

A woman with short brown hair, smiling, stands in front of a stone building with classical architectural details like columns and a window with a flower box. She is wearing a white lace long-sleeved top and a long, pleated white skirt. She is holding a black leather bag. The background is a warm, golden-hour light.

RiverIsland

*Republic of Ireland*

# Gender Pay Report

SNAP SHOT 18<sup>TH</sup> JUNE 2023

# *A Note From Our Chief People Officer*

At River Island, we believe in developing a culture where everyone feels they belong and can bring their authentic self to work. When this happens, our colleagues are more engaged, and are empowered to make a more meaningful contribution to work and the world around us. This belief underpins our longstanding equity, diversity and inclusion (EDI) agenda, and drives our commitment to making a positive difference within our organisation and the communities in which we operate.

In this report, we provide our gender pay gap information for our ROI business. We're committed to delivering initiatives to improve how we attract, engage, and develop women, as well as other under-represented groups.

We are delighted to report our ROI median gender pay gap narrowed to 0% from 10.8%, while the mean gender pay gap narrowed to 2% from 7.6%. As there was no bonus pay out in ROI this year, our bonus gender pay gap is 0%. Overall, the composition of our workforce is the main driver of our positive median figures.

We are proud to have a strong representation of women in all pay quartiles, with our upper and upper middle quartile demonstrating a high number of females in our most senior roles. The percentage of women in each pay quartile is consistently above 75%. There is no dropping off of women in the top quartile which is more typically seen when reviewing wider statistics.

This evidences that women are progressing to the top roles with us in ROI.

At River Island, we want to consistently deliver excellent customer experience every day. We are striving to do this with a team that truly represents the communities in which we live, work and serve.

The initiatives we outline in the following pages will apply across our business, as we try to ensure fairness and equity for all our employees, no matter where they work.

**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/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, across all job roles. The gender pay gap is therefore 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 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.

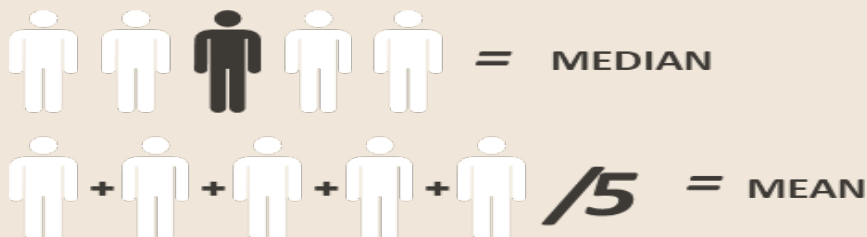




## HOW DO WE CALCULATE THE PAY GAP?

**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 two rows: one 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?

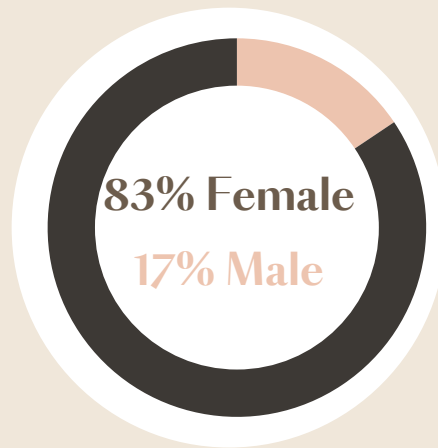
We calculate the bonus gap based on the actual bonus paid to our colleagues in the 12 months prior to June 2023. Pro-rated amounts (rather than full-time equivalents) are used for part-time colleagues.

# Our Workforce

**We are proud to report a high percentage of female representation in the business with women accounting for 83% of our ROI workforce. Of that 83%, women represent 84.4% of our highest pay quartile.**

This demonstrates that women are able to make it through to the top roles within our ROI business in roles such as market leaders, store managers and risk roles and women are well represented at all levels across the business.

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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, and we have adapted our HR system so our colleagues can identify themselves as they prefer as the Island is and will always be a safe place regardless of gender.**



# Gender Pay Gap

Our median gender pay gap is 0% (a drop of 10.8% compared to last year) and the mean gender pay gap is 2% (drop of 5.6% compared to last year).

