



Harrods



HARRODS *GENDER PAY GAP REPORT*



PUBLISHED APRIL 2026



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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 2025 Gender Pay Gap, allowing us to reflect on the developments seen over the past year, while looking ahead to areas for continued improvement in 2026.

This report provides a clear and transparent overview of our Gender Pay Gap as of April 2025. Compared with 2024, the gender pay gap has decreased by 2% on a mean basis and 4.2% on a median basis. These improvements have enabled Harrods to maintain a strong position, not only within the retail sector but across all industries.

We remain fully committed to ensuring fair and competitive pay for all our colleagues, particularly in light of ongoing inflationary pressures and the rising cost of living. In addition to implementing above-market pay increases year on year and continuing to invest in our front-line colleagues, we also continue to invest in colleague wellbeing, inclusion initiatives and benefits.

Such investments position Harrods at the forefront of the market and reinforce our promise to reward colleagues for their contribution. Our people are at the heart of everything we do, and our dedication to fostering an inclusive and equitable culture remains central to the Harrods brand and business.

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 colleagues must publish and report figures about its Gender Pay Gap. The data analysed in this report is from April 2025.

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 a 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 the 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 them into four equal-sized groups and calculating the percentage of men and women in each.

VAR stands for variance.

GENDER PAY GAP SUMMARY

(DATA FROM APRIL 2025)

