

A woman with long dark hair, wearing sunglasses, a floral-patterned dress with ruffled sleeves, and high-heeled sandals, is sitting on a light-colored floor. She is holding a pink handbag with a bow detail. The background is a plain, light-colored wall.

GENDER PAY REPORT 2025

UK

RiverIsland

A NOTE FROM OUR CHIEF PEOPLE OFFICER

In 2025, River Island set in motion its plan to transform the business. At its core, we are making changes that enable us to adapt and respond at pace to the ever-evolving demands of UK retail and changing consumer behaviours. The transformation touches all corners of our organisation. It has meant a lot of changes to our ways of working; however, we ended 2025 in a much stronger position and with a clear plan to strengthen 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. This year, we strengthened our commitment to employee engagement: 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.

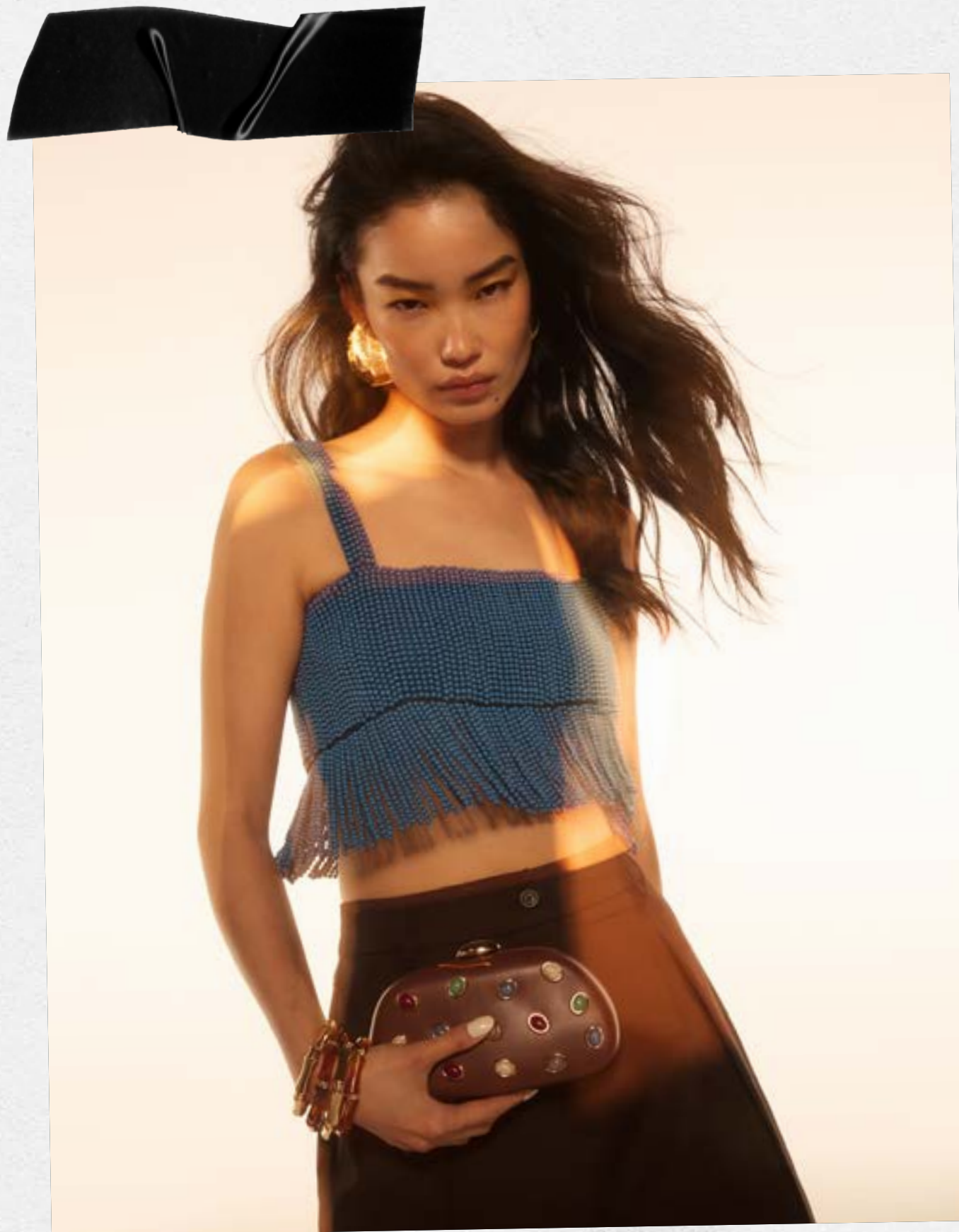
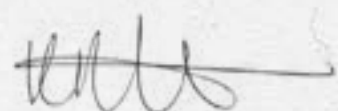
In this report, we provide our gender pay information for the UK. We also share some of the changes we are making as part of our transformation to ensure we continue to be an inclusive organisation and achieve even greater diversity at all levels.

