River Island
Modern Slavery Statement 2022

MAKING FASHION A FORCE FOR GOOD
Introduction

Our on-going ethical programme continues to ensure that trading ethically and sourcing responsibly are key priorities and commitments for River Island within our sustainability strategy. We continue to work both within our business and with our suppliers along with other key partners and stakeholders to mitigate the increasing global risks of modern slavery and human trafficking. Our work is aligned to the United Nations Guiding Principles on Business and Human Rights, the ETI Base code and the OECD Due Diligence Guidance for Responsible Supply Chains.

We consider modern slavery to be one of the most important risks within our global supply chain and any allegations received by the business are always taken seriously, and we do not tolerate any abuse of human rights in any form both within our own organisation and in any part of our supply chain.

We have a clear understanding that there are many forms of slavery that are complex and often difficult to identify, that can occur in all areas of our business and supply chain. We continue to take every measure to identify where there could be areas of risk and continually to work to eliminate these risks wherever possible.

This statement, written under the Modern slavery Act 2015, covers the requirements of the Act for River Island Holdings Limited for the financial year 2022. The statement has been written to highlight our key activities that have been taken during this period and to provide full details of our commitment as a responsible retailer to fulfilling the requirements of the legislation during the 2022 financial year.

The statement has been approved by the River Island Board.

Warren Cohen
Chief Operating Officer, River Island Clothing Co. Limited
29th June 2023
During 2022 we continued to work on our Sustainability strategy and recently issued our 2022 strategy update.

(Please click on link Sustainability - River Island)

Within this strategy there are key commitments around transparency and ethical ways of working.

3. ETHICAL WORKING
Continuously improve working standards for our own employees and or employees and for those in our supply chains underpinned by a commitment to modern slavery.

We continue provide advice and training to our factories and supply chain partners where required to ensure that all of our production units have the capacity to meet our ethical standards.

We uncovered 12 instances of unapproved subcontracting in 2022, which led to remediation work being carried out at 10 factories where we provided advice and training to address root cause and build internal capacity at the sites involved.

We continued to build on our requirement for transparency and collaboration.

10. TRANSPARENCY
Attain full transparency through the business & supply chain in order to measure and deliver our commitments.

We continued to increase our awareness of modern slavery issues.

During 2022 we carried out a full Modern Slavery Risk Assessment to identify which areas were at risk of modern slavery. This process was completed towards the end of 2022 and from this workstream have been created to ensure we can tackle the risk of modern slavery in all areas of the business and supply chain.

Help to give UK workers with a safe space to discuss workplace issues.

We have partnered with FAB-L since 2021 to help give workers a voice in the Leicester area. Allowing workers to have easy access to the experts working for FAB-L has been invaluable in allowing them to understand their workplace rights.

Improving working conditions for Homeworkers

During late 2022 we have partnered with Goodweave to begin to map the homeworkers at a key supplier providing embellished product.

We have started to add Tier 2 Visibility on our publicly Available Factory List

We have now added several tier 2 sites to our factory list that is available on our website and also on the Open Supply Hub. River Island Supplier List March 23.pdf

Open Supply Hub – Home

Beyond Audit Programme

During 2022 we trialed a beyond audit approach with two key River Island sites. This programme works with factories to build internal capacity within the sites to enable them to manage their own ethical programme. Due to the success of this programme, we are looking to roll this out to more sites in 2023.
OUR BUSINESS

River Island is a leading multi-channel fashion brand based in the UK, selling womenswear, menswear and kidswear. River Island was established as a brand in 1988 and is a privately-owned business, owned by the Lewis family. The business, however, can be traced back to 1948 when it was first started by Bernard Lewis, and he and his family are still actively involved in running River Island today.

We have 277 stores globally, and we sell to over 120 countries online. River Island’s annual turnover in 2021 was approx. £740m.

Our Head Office in West London is home to the Design and Development, Buying and Merchandising, Marketing, Technical, Ethical, Sourcing, Logistics, Legal and Finance teams. Our DC in Milton Keynes receives, holds, and distributes our products to stores, wholesale partners and online customers.

Total Number of Employees in 2022:

Head Office - 1011
Retail – 7213 (UK), 613 (ROI)

Our product is predominantly “own label” and includes clothing, footwear, bags and accessories. In 2022, we sourced from 25 countries, and our “Top-5” countries were China, Turkey, Bangladesh, India and Romania which accounted for 72.7% of our range. In 2022, the Top 12 countries supplied 95.8% of our range compared to 94.6% in 2021.

