

# H&M HENNES & MAURITZ UK & UK SERVICES LTD GENDER PAY GAP REPORT

2025



# About our gender pay report

We are pleased to share H&M's Gender Pay Gap analysis for the 2025/26 reporting period. The data within our report provides an overview of the average pay differences between women and men across our organisation based on the snapshot date of 5<sup>th</sup> April 2025. Our bonus gap calculations are based on the bonus payments made in the 12 months to 5<sup>th</sup> April 2025.

The gender pay gap measures the difference in average pay between all women and all men working in any role within our two UK legal entities: H&M Hennes & Mauritz UK Limited and H&M Hennes & Mauritz UK Services Limited. This calculation looks at the overall workforce, not at individuals or specific roles.

The result is expressed as a percentage of men's earnings. For example, if we report that women earn X% less than men, this means that the average hourly pay for women is X% lower than the average hourly pay for men. A positive percentage indicates that women earn less than men on average whereas a negative percentage indicates that women earn more than men on average.

It is important to note that the gender pay gap does not measure equal pay or assess whether individual colleagues are being paid fairly for the work they do.

Instead, it reflects how women and men are represented across different levels, functions, and seniority within the organisation. A higher proportion of men in senior or higher-paid roles – or a higher proportion of women in junior or lower-paid roles – will widen the gender pay gap, even if everyone is paid correctly within their salary band.

All brands within the H&M Group\* operating in the UK are included in this calculation. Our findings have been prepared in line with applicable legislation, regulations, and guidance, using all pay data regardless of role or pay rate. We use the terms “men” and “women” throughout our Gender Pay Gap Report for clarity and readability. We acknowledge that gender is not binary and remain committed to fostering an inclusive workplace for all colleagues.

During the reporting period, 6702 colleagues were included in the analysis for H&M Hennes & Mauritz UK Limited, and 814 colleagues were included in the analysis for H&M Hennes & Mauritz UK Services Limited.

Our pay profile reflects the composition of our workforce which, similar to many UK retailers, consists largely of women. At the snapshot date, our workforce across the combined entities operating in the UK comprised 76.5% women and 23.5% men.

We are committed to transparency and progress. This report reflects our determination to address inequalities and foster a workplace where every individual, regardless of gender, has the opportunity to thrive and succeed.

*\*Our brands:*

*H&M / H&M Home / COS / &Other Stories /  
Arket / Weekday / Cheap Monday / Monki*

# At a glance: H&M Hennes & Mauritz UK Limited

## pay gap report 2025

Our 2025 gender pay gap analysis shows that on the snapshot date of 5<sup>th</sup> April 2025 the mean gender pay gap was 10.5%, in favour of men (2024: 11.7%). Our analysis shows no discernible median pay gap, at 0.0% (2024: 1.7%).

We're pleased to note that these figures indicate our gender pay gap remains small and that any gap that exists is influenced by role distribution rather than structural bias. Our results reflect the mix of roles and levels across our teams. We're also pleased to see our results for 2025 reflect the steady progress we are making to bringing down our gender pay gap.