Our UK mean gender pay gap decreased from 19.5% to 9.3%, our median gender pay gap has increased from 0% to 4.4%. The improvement in the hourly pay gap is influenced by an increase in women in the upper pay quartile.

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.

At River Island, we remain committed to providing a workplace where everyone feels supported, included and able to thrive, and will continue to focus our efforts on making that the experience for everyone who works with us.

Kirsty Homer
Chief People Officer



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 receive 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 UK WORKFORCE

We are proud to report a high percentage of female representation in the business, with women accounting for 80.5% of our UK workforce, which is an increase from the 79.6% reported last year. In this year's percentage, women represent 75.5% of our highest pay quartile in the UK.

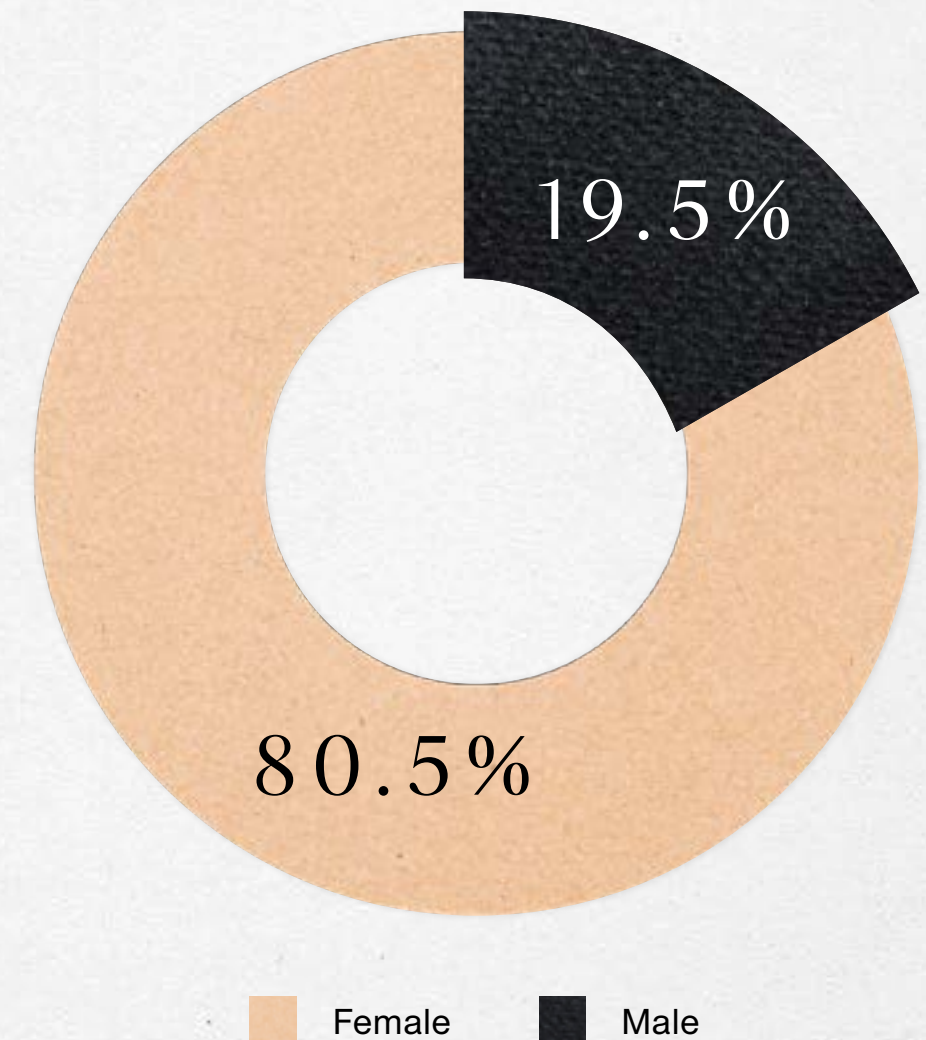
This demonstrates that women are able to progress through to senior roles within our business and are well represented at all levels, including our Executive and Operating Boards.

