



KIND TO OUR CORE

Sustainability Report

— AUGUST 2022 —

NEW LOOK



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Foreword



Sustainability is integral to our business strategy and a key differentiator, helping us deliver our purpose, to 'inspire that New Look feeling'. As we emerge from the pandemic and now face the inflationary pressures of the year ahead, we remain focused on our targets; to be climate positive by 2040 and to help our customers live more sustainable lifestyles by choosing New Look.

As Chief Commercial Officer, we moved to offering more sustainable choices for our customers and further engaged our supply chain. As CEO, I remain committed to our sustainability agenda and will continue to ensure our strategy, Kind to Our Core, plays a part in every business decision.

Looking back at the past year, internal engagement with our Kind to our Core approach has been exceptional; our store teams are some of our best advocates in pursuit of an Inclusive Culture and Positive Local Impact and showcase the best of our brand, for example, their community involvement with our thirty elected regional charities. Equally, our digital teams who work to make the New Look experience seamless, are identifying what local means in a digital context.

The year ahead is pivotal as we work to set our Science Based Targets, and as we manage further sector regulation, metrics will be even more of a focus. However, we are also seeing this as an opportunity to be fit for our future. Due to recent cultural shifts, positive new ways of working are increasingly prevalent. We recognise these ways of working are an opportunity to further our progress, such as remote product development and a move to low carbon energy. We also recognise the need to engineer product and operations to reduce waste, for example the more efficient transport and packing of goods. I remain personally committed to supporting these innovative new ways of working and developing new metrics to measure our progress.

Helen Connolly, CEO



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Executive Summary

It's never been more important for fashion brands to be accountable when it comes to sustainability. We're committed to being a force for good in the fashion industry. We want to help protect our planet for future generations, while ensuring all our people value New Look as a supportive, safe, and welcoming place to work.

In line with the commitments made in the publication of our Sustainability Strategy Refresh, this report outlines our progress, set against targets across our four pillars. Overall, the progress has been significant and lays good foundations for Financial Year (FY) 23, in which we intend to set our Science Based Targets (SBTs) and produce our first Taskforce on Climate-Related Financial Disclosures (TCFD) reporting. Despite challenging market conditions and facing into strong inflationary pressures, our targets remain in place.

Our four pillars are now well embedded and widely messaged across our value chain, and we are choosing to partner with businesses who can reflect and share in our values. We are also selecting appropriate third-party expertise to support our internal teams and verify and validate our metrics. Despite facing volatile inflationary pressures, the sustainability of our business will remain a priority and is being embedded in every decision we make.

Responsible Business

- Last year marked our first year of reporting Scope 3 emissions, which included the best available data in waste, water, business travel, inbound logistics and outbound logistics. This year we have increased our scope to include clothing product
- Our total emissions have increased significantly from FY21 due to trading conditions and store closures during that year. In comparison to FY20, our scope 1 emissions have increased slightly and there has been a 20% reduction in electricity consumption (scope 2)
- We saw a 130% increase in adoption of the Higg FEM in the 2020 cycle (the latest full reporting period) totalling 44% of Tier 1 and 33% Tier 2
- For the second time, New Look have completed and had independently verified the Higg Brand Retail Module (BRM), scoring 40.4% in Environmental and 56.4% in Social
- Our latest published data documents 100% of our Tier 1 and 77% of our Tier 2 to date. We are on track for 100% completion by the end of FY23
- All third-party brands and concessions now undergo greater and standardised due diligence processes, including a new requirement to complete a self-assessment questionnaire (SAQ) outlining their supply chain transparency, and providing details of their Tier 1 factories.

- To date, we have hit 40% of our 100% target in training managers to improve carbon literacy, giving colleagues an understanding of carbon's effect on the climate and how their actions both at work and at home have an impact in terms of emissions.
- We have a new relationship with the International Transport Workers Federation (ITF). They reviewed our FY22 logistics data, showing approximately 90% of vessels used by New Look are covered by the ITF-approved or ITF-acceptable collective bargaining agreements (CBAs), protecting seafarers' rights
- To further support our targets in improving purchasing practices, we developed and delivered comprehensive workshops to buyers and merchandisers (BMD) across the business, including UK site visits with 80% of junior BMD colleagues to bring the training to life.

Responsible & Circular Product

- Using the Textiles 2030 Footprint Tool, New Look calculated cradle to grave carbon and water emissions from all clothing products for the first time. Clothing made up 80% of our total carbon emissions and polyester, cotton and cellulosic products accounted for 92%
- We achieved circular design training target for all designers
- Clothing with sustainable attributes increased 10% last year to 53%
- 72% of our own operations packaging contains recycled content, keeping us on track to meet our 100% target by FY23

- We partnered with Re-Fashion to test and learn on re-commerce

Inclusive Culture

- To facilitate greater action in embedding our approach to Equity, Diversity, and Inclusion (ED&I) over the last year, we appointed a new Head of People Experience and Inclusion
- With experienced leadership in place, the business created a comprehensive ED&I roadmap and a project plan focused on talent attraction, growth, brand, culture, and wellbeing.
- We appointed our Chief Technology Officer as a C-Suite ED&I Sponsor
- We scored 76% on our last colleague engagement survey, slightly above the external benchmark. This confirmed 89% of staff felt that they could be themselves whilst at work
- Our Talent for Tomorrow programme launched in 2022, supporting development of internal colleagues, including flexibility to move within the business to enhance skills

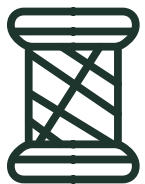
Positive Local Impact

- We started testing size extension across channels to offer more sizes across more products, including up to size 22 in Core and down to size 16 in Curves. This is happening online, and a growing number of stores are now offering 'Shop by Fit' categories, which will continue through FY23

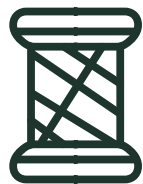


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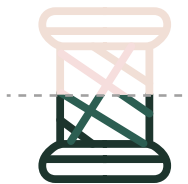
- New Look have developed nude shades for all and now sell a range of skin tone products, specifically lingerie and tights
- Our employees and customers raised more than £700K for our established charity partners
- We elected and established 30 local charitable partnerships aligned to our Kind values, chosen by our regional retail teams, alongside three national charity partners
- New Look are working closely with our logistics partners to present lower carbon delivery options to our customers. We are also measuring and reporting carbon impacts, road mapping reductions across the board
- We launched our Customer Sustainability Hub online
- Our 2021 Pride charity e-Gift Card was ranked as second most popular after Happy Birthday, donating £1 for every Gift Card bought in support of LGBT foundation
- Our sustainability aspirations are now a key feature in our customer facing services. We have incorporated it into our Customer Service Promise, our Loyalty Programme, the planning for our Store of the Future programme and the enhancement of our digital platforms
- Leading up to Christmas, we teamed up with our charity partner Tree-Nation to create an eGift Card which planted a tree in the New Look Forest for every card bought. 5,400 trees were planted, and we were awarded Biggest Industry Contribution at the Blackhawk summit.



100%
sustainable cotton
by 2022



100%
sustainable viscose
by 2023



50%
recycled synthetics
by 2024

Introduction

New Look published our Sustainability Strategy Refresh in January 2022 in which we updated, shifted, and accelerated priorities. Our strategy remains ambitious and is designed to drive progress, offer increasing transparency and comparability of performance, focusing on addressing the most substantial issues for New Look and our stakeholders. This Sustainability Report shares progress against the targets we set ourselves for Financial Year 2022 (FY22), and details the advancement made in each of our four pillars, setting us up to achieve our targets in the coming year and beyond.

FY22 presented new challenges, many of which we can directly relate to environmental and social conditions and consequences. A zero Covid approach continues to have an impact on operations in China, the war in Ukraine, impacts of rising energy costs, raw materials supply, freight movements and growing potential vulnerabilities for people working in our own operations and value chain. This coming financial year is facing significant inflationary pressures as cost of living increases and anticipated ongoing market volatility. Nonetheless, we remain committed to our sustainability targets.

We have seen two significant external regulatory changes, a sign of things to come and all of which we have been preparing for. The introduction of the Green Claims Code has been welcomed by New Look. It is a leveller, allowing customers to make informed choices. Our steps will be protecting customers from misleading claims. We believe the

legislation allows businesses like ours to continue communicating our genuine efforts to invest in more sustainable products, ways of doing business and customer lifestyles. As the legislation has yet to be tested, New Look will abide closely by its guidelines and learn from the new lens. In April 2022, the new Plastics Tax came into effect, and we are well prepared, for example, having increased the recycled content of our packaging significantly over the last year.

This year marks a real shift into data, developing and harnessing emerging technology tools to support us in our transparency, focused on measuring, managing, and reporting. This also includes meeting existing regulatory reporting requirements and preparing us to meet regulatory shifts, including TCFD reporting and anticipated future extended producer responsibilities. Our internal experts are collaborating with third party experts and industry-wide collaboration is growing.

Our ESG steering committee, who guide our sustainability journey, will shortly be joined by members of a junior leadership team to ensure we have a diverse representation. They will help shape our future business and bring innovative ideas from across our business, as well as helping to embed our strategy and build the foundations for our future.

To support understanding of our ambition and business impact on people and planet, our internal teams have had regular updates from the Kind to Our Core team. Our targets now touch the day-to-day jobs of all, for example how we have promoted



Carbon Literacy, designing for Circularity, and Transparency initiatives across the business, as well as the significant data gathering for reporting from all business areas.

Our Strategy Refresh laid down comprehensive and measurable targets in our first two pillars – Responsible Business and Responsible and Circular Product. Pillars three and four – Inclusive Culture and Positive Local Impact are growing and gaining traction as new foundations have been put in place to accelerate their progress.

Kind to our Core: Sustainability Vision, Principles and Priorities

As a fashion brand we understand more than ever, the social and environmental impacts across our business, our value chain and our products. We have refreshed our strategy in line with latest developments, being bold where we feel we can be, being mindful of who we serve, and making sure our actions are transparent, universally understood and that everyone is included.

Our Sustainability Principles

Our sustainability principles were borne out of our company values and culture.

- We respect human rights
- We prioritise equity and inclusivity
- We have a positive impact on our local communities
- We are reducing our climate change impact
- We deliver 'Kinder' products
- We embrace circularity

Our Key Priorities

Our key priorities have been developed by assessing our values, our materiality, accepting our role in helping our industry reduce its overall impact and our ability to influence.

- Embed 'Kind to Our Core' principles across our value chain and product
- Be climate-positive by 2040
- Have our GHG-reduction targets approved by the Science Based Targets initiative and roadmap aligned to TCFD methodology
- Deliver fair wages and safe working conditions for everyone
- Increase transparency and provide comparable data by SASB reporting
- Recognise and address the needs of the communities we serve
- Ensure inclusivity runs through everything we do

Pillar 1

Responsible Business

Overarching Aim

To prioritise our people and our environmental impacts and do so with growing transparency.

