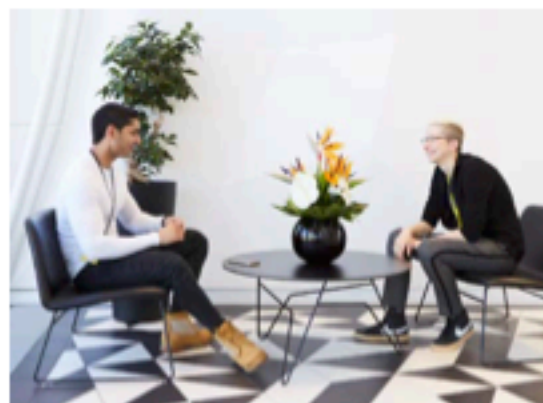
When considering career mobility at Selfridges and opportunities for team members to develop further throughout the business, 83% of team members who started a new position, or secondment, internally during this time period were female. Of those employees who started an apprenticeship between April 2021 and March 2022, 65% were female.





## Our story so far

### **How we're creating clearer routes for development**



In 2021, we continued to offer a comprehensive range of learning opportunities. Females represented 64% of those taking up development options overall and in management development opportunities specifically, female participation was 63%. A focus on Managing Change within the business continued. 70% of delegates on this programme were female. We also began a rollout of training for teams to support Agile mindsets while working across the business in a collaborative way. This rollout will continue in 2022.

Our focus on Wellbeing continued and grew. 72% of delegates taking up this development offer were female. This included the introduction of additional support for leaders through new Wellbeing Leadership Masterclasses with an external partner which saw a particularly high uptake from women.

We launched Inclusive Leadership Workshops for all managers across the business to drive our focus on Diversity Equity and Inclusion with active sponsorship from our Exec team – over 80% of managers attended and the rollout continues with our female leaders making up 60% of these cohorts to date.

We continued with apprenticeships in Head Office, supporting women to achieve professional qualifications in their area of specialism and 75% of those taking up these opportunities were female. In Retail we launched a new Retail Apprenticeship for Department Managers to both broaden skills

and build capability as we continue to help our people progress and achieve their ambitions. Two further Retail Apprenticeships are also launching to focus on internal development and progression in the year ahead and 62% of the apprentices developing in this way are female.

With the launch of our Clienteling and Service Academy, we have focused on the development of new skills and capabilities to support our customer ambition and females make up 61% of those currently on our Customer Connect Programme.

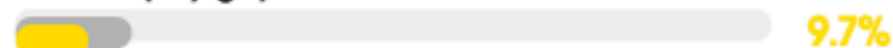
Through a range of Talent programmes, which include leading through coaching and future leadership skills alongside targeted programmes for minority groups, we are supporting future succession planning and 60% of those participating in the programmes with our partner Diversity in Retail are women.



Our *results*

## Overall gender pay gap

### Median pay gap



### Mean pay gap



■ Selfridges (incl. Selfridges Group)  
■ Represents national average

Our 2021 Median (middle) pay gap is 9.7% and this remains significantly lower than the national average of 15.4% Median\*, we are however, disappointed to report that we have seen our Median pay gap increase, 2% compared to 2020 and our Mean (average) pay gap increase, 5.8%, compared to 2020.

One of the main drivers of the gap is that our Sales Associate population continues to make up the largest proportion of roles at Selfridges, and more than two thirds of this group of team members consists of women. These are our entry level positions where we pay our entry level salaries (thereby lowering the average amount women are paid across the company). As our pay ranges are informed by the market and therefore differ by function as well as job level, the gender split which exists between functions also has an effect on our Gender Pay Gap as more men than women hold senior or specialist, and therefore higher-paid, roles. We have continued to support our team members' financial wellbeing by paying 100% of their contractual salary during the periods our stores were temporarily closed.

