

Modern Slavery Statement 2022-23

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Introduction from the Managing Director, Andrew Keith



Our Purpose, to imagine and create a sustainable future for people and planet is at the core of how we do business and guides our work around modern slavery. It's our north star and is about being a responsible retailer that's committed to doing the right thing.

This, our statement for the year ending 31 January 2023, talks to our work and the actions we are taking to prevent modern slavery from occurring across Selfridges and our supply chain, in line with the UK Modern Slavery Act. As global citizens it's our duty to be vigilant, to recognise the signs and effect change where we can to stop modern slavery so that everyone can live free from exploitation.

At Selfridges, with our Project Earth sustainability strategy, we are working to change the way we shop and do business. We want to inspire our customers to make more sustainable choices, and having a robust approach to ethical trade is vital to offering responsibly sourced products and services. We cannot do this alone, which is why engaging our team members, our brand partners and our suppliers on this journey, and aligning with the wider Selfridges Group is so important. We must come together to protect those who work for and with us. And in this same spirit of collaboration, we're proud of our ongoing partnership with Stronger Together who specialise in responsible recruitment, fair work and tackling labour exploitation.

Over the past year we have continued to embed measures to identify, mitigate and prevent the risk of modern slavery in our business and partnerships. From proactively investigating potential risks and strengthening our due diligence to raising awareness of modern slavery and the things to look out for. This has included expanding and promoting our range of modern slavery training materials and communications. During the summer we also put our processes and procedures to the test with a simulated scenario involving representatives from across our business. Our training and incident management process was further tested, later in the year, when signs of a potential live issue were identified. You can read more on this in the "spotlight on an issue" section.

Our work doesn't stop there. Over the coming year we'll be taking further action. This will include reviewing our whistleblowing reporting and response mechanisms and establishing new standards and assessment requirements for our brand partners and suppliers, in addition to ourselves. We will also be commissioning third party audits of selected supplier sites.

Modern slavery is something we are fully committed to preventing and tackling together. It requires everyone to play their full part, to stay vigilant and in line with our Values; to lead with purpose and that's exactly what we'll continue to do.

A handwritten signature in black ink, appearing to read "Andrew Keith". The signature is fluid and cursive.

6th June 2023

Andrew Keith
Selfridges Managing Director

Signed for and on behalf of the Selfridges
Executive Committee

Who we are

Our business

Selfridges was founded by Harry Gordon Selfridge, changing the world of retail forever when the first store opened on Oxford Street in 1909. To this day, we continue to inspire and innovate across our four stores and digital channels, with a clear vision to reinvent retail and purpose to imagine and create a sustainable future for everyone. In 2020 Selfridges launched Project Earth, its evergreen sustainability strategy. Selfridges aims to help customers change the way they shop in three ways: by addressing the materials used in products, launching and exploring new retail models, and engaging with teams, partners and customers to inspire a shift in mindsets.

191.4
million visitors to our stores, website and app¹

£1.7
billion sales¹

26.3
million products²

4 physical stores, **1** digital store, **2** offices, **1** distribution centre³, **1** satellite returns centre³, **1** call centres³

Our people



We have approximately
3,000
team members who
work in our stores,
offices and remotely.

People in our supply chains⁴

We don't manufacture any products ourselves, so working closely with our trusted brand partners and suppliers is crucial in providing our customers with extraordinary shopping experiences. We have extensive supply chains which consist of thousands of brand partners and suppliers and millions of workers around the world, across three areas:



Private label and
own-brand consumable
suppliers: **80**

These suppliers produce a small select range of products and items which carry our name which we sell or use.



Third-party brand
partners: **2,800**

Most of products we sell in store and through our digital platforms are from our third-party brand partners.



Procurement suppliers:
2,000

These are suppliers we directly engage with to provide the products and services which we don't sell but which keep our business going.

Most of the people who work in our supply chains are not based on our sites, however over **9,300** work alongside our team members in our destinations and sites. They include agency workers, contractors, concession staff and consultants. They aren't directly employed by us and are, in most cases, managed by the brand partners.

