



HARRODS GENDER PAY GAP REPORT APRIL 2025

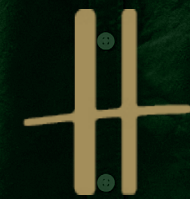




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INTRODUCTION

AT HARRODS, building an inclusive and equitable culture is at the heart of our colleague promise, and we remain deeply committed to learning and improving each year. We therefore welcome the opportunity to report on our 2024 Gender Pay Gap, allowing us to reflect on the developments we've seen over the last year while looking ahead to 2025 for areas of continued improvement.

This report will outline, transparently and clearly, our gender pay gap data from April 2024. You will see that Harrods maintains a strong position in the market. In comparison to 2023, our Gender Pay Gap has decreased by 2.3% on a mean basis and has increased by 0.6% on median basis. Taking this into consideration, we remain markedly above the national and industry averages in Gender Pay parity.

We remain very committed to ensuring fair and competitive pay for all our colleagues; considering the continued

inflationary pressures and impact of cost of living, we are proactively continuing our efforts to support colleagues. We have given above-market increases over the last four years and raised all colleagues' pay by at least 23% in total. We have invested even more in our front-line colleagues by significantly increasing base pay for those working in retail, hospitality and distribution. Such investment puts Harrods right at the top of the market, demonstrating our deeply held promise to reward colleagues for all that they do.

Our people are at the heart of everything we do at Harrods, and our dedication to enabling an inclusive and equitable culture remains at the core of the Harrods brand and business.

A handwritten signature in black ink that reads "Abi Weeks".

ABI WEEKS
Chief People Officer

GLOSSARY

WHAT IS THE GENDER PAY GAP?

The Gender Pay Gap is a measure of the difference in the average pay between men and women, irrespective of their role. Any organisation that has more than 250 employees must publish and report figures about its gender pay gap. The data analysed in this report is from April 2024.

WHAT IS THE DIFFERENCE BETWEEN GENDER PAY AND EQUAL PAY?

While the Gender Pay Gap measures the difference in pay irrespective of job roles, the equal-pay comparison involves a direct assessment of two people or groups of people carrying out the same, similar or equivalent role.

PAY is your basic salary as well as regular allowances, pay for leave, bonuses and commission. It does not include overtime, redundancy or termination of employment, payment in lieu of annual leave, or the value of benefits that are not in the form of money.

BONUS is any additional pay above your basic salary. This relates to extra remuneration based on productivity, performance, incentives and commission. Bonus pay does not include overtime, redundancy or termination of employment, payment in lieu of annual leave, or any form of compensation which is not money.

MEDIAN HOURLY RATES are calculated by identifying the middle male and middle female colleague and comparing the difference in pay. To find the median bonus rate, we have followed the same process but listed only those colleagues who have received a bonus.

MEAN HOURLY RATES show the difference in the average hourly rate of pay between a male and female colleague. This is directly affected by the percentage of male and female colleagues in the business and their different roles. The mean bonus rate is calculated using the same process, taking an average of those colleagues who have received a bonus.

PAY QUANTILES show a snapshot of men and women across four pay bands. Quantiles are calculated by listing the rates of pay for all colleagues from lowest to highest before splitting these into four equal-sized groups and calculating the percentage of men and women in each.

VAR stands for variance.

KEY FINDINGS: GENDER PAY GAP SUMMARY

(DATA FROM APRIL 2024)