Key Impacts

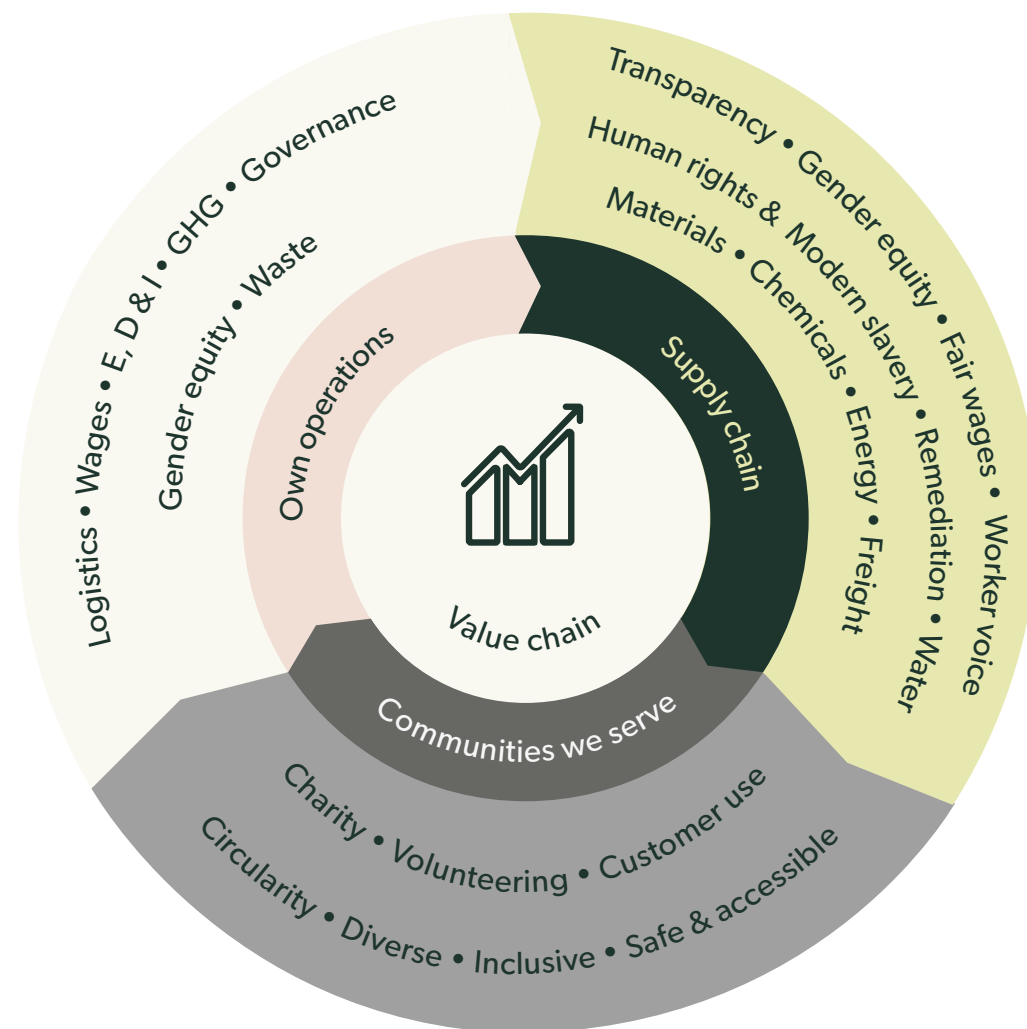
Environmental:

Air Pollution
Energy
GHG
Hazardous waste
Marine impacts
Soil health
Waste Management
Water quality
Water use
Marine impacts

Social:

Human Rights risk
Working Conditions
Wages
Worker Voice
Gender equity
Modern slavery

5 GENDER EQUALITY 	New Look aligns to end all forms of discrimination against women & girls globally, ensuring women's equal opportunities for leadership	6 CLEAN WATER AND SANITATION 	We are committed to improving water quality by reducing release of hazardous chemicals & materials; substantially increase water-use efficiency to address water scarcity
10 REDUCED INEQUALITIES 	We empower & promote the inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	13 CLIMATE ACTION 	New Look deliver reduced climate change impacts & promote changes to the habits of all associated with us.
14 LIFE BELOW WATER 	We work to reduce negative impacts of land-based activities on the sustainability of our oceans	15 LIFE ON LAND 	New Look accepts responsibility to reduce the impact of our product and operations on ecosystems, and biodiversity. We will make responsible decisions to halt & reverse forest degradation, contributing to new and replanting trees.
8 DECENT WORK AND ECONOMIC GROWTH 	New Look will: promote resource efficiency & support healthy environments in the communities from which we source; promote decent work for all & equal pay for work of equal value; take a stance to eradicate forced labour & end human trafficking & child labour; protect labour rights & promote safe and secure working environments; work with employers to expand access to financial services for all		



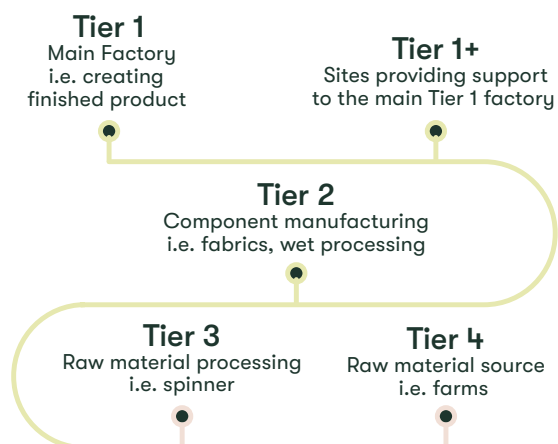
Responsible Business sits at the centre of New Look's sustainability strategy. We have continued to focus on embedding our Kind to Our Core approach across the whole business, as a key transformation pillar. This is our first report since releasing the refresh, laying out a clear update on targets completed over the financial year, including any challenges, and directing us toward plans for the following year.

Transparency

Transparency is a fundamental part of our sustainability journey. Without transparency, we are unable to measure our impacts and make the changes needed to become a more sustainable business. In May, we published our latest supplier list, in line with our biannual updates, documenting 100% of our Tier 1 supply chain and 77% of our Tier 2, making strong progress towards our target of 100% by next year. In addition, we have also begun collecting data on our Tier 3 suppliers, focusing on our key fibres, cotton, polyester, and viscose, which is on track to publish full visibility by FY23, in line with target commitments.

SAC membership and the Higg Index

New Look are members of the Sustainable Apparel Coalition (SAC) and achieved Foundation Plus level during the 2021 cycle. This achievement represents the significant work we have done to make tangible improvements in Higg Index adoption, verification, transparency, and impact.



FEM

The Higg Facilities Environmental Module (FEM) is a key tool for New Look to understand the environmental impacts within the supply chain. It is now a requirement for all Tier 1 and Tier 2 facilities to complete this module. The data gathered through the FEM will support several targets within our Responsible and Circular Product pillar, as well as the development and progress towards Science Based Targets (SBTs). We have had a 130% increase in adoption of the FEM in the 2020 cycle (the latest full reporting period) totalling 44% of Tier 1 and 33% Tier 2 by production.

BRM

The Higg Brand Retail Module (BRM) is a holistic sustainability assessment tool that standardises how brands and retailers measure and evaluate their environmental and social performance, year over year. Last year, New Look completed the assessment for the second time and the results were reasonably verified (the most in-



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depth verification option) by a third-party auditor. Overall, New Look scored 40.4% Environmental and 56.4% Social. New Look are currently completing the 2021 cycle of the BRM and will report verified scores in our next update.

Internal performance indicators

To date, colleagues across Procurement, Human Resources, Distribution Centre, operations, and property management have new KPI's in place for the following year specifically to address the risks of modern slavery. Buying, merchandising and design teams across product areas have targets around increasing sourcing and design using more sustainable materials. We will continue to work across the business to ensure we have the right measurements in place to track and evaluate our sustainability progress.

Agency workers and vulnerable groups

New Look has a comprehensive risk framework, based on understanding materiality and emerging risks, which is reviewed quarterly. Through this, understanding how the needs of people map to emerging risks is critical.

We are on track with our target commitment to identify and address vulnerable groups, creating tailored risk approaches for their needs. Over the last financial year, we reviewed and updated five of our policies focused on vulnerable groups (refugees, migrant and contract workers, children and young people, homeworkers, etc). We made sure requirements remained relevant and accounted for protections of those involved, as well as adding situational action plans to provide suppliers with greater support on how to prevent and remediate should they arise in the value chain. We created a more targeted migrant worker due diligence checklist, beyond standard checks, which we have added to our risk assessment framework. We have

incorporated this approach particularly when exploring new sourcing areas, for example, Mauritius.

As reported in our Modern Slavery Statement, in the UK, and more specifically in our own operations, we further strengthened our due diligence processes around how agency labour is managed and recruited at our distribution centre (DC). Over the last year, we added an additional two agencies alongside our main agency partner to allow greater flexibility, particularly during peak times. Robust checks are in place from these agencies, as well as our own due diligence checks to monitor any possible modern slavery indicators and general worker protections, including requirements for Stronger Together training, being registered with the Gangmasters and Labour Abuse Authority (GLAA) and labour recruitment reviews. The sites within our UK supply chain continue to be monitored through annual Fast Forward audits, follow-ups and where required site visits.

We work closely with strategic suppliers, encouraging their proactivity in identifying the needs of workers and expanding their engagement with local civil society experts. For example, our key supplier in Turkey began working with MUDEM, which provides support for Syrian and other refugees with social and legal support as well as access to social services.

We regularly monitor current events and take required steps where needed to safeguard our value chain, from protecting workers through to logistics measures in transporting goods. Together with our industry partners, we are closely monitoring the evolving situation in Ukraine, collaborating with the ETI and other stakeholders to understand the impact across our business operations. We have no factories located in Ukraine or Russia, however, we are aware of the potential impact that this will have on our value chain due to the displaced communities entering neighbouring countries, as well as labour shortages and the reliance of migrant labour in logistics supply chains.

Over the next year, we will be incorporating extra due diligence steps within our risk framework, more targeted to vulnerable groups. This deeper dive will focus on enhanced mapping of worker demographics data which will support adapting our risk framework based on needs.

Third party brands

New Look have a growing number of third party and concession brand partners. Over the last financial year, we created a standardised due diligence process for all these partners to promote greater transparency and support improving business practices. The sustainability and brand teams developed an agreed set of initial questions for potential partners to understand their approach to due diligence and how they work with suppliers.

