

Modern Slavery Statement 2025

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Introduction from CEO, André Maeder



Modern slavery remains a complex and evolving risk for businesses. As global supply chains expand and accelerate, maintaining vigilance and upholding ethical standards is more important than ever.

At Selfridges, we are committed to acting responsibly, operating transparently, and taking meaningful steps to protect human rights within all our operations, brand networks, and supply chains.

In our Modern Slavery Statement for the year ending 3 January 2026, we reflect on our progress and learnings from the past year, highlighting the steps we have taken to advance our due diligence and embed a more risk-based approach to tackling modern slavery.

Throughout 2025, we strengthened our support for key private label suppliers and third-party brands to help them improve their supply chain practices. We are pleased to have achieved 68% due diligence coverage (by sales) across our wholesale and concession partner sales, demonstrating the breadth and impact of our efforts across our network.

We continued to build our knowledge and capabilities through collaboration with industry experts. As a proud foundation member of Ethical Trading Initiative, we are now advancing through their Principle of Implementation framework. We have also partnered with organisations such as Fair Working Conditions and Homeworkers Worldwide, funding social audits and providing specialist support to help suppliers mitigate human rights risks within their own operations.

Mitigating modern slavery is an ongoing responsibility. We will remain vigilant, continuing to strengthen our operations, advocate for transparency and fairness, and raise awareness across our teams and networks. With our renewed strategy and vision to guide us, we are committed to ensuring our decisions and actions can impact the world for the better, keeping people at the heart of everything we do.

A handwritten signature in blue ink, appearing to read 'A Maeder'.

André Maeder
CEO of Selfridges Group

13 May 2026

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

Who we are

Our business

At Selfridges, our vision is to be the most imaginative shop in the world. We spark joy by connecting people to original ideas. In the words of Harry Gordon Selfridge: "Imagination inspires. Imagination creates. Imagination leads the way".

From our in-house cinema, restaurants and bars, skate bowl, and extraordinary cultural programme, to our ever-changing roster of collaborators - artists, designers and innovative new brands - we continuously evolve our spaces to ensure no two visits feel the same.

£1.6
billion sales

124.3
million visitors to our stores, website and app

27.2
million products

4 physical stores, **1** digital store, **2** office sites, **1** distribution centre¹, **1** call centre operator²



Our people⁴

We have approximately **2,800** team members who work in our stores, offices and remotely.

People in our supply chains³

As we don't manufacture any products ourselves, working closely with trusted third-party brands and suppliers is essential. Our extensive global supply chains encompass thousands of suppliers and workers across three areas:



Private label suppliers:
45

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.



Third-party brands:
3,120

Most of the products we sell in store and through our digital platforms are from third-party brands⁴. Our Buying and Merchandising teams manage our relationships with these brands.



Procurement suppliers:
2,700

These suppliers provide the products and services which we don't sell but which keep our business going. Some of these products carry our brand and name. Our Procurement team liaise with stakeholders across our business to help select and manage these suppliers.

Whilst most workers in our supply chains are not based on our sites, approximately **11,800⁵** people - including agency workers, contractors, concession team members, and consultants - work alongside our team members at our locations. In most cases, they aren't directly employed by us; they are managed by the concessions, third-party brands, or suppliers that employ them.

¹ We do not operate our distribution and returns centre, but work closely with our third-party supplier who does.

² We do not operate our call centres but work closely with our third-party supplier who operates this across two sites.

³ Our supply chain and people figures are as of 31 December 2025.

⁴ We work with many third-party brands, some of whom supply us directly on a wholesale basis, and some of whom operate on a concession basis.

⁵ This figure relates to all people who have crossed our threshold to work alongside our team members throughout 2025.

Key achievements of 2025

01

Embedding Standards: Policies

Embedded ethical due diligence requirements into the new procurement supplier onboarding process.

Increased third-party brand engagement, supporting their practice improvement through the provision of a scorecard, benchmarking and development recommendations.

Of the brands that we met directly, **67%** increased their score.

Supported a key private label supplier to make improvements in relation to working conditions, health & safety and wages from recommendations of a Human Rights Impact Assessment in 2024.

Advanced through the ETI's Principles of Implementation framework.

02

Proactively Investigating: Due Diligence

Achieved **68%** due diligence coverage across our third-party brand and concession sales.

Funded social audits and worker surveys of four priority private label production sites.

Launched a project focused on working conditions, climate impact and purchasing practices in our private label coffee supply chain.

03

Raising Awareness: Training & Communication

Developed brand-facing resources in three areas to support key areas of improvement.

Launched our purchasing practices toolkit and training.

Our governance

Our approach to sustainability is governed and managed by several groups and team members across the business. These include executive committees who set strategic direction and help embed sustainability across the business; working groups, where we develop and implement plans; and team members, who provide and access technical expertise and champion sustainability¹.

Responsible Director:

Our CEO and Board of Directors have ultimate accountability for tackling modern slavery, but the Selfridges Group Sustainability Director has day-to-day responsibility.

Executive Committee:

The Committee of Executive Directors, which has day-to-day responsibility for running the business, has accountability for ensuring we are a sustainable and responsible business. They are provided with an annual update on our approach to tackling modern slavery, or more frequently if required.

