

A fashion advertisement featuring three models against a black background. The model on the left is seated, wearing a purple off-the-shoulder top and matching shorts, with orange high-heeled sandals. The model in the center stands, wearing a silver blazer over a black top and bright green high-waisted trousers, with silver high-heeled sandals. The model on the right stands, wearing a green two-piece outfit with a bright pink clutch bag and pink high-heeled sandals. The text 'GENDER PAY REPORT' is overlaid in large white letters, and 'RIVER ISLAND' is below it in smaller white letters.

GENDER PAY REPORT

RIVER ISLAND



UNITED KINGDOM: SNAP SHOT 5 APRIL 2022

A NOTE FROM OUR CEO

At River Island, our colleagues make the difference to our customers day in, day out and we're committed to making River Island a place where everyone loves to work. This means being an inclusive employer that treats everyone fairly, with respect and encourages colleagues to be themselves: #everyislandercounts

Our gender pay gap reporting forms an important part of this ethos, helping us pinpoint areas of improvement, and measure our progress. It's vital that we continue to analyse and improve as we build a working environment that is supportive and enjoyable for all.

This is the first year since the pandemic that all colleagues have been fully back in the business, following the end of furlough. As such, our 2022 gender pay gap figures present a more accurate picture of our positioning than recent years.

Overall, there are some positive changes from last year: a reduction of the median gender pay gap, an increase in number of women receiving bonuses, and strong representation of women across all our pay quartiles. However, our mean gender pay gap increased slightly from 21.5% last year (2021), to 25.2% on the 2022 snapshot date.

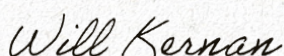
We are proud to have a strong representation of women in all pay quartiles, with our upper and upper middle quartiles demonstrating a high number in our most senior roles. The percentage of women in each pay quartile is consistently above 70%. This demonstrates that women are consistently progressing through to the top roles. We are confident that the pay ranges we set, enable all people to be treated fairly and be paid equally for the same role and experience.

The diversity of our Islander community is something that we continue to encourage. As a business, we have worked hard to establish supportive internal communities to help everyone feel a strong sense of belonging. All Islanders can access support from these communities, which includes groups for parents and carers, LGBTQ+, women on the Island and neurodiverse Islanders. We are dedicated to ensuring everyone has the support they need to thrive when working at River Island. Our Your ID community organises events to celebrate and champion the diverse heritage we have across the Island and make everyone feel included.

As a family-owned business, we proudly consider ourselves a family friendly place to work. In the past year, we have introduced new family policies: offering enhanced pay for maternity, paternity and adoption, we have also implemented guidelines for paid time off during fertility treatment, to ensure colleagues can take time off without worrying about the impact to their finances or careers. To further support our Islanders, we have introduced new guidelines on baby and pregnancy loss, which includes paid time off for loss at any stage of pregnancy.

At River Island we actively listen to colleagues and customers to help us make improvements across all areas of the business. We will continue to work hard to increase diversity, inclusion and equality across all levels of the business, and ensure that River Island remains a welcoming place for all who work here.

All the best,



Will Kernan CEO.

GENDER PAY GAP EXPLAINED

Gender Pay Gap is different to equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. Equal pay is an employer's legal obligation to give men and women equal pay for equal work.

The Gender Pay Gap shows the difference between the average pay of all women compared to the average pay of all men within the organisation, regardless of the level or type of work carried out.

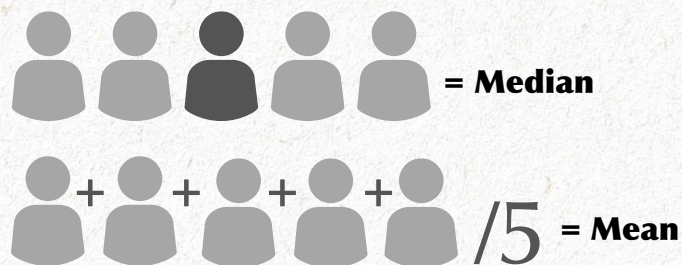
This means that the representation of male and female colleagues within our business will have an impact on the gender pay gap. As with many retail organisations, our gender pay gap at River Island is strongly influenced by the high percentage of female colleagues in our stores and the type of roles they undertake.