Mean GPG  
**10.5%**  
In favour of men

**6,702**  
Total  
colleagues\*

**80.1%**  
Colleagues are  
women

Median GPG  
**0.0%**  
No discernible gender pay gap

**72.2%**  
Head Office roles  
held by women

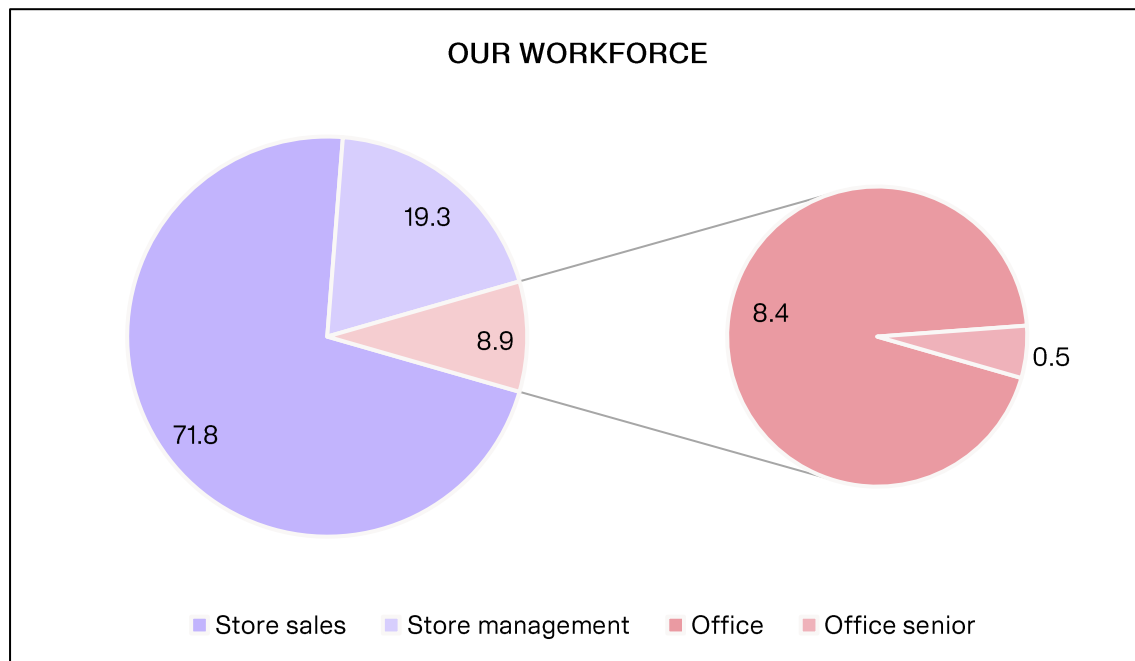
**19.9%**  
Colleagues are  
men

Gender representation continues to be a defining feature of our retail organisation. Women are the majority across all contract types, and this trend extends to leadership positions, with 72.2% of our roles in our Support Office held by women. This strong presence at the top reinforces our commitment to supporting career development and growth for all colleagues.

Our results for 2025 align with H&M's core values of believing in people, fostering teamwork, and driving constant improvement, which guide how we create an inclusive and fair workplace.

# Our workforce

Our workforce is split into three distinct groups: store sales-level team members who make up the majority of our colleagues; store Management colleagues, who lead and support store operations; and our office colleagues, working across our Area Teams and Support Offices. This structure helps us understand representation and pay across different parts of the organisation.



## Store colleagues

Store colleagues represent 91.1% of our total workforce, comprising 80.8% women and 19.9% men. Stores are the primary workplace for both groups, with 92% of all women and 87.6% of all men working in this environment.

Within this group, 71.8% of our total workforce are bi-weekly paid sales-level colleagues. Here, we see a small 0.9% mean gender pay gap in favour of men, driven by more men working in the highest-paid locations and age bands. Men and women receive equal hourly pay when working in the same location and age tier, and all bi-weekly colleagues are paid consistently within location-based pay structures.

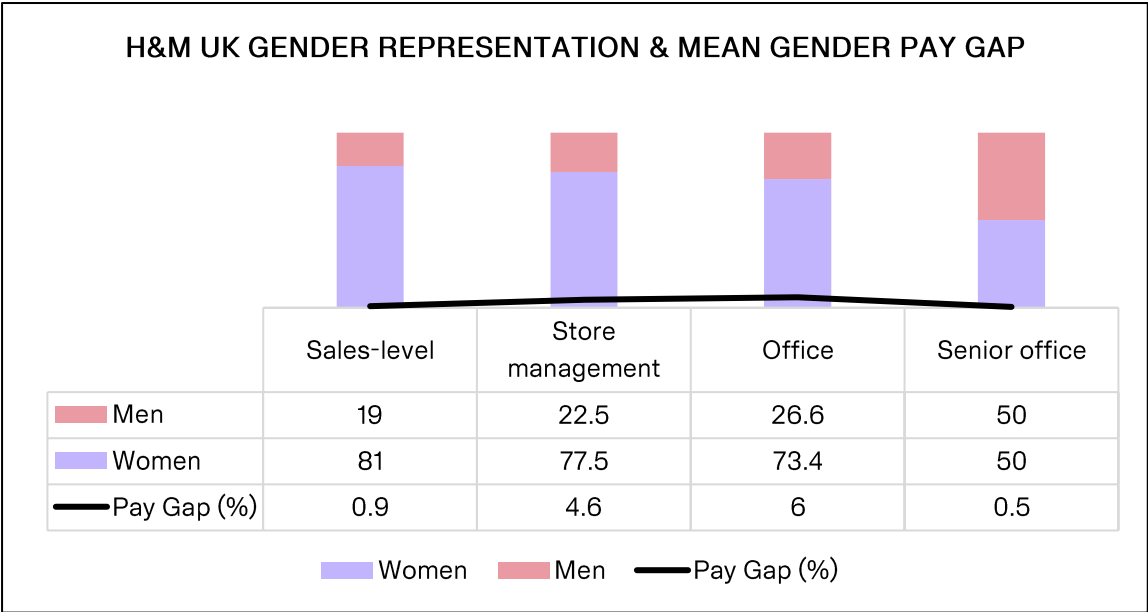
Our store management teams account for 19.3% of the workforce and include roles such as Department Managers, Visual Merchandisers and Store Managers. This group is 77.3% women and 22.7% men, and pay is determined by internal position-level bands to ensure fairness and consistency. Colleagues are paid according to the salary bands assigned to their position level. This means that employees working in similar roles will be paid within the same salary band.