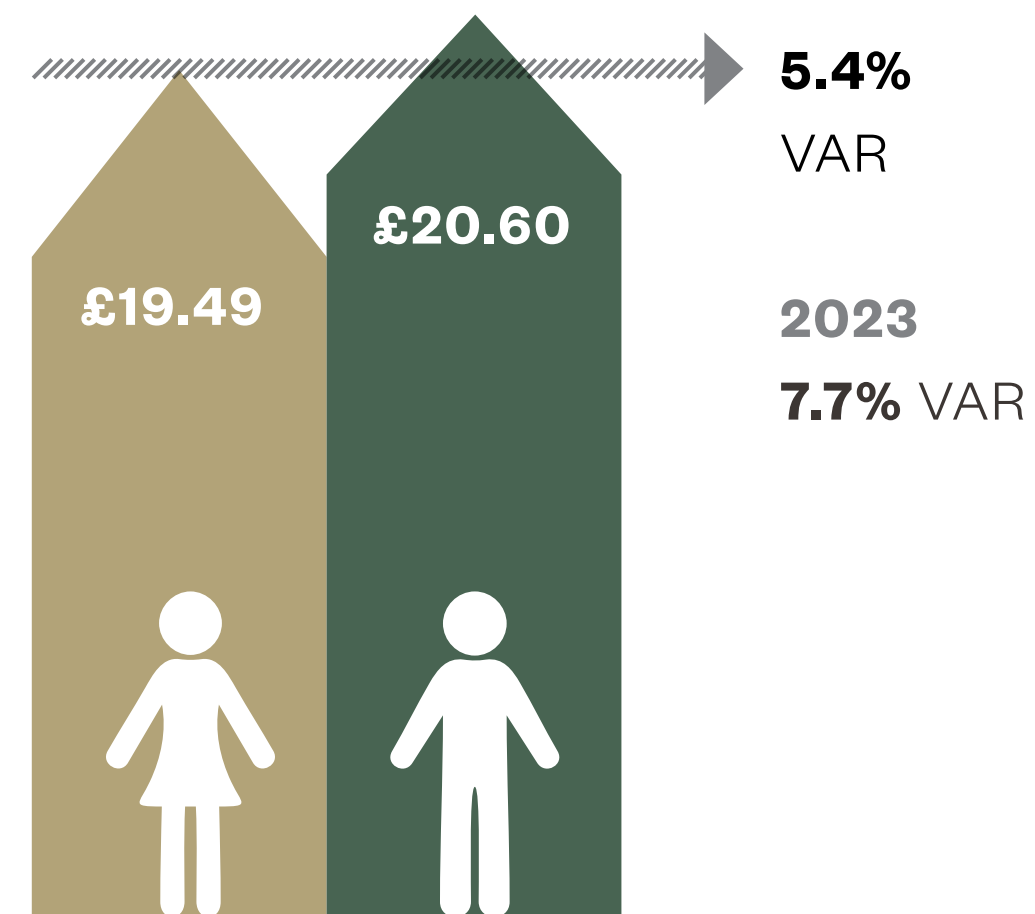
THE MEAN PAY GAP

The mean pay gap has significantly improved, decreasing to 5.4% in 2024, down from 7.7% in 2023 and 6.5% in 2022. This reflects a strong commitment to pay equity and continued progress in creating a more balanced and inclusive workplace.

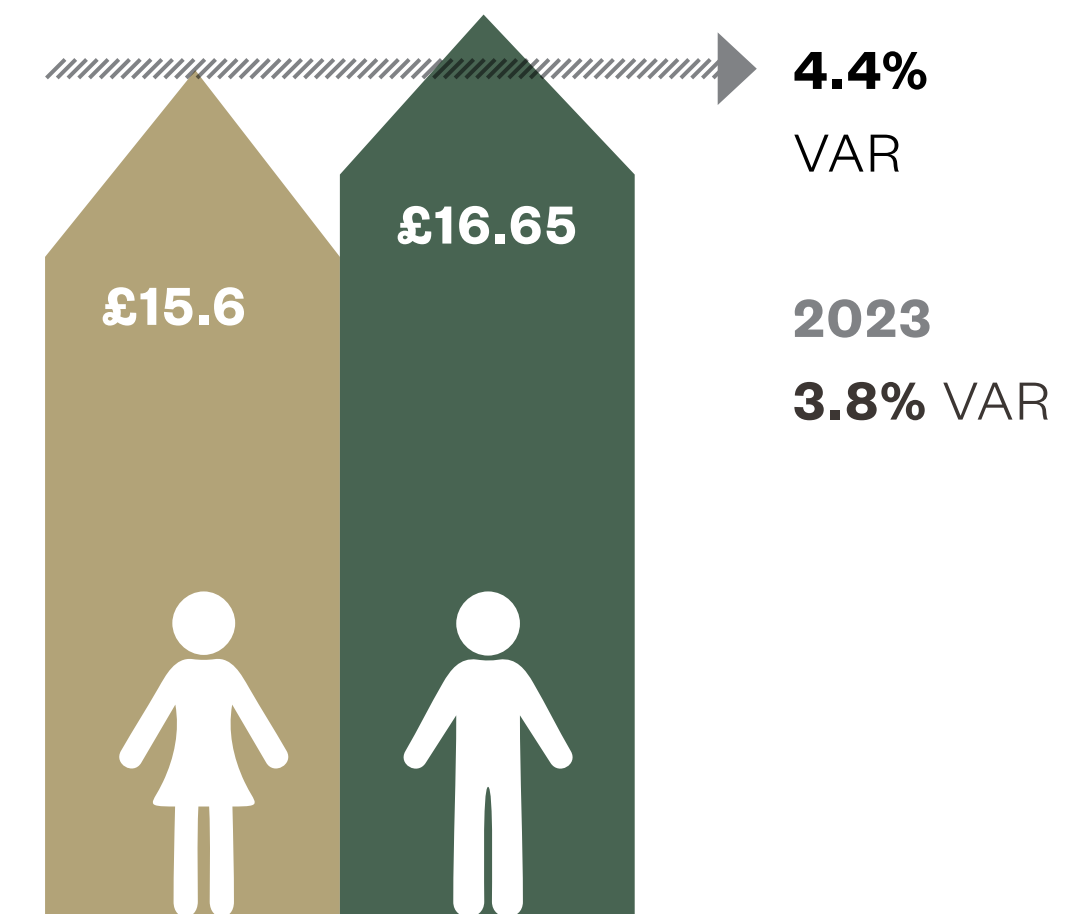
THE MEDIAN PAY GAP

This has increased to 4.4% in 2024 from 3.8% in 2023 and 1.1% in 2022 and 3.6% in 2021. This reflects some small changes of demographics in the mid bands that occurred in 2024.