Executive Risk Management Committee:

The Executive Directors meet quarterly as an Executive Risk Management Committee. They ensure the business risk management framework is effective and monitor activity in relation to the most significant corporate risks. Modern slavery would be discussed in this forum if a significant corporate risk was identified and needed to be addressed.

Sustainability Working Sessions:

Key stakeholders are engaged regularly to review risk-based plans and implementation in relation to ethical trade and modern slavery along with other sustainability-related issues.

Sustainability & Innovation Team:

Helps set direction, embeds sustainable practices, engages key stakeholders, and monitor progress and results. Our Sustainability team also leads the development of our Modern Slavery Statement, supported by an external specialist. They engage other teams to act in priority areas throughout the year.

Selfridges Group ESG Committee:

The Selfridges Group ESG Committee, formed of key executives, met three times in 2025 to oversee ESG governance, with a focus on sustainability strategy, oversight and reporting. Supply chain risks and due diligence, including modern slavery, are standing agenda items and tracked on our ESG dashboard.

Selfridges Group Businesses:

Share resources and align approaches where beneficial for us or the third-party brands or suppliers we work with.

With special thanks to our external specialists:

We collaborated with various external experts and organisations in 2025, to supplement our knowledge and stay abreast of the latest research and information. We thank our experts for all of their support in helping us progress our approach.

- **Ethical Trading Initiative (ETI):** Following approval by the ETI Board to become a foundation member in 2024, we have been working through the ETI's Principles of Implementation framework. We are on track to graduate in April 2026.
- **Fair Working Conditions:** In 2025, we continued our partnership, focused on progressing recommendations made during an audit of a key private label supplier conducted the previous year. We also funded a further four social audits of Selfridges branded goods suppliers.
- **Homeworkers Worldwide:** Last year, we accessed specialist support on homeworking and connected a long-term private label supplier with Homeworkers Worldwide to target improvements in their practices.
- **Labor Solutions:** We liaised with Labor Solutions last year, to create worker surveys for farms supplying a private label supplier. These focused on working conditions for workers; and purchasing practices and climate impact for farm management.

¹The governance structure below was in place for the reporting year. This continues to evolve and any updates will feature in next year's report.

Policies: Embedding standards

The following standards are reviewed and updated regularly by our Sustainability, People, Buying, Procurement and Legal teams.

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.

Grievance Process:

Our grievance process sits within our people policies and processes. It sets out how team members can raise any concerns or issues, and the process for us to follow to conduct a formal investigation.

Whistleblowing Process:

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. It is communicated via a range of different channels to a number of audiences.

Ethical Trade Requirements:

Our [Ethical Trade Requirements](#) apply to the third-party brands and suppliers we engage with, including contractors and branded concessions, across all tiers of our supply chain. They form part of our standard Selfridges Terms and Conditions and are relevant across Selfridges Group. This alignment is particularly helpful for third-party brands and suppliers who work with multiple businesses within Selfridges Group, to build understanding and compliance with a common set of standards.

Our Ethical Trade Requirements include clauses on our zero-tolerance of modern slavery, require compliance with local modern slavery legislation, and are aligned with the Ethical Trading Initiative Base Code, the International Labour Organisation (ILO) Conventions, the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the OECD Guidelines for Multinational Enterprises (MNE Guidelines).

We made updates to our Ethical Trade Requirements last year (reissued at the start of 2026) to help suppliers understand what to expect from us, as part of our commitment to continuous improvement and improving our standards.

Supplier Guidelines:

Our Supplier Guidelines provide further detail on our sustainability and ethical trade standards. They help our suppliers to understand the rationale for and detail of our contractual requirements.

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. These help us to integrate sustainability into our decision making and supplier evaluation.

Response Plan and Remediation Process:


We have a formal process for investigating and where needed remediating ethical trade and modern slavery issues which is integrated into our Incident Response Plan. Our Incident Response Plan and Remediation Process outlines the steps we need to take should a potential issue be brought to our attention.


Third-Party Brand Investigation Process:


Our formal investigation process helps direct our action should an issue arise with a third-party brand supplying us with goods or services.


Risk assessment

Our risk-based approach focuses our efforts where we can have the greatest impact. Our Sustainability team, in collaboration with our People, Buying and Procurement teams, segment our people and those working in our supply chains into four groups, each with its own risk assessment and action plan. We consider the potential modern slavery risk associated with worker **location** and **industry sector**, the potential and actual **risk of occurrence** and our **sphere of influence**. Our risk assessment process is not static; it continues to evolve as the risk landscape changes. Please see our [Investigating Issues](#) section for more detail on our consideration of risk in individual scenarios.

 Our people: Our team members who work in our stores, offices and remotely.	
Location Risk	Low: All our team members are in the UK. Most are also based on our sites, although remote working is often used by our office teams.
Sector Risk	Low: Our team members are in retail or central functions, which are comparatively lower risk areas.
Risk of Occurrence	Low: The relatively low location and sector potential risks are reduced further by the recruitment and people management controls we have in place.
Sphere of Influence	High: We have high influence and control as we directly recruit and manage our team members.