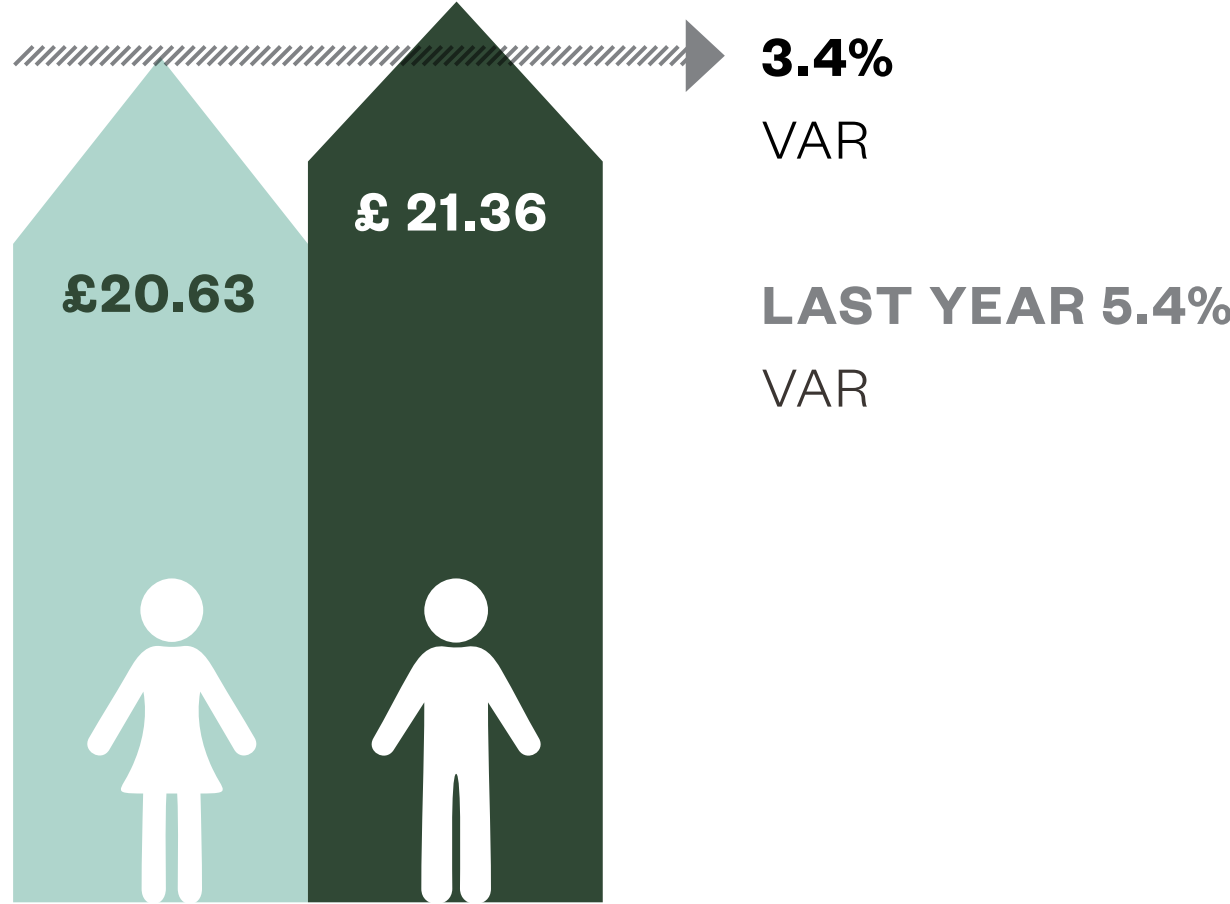
THE MEAN PAY GAP

The mean pay gap has significantly improved, decreasing to 3.4% in 2025, down from 5.4% in 2024 and 7.7% in 2023. This reflects a strong commitment to pay equity and continued progress in creating a more balanced and inclusive workplace.

