



NEW LOOK RETAIL GROUP

Gender Pay Gap Report

— 2021 —

NEW LOOK

Message from Nigel



Our inclusive culture agenda in which our Gender Pay Gap assessment sits, continues to be a top priority for our business and is a key initiative within our five-year transformation plan.

In January 2022 we published our Kind to Our Core Sustainability Strategy Refresh, which includes new principles that have been driven by our Company values and culture.

I am delighted that we have now appointed our first Head of People Experience & Inclusion, to lead the development and implementation of an ambitious and forward-looking Equity, Diversity & Inclusion plan to underpin New Look's exciting and transformational strategy for the future.

Once again, this year's Gender Pay Gap results are not representative of our entire workforce because at the time of reporting most of our store estate was closed. Like many organisations, the pandemic continued to affect our ability to trade. It was another year in which we made use of the Government's Coronavirus Job Retention (furlough) scheme which was instrumental to our business survival.

As ever I want to say a huge thank you for the commitment and hard work of colleagues across the business. I am confident that we will continue to create an inclusive culture which makes New Look a great and diverse company to be part of; where everyone can be themselves and build a great career with us for many years to come.

Nigel Oddy
CEO



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Introduction

Every year, like every other business with more than 250 colleagues, we are legally required to publish our Gender Pay Gap figures.

This report provides a snapshot of our gender pay gap, in the UK, as of 5 April 2021. On this date, most of our store estate was unable to trade which has resulted in only 21.7% of colleagues being included in our gender pay report which is substantially fewer than usual and primarily comprised of our distribution centre and support centre colleagues. These colleagues continued to work to maintain and grow our on-line operations and design and plan for forward ranges. This temporary situation affected the balance of our gender representation in some pockets of the business on the date of this snapshot and does not provide a true reflection of our total business.

This therefore makes year-on-year comparisons difficult and should be taken into account when reviewing our results.

Gender Pay Gap Reporting Guidelines require anyone identified as being on less than their usual full pay, on the snapshot date, to be excluded from Gender Pay Gap reporting. This includes colleagues on furlough leave, maternity, paternity, adoption and parental leave, annual leave, sick leave and special leave.



Gender Pay Gap

What is the Gender Pay Gap?

Gender Pay Gap is a measure of the difference in the average pay of men and women, regardless of the nature of their work, across an organisation. Our report covers all New Look's colleagues in England, Scotland and Wales.

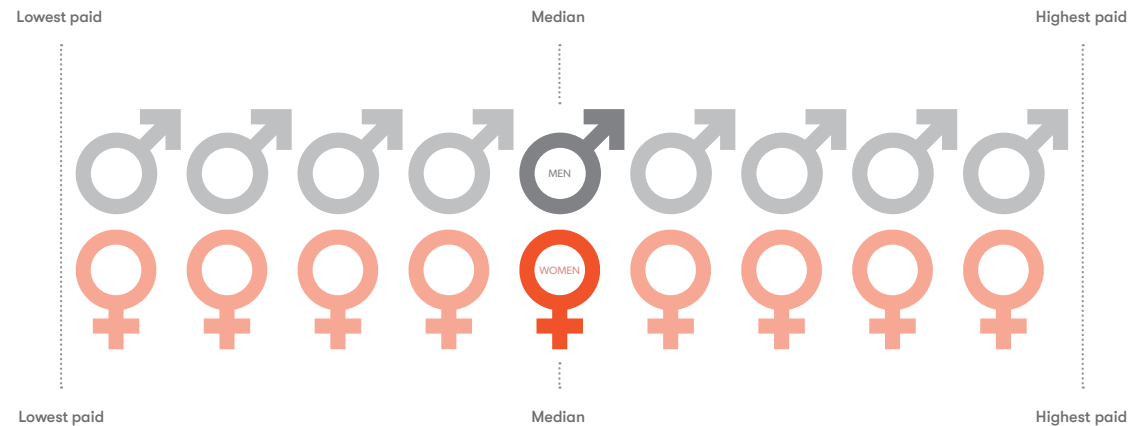
The Gender Pay Gap is different to an equal pay comparison. Equal pay relates to men and women being paid equally for the same, similar or equivalent work, whereas the Gender Pay Gap Report looks at average pay comparisons across a broader comparison group. New Look continues to take appropriate steps to ensure we continue to pay people equally for carrying out the same role. We benchmark our roles and associated pay using several market data sources and continue to review our pay framework.