In 2022, we worked with 201 product suppliers (437 factories). 86% of River Island products came from the “Top-50” suppliers (the “Top-20” are 59.9%). We also source a wide range of goods and services such as shop-fitting, packaging, cleaning, catering, logistics, security, IT, marketing, ecommerce, advisory and so forth (collectively referred to as “goods not for re-sale” or “GNFR”) from third party suppliers, the vast majority of which are UK based.
Our Governance

All our human rights work streams sit with our Sustainability Board which meets on a quarterly basis and includes members of our senior executive team as well as all senior members of our Sustainability Team.

This setup allows us to monitor our progress against targets set out in our current Sustainability Strategy and ensure we maintain our commitment to source our products responsibly and protect the human rights of the workers in our supply chain.

Our Policies

Human Rights are at the heart of our approach to modern slavery and we following the following international codes and standards as part of this process:

- The Base Code of the Ethical Trading Initiative (ETI)
- The UN Guiding Principles on Business and Human Rights
- OECD Due Diligence Guidance for Responsible Supply Chains

Supplier Agreement – River Island suppliers are contractually bound by the terms and conditions in our Supplier Agreement which include adherence to the following policies, for the protection and promotion of human rights:

- River Island Ethical Policy (based on the ETI base Code) – This Policy defines the shared ethical responsibilities between suppliers and River Island buyers.
- River Island Anti-Slavery and Human Trafficking Policy (incorporated into our Contracts in 2016)

Employee Contracts – all River Island employment contracts directly incorporate a suite of policies designed to protect worker rights and promote a safe and fair supply chain. These include the River Island Ethical Policy referred to above, the River Island Anti-Slavery and Human Trafficking Policy referred to above, the Anti-Bribery and Corruption Policy, and the Speak-Up Policy.

GNFR Contracts – all require compliance with the Modern Slavery Act, and those relationships deemed to be operating in “higher-risk” areas, according to the criteria set out below, specifically require adherence to our River Island Anti-Slavery and Human Trafficking Policy.

Our Commitment

River Island is committed to the identification and prevention of any type of slavery or human trafficking within the business and supply chain and to clearly understand the risks that may be present in each. We ensure regular checks are carried out at all our production sites to ensure workers are treated fairly and that their human rights are being respected. Through our policies we ensure that suppliers are aware of the requirements before working with River Island. Any updates are sent to all suppliers to ensure they comply with any changes in legislation.

We do this by working to increase the transparency of the supply chain and are aiming for full transparency by end 2023. We ensure our policies and procedures are checked annually and that training is available to all internal staff members to give them the awareness required to understand the issues and their responsibilities.
Modern Slavery Risk & Due Diligence

MODERN SLAVERY RISK

River Island Code of Practice

Our factory auditing process is carried out using our internal code of practice as part of our ethical due diligence programme and helps to ensure that our suppliers and their factories are given clear guidance and have a full understanding of our ethical standards. We also invest significant resources and time to support collaboration and effective communication with all of our suppliers to reduce the risk of modern slavery occurring and help resolve any issues that may arise during the audit process.

Identifying Risks

We conduct due diligence to identify risks with our business and supply chain. This is a continual process and collects on-going data from several sources.

a. Factory visits and audits
b. Supply chain mapping (Segura)
c. Higg Data
d. Factory / supplier collaborations
e. Information from our in-country Teams
f. Worker dialogue (during training, visits and audits)
g. In-house research
h. Stakeholder collaboration and information
i. Third-party information and advice.

We feel that it is essential to have a continual process of information gathering, and although we have previously focused our attentions upon our Tier 1 supply chain, we aim to increase this visibility over the coming years to include lower tiers.

As part of the overall process, we would always look to consider the root cause of any problem or risk, and also understand that where such risks are widespread across the supply chain there is often a need for more collaborative work to be carried out to address such endemic issues.

Current Key Modern Slavery Risks

In 2022 our current key areas of risk of modern slavery are:

• Suppliers who subcontract specific processes to lower tier manufacturing sites e.g., wet processing, embroidery etc..
• River Island own brand product supply chain
• Goods and services not for resale
• Key business service providers
• Countries with a high risk of modern slavery e.g., Mauritius, India, & China.

