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GENDER PAY REPORT 2025

REPUBLIC OF IRELAND

RiverIsland



A NOTE FROM OUR CHIEF PEOPLE OFFICER

2025 was another challenging year for high street retailers. River Island, like many others, is adapting its business to meet the ever-evolving demands of the market and changing consumer behaviours. It's been a tough year and has required some difficult decisions along the way; however, we end 2025 in a much stronger position and with a clear plan to build and grow the business.

I am proud to say that River Island always prioritises its people, which is never more important than in times of change. We invested more than ever before to engage our employees: greater transparency about our performance and business decisions, more access to our senior leaders, and new channels to give them a voice in our ways of working.

In this report, we provide our gender pay information for the Republic of Ireland (ROI). We continue to have a gap due to a low proportion of male workers in lower-paid or entry level store roles, but with a more balanced representation in management roles. We continue to take action to reduce the gap and are confident that the changes we have made as an organisation in 2025 will lay the groundwork for further improvements in the coming years.

I look forward to sharing the gender pay information for the UK in Spring 2026, and which will include an update on some of the activities referenced in this report.

We are committed to ensuring River Island is a supportive, inclusive and welcoming workplace for all. We will continue to focus our efforts on making that the experience for everyone who works with us.

Kirsty Homer
Chief People Officer

A handwritten signature in black ink, appearing to read 'Kirsty Homer', is written below the printed name and title.

GENDER PAY GAP EXPLAINED

The gender pay gap is different to equal pay. Equal pay deals with the pay differences between men and women who carry out the same or similar jobs or work of equal value. Equal pay is an employer's legal obligation to ensure 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, across all job roles. Therefore, the gender pay gap is a measure of whether all roles are evenly distributed between men and women and, critically, whether women are equally represented at the highest levels of the organisation.

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 with a focus on womenswear, our gender pay gap at River Island is strongly influenced by the high percentage of female colleagues in our stores and the types 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.



OUR ROI WORKFORCE

We are proud to report a high percentage of female representation in the business, with women accounting 81.1% of our Republic of Ireland (ROI) workforce. Of that percentage, women represent 81.8% of our highest pay quartile in the ROI.

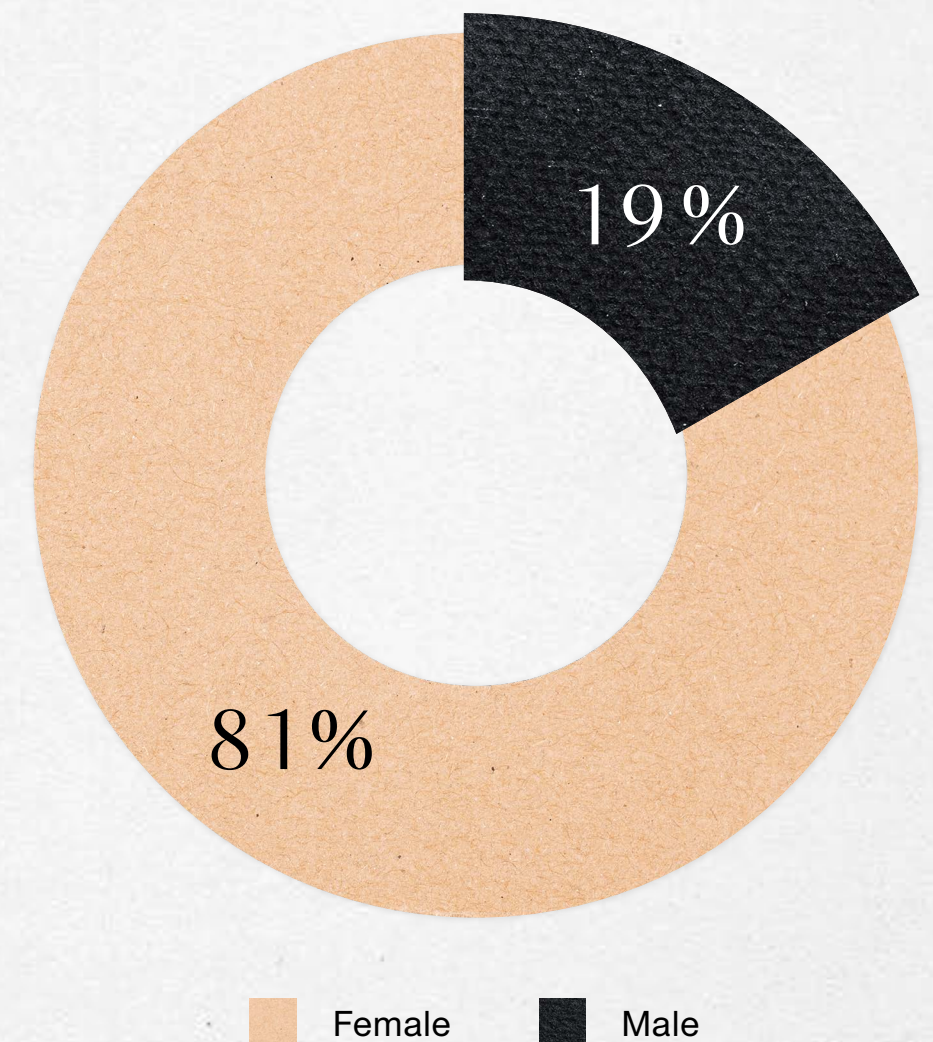
This demonstrates that women are able to progress through to senior roles within our business and are well represented at all levels, including our Executive and Operating Boards.

