
RESELFRIDGES

SUSTAINABILITY REPORT 23/24

WELCOME AND CONTENTS

All data in this report refers to the 53-week period ending 28 January 2024 for Selfridges Retail Limited (Selfridges), unless otherwise stated.

Going forward, we will align with our new financial calendar and the wider Selfridges Group by publishing a comprehensive report for the 2024 full year in April 2025.

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INTRODUCTION FROM OUR CHIEF OPERATING OFFICER: LEONIE FOSTER

Welcome to our third Sustainability Report, where we proudly share the latest milestones, reflections and learnings in our work to achieve our ambitious goals and become a more responsible business. This report has a different look and feel to our previous reports, and is more simply named, Selfridges Sustainability Report 2024, to ensure that its purpose is clear.

We have made great progress against some of our goals, such as our Project Earth Edit growing to 16% of our own-bought sales with 114 new brand partners, achieving 15% ethnic group representation at leadership level, just 1% away from our 2025 DE&I goal; and achieving 50% female representation at Director level and above. We celebrated other highlights, including Worn Again — our season of circularity, exemplifying how we continue to shift customer mindsets and engagement. While our focus and commitment to sustainability is unwavering, it is important to also acknowledge the combination of changes and challenges over the past year. These have provided the opportunity to both simplify and

strengthen our focus and review our initiatives such as our materials goal. We see this as an important part of our learning process in our ambition to reinvent retail as we adapt to the rapidly evolving sustainability landscape.

This year marks an exciting evolution in how we communicate and act on sustainability at Selfridges. Since launching our Project Earth strategy in 2020, we've energised both our business and the wider industry around sustainability. However, we recognise the need to keep evolving. Sustainability is at the heart of who we are, and as we reflect on our successes and customers' enthusiastic response to the Reselfridges brand, we've taken the opportunity to refresh and streamline our approach.

Going forward, all of our sustainability efforts will come together under one banner — Reselfridges. The "RE" in Reselfridges symbolises the sustainable reinvention of our business, and this integrated strategy will help us stay focused and clear in our objectives. We're

excited about this next chapter, confident that this new direction will guide us through the opportunities and challenges ahead.

I want to say a huge thank you to all our team members, partners and customers for their collective passion and determination in support of our vision. We continue to listen, learn, adapt, and push ourselves to do better. We are committed to being transparent about our work, and we're eager to collaborate with others as we continue on this important journey. The future is bright, and we are eager to move forward together and fully realise our ambitions.



A stylized, handwritten signature in black ink, set against a bright yellow rectangular background.

WHO



WE ARE

VISION

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

Our founder, Harry Gordon Selfridge, said in 1909 that ‘at the heart of our business philosophy is the human element’. Today, our values and our people are still at the core of everything we do.



OUR BUSINESS

Founded in 1909, Selfridges is a landmark destination and social centre where everyone is welcome. Powered by imagination and filled with creative spirit, we are committed to creating a more sustainable future for people and the planet.

Selfridges is part of the wider Selfridges Group portfolio, along with Brown Thomas and Arnotts in Ireland and De Bijenkorf in the Netherlands. We offer our customers extraordinary products, destinations, and experiences across our four physical stores and digital platform.



OUR OPERATIONS

176.6 MILLION VISITORS
TO OUR STORES,
WEBSITE AND APP

£1.7 BILLION SALES

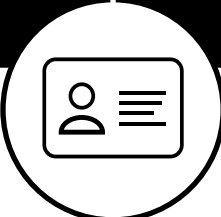
26.4 MILLION
PRODUCTS

ABOUT US

- 4 PHYSICAL STORES
- 1 DIGITAL STORE
- 2 OFFICES
- 1 DISTRIBUTION CENTRE
- 1 CALL CENTRE

OUR PEOPLE

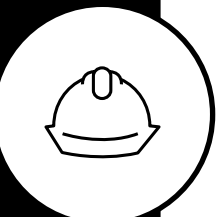
We have approximately 2,900 team members who work in our stores, offices and remotely.



OUR SUPPLY CHAINS

We don't manufacture products ourselves, so working closely with trusted third-party brands and suppliers is crucial in providing our customers with extraordinary shopping experiences.

We have extensive supply chains which consist of thousands of brands and suppliers, and millions of workers around the world, across three areas:



2,000 PROCUREMENT SUPPLIERS

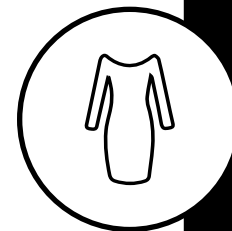
We directly engage with these suppliers to provide the products and services which, in the main, we don't sell but which keep our business running. Some provide us with products which carry our brand and name, such as our packaging and famous yellow bags. Our Procurement team liaises with stakeholders across our business to help identify and manage these suppliers.

Most of the people who work in our supply chains are not based on our sites, however approximately 9,000 people work alongside our team members on our sites. They include agency workers, contractors, concession team members and consultants. They aren't directly employed by us and are, in most cases, managed by the brand partners.



53 PRIVATE LABEL SUPPLIERS

These suppliers produce our Selfridges Selection products and a small number of other Selfridges-branded goods which we sell. These direct suppliers are managed by our Food and Buying teams who work closely on these branded products.



3,100 THIRD-PARTY BRANDS

We sell the products of third-party brands in store and through our digital platforms. Most of the products we sell are from these third-party brands. Our Buying and Merchandising team manages our relationships with these brands.

OUR VALUES

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 that help us 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.



EMBRACE CREATE LEAD

SUSTAINABILITY HIGHLIGHTS:

MATERIALS

16%

OF OWN-BOUGHT SALES CAME FROM OUR PROJECT EARTH EDIT ACROSS OVER 18,000 PRODUCTS

114 new brand partners added to the Edit

Hosted exclusive launches aligned to our Edit such as Coachtopia, Pleasing and Harper Collective

MODELS



DEDICATED A SEASON TO CIRCULARITY WITH WORN AGAIN, BRINGING SWAP SHOPS, IN-STORE RESELL AND EXPANDED REPAIR SERVICES

Created circular Accessories spaces in all stores, including over 1,000 sq. ft. flagship in Oxford Street

Launched new permanent partnerships with SOJO and The Handbag Clinic

MINDSETS



MAINTAINED OUR TARGET OF 50% FEMALE LEADERS AT DIRECTOR LEVEL

Achieved 15% ethnic representation at leadership level, just 1% off our 2025 goal of 16%

Introduced our Yellow Careers Club to support and drive team member progression at all levels, with 30% of participants securing positions outside their current business areas

NET ZERO

78%

WASTE RECYCLING RATE ACROSS ALL STORES

Reduced total energy consumption by 4.2% YoY in line with planned progress towards our 2030 goal

First department store to be awarded Advancing Tier by the Carbon Trust



Positive impact is at the heart of our vision, purpose and values at Selfridges. We have tried and tested many things across our business since the launch of our strategy under Project Earth. Now, we're embarking on a strategic shift by moving towards a future where 'Reselfridges' is the term that defines our sustainability approach.