 Private label suppliers: Produce our Selfridges Selection products and a small number of other branded goods which we sell.	
Location Risk	Medium: These suppliers do not work on our sites, and some may operate from higher risk geographies (see our supplier map on page 9). These workers are less visible to us day-to-day.
Sector Risk	High: These suppliers are largely within food and drinks, but do span a range of sectors, some of which will be higher risk. A number of these suppliers are small and medium-sized businesses.
Risk of Occurrence	Medium: The locations and sectors these suppliers operate in and the general lack of extensive formal policies of small-medium sized businesses means the risk of some lower severity issues occurring is moderate, despite being lowered by our contractual requirements and due diligence.
Sphere of Influence	High: We have more influence and control over these supply chains as we directly select these suppliers and specify the goods they produce.

 Third-party brands: Third-party brands whose products we sell in store and through our digital platforms.	
Location Risk	High: Some of these workers may be based on our sites (at in-store concessions), although largely these people will form part of a global supply chain and may be based in higher risk locations.
Sector Risk	High: These brands are generally in apparel, accessories, beauty, food and drinks production. As the area of highest risk, we may apply a sector-specific lens to direct information requests or actions to better understand and mitigate risk in supply base sub-sets.
Risk of Occurrence	High: There are locations and sectors in which brands operate where modern slavery is more prevalent. Whilst our policies set out our standards and prohibit activities such as unauthorised sub-contracting, we are aware these issues exist in the industry generally, in some cases resulting in serious issues.
Sphere of Influence	Low: We work with third-party brands who manage these supply chains. We have less influence and limited control. Whilst we do have formal measures in place, including contractual requirements, we recognise that seeking meaningful assurance that issues do not exist and that measures are effective is challenging.

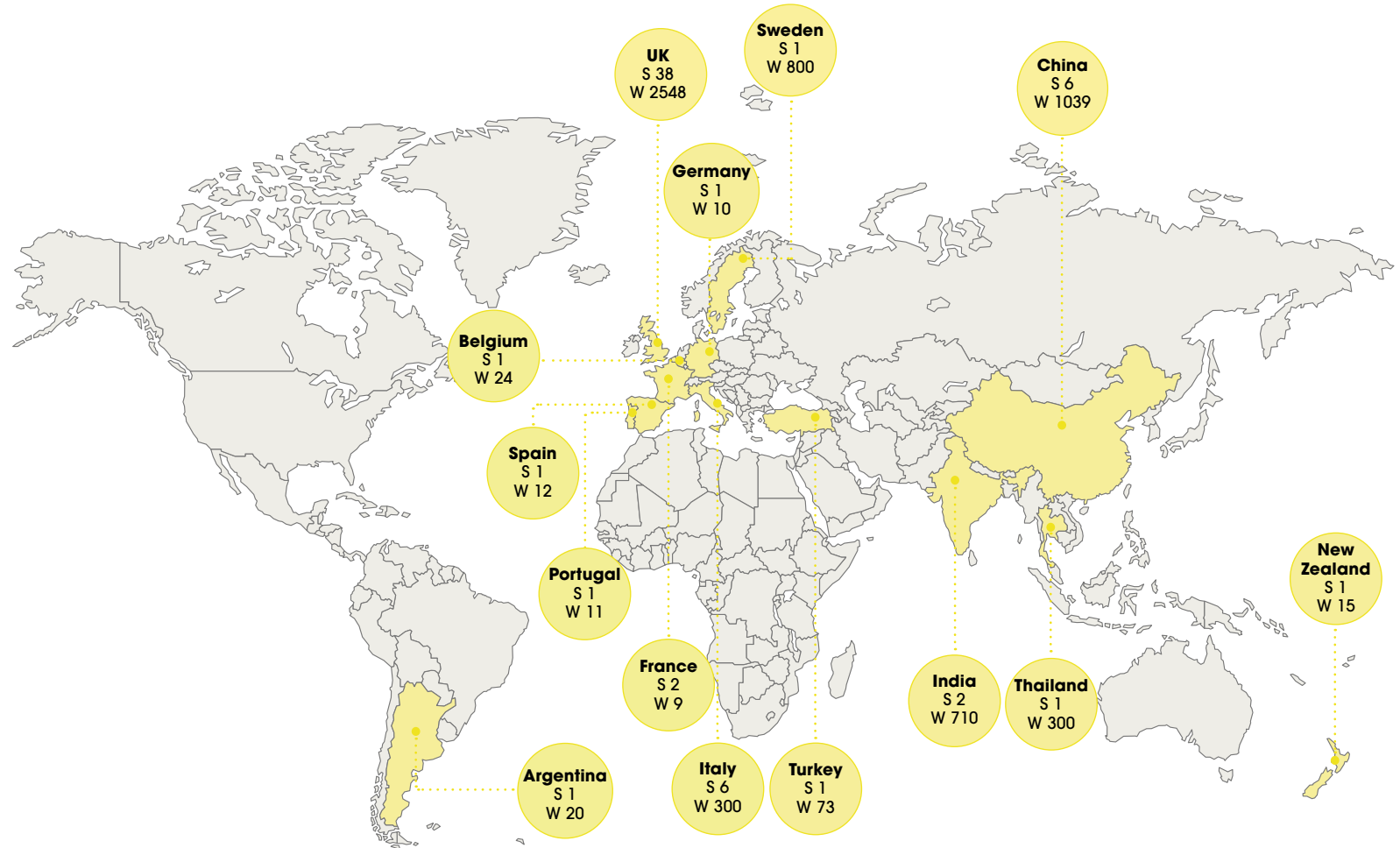
 Procurement suppliers: These suppliers we directly engage with to provide the products and services which we don't sell but which keep our business going.	
Location Risk	Medium: Some of these suppliers may work on our sites (including cleaners, construction contractors and food services suppliers) or may work within higher risk sourcing regions. (See our supplier map on page 9 for details of our branded goods not for resale suppliers.)
Sector Risk	High: These suppliers span a wide range of industries including those which are higher risk such as property construction, building services, waste, food and restaurants, cleaning, security, logistics and recruitment.
Risk of Occurrence	High: There are locations and sectors in which our suppliers operate where modern slavery is more prevalent. Particularly in the higher risk service sectors listed above we are aware of higher instances of industry-wide issues.
Sphere of Influence	Medium: 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 several stakeholders involved internally, in addition to our Procurement team, who select and manage these suppliers.