As part of the onboarding process, new brands and concessions are now required to complete a self-assessment questionnaire (SAQ) outlining their supply chain transparency, including policies in place, and providing details of their Tier 1 factories.

We have achieved our target on putting new requirements in place, we are taking steps to increase the percentage and make it standard that all brands provide their Tier 1 details. This information is used to help us identify any potential risk areas which could impact our wider operations. As we continue to grow our transparency agenda, it is important that we are working with brands which align with our business values.

Over the next year, we will continue improving the percentage of brands sharing Tier 1 factory information, supporting them on their sustainability journey. Alongside brands, we will be supporting more development with franchise partners, including adding a SAQ with existing partners and in onboarding for new ones. We incorporate sustainability and modern slavery information into their business review meetings.

Climate Change

Climate change remains the biggest challenge facing the planet and will have direct consequences on the fashion industry if action is not taken. As a business striving to be more responsible, New Look understand the importance of reducing emissions throughout the supply chain.

In October 2021, New Look achieved its target, having committed to Science Based Targets (SBTs) and will be creating and submitting those targets for review over the coming year. This report includes New Look's full scope 1,2 & 3 emissions and we will be using this data to set baselines and with the support of subject experts, Anthesis, create a roadmap to becoming Climate Positive by 2040. We remain on track to have targets and an action plan ratified by the SBTi by 2024.

Last year marked our first year of reporting Scope 3 emissions, which included the best available data in waste, water, business travel, inbound logistics and outbound logistics. This year we have also included product level clothing calculations using the Textiles 2030 Footprint Tool. Remaining emissions from accessories and footwear products have been included within purchased goods and services as these are excluded within the T2030 footprint tool calculation.

Scope 1	Unit	FY20	FY21	FY22
Company vehicles	Tonnes CO2e	197	81	182
F-gas	Tonnes CO2e	761	301	791
Operational diesel	Tonnes CO2e	8	11	24
Gas	Tonnes CO2e	389	272	496
Scope 2	Unit	FY20	FY21	FY22
Renewable Electricity consumption	KwH	101,411,834	50,859,491	80,953,929
Electricity Consumption	KwH	738,449	413,544	561,250
Electricity (Location Based)	Tonnes CO2e	26,110	11,954	17,308
Electricity (Market Based)	Tonnes CO2e	146	82	111
Scope 3	Unit		FY21	FY22
Electricity WTT Generation	Tonnes CO2e		1,649	4,507
Electricity Transition & Distribution	Tonnes CO2e		1,028	1,532
Water	Tonnes CO2e		58	23
Waste	Tonnes CO2e		112	288
Inbound logistics	Tonnes CO2e		13,094	13,984
Outbound logistics	Tonnes CO2e		4,575	7,351
Staff travel	Tonnes CO2e		39	5,135
Purchased goods and services	Tonnes CO2e		256,935	75,460
Clothing	Tonnes CO2e		n/a	445,975

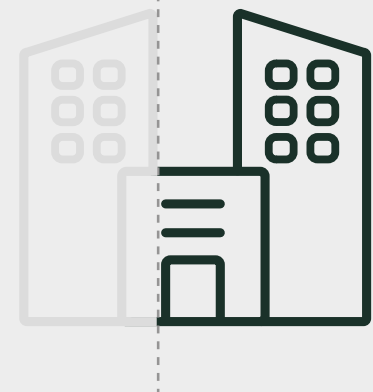
*All data has been externally assured by One Carbon World



72%

of packaging will be sustainably sourced or have recycled content by FY22

38% 38% of tier 1 & 2 facilities have completed Higg FEM in **FY23**



Own operations

Our Scope 1 & 2 emissions have increased compared to last year which is the result of lockdown measures being lifted and only limited store and office closures after the first few weeks of the financial year. Compared to 19/20 full year, there has also been a slight increase in emissions which is attributed to scope 1 emissions, gas, f-gas and diesel usage. However, we have seen a significant reduction in electricity usage from 19/20 to 21/22 by -20%. This reduction is a result of half hourly data being received through sub-meters installed in previous years, enabling New Look to continue to review and proactively monitor energy consumption at all stores across the estate to minimise energy consumption throughout the year.

We are reviewing our property portfolio, upgrading to LED lighting, and monitoring energy consumption through sub-metering. During the year 96% of our stores met their energy targets. Capital required for LED and HVAC replacements will be planned to ensure SBTs are met as part of road mapping.

Customers and colleagues

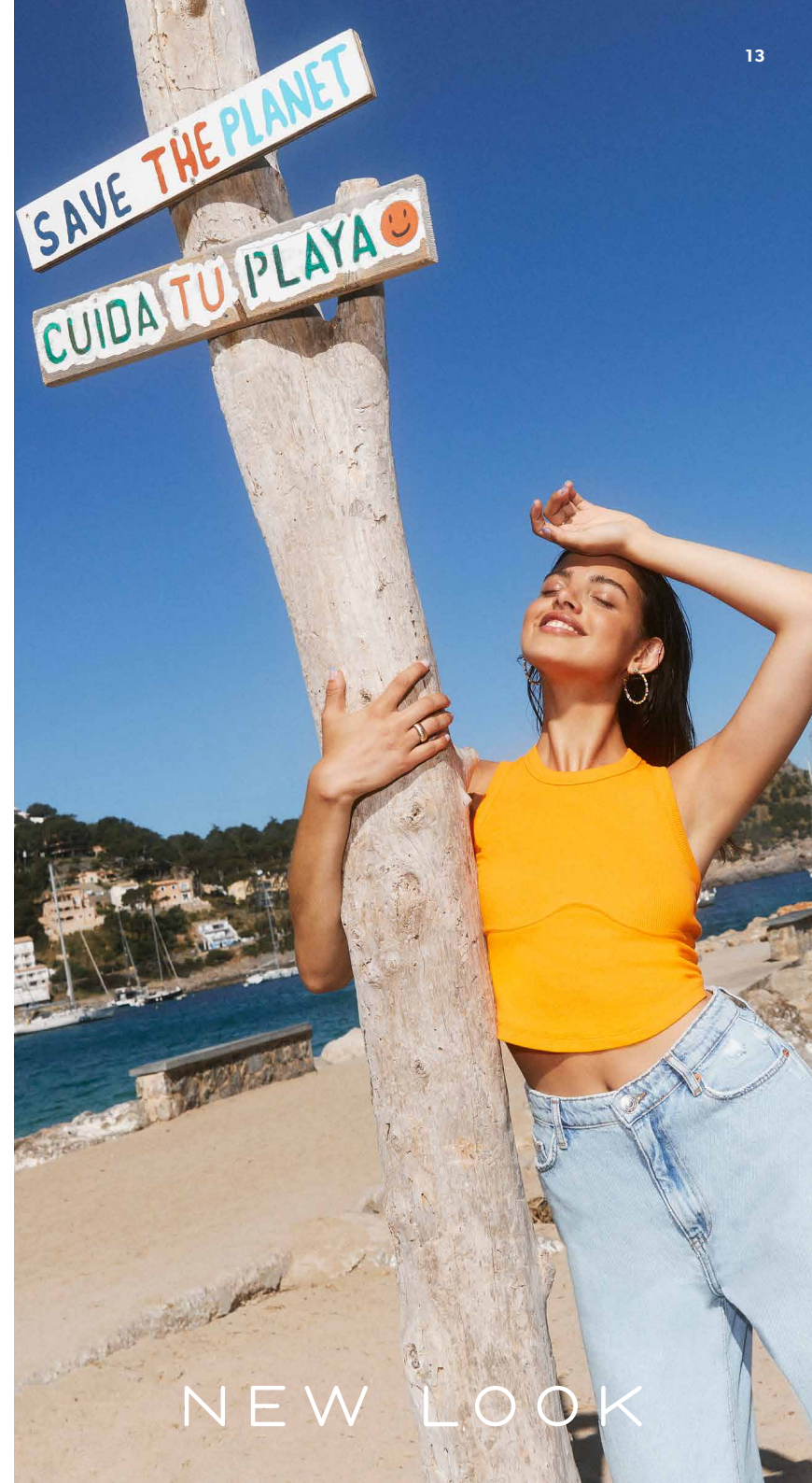
Supporting customers and colleagues to live low carbon lifestyles is an important role in the fight against climate change. New Look are providing customers with information on more sustainable choices through online campaigns as well as more sustainable product. Our Kind product represented 53% of total units sold within the business. We are working to further improve this engagement and always provide clear information to our customers to support more sustainable choices.

We achieved 40% of our 100% target of managers completing carbon literacy training, giving colleagues an understanding of carbon's effect on the climate and how their actions both at work and at home have an impact in terms of emissions. We will be at 100% by the end of 2022. By providing this learning to our colleagues, we aim to integrate carbon thinking within our business, ensuring environmental impacts are part of all business decisions. This training will be rolled out to all managers and the wider business over the next year. In addition, we created a strategy around the introduction of fleet, hybrid and electric vehicles, with the implementation of this expected by the end of 2022.

Freight and logistics

Both inbound and outbound logistics remain within our top 5 carbon emission activities. Over the last year we have actively engaged with our buying teams to reduce the use of air freight. A carbon calculation was added into the shipment calculation tool to show buyers at point of decision the impact on carbon each mode of transport has. We have achieved an absolute reduction in carbon emissions of air freight of 18% using FY21/22, as our baseline. In addition, we are actively engaging in the low carbon logistics pathway of the BRC Climate Action Roadmap. We are on track to continue engaging on low carbon logistics plans.

We achieved our target on industry collaboration on modern slavery risks with our new partnership with the International Transport Workers' Federation (ITF), which started in early 2022. Our initial aim was mapping the vessels used by our logistics



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providers to verify if they comply with ITF standards of working conditions and treatments of seafarers. Early measurement demonstrated that approximately 90% of vessels used are covered by the ITF-approved collective bargaining agreement (CBA) or ITF-acceptable collective bargaining agreements (CBAs). Agreements ensure that seafarers have access to the protections and recourse offered by a negotiated agreement between the owners/operators of the vessels on which they work and a trade union that is affiliated to the ITF. Over the coming year, we will be exploring how to develop the ITF collaboration further, alongside other partnerships to support our commitments towards greater protections for workers across our logistics supply chains.

Procurement

This year, New Look implemented a detailed ESG questionnaire as part of the tendering process for new suppliers. Simultaneously, we began a comprehensive sustainability review of existing strategic suppliers. Both activities are being monitored by procurement and sustainability teams to ensure New Look's objectives are met.