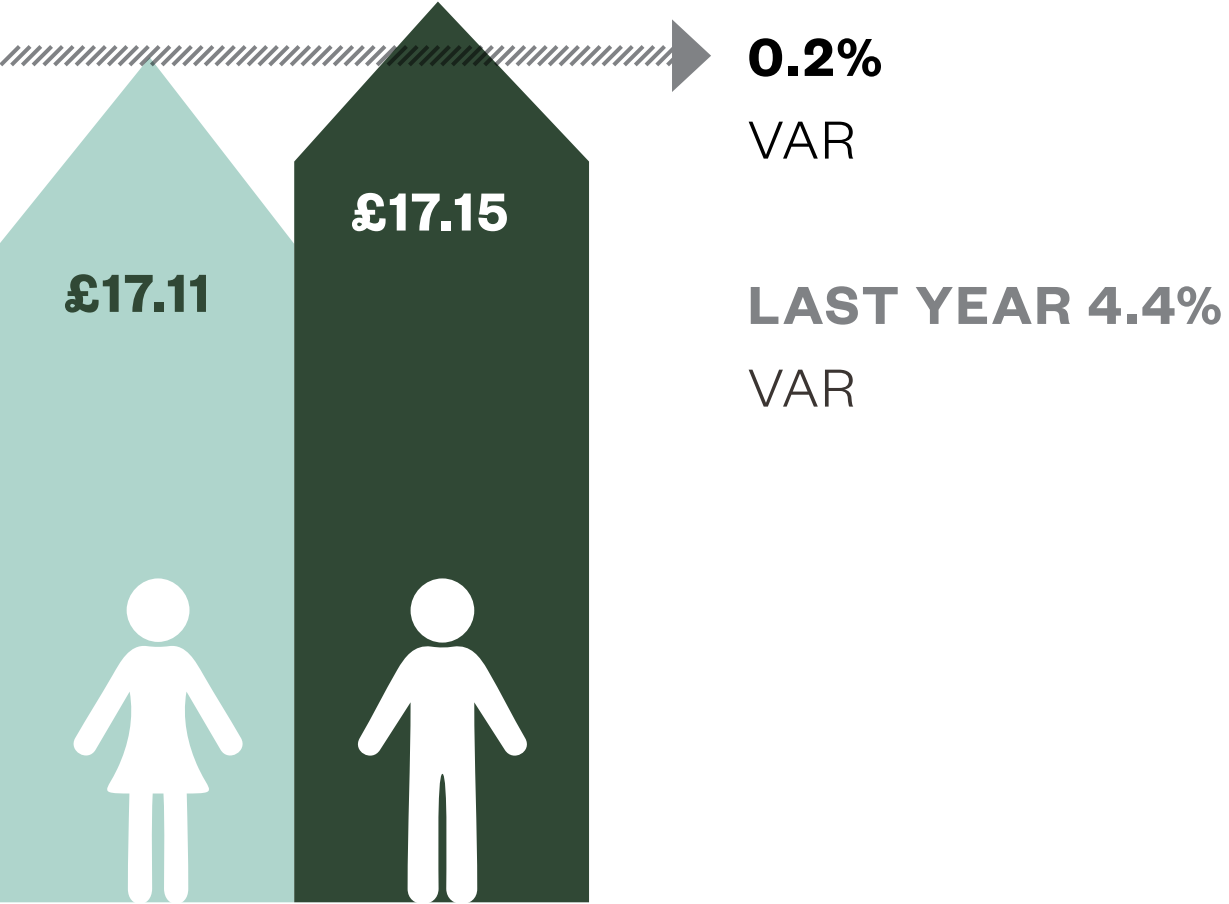
THE MEDIAN PAY GAP

The median pay gap had largely improved from 4.4% in 2024 (3.8% in 2023) to 0.2% in 2025.

MEAN HOURLY RATE