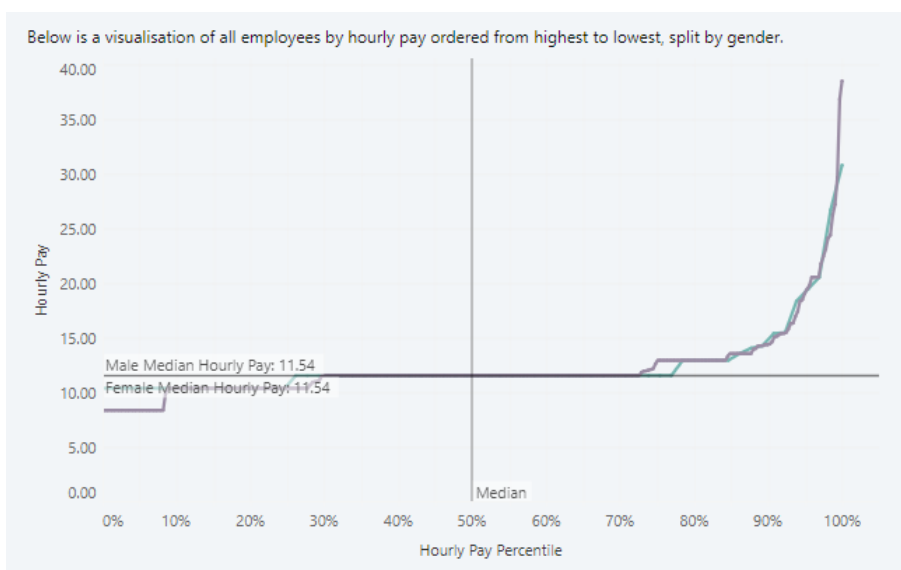


A successful policy of increasing the hourly rate of sales advisers, of which a high proportion were women, contributed to this, along with a higher proportion of women undertaking overtime in the 2023 pay period.

Our highest earners continue to be women, demonstrating that women can make it to the top in our organisation. Some 83% of our workforce are women – which reflects our customer base.

The 0% median pay gap is best represented by looking at the pay distribution curve below. While our lowest earners are female (grey line), they are also the highest earners and the median or middle point of earnings for women is €11.54 per hour.

## DISTRIBUTION OF EMPLOYEES BY HOURLY PAY



We have a mean pay gap of 2% because collectively the average pay paid to men is slightly more than the average pay paid to women, despite the highest earners being female. This is due to more women in sales advisor roles in ROI, which pulls the mean down.

# HOURLY PAY CALCULATION METHODOLOGY

The hourly pay used in both median and mean calculations do not directly reflect contractual basic hourly pay. Under the gender pay gap legislation for ROI, this is calculated as:



Please note that the Irish legislation differs, in that overtime is included in the calculation of hourly pay. In the UK overtime is excluded from the calculations.

## SPOTLIGHT ON MEDIAN EARNERS

There are a number of employees earning the median hourly rate of €11.54.

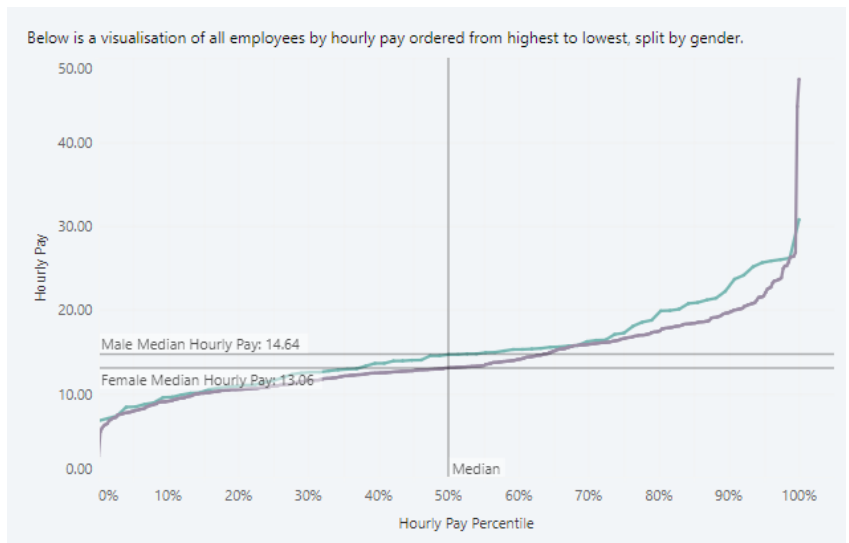
All male and female employees earning the median hourly pay of €11.54 were in sales adviser roles.

The median pay comparison indicates that men and women in the same role are paid equally. Some variances can occur as a result of the number of overtime hours employees choose to work. Overtime contributed to ordinary pay for 49 of our male employees, compared to 210 of our female employees.

## PROGRESS FROM 2022

Our results show significant progress since 2022. The pay distribution curve is helpful in illustrating this.

The increase in hourly pay for sales advisor roles, predominantly occupied by women and the promotion of women into higher roles have collectively contributed to the closure of the pay gap in 2023.



Our mean gender pay gap for both full and part time colleagues show in favour of men. However, our data shows that this is influenced by overtime, (which must be included as part of the calculations). Overtime contributed to ordinary pay for 49 of our male employees, compared to 210 of our female employees.

This is driven by the number of women (65%) in part-time roles compared to men (14%) this year.

Both part time permanent and part time temporary have been combined to one part time figure.

Offering higher level and higher paid roles on a flexible basis is key to enabling women to continue to progress their careers post parenthood and close the gender pay gap. Again, the actual roles carried out by employees in each grouping can influence the outcomes.

While we will continue to monitor and analyse our pay gap to continue to ensure we offer a fair and supportive workplace to all, we are proud that our culture and initiatives, resulting in a 0% median pay gap. This sets us ahead of our industry peers. This is an enormous achievement which reflects our value sets and demonstrates our ability to recruit and retain a diverse workforce.