Over the coming year, all business areas will be more actively engaging across our sustainability targets and requirements, focusing on procurement of goods for resale and those goods and services used within our own business. The procurement process will score in line with targets and requirements and be used to help decide which new suppliers to take on and which existing business relationships to maintain. Our C-Suite/ESG Steering Committee will review these sustainability responses alongside other business priorities when approving strategic partnerships.

Working conditions

Purchasing practices

New Look have been members of the Action Collaboration Transformation (ACT) initiative since its foundation in 2016. New Look started its more targeted work across purchasing practices at the end of FY21. By the end of FY22, we had made substantial progress in implementing the ACT accountability and monitoring framework for purchasing practices, in line with our target commitment to contribute toward the framework over the FY. To further support these developments, we developed and delivered comprehensive workshops to the Buying teams across the business, which included UK site visits for 80% of our junior Buying and Design colleagues to bring the training to life. We have incorporated open costing sheets into our supplier document requirements and are now putting in place next steps to address merchandisers' needs and how to better understand and account for labour costs.

Fair wages

As active ACT members, we have been working diligently over the last year to implement the five goals of the 2021/22 roadmap strategy – which are in place until the end of 2022. There have been more notable steps toward all goals, specifically on creating a functioning complaints mechanism in Bangladesh, negotiations for an industry collective bargaining agreement (CBA) in Cambodia in June 2022 and initial steps being made in Turkey. Quarterly, ACT members meet to discuss progress and challenges in completing the roadmap, which has allowed for continued progress to date and through the rest of 2022.

We are requesting suppliers to include labour costs in all pricing information shared, which will continue to grow to support sourcing and buying decisions across product areas by the end of FY23. To further support how we can better understand and take steps to influence more fair wages, we will be reviewing previously conducted feasibility studies paired with living wage methodologies and research to see how these could be applied to our priority sourcing countries.

Pillar 2

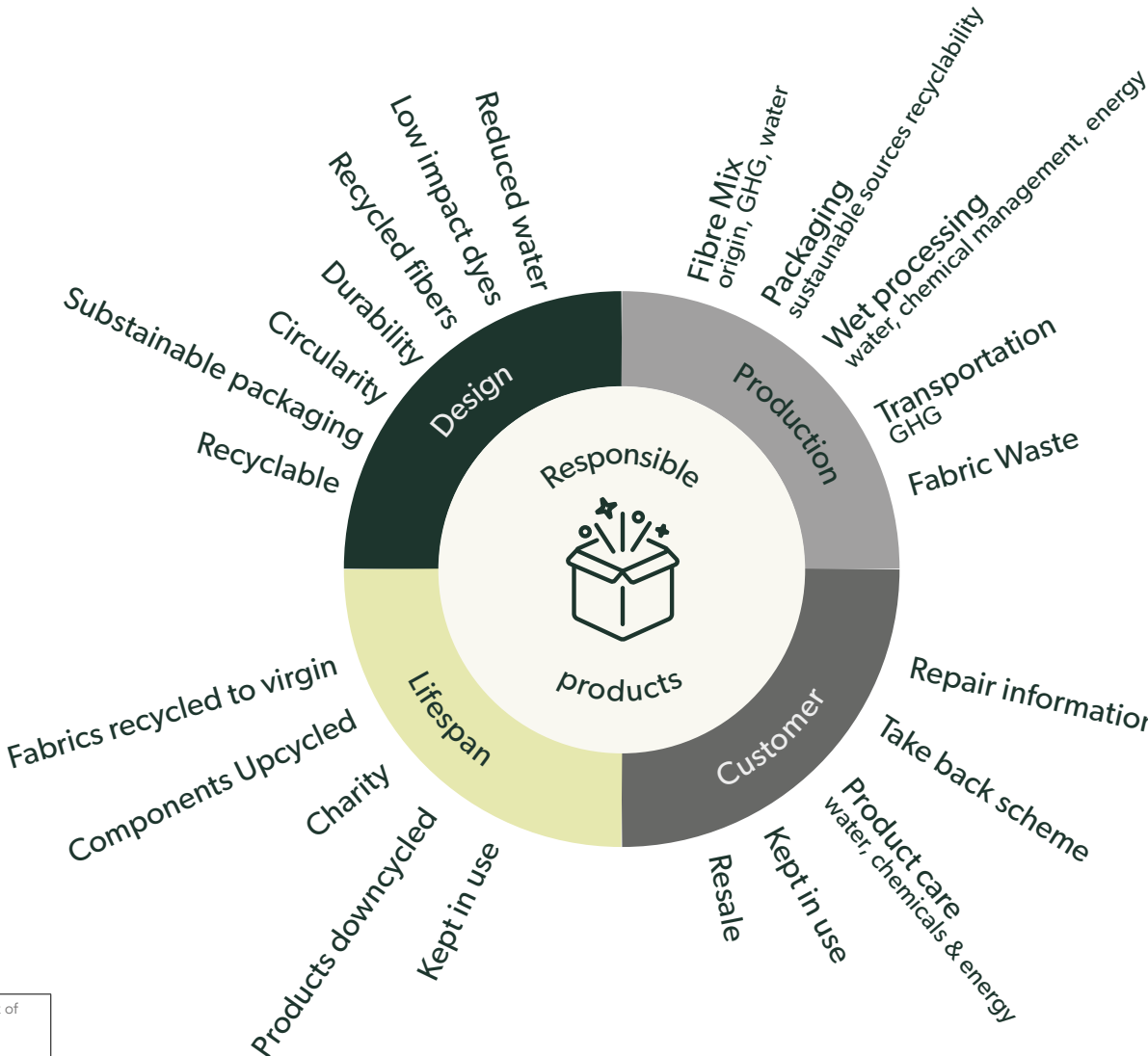
Responsible & Circular Product

Overarching Aim

To improve the environmental impacts and circularity of our products from design stage to product end of life

Key Impacts

- Environmental:
- Air Pollution
- Biodiversity
- Chemical impacts
- Deforestation
- Energy
- GHG
- Hazardous waste
- Marine impacts
- Soil health
- Waste Management
- Water quality
- Water use



<div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div> </div>	We will not be wasteful & will promote the environmentally sound management of chemicals & all waste throughout its life cycle
<div>15 LIFE ON LAND</div> <div> </div>	New Look accepts responsibility to reduce the impact of our product and operations on ecosystems, and biodiversity. We will make responsible decisions to halt & reverse forest degradation, contributing to new and replanting trees.

It is widely acknowledged that fashion's linear model of take, make, waste is not sustainable. It is essential that brands take responsibility and start transitioning to a circular economy. To create responsible and circular products, we must consider the whole lifecycle. There are impacts associated with each stage of the lifecycle and therefore different opportunities to mitigate these.

In early 2021, New Look became a partner level signatory of Textiles 2030, a voluntary agreement overseen by the Waste and Resources Action Programme (WRAP). The goal of the initiative is to accelerate the UK fashion and textiles industry to move towards a circular economy. The ultimate ambition and targets are to reduce the water and carbon footprint of products by 30% and 50% respectively by 2030.

As partner members, New Look have adopted these targets and will be involved in implementing change, achieving global impacts, and demonstrating leadership across the three pathways: 'design for circularity', 'close the loop on materials' and 'implement circular business models'.

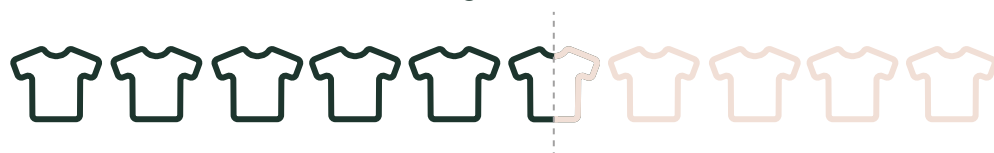
Product footprint

Using the Textiles 2030 Footprint Tool, New Look calculated cradle to grave carbon and water emissions from all clothing products for the first time this year. Clothing products made up 80% of our total carbon emissions and polyester, cotton and cellulosic products accounted for 92% of these emissions. Emissions are also broken down by lifecycle stage enabling us to measure savings made from improvement actions at each stage.

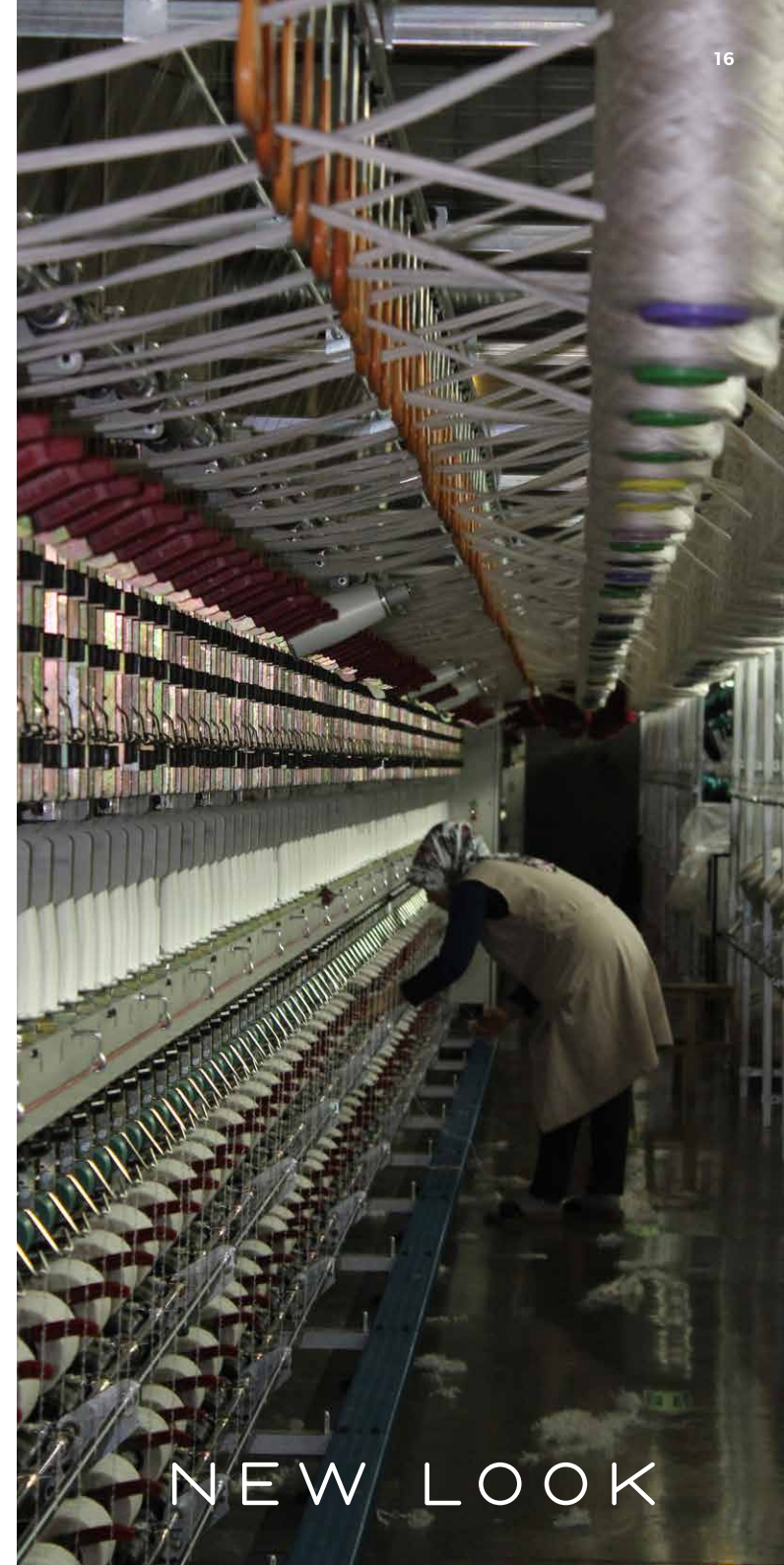
Raw materials

New Look have been transitioning to more sustainable fibres since 2019 when our first Kind products launched. This remains a key focus to reduce carbon and water emissions and we are continuing to increase the amount of better raw materials we are investing in. By the end of FY22, 53% of our clothing had a more sustainable attribute increasing 10% compared to last financial year.