Risk assessment

Potential Risk Rating	
Low	Belgium Germany Italy New Zealand Sweden UK
Medium	Argentina France Portugal Spain Turkey
High	China India Thailand

S	Suppliers
W	Workers

As the sub-set which we have high visibility, influence and control over, we prioritised increasing transparency of our branded goods supply chains¹. We have mapped our first-tier² suppliers for all Selfridges-branded goods - including items we sell, give away, or use internally. This was achieved through engagement with our direct suppliers with whom we have worked with, on average, for 26 years, building trusted, long-standing relationships. In 2025, we then accessed ITUC Global Rights Index, Global Slavery Index and CSR Risk Checker to create an aggregate risk score of the sourcing country and industry. This initial potential risk overview is supplemented by our own supplier-specific due diligence.



¹ Most of these suppliers are manufacturers of food and drink. In these supply chains we note key vulnerable people are more likely to appear in lower tiers, where we have less visibility, and include seasonal workers, migrant workers, and women at risk.

² Each product we source has a unique supply chain, but we consider the following general tiers which are aligned to the definitions from ETI STITCH Technical Guidance on Meaningful Stakeholder Engagement in the Garment Sector. A small number of our branded goods are sourced through agents and not directly.

Tier 1: Product assembly; Tier 2: Printing, product dyeing and laundering ; Tier 3: Textile or material production; Tier 4: Raw material processing or production

Our people

Risk Assessment Overview	
Location Risk	Low
Sector Risk	Low
Risk of Occurrence	Low
Sphere of Influence	High



Our people are our team members who work in our stores, offices and remotely.

Our Priorities

Our priorities with this group are:

- To ensure our due diligence measures effectively help us to identify issues.
- To help equip our team members with the knowledge to spot the signs of modern slavery in their work or personal lives and with information on how to report any concerns.
- To train key populations of team members who may interact with groups at higher risk of modern slavery.

Action Plan

Due diligence: Proactively investigating

Right-to-work: We review our new team member's 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 required.

Proactive monitoring: Selfridges monitors unusual team member details in key areas via our HR systems.

Concession team member approvals: Both Selfridges and concessions approve concession team members before they can work in store. Branded concessions conduct checks, including written confirmation of right-to-work. We then hold a store approval interview to ensure these individuals are aware of and will work in line with our policies and values.

Training and communications: Raising awareness

Induction: New team members complete our induction, the Big Yellow Welcome, which includes an introduction to sustainability.

Guides: Our team members are made aware of our policies and our Speak Up Helpline in our handbooks which also signpost information on sustainability.

E-learning: Our team member modern slavery e-learning module is an annual requirement for our management and leadership teams but is available for all team members to access and forms part of our induction process. This training is reviewed annually to ensure it continues to respond to our risk areas, accurately details key metrics and reflects any policy and process updates. The completion rate by management and leadership dropped to 57% in 2025. In 2026, we are moving the training to a less busy period during the year to help improve training uptake.

Private label suppliers

Risk Assessment Overview	
Location Risk	Medium
Sector Risk	High
Risk of Occurrence	Medium
Sphere of Influence	High



These suppliers produce our Selfridges Selection products and a small number of other branded goods which we sell.

Our Priorities

While these suppliers represent a small proportion of our business, as we have more influence and control of this group, this is a key area that we target for our due diligence. Our priorities are:

- To undertake more in-depth due diligence across a risk-based selection of suppliers.
- To support these suppliers in improving their ethical trade standards.

Action Plan

Due diligence: Proactively investigating

Self-Assessment Questionnaire: Our Food team identified a selection of suppliers, including those which are higher risk, and requested they complete our Sustainability Self-Assessment Questionnaire. This helps us assess compliance with our standards, fulfil our legislative obligations and identify opportunities to support our suppliers. Priority suppliers are required to complete our Self-Assessment Questionnaire every two years.

We have a tailored Self-Assessment Questionnaire for our private label suppliers and use the services of a third-party audit partner and an external platform to help review, evaluate and score responses and associated evidence. We agree follow-up actions and liaise with suppliers where necessary to help ensure alignment with our standards.