OUR STRATEGY

RESELFRIDGES

OUR ECOSYSTEM OF
PRODUCTS, SERVICES
AND ACTIVITIES

VISION REINVENTING
RETAIL

PURPOSE TO IMAGINE AND CREATE A SUSTAINABLE
FUTURE FOR OUR CUSTOMERS

BY 2030

MATERIALS

Everything we build, buy and
sell will meet our environmental
and ethical standards

MODELS

Circular products and
services will make up
45% of transactions

MINDSETS

Our teams, communities
and customers will
put people and planet
first in all decisions

BY 2040

NET ZERO

We will achieve a just transition to Net Zero carbon emissions to
benefit people and planet across our business and supply chains

CHANGE THE WAY WE SHOP



CHANGE THE WAY WE DO BUSINESS

REBRANDING OUR APPROACH

The launch of Project Earth in 2020, marked the introduction of a new sustainability strategy, supported by a product and service offering aligned with the trends of the time. The term 'Reselfridges' began as the name for our first resale Corner Shop and soon evolved into our overarching term for circular initiatives. However, the dual branding — Project Earth and Reselfridges — led to customer confusion regarding our more sustainable offerings.

While the core of our strategy remains unchanged, we have phased out the name Project Earth and made the decision to rename our whole approach 'Reselfridges'. We believe this is an exciting move that reflects that sustainability is a permanent part of our business and a driving force behind our ongoing reinvention. Reselfridges becomes our sub-brand that identifies the products, services and activities that are helping us to build a more sustainable future — it is the ecosystem that drives our reinvention.

Reselfridges will present our sustainable products and services in a way that is distinctive, compelling and easily understandable for our customers.



MATERIALS

The materials we choose are fundamental to the Selfridges experience. But what does 'good' mean when it comes to materials? Certified sustainable, yes, but it's also about choosing materials that last and creating the conditions that allow them to stay in circulation for as long as possible.



OUR GOALS AND PROGRESS

Progress against our materials ambitions has been challenging. Following five years of learning, we're evolving our approach to focus on more measurable carbon reduction.

We launched our bold sustainable materials ambition in 2020 to ensure that, by the end of 2030, everything we build, buy and sell will meet our environmental and ethical standards. As a 2025 milestone goal, we committed to making sure that 100% of the most environmentally impactful materials would come from certified sustainable sources. The commitment covered nine materials, including cotton and leather.

With just over a year to go, we recognise that we will not meet this target fully despite investing significant time and resources into systems, processes and behaviour change, both internally and with our brand partners and suppliers. When we set the ambition, we did so with a desire to act as a driver of systems change. We believed that certified materials were the most effective lever for us to inspire, influence, and partner with thousands of brands and suppliers for the better. Most importantly, we set the ambition to offer our customers sustainable products and experiences.

LEARNINGS



The progress we have made in the three years since launch has been hard and rewarding, but weighing the benefits against the effort, we have decided to change tack and move away from a focus on all materials, all at once. Why?

- A dominant focus on certified materials alone is not the silver bullet to meet the environmental challenges that our sector so desperately needs to address. Most certified cotton, for example, does not come with lower greenhouse gas (GHG) emissions than conventional cotton. As materials life cycle analyses have advanced, the latest results show us that only one in six of the certifications we accept deliver reduced GHG emissions*.
- Emerging brands and innovative materials often operate under the radar of the major, trusted certification schemes. This makes it difficult for them to qualify for our materials standards and edits, despite making positive strides.
- Many brands and suppliers are unable or unwilling to share detailed information about the materials they use with us, which limits transparency.

Despite the challenges, we celebrate that many of our brand partners have switched to more sustainable materials and told us how they use the criteria we have set to drive internal change. We are proud that our ambitions have often led to us being selected as the exclusive partner for innovative launches, such as Coach's 'Coachtopia', crafting products from recycled, re-purposed or renewable materials. We will continue to partner with our brands to bring these innovations to life for customers and highlight progress within the industry.



This gives us confidence that we are contributing to industry change, however the fixed focus on certified materials leaves us with little room to pursue other, potentially more effective strategies and targeted outcomes. We're not pressing the stop button on our drive to offer products that contain certified materials, but we will no longer have hard stops in place for 2025 and 2030, respectively.

Instead, we will adopt a more nuanced, impact-driven approach that commits us to:

- Increase, track and report on our certified materials uptake
- Engage with our brands and suppliers, encouraging them to switch to certified materials
- Mainstream circular business models and products
- Act as a trusted curator of brands for our customers
- Focus on potentially more effective pathways to carbon reduction

*Across our accepted certifications for cotton, synthetics and forest-derived fibres. 'improved' indicates performance level 2 or above. (calculated using Textile Exchange's Preferred Fibre and Materials Matrix (PFMM) assessment tool.)

RE-DEVELOPING THE PROJECT EARTH EDIT

We're reviewing our Project Earth Edit and updating our product offer to reflect the latest sustainability developments.

In 2023, Project Earth products accounted for over 16% of our total own-bought sales, up from 14% the year before and exceeding our target of 15.5%. 18,635 products were added to the Project Earth Edit from at least 300 brands, 114 of which were new to the edit. Many brands actively sought the recognition associated with being part of the edit and shared with us their dedicated efforts in product development to align with our sustainability criteria.

Bringing all of our sustainability efforts together under the Reselfridges sub brand and assessing our materials commitments has provided the opportunity to review our Project Earth Edit. We paused any new Project Earth additions from the end of 2023 to allow space to review our criteria and methodology for how we surface more sustainable credentials to our customers.