MEAN HOURLY RATE



MEDIAN HOURLY RATE



KEY FINDINGS: GENDER PAY GAP SUMMARY

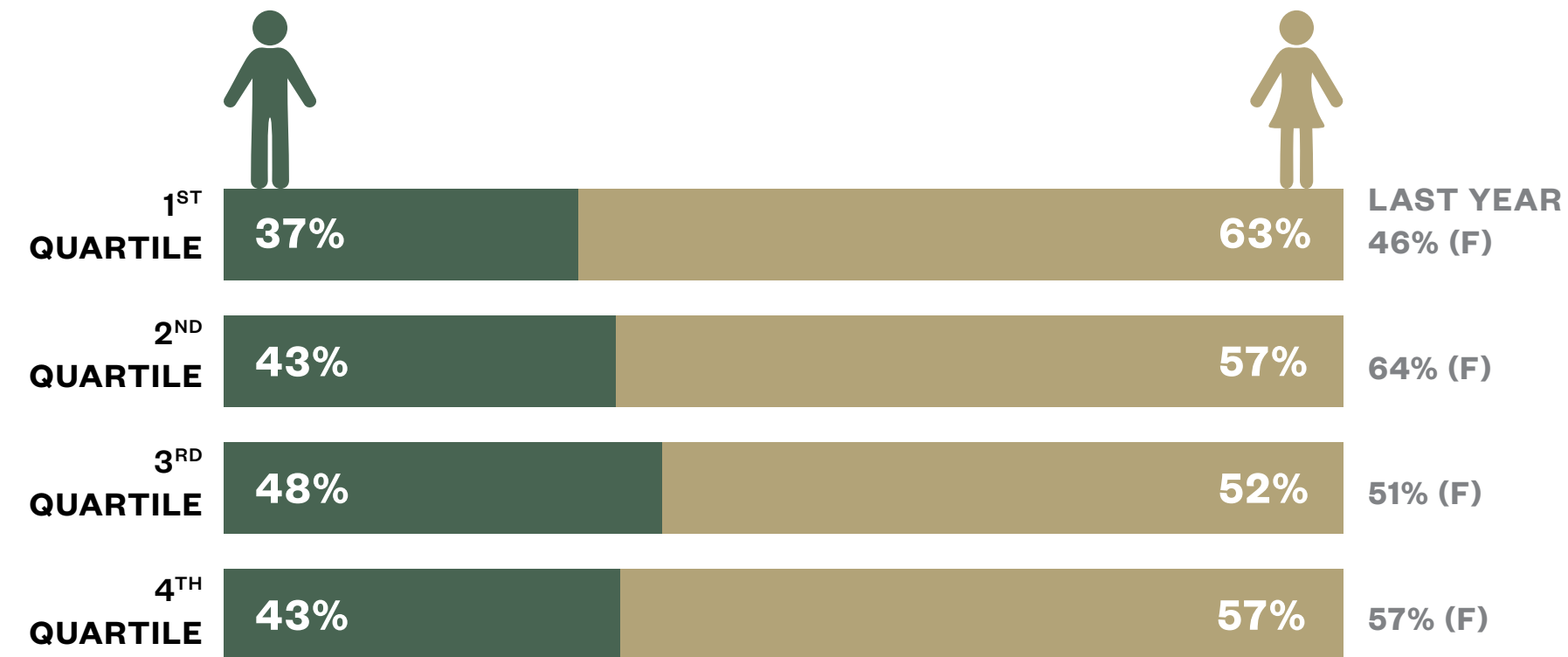
(DATA FROM APRIL 2024)