Self-Assessment Questionnaire coverage¹

We requested 31 suppliers complete a Self-Assessment Questionnaire

81% of these target suppliers completed a Self Assessment Questionnaire

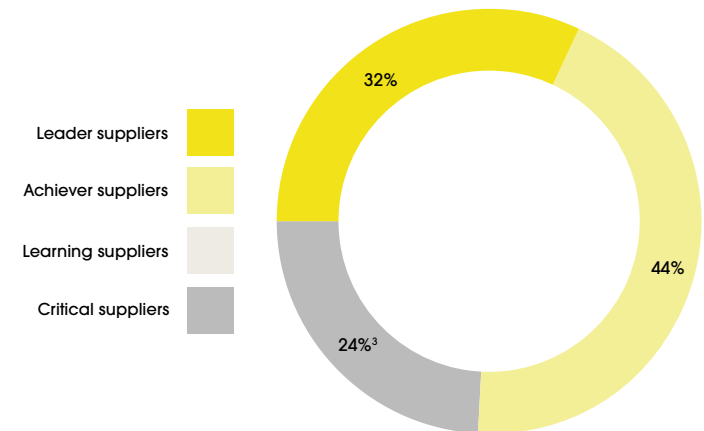
15 of these suppliers improved their initial scores with our support

Improvement areas highlighted

Some of the key areas for improvement identified by the Self-Assessment Questionnaire included:

- Formal documentation of employee checks
- Formal supply chain mapping and auditing
- Grievance, escalation and remediation processes

Supplier rating at the end of 2025²



¹Self-Assessment Questionnaires are valid for two years

² Rating Definitions: Leader: suppliers show a strong commitment to sustainability and transparency, going above and beyond compliance; Achiever: suppliers overall have a strong commitment towards sustainability, with some areas that have an opportunity to be improved; Learning: suppliers are in the early stages of their sustainability commitments or may not yet started to make any; Critical: "issues areas" have highlighted a breach of our Ethical Trade Requirements within a supplier's own operations.

³ We are pleased to report a 6% decrease in critical non-compliances with these suppliers versus 2024. We continue to engage with our trusted suppliers to realise further improvements over time.

Private label suppliers

Risk Assessment Overview	
Location Risk	Medium
Sector Risk	High
Risk of Occurrence	Medium
Sphere of Influence	High

Due diligence: Proactively investigating

On-site visits and surveys: Members of our Food, Quality Assurance and Technical teams regularly visit suppliers of Selfridges Selection products. These visits provide visibility of production facilities and provide an opportunity to learn about a supplier's processes. Site visit surveys contain a sustainability and modern slavery assessment which covers, spotting the signs of modern slavery and evaluates alignment with key aspects of our Ethical Trade Requirements.

Auditing private label suppliers: We assessed our private label suppliers' size, key worker details, potential location risk, results of existing audits and Self-Assessment Questionnaires and our spend, to identify four for a social audit. We funded social audits of these suppliers in China and India, which were conducted by Fair Working Conditions, a company which specialises in human rights due diligence. These on-site audits included the Fair Working Conditions SAY Programme - an additional open and anonymous worker survey. We are now supporting all production facilities to work with the independent experts at Fair Working Conditions through their individual action plans. We remain committed to supporting genuine improvement and to our long-standing relationships.

Improving transparency: We have begun to extend our supply chain knowledge beyond tier 1, through individual projects with key suppliers - such as the suppliers of our Selfridges hampers and Selfridges Selection coffee. Here we focus on increasing transparency whether that be artisan weavers of craft communities or farm/grower level and understanding their alignment with our Ethical Trade Requirements to ultimately improve conditions for workers. We will continue to build our understanding of tiers further down our supply chains and the people behind our private label products. This is a challenge that requires long-term commitment, but we are dedicated to working with key suppliers and hand-picked NGO partners to continue to improve transparency.

Human Rights Impact Assessment: In 2024, we conducted a Human Rights Impact Assessment (HRIA), with Fair Working Conditions, across the supply chain of our Selfridges hamper basket - from weavers through to the finishing factory. In 2025, we continued working with our supplier on recommendations in the key areas of working environment, health and safety and wages. We contacted Homeworkers Worldwide, who are supporting this process with advice and resources¹ aimed at improvements to their policies, worker handbooks, site visit reports and remuneration benchmarks. We continue to work collaboratively with our supplier and Homeworkers Worldwide on a multi-year roadmap to embed improvements.

"We congratulate Selfridges for looking at working conditions in the lower tiers of their supply chains, where employment may be informal and implementation is complex. We commend their approach, working collaboratively with their supplier in a multi-year programme, to achieve sustainable improvements in wages and conditions for homeworkers."

Peter Williams (Policy Lead), Homeworkers Worldwide



Engaging workers in our coffee supply chain: In 2025, we launched a project to help understand standards in our private label coffee supply chains. In collaboration with our partner, Labor Solutions, we developed surveys on the issues of working conditions, purchasing practices and the impact of climate change. We issued these to several farms in our supply chain, from Brazil to Myanmar. Data collection will span 2025 and 2026, with the final analysis and next steps mapping taking place in 2026.