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The figures in this report are representative of the gender pay gap calculations for the UK, using the snapshot date of 5 April 2025. Our total gender split for reportable employees was 19.5% male and 80.5% female.

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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.





GENDER PAY GAP

Our Sales Advisor population will influence these figures, representing 66.5% of our workforce at time of reporting, 82.6% of which were female. Over the last reporting period, we have reduced our mean gender pay gap from 19.5% to 9.3%, which means the pay gap grew in favour of women.

This represents a step forward in our commitment to closing the gender pay gap. Whilst we are encouraged by this progress, the gap indicates there is further progress to be made. However, it's important to recognise that, from 2023, we have reduced our gap 22.7%. This reflects our focused effort to make meaningful progress by improving representation in senior roles.

The reduction represents meaningful progress. We will continue to review our data, listen to employee feedback and take action that continues to build a workplace where opportunity and reward are truly equitable.

Our UK median gender pay gap is 4.4% this year. This indicates that, at the mid-point for both males and females, it shows a slight increase on last year's figure, which was 0%. This year's 4.4% gap indicates that, at the median point of our workforce, men's pay is 4.4% higher than women's.

The change does not reflect unequal pay for equal work. Rather, it is driven by shift in workforce composition and the distribution of men and women across different roles and levels within the business during the report period.

GENDER PAY GAP	MEAN		MEDIAN	
	2024	2025	2024	2025
UK	19.5%	9.3%	0%	4.4%



BONUS

The regulations state we need to analyse bonus payments made during the snapshot period. Nineteen females and six males were paid a bonus, representing 0.36% of the female population and 0.47% of the male population.

The bonus median was -66.67% and the bonus mean was -272.51%. The gap does not necessarily indicate that men and women in the same roles receive different bonus payments. A negative figure indicates that, on average, women received higher bonus payments than men during the reporting year.



OUR PAY QUARTILES

The pay quartiles rank all employees 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.