53% of our clothing for FY22 with sustainable attributes



2% of our clothing in 2018 had sustainable attributes



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Cotton

Cotton is our second most common fibre (23%) and is used across all departments. In this financial year, 76% of cotton garments were sourced with more sustainable cotton and this has risen to 90% for this spring/summer season. We are on track to meet our target of 100% more sustainable cotton by the end of 2022.

One way in which we achieved this was through partnering with the Better Cotton Initiative to improve cotton farming globally. Better Cotton's mission is to help cotton communities survive and thrive, while protecting and restoring the environment. Better Cotton is sourced through a system of mass balance, allowing the initiative to scale quickly, supporting over 2.7 million farmers in 23 countries.

In addition, we also source organic cotton but due to increased demand and prices it now makes up a small percentage of our total. We plan to introduce and increase recycled cotton within our mix in the coming years as we find efficient ways to collect and reuse off-cuts, as well as utilising end of life products.

Uzbek and Xinjiang cotton

As of March 2022, following the publication of 2021 ILO Third-Party Monitoring Report of the Cotton Harvest in Uzbekistan, Uzbek cotton is now free from systemic child labour and forced labour. This is based on eleven thousand interviews with cotton pickers, 99% of those involved in the 2021 cotton harvest worked voluntarily. There has been a global boycott against Uzbek cotton, led by the Cotton Campaign for the last 12 years, which has now been lifted. There has been significant

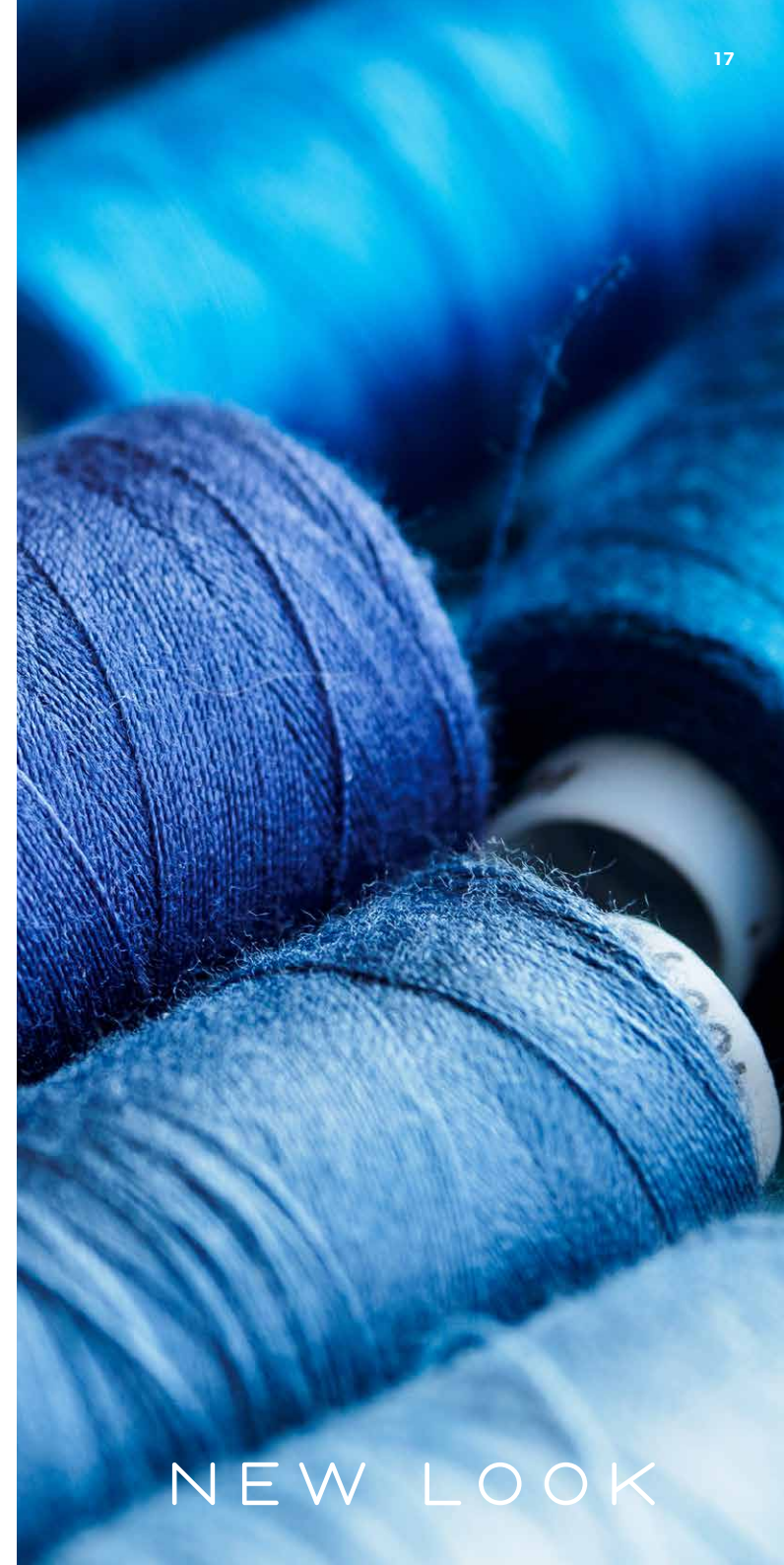
meaningful change in the country, which holds promise for how companies like New Look and other global retailers can more confidently accept Uzbek cotton as a viable cotton source. The next steps will be for New Look to update our cotton sourcing policy to include Uzbekistan as an optional cotton source, so long as traceability can be incorporated, as with other sources.

The situation in Xinjiang remains largely unchanged. The main development in the last year has been that in April 2022, China has signed two Fundamental Conventions: ratifying the Forced Labour Convention, 1930 (29) and the Abolition of Forced Labour Convention, 1957 (105). It remains unclear what this will mean in relation to the issues of forced labour for Xinjiang, but we will be keeping these in mind as we continue our support of the Call to Action to End Uyghur labour. Our policy remains unchanged that we will not work with any suppliers linked to sourcing from Xinjiang.

Viscose

Sustainable viscose is now widely available as new technologies have improved processing, reducing the environmental impacts of the fibre. This year, 48% of our MMCF garments used sustainable fibres and for this spring/summer season we have reached 60%, keeping us on track for our 100% 2023 target.

Our target is to source 100% more sustainable viscose. This means that for all our viscose rich products, we will be ensuring that only branded sustainable fibres such as EcoVero™ or Livaeco™ are used. These fibres use sustainable manufacturing processes and only FSC certified wood pulp. For viscose used in blended materials, we will be ensuring that these are



sourced from only green shirted suppliers listed on the Canopy Hot Button Report.

Polyester and other synthetics

Polyester is New Look's most used fibre (35%) and represents approximately 52% of global fibre production. Polyester and other synthetics are derived from fossil fuels and have a high energy demand in their production. This year, 30% of our synthetic clothing was made with recycled fibres.

The price of recycled polyester is increasing due to the demand for recycled polyester for packaging and other uses across many industries. This is impacting New Look's short-term transition from conventional to recycled in some product categories. We are still on track to meet our target of 50% recycled synthetics and will continue to monitor this. Currently the feedstock for recycled polyester is largely PET bottles. As textiles circularity grows within the UK and across the world, we anticipate being able to use textiles as the feedstock for our recycled polyester and other synthetics, creating a circular economy.

Polyurethane

Polyurethane (PU) is a plastic material that is widely used within the footwear and accessories departments to provide an alternative to leather. Conventional PU uses chemicals in production which can be harmful to the environment and human health. New Look are committed to halving the amount of conventional PU by 2024, converting to water-based or bio-based alternatives.

This year, we seconded a product technologist

into the sustainability team to spend six months gathering information on alternative imitation leathers. They are building partnerships directly with mills who provide these alternatives, and will continue to innovate, test and learn. However, pricing remains a challenge for our market, and we continue to monitor this impact against our 50% reduction target.

Product

The design stage is the first step where positive choices can be made to reduce the environmental impact of the product. We met our target of training 100% of our designers on circular design this year. This training was created in house to educate our design team on the key principles as defined by the Ellen MacArthur Foundation: made from safe, recycled, or renewable materials, made to be used more and made to be made again.

Technical, design, sourcing and sustainability team members are actively engaged in Textiles 2030 to support the development of the pathways and to later implement the guidance and findings from pilots and research. These activities will have direct impact on water and carbon footprints of our products.

Increasing take back of products, as well as, transitioning to more sustainable fibres have this year already reduced the carbon footprint of our clothing products by 3%, and water footprint by 34%⁴. Our work to gain greater visibility of our value chain and gather environmental data through Higg FEM will support this work and ensure we are on target to meet our aggregated 30% water and 50% carbon reduction targets by 2030.



Facilities

The processing phase from raw materials to finished product is a complex system, with many resource-intensive processes. We have identified water use, energy use and chemical management as areas to monitor within our value chain. We are gathering this data through the Higg FEM, reporting on verified modules, but considering self-assessments where verification has not been achieved. Last year we received verified FEM data from 18% of Tier 1 facilities and 25% of Tier 2 facilities by production. Our target is to gather Greenhouse Gas (GHG) from 80% of tier 1 facilities by FY23 which with continued communications through this year's FEM cycle we expect to complete.