Within store management, the mean gender pay gap is 4.4% in favour of men, largely reflecting that more women hold lower-level management roles.

Management (office)

Our monthly paid office colleagues represent 8.9% of our workforce across Area Teams and Support Offices. While this group remains majority women, it has the highest proportion of men in the organisation, with men making up 27.8% of office colleagues. The mean gender pay gap here is 14.7% in favour of men, driven by more women working in lower-level roles, mirroring trends seen in store management.

We recognise the need to increase representation from women in senior positions and to attract more men into office roles overall. At the most senior office level, representation is balanced (50% women / 50% men) and the pay gap reduces significantly to 0.5% in favour of men.

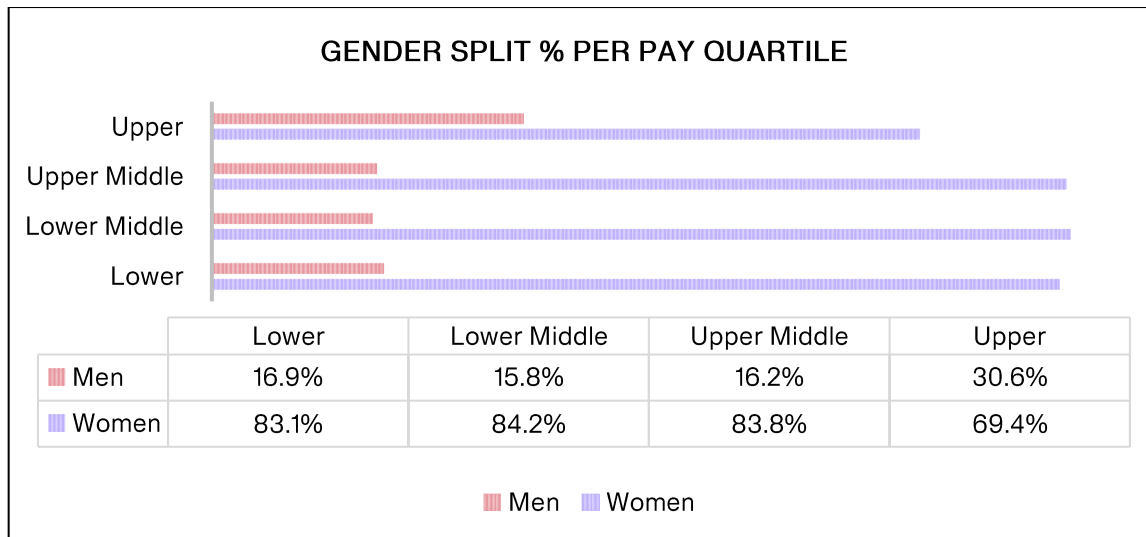


Additional context

When calculating these results, the data for 41 colleagues was removed before the report was finalised. While these individuals are employed by H&M Hennes & Mauritz UK Limited they are seconded from H&M head office in Stockholm and their salary cost is charged back to our Swedish parent company. Accordingly, we think that excluding them gives us a more accurate snapshot of our UK workforce. Were we to include these colleagues, our overall mean gender pay gap would be 12.4% in favour of men.