PAY QUARTILES

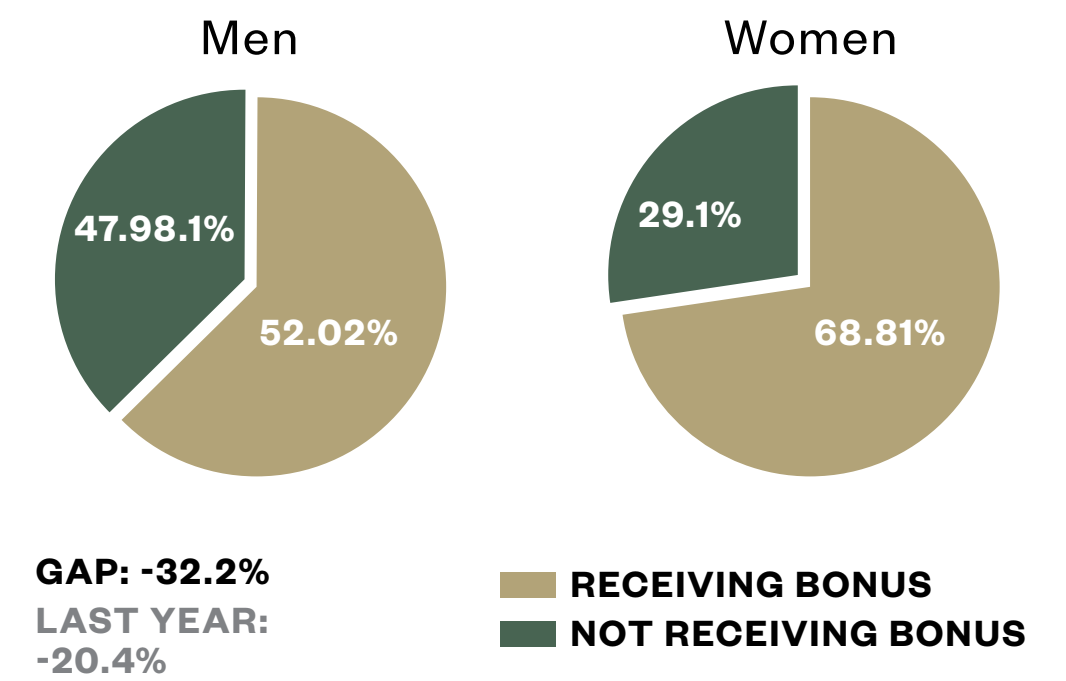
In 2023, women made up 58% of the first pay quartile, 52% of the second, 63% of the third and 60% of the fourth pay quartile.

In 2024, women made up 63% of the first pay quartile, 57% of the second, 52% of the third and 57% of the fourth pay quartile.

PAY QUARTILES



RECEIVING BONUS



KEY FINDINGS: GENDER PAY GAP SUMMARY

(DATA FROM APRIL 2024)

NOTES

GENDER PAY GAP

In 2024, our headcount increased by 4%. We increased the number of women at the top of our organisation from 58% to 63%, as well as from 52% to 57% in middle management. Overall, we have more women in Harrods across all levels.