¹These resources are freely available on line in the HWW Hidden [Homeworkers Toolkit](#)

Third-party brands

Risk Assessment Overview	
Location Risk	High
Sector Risk	High
Risk of Occurrence	High
Sphere of Influence	Low



The third-party brands whose products we sell in store and through our digital platforms. Most of the products we sell are from third-party brands.

Our Priorities

As we have limited influence over this group, our priorities are:

- To prioritise engagement with higher-value brands and use our commercial relationships to drive improved transparency and responsible practices.

Action Plan

Due diligence: Proactively investigating

Self-Assessment Questionnaire: Our brand Self-Assessment Questionnaire helps us to assess compliance with our standards, fulfil our legislative obligations and identify opportunities to collaborate with brands and concessions. Priority brands and concessions are identified across Selfridges Group and are required to complete our Self-Assessment Questionnaire every two years.

We reviewed Self-Assessment Questionnaire responses using the Selfridges Group platform which assigns a rating for each third-party brand. We engaged with all third-party brands who achieved learning or critical scores to understand and discuss key improvement areas. In addition, we also liaised with ambitious brands and concessions who wish to reach leader status in their next assessment.

Self-Assessment Questionnaire coverage¹

319 of Selfridges brands hold a valid Self-Assessment Questionnaire

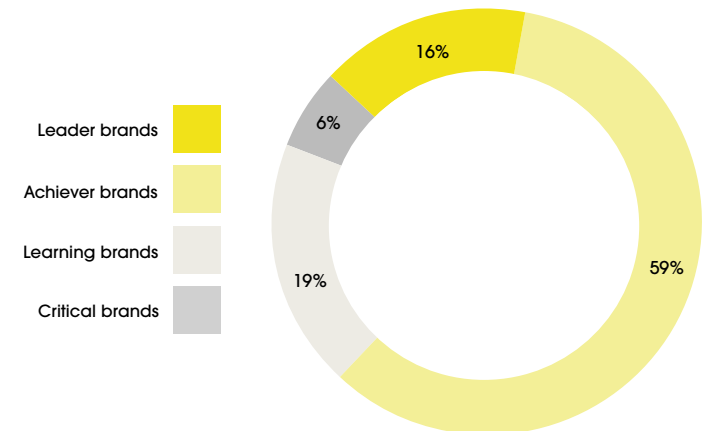
68% of sales were from third-party brands with a completed Self-Assessment Questionnaire

Improvement areas highlighted

Some of the key areas for improvement identified by the Self-Assessment Questionnaire included:

- Mapping lower tiers of supply chains
- Formalised animal welfare policies
- Expanding greenhouse gas measurement practices

Brand rating at the end of 2025²



¹ Self-Assessment Questionnaires are valid for two years

² Rating Definitions: Leader: brands show a strong commitment to sustainability and transparency, going above and beyond compliance; Achiever: brands overall have a strong commitment towards sustainability, with some areas that have an opportunity to be improved; Learning: brands are in the early stages of their sustainability commitments or may not yet started to make any; Critical: "issues areas" have highlighted a breach of our Ethical Trade Requirements within a brand's own operations.

Third-party brands

Risk Assessment Overview	
Location Risk	High
Sector Risk	High
Risk of Occurrence	High
Sphere of Influence	Low

Due diligence: Proactively investigating

Engagement and improvement: When engaging third-party brands on ethical trade issues, we face a challenge that we are often a very small part of their international customer base, which can limit our influence. As a result, we take a dynamic approach to risk assessment and due diligence to ensure we focus where we can support and add value. This has included developing a scorecard that uses Self-Assessment Questionnaire responses to help highlight tangible improvement areas in often complex supply chains. Brands receive a personalised scorecard that allows them to see, not only where they can make improvements to their own operations, but also benchmarks their work against others in their industry and Selfridges' third-party brands as a whole.

We offer to meet with brands to discuss their results. In 2025, 67% of the third-party brands that we met with were able to improve their score. We hope this will continue to be a mechanism that we can use to collaborate with brands.

Engagement on cotton sourcing: Over the course of 2025, our Self-Assessment Questionnaire identified 18 critical issues. Areas of concern included:

- Cotton sourcing from higher risk locations
- Brand did not know where cotton is sourced from.

We started our brand engagement work on this issue last year and continued through 2025, to spotlight key risks and best practice surrounding certain cotton sourcing areas, as well as the risks of not having supply chain visibility of this material.

Training and communications - Raising awareness

Development of resources: In 2025, we analysed the responses to issues identified through our third-party brand Self-Assessment Questionnaires submitted in 2024. Following this analysis, we developed brand support resources focused on three key areas for improvement. These cover supply chain mapping, animal welfare and greenhouse gas emissions; and content includes the business case for action, six steps to get started and additional industry resources and contacts. Each has been reviewed by an industry expert. We plan to roll these out in 2026.

Whilst we don't have control over our third-party brands, we are pleased to offer guidance and support.

Procurement suppliers

Risk Assessment Overview	
Location Risk	Medium
Sector Risk	High
Risk of Occurrence	High
Sphere of Influence	Medium



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

Our Priorities

Our priorities with this group are:

- To conduct due diligence across suppliers where we can have the greatest impact, such as our branded goods not for resale suppliers, or which sit in higher risk sectors: Property construction, building services, waste, food and restaurants, cleaning, security, logistics and recruitment.
- To raise awareness of modern slavery with workers based on our sites.