We will be continuing to promote adoption of the FEM within our value chain, now requiring both Tier 1 and 2 facilities to complete the module. The biggest challenges faced in this area are identifying and onboarding lower tiered suppliers. New Look, like all retailers, has a lower influence deeper in the supply chain and all suppliers need to pay an annual subscription fee.

Packaging

A key target for New Look is reducing packaging to only essential items and ensuring that those items are sourced more sustainably. Last year, New Look hired a Packaging Sustainability Manager to complete a full review of packaging used within the business.

The first steps have been to gather a full set of packaging sustainability data for our own operations packaging as well as our suppliers. This consistent and accurate database will allow

us to focus on improvement projects across our packaging portfolio. So far, we have collated all our own operations data and have made significant inroads into our supplier packaging. Within our own operations packaging, 72% of the total content is recycled, keeping us on track to meet our 100% sustainable packaging target by FY23. This packaging is inclusive of carriers, mailers, hangers, boxes, and all other distribution centre packaging. Once we have a total view of supplier packaging, this will be included. In addition, New Look have specified suppliers must use a minimum 50% recycled content for polybags and to date 80% have exceeded this.

We have reduced our hanger use by 31% across the business compared to FY19/20 through new processes and training with store and distribution centre staff, our stores have had a 56% reduction. Our hangers are also part of a circular system where we have a reuse process in place with our distributor before the hangers are re-granulated and turned into new 98% recycled hangers. We are working closely with our hanger supplier to monitor and agree metrics to improve reporting.

Our next steps are to review all packaging data received from suppliers, consolidate further where appropriate, and set new more detailed specifications for our future packaging. Once specifications have been set, inbound packaging will be audited to ensure consistency and accuracy.



Customer use and end of life

It is essential to engage with customers on the best ways to care, repair and dispose of clothes. Caring for products correctly, ensures that products stay in use for as long as possible as well as reducing the impacts from washing and drying. There also comes a point where customers no longer wear a particular item, or the product is not repairable and must be disposed of.

During the year, New Look ran twelve email campaigns relating to sustainable product which reached nearly 5 million customers. There were also multiple engagement pieces across Instagram, Twitter and Facebook which directly spoke about recycling and care of clothing and reached over 300,000 customers. In addition, we created a sustainability page within our customer website with sections on reselling, recycling and care, alongside other sustainability information which we will continue to drive traffic to and build on.

For resale options, we relaunched our partnership with Hospice UK and embarked on a new partnership with Re-Fashion, an online resale platform. Through both initiatives, 3,617 New Look customers donated clothing. In addition, we have grown our network of partners, including New Life and Remade With Hope, to resell products not fit for sale within New Look. In total, over 270 tonnes of product were redirected through these partners for resale and recycling. Fibre to fibre recycling is still in its infancy and we are continuing to explore options, trialling providers, and analysing products suitable for current recycling systems.

Circular Business Models



In 2021, New Look partnered with Re-Fashion, a like-minded re-commerce business. We are working together on many exciting projects, testing and learning to understand our customers and the market to implement solutions that benefit our businesses, our customers, and the planet.

In October, we launched the first phase of the partnership, creating a micro-site where our customers can order Re-Fashion donation bags, fill them up and drop them off free of charge at their local Collect+. The mission of this project is to give our customers a quick, easy, and convenient way to make a difference by donating their clothes. To add an additional benefit, we are planting one tree for every bag that is donated to Re-Fashion through our charity partner Tree-Nation. We have seen a great response to this from our customers with over 3,500 bags ordered since the launch.

We are also exploring surplus and damaged stock clearance through Re-Fashion, whereby we send our otherwise un-sellable items to their sorting facility where it is categorised into four options: online, physical stores, upcycling or unsellable. All unsellable items are taken to a fibre-to-fibre recycling facility and recycled into new yarns or used to create other items such as car seats. This means that we have zero textiles waste going to landfill or incineration. Upcycling is an option that we are trialling together to understand the scale and output, as well as the re-sale and promotional opportunities that it could present.

Finally, to bring second-hand clothing into the digital world and connect with people, we are working on utilising the internet of things within our clothing. The vision is that each garment will be embedded with its own digital story showing each stage of its life from garment manufacture, through to its multiple times of being purchased. This will provide an experience for customers as well as provide data to brands and manufacturers on the quality and longevity of clothing.

Pillar 3

Inclusive Culture

Overarching Aim




To become an employer of choice, presenting a positively distinct and diverse culture, successfully engaging our employees, and recognised for our inclusivity.

Key Impacts

Equity
Diversity
Inclusion
Employee engagement
Productivity

89% of New Lookers say
they can be themselves at work



4 QUALITY EDUCATION 	We promote sustainable lifestyles, human rights, gender equality and promote a global citizenship and appreciation of cultural diversity
5 GENDER EQUALITY 	New Look aligns to end all forms of discrimination against women and girls everywhere. And ensure women's equal opportunities for leadership
10 REDUCED INEQUALITIES 	We empower & promote the inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status



Our Mission at New Look is to live and lead by our values and behaviour framework, which in turn will ensure that we're seen as an Employer of Choice. As a brand with broad appeal, inclusion and diversity have always been integral to who we are, but we recognise more is needed and that action is required to make a difference. We're working hard to make sure that New Look is an inclusive and welcoming workplace. To date, we've consistently had colleagues share they feel comfortable being themselves at work. That said, that is one piece of a big picture around inclusion, and we are taking required steps to move forward.

To facilitate greater action in embedding our approach to Equity, Diversity, and Inclusion (ED&I), over the last year, one of our key achievements has been appointing a new Head of People Experience and Inclusion. With experienced leadership in place, the business created a comprehensive ED&I roadmap and a project plan focused on talent attraction and growth, brand, culture, and wellbeing.

Our ED&I approach and roadmap are focused on our colleagues and internal ways of working. This work is linked to how we look at these issues and acknowledge the needs of our customers through our targets within Inclusion, Positive Local Impact, and representing our customer.

In 2021, we set ourselves six clear inclusion ambitions:

- To create our first ED&I Plan for the business
- Drive a culture of inclusivity through learning & sharing
- Give our colleagues a stronger voice
- Represent the customers we serve
- Enable people access to the world of work and opportunities to progress & thrive
- Ensure that wellbeing is intrinsic within our ED&I strategy by giving our people the tools to look after the own wellbeing, to stay healthy, happy and have a good work-life balance



Understanding our colleague communities

Over the last year, we've launched new colleague forums and an online hub. Our hub gives all our people access to company updates, delivers reward and recognition, and provides a wealth of Inclusion and well-being resources. Our colleague forums include well-being, faith, ethnicity, LGBTQIA+, and allows team members, at every level, the opportunity to start influencing, and shaping business decisions.

Employee demographics are integral to better understanding our team members communities. It will help to identify any gaps and needs so we can develop a tailored approach to support our teams and drive change. New Look started this process at the start of FY22 and we are continuing to gather this data. We recognise that more support and communications are required to engage colleagues on the importance and rationale for this data, which will support higher completion levels going forward.

Alongside this, we will be working towards introducing an external ED&I benchmarking platform to facilitate better understanding and further opportunities. This will also support our ambition to start reporting our ED&I Data, externally, in 2024.

Resource groups

A key objective of our ED&I roadmap is to build internal resource groups to actively influence diverse business decision-making and support our colleagues to have a more powerful voice.

With foundations laid at the start of 2021 and kicking off formally from FY22, our Retail Junior Leadership Team have been actively involved in challenging our approach to subjects like Reward and Recognition, and how we can more effectively communicate with our teams. As a result of their work to date and to continue growing a wide-ranging set of voices in the business, we will be building a business wide Junior Board, representing our support and distribution centres, alongside retail. This is a great ambition to come into play through the rest of 2022.

In the last year, we have recruited business-wide wellbeing champions. In May 2022, these champions attended Together Fest, an event run by our corporate charity partner, the Retail Trust. The event focused on skills development and is supporting our wellbeing agenda for the rest of 2022 and into the future.

From FY23, we have started recruitment for LGBTQIA+, Faith, Ethnicity, Women's and Men's Health, Maternity, and Age Resource Groups. They will support the business in challenging how we do things, and how we make New Look an even better place to work.

Whilst we have a wealth of internal resource groups gathering momentum, we also want to draw on knowledge from experts. We are partnering with the LGBT Foundation, BRC (British Retail Consortium), Princes Trust, Retail Trust, and Vision to further broaden our ED&I development, whilst supporting our strategic plan and roadmap over the next year.



In June 2022, we launched our bi-annual survey, focused on gathering confidential insights from employees across several areas, including ED&I, their wellbeing and overall work-life balance. Its results will be an engagement score, which we aim to maintain at a minimum, and improve, year on year.

Board and leadership

At New Look, we are clear that living and leading by our values must be role modelled, at every level. Over the last financial year, we appointed a C-Suite ED&I Sponsor, our Chief Technology Officer. To date, our directors have been coached by external ED&I experts, which will continue going forward, as ED&I is constantly evolving.

As part of our ED&I roadmap, and Talent Development Plans, Senior Leadership will complete Leadership Development workshops throughout the rest of 2022. They will focus on behaviours, values, wellbeing support for teams, resilience, and inclusive and empathetic leadership.

We have initiated our ED&I Policies, all being reviewed this financial year (FY23), and are also improving our Policies context, tone of voice, branding, and support tools. By the end of the year, we will have migrated all policies over to our Employee Hub, Runway, which will mean that every team member can have immediate access to every policy relevant to them. There is also now ED&I representation on our Group Policy and Governance Board.