Salient Human Rights Risks

There continues to be no major change to our overall set of focus issues during 2022:

• Forced and Bonded labour – Key Regions: China, India, UAE, Mauritius
  We continue to be aware that this issue has generally been pushed to lower reaches of the supply chain or to regions of the globe that are difficult to access. As supply chain data increases through our work with Segura we can use this information to identify key risk areas and carry out in-depth assessments in these areas.

• Climate Change / Global Warming – Key Regions – Bangladesh, Pakistan
  We will be looking to increase our work on climate change and global warming in 2023/24 to examine how we can address risk. Although we have identified certain regions at risk, we are fully aware that this is a global issue requiring increased collaboration between brands, trade unions, NGO’s and governments to make any work truly meaningful.

• Regular Employment – Key Regions – India, Turkey
  We continue to see the increased use of casual and agency workers across the globe with India and Turkey seeing and increase in the use of informal labour in recent years. We continue to work with out our suppliers to try and reduce the reliance on the informal sector by explaining the risks involved when using this type of work force.
Modern Slavery Risk & Due Diligence

Salient Human Rights Risks (cont..)

There continues to be no major change to our overall set of focus issues during 2022:

- **Working Hours – Key Regions – China, Turkey**
  High working hours continues to be a global issue with China and Turkey having visible issues in this area. We continually work to ensure our factories are working to our code of practice and where this is not occurring, we will set out remediation plans to tackle the issues.

- **Wages / Social Security – Key Regions – China, Turkey, UK**
  The issue if payment of minimum and living wages continues to be an issue globally along with social insurance payments. China and Turkey still have major problems with migrant workers and their wages and social payments. Whenever identified in our supply chain, we work with our factories to correct any issues found.

- **Discrimination and Harassment – Key Regions – Bangladesh, China**
  Discrimination and harassment is probably one of the most difficult issues to find during factory visits and relies on worker feedback to tackle the issue with any great success. As part of all our factory visits, we ensure we get good worker feedback and provide workers with details of how to contact us outside of work if this is preferable. We have also identified the exceptionally high risk of physical and verbal harassment to female workers in Bangladesh and partnered with ETI on their Gender Sensitive Workplace Programme to start to tackle this issue. (see page 11 of this Report)

- **Freedom of Association & Collective Bargaining – Key Regions – China, UAE**
  We acknowledge and support the right of all of our workers to have access to freedom of association so that workers can exercise their fundamental rights at work. We carry out checks during all visits to ensure that there are no restrictions on workers in this area.

Due Diligence

**Factory Visits**

In 2022 we reviewed a total of 437 factory audits and conducted 262 ethical visits.

We uncovered 12 instances of unapproved subcontracting in 2022 which led to remediation with 10 suppliers where we provided training programmes to address root cause and build internal capacity at the sites involved.

River Island recognises that many ethical and trading issues are complex and cannot be solved overnight. However, we strongly believe significant change is achievable and that we can better influence change through wider collaboration. It’s not about walking away from “bad” factories - that doesn’t solve our collective challenge in ethical working. It is important for us to help support, encourage and reward those factories that are willing and proactive in addressing issues.

Traditionally our factory ratings have only incorporated issues that arise but we are moving to a model that looks at rewarding good behaviour in remediating problems, too. We have continued to provide on-site training and capacity building when this has been required by our supply chain partners.

When our employees and third-party partners carry out factory visits and identify any issues or concerns, this is immediately reported to the social sustainability team, and a clear action plan is put in place immediately with the relevant site to correct the problem raised. We see this as a key tool to reducing the risk of modern slavery in our supply chain and have modern slavery as a mandatory part of our internal employee training programme to ensure that our employees have a good understanding of the issue. ([See page 8 for full details](#))
Modern Slavery Risk & Due Diligence

Due Diligence (Cont...)

SUPPLIER SELECTION, SETUP PROCESS AND ON-GOING MONITORING

Our supply chain stretches around the globe (see page 4) and to ensure we only work with decent suppliers we have a strict on-boarding process in place.