# Pay quartiles & Bonus data

This chart shows our colleagues within H&M Hennes & Mauritz UK Limited split into four equal quartiles based on hourly pay, with the top quartile representing the highest-paid 25% and the lower quartile the lowest-paid 25%. The figures indicate the gender balance within each quartile:



The analysis shows that we consistently have a higher proportion of women than men across all pay quartiles. We believe this consistency encourages our teams to see opportunity to grow and develop within the H&M Group.

## Bonuses

In total during the relevant period, 40 bonuses were awarded across the company. 0.93% of men and 0.65% of women received a bonus. Of the 40 colleagues awarded bonuses, 14 were men and 26 were women.

- Long service awards are given to all colleagues at set service anniversary dates.
- Management training bonuses are issued to colleagues who have successfully completed training, moving them from a sales to managerial role, with a set rate awarded to colleagues irrespective of gender.
- Bonus are awarded as part of our Global Incentive Scheme to our most senior colleagues irrespective of gender.

We see a mean average of a 68.8% gender pay gap in favour of men in respect of the bonus value awarded. Our results show a 63.7% median average gender pay gap in favour of men. The pay gap we see in the bonus results is attributed to the fact that women were more likely to receive long-service award bonuses, whereas men accounted for a greater share of bonuses issued through the Global Incentive Scheme.



# At a glance: H&M Hennes & Mauritz UK Services

## Limited pay gap report 2025

Our 2025 gender pay gap analysis shows that the mean gender pay gap was 0.6% and median gap was 0.0% indicating no discernible gender pay gap. Our results remain consistent with the data from 2024 (mean: 0.6%, median: 0%).

Mean GPG

**0.6%**

In favour of men

**814**

Total  
colleagues\*

**47.3%**

Colleagues are  
women

Median GPG

**0.0%**

No discernible gender pay gap

**70.0%**

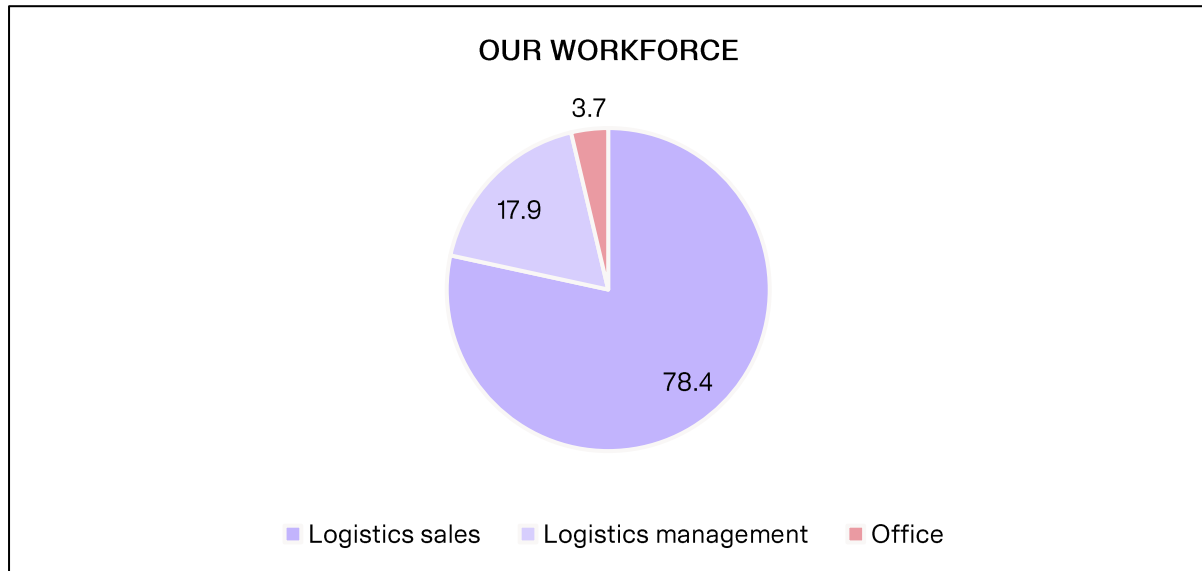
Head Office roles  
held by women

**52.7%**

Colleagues are  
men

# Our Workforce

Our workforce within H&M Hennes & Mauritz UK Services Limited is split into three distinct groups: logistics sales team, logistics management team and our office colleagues who support our logistics and other non-retail operations.