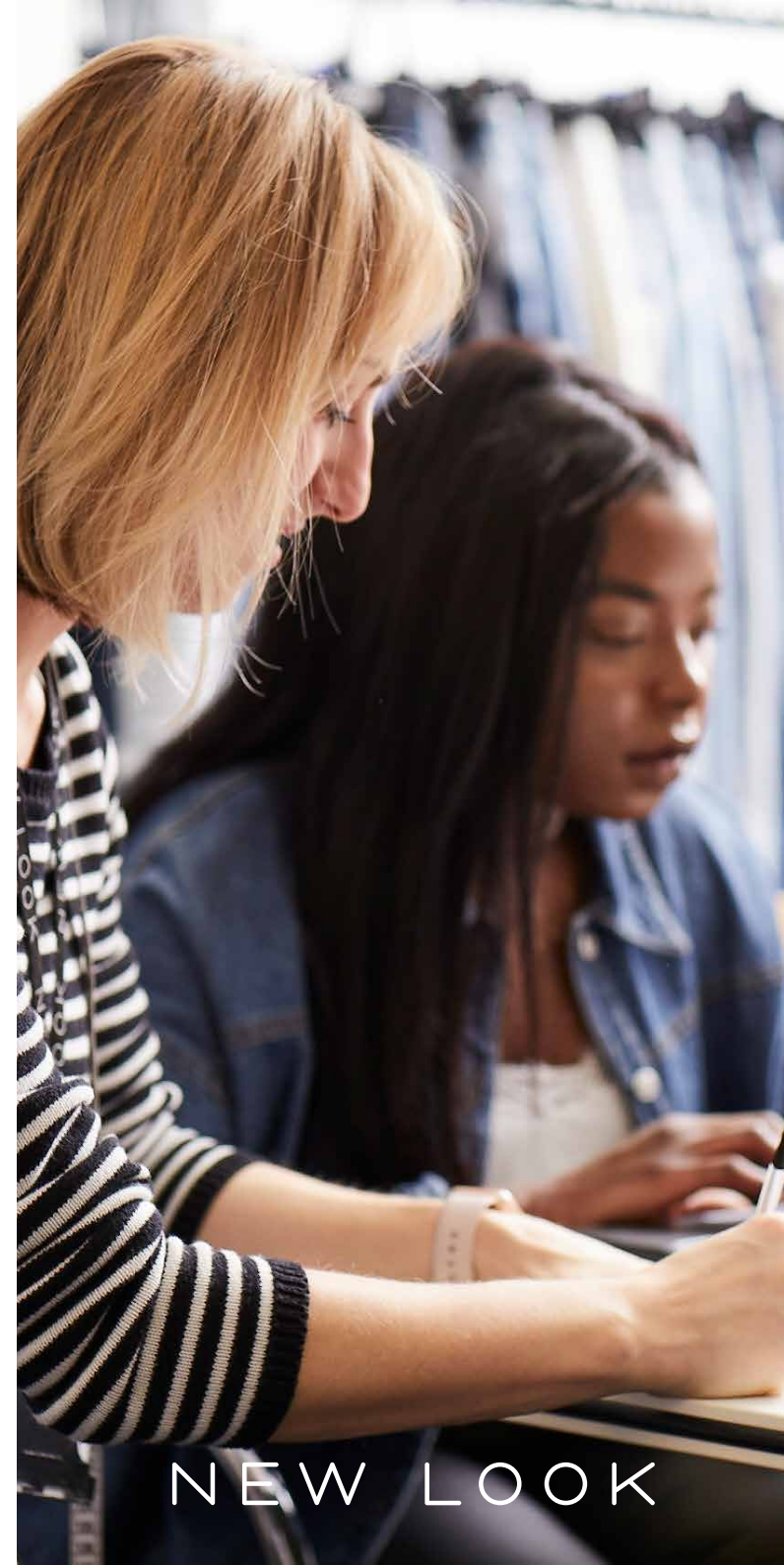
Whilst we build our data capabilities, and visibility, during this financial year, this will under-pin our ED&I Roadmap in delivering

ED&I processes and measures by FY24. To effectively set targets which will impact the business, we need visibility of this data. This year will continue to be about building and re-establishing strong ED&I process and ways of working foundations, to support all our ED&I aspirations and targets. We will also be adding ED&I objectives into our functional plans, for the second half of this financial year.

Recruitment processes

Broadening our talent pool and ensuring that we are an accessible Employer of Choice, sits firmly within our ED&I and Recruitment Plans. Over the last financial year, we have reviewed our candidate experience across the application and interview process, reviewing how inclusion was addressed within the capabilities of our platforms. Changes made include asking candidates how they want to be referred to and recording candidate information such as pronouns, ethnicity, and social mobility to inform on who we are recruiting and how we can improve going forward. There has been a slight delay in our 2022 targets on training and shortlisting due to initial lack of resources across teams. Now that leadership is in place, with a full team being built, we are on track for full year end, progress, and delivery through 2023.

This will start to inform our approach in attracting under-represented groups and broaden our talent pool. As we continue to deliver on our commitments and have greater accessibility to data, we will use this information to better recruit under-represented groups. Other plans for the year ahead include enhancing our employer brand, including our careers pages and corporate website to better



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reflect these changes. We have also started to partner with external diversity groups to improve our talent attraction and development processes.

Flexible working and wellbeing

The last few years have taught us the value and importance of an adaptive and flexible working model. Over the last financial year, we have outlined what we feel is most important in becoming a more flexible workplace, including hybrid working. This approach is supporting work-life balance, colleague engagement, and talent attraction and retention. We had initially planned to have metrics agreed in 2022, however due to delays and limits on data capture, we've had to push this into 2023. New Look want to be totally clear on our definitions and expectations of these metrics to support impactful measures for the business.

We created a wellbeing calendar of events last year to continue throughout the year ahead to support physical, mental, and financial wellbeing. These events have been and will continue to be collaborative, being led by the business as well as with external partners such as AXA, the BRC (British Retail Consortium), ED&I Forums, and the Retail Trust. We recruited wellbeing champions at the start of 2022, alongside our Health and Safety team, all of whom have been upskilled to continue raising awareness around mental wellbeing.

At the start of this financial year, we launched our "Nothing Off Limits" sessions, supporting our target on wellbeing metrics. These provide our colleagues with a safe place to discuss all things wellbeing. Our recent mental health focus discussed how we can spot the signs of

depression, and explored suicide awareness, amongst other topics. We had a panel of team members, business wide, at all levels, who discussed their experiences, and the feedback has been exceptional. These will run regularly, and colleagues can influence discussion topics.

Inclusion

At the heart of our ED&I plan are a diverse workforce and a focus on inclusion. We remain committed to Retail Week's 'Be Inspired' programme which is helping to promote diversity across all levels of the business and encourage everyone, whatever their background to fulfil their career aspirations. Signing up to Business in the Community's Race at Work Charter and the Halo Code over the last year are further actions supporting a more inclusive approach. As active working group members in different external platforms including the BRC's ED&I working group, Princes Trust, LGBT Foundation, and Retail Trust, we are taking opportunities to learn from our peers and keep up to date with evolving topics.

In June 2021, we completed an engagement survey, scoring 76, just slightly above the external benchmark, and from this year, we will measure engagement quarterly, alongside more focussed, Pulse surveys. This survey confirmed that 89% of New Look staff felt that they could be themselves whilst at work; an encouraging statistic that we are aiming to maintain and improve on over the coming year. We have representatives across our internal engagement platform called Your Voice, who continue to meet regularly and are exploring ways to engage with employees more dynamically with the support of our



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newly created Resource Groups and wellbeing champions. Going forward, our Head of Inclusion will be reviewing how we better review and measure progress in this area to inform how our approach will need to evolve.

Career development programmes

We offer talent development opportunities to all New Look colleagues. We want to nurture talent and when we can, promote from within. Our Academy online learning platform ensures that all our team members have access to thousands of learning resources to allow them to grow, encouraging self-development and ownership.

Last year, we added a new online tool to enable colleagues to keep an ongoing record of their achievements, collate feedback, and capture objectives, so they have regular opportunities to discuss their performance. We also want to encourage our highly talented and motivated team members to move around our business and find the best fit for themselves and for New Look. We strive to offer opportunities to grow at all levels and actively look to recruit team members from stores into the support or distribution centres, utilising knowledge and insight gained from being in a customer facing role.

Our Talent for Tomorrow programme was launched in 2022, to support the above, achieving our target. This focuses on leadership and behavioural training, which is anchored around our core values and behaviours. Partnering with organisations such as the Princes Trust and the Fashion Retail Academy also helps us to offer work placements for those starting out on their career journey.

We have also renewed our commitment to The Prince's Trust to support more young people into a career in retail. Over the past few years, our retail and warehouse employability programmes have supported almost 300 young people from England, Wales, Northern Ireland, and Scotland. It is key that we value a diverse workforce that inspires everyone to realise their potential.

As part of our ED&I Roadmap, our directors, and senior leaders, will also undergo targeted Leadership and Inclusion development. This follows on from the Director Inclusion coaching, already completed. We had originally planned for this training to be rolled out in more detail, beyond mandatory training, business wide, in 2022. We have put this in place for Directors and Heads Of, this year, with the expectation that they will cascade this to their teams. By the end of this financial year, we will have updated digital training available for all employees, as well as partnering with external partners, such as the LGBT Foundation, and Retail Trust, to support New Look with relevant expertise.



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Pillar 4

Positive Local Impact

Overarching Aim

Committed to being a force for good in Fashion and our Communities: A Customer obsessed brand we will always represent the full diversity of our customers and our communities.

Key Impacts

- Localisation
- Community
- Equity
- Diversity
- Inclusivity
- Education

Supporting local charities in
24 regions



<div>4</div> <div>QUALITY EDUCATION</div> <div></div>	<p>We promote sustainable lifestyles, human rights, gender equality and promote a global citizenship and appreciation of cultural diversity</p>
<div>11</div> <div>SUSTAINABLE CITIES AND COMMUNITIES</div> <div></div>	<p>New Look work for inclusive, safe, resilient, & sustainable communities</p>



New Look are a British brand, we are customer obsessed and our colleagues genuinely want to serve all the communities in which we operate in the best ways we can. We will continue to develop and provide products that reflect the full diversity of our customers. We are committed to be a force for good in fashion and our local communities.

New Look's Kind to Our Core thinking extends across all our channels and all forward looking strategies incorporate local sustainability. That includes the development of our customer service promise, our loyalty programmes, designing our future stores and digital shopping experiences.

Our marketing campaigns are nationally focussed and aim to normalise diversity; including our commitment to promote body positivity and inclusivity. New digital tools are giving us ever better visibility of our customer demographics at a local level and allowing us to improve our products and services, to satisfy their needs, support local causes and operate efficiently to improve sustainability. We are reducing local waste and carbon impacts and encouraging and supporting our customers as they choose ever more sustainable lifestyles.

Our customer communities

Mapping demographics

We recognise the need to refresh our customer and market insights and have identified several gaps in our data that are key to our action planning. As we move into a 'new normal' for our customers, post pandemic, we need to refresh our understanding of what is relevant

and important to them. Identification of key communities, motivators and value needs/ expectations is part of this insight which has been scoped and is expected to be delivered in line with our target by the end of 2022.

New Look has taken a customer and data led approach to store segmentation in FY22, driving a clear articulation of discrete store types, learning as we trial. A clearly defined proposition for each store type including the role of that store type, the customer journeys it addresses, the customers it focuses on, the range it should offer and an understanding of the local market it operates in. The impact of these changes is being measured to deliver more relevant ranges to stores, increase footfall and conversion and reduce wasteful options, on top of the activity across all stores to lower carbon impacts, elect appropriate charitable giving, and offer choices to customers to help them in their own commitments to live more sustainably such as offering more responsible products and encouraging more circular/ re-purposing habits.