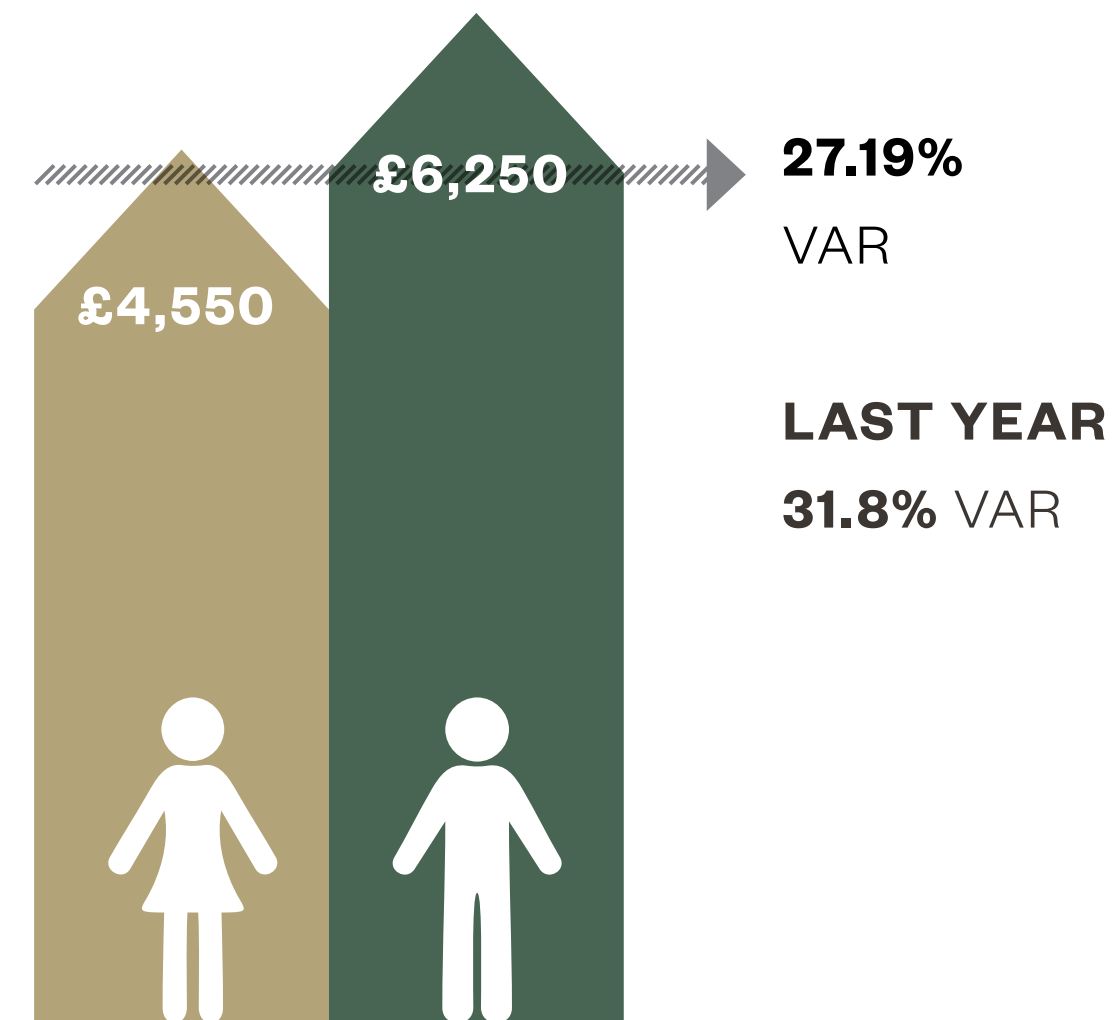
BONUSES AND COMMISSION

In 2024, we continued with the bonus schemes introduced in 2023. The updated percentages reflect the proportion of women eligible for variable pay, representing c. 14% of the total population and c. 24% of the female population.

