

# Gender Pay Gap Report

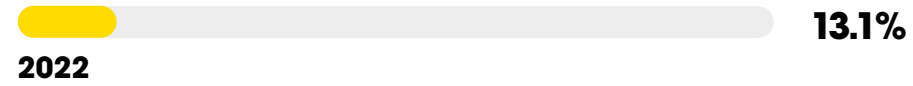
*2023*

**Together we're creating an inclusive working culture that enables us to build stronger connections and deepen relationships with our customers, team members and the communities in which we live, work and serve.**

**SELFRIDGES&CO**

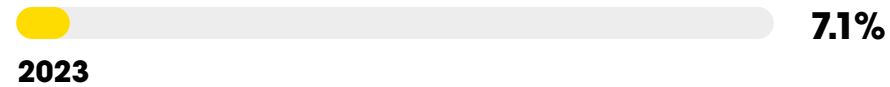
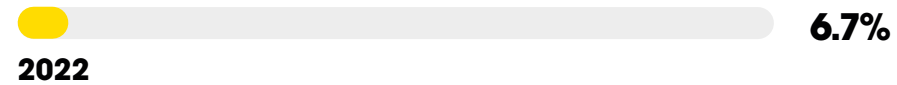
## Gender Pay Gap: Overview

### Mean gender pay gap:



**Difference: -1.2% pts**

### Median gender pay gap:



**Difference: +0.4% pts**

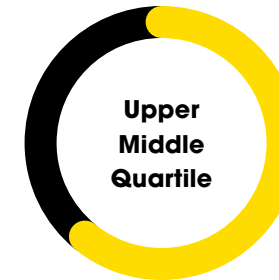
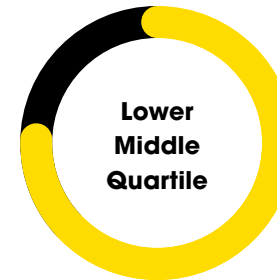
The national mean pay gap is 13.2% and the median is 14.3%.\*

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

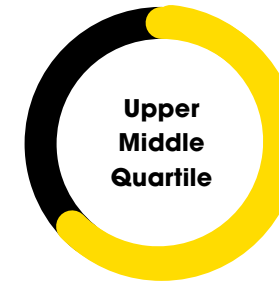
## Gender Pay Gap: By Quartile

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 men and women in each quartile.

**2023**



**2022**



## Team members receiving bonus

### Female



### Male



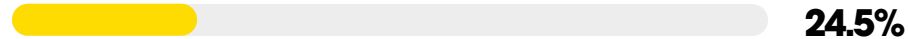
All of our team members are eligible to receive commission or bonus payments. The difference in the percentage of team members receiving bonus is largely due to the timing of team members joining and leaving the business over the year, which impacts their eligibility for a payment.

## 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:



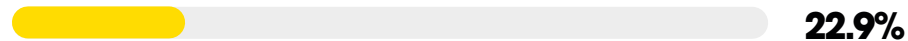
2022



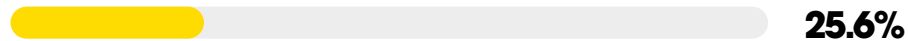
2023

**Difference: +29.9% pts**

### Bonus Median:



2022



2023

**Difference: +2.7% pts**

**Closing remarks**  
**Andrew Keith,**  
**Chief Executive**  
**Officer**



In 2020, as part of our Diversity, Equity & Inclusion strategy, we committed to significantly reduce the Gender Pay Gap that exists in our business by 2025. We created a multi-year plan focused on pay governance, recruitment, and career mobility to drive greater equity and fairness across our business. Three years in and we continue to see the positive difference we are collectively making. We still have a way to go, and I know everyone at Selfridges remains focused on taking action where they can to close the gap further.

We know that our pay gap is driven by several factors. Our Sales Associate population continues to make up the largest proportion of roles at Selfridges, and most 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, the gender split which exists between functions also influences our Gender Pay Gap as more men than women hold senior or specialist roles, and therefore higher-paid roles.

To offset this, we have seen an improvement in the distribution of female talent with the number of women in the top quartile increasing by 4% compared to 2022. Since February last year 77% of senior management hires were women and we increased male representation in our entry-level roles by 15%. I am also proud to say that we

have realised our target of women holding 50% of Director-level roles at Selfridges. In fact, this figure now stands at over 60%.

To move the dial further in the coming year, we'll continue to build on the areas we know are generating real change. This includes strengthening our approach to pay governance and targeted recruitment, including hiring more women into senior and specialist roles, as well as improving ethnic diversity at all levels of the organisation.

Actively working together to build and maintain inclusion and belonging for ourselves and our customers is something we all care passionately about at Selfridges. In line with this, we know people like to receive information in different ways. That's why, this time, we are sharing our Gender Pay Gap story and the progress we've been making through a video, which you can view on [Selfridges.com](https://www.selfridges.com).

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

A handwritten signature in black ink, appearing to read 'Andrew Keith'.

Andrew Keith, Selfridges Chief Executive Officer  
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