¹ This figure relates to FY22-23

² We have changed the way that we calculate this figure to provide better context and clarity of the size and scope of our business

³ We do not operate our distribution and call centres, but work closely with our third-party partners who do, to ensure a seamless customer experience

⁴ Our supply chain and people figures are as of 31 January 2023

Vision and purpose

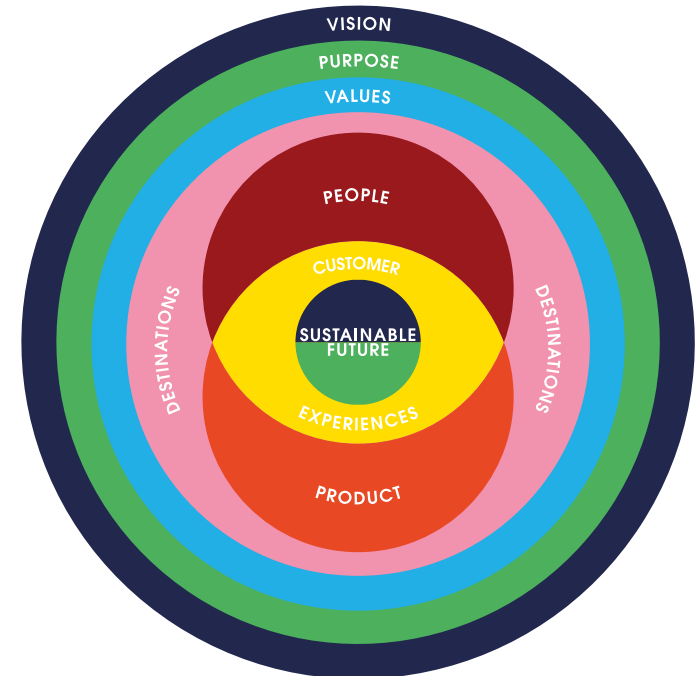
Our vision is to reinvent retail and our purpose is to imagine and create a sustainable future for our customers. We do this in a way that respects our world, builds trust and values creativity and innovation in everything we do.

Sustainable Future

Sustainability is at the heart of our vision, purpose and values. Our sustainability commitments underpin our ambitions to change the way we shop for the future and to change the way we do business.

Our sustainability framework, known as the Stairway to a Sustainable Future, helps us focus our work on environmental and social issues within our industry that we believe are imperative to address.

The framework sets out 19 goals which we will work towards, one of which focuses on managing ethical trade risks and encompasses our work and tackling modern slavery.



Our governance

Our sustainability governance and management structure consists of Committees, Working Groups and individuals. Our Committees, made up of senior leaders, set strategic direction, help integrate sustainability and monitor success; our Working Groups develop and implement plans; and our specialists provide technical expertise and champion sustainability.

Executive Committee:

Has ultimate accountability for ensuring we are a sustainable and responsible business

Risk Management Committee:

Ensures the business risk management framework is effective, including monitoring activity in relation to the top 10 corporate risks. Modern slavery would be discussed as a risk topic if a significant / corporate level risk was identified and needed to be addressed.

Sustainability Steering Committee:

Agrees our strategic direction for sustainability and monitors our 19 annual sustainability goals that are reported monthly in our Sustainability Dashboard.

Modern Slavery Committee:

Added in 2022, this committee monitors performance against our targets to tackle modern slavery.

Ethical Trade and Modern Slavery Working Group:

Oversees activity across all ethical trade issues including modern slavery, engages wider stakeholders, and ensures plans are developed and realised effectively.

These groups and individuals evaluate whether our approach is effective through monitoring key measures, to identify and tackle risks and issues, and to direct our future action including determining improvements and enhancements. We also collaborate with external experts, other organisations and collaborative forums to supplement our knowledge and capacity.

Sustainability team:

Helps set direction, works to develop and embed sustainable practices, collaborates and engages key internal and external stakeholders, and monitors progress against the Stairway to a Sustainable Future.

Selfridges Group businesses:

Shares resources and ideas and aligns approaches where appropriate.

Stronger Together

One of our key partners is Stronger Together, a business-led, multi-stakeholder, collaborative initiative. We partner with them to access specialist support which we use to direct the development of our approach to tackling modern slavery. Over the last year we have accessed their training and resources including creating bespoke training sessions. In the coming year we hope to work with them further in this way.