A positive figure indicates a pay gap in favour of men and a negative figure indicates a gap in favour of women.

HOW DO WE CALCULATE THE PAY GAP?

Calculating the mean: The mean gender pay gap is the difference between the average hourly rate of pay for women, compared to the average hourly rate of pay for men within a company and expressed as a percentage.

Calculating the median: The median is the middle point of a population. Imagine you had 2 rows; 1 of all the women's hourly rates of pay from highest to lowest, and in another row all the men's hourly rates of pay highest to lowest. The median pay gap is the percentage difference between the middle female's hourly rate of pay compared to the middle male's hourly rate of pay.



HOW DO WE CALCULATE THE BONUS PAY GAP?

We calculate the bonus gap based on the actual bonus paid to our colleagues in the 12 months prior to April 2022. This means that pro-rated amounts (rather than full-time equivalents) are used for part-time colleagues.

OUR WORKFORCE

We are proud to report an increase in female representation in the business to 81%, up from 76% last year.

Women continue to be well represented at all levels across the business, with 59% of our senior leadership team made up of females.



Gender Pay Gap regulations mean we must identify our people as either male or female. However, we recognise that gender identity is not binary, and we have adapted our people system so our colleagues can identify themselves as they prefer. We aspire to be a truly inclusive employer including supporting our non-binary and gender-fluid colleagues. We focus on this via our EDI strategy and our communities of support.

OUR PAY QUARTILES

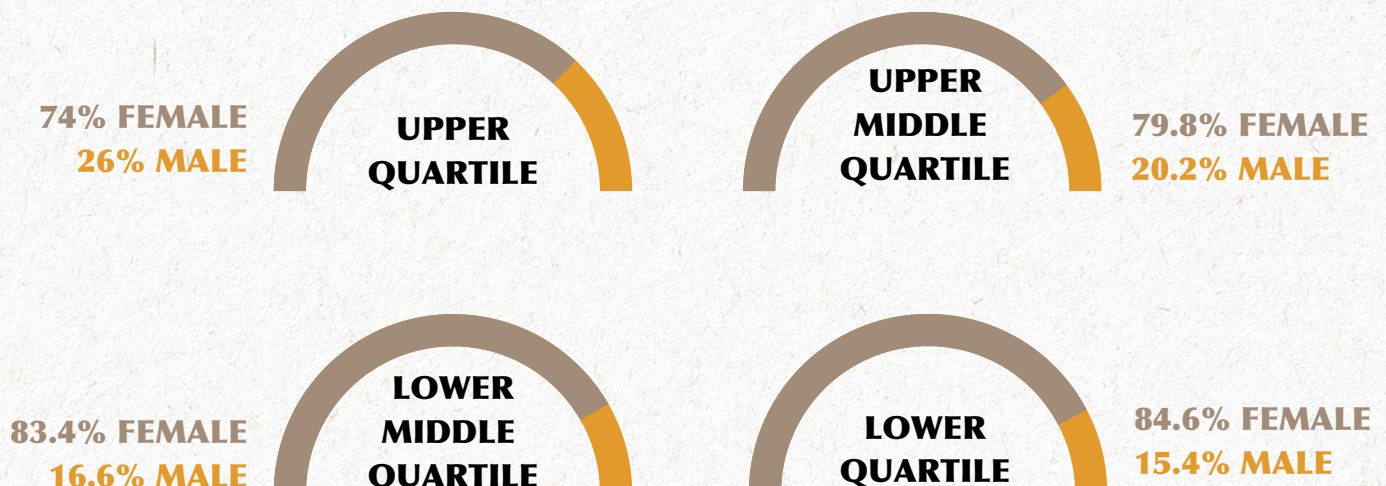
The pay quartiles rank all colleagues' pay across the business from lowest to highest and are divided into four groups. The lower quartile represents the lowest paid, typically entry level roles, while the top quartile represents the most senior roles and therefore the highest paid roles.