Measuring Gender Pay

Our Gender Pay Gap has been calculated using the mechanisms that are set out in the Gender Pay Gap Reporting Legislation. Under these regulations the Gender Pay Gap is defined as the difference between the median and mean hourly rates of pay that men and woman receive. For 2021, these figures are not a true representation of our workforce, due to a significantly reduced number of colleagues on full pay as of 5 April 2021.

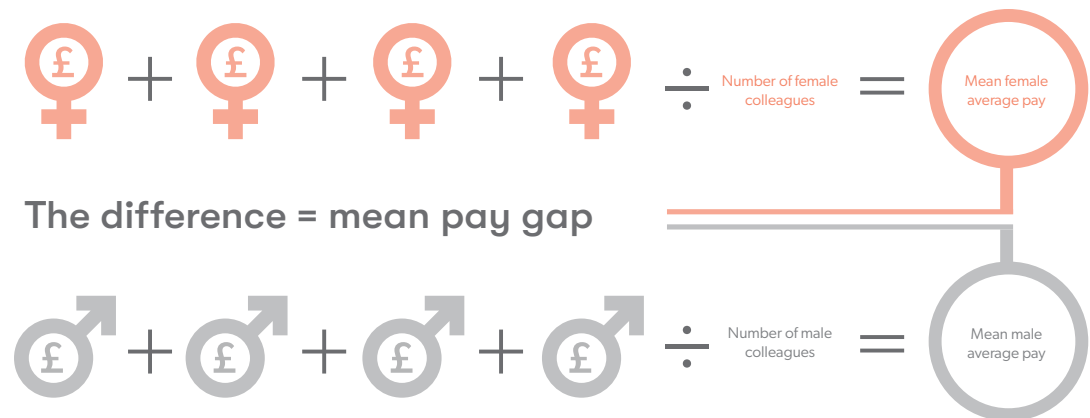
The Median Pay Gap

If we lined up all our female colleagues in order of how much they are paid (by the hour) and all our male colleagues in another, the median of each group would be the middle person in the line. The median Gender Pay Gap is the difference in pay between the middle female and the middle male.



The Mean Pay Gap

The mean pay gap shows the difference in average hourly pay for women compared to the average hourly rate of pay for men.



Our Gender Pay Gap

For 2021, these figures are not a true representation of our workforce, due to a significantly reduced number of Retail colleagues on full pay as of 5 April 2021.

4.6%

Mean Gender Pay Gap

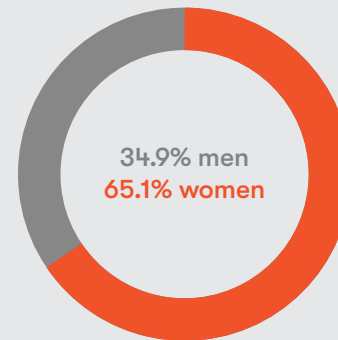
0%

Median Gender Pay Gap

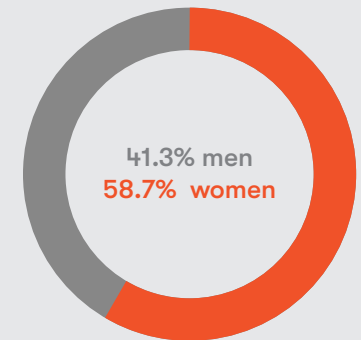
Our Pay Quartiles

Pay quartiles are calculated by listing the pay rates for all colleagues from lowest to highest, before splitting them into four equal-sized groups. The proportion of male and female colleagues that appear in each group is then calculated.