“As a Sponsor of the Stronger Together UK Consumers Goods Programme since 2018, Selfridges continues its work to identify, mitigate and prevent modern slavery risk, drawing upon the various resources, guidance and training that Stronger Together offers. In 2022, one of the focus areas for Selfridges was awareness raising, through its commission of bespoke modern slavery training for some of its priority suppliers. We look forward to supporting the Selfridges team in the year ahead, to deliver key parts of its 2023 agenda”.

Jantine Werdmuller von Elgg,
Managing Director, Stronger Together


Risk assessment and management


Our risk-based approach helps us ensure we focus our efforts where we can have the greatest impact.


When we think about our people and those working in our supply chain, we consider our level of **influence and control**; and the potential modern slavery risk associated with workers' **location** and the **industry sector** they work in to help direct our action. Our risk assessment process is not static, it continues to evolve as the risk landscape changes.

 Our people	
Level of influence and control	We have high influence and control as directly recruit and manage our team members.
Location	All of our team members are in the UK. Most of our team members are also based on our sites, although since the COVID-19 pandemic our ways of working have changed with remote working now being much more prevalent than it was previously.
Sector	Our team members are in retail or central functions, which are comparatively lower risk areas.
Potential Risk	Low
Focus	With our team members, we will raise awareness of modern slavery issues, indicators and where to seek support or raise concerns.

People in our supply chain:

 Private label and own-brand consumable suppliers	
Level of influence and control	We have more influence and control over these supply chains as we directly select these suppliers and specify the goods they produce.
Location	These suppliers do not work on our sites, and some may operate from higher risk geographies. These workers are less visible to us day-to-day.
Sector	These suppliers span a range of sectors including food and drink production, packaging and print, some of which will be in higher risk industries.
Potential Risk	Medium - high
Focus	We will undertake more in-depth due diligence across a risk-based selection of suppliers in this area as a priority.

 Third-party brand partners	
Level of influence and control	We have less influence and limited control over these supply chains. We work with third-party brand partners who manage these supply chains. Whilst we do have formal measures in place, including contractual requirements with our suppliers, we recognise that seeking meaningful assurance that issues do not exist and that measures are effective across all suppliers is challenging.
Location	Some of these workers may be based on our sites (concession partner retail team members), although largely these people will form part of a global value chain and may be based in higher risk locations.
Sector	These suppliers are generally in apparel, accessories, beauty, food and drink production. As the area of highest risk, we further consider risk and influence lenses that we can apply to help direct our additional action in sub-sets of our supply base.
Potential Risk	High
Focus	We will conduct due diligence across selected brand partners and raise awareness of modern slavery with workers based on our sites and team members who may interact with them.

 Procurement suppliers	
Level of influence and control	We have strong influence and moderate control over these supply chains. We directly select these suppliers and specify the goods or services they offer to us, but we rely on these suppliers to operate on our behalf. There are a number of stakeholders involved internally, in addition to our Procurement team, who select and manage these suppliers.
Location	Some of these suppliers may work on our sites (including cleaners, construction workers and food services partners) or may work within higher risk geographies.
Sector	These suppliers span a wide range of industries including those which are higher risk such as distribution, couriers, waste management and security, food processing.
Potential Risk	High
Focus	We will conduct due diligence across suppliers where we can have the greatest impact or which sit in higher risk sectors and raise awareness of modern slavery with workers based on our sites.

Approach

We focus our risk-based action in three main areas, with the following aims:

Policy

- Embedding standards

Due diligence

- Proactively investigating

Training and communications

- Raising awareness

We have several measures in place which are applicable to **all** our team members and people in our supply chain, or which we have developed for **specific** groups of people, tailored to the risks presented.

We share the **existing measures, additional action taken in 2022/23** and that **planned in 2023/24** as we continue to enhance our approach to tackling modern slavery.