We made this decision as:

- Customers shared that they were often unclear on the exact meaning behind our labels (For Nature, For Vegans, For Animals...).
- Our thousands of suppliers capture and track information in a variety of formats, with many still in the process of digitisation, making data capturing highly manual and impossible to scale.
- The welcome but challenging and differing nature of European and UK authorities' approach to sustainable product claims makes it difficult to make and back up claims based on certifications, particularly for retailers like us that have thousands of indirect supply chains.

In 2024, we will work with certification bodies, traceability providers and brand partners to identify scalable solutions to track and surface more sustainable product credentials in line with our materials and circular goals.



ENGAGING OUR PARTNERS AND SUPPLIERS

Our goal is to foster supply chains that support local communities, respect human rights, and deliver environmentally responsible goods.

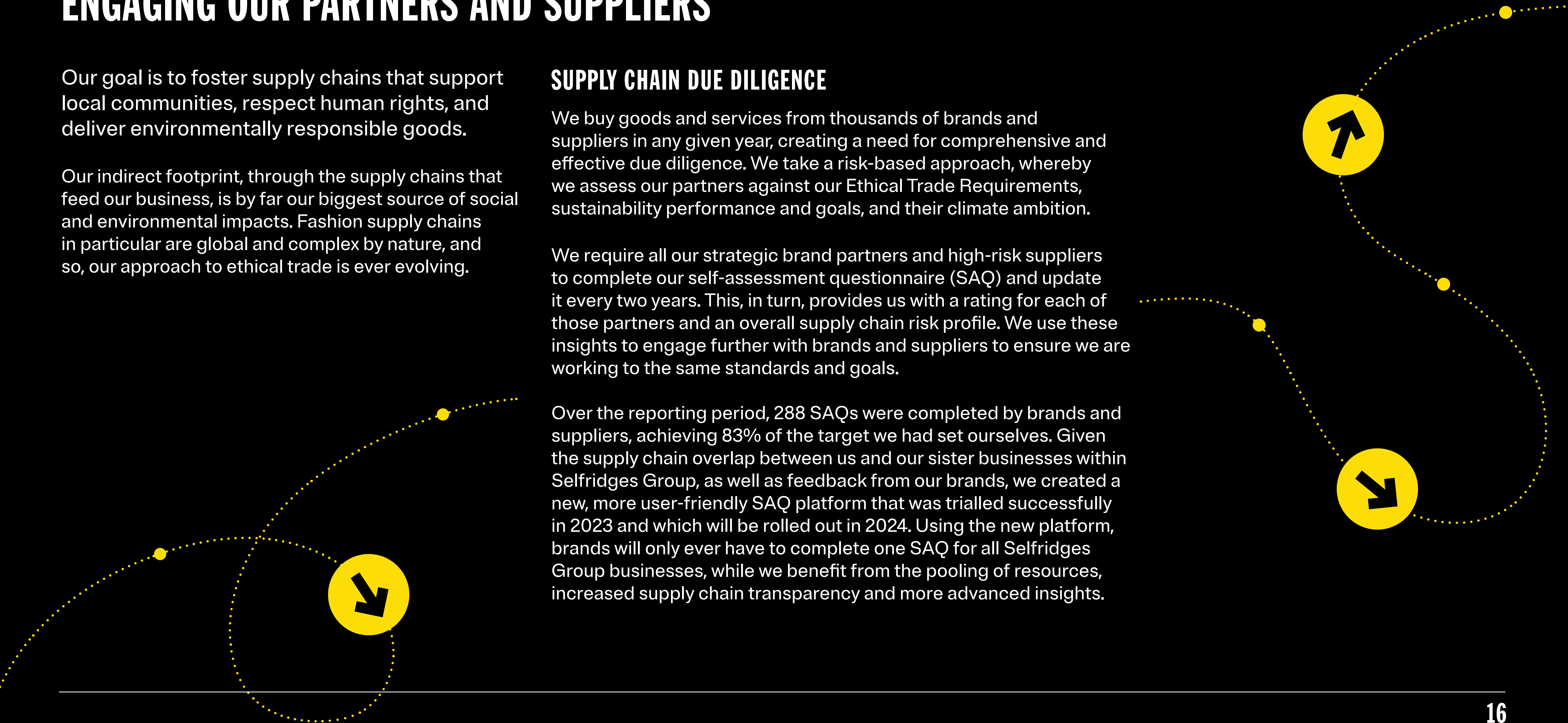
Our indirect footprint, through the supply chains that feed our business, is by far our biggest source of social and environmental impacts. Fashion supply chains in particular are global and complex by nature, and so, our approach to ethical trade is ever evolving.

SUPPLY CHAIN DUE DILIGENCE

We buy goods and services from thousands of brands and suppliers in any given year, creating a need for comprehensive and effective due diligence. We take a risk-based approach, whereby we assess our partners against our Ethical Trade Requirements, sustainability performance and goals, and their climate ambition.

We require all our strategic brand partners and high-risk suppliers to complete our self-assessment questionnaire (SAQ) and update it every two years. This, in turn, provides us with a rating for each of those partners and an overall supply chain risk profile. We use these insights to engage further with brands and suppliers to ensure we are working to the same standards and goals.

Over the reporting period, 288 SAQs were completed by brands and suppliers, achieving 83% of the target we had set ourselves. Given the supply chain overlap between us and our sister businesses within Selfridges Group, as well as feedback from our brands, we created a new, more user-friendly SAQ platform that was trialled successfully in 2023 and which will be rolled out in 2024. Using the new platform, brands will only ever have to complete one SAQ for all Selfridges Group businesses, while we benefit from the pooling of resources, increased supply chain transparency and more advanced insights.



SELFRIDGES APPROACH: OUR THREE PILLARS

Alongside our due diligence programme, Selfridges' approach to managing ethical relationships with brand partners and suppliers builds on a three-pillar strategy:

PILLAR 1: EMBEDDING STANDARDS

We have introduced a new Escalation Plan and Remediation Process to ensure any issues are addressed effectively to maintain the integrity of our operations and ethical standards.

PILLAR 2: PROACTIVELY INVESTIGATING

We rolled out our own audit programme across key manufacturing facilities of Selfridges branded packaging, in order to further increase transparency and accountability within our supply chain. These social audits place great weight on worker engagement and feedback.

PILLAR 3: RAISING AWARENESS

Our Purchasing Practices project saw our Procurement Team receive training from Stronger Together on how our buying practices can have unintended consequences for our supplier partners. We also worked with the Better Buying Institute to collate anonymised supplier feedback to enhance our understanding and shape our future approach.