## GENDER PAY GAP

## PART TIME GENDER PAY GAP

MEAN

2%

1.8%

MEDIAN

0%

0%

The majority of our women work part time. For part time workers, which is based on 251 women and 55 men, our mean is in favour of men (a drop of 9.5% compared to last year).

This decrease is due to the amount of overtime worked by females this year.

We offer roles on a flexible basis, which is key to enabling women to continue to progress their careers and close the gender pay gap.

## BONUS PAY GAP

Our mean bonus gap is 0% for this year, as no bonus was paid.



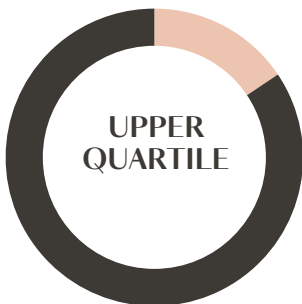
# Our Pay Quartiles

The pay quartiles rank all colleagues' hourly pay across the business from lowest to highest, and is 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.

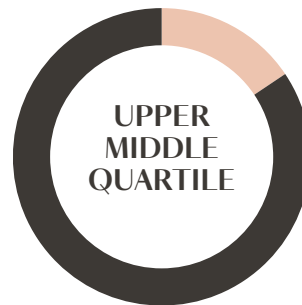
Overall, we have a strong representation of women at all levels, particularly in the upper quartile and upper middle quartile, reflecting more women progressing into our most senior roles.

We have a higher proportion of women in the lower and lower middle quartiles, which we believe is partly due to the ability to support flexible and part time working. We offer many varied contracts over a 7-day week, which helps many women stay in and return to the workplace alongside any caring responsibilities which, societally, still falls predominantly to more women than men. 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.

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.



MALE 15.6%  
FEMALE 84.4%



MALE 21%  
FEMALE 70.9%



MALE 16.5%  
FEMALE 83.5%



MALE 15.6%  
FEMALE 84.4%



## OUR PLANS AND PROGRESS

### ATTRACTING TALENT

Working closely with our 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 continue to provide 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 launched and continue to deliver on an internal psychometric development tool to be more inclusive. Using Insights Discovery across all the teams has allowed leaders and individuals to understand their own communication preferences, as well as their leadership, management and influencing styles. This will help foster higher team engagement, enabling and empowering individuals to perform at their best and continue building a more inclusive team and business culture.

In June 2023 we launched our first ever Emerging Leadership Development Programme for aspiring and rising leaders in the business, to support their capabilities and deliver on leadership capabilities. The aim is to foster the right leadership capabilities and competences to lead in an inclusive way, allowing our teams to succeed and deliver on business results.

We have partnered with Diversity in Retail and have engaged in their leadership programmes. We joined the Ethnic Senior Leaders programme and are committed to using the learning and delegates' experience to strengthen our commitment to career progression for everyone. We understand the importance of raising awareness and education, and to support this we have built a range of toolkits, supporting our Islanders during Ramadan, Diwali and other religious holidays. We have also developed tools to support awareness of language and micro aggressions. Internally, we have hosted sessions on topics including: *inclusive language for our LGBTQ+ Islanders*, *becoming an effective ally* and *unconscious bias*, all with the aim of improving inclusion through learning.

## CELEBRATING CULTURE

We celebrate a range of cultural moments, encouraging our colleagues to share their stories and experiences to create a sense of belonging and learning. We are always looking at new ways to connect with our colleagues, to understand more about their journeys at River Island and how we can make their experiences even better.

## IMPROVED FAMILY LEAVE OFFERING

### *Supporting Colleagues During Health Related and Personal Life Events*

We have continued to support colleagues going through health related and personal life events. On World Menopause Day, we launched menopause guidance for colleagues and managers, to support those experiencing the menopause. Partnering with Henpicked, we hosted a webinar on the menopause in the workplace for all colleagues, to highlight the support available as well as raise awareness across the business.

We are committed to developing a workplace culture with zero tolerance for abuse of all kinds. We have launched guidance for colleagues who are experiencing domestic abuse, offering a broad range of support to help them seek necessary assistance and regain stability in their personal lives. As part of this, we have also introduced guidance for our people managers, focused on how best to support their team member during these difficult times.

## PARTNERSHIPS

In addition to our Allies and Your ID communities, we have created new, Islander led communities to provide support, advice and a safe space for our people.

- **FACE** – Families and Carers Engaged. This community is a place for families and carers to communicate, sharing advice and tips.
- **PROUD** – Our space for LGBTQ+ Islanders to share and receive advice and guidance.
- **WOMEN IN TECH** – This community empowers women on the Island, to share knowledge, improve skills, as well as providing mentoring and career advice.

We have partnered with Diversity in Retail to benefit from their industry leading experience, so that they can provide guidance and advice on our EDI strategy, helping us create a safe place for Islanders to thrive.

We have also partnered with the Business Disability Forum. As leaders in their field, they can provide us with insights and guidance to make the Island a place where everyone is welcome.

# *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 and within the communities in which we operate.