Everyone

Everyone who works for or with Selfridges is covered by the fundamental standards and measures we describe below:

Focus	Ongoing action	Additional action taken in 2022/23	Additional action planned in 2023/24
Embedding standards	Selfridges Group Code of Ethics: Our Code of Ethics communicates the standards we set for ourselves, the people, groups, and partners we engage with in line with our vision and purpose.	Developed a stakeholder map: We identified key internal and external stakeholders, considered their interest and importance, and will use this in our future work.	Using the Stronger Together Progress Reporting Tool: We will use one of Stronger Together's key resources to assess our approach to modern slavery and identify key improvement areas to further enhance our modern slavery approach.
Proactively investigating	Responsible managers: Managers in our business are responsible for the safety and wellbeing of those who work in their areas. All managers are required to attend modern slavery e-learning. Third parties such as contractors or concessions have access to vital information around modern slavery through multiple information points. Escalation process: We have a formal escalation process for ethical trade and modern slavery issues which is integrated into our incident management process.	Tested escalation process: We undertook a crisis management exercise using a modern slavery specific scenario to test the operating effectiveness of our escalation process. This resulted in opportunities to further enhance our process being identified which we are now progressing.	Developing a Modern Slavery, Ethical Trade and Sustainability Response Plan: Building on the escalation process that was tested, we plan to act upon one of our key learnings to develop a clear step-by-step response plan specific to modern slavery and ethical trade issues.
Raising awareness	Whistleblowing: Our Speak Up Helpline is a dedicated whistleblowing and support line. This is accessible 24 hours a day, all year, by anyone who works for or with us. Stronger Together: Our on-going partnership with Stronger Together provides us with access to resources, tools, training and specialist support to help develop our approach including raising the awareness of modern slavery.	Internal Knowledge-Building: Continuing to engage our team members through our internal modern slavery e-learning, or through targeted department training with our partner Stronger Together. More details on page 9.	Reviewing our whistleblowing mechanisms: We will undertake a piece of work to assess the accessibility of our Speak Up Helpline.

Approach

Policy
- Embedding standards

Due diligence
- Proactively investigating

Training and communications
- Raising awareness

Our people

In addition to the measures we have in place for everyone, we also have the following specifically for our people.

Focus	Ongoing action	Additional action taken in 2022/23	Additional action planned in 2023/24
Embedding standards	People policies and processes: These policies and processes set out our expectations of, and our responsibilities towards, our team members. Our policies are provided to new starters, are referenced in inductions and are available on Workday, our remotely accessible HR system. These policies and processes set out our expectations of, and our responsibilities towards, our team members.	Sharing our Progress: We ran an internal communication on the publication of our modern slavery statement to our team members, and used the opportunity to, once again, inform our staff how to spot the signs and where to find our SpeakUp Hotline.	Delivering targeted training: We will work with Stronger Together to deliver sessions for key people within our HR department. These will likely include spotting the signs training and guidance on policies and practices that will help us to further embed a risk-based approach to our various 'people' relationships.
Proactively investigating	Right-to-work: We review our new team members' right-to-work as part of our onboarding process. Our systems support checks on a person's right-to-work in the UK and any visas. Grievance process: We have a grievance process for team members to raise any concerns or issues and we follow a formal investigation process.		Delivering targeted workshops: We will work with Stronger Together to deliver sessions for key people within our Food department. These will equip our team with the skills to conduct a supplier site visit with a modern slavery lens: spotting the signs, what to do if you have concerns, and how to respond to a potential issue.
Raising awareness	Guides: Our team members are made aware of our policies and our Speak Up Helpline in our handbooks which also signpost information on sustainability. We also have learning sheets available on key sustainability topics including ethical trade and modern slavery. Targeted briefings: Our bi-monthly divisional meetings with the Buying teams include briefings on key sustainability targets and initiatives, including our ethical due diligence process. E-learning: Our team member modern slavery e-learning module is targeted at management and leadership teams but is available for all team members to access and forms part of our induction process.	Promoted e-learning: We further promoted our modern slavery e-learning module to management and leadership teams. This includes information on spotting the signs of modern slavery and how to seek support.	Delivering targeted webinars: We will work with Stronger Together to deliver sessions for key people within our business who have direct contractor contact to raise awareness of good purchasing practices and their potential impact.

Approach

Policy
- Embedding standards

Due diligence
- Proactively investigating

Training and communications
- Raising awareness



People in our supply chain

In addition to the measures we have in place for everyone, we also have the following specifically for people in our supply chain.