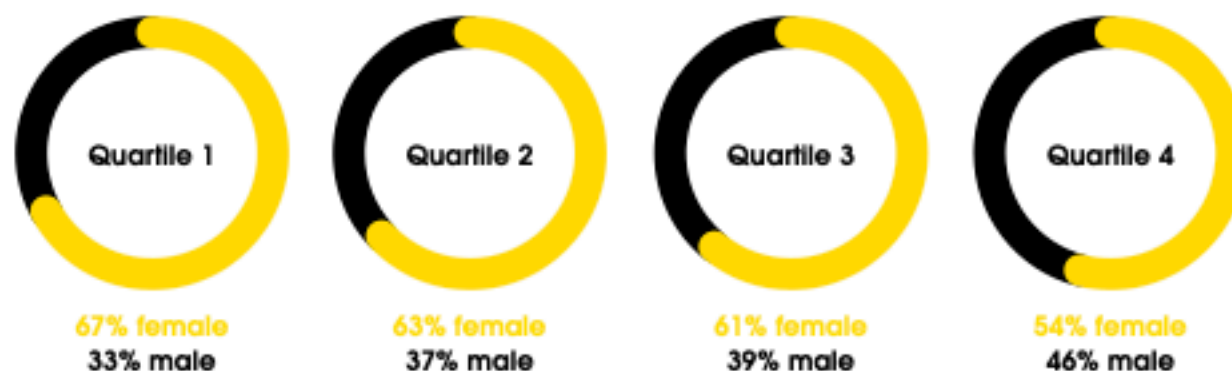
In retail, across three of our stores we have no Gender Pay Gap. We know we have more to do, we will work to maintain the areas of the business which have no gender pay gap and significantly reduce the gap elsewhere in our business by 2025. We look forward to sharing the progress we are making and how the actions we delivered during 2021 have impacted on our Gender Pay Gap results as part of our 2022 Gender Pay Gap report.

\*based on data from the 2021 ASHE Survey (Annual Survey for Hours and Earnings)

## Gender pay 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 men and women in each quartile.

2021



We are pleased to see some improvement in the distribution of female talent this year.

There are 2% more women in the third quartile.

Whilst the percentage of women in the top quartile has fallen by 1% versus 2020, the majority of team members in this quartile continue to be women.

### Team members receiving bonus

#### Female



89%

#### Male



87%

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

	Median (middle)	Mean (average)
All team members including Group	16.6%	46.4%
Based on like for like hours and excluding Group*	6.9%	41%

Our Median (middle) and bonus gap has increased by 4.9% to 16.6% and our Mean (average) bonus gap has increased by 4.1% to 46.4%.

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.

Our Median Gender Bonus Gap is considerably lower when bonus is calculated on a like for like hours basis and Selfridges Group team members are excluded from the data.

\*These calculations for gender bonus represent like-for-like hours that all Selfridges team members work. The figures in this row also exclude team members and executives based in London who work for Selfridges Group



# Looking to *the future*

We will reinvent retail for a better future for people and planet.

## Reinventing the way we work



As we look to the rest of 2022 and beyond, we are continuing to work towards our vision to Reinvent Retail and mission to imagine and create a sustainable future for everyone. One of the most important ways we can achieve this is by continuing to listen to and nurture our teams. We have therefore created two initiatives under our People Driving Force this year, which are focussed on fostering a values-led customer centric culture, driven by teams who are equipped and enabled to deliver as part of an inclusive and diverse community:

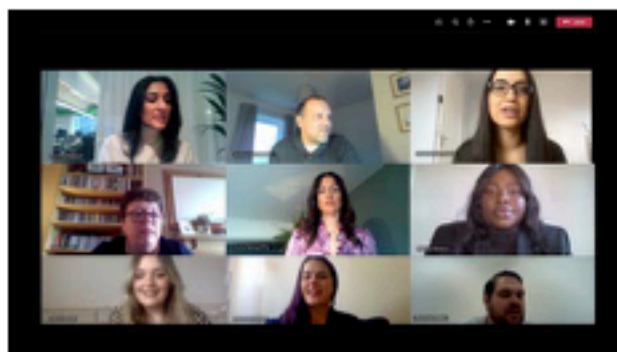
1. Foster a values-led, customer-centric culture, equipping team members to deliver for our customers
2. Cultivate a diverse community where everyone can be their authentic self, realise their potential in an inclusive environment, and achieve balance through wellbeing