- Our suppliers are fully responsible for compliance with and implementation of our Supplier Code of Conduct in their factories
- We approve all tier one factories before any orders are placed. Not all factories are approved if the audit reviewed does not meet with the River Island Code of Practice (C.O.P.),
- Once a factory is approved, we then audit them on a regular basis.
- All subcontracting by a tier 1 site must be pre-approved by River Island
- All audits after setup that are carried out by our in-country teams are unannounced.
- All subcontracting by a tier 1 site must be pre-approved by River Island
- If an audit does not meet with our Code of Conduct, a full remediation plan will be put in place in line with our COP and internal escalation process.
- We carry out full on-site worker interviews and also provide workers with an ability to have further contact with our teams if required – off-site interviews can be arranged when required.
- All audits include checks for forced and trafficked labour, we review all relevant documentation, hold confidential worker interviews, check worker accommodation if provided by the factory.
- We use standard forced labour indicators set by the ILO as part of the overall risk analysis.
- After each visit a site is issued with a Corrective Action Plan.
- The corrective action plan is then monitored with strict time-lines, but also with the factory and/or supply having the ability to contract us or our in-country teams directly to discuss the issues, request help and training as and when required. This process is seen as a partnership with our suppliers. This monitoring can include the need for follow-up visits, spot checks, further worker interviews, meetings, training etc.
- If any critical issues are identified such as forced or child labour, we may involve experts to conduct further investigations on our behalf.
- If there is ever found to be a severe and imminent threat to workers lives or safety, then the remediation would be carried out immediately and orders may be suspended.
- In very rare cases where a supplier or factory are unable to work with us to make the necessary improvements or there is a lack of commitment to the process, we would ultimately have to terminate our relationship with the supplier, but this would always been as a last resort.
Modern Slavery Risk & Due Diligence

Due Diligence (Cont.)

In 2022 we partnered with the Slave-Free Alliance to carry out a full Modern Slavery assessment across the whole business. This assessment helped us to understand where we could drive improvements and update processes to ensure we maintain a low risk of modern slavery occurring within our business and supply chain. The key findings were as follows:

a. Need to increase visibility of Goods Not For Resale and Service supply chains and bring in line with current product supply chain checks and processes
b. Review current internal modern slavery escalation process
c. Improve current internal training to build greater resilience to the risks of modern slavery
d. Increase effective communication both internally and externally

Following this process, we will look to drive these improvements during 2023, with more in-depth focus on areas of the business that were identified as high risk by the report. This work will include a further focus on our Distribution Centre in Milton Keynes and our internal procurements checks and processes.

We continue to be proud members of the UK Fast Forward programme since 2015. This membership enables us to ensure we work with ethical factories in the UK. These factories work directly with us to ensure their workers have a safe, secure and compliant workplace, are paid a decent wage and are not mistreated or harassed at work.

We are currently also working with Fast Forward to ensure the integrity of the programme is maintained, by leading on the Brand Support Programme. This programme helps new and existing brands to understand the standards that should be upheld when auditing and following up on audits.

It also guides brands on the best ways to develop good relationships with workers, factory owners and suppliers. Through this, we have provided training and support for other brands on the programme, working alongside the Fast Forward team.

Segura – Transparency of Supply Chains

In early 2021 we commenced our partnership with Segura and on-boarded our top 34 suppliers onto the platform to begin mapping our supply chain down to tier 4. Through Segura our suppliers are able to report at purchase order level and give a ‘live’ update of where our products and their components are being sourced. As well as a clear picture of all the production processes used to manufacture the products. The key to this methodology is the ability for our lower tier suppliers to confirm that they are supplying the component or process, directly within Segura thus providing us with the transparency and visibility required.

During 2022 we completed our on-boarding of all 200+ own-brand suppliers onto the Segura platform and still aim to get full supply chain transparency to yarn production by the end of 2023. We have also started to look into deep-dives within the supply chain to examine key product types such as viscose and ensure they are from procured from ethical sources. This work will continue into 2023 and beyond and is seen as a key method of driving transparency with the lower levels of our supply chain.

Responsibly Sourced Cotton

We see cotton as being a high-risk commodity in relation to Human Rights as there is a high risk of forced and child labour being used in the cotton supply chain. As a business we are looking to increase the amount of cotton purchased from responsible and more sustainable sources. Currently 100% of the cotton in our jeans is responsibly sourced and we will continue to increase this in other product categories going forward. River Island is a proud member of Better Cotton.
Modern Slavery Risk & Due Diligence

Due Diligence (Cont...)

Purchasing Practices

At River Island we are committed to monitoring our ways of working with suppliers to ensure purchasing practices do not have a negative impact on workers in our supply chain. After an internal buying survey in 2021, we surveyed our suppliers in early 2022 to identify opportunities to improve our ways of working.