Focus	Ongoing action	Additional action taken in 2022/23	Additional action planned in 2023/24
Embedding standards	<p>Ethical Trade Requirements: Our Ethical Trade Requirements apply to our brand partners and suppliers, including contractors and concession partners, across all tiers of our supply chain. They are part of our standard Selfridges' Terms and Conditions. These Ethical Trade Requirements include clauses on zero-tolerance of modern slavery, require compliance with local modern slavery legislation, are aligned with the ETI Base Code and ILO Conventions.</p> <p>Materials Commitments: We are ensuring that the most environmentally impactful materials used in every area of our business are sourced from certified, sustainable sources by 2025. Some of the standards we strive to meet include requirements in relation to the fair treatment and practices surrounding supply chain workers.</p>	<p>Rolled out Selfridges Group aligned Ethical Trade Requirements: We rolled out a version of our Ethical Trade Requirements which is consistent with our sister businesses across Selfridges Group. This is particularly helpful for suppliers who work with multiple businesses within Selfridges Group, to aid understanding and compliance with a common set of standards.</p> <p>Drafted minimum due diligence standards: We drafted the minimum due diligence standards we expect suppliers in higher risk sectors to conduct. The next step is to trial and roll these out.</p>	
Proactively investigating	<p>Contractor, concession, agency and supplier checks: We rely on our contractors, concessions, agencies and suppliers to ensure people working for them are eligible to work and also comply with our policies and procedures. This is set out in Selfridges' standard contract terms and our Ethical Trade Requirements.</p> <p>Due diligence: Our Buying and Procurement teams identify a selection of brand partners and suppliers, including those which are higher risk, and request they complete our Sustainability Self-Assessment Questionnaire (SAQ). This selection includes suppliers across our private label, third-party brand partners and procurement suppliers. We evaluate the responses and agree follow up actions where necessary to help ensure alignment with our standards.</p>	<p>Rolled out Selfridges Group aligned Self-Assessment Questionnaire: We adapted our SAQ to ensure consistency with our sister businesses across Selfridges Group to reduce supplier burden and increase efficiency and effectiveness.</p>	<p>Assessing new suppliers: We began developing a process to identify suppliers at onboarding stage which carry a higher ethical trade and modern slavery risk, to help us target the relevant due diligence action. This action will continue into 2023/24.</p>
Raising awareness	<p>Briefings: We provide various communications to our brand partners and suppliers on sustainability. Our sustainability teams continue to discuss our approach to sustainability and ethical trade and have specific sustainability discussions with our key brand partners and suppliers.</p>	<p>Stronger Together training: We commissioned training sessions for groups of our service and labour providers. This covered what modern slavery is, modern slavery myths, signs to look out for, proactive actions to be taken and where to access support.</p>	

Approach

People in our supply chain

Policy
- Embedding standards

Due diligence
- Proactively investigating

Training and communications
- Raising awareness

In addition to the measures we have in place for everyone, and all suppliers, we also have the following specifically for private label and own-brand consumable suppliers, third-party brand partners and procurement suppliers.



Private label and own-brand consumable suppliers

Focus	Ongoing action	Additional action taken in 2022/23	Additional action planned in 2023/24
Proactively investigating	Due Diligence: As noted, on page 10, our due diligence process includes our private label and own brand consumable suppliers. These suppliers are required to complete our Sustainability Self-Assessment Questionnaire (SAQ). We then evaluate responses and agree follow-up actions, if necessary, to help ensure alignment with our standards.	<p>Mapped tier two suppliers: For a selection of key branded suppliers, we mapped supply chains to the second tier, to understand where the goods were being produced. We are continuing this process with other suppliers.</p> <p>Conducted site visits: Some of our team members conducted informal site visits to a selection of our branded goods suppliers. This provided them with visibility of production facilities and provided an opportunity to discuss our sustainability requirements and learn about the supplier's processes.</p>	<p>Auditing packaging supplier sites: We have appointed a third-party to review and/or conduct ethical audits of key manufacturing facilities of our branded packaging. This action will be completed in 2023/24 and will help gain a snapshot of the practices in place, and additional steps needed to ensure compliance with our standards.</p> <p>Updating risk assessment: We will further assess the potential and actual risk presented by key suppliers. We will use this to develop an audit plan for 2024/25.</p> <p>Developing training and guidance documents for onsite visits: Members of our team regularly visit suppliers of Selfridges Selection products. In 2023, we plan to add a modern slavery lens to this already embedded process.</p>