The percentage of women in each pay quartile is consistently above 70%. There is no drop off in female representation for the top quartile which is more typically seen in the industry. This evidences that women are making it through to senior roles at River Island in the UK.

We have seen a continued increase of female representation in all quartiles compared to last year. Our biggest shift is reflected in the upper quartile with an increase of 19.4% female colleagues since last year. We have a higher volume of female colleagues in the lower pay quartile as we operate many flexible varied contracts and work patterns over a 7-day week. This supports more women to enter and stay in the workplace, as societally it is women who are still the primary care givers.

We are committed to supporting everyone to develop and grow their career at River Island, and to continue the upward trend of female representation in senior leadership roles.

Whilst we do have some positive results, we are committed to further improving this position and aim to increase the diversity of our middle management and senior leadership roles in the wider business. We strive to remove any potential barriers that could prevent women from obtaining these roles, such as providing the right training, offering more flexible working opportunities in senior roles and listening to our teams.



GENDER PAY GAP

Our mean gender pay gap is 25.2%, and we are pleased to report our median gender pay gap has reduced to 5.4%.

The median is significantly lower than the ONS UK median of 15.4% as well as the retail industry median of 7.6%. This has been driven in the main due to an increase of the hourly rate of Sales Advisors by 9.9%, the majority of which are women.

5.4%

**MEDIAN
GENDER
PAY GAP**

25.2%

**MEAN
GENDER
PAY GAP**

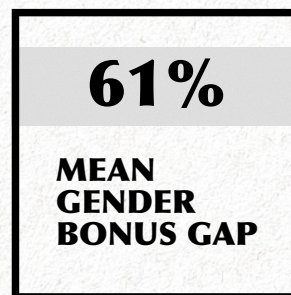
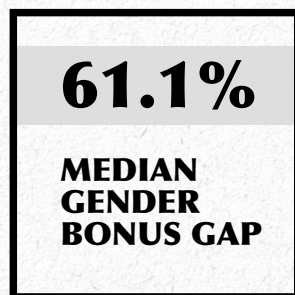
Over half of our senior leadership population consists of women. By using the median, it gives us the most representative measure as it stops a small number of outlying salaries skewing the overall results.



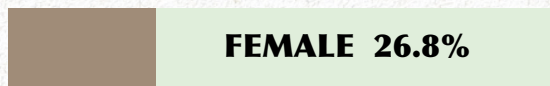
BONUS PAY GAP

Despite having a ratio of 74% women and 26% men in the upper earnings quartile, we have seen an increase to the bonus gap compared to last year.

A small number of bonuses were paid as an exception in 2021, however this year all eligible colleagues were paid a bonus. As reflected in the market, some of our head office functions such as Tech, are predominately male orientated which is also an influencing factor on the bonus gap.

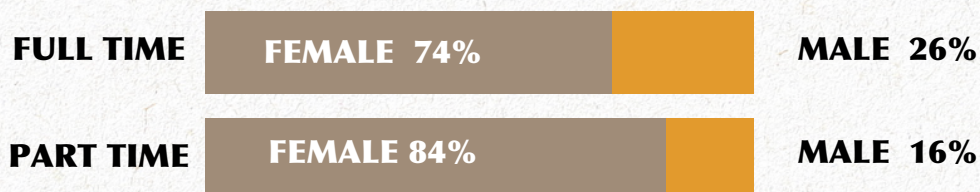


RECEIVING BONUS % 2022



70% percent of the roles across our business are part-time and women hold 84% of these roles. For part time colleagues, pro-rated amounts are used to calculate the bonus gap, rather than the full time equivalent, which drives a larger bonus gap.

FULL TIME & PART TIME SPLIT



A fashion photograph featuring three models in a grand, ornate staircase. The model on the left is seated on the steps, wearing a long, white fur coat with black leopard spots over a grey plaid suit. She has long, wavy brown hair and is wearing red lipstick and brown high-heeled boots. The model in the center stands on the stairs, wearing a light blue ribbed sweater and shiny, metallic silver trousers. She has her hair in long braids and is wearing clear high-heeled shoes. The model on the right stands on the landing, wearing a long, black leather coat with a thick black fur collar and a matching black skirt. She has her hair pulled back and is wearing red lipstick and black high-heeled shoes. The staircase has a black wrought-iron railing with gold-colored finials. The background features white paneled walls and a gold-colored crown molding.