For more detail on our work in mitigating ethical trade and modern slavery risk, see our latest [Modern Slavery Statement](#).

DESTINATIONS

Our landmark stores are where we imagine and bring new shopping experiences to life. We are on a mission to make them low-carbon destinations. Our Material Commitments apply to the materials we use to build, update, and create installations or pop ups. On top of this, Sustainable Build Guidelines (SBG) help us minimise the environmental footprint of our design and construction projects, drawing on the latest technologies and industry best practice. The SBGs apply to all Selfridges and in-store brand partner property projects and are focused on: sustainably sourced timber, low-emitting products, prohibited raw materials, LED lighting, local and European-made, high recycled content, products with recyclability, and diverted construction waste.

In 2022, we developed our Sustainable Build Scorecard, a practical tool to capture and score performance against our eight SBG goals. When we piloted the scorecard, we found it challenging to gather the data needed for scoring, especially for non-build materials. In 2023, we focused on aligning our build materials with our Material Commitments and further developing our scoring process on new projects, such as the Trafford Shoe Gallery in collaboration with an external partner.

WHAT'S NEXT FOR MATERIALS?

CONTINUE TO REVIEW
OUR SUSTAINABLE
PRODUCTS OFFER TO
BRING IT IN LINE WITH
OUR CURRENT AMBITIONS
FOR MATERIALS, MODELS,
AND NET ZERO GOALS

FOCUS ON ENABLING
MATERIALS TRACKING AT
SCALE AND TRANSLATING
THIS INFORMATION
TO CUSTOMERS

LEAD BY EXAMPLE WITH
OUR OWN BRAND AND
BRANDED ITEMS

ROLLOUT OF OUR NEW
AND STREAMLINED SELF-
ASSESSMENT QUESTIONNAIRE
(SAQ) PLATFORM WITH
THE EXPECTATION TO SEE
IMPROVED COMPLETION
RATES AS A RESULT

MODELS

Reselfridges is Selfridges' ecosystem of circular products and services bringing together resale, rental, repair, refill and recycle, with an ambition that 45% of transactions will come from Reselfridges by 2030.

OUR GOALS AND PROGRESS

We’re reinventing retail in a way that respects planetary boundaries, with circular models at its heart. Our ambition is to mainstream circular business models by encouraging a shift in how we shop to keep great products in circulation for longer and reduce waste.

In 2022, we set an ambitious target to make 45% of transactions circular by 2030. This is a bold ambition that aims to ensure we make progress towards our vision and respond to market trends. We knew it would be a challenge; we would need to radically change the way we do business and drive exponential growth across our circular models.

HOW WE DEFINE ‘CIRCULAR’

We define a circular transaction* as any customer exchange or transfer of goods, services or funds which includes at least one circular product or service, all designed to extend the life of products, and change the relationship we have with the things we buy:

RESALE

A product that has been owned by someone else in the past

RENTAL

A one-off hire of an item for a period of time

REFILL

A product that refills a previously sold or customer’s own container

REPAIR

A service or product to restore an item to a good condition

RECYCLED**

An item which is made of pre- or post-consumer waste

*In line with the [Selfridges Group Circular Charter](#),
**Note that Recycled is not currently captured within our Models sales figures while we continue to develop a robust approach to tracking our materials at scale.

EVOLVING OUR STRATEGY

This year marks a step forward in our endeavour to shape a better shopping culture. We have made huge strides in adapting our ways of working and shifting mindsets but translating this into commercial impact is taking longer than we had hoped. We saw strong growth across Rental and Repair in 2023 but total circular sales slightly decreased by 3.6% to £12.7m. We know that we’re seriously under-reporting our circular performance, whether measured as transactions or sales, as we do not yet have the necessary systems and processes in place to capture recycled materials robustly and consistently.

That being said, two key factors impacted performance: the macroeconomic environment with a general slowdown in luxury, and a drop in resale sales driven by our inability to repeat the sales from a successful seasonal watch pop-up in 2022. Despite a successful pop-up in terms of sales (with negligible profit), we did not implement a like-for-like offer the following year due to inefficiency of the business model. Total Resale, excluding watches, saw a strong year-on-year growth of 39%. We continue to learn valuable lessons about how to optimise the commerciality of our Models. As we scale, it is imperative that we balance growth and revenue with profitability to build a long-term sustainable business.

At the same time, we celebrated a number of wins including the launch of our permanent Reselfridges spaces across all stores, our immensely popular Worn Again campaign and the rollout of several new partners across Resale and Repair.

It is clear that we have much more work to do, and we’re developing a more comprehensive roadmap to ensure we drive further progress.

Learnings around demand, supply and profitability led us to spend time in 2023 reviewing and resetting our approach. We have found that Resale, Refill and Repair perform the strongest from a commercial, customer and impact perspective, and we have therefore made the conscious decision to prioritise our efforts on these three models in 2024.

Having successfully collaborated with partners to test and learn, we’re now shifting our focus towards creating a unified Selfridges ecosystem in key areas such as Resale. This ‘in-house first’ strategy aims to futureproof our circular proposition by offering a seamless customer experience, ensuring stronger brand ownership, enabling us to better understand customer behaviour and protecting our bottom line.

	RENTAL	RESALE	REFILL	REPAIR
SALES	£0.6m	£7.9m	£2.5m	£1.7m
YOY	+71%	(12%)*	(1%)	+44%
TOTAL	£12.7m			
*+39% excluding key pre-loved watch partner				

DEEP DIVE ON THE FOUR Rs

RE SALE

Our Resale offer invites customers to shop fashion history through curated edits of pre-owned and archived pieces. We partner with carefully selected established and reputable suppliers to bring customers hand-selected vintage pieces and one-of-a-kind styles from around the world.

When we remove the impact of not replicating our pre-loved watch pop-up, resale sales grew by 39% in 2023, driven by an expansion of our Reselfridges Accessories edit. This growth was supported by new spaces across our stores to shine a light on the Reselfridges brand and amplify our reputation as a trusted source of exciting, rare, and sought-after pre-loved goods.

While demand for pre-loved is strong, supply is a challenge. We want shopping pre-loved to feel as elevated as buying new, but finding partners that can adhere to our high standards under a commercially viable model is not easy. We see a huge opportunity to engage customers more directly and this includes as a key source of pre-loved supply. This is demonstrated by the impressive organic growth of our Reselfridges Resell service, with submissions increasing 39% year-on-year in 2023. While 47% of customers are aware of our Resell service, only 2% have engaged with it so far, highlighting significant further potential.