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These figures are representative of the gender pay gap calculations for the ROI, using the snapshot date of 30 June 2025.

Our total gender split for reportable employees was 19% male and 81% female.

Gender pay gap regulations mean we must identify our people as either male or female; however, we recognise that gender identity is not always binary. We have adapted our HR system so our colleagues can identify themselves as they prefer.





Our ROI median gender pay gap is neutral this year. This indicates that, at the mid-point for both male and females, they are paid the same rate. The mean gender pay gap has also moved from -0.7% to -1.83%, which means the pay gap grew in favour of women.

ROI regulations state we must also report on those who are classed as ‘part-time’ workers and those who are classed as being on a ‘temporary’ contract. For reporting purposes, if someone was employed on a part-time and temporary basis, they would appear in both of the follow data sets.

The negative figures indicate a gap in favour of women. This can be influenced by several factors, including the number of males versus the number of females in part-time or temporary roles. In our data, there are few males in these roles in comparison to females.

There were 63 males and 280 females on part-time contracts, and 5 males and 13 females on temporary contracts. Because of the small sample, year-on-year changes in this figure can be significant and do not reliably indicate a long-term trend.

GENDER PAY GAP	MEAN		MEDIAN	
Republic of Ireland	2024	2025	2024	2025
	-0.7% (Negative)	-1.83% (Negative)	2.4%	0%

PART-TIME GENDER PAY GAP	MEAN	MEDIAN
2025	-1.37%	0%

TEMPORARY CONTRACT GENDER PAY GAP	MEAN	MEDIAN
2025	-3.26%	-12.66%



BONUS & BENEFIT IN KIND

The regulations state we need to analyse both bonus and benefit in kind payments made during the snapshot period.

No bonuses were paid to any employees in the ROI during the period stated. Therefore, there are no reportable figures.

Out of the population of 484 employees in the ROI at the time of reporting, 7 of these employees received a benefit in kind payment. All 7 employees were female, which was 1.45% of the total population.



OUR PAY QUARTILES

The pay quartiles rank all colleagues’ hourly pay across the business from lowest to highest and are divided into four groups. The lower quartile represents our entry-level roles, while the top quartile represents the most senior roles in the structure, which are our highest paid roles.

Comparing these figures to the 2024 results showed that:

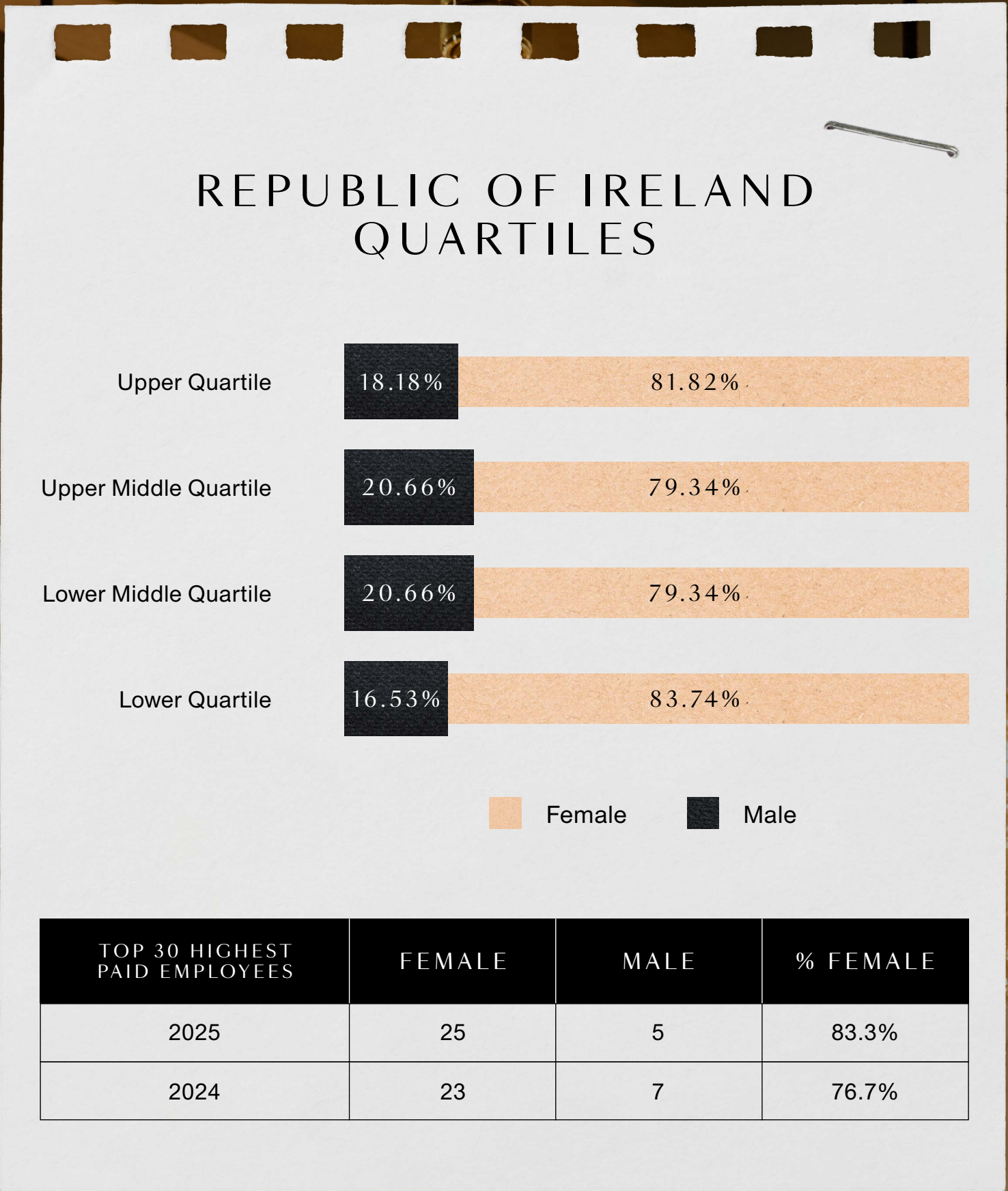
- Upper quartile female population has increased by 3.72%.
- Upper middle quartile female population has decreased by 1.76%.
- Lower middle quartile female population has decreased by 1.96%.
- Lower quartile female population has increased by 2.97%.

The increase in the upper quartile was driven by an increase in the number females in two of our higher-paid roles (Store Leader and Commercial Manager).

Of those who were employed on 30 June 2024, who remained employed on 30 June 2025 and who earned a promotion during that period, 88% were female.

Comparing the top 30 highest-paid employees in 2024 vs 2025, there was an increase in the % of females (6.6%).

While our results are generally positive, we are committed to maintaining and further improving this position and aim to increase the number of women through 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 and offering more flexible working opportunities in senior roles.



OUR PROGRESS IN 2025

400%



NPH400 5

This year, we have placed a lot of effort into greater transparency and accessibility of information. We see these as key enablers for career and personal development, and both are fundamental to a fair and equitable workplace.