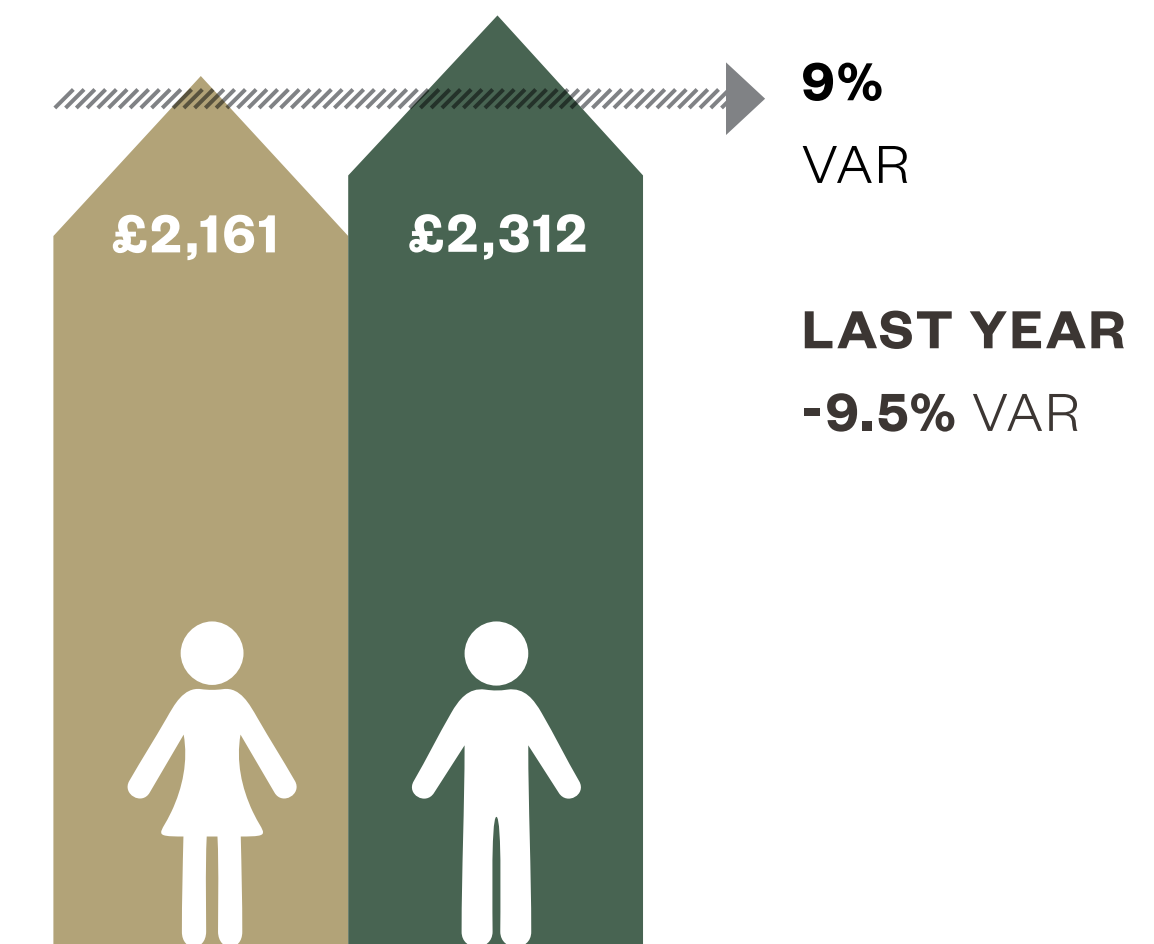
PAY QUANTILES

In 2024, female representation increased in the first and fourth pay quartiles, while the third quartile saw a drop from 63% to 52%. The second quartile shifted toward gender balance, with women decreasing slightly from 57% to 52%. Overall, there was a 4% rise in female colleagues at Harrods.

MEAN BONUS



MEDIAN BONUS



BENCHMARKING

(DATA FROM APRIL 2024)

OVERALL

Across all industries, according to the latest available national data, the median gender pay gap was 13.1% and the mean Gender Pay Gap was 13.8%.

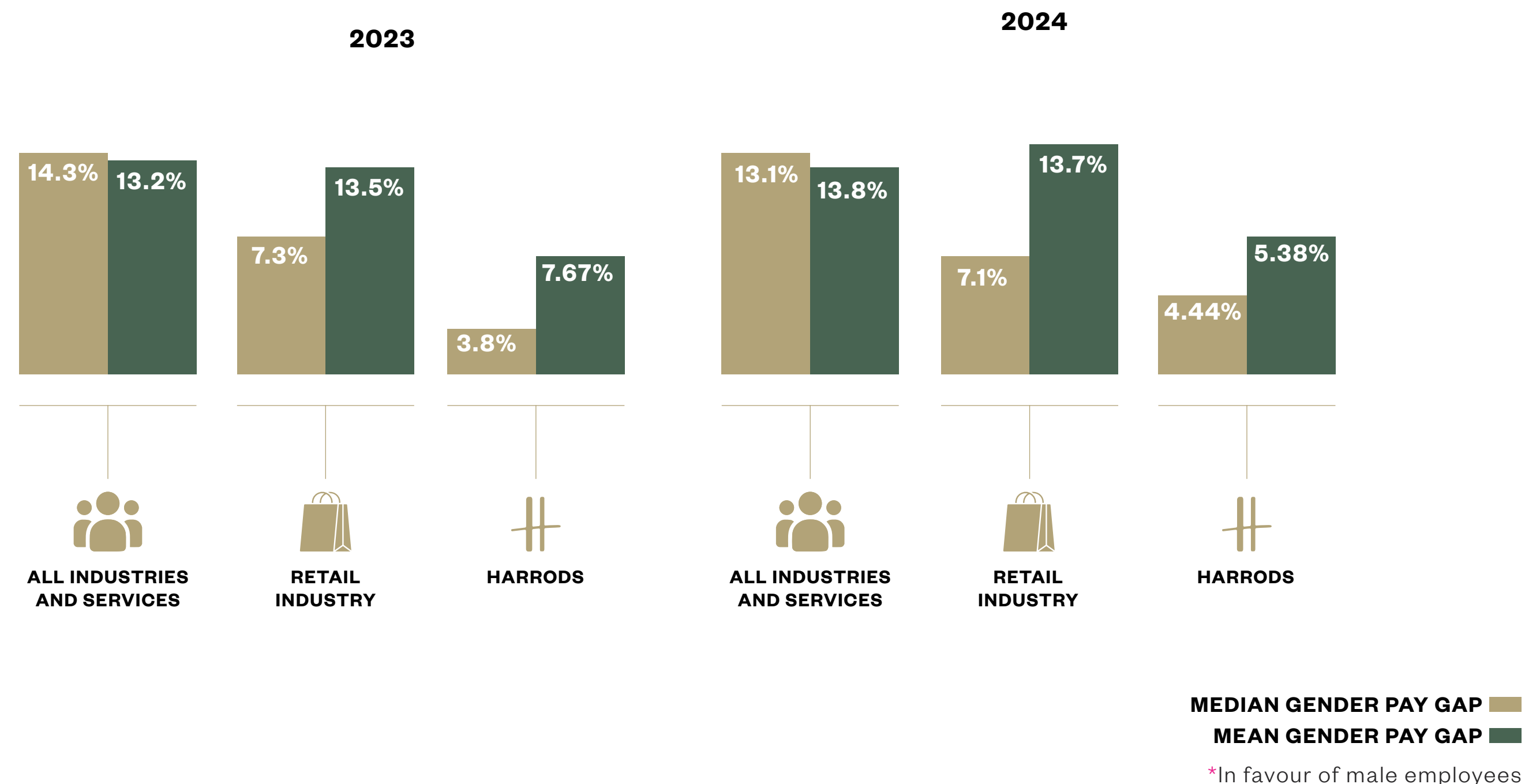
IN RETAIL

Across the retail industry, according to the latest available national data, the median Gender Pay Gap was 7.3% and the mean Gender Pay Gap was 13.5%.