RE PAIR

Our expert repair services help customers restore their items to their former glory. We can now offer repair on clothing, shoes, accessories, jewellery, eyewear, Apple products and much more.

Repair is our second fastest-growing circular model, increasing 44% between 2022 and 2023. The majority of growth was driven by Bucherer watch repairs due to improvements in how we track outcomes, supported by continued healthy growth of our offer. An additional boost helping to drive growth came from the launch of two new partners later in the year: The Handbag Clinic and SOJO. Both have experienced a great start, showing promising levels of customer engagement. We're excited to see them fulfil their potential in the coming years.



DEEP DIVE ON THE FOUR Rs

REFILL

Our extensive catalogue of Refill products means customers can replenish items again and again, without buying the full original packaging each time. The first sale of a refillable container is excluded from scope, so our Refill numbers capture the refill option of a product only.

Refill performance was flat at £2.5m for the year, with 9% growth in physical stores offset by a 15% year-on-year drop in digital sales, driven by a decline in international demand post-pandemic. We're working hard to recoup these lost sales by expanding our offer and making Refill products more accessible and recognisable across our stores.

33% of our customers say they are aware of our Refill offer, up 5% on 2022 figures, but we know there is still huge opportunity in this space. As part of the redesign of our Oxford Street Beauty Hall last year, all brand partners are mandated to incorporate at least one Refill product in their new counter designs by 2025. The next step is making sure our customers know about these products and are motivated to choose them over their non-refill equivalents.

RENTAL

We believe a circular future is one in which we all own less. Our digital offer, selfridgesrental.com, was established in 2021 to test and scale an alternative model, allowing our customers to rent the latest collections curated by our buyers. This is complemented by our rental partner HURR's physical space in our Oxford Street store, enabling customers to try on rental items in real life and take them away the same day.

Rental was our fastest growing R in 2023, up 46% year-on-year with digital sales more than doubling. However, it is the most challenging model from a commercial perspective. Through expanding into more categories and trialling new propositions, we are gaining important insights on the required balance of demand, price point and item quality to make rental attractive for customers and for the business.

As a result, we have opted to streamline our rental offer, doubling down on womenswear and working more closely with HURR to optimise our range based on their in-depth understanding of rental and customer analytics. We're already reaping the benefits of this decision, and we look forward to expanding our offer in a more considered way in the future.

WORN AGAIN

We want to inspire customers to engage in responsible consumption, fostering a community that values longevity and thoughtful fashion choices. To do so, we dedicated an entire season to circularity called Worn Again, with focus on second-hand shopping, swapping, repairing, upcycling, and trading.

Forming part of the circular ecosystem, Worn Again highlighted our commitment to shaping a future where sustainability is at the forefront of retail, encouraging a shift towards a circular economy. We were energised by the strong reception from customers and the media.

Worn Again was a great testbed for take-back, broadening the categories for repairs and vintage edit curations. Facilitated by The Handbag Clinic, in-person handbag buyback was the stand-out performer, exceeding expectations by 60%. We also saw a clear link between circular and customer loyalty, with 70% of SOJO repair customers returning to the store to collect within 10 days. Some collaborations, including those with SOJO and The Handbag Clinic, have become permanent fixtures, emphasising our mission to champion sustainable practices as an integral part of the Selfridges experience.



Curated pop-ups and projects with new partners, like The Corner Shop and Swap Shop, allowed customers to exchange and find pre-loved items via a unique mix of experimental circular destinations, products, services and experiences in our stores and at selfridges.com.

Key customer feedback was around the benefit of finding these services in one dedicated space and team members shared that it made it easier to direct customers around the store. We also learned that mixing all categories together in our pre-loved edit often created barriers to customer discovery, with customers preferring to discover the offer adjacent to where they are browsing and shopping. As a result, we have invested to create dedicated category destinations in our stores.



INTERVIEW WITH JOSEPHINE PHILIPS, FOUNDER & CEO OF SOJO

CAN YOU TELL US A BIT ABOUT SOJO — HOW DID IT START AND WHAT IS THE VISION BEHIND IT?

SOJO began from my frustration with ill-fitting and damaged clothes, and like many Gen Zers, I lacked the skills to repair and alter them. The fashion repair industry was outdated, making it easier to throw things away than fix them. I wanted to create a solution that would make clothing alterations and repairs convenient and mainstream, helping tackle the fashion waste problem.



WHAT DID YOU THINK OF THE STOCK MARKET CORNER SHOP AT SELFRIDGES THAT SOJO PARTICIPATED IN LAST YEAR? WHAT WAS THE IMPACT ON YOUR BUSINESS?

The Stock Market Corner Shop was a surreal and unique opportunity. Repair, often overlooked in fashion, was spotlighted in one of London's most iconic retail spaces. In just four weeks, we extended the life of over 750 items, highlighting the growing desire for a culture of care around clothing. We're thrilled that this experience has led to a permanent space in Selfridges' Designer Studio on the Womenswear floor. It's an honour to be part of Reselfridges, and its permanence and prominence speaks volumes to Selfridges' commitment to circularity and beyond that, the shifting culture towards repair.

WHAT ARE THE BIGGEST BARRIERS YOU SEE TO PEOPLE ENGAGING WITH MORE CIRCULAR WAYS OF SHOPPING, SUCH AS REPAIR — AND HOW ARE YOU OVERCOMING THESE?

The biggest barrier is changing behaviour. To shift people's mindsets away from fast fashion and throw-away culture to one where we care about investing in an item and extending its lifetime is no mean feat. But it's something we're trying to tackle day by day, alongside all the other circular businesses. This shift requires good marketing. We've done billboard campaigns and an ITV advert about repair. It also relies on us working on making the repair process as easy as buying new, with a digital-first booking experience. We're also tackling the cost barrier by working with brand partners who educate their customers about the importance of repair and often help subsidise the cost.

WHAT'S NEXT FOR YOUR PARTNERSHIP WITH SELFRIDGES?

We're excited about the future with Selfridges. We're exploring ideas like turning our space into a mini sewing studio to bring the service to life on the shop floor and offering a same-day turnaround for travelling customers. There's so much potential to make clothing repair even more seamless.

WHAT'S NEXT FOR MODELS?