MEDIAN HOURLY RATE



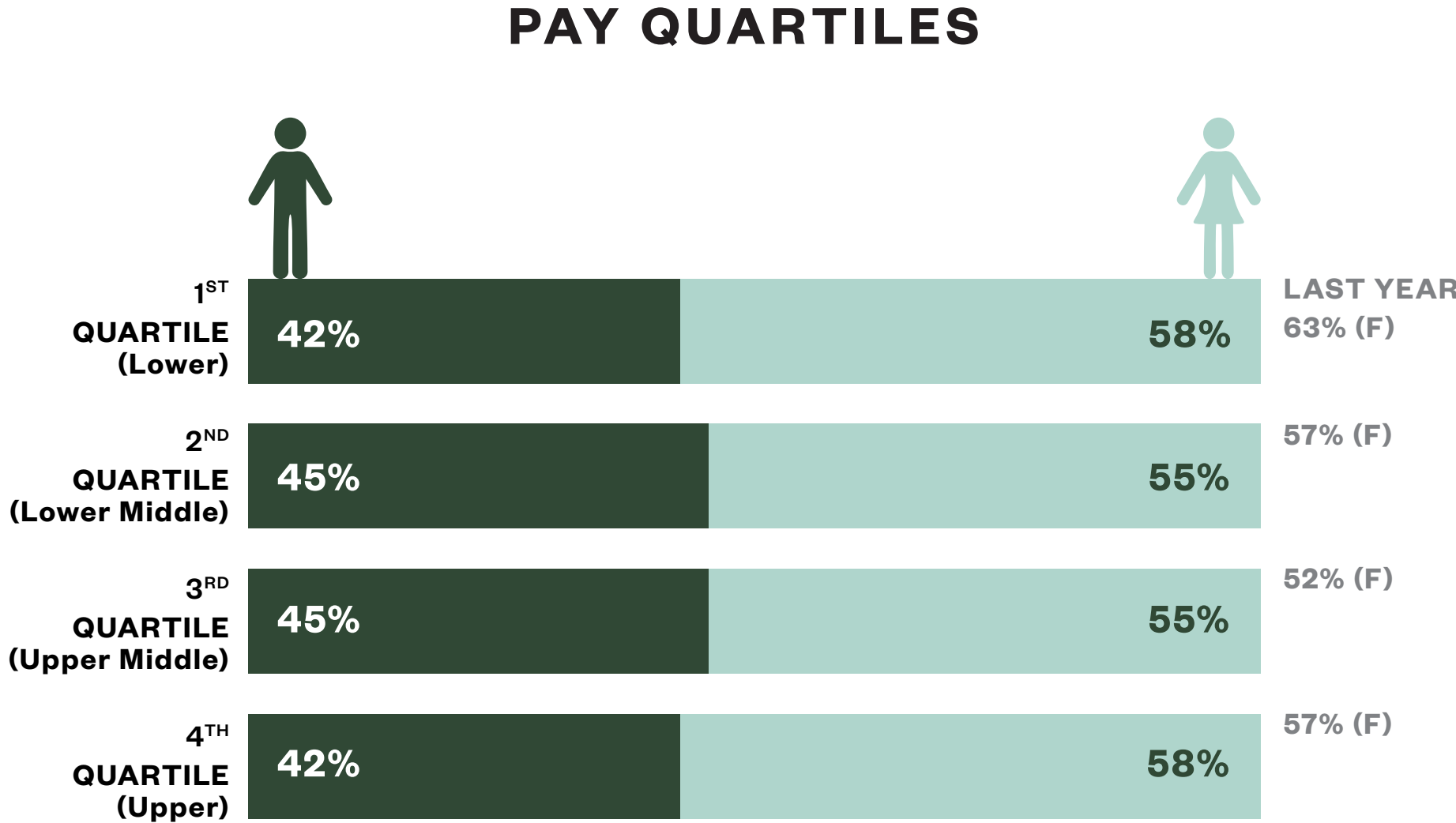
GENDER PAY GAP SUMMARY

(DATA FROM APRIL 2025)

PAY QUARTILES

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.