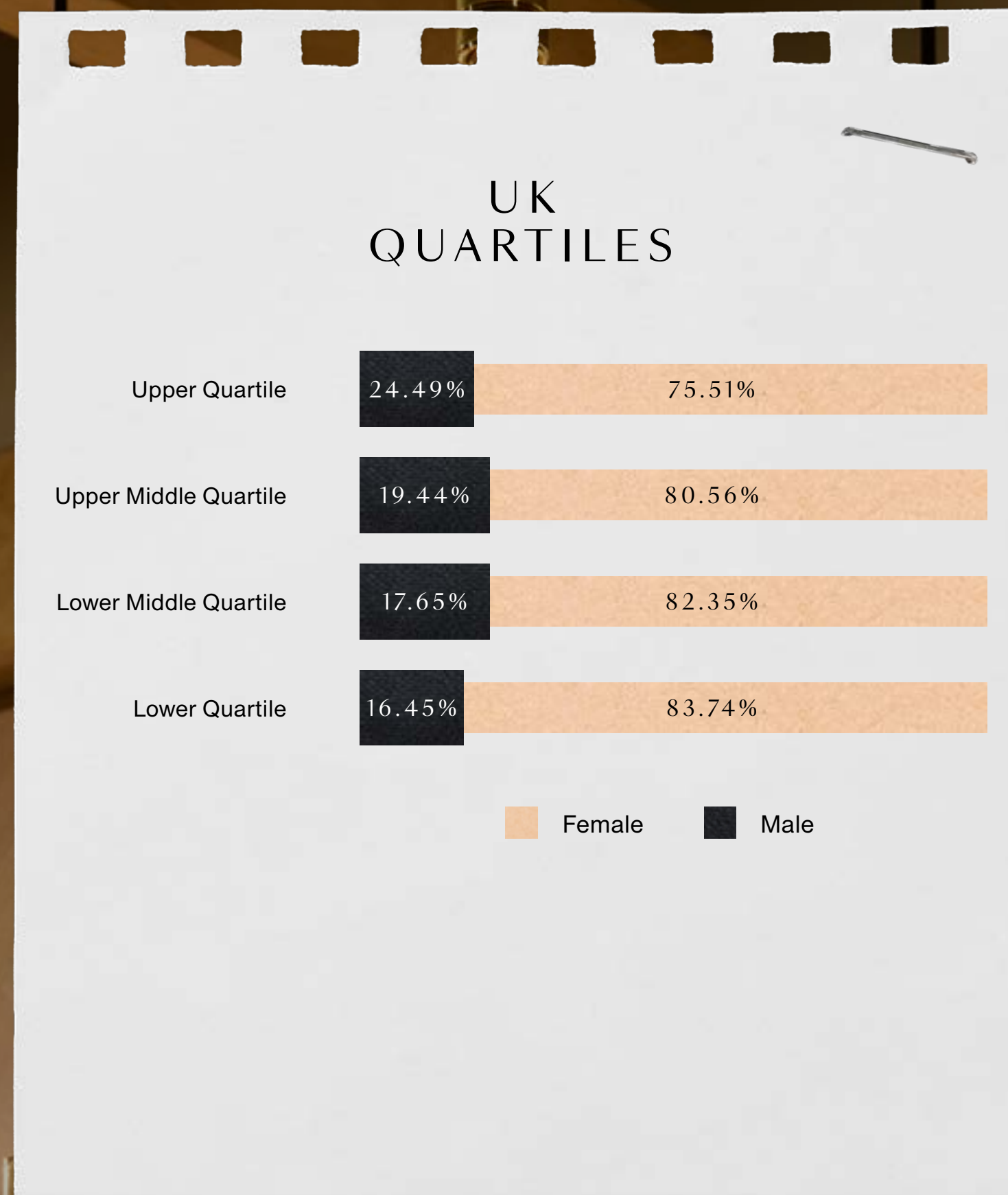
Comparing these figures to the 2024 results showed that:

- Upper quartile female population has increased by 2.5%.
- Upper middle quartile female population has decreased by 0.4%.
- Lower middle quartile female population has increased by 0.4%.
- Lower quartile female population has increased by 0.5%.

While our results are generally positive, we remain committed to further improving this position.

Our aim is to increase the number of women in middle management and senior leadership roles across the business and strive to remove any potential barriers that could prevent women from obtaining these roles.

This includes providing the right training and offering more flexible working opportunities in senior roles.



OUR PROGRESS IN 2025

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In 2025, we 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, and we are already seeing the benefits of this new way of working. This group is 62% 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, through consultation with our store-based colleagues, we introduced more flexibility into our contracts that enables 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

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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.

In 2025, 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. 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 April 2026, we will launch a CEG for retail teams, building on the successful introduction of a head office CEG. The structure will ensure representation across all regions and at different role levels within the organisation. We are also committed to bringing together the new retail 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 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 fashion advertisement for River Island. The image features a woman with long dark hair, wearing a white dress with a vibrant floral pattern in shades of blue, red, and yellow. She is also wearing a gold necklace and a gold bracelet. The background is a plain, light-colored wall. The brand name "River Island" is written in a large, white, serif font across the center of the image.

River Island