RESALE

- Expand our pre-loved offer by onboarding exciting new partners, supported by an enhanced onboarding process
- Introduce new services, including a bespoke pre-loved request service
- Launch our own in-house buyback service for luxury handbags

RECYCLE

- Focus on materials tracking at scale and translating this information for customers

REPAIR

- Enable concession partner tracking for the first time across all stores and categories
- Pilot new propositions to encourage customers to consider repair right from the point of sale

RENTAL

- Grow our digital rental offerings, focusing on expanding the product selection
- Launch 'buy now' options to enhance customer experience and flexibility

REFILL

- Trial new messaging and wayfinding techniques to change customer behaviour
- Explore beauty takeback services linked to Selfridges Unlocked



RESALE
RECYCLE
REPAIR
RENTAL
REFILL

MINDSETS

A photograph of two women standing against a wall with vertical yellow and black stripes. The woman on the left is wearing a white tank top and has her hair in braids. The woman on the right is wearing a red long-sleeved top. The lighting creates strong shadows on the wall.

Embracing change and fostering innovation requires us to shift our mindsets and behaviours and put people and the planet at the core of our decisions. We understand that true transformation happens gradually and that it requires a collective effort, shared sense of purpose and an inclusive culture.

OUR GOALS AND PROGRESS

We are creating an environment where everyone feels welcome and empowered to express their true selves. Our ambition is to build an inclusive retail culture by 2030 in which our teams, communities and customers put people and the planet first in all their decisions.

DIVERSITY, EQUITY AND INCLUSION

Our targets by 2025:

**SIGNIFICANTLY
REDUCE THE
GENDER PAY GAP**

ENSURE

50%

**OF ALL DIRECTOR
ROLES ARE HELD
BY WOMEN**

**INCREASE ETHNIC
REPRESENTATION
AT SENIOR
LEADERSHIP
LEVEL TO**

16%

OUR GOALS AND PROGRESS

Our 2023, strategic focus was to increase women in leadership, increase ethnic representation at leadership level and further reduce the gender pay gap.

WOMEN IN LEADERSHIP

2022 was the first time that more than 50% of our director level roles were filled by women and we successfully maintained this in 2023.

This consistency shows that our efforts are leading to a permanent shift in how we operate, ensuring that gender balance is an integral part of our organisation's identity. It has become embedded in our culture over time, reflecting strong commitment at all levels of leadership.

ETHNIC REPRESENTATION

In 2023, we reached 15% ethnic representation at leadership level, making strong progress towards our 2025 target of 16%. We're committed to continuously evolving our diversity goals in step with broader societal changes, ensuring our leadership continues to represent the diverse communities we serve.

GENDER PAY GAP

We continue to make progress in narrowing the gender pay gap at Selfridges. Over the past year, we strengthened our pay governance, launched new recruitment initiatives and developed wellbeing policies — all while continuously refining our Diversity, Equity, and Inclusion (DE&I) strategy. These efforts led to a 1.2% reduction in our 2023 mean gender pay gap compared to 2022 and a 4% increase in the representation of women in the top pay quartile. Our median gender pay gap increased from 6.7% in 2022 to 7.1% in 2023, an increase of 0.4% pts.

Our 2024 figures are expected to show further improvements which we will share in our next report. We know that closing the gender pay gap is an ongoing effort and we are committed to maintaining transparency as we continue to make progress. You can find out more about the progress we've made so far in our latest [Gender Pay Gap Report](#).

DEVELOPING AN INCLUSIVE CULTURE


We want our teams to reflect the world around us and the communities we serve. To achieve this, we're working to create an inclusive culture that empowers our people to make lasting positive change. Our DE&I strategy is underpinned by a company-wide governance and accountability framework that drives equity and fairness.

In 2023, Executive DE&I Champions were assigned to key areas of the strategy: ethnicity, accessibility, neurodiversity, gender, social mobility, LGBTQI+ and wellness. These Champions were tasked with activating teams, encouraging intersectional thinking, and amplifying the voices of under-represented groups. As we have evolved our leadership structure in 2024, we will continue to review ownership across senior leaders.


Community groups play a key role in creating a welcoming environment where our team members can feel connected, supported and lean into their strengths and interests. After listening to team member feedback and reviewing employee data, we introduced a new framework to support and amplify team member voices. We also launched two new communities: embRACE & Ethnicity, which celebrates diverse cultures and educates on global ethnicities, and the Menopause community, offering a space for all team members to learn and share experiences around the menopause.

INITIATIVE-LED COMMUNITIES


(supported by/aligned to Strategic Business Owner)




MENOPAUSE COMMUNITY




THE WELLBEING COMMUNITY




GREEN WARRIORS



THE FUN COMMUNITY




VALUES AMBASSADORS




VOLUNTEERING SQUAD

DE&I COMMUNITIES


(supported by/aligned to (DE&I) Strategy)




WOMEN IN TECH




BE YOURSELF COMMUNITY




THINKING DIFFERENTLY



FAMILY MATTERS



DIVERSITY SQUAD



EMBRACE & ETHNICITY

SPOTLIGHT ON THE YELLOW CAREERS CLUB

We launched the Yellow Careers Club in February 2023 to enhance internal career mobility. It is an internal service where every team member is welcome to come and speak to the Selfridges Recruitment experts. Through this initiative, we're promoting opportunities for team members by providing access to career advice and practical support with the job application process.

We know our most underrepresented team members are at entry level and The Yellow Careers Club is designed to provide targeted support to these employees. In its first year, the club supported 175 team members, with 30% of participants securing new positions outside their current business areas.

Alongside the Yellow Careers Club, we introduced Career Profiles — a platform where team members can share their experience and qualifications in a central place that can be accessed by the recruitment team, further enabling internal mobility across the organisation.



EVOLVING OUR GOVERNANCE AND WAYS OF WORKING

We're evolving our governance approach to enhance the impact of our sustainability efforts. We've embedded sustainability goals within our updated talent management framework, aligning these objectives closely with business performance and remuneration.

In 2023, we went from three teams focusing on elements of our sustainability strategy to one central team, bringing everything together. The new team reports directly to the Chief Operating Officer, helping to integrate sustainability into our operations, ensuring closer collaboration with senior leadership team members and embedding practices deeply within the organisation. The Committee of Executive Directors are together responsible and accountable for Sustainability at Selfridges, supported by subject matter experts in the People and Sustainability teams.

We also evaluated the efficacy of our governance meetings and decided to replace the quarterly Sustainability Steering Committee, a broad senior leadership team committee, with more targeted working groups, allowing us to focus more effectively on actions towards specific sustainability goals. Leaders are kept well informed and involved through quarterly updates.