In 2025, women made up 58% of the first pay quartile, 55% of the second, 55% of the third and 58% of the fourth pay quartile.



GENDER BONUS GAP SUMMARY

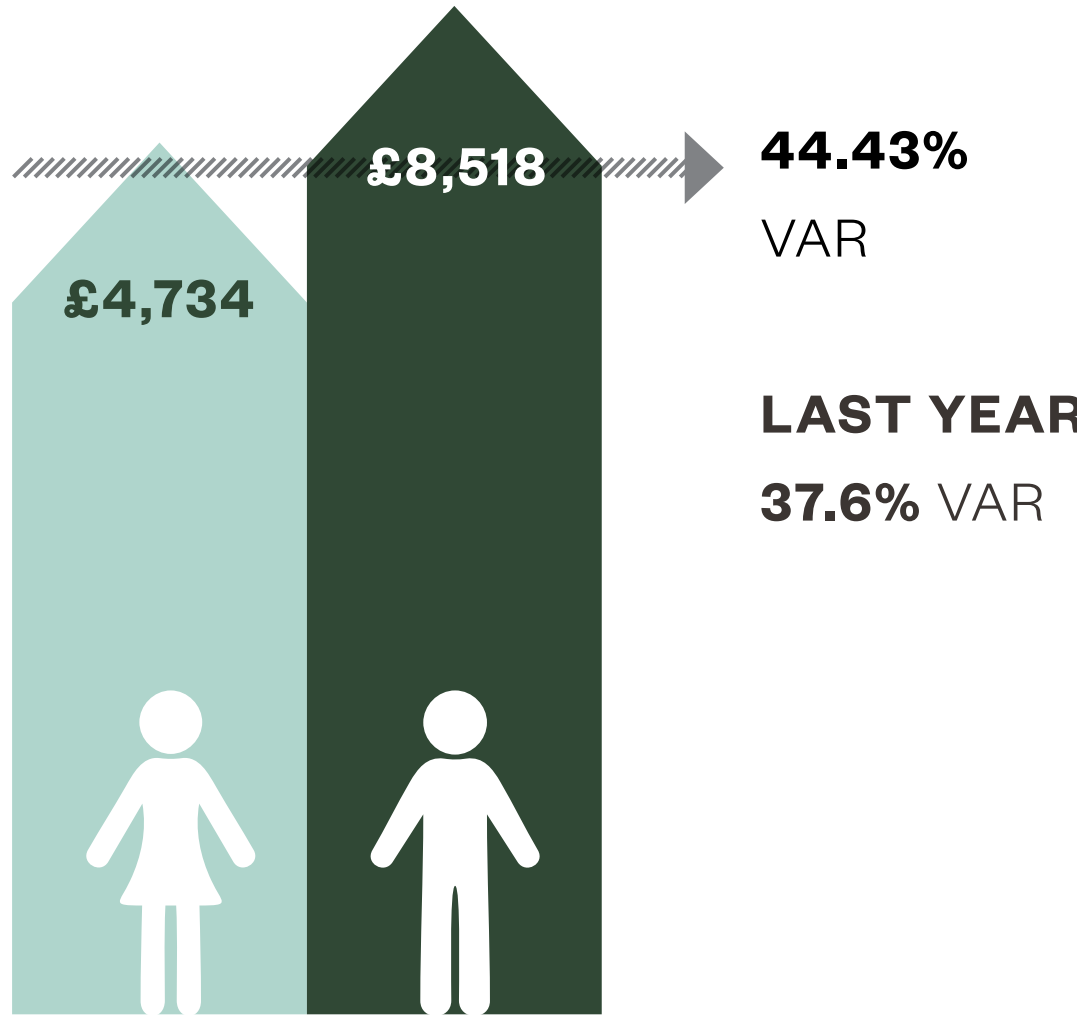
(DATA FROM APRIL 2025)