Action Plan

Due diligence: Proactively investigating

Self-Assessment Questionnaires: Our Procurement team identified a selection of suppliers, across branded goods not for resale (GNFR) products and higher-risk services, and requested they complete our Sustainability Self-Assessment Questionnaire. This helps us assess compliance with our standards, fulfil our legislative obligations and identify opportunities to support our suppliers. Priority suppliers are required to complete our Self-Assessment Questionnaire every two years.

We have a tailored Self-Assessment Questionnaire for our Procurement suppliers and use the services of a third-party audit partner and an external platform to help review, evaluate and score responses and associated evidence. We agree follow-up actions and liaise with suppliers where necessary to help ensure alignment with our standards.

Self-Assessment Questionnaire coverage¹

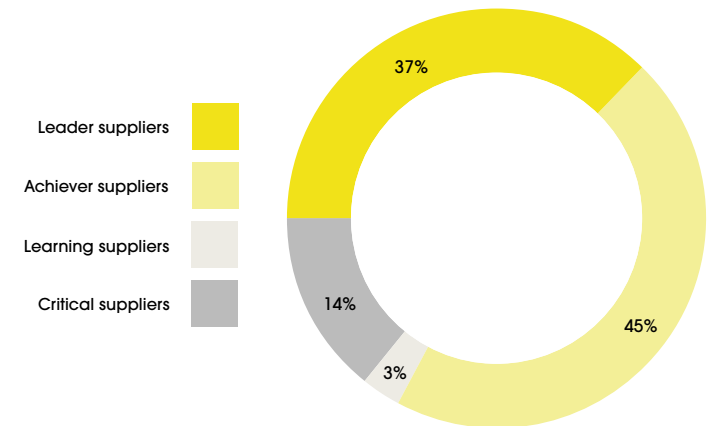
We requested 169 suppliers complete a Self-Assessment Questionnaire
 72% of these target suppliers completed a Self-Assessment Questionnaire
 55 of these suppliers improved their initial scores with our support

Improvement areas highlighted

Some of the key areas for improvement identified by the Self-Assessment Questionnaire included:

- Formal documentation of employee checks
- Grievance, escalation and remediation processes

Supplier rating at the end of 2025²



¹ Self-Assessment Questionnaires are valid for two years

² Rating Definitions: Leader: suppliers show a strong commitment to sustainability and transparency, going above and beyond compliance; Achiever: suppliers overall have a strong commitment towards sustainability, with some areas that have an opportunity to be improved; Learning: suppliers are in the early stages of their sustainability commitments or may not yet started to make any; Critical: "issues areas" have highlighted a breach of our Ethical Trade Requirements within a supplier's own operations.

Procurement suppliers

Risk Assessment Overview	
Location Risk	Medium
Sector Risk	High
Risk of Occurrence	High
Sphere of Influence	Medium

Due diligence: 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.

Onboarding process: In 2025, our ethical trade due diligence requirements were embedded into the process for onboarding a new supplier. This means new suppliers will have to align with our standards from the outset.

Labour provider due diligence requirements: Our policy and internal guide sets out requirements for selecting and engaging with labour providers. This includes reviewing key measures they have in place to align with our Ethical Trading Requirements and manage the risks specific to recruitment and provision of labour.

Training and communications: Raising awareness

Contractor induction and information hub: Key contractors who work on our sites at certain times complete a site induction, which includes a modern slavery video. This video includes details on: what modern slavery is, ways you can ask for help within our business or through external pathways such as Unseen, signposts additional resources, such as the Just Good Work App to understand rights at work within the UK. This is available electronically and in a contractor information hub.

On-site communications: We further signposted whistleblowing channels to on-site suppliers through posters.

Purchasing practices: Throughout 2025, we continued to action improvements to our purchasing practices identified by Better Buying in 2024. This included developing and launching an internal Procurement toolkit which addresses the ethical and commercial benefits of responsible purchasing practices. We also tested a new internal training programme with our Procurement team.

Investigating issues

Our approach to investigating potential breaches of our Ethical Trade Requirements - including modern slavery and forced labour - encompasses issues related to both people based on our sites and those located elsewhere within our supply chains.

Issues not on our sites

Individual issues

Individual off-site instances of modern slavery are most likely to be brought to our attention through our own due diligence or investigative journalism reports.

Our Incident and Crisis Management Process guides our action for any potential third-party brand or supplier issues raised. We immediately contact the relevant party to determine any impact on our supply chain and to understand their investigation, victim support and remediation approach. Each case will be different and would require us to consider various factors to determine our level of involvement and support.

Third-party brand investigations

Last year, in collaboration with our sister businesses across Selfridges Group, we used our Brand Investigation Process to engage with a small number of third-party brands who were the subject of media articles highlighting human rights concerns in their supply chains. Where issues were identified, we followed a structured approach of brand engagement, senior oversight and progress tracking. Standing firm in Selfridges' commitment to not knowingly profit from serious human rights abuses, we took the decision to remove any implicated stock from sale in response to these issues.