WOMEN IN SENIOR LEADERSHIP

We introduced more structure to our leadership and decision-making processes, part of our commitment to creating more agile and efficient ways of working. It gives our people clarity about where and how critical business decisions are made, as well as how they can engage with leaders to effect change.

We created an Operating Board, made up of senior leaders who are accountable for the day-to-day operation of our business, as well as executing our transformation strategy. The aim is to facilitate more cross-team collaboration, as well as bringing diversity of thought to our decision-making. This group is 61% female, which reflects the substantial role that women play in River Island's senior leadership.

TAKING A MORE FLEXIBLE APPROACH TO SHIFT WORK

We have an established approach to flexible working, with 85% of all flexible working requests made in 2025 being approved. In 2025, with consultation with our store-based colleagues, we introduced more flexibility into our contracts that makes it easier for store colleagues to trade shifts and/or take days off on short notice. This makes it easier for them to respond to demands out-side of work, such as family or carer responsibilities and personal matters.

OUR PROGRESS IN 2025

400*



NPH400 5

ENHANCING EMPLOYEE VOICE

A significant change to our ways of working is the creation of Colleague Engagement Groups (CEGs). CEGs are forums for the exchange of information and views on matters that affect River Island employees. They are made up of elected employees and chaired by a member of the Operating Board.

The company uses CEGs as a sounding board to get feedback on proposals, hear views on hot topics, or get suggestions for how to improve things. Similarly, the elected representatives can table topics for discussion or ask questions on behalf of their constituents.

This year, we launched the CEG for head office, a diverse group made up of 17 elected representatives. All representatives are aligned to a member of the Operating Board, giving them greater access to senior leadership in River Island and the opportunity for mentorship and personal development.

We are making big strides into improving how we communicate by introducing more two-way opportunities to include employee voice. This year, we successfully trialled new formats for our townhalls, adding conversation and storytelling from people across the organisation, and moved to a new intranet platform with functionality that encourages employees to post, comment and collaborate.

MORE INCLUSIVE RECRUITMENT PRACTICES

We continuously review and evolve our recruitment practices, helping us to attract a diverse range of talent for roles across the business. In 2025, we implemented Taira, an AI Talent Assistant that helps us to deliver a consistent recruitment experience for all and removes potential for unconscious bias when recruiting.

OUR FOCUS IN 2026

BUILD CAREER OPPORTUNITIES IN RIVER ISLAND

We will expand our apprenticeship offering by introducing a retail management apprenticeship programme, giving employees opportunities to pursue management careers within River Island. The programme focuses on practical experience and skill development, making it accessible to people from diverse backgrounds. Moreover, apprenticeship programmes enable people to gain qualifications while earning, removing financial barriers to development.

We will reinvigorate our talent review process, putting greater emphasis on identifying internal talent aligned to business needs. The aim is to proactively develop the skills in-house that we believe River Island will require in the future, giving people development opportunities and long-term job prospects regardless of gender, background or existing role in the business.

Internally, we encourage our employees to explore career paths within the business and continue to raise awareness of the support available to them. Externally, we are investing more into how we promote River Island careers, using personal stories and experience to give an insider view. We'll profile women in senior roles and how the company supports them in their career, highlighting benefits such as flex working, option to buy additional leave and in-role professional development.



CONTINUE TO EMPHASISE EMPLOYEE VOICE

In early 2026, we will build on the successful introduction of a head office CEG and launch a CEG for our store teams. The structure will ensure representation across all regions – including ROI – and at different role levels within the organisation. We are also committed to bringing together the new stores CEG and the head office CEG to align on key discussions and to give these two groups the opportunity to collaborate and explore shared opportunities.

STRENGTHEN LEADERSHIP CAPABILITY

We are developing better people metrics so we can more clearly measure success and identify opportunities. We will also review and enhance our line manager training and support to enable managers to provide an even better employee experience. Within this training, we will embed best-practice approaches to remove bias from development, promotion and recruitment practices, as well as cultivate inclusive leadership skills.

A photograph of two women in formal evening wear laughing joyfully in a room with rich wood paneling. The woman on the left is wearing a black sequined dress and has her hand near her face. The woman on the right is wearing a dark dress with a large jeweled brooch and a matching necklace. The background features ornate woodwork, a mirror reflecting a lamp and a Christmas tree, and a blue patterned armchair.

River Island