BONUS GAP

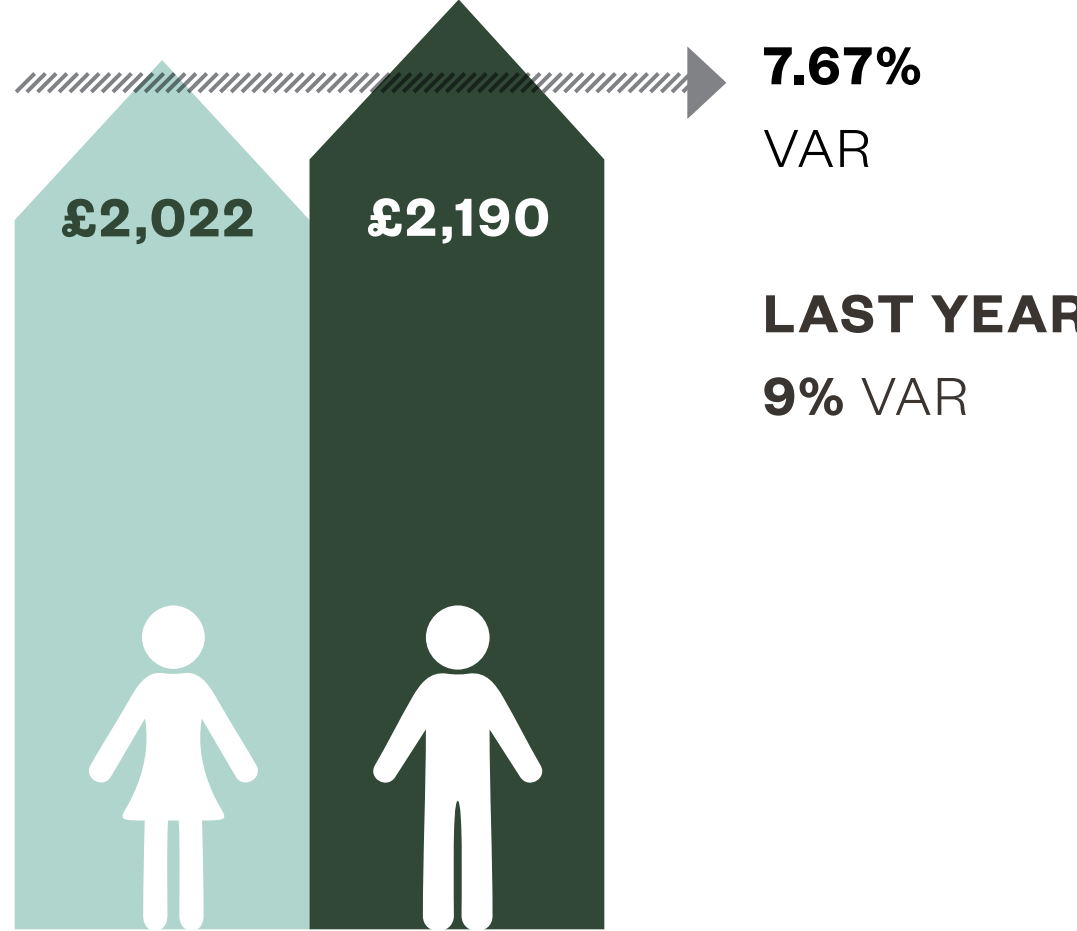
Compared with last year, there was a slight decrease in the proportion of both men and women receiving a bonus in 2025. Overall, 57% of colleagues received a bonus this year, down from 62% last year.

The mean bonus gap increased from 37.6% last year to 44.4% this year. However, the median bonus gap decreased from 9% last year to 7.7% this year.