To help with this process, in mid 2022 we joined the Multi Stake-Holder Initiative ‘The Common Framework for Responsible Purchasing Practices’ in partnership with the Ethical Trade Initiative. This group is a reference point for companies working to improve their purchasing practices, and for multistakeholder initiatives supporting their member-companies in implementing practical improvements in purchasing to increase the scope for improved working conditions in supply chains. Through this programme we hope to improve our practices, working alongside key suppliers and industry experts.

Gender Sensitive Workplace Programme.

Having been members of the Bangladesh Accord for the past 10 years we have seen the great improvements that have been made, although there has been little focus on the empowerment of women or addressing the issues of female worker harassment which have been heavily publicised in the media over recent years.

In 2022 we partnered with ETI who are running the Gender Sensitive Workplace Programme, selecting two key sites in the region. The project aims to empower the female garment workers through multiple training sessions giving them increased knowledge of their rights, to increase female representation in supervisor positions and to enable the factories to strengthen their grievance mechanisms against gender-based harassment through setting up a Sexual Harassment Complaints Committee. The programme is due to run for 12 months and will hopefully help us to reach our aim of eradication of harassment for female workers in the Bangladesh supply chain.

CASE STUDY 1

Factory Transparency in China

In June 2022 we conducted training at a key site in China after we had found severe transparency issues. The factory was rated critical after we were initially denied access to the site and then later denied access to records.

To help the site understand our requirements, we provided several training sessions for all factory management. The training content was divided into three parts. The importance of transparency, River Island Code Of Conduct (CoC), and subcontracting requirements.

For the transparency issues, we shared why we need to do ethical checks, the seriousness of refusal to visit and why we take this so seriously and why the refusal to provide records is classed as unacceptable. In the CoC section, we shared the requirements and importance of complete records, the calculation method of wages to enable full transparency and methods to improve general practical issues with a view to overall transparency. In the subcontracting section of the training, it was emphasized that River Island accepts pre-approved subcontracting, and that unapproved subcontracting is totally unacceptable. We provided clear details of how the factory should request subcontracting if it is required in future.

We then revisited the site in late 2022, where we received full access to the site and all relevant records were made fully available, and the factory were more than happy to receive the visit.

On investigation of why this situation had occurred, it was that previously they had received a third-party audit by a previous customer and lost a huge amount of business due to the information gathered not meeting the required standard, and the factory were not given a chance to work on the issues.

They were pleased with the support that they had received from us and were able to understand the problems and address the root causes. They also understand that this support is on-going and that they can contact us and our in-country team at any time.
Modern Slavery Risk & Due Diligence

Case Study 2 – Turkey Denim Factory

During July 2022 during a factory visit it was found that workers who were applying the back pocket to a garment were found to be working very high daily hours.

As part of the overall process, we worked directly with the workers and management and conducted a root cause analysis of the issue along with a production plan mapping exercise. This clearly identified that there was a major capacity issue with the back pocket stitching process that needed to be improved.

After further discussions and investigative work on the process, the management identified that the process could be semi-automated using new machinery that made the process much more efficient. This machinery was easily installed into the line and cost was not an issue due to the increased efficiency that could be achieved.

During late 2022 we carried out follow up visits to check on the progress and talk with management and workers. The new machinery had been installed and during peak period in 2022 there was no need for the machinists in this area to work extra hours.

Case Study 3 – China

A Factory based in Dongguan in China had an issue where they had started to get poor timekeeping by workers and needed to address the issue.

We visited the site in July 2022 and found as part of our due diligence work that the factory management had put a monetary fine in place for workers when they were not clocking in correctly or were late.

It was also discovered as part of the process that due to a change in the way they were calculating wages and taking the deductions, several of the workers had not been paid the local minimum wage. The clocking in fines had also been added as a clause to the worker contracts.

It was quickly discovered that this was done without malice by the management, but it was thought the best way to improve the clocking in process and ensure workers adhered to the factories’ rules.

We immediately arranged for the Management to take part in a review of these processes working with our in-country team so that they could understand our issues with the process and put a remediation plan in place to manage the clocking in process and the wage calculations moving forward.

It was also explained that workers who were not clocking in correctly should also have a clear understanding of the process of clocking in, why it was required and that the consequences of not clocking in would become a HR issue. The factory quickly removed the fines and repaid workers who had had deductions taken and this clause was also removed from worker contracts.