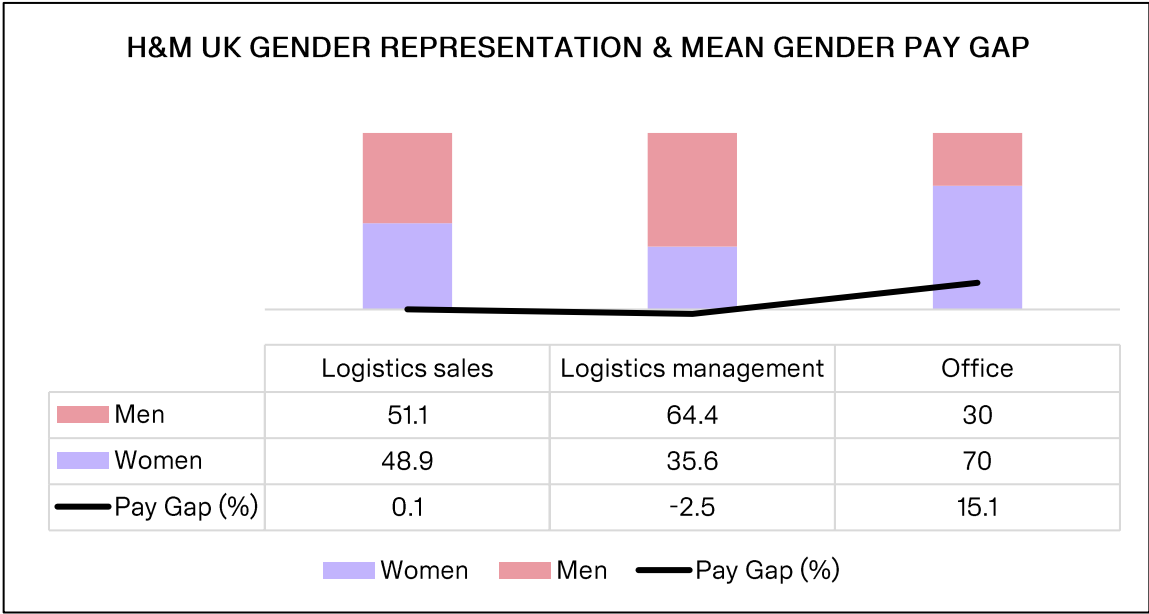
## Logistics colleagues

Our logistics sales team is our largest population, representing 78.4% of colleagues across four locations within H&M Hennes & Mauritz UK Services Limited. This group is almost evenly split by gender (48.9% women, 51.1% men) and receives equal hourly pay when men and women work in the same role and location. As a result, the mean gender pay gap is minimal at 0.1% in favour of men.

Our logistics management team represents 17.9% of the workforce and is composed of 35.6% women and 64.4% men. Management pay is set through consistent internal pay bands, ensuring fairness for colleagues at the same position level. Within this group, the mean gender pay gap is -2.5% in favour of women, reflecting a higher proportion of women in roles at higher-paid position levels compared to men in the same cohort.

## Management (office)

Within H&M Hennes & Mauritz UK Services Limited, we also have a group of office colleagues working across a range of non-retail functions, representing 3.7% of our workforce. This group is 70.0% women and 30.0% men, with a mean gender pay gap of 15.1% in favour of men. This reflects that colleagues who are men in this population are more likely to hold roles at the highest-paid position levels, and we are focused on increasing representation from women in these senior roles.