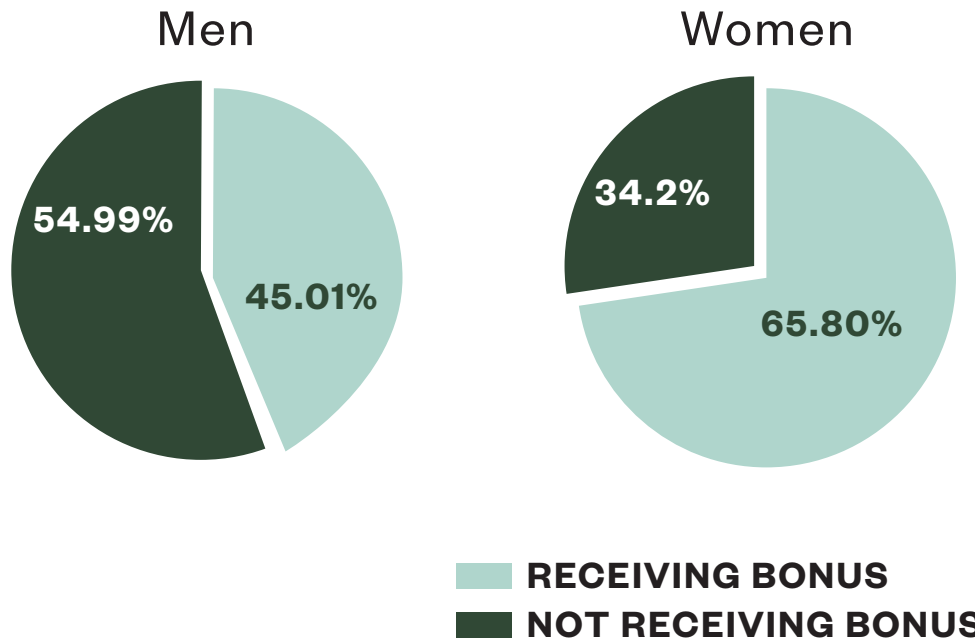
MEAN BONUS



MEDIAN BONUS



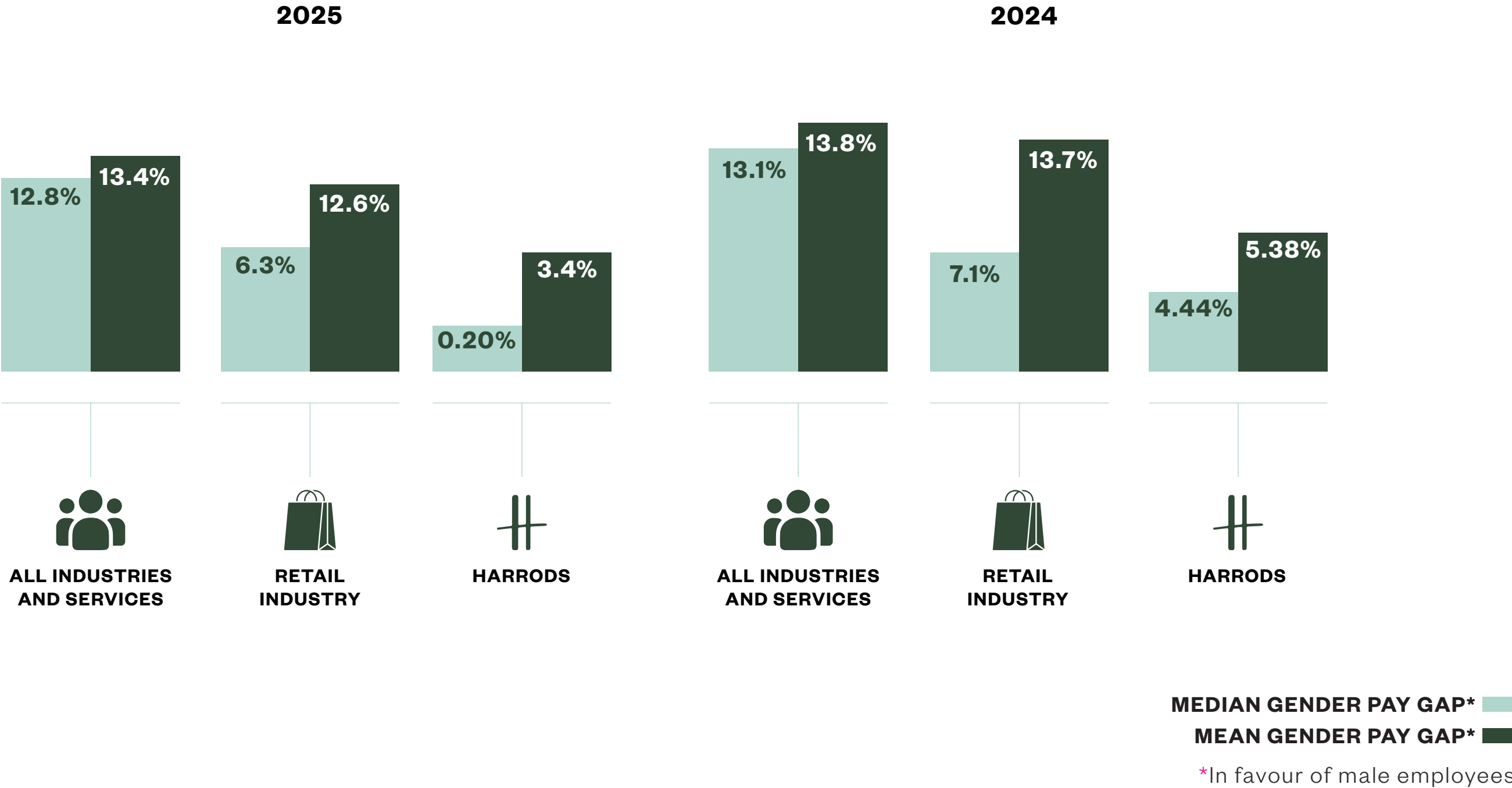
RECEIVING BONUS



BENCHMARKING

DATA FROM APRIL 2025

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

OVERALL

Across all industries, according to the latest available national data, the median Gender Pay Gap was 12.8% and the mean Gender Pay Gap was 13.4%.

IN RETAIL

Across the retail industry, according to the latest available national data, the median Gender Pay Gap was 6.3% and the mean Gender Pay Gap was 12.6%.

AT HARRODS

In Harrods, for 2025, the median Gender Pay Gap was 0.2% and the mean Gender Pay Gap was 3.4%. The significant improvement in Harrods' mean and median pay gap for 2025 reflects a more balanced earning distribution across all colleagues, underlining strong progress in pay equity. Both the mean and median gender pay gaps remains very competitive compared with the retail industry and the broader market.



OUR COMMITMENT

We are committed to ensuring a fair and equitable approach to pay, and have robust review processes and committees in place to achieve this. This year we have invested not only in base pay but also in the benefits we offer, our policies and the development of our colleague-owned networks.

We introduced our new benefits platform, Benefits Box, which offers colleagues the opportunity to opt into and flex their benefits to suit individual needs and circumstances. We have also delivered sessions through our external partner, Fidelity, on financial wellbeing and planning for the future to help equip colleagues with the tools and knowledge they need to support their own financial wellbeing.