To help us achieve these goals, we've worked with our Values team member working group and used input from across the business to create a set of Values that are more reflective and representative of the Selfridges we are today and the organisation we aspire to be:

**EMBRACE EVERY SELF:** We embrace diversity and the differences that make us stronger. We actively work together to build and maintain inclusion and belonging for ourselves and our customers

**CREATE THE EXTRAORDINARY:** We celebrate creativity in all forms and perspectives. We bring ideas to life and help create extraordinary experiences

**LEAD WITH PURPOSE:** We make sustainable decisions that contribute to a better future. We are unafraid to act differently and boldly lead the way forward



## **Reinventing the way we work**

This year we will share and bring our new Values to life as part of an inspirational engagement programme as we look to live and embed them in everything we do, beginning with Values workshops for leaders in March. We'll also be introducing a new digital recognition platform for all team members where we can thank, nominate and celebrate our colleagues in a more open and transparent way.

Living through the pandemic has taught us all to focus on the things that matter (kindness is one of them!). We'll never forget what's most important and we will continue to create an organization that supports balance through wellbeing. Our Selfridges Communities, Future Workplace project and Volunteering Days are an important part of this, as is our wellbeing agenda which we'll continue to grow.

This year we will be launching new policies and improved support for team members at different stages of their life including fertility, family leave, mental health and transitioning at work, offering Mental Health in the Workplace Training for all managers and team members and creating open forums and safe spaces to talk, share, educate and learn through chat for change events.

By delivering all of this, we believe we can help our people make a positive difference for our customers and each other every day - together, we are the people that will Reinvent Retail.



## Our Future Actions



We are fully committed to significantly reducing the Gender Pay Gap that currently exists in our business by 2025. Building on our action plan from last year, we have based our 2022 plan on a combination of goals taking into account the way we recruit, develop and nurture our talent to our policies and approach to Diversity, Equity & Inclusion (D,E&I) and flexible and remote working and, the sharing of information.

The actions we will be taking in the coming year are grouped into three key areas of focus; creating a better balance in our organization, establishing best in class recruitment practices and introduce more transparent pay and reward frameworks, information and governance to drive greater equity and fairness. You can find out more about our plans for the year ahead below.

- To increase the number of female team members at senior levels. Our goal is for women to hold 50% of Director level roles by 2025.
- Implement recruitment practices that shortlist talent, using skill-based assessments. Over the next year all hiring managers will be trained on skill based assessments so that all recruitment decisions are fair and unbiased.
- Work with our recruitment partners to identify diverse talent for our shortlists. Our goal is for candidate shortlists to consist of 50% of under represented groups for senior leadership roles.
- Strengthen pay governance through the introduction of a Selfridges Remuneration

Committee which will oversee the governance of all remuneration matters relating to Selfridges team members below Executive Directors so that all pay decisions are rigorously managed.

- Introduce pay structures which are informed by the market, transparent, and clear to drive fairness and consistency across all grades.
- Introduce development programmes targeting ethnic and female talent through our partnership with Diversity in Retail.
- For all Senior Leaders to proactively establish a reciprocal mentoring relationship to support both internal Talent development and build knowledge and understanding on DE&I.

We look forward to sharing how the actions we will be taking during 2022 impact on our Gender Pay Gap results as part of our 2023 Gender Pay Gap report.

# “Everyone is welcome”

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



Andrew Keith, Selfridges Managing Director

Selfridges Retail Limited, 400 Oxford Street, London W1A 1AB

**SELFRIDGES**&C<sup>o</sup>