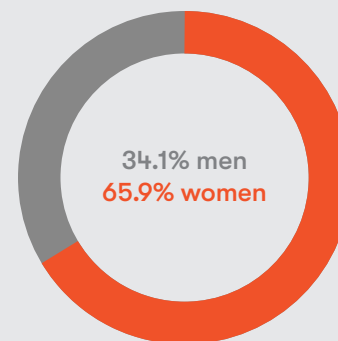
Lower quartile



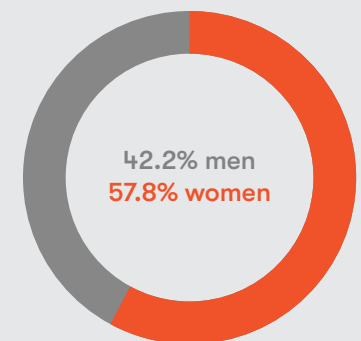
Lower middle quartile



Upper middle quartile



Upper quartile



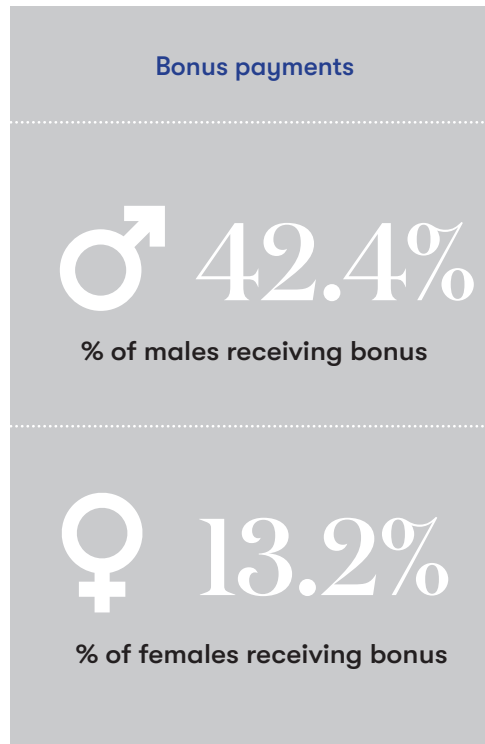
Our Gender Bonus Gap

The bonus pay gap is calculated on any 'bonus' award made from April 2020 to March 2021. Colleagues on furlough and other types of leave are included in the bonus pay gap calculations.

2020/21 bonuses are made up of long service awards, recommend-a-friend payments, retention bonus awards and discretionary bonus awards linked to individual performance (rather than part of our company bonus scheme).

51.9%
MEAN

67.5%
MEDIAN



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Our Commitment

As one of the UK's largest fashion retailers, Equity, Diversity & Inclusion doesn't just make sense for our internal community, it makes sense in the way we do business. From the development of great product and the way we select and work with partners, to how we engage with our customers to offer them outstanding experience and mirror in our workforce composition the communities and people we work with and serve every day. Over the next three years, we will accelerate our ambitions and efforts to firmly place New Look as a destination employer for Equity, Diversity, and Inclusion. To achieve this ED&I sits firmly at the heart of our new People and Talent Strategy.

In 2020 we took the first steps to better understand who our colleagues are and identify any potential gaps we might have in reflecting the communities we serve through our 'Count Me In Campaign'. This resulted in more than a third of our colleagues updating their demographic information, but we still have a way to go to build a more accurate picture of the make-up of our New Look community. We know that monitoring diversity and inclusion is crucial to help us assess any gaps and advance a meaningful action plan for change.

Other target areas we have committed to advance a more inclusive culture include:

1. Introducing new people systems
2. Establishing colleague resource groups
3. Reviewing our hiring practices
4. Advancing our wellbeing agenda
5. Offering career development programmes

As part of our ongoing EDI plan, we have appointed Elaine Wrigley as our Head of People Experience & Inclusion. Elaine has a wealth of retail experience within New Look, and formerly across several leading retailers.

She has led, and been part of, many Women in Retail initiatives and mentored for a number of organisations including the Women Leaders Association, Northern Power Women, Modern Muse and Specsavers Every Woman in Retail, where she won their award, for Leadership in Retail.

We are proud to provide flexible and part time working opportunities in many areas of our business and continue to do all that we can to be an organisation that embraces and welcomes everyone. Post pandemic, many of our office-based colleagues continue to take advantage of the benefits of hybrid working and we are always looking at opportunities to offer more flexible ways of working to our retail and distribution colleagues.



Our Commitment

“New Look’s 50-year history has been built on a foundation of a local, diverse and inclusive culture and this continues to be at the heart of everything we do. We are making progress, but we know that we need to go further to become an employer of choice, engaging our employees and being recognised externally as well as internally for inclusivity.

As a leading fashion brand, being inclusive is not a choice, it’s our responsibility to our people, our supply chain, our investors, customers and society at large. We are committed to doing all we can to make sure we operate a business which is ‘kind to its core’.

As an employer of almost 10,000 people, we want our New Lookers to be proud to say they work for us and feel they can be themselves at all times in the inclusive culture we collectively create.”

Liz Jewitt-Cross
Interim People & Transformation Director

We confirm that the information contained within this report is accurate and in-line with Government Reporting Regulations.



Nigel Oddy
CEO



Liz Jewitt-Cross
Interim People & Transformation Director