EMBEDDING SUSTAINABILITY IN PERFORMANCE MANAGEMENT

Towards the end of 2022, we launched a new Inclusive Talent Management framework that integrates sustainability into every team member's personal performance objectives. It was fully rolled out across the business in 2023. My Selfridges Review ensures every team member has a defined sustainability objective connecting back to our business strategy, Reselfridges strategy and our Values. Each team member sets a sustainability objective each quarter (or biannually depending on business area).

We saw great participation during the first year with areas of focus including recycling, water bottle usage and increased public transport use. We have refined this further by mapping each team's responsibilities to our sustainability pillars and rolled out targeted training sessions and collateral to ensure everyone understands how their role ladders up to our sustainability strategy. Sustainability remains a key component of executive and senior leader remuneration, ensuring it stays integral to our business objectives.



SUPPORTING COMMUNITIES AND CHARITABLE PARTNERSHIPS

By coming together and mobilising the power of community, we are greater than the sum of our parts. From supporting local communities to backing our charity partners, we strive to make a difference through collective action.

Our teams, extended creative network, partners, customers and local and national charity partners all help to amplify our positive impact. We take an active role in local communities through our commitment to volunteering. We also turn our values into action through charity partnerships. Our work focuses on three key areas: environment, social mobility, and mental wellbeing.

EMPLOYEE VOLUNTEERING

At Selfridges, every team member has the opportunity to make a difference with five paid volunteering days each year. We've updated our volunteering policy so our team can now use all five paid days to support causes that matter most to them. In 2023, nearly 30% of our employees participated in our volunteering scheme contributing 878 days to good causes, compared with 17% in 2022.



CHARITABLE PARTNERSHIPS

Our partners, who include Oxfam, Shout and Centrepoint, focus on urgent issues like mental health and climate action. In 2023, we raised over £1.3m for national and local charity initiatives. This included £600k donated to Centrepoint through Selfridges Unlocked — our open-to-all membership community — to celebrate the first year of our new membership scheme, over £100k from staff sales, and over £300k of stock donations to support Oxfam's environmental crisis response fund. Beyond financial contributions, our efforts include employee fundraising and stock donations, with 75 team members volunteering for Oxfam.



DEEPENING OUR RELATIONSHIP WITH OXFAM

Our corporate donations now support Oxfam's Catastrophe Fund, enabling rapid responses to climate emergencies and those in need of humanitarian aid.

Beyond directing immediate financial support for global communities, our team members regularly do skills-based volunteering in Oxfam's shops across the UK, as well as their logistics centre. In 2023, we also diverted 11,720 unsaleable items from waste to resale through Oxfam. These items were distributed to Oxfam shops and online sales channels.

SHOUT

Our partnership with mental health charity SHOUT has enabled us to donate over £150k since 2020 and collaborate on volunteering opportunities, mental health awareness initiatives and customer engagement. Our relationship is powered by team member volunteer text responders who also provided mental health awareness training for our line managers and Head Office teams.

Our fundraising and donations have allowed SHOUT to support 12,000 potentially life-saving conversations, including those with vulnerable and higher-risk groups who are more likely to struggle with their mental health and who may not find help elsewhere.

INSPIRING YOUNG PEOPLE WITH CENTREPOINT

Our partnership with Centrepoint aims to empower and support groups and individuals from disadvantaged backgrounds with access to housing, counselling and career development programmes. Over the last eight years, we have raised over £1m, but our partnership goes well beyond fundraising. We seek to provide inspirational experiences for young people with a behind-the-scenes look at what a career in retail and catering might be like.



WHAT'S NEXT FOR MINDSETS?

INTRODUCE NEW CONSCIOUS INCLUSION TRAINING FOR COLLEAGUES TO MAKE SURE EVERY CUSTOMER FEELS A SENSE OF BELONGING AT SELFRIDGES

GROW AND AMPLIFY OUR SELFRIDGES COMMUNITIES INTERNALLY AND EXTERNALLY, MAKING IT EASIER FOR PEOPLE TO GET INVOLVED AND HAVE A VOICE

REVIEW OUR ETHNIC LEADERSHIP TARGET TO BRING IT IN LINE TO REFLECT LATEST CENSUS DATA

UPDATE OUR GIVING STRATEGY TO ALIGN WITH OUR VALUES, PRIORITIES, AND INTERESTS TO MAXIMISE IMPACT

NET ZERO

Our Materials, Models and Mindsets targets are underpinned by a robust commitment to achieve net zero carbon emissions across scopes 1, 2 and 3 by 2040.

OUR GOALS AND PROGRESS

Achieving our net zero ambition will require a shift in our business model and working even closer with our brands, suppliers, and business partners to reduce scope 3 emissions.

OUR SCIENCE BASED TARGETS:

We set Science Based Targets initiative (SBTi) validated targets for our scope 1, 2 and 3 emissions in 2020 and have since developed a robust transition plan to tackle scope 1 and 2 emissions. Our focus in 2023 was on re-baselining and improving the accuracy of our scope 3 carbon footprint measurement and reduction pathway, and continuing to action our scope 1 and 2 reduction plan.

From a 2018 baseline year, our Science Based Targets (SBTs) commit us to:

- Reduce absolute scope 1 and 2 greenhouse gas emissions by 64% by 2030
- Reduce absolute scope 3 greenhouse gas emissions from purchased goods and services by 30% by 2030
- Ensure 10% of our suppliers by emissions, covering logistics and capital goods, have SBTs by 2024

SCOPE 1 AND 2 EMISSIONS:

Our scope 1 and 2 emissions come from the use of gas, and refrigerant leaks in the daily running of our four stores and Leicester office. In 2023, we achieved a 17.4% reduction in scope 1 and 2 emissions against our 2018 baseline, a 0.4% improvement on 2022 and in line with our reduction target.

The challenges we face to meet the necessary reduction targets include the scale of infrastructure projects required and evolving SBTi methodologies. We have a long way to go, but our roadmap is fully costed against each of our locations, with priorities centring on electrification and replacing refrigerants with lower-impact alternatives. During the year 2023, we were the first department store to achieve the 'Advancing' tier of the Carbon Trust Route to Net Zero Standard. This recognises our progress on the path to Net Zero and assures our data for scope 1 and 2 emissions and business travel within scope 3.