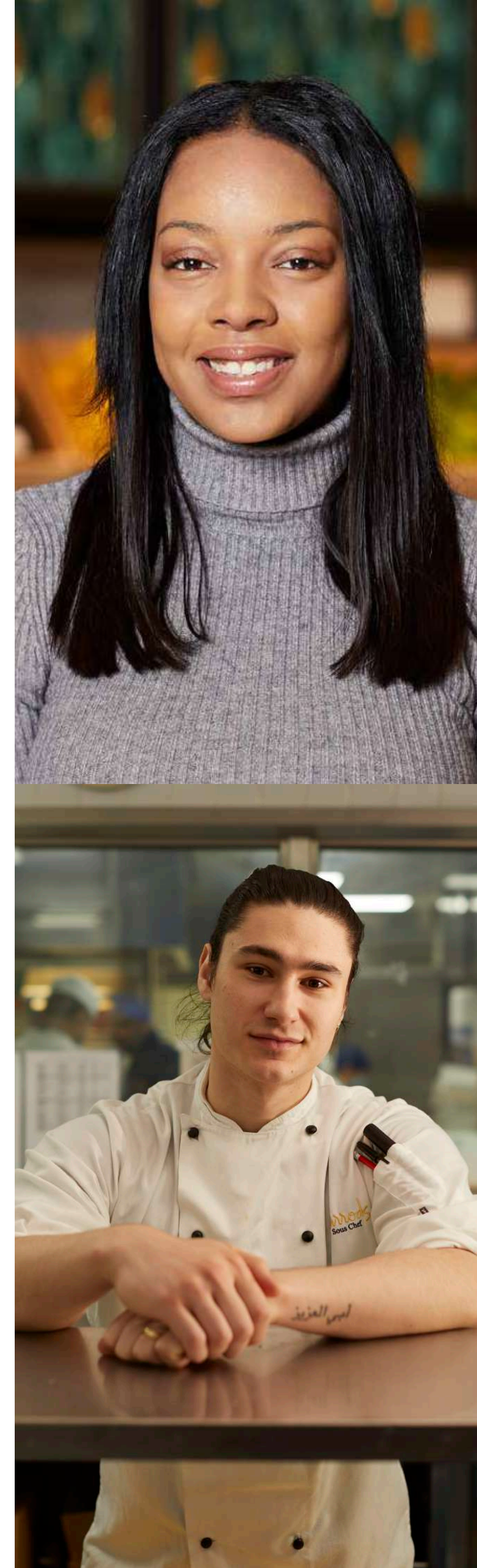
Inclusion and wellbeing remain a key focus – and we use our listening channels to check in on progress and guide our priority areas. We have a focused section in our annual engagement survey on Diversity, Inclusion and Wellbeing, and in 2025 we launched our first stand-alone Culture Survey to gather additional insight and check in on the impact of our activity to enable a safe and respectful culture at Harrods. In addition to the internal insight gathered, we benchmark our progress externally against others in the retail industry. Annually we participate in an EDI (Equity, Diversity & Inclusion) maturity assessment in partnership with Inclusion In, which provides a comprehensive snapshot of our maturity in inclusion, and how we compare to the rest of the industry. In 2025, we again scored above the industry average.

We continue to reinforce our zero-tolerance stance on harassment and non-inclusive behaviour, and regularly review and develop our policies and practices to reflect this. In 2025, we relaunched our Mental Health First Aider community, and continued to build our Sexual Harassment Support Officer community – both intended to provide expert support and guidance to colleagues. Both communities are given regular upskilling and opportunities to connect to ensure they are fully equipped

to guide colleagues who contact them. To further reinforce our support for colleagues, we launched our Domestic Abuse Policy and supporting toolkit to guide colleagues and managers, including the introduction of Safe Leave to allow for arrangements to be made, or attending appointments for those experiencing abuse.

The health and wellbeing of our colleagues is a priority, and we continuously review and develop our policies to promote this. In 2025, we launched our Fertility Policy to demonstrate our commitment to colleagues through their fertility journey, including the introduction of Fertility Leave to provide paid time off for key fertility procedures. We also reviewed our Menopause Policy, and worked with our Women's network to develop and improve the support we provide for colleagues navigating the impact of perimenopause. We have made our commitment to menopause support clear, and were recognised for this through becoming accredited as a Menopause Friendly employer.

Our Belonging Networks remain central to our progress and focus areas for inclusion and wellbeing, and are well-established, colleague-owned connected communities. In 2025, we welcomed our eighth network to the group, our Carers Network. Our networks work together to support each other and present a united and intersectional lens through their campaigns and events. All networks have executive sponsorship to help guide and amplify their activity. We host a Belonging Board quarterly where we bring all network chairs and executive sponsors together to share key activity, celebrate success, and work together to find solutions to any challenges the communities are facing. It is also a space to develop ideas and gather feedback. We continue to see membership and engagement in our networks grow and strengthen, and we use our networks as a key listening channel and space to gather colleague insight and sentiment.



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 remain 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 to 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 make you feel comfortable 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 support 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 FROM OUR CHIEF PEOPLE OFFICER

Reporting our Gender Pay figures allows Harrods to reflect on how we are performing in terms of pay parity and to analyse areas where 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 with 2024. We will continue to reduce our gender pay gap through embedding an equitable approach to hiring, talent development and retention.

Enabling an inclusive and respectful culture remains a key focus for us, and we are continuously evolving our policies and practices to reflect this. We are focused 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.

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

Harrods

THANK *YOU*