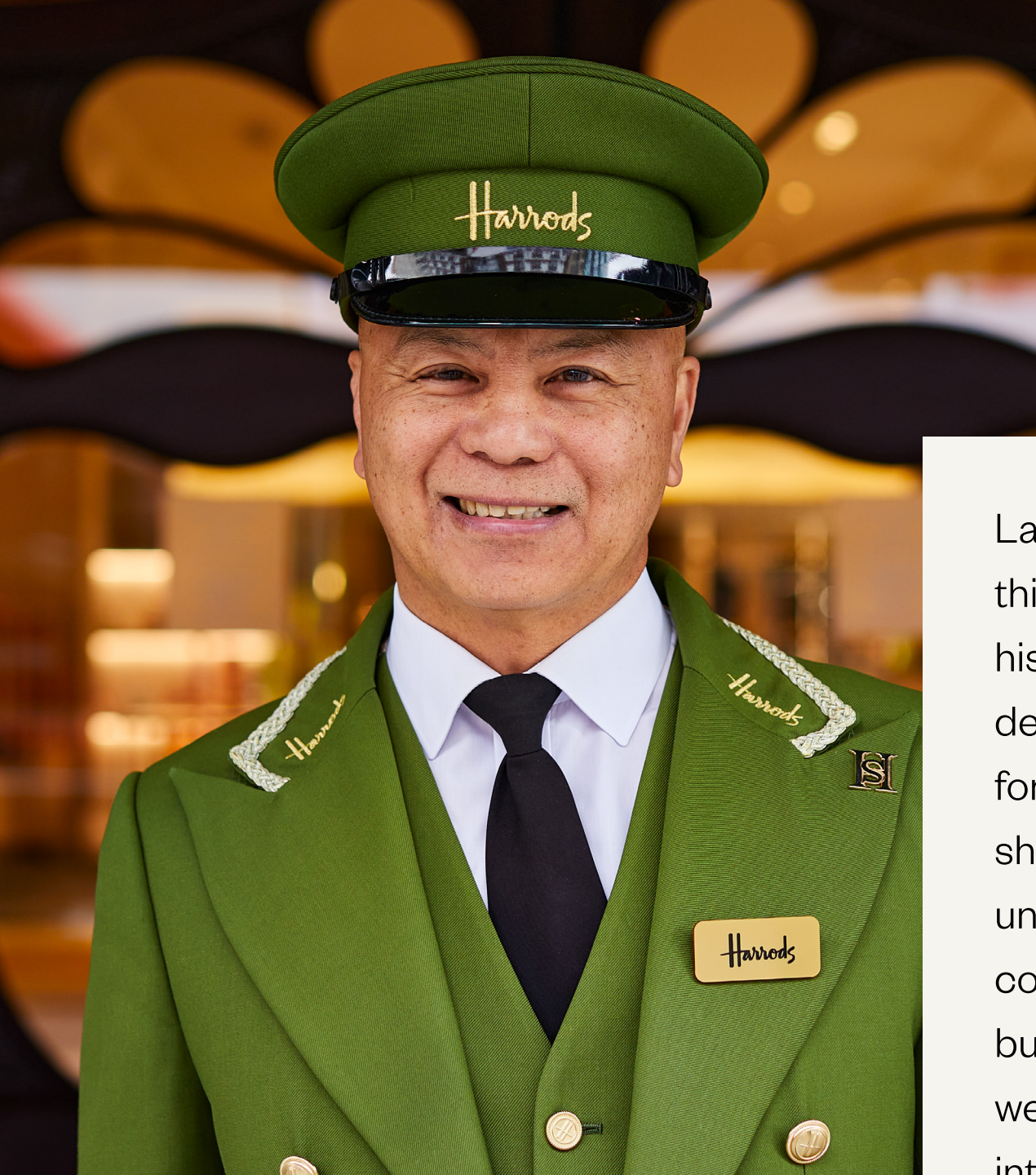
AT HARRODS

For 2024, the median gender pay gap at Harrods was 4.44% and the mean Gender Pay Gap was 5.38%. The significant improvement in Harrods' mean pay gap for 2024 reflects a more balanced earning distribution across all colleagues, underlining strong progress in pay equity. While the median Gender Pay Gap has only marginally decreased, it remains very competitive compared to both the retail industry and the broader market.