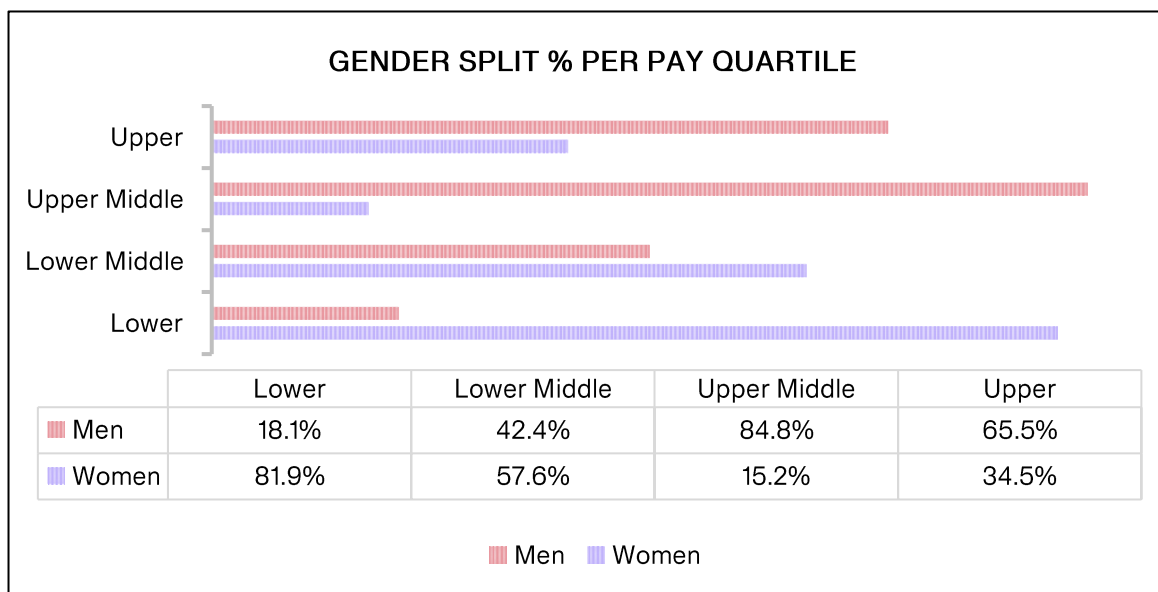


Additional context

When calculating these results, the data for 41 colleagues was removed before the report was finalised. While these individuals are employed by H&M Hennes & Mauritz UK Services Limited they are seconded from H&M head office in Stockholm and their salary cost is charged back to our Swedish parent company. Accordingly, we think that excluding them gives us a more accurate snapshot of our UK workforce. Were we to include these colleagues, our overall mean gender pay gap would be 2.4% in favour of men.

# Pay quartiles & Bonus data

This chart shows our colleagues in H&M Hennes & Mauritz UK Services Limited split into four equal quartiles based on hourly pay, with the top quartile representing the highest-paid 25% and the lower quartile the lowest-paid 25%. The figures indicate the gender balance within each quartile. The analysis shows that we consistently have a higher proportion of women than men across all pay quartiles. We believe this consistency encourages our teams to see opportunity to grow and develop within H&M Group.



## Bonuses

In total during the relevant period, 5 bonuses were awarded across the company. 0.67% of men and 0.8% of women received a bonus. Of the 5 colleagues awarded bonuses, 4 were men and 1 was a woman. Bonuses comprised of long service awards and management training bonuses.

- Long service awards are given to all colleagues at set service anniversary dates.
- Management training bonuses are issued to colleagues who have successfully completed training, moving them from a sales to managerial role, with a set rate awarded to colleagues irrespective of gender.

We see a mean average of an 86.4% gender pay gap in favour of men in respect of the bonus value awarded. Our results show a 79.7% median average gender pay gap in favour of men.



# What actions are we taking?

At H&M Group, we nurture a culture that empowers everyone to reach their full potential, celebrating diverse perspectives that inspire authenticity and creativity. We are pleased with progress in some areas, but recognise there is still work to do in others.

## Compensation & Benefits

- All roles across the H&M Group are mapped within our Job Framework, using the International Positioning Evaluation (IPE) system to ensure fairness and consistency. This framework sets clear, equitable salary bandings that reflect role expectations, responsibilities and business objectives.
- Our annual Salary Review is data-driven and allows us to identify areas where adjustments are needed to promote equity. Leaders receive training throughout the process to reinforce inclusive decision-making and to ensure equality, diversity and fairness remain central to all pay decisions.
- We also continuously review our benefits offering to ensure it meets the needs of our colleagues. Health and wellbeing remain especially valued, and we are proud to continue our partnership with the Retail Trust in 2025/26, providing essential support through their Employee Assistance Programme across all H&M functions in the UK.

## Trainings & Communication

- Each year we conduct a company-wide employee survey to understand colleagues' experiences, with a key focus on career growth. Insights from this survey guide improvements to development pathways, ensuring that opportunities for progression are equally available to women and men.
- We are committed to providing equal access at every stage of recruitment, development and progression. We actively encourage applications from all genders for roles across the business and work to secure talent in a way that strengthens balanced representation at all levels.
- Our learning platform, *The Learning Studio*, offers a range of upskilling opportunities to support colleagues in preparing for future progression. Expanding this offering more widely this year will ensure that all colleagues have access to the key skills they wish to develop.