Third-party brand partners

Focus	Ongoing action	Additional action taken in 2022/23	Additional action planned in 2023/24
Embedding standards	Concession team member approvals: Both Selfridges and concessions approve concession team members before they can work in store. Concession partners conduct checks, including written confirmation of the person's right-to-work. We then hold a store approval interview to ensure these individuals are aware of and will work in line with our values.		
Raising awareness	Guides: Our concession team members are made aware of our Speak Up Helpline in our Concession Team Member Guide.		

Approach

People in our supply chain

Policy
- Embedding standards

Due diligence
- Proactively investigating

Training and communications
- Raising awareness



Procurement suppliers

Focus	Ongoing action	Additional action taken in 2022/23	Additional action planned in 2023/24
Embedding standards	Procurement Policy: Our internal Procurement Policy stipulates sustainability and ethical trade requirements and expectations for selecting and managing our suppliers of goods and services not for resale.	Reviewed labour provider onboarding and due diligence requirements: We have developed a policy and internal guide which sets out requirements for selecting and engaging with a labour provider.	Embedding labour provider onboarding and due diligence requirements: We will focus on embedding our policy into the standards and practices of identified relevant departments.
Proactively investigating	Goods and services not for resale supplier request for proposal: Our Procurement team have integrated standard sustainability questions including building our Ethical Trade Requirements into their tender process.		
Raising awareness	Contractor induction: Key contractors who work on our sites at certain times complete a site induction, which includes information on the risks of modern slavery.	<p>Developed on-site communications: We further signposted whistleblowing channels to on site suppliers through new posters.</p> <p>Contractor Induction: Further developments were made to our site induction as well as being made electronically available to all contractors.</p> <p>Contractor Policy Review: We began to work with software that helps us to review contractor modern slavery policies.</p>	<p>Contractor Hub: We will develop a contractor information hub which will include modern slavery awareness raising.</p> <p>Exploring purchasing practices commitments: We will investigate opportunities to enhance our purchasing practices to ensure we are buying responsibly.</p>

Investigating issues

Our approach to understanding and investigating potential breaches of our Ethical Trade Requirements, including modern slavery and forced labour, covers any issues related to people based on our sites and those within our supply chain located elsewhere.

Issues on our sites

Any issues including those related to on-site forced labour concerning people working for our suppliers, and whilst unlikely our own team members, could be raised via our Speak Up Helpline, the UK Modern Slavery Helpline or through our Human Resources team. If an issue were to be raised, we would follow Selfridges' incident and crisis management process. We tested this process this year through a modern slavery specific scenario. This process includes a thorough investigation, led by the circumstances of the issue, with the safety of any potential victims being paramount. It also helps us determine appropriate action needed.

Spotlight on an issue in 2022/23

During the year, an issue concerning labour practices was raised in one of our stores, concerning a small number of workers employed by a contractor of a partner brand carrying out construction works on their in-store site. One of our team members spotted the signs that these individuals may be potential victims of modern slavery and raised concerns about the labour practices they had witnessed. This triggered an internal investigation of these concerns. We followed our incident and crisis management process to immediately look into the issue; this included reviewing documentary evidence and gathering CCTV footage. In liaison with the UK Modern Slavery Helpline we shared all collated information with the authorities and remain open to supporting with any ongoing investigative needs if required. Selfridges has received no further request for involvement in this matter at the time of this report.

Internally, we carried out a debrief and learnings session, which helped us to identify additional measures that could be applied to a process like this in future. Some of these you will have spotted earlier in this report as part of our planned work for 2023. These include, the creation of a modern slavery specific internal response plan, a contractor induction hub, and continuing training for our staff members. We also reflected how proud we are that our teams are vigilant, armed with the right training, and confident enough in our internal reporting process, to have raised this issue so quickly. We continue to encourage anyone who spots something unusual, or has a concern, to report it.