The below graphic shows where Harrods is in comparison to national and retail averages¹



¹ Data compiled from the Annual Survey of Hours and Earnings: www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/annualsurveyofhoursandearningsashegenderpaygaptables



Last year, we marked 175 years of Harrods, and while this is a remarkable milestone, we cannot reflect on our history without acknowledging its difficult chapters. The deeply troubling allegations of abuse perpetrated by the former owner of Harrods, Mohamed Fayed, represent a shameful period in our history. The Harrods of today is unrecognisable to Harrods under his ownership. Since coming under new ownership, we have worked hard to build a culture of trust and care. Guided by our values, we are committed to fostering an environment rooted in integrity, respect, and accountability, and to ensure that Harrods is a place where our colleagues take pride in their work, look out for one another, and thrive together as one team. We support the bravery of all Fayed's survivors in coming forward and continue to encourage them to make their claims to the Harrods Redress Scheme, where they can apply for compensation, as well as support from a counselling perspective and through an independent survivor advocate. As we look forward, our focus as a business remains to do what is right – for the survivors who have been affected, our colleagues, and everyone who walks through our doors.

OUR COMMITMENT

Harrods is committed to ensuring our approach to career progression and pay is fair and equitable. We have robust governance surrounding our pay review process to ensure the process is fair and consistently aligned to internal and external benchmarks. We continue to invest in our Diversity, Equity and Inclusion agenda, and benchmark our progress against others in the retail industry. Annually we participate in an EDI maturity assessment in partnership with Inclusion In, which provides a comprehensive snapshot of our maturity in diversity and inclusion, and how we compare to the rest of the industry. In 2024, we scored above the industry average. We remain an active member of the Diversity in Retail community. In 2024, our colleagues took part in its 'UK Women Leaders' and 'Ethnic Future Leaders' talent programmes, and we recognised colleagues as part of its Women to Watch Index; celebrating senior women in leadership across the hospitality, travel, leisure and retail sectors and the impact they make.

We capture demographic data for our colleagues, and for candidates, to maintain a good understanding of the demographic of our current colleagues. We are developing a dashboard to share this data with our leaders to drive awareness and accountability for improvement locally. Based on this data, we have agreed to pilot gender-balanced shortlists in some areas where we have recognised women are underrepresented.

We have worked to grow and establish our colleague-owned networks and amplify the voices of the communities they represent. Each network plays an important role in listening to their communities and what is important to them. We partner with all the members of these colleague-owned, connected communities to help keep inclusivity at the heart of all that we do and the decisions that we make.

OUR VALUES

AS YOU LIVE OUR VALUES, WE WILL TOO. AT EVERY LEVEL, IN EVERY ROLE.

HERE ARE OUR PROMISES TO OUR COLLEAGUES

WE ARE ONE

We will nurture a collaborative spirit that encourages, celebrates and rewards teamwork. We will protect our diverse and inclusive culture in which we value authenticity, individuality and personality, and celebrate what is Uniquely You.

WE ARE HUMAN

We will treat you fairly and with respect. We will listen to your voice and take action on the things that are most important to you. Your health and happiness at work will continue to be a priority for us.

WE BUILD TRUST

Our focus on people development will ensure that you become a master of what you do today and help you on your path for tomorrow. We will act responsibly and do the right thing for you, maintaining a safe environment in which we can all grow and thrive. We will work hard to build trust and to make you feel comfortable about speaking up about how you feel.

WE TAKE PRIDE

We will work hard to celebrate our brand and the things that make you feel proud. We will share stories about our unique colleagues and our customers so that you feel inspired and connected to something very special. We will encourage and enable you to help the causes closest to your heart.

WE STRIVE TO EXCEED

We will never stop trying to make the impossible possible – and we will keep challenging ourselves to move the obstacles that get in your way. We will support and challenge you to be exceptional, and celebrate those who go above and beyond for each other and for our customers.



CONCLUDING STATEMENT

Reporting our gender pay figures allows Harrods to reflect on how we are performing in terms of pay parity and to analyse areas in which we can continue to improve.

I am pleased to report that we continue to perform above national and industry averages in gender pay parity and have seen a reduction in our mean Gender Pay Gap compared to 2024. We seek to continue to reduce our Gender Pay Gap through embedding an equitable approach to hiring, talent development and retention.

Enabling a culture of trust and care remains a key focus for us, and we are continuously evolving our policies and practices to reflect this. We are focussed on listening to what is important to our colleagues through our well-established internal listening channels and our networks to maintain an inclusive, respectful and safe working environment.

DECLARATION

This report covers colleagues of Harrods Ltd at all levels, including senior leadership. As Chief People Officer, I, Abi Weeks, can confirm that the information contained in this report is accurate.

ABI WEEKS
Chief People Officer

THANK YOU