OUR GOALS AND PROGRESS

SCOPE 3 EMISSIONS:

Over 90% of our total carbon footprint comes from our suppliers and the products we buy and sell. In 2024, we will re-baseline our scope 3 emissions to increase data transparency and identify which levers hold the most potential to lower those emissions. As part of this, we have shifted the focus from individual products to looking at the 3,000 brand partners and 2,000 procurement suppliers that provide us with goods and services. With a more accurate scope 3 footprint, we can better target our efforts at the level where we have the greatest influence, both as a multi-brand retailer and by leveraging the influence of the entire Selfridges Group.

Key challenges continue to be the availability of scope 3 data and the capability of brands to set targets and provide data. Smaller brands, in particular, often do not have the resources or capacity to measure their detailed carbon footprint, let alone set targets. We now include climate-related questions in our supplier due diligence assessments, tracking systematically which brands and suppliers have science-based targets. The next step will be to delve further into the data to guide our engagement efforts.

As we move into 2024, we're investigating opportunities to more actively engage suppliers to drive down their greenhouse gas emissions in partnership with other retailers and internally across the Selfridges Group. Scope 3 emissions are a sector issue and can only be minimised through collective action.

TOTAL ENERGY CONSUMPTION:

Our stores have been powered by 100% renewable electricity and gas since 2020. In 2023, we reduced our operational energy use by 4.2% versus 2022, bringing us to a 14.7% total reduction against our 2018 baseline. We made use of free cooling, night-time cool air purge, optimised timer schedules, outside air temperature compensation, plant modulation and excessive energy use alarms. Other actions included enhanced servicing and maintenance, and thermal insulation of hot and cold systems. These actions were supported by detailed targets, with weekly granular review of progress, and executive-level performance reporting.

PACKAGING AND WASTE



PACKAGING

Our aim is to minimise the packaging we’re responsible for and to influence our suppliers and brand partners to do the same. Where we do need to use packaging to protect products and materials, we aim to ensure it is made from certified sustainable materials that can be reused, recycled or composted.

We’re reducing plastic in our Selfridges Selection and purchased packaging, and exploring alternative design solutions that support end-of-life options. In 2023, we redesigned our gift box to remove the magnetic closure to facilitate the recycling process. This means that the only remaining consumable containing plastic in our customer-facing packaging are the water beads we use for our flower fulfilment operation, and we’re investigating plastic-free alternatives. We have also made a commitment to phase out our canvas bags to transition to more sustainable cotton.

In 2023, we launched ‘post-box packaging’ to reduce packaging volumes and increase first time delivery, with the goal to achieve 15% usage by the end of the year.

We achieved 9%, with the miss attributed to the mix of product type ordered impacting our ability to utilise these boxes. We will continue to review and develop options for packaging reduction in 2024.

WASTE

Minimising and recycling waste are priorities for us and in 2023 we achieved a 78% recycling rate across all four stores. At our Oxford Street store, we hit an 87% recycling rate on a gross waste amount of 2,347 tonnes, with no waste sent to landfill. We achieved this by changing our compactor strategy to dry mixed recycling making the sorting job easier and giving more time for recycling. We were also able to introduce new recycling streams such as coat-hangers, soft plastics, foam rubber and perfume bottles to reduce non-recycled waste. This progress has been enabled by having a full overview of waste and recycling streams across all stores.

WHAT'S NEXT FOR NET ZERO?

RE-BASELINE OUR SCOPE 3 EMISSIONS AND SUBMIT THEM FOR VALIDATION TO THE SBTI

REVIEW KEY PACKAGING OUTPUTS AND RE-DESIGN TO BE ENTIRELY RECYCLABLE

WORK WITH SELFRIDGES GROUP BUSINESSES AND BRAND PARTNERS TO DRIVE DE-CARBONISATION EFFORTS THROUGH INCREASED ENGAGEMENT ACROSS THE FASHION INDUSTRY

FURTHER REDUCE SELFRIDGES' OWN PACKAGING ON ONLINE ORDERS WITH THE LAUNCH OF NEW PACKAGING OPTIONS

DATA TABLES

Circular sales

	RESALE	RENTAL	REFILL	REPAIRS	TOTAL
2021	£1,962,685	£135,447	£562,186	£797,286	£3,457,604
2022	£8,969,000	£414,000	£2,606,000	£1,145,000	£13,134,000
2023	£7,894,000	£610,000	£2,572,000	£1,650,000	£12,726,000

Gender pay gap

	2017	2018	2019	2020	2021	2022	2023
MEDIAN PAY GAP	8.20%	7.70%	5.50%	7.70%	9.70%	6.70%	7.10%
MEAN PAY GAP	17.40%	13.70%	19.90%	19.60%	25.40%	13.10%	11.90%

Emissions (tonnes CO2e)

		2018 BASELINE	2019	VS. BASELINE	2020	VS. BASELINE	2021	VS. BASELINE	2022	VS. BASELINE	2023	VS. BASELINE
SCOPE 1	LOCATION MARKET	2,440	2,700		1,903		2,116		2,019		2,004	
		2,440	2,700		1,903		2,116		2,019		2,004	
SCOPE 2	LOCATION MARKET	13,972	12,100		8,049		8,515		8,275		8,511	
		0	0		0		0		0			
TOTAL	LOCATION MARKET	16,412	14,800	10%	9,952	-39%	10,631	-35%	10,293	-37%	10,515	-39.5%
		22,440	2,700	10.60%	1,903	-22%	2,116	-13%	2,019	-17%	2,004	-17.40%
SCOPE 3		257,391										

DATA TABLES

Energy consumption

	UNIT	2018	2019	2020	2021	2022	2023
ELECTRICITY	KWH	49,360,543	47,339,017	34,525,946	40,104,526	42,789,071	41,109,259
GAS	KWH	10,641,272	10,797,154	6,816,568	8,561,761	8,540,767	8,436,425
TOTAL	KWH	60,001,815	58,136,171	41,342,514	48,666,287	51,329,838	49,579,416

Oxford Street Waste & Recycling

	UNIT	2018	2019	2020	2021	2022	2023
RECYCLING	TONNES	2,680	3,176	1,277	1,510	1,744	2041
TOTAL WASTE GENERATED	TONNES	3,950	4,292	1,836	2,055	2,321	2,347
% OF TOTAL WASTE RECYCLED	%	68%	74%	70%	73%	75%	87%

RESELFRIDGES

SUSTAINABILITY REPORT 23/24

SELFRIDGES & CO