Issues not on our sites

Individual issues

Individual off-site instances of forced labour are most likely to be raised to our attention through our supplier/brand partner's due diligence or investigative journalism reports.

Our incident and crisis management process also guides our action for any potential issues raised in relation to our supply chain. We immediately contact the relevant brand partner or supplier. This is to understand whether or not the issue has arisen in the supply of any of our own goods and services and what steps they are taking to investigate the potential issues, to support any victims, and to remedy individual instances. Each case will be different and would require us to consider various factors to determine our level of involvement and support.

Systemic issues

Systemic issues which indicate a risk of forced labour are most likely to be raised to our attention by the investigation of individual issues or investigative journalism reports. We consider how any issues may affect the focus of our risk assessment and due diligence processes. One example of this is spotlighted below:

Forced labour in the cotton industry

There are sadly systemic human rights abuses associated with cotton production throughout the world. In response to this, this year we added in wording to our Ethical Trade Requirements which prohibits materials, including cotton, sourced from countries or specific regions where there exists credible information to suggest that forced or child labour are used in the production of such materials. Our self-assessment questionnaire also identifies suppliers of cotton and asks for detail on provenance and processes in place to prevent the occurrence of forced labour. Depending on a brand or supplier's response, follow-up conversations are held accordingly.

Measuring effectiveness

Embedding standards

We set out the standards we expect to be upheld in our policies, codes and requirements documents which cover a range of topics including modern slavery where relevant. Anyone who works with us is able to report potential breaches of these via our Speak Up Helpline, 24 hours a day, all year. We also monitor reports of potential breaches in other channels for example through media reports. Any issues which are reported to us are investigated.

Issues raised	2020-21	2021-22	2022-23
Calls to the Speak Up Helpline	16	23	13
Calls to the Speak Up Helpline relating to modern slavery	0	0	0

Proactively investigating

We proactively conduct due diligence in areas of higher risk to provide assurance that we and our brand partners and suppliers are operating in line with our standards, and to direct action needed to improve practices where necessary. During 2022-23 we met our target of conducting due diligence over a targeted population and will continue this in 2023-24.

Due diligence	2021-22	2022-23	2023-24
Focus brand partners and suppliers, including those defined as higher risk according to our criteria	456	432	-
Percentage of these brand partners and suppliers which have completed a Sustainability Self-Assessment Questionnaire	64%	62%	80%

Raising awareness

We raise awareness of the issue of modern slavery, how it relates to our business, key signs to look out for and action to take through training and communications with our team members, brand partners and suppliers. During 2022-23 we held and promoted training sessions internally and externally. We unfortunately didn't meet our targets of individuals engaged in these sessions, and as a result will revisit the promotion of these mechanisms in 2023-24 to encourage a greater uptake.

Due diligence	2021-22	2022-23	2023-24
Percentage of leadership team members trained through modern slavery e-learning modules ¹	59%	70%	80%
Team members trained through Stronger Together Workshops	0	8	30
Individuals from brand partners and suppliers trained through Stronger Together Workshops	24	12	N/A ²

¹Figures relate to store leadership team members for 2021-22. In 2022-23 the target was expanded to include both store and non-store leadership.

²This year, we have made a conscious decision to focus our efforts and resources on the further development of knowledge and skills in our approach to modern slavery within the business.

Our regular Brand and Supplier engagement sustainability programme will continue through usual channels led by the Sustainability Team.

In accordance with section 54 of the Modern Slavery Act 2015, this document sets out Selfridges Retail Limited's ("Selfridges") Modern Slavery Statement for the year ended 31 January 2023.

For all comments or queries in relation to this document, please contact us at sustainability@selfridges.co.uk

Selfridges Speak Up Helpline: 0808 234 7287 / www.selfridges.ethicspoint.com
UK Modern Slavery Helpline: 0800 012 1700 / www.modernslaveryhelpline.org/report

In addition to this statement our activities are also summarised in the Selfridges Group Modern Slavery Statement. This sets out the activities SHEL Holdings Europe Limited and each of its key operating businesses, of which we are one, have in place. Brown Thomas Arnotts, one of our sister businesses, has also published its own Modern Slavery Statement which provides further detail on its specific measures.

SELFRIDGES&CO