OUR PLANS AND PROGRESS

ATTRACTING TALENT

Throughout the whole hiring process, we are looking at ways to reduce potential unconscious bias.

Working closely with our external partners, we are continuously reviewing and evolving our talent acquisition practices, helping us to attract a diverse range of talent for roles across the business.

CREATING OPPORTUNITIES TO GROW AND DEVELOP

We're providing wider opportunities through our Talking Performance programme and personal development plans to aid the development of our people and support their career journey with River Island.

We have recently changed our internal psychometric development tool to be more inclusive. We have launched Insights Discovery for our leaders. Insights is a tool which helps develop self-awareness and creates understanding of the range of personalities that exist in the team, leading to a much more understanding culture.

We are developing an Emerging Leadership Development pathway for current and aspiring leaders in the business. The aim is to build inclusive leaders and to support development for anyone striving to be leaders in senior roles. The programme includes flexible learning resources accessible anytime and anywhere, with mentoring to help along the way and to propel them to the next level in the workplace.

REWARD

We are currently reviewing our total reward approach to ensure a model is in place that drives consistency and objectivity across our business.

This will ensure we pay consistently and fairly when compared to market rates, creating a simple structure that rewards performance through evaluating each job and comparing this to an external benchmark.

IMPROVED FAMILY LEAVE OFFERING

In July 2022, we made substantial enhancements to our family leave offering to reflect our diverse modern families, creating a culture of inclusiveness across the business.

We now offer all eligible colleagues up to 14 weeks' paid maternity and adoption leave and up to 2 weeks' paid paternity leave. We have also introduced support for colleagues going through fertility treatment including paid time off.

The changes reflect our ongoing commitment to ensuring colleagues are supported through their journey to parenthood, without it impacting their careers and reducing financial pressures.

In addition, we have also introduced guidance around baby loss, including paid time off regardless of the stage of pregnancy. We are committed to supporting our colleagues at a time when they need it the most.

As part of the improvements, we have introduced family leave guidance for our People Managers, focused on how best to support their teams and create an inclusive working environment.

PARTNERSHIPS

We have continued to build on our partnerships and identify external partners that will support us to educate and develop our leaders and people managers, equipping them with the skills and knowledge needed to continue to build caring and inclusive teams.

Diversity and Inclusion is supported through annual surveys which help to provide insight across retail, and we have translated many of these findings into actions. We have signed up to the British Retail Consortium Diversity and Inclusion charter, which helps inform our Diversity and Inclusion strategy across the whole business.

CELEBRATING CULTURE

We celebrate a range of cultural moments by encouraging our colleagues to share their stories and experiences, creating a sense of belonging and learning.

We are always looking at ways to connect with our colleagues to understand more about their journey at River Island and how it can be even better.

YOUR ID

We are committed to creating an inclusive culture where everyone feels safe to bring their authentic self to work and thrive.

We have introduced our YOUR ID community, a diverse group of employees who provide feedback that inform our policies, decisions, and champion what's important to us as an employer as well as how we engage with our customers.

Your ID is sponsored by our Chief Product Officer, who provides a host of opportunities for them to help inform and educate us on a range of D&I initiatives.

COMMUNITIES

The diversity of our Islander community is something that we continue to encourage. As a business, we have worked hard to establish supportive internal communities to help everyone feel a strong sense of belonging.

All Islanders can access support from these communities, which includes groups for parents and carers, LGBTQ+, women on the Island and neurodiverse Islanders. We are dedicated to ensuring everyone has the support they need to thrive when working at River Island.





OUR COMMITMENT

At River Island we're on a journey to make a difference through continually listening and constantly challenging ourselves to think and act differently. We value diversity and celebrate the cultures, personalities, and preferences of our people.

We're committed to ensuring gender equality to close the gap and increasing the representation of other underrepresented groups at all levels across the business.