Since the last visit, the factory has improved the wage system, the factory no longer deduct wages for workers clocking in late or early or forgetting to clock in. By clocking in correctly and regularly, the workers are now able to have full attendance bonus RMB 150 every month. Also, the factory has added the comparison of local minimum wage standards to the wage system to ensure that no-one is paid below the legal amount.

We have carried out monthly checks since that time and all workers are now receiving full payments. We will continue to monitor going forward gather key information from the workers involved.
Supplier Support

As mentioned in our case studies and in previous reports, we have a global team who regularly visit our key sites and check that they adhere to the River Island Code of Conduct. Where required we can offer training to our suppliers and factories to ensure that they understand what needs to be in place to meet our standards as well as giving them an understanding of their local laws and current issues that may affect their ability to meet our standards. We see internal capacity building as key to improving our supply chain and providing our suppliers and factories with the necessary tools to build capacity being key to the process.

In 2022 we provided 9 suppliers and their factories with bespoke training to help them maintain the required standards to work with River Island. We also provided 2 Suppliers with training direct to their CSR managers who had been newly appointed during 2022 to ensure that they were fully aware of the requirements of our code of conduct when working with their factories.

Key Collaborative Partners:

UK Apparel Industry

As part of River Islands commitment to the UK, we have helped to fund the Fashion workers Advice Bureau Leicester (FAB-L) which give advice and support for apparel workers in Leicester. Their support service include:

- Workers’ Rights & Employment Law
- Health & Safety
- Benefits Advice & Welfare Advice
- Form Filling & Letter Writing
- Housing & Living Conditions
- Immigration & Legal Advice
- Financial Hardship Support
- Courses & Training
- Domestic Violence & Harassment

The advice provided to workers is free, and it is hoped that this will enable the more vulnerable workers to seek help when needed and help them to realise when they are being exploited.

FAB-L Case Study

During 2022 we received information that a factory that we were using in the UK was carrying out practices that did not meet with our code of practice. We carried out a full investigation with the help of FAB-L and quickly realised that the claims were false, especially through the information provided by several workers who were interviewed independently by the FAB-L Team in a safe and secure environment. Although from these conversations we did pick up issues with the handling of worker contracts during the Covid-19 Pandemic and after discussions with management at the factory ensured that workers had their full contractual rights and service periods corrected some of which had been incorrectly changed.
Statement on Xinjiang, China

At River Island, we are deeply committed to sourcing our products ethically and responsibly and we uphold and advocate for the respect of fundamental Human Rights and international labour standards, across our business and supply chain.

We are aware of the issue in the China supply chain and the movement of Uyghur people, including reports of prison and forced labour. These are extremely serious allegations, and we find these reports deeply troubling.

We can confirm that we do not source any garments from Xinjiang. We also recognise that a significant amount of the world’s cotton supply is grown and spun there. Therefore, we are taking steps to better understand how our global supply chain may be indirectly impacted, including working with our suppliers and requiring them to no longer knowingly source products or raw materials coming from Xinjiang.

As part of our commitment to increasing supply chain transparency, River Island partnered with Segura in 2021. We expect the use of the platform to provide us with greater visibility upstream, up to yarn, and the ability to identify and address human rights risks.

We are committed to collaborating with other brands, stakeholders, supplier partners and expert organisations to responsibly address situations of potential forced labour and continue to engage through the Ethical Trading Initiative (ETI) with other members to inform ourselves on how to best address these challenges.

At River Island, we have strict policies against the use of forced labour of any kind in our supply chain. Any instance of involuntary labour or suppression of an individual’s human rights is unacceptable to us. We currently partner with independent organisation, The Reassurance Network, to assess our suppliers' adherence to our standards, and where non compliances are found, we work with our supplier to implement the necessary remedial actions.
Upcoming Highlights for 2023

During 2023 we are looking to:

- Continue our work with Slave Free Alliance to:
  - Update training for the senior leadership team at Head Office and at our Distribution Centre
  - Further improve our internal modern slavery escalation process
  - Carry out a second Assessment of the Distribution Centre to assess improvements made, including getting worker feedback
  - Continue to increase our visibility of Tier 2 and beyond
  - Examine ways to reduce risk of modern slavery in our procurement process and for Goods and Services not for Resale
  - Increase our Beyond Audit coverage to increase our partnership with our Factories and Suppliers

Further information on our Social Impact and Sustainability Programme can be found in our 2022 Sustainability Update report at: https://www.riverisland.com/sustainability