Systemic issues

Systemic issues indicating a risk of forced labour are most likely to be raised through investigative journalism reports or country/sector risk reports, for example issues last year surrounding exploitative practices in some Italian supply chains. We assess how these issues influence our risk assessment and due diligence processes. For example, our Ethical Trade Requirements prohibit materials sourced from countries or regions where credible information suggests that forced or child labour is used in their production. Our Self-Assessment Questionnaire requires detailed information on provenance and the processes in place to prevent forced labour; we then follow-up on these responses accordingly.

Issues on our sites

Any concerns regarding on-site forced labour – whether involving supplier personnel or, although less likely, our own team members – can be raised via our Speak Up Helpline, the UK Modern Slavery Helpline or our People team. No issues on our sites were reported in 2025.

If an issue is raised, we follow the Selfridges' Modern Slavery, Ethical Trade and Sustainability Response Plan. This 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. If needed, we would follow our Remediation Process, which is centred around ethical trade issues but touches on broader sustainability topics. It is aligned with the UN Guiding Principles on Business and Human Rights and contains case study examples.

Measuring effectiveness

Embedding standards

Our policies and guidance documents define our expected standards, including those regarding modern slavery where relevant. Anyone who works with us can report issues of concern and potential breaches of these policies via our Speak Up Helpline, 24 hours a day, all year round. We also monitor reports of potential breaches in other channels, such as media reports. Any issues which are reported to us are investigated.

Issues raised	2021	2022	2023	2024 ¹	2025
Calls to the Speak Up Helpline	23	13	12	35	15
Calls to the Speak Up Helpline relating to modern slavery	0	0	0	0	0

Proactively investigating

We proactively conduct due diligence in higher-risk areas, providing assurance that third-party brands and suppliers we engage with operate in line with our standards, and to identify action needed to improve practices. We continue to collaborate with our sister businesses across Selfridges Group to do this.

In addition to the due diligence below, targeted at higher-risk third-party brands and suppliers, other supplier information was reviewed from non-targeted third-party brands and suppliers. Self-Assessment Questionnaires are just one tool in our due diligence portfolio. Appreciating the limitations of these, we supplement them with more in-depth investigation on a risk-basis.

Due diligence	2021	2022	2023	2024 ¹	2025
Third-party brands and suppliers, including those defined as higher risk according to our criteria, targeted for due diligence	456	432	422	328	613 ⁴
Percentage of these third-party brands and suppliers that completed a Sustainability Self-Assessment Questionnaire	64%	62%	54%	68%	91% ⁵

¹In 2024, our reporting year was amended from February - January to January - December in 2024.

²Rating Definitions: Leader: brands or suppliers which show a strong commitment to sustainability and transparency, going above and beyond compliance; Achiever: brands or suppliers which overall have a strong commitment towards sustainability, with some areas that have an opportunity to be improved; Learning: brands or suppliers which are in the early stages of their sustainability commitments or may not yet started to make any; Critical: "issues areas" have highlighted a breach of our Ethical Trade Requirements within a brand or supplier's own operations.

³Figures relate to store leadership team members for 2021-22. In 2022-23 the target was expanded to include both store and non-store leadership.

⁴In 2025 we state the number of third-party brands defined as higher risk across all of Selfridges Group as part of our combined process. In previous years, this figure was only in relation to those defined by Selfridges, hence the increase in 2025.

⁵We are pleased to see this percentage increase from 2024 due to additional measures and growing maturity in our processes.

Sustainability Self-Assessment Questionnaire Results

Rating ²	Private label suppliers	Third-party brands	Procurement suppliers
Leader brands or suppliers	32%	16%	37%
Achiever brands or suppliers	44%	59%	45%
Learning brands or suppliers	0%	19%	3%
Critical-risk brands or suppliers	24%	6%	14%

Raising awareness

We raise awareness of modern slavery - including its relation to our business, key signs and necessary actions - through training and communications.

Training	2021	2022	2023	2024 ¹	2025
Percentage of leadership team members trained through modern slavery e-learning modules ³	59%	70%	37%	70%	57%

Our commitments for 2026

We remain guided by Harry Gordon Selfridges' original philosophies to be: Principled, Progressive and Preserving. Our Reselfridges 2030 sustainability strategy ensures our ethical standards and principles underpin every area of our business, including a pillar dedicated to our Principled Principles pillar is dedicated to ethical trade and human rights. It will help guide our action throughout 2026 as we continue to collaborate internally and externally with specialists, other organisations, and forums to help us to achieve the following actions across our three areas of focus:

01

Embedding Standards: Policies

Review and enhance policy and processes for onboarding private label suppliers and yellow collaborators.

02

Proactively Investigating: Due Diligence

Widen the scope of brand engagement through our Self-Assessment Questionnaire.

Expand our private label and procurement Self-Assessment Questionnaire programme.

Increase sustainability literacy amongst our key brands and suppliers through the launch of tailored support resources, one-to-one support meetings and identifying cross-learning opportunities.

Work with selected NGO, civil society and industry expert partners to further develop our due diligence programmes and the support we offer to our supply chain partners.

03

Raising Awareness: Training & Communication

Support team members spot the signs of modern slavery and know how to report any concerns.

Design a targeted rights awareness programme to address potential risks posed by contracted services.

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 2026.

Unless otherwise specified, data prior to 2024 is for 1 February - 31 January, and data for 2024 and 2025 is for calendar years.

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.

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