Beyond our physical stores, with a view to offering 'that New Look feeling' and having a positive local impact across all our channels, our digital teams are also using insight to identify what local and inclusive mean to our online and cross channel shoppers.



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Representing our customer

We have developed a roadmap of local and digital activities to represent the diversity of customers. This links to our insight work to map our customer demographics, working closely with the aims of our Inclusive Culture pillar.

Model and influencer demographics

Customer facing diversity has grown through our online and social media channels through a conscious selection of more diverse models and influencers. The insight, framework, and metrics to measure impact is being developed and agreed and our teams are working closely with our Head of People Experience and Inclusion to establish these and set forward targets.

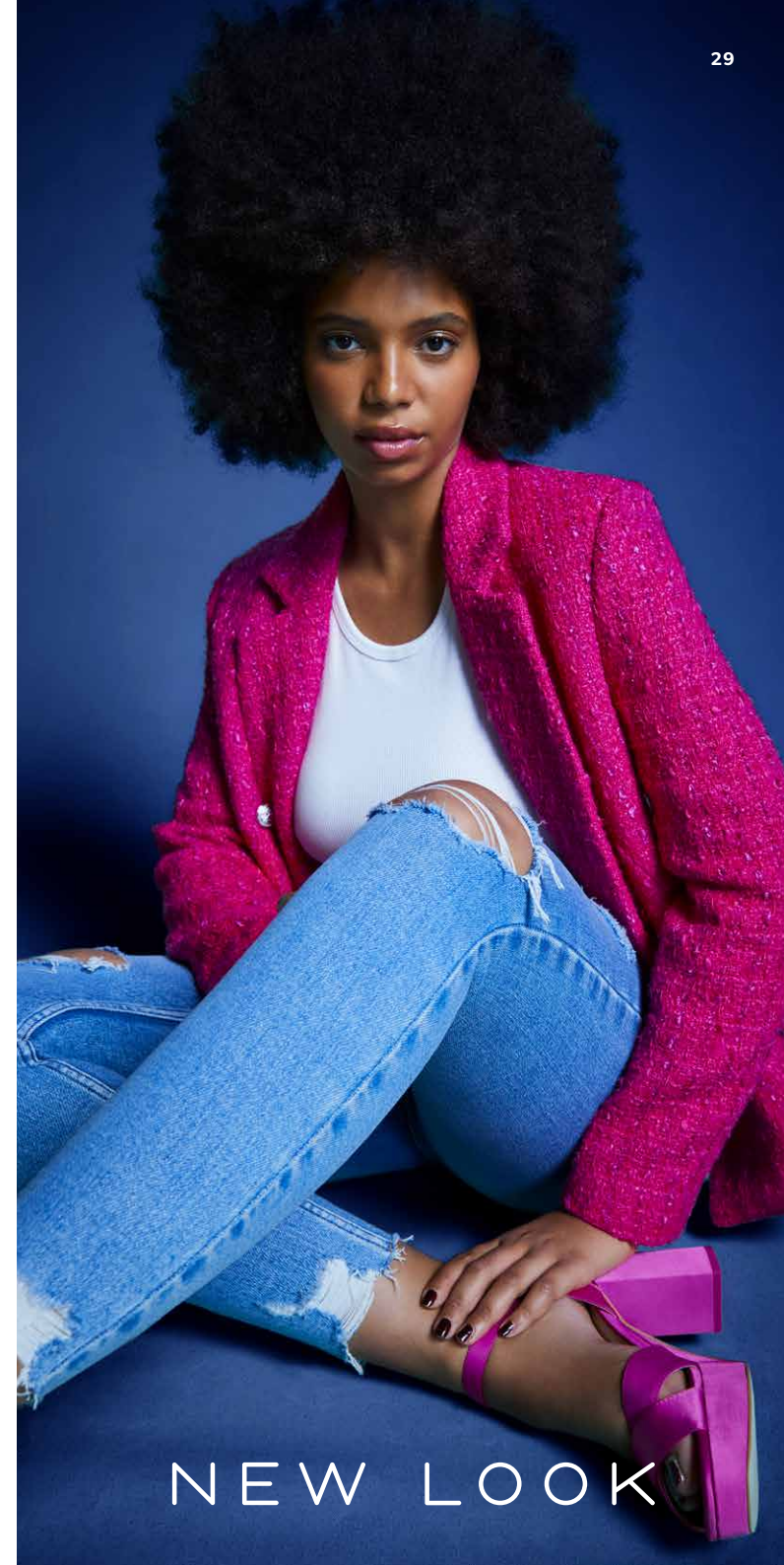
Being an inclusive space to shop, means providing products for all sizes and skin tones. Body positivity is at the forefront of product development and brand marketing at New Look. Driven by our Inclusive Culture pillar and celebrating our diverse customers, New Look have developed Nudes for everyone and now sell a range of skin tone products. This started last year across our lingerie and tights ranges and will continue to extend wherever it is needed to represent our customers. We continue to learn more from our data and insight work and recognise the need to curate ranges to address diverse needs and empower our local teams to best serve their communities.

Over the last year and into FY23, we are testing size extension across channels offering more sizes across more product. Our core mix is trialling extension to size 22 whilst our Curves range is extending down to a size 16. A growing the mix online, is supplemented with extending the number of stores providing 'Shop by Fit' (Tall, Petite, Maternity, Curves) categories, particularly in denim, increased wide (25% of the footwear mix) and extra wide footwear fit, increased bra cup sizes (E-G) and impacts in our jewellery ranges in ring sizes.

The Gemma Collins X New Look range promotes a body positive 8-28 range. The range was developed in FY22 and delivered in May 2022, using a diverse 'cast of confident, inspiring individuals brimming with body positivity and self-love vibes.'

Supporting local

New Look remain committed to our charity partners and recognised the challenges and demands faced by them during the pandemic. In FY22, our employees and customers raised more than £700K for our charity partners. We have shifted our stance on our charitable giving during the year to fully align with our sustainability objectives. We identified 3 Charities/ Not for Profit organisations aligned to our Sustainability Goals: The Princes Trust. The LGBT Foundation and Tree Nation.



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Our colleagues give their time generously for individual and team targets, but we think we can help support them better and we have recognised that our volunteer scheme is currently underutilised and are now actively promoting its take up by individuals and teams in FY 23.

Localising charitable giving

In FY22, we elected and established 30 local charitable partnerships, chosen by our regional retail teams, and aligned to our Kind values. There has been a real focus of effort for a year, the community involvement approach has energised our teams in their fundraising and awareness raising and we are delighted that in the first 3 months our customers and colleagues raised more than £160K, offering awareness raising of the charities' activities, real positive local impact.

Additionally, we have committed to continue our engagement with and support of the Retail Trust, our relationship with the Trust goes back many years, they provide support, tools, and resources to empower everybody involved in retail to take control of their wellbeing and lead a healthier, happier life.

New Look have partnered with Newlife for over 15 years. The charity provides thousands of items of equipment each year to terminally ill and disabled children across the UK. We know they have had an increased demand for their service during lockdowns, and operational challenges. New Look donated more than 128 tonnes of returned products that can't be sold in our stores to Newlife for repurposing and fundraising.

Bringing communities closer

Working with local partners

For our store sites, 185 (42%) are operated by 29 Landlords with three or more sites. During FY22, we significantly increased data sharing on water, waste and energy with Landlords who have their own obligations and sustainability targets. New Look operate and support 107 Business Improvement Districts, paying additional levies to support improvements including extra safety, security, cleaning, environmental measures, and other initiatives.

Climate positive: thinking local

Pillars 1, 2 and 3 are the foundations for our delivery of Positive Local Impact (pillar 4) which is committed to promoting and supporting our customers towards lower carbon lifestyles. Through training and engagement, we are developing well-informed customer facing teams and establishing our role in community activities.

Our inclusive culture programme reaches beyond our own teams' service levels, working with experts and third-party partners including our charity partners to explore how we can enrich peoples experience of New Look as well as supporting their transition to low carbon lifestyles.



Our work with The Prince's Trust focuses on empowering people to get into work. Over the last year, through store and warehouse programmes, we have supported almost 300 people from diverse communities to get into work. A group of regional business managers raised over £175K through the Million Makers Challenge which will go a long way to practically and emotionally supporting young people.



LGBT Foundation is a charity that delivers advice, support, and information services to LGBTQIA+ communities. Our 2021 Pride charity collection raised over £80k to help fund LGBT Foundation's volunteering programme and we have a strong programme of support planned for charity in the coming year.



Tree-Nation is a non-profit organisation that allows citizens and companies to plant trees all around the world and offset their CO2 emissions; helping to restore forests, create jobs, support local communities, and protect biodiversity. In line with our commitment to fight climate change, we've partnered and planted more than 28,000 trees in our New Look virtual forest through gifting trees to all colleagues and linking the planting of trees to several retail Loyalty and Gift card activities which proved popular, was award winning and most importantly a visible contribution to reforestation and conservation projects.

Enabling customers to live more sustainable lifestyles

New Look are committed to promoting responsible buying and post purchase behaviour. Shopping with New Look should be a sound decision, not only because we deliver great fashion, but because we aim to make it easier for our customers to reduce their personal carbon footprint through the actions we take.

Returns are increasing and are costly in economic and environmental terms, creating a loss in product value for New Look and increasing environmental costs associated with handling and shipping. New Look now have several strategies in place to mitigate this growing challenge. We have improved returns data. We have developed some online tools to help customers make more informed choices on sizes and product specifications. We have also reintroduced Bazaar Voice (customer generated content system) which helps customers make right first-time decisions based on the experiences of others and helps reduce returns and therefore the carbon spent in wasted deliveries and miles.

Moreover, New Look are working closely with our logistics partners to present lower carbon delivery options to our customers. We measure and report our Carbon impacts and we are road mapping reductions across the board.

During FY22 New Look launched our Customer Sustainability Hub online. We recognise our role in educating and promoting post purchase behaviours including care, repair, and end of use. Our Gift Card programmes allowed customers to give a little extra in support of our

chosen charity partners and our commitments to sustainability, and this was recognised with awards for these initiatives.

Our Pride charity e-Gift card (June – September 2021) was ranked as 2nd most popular after Happy Birthday, donating £1 for every Gift Card bought in support of LGBT foundation. In the six weeks leading up to Christmas, we teamed up with Tree Nation to create an e Gift card which planted a tree in the New Look Forest for every card bought. This was an overwhelming success, with 5,400 trees planted, and New Look received an award for Biggest Industry Contribution at the Blackhawk summit.

Localising access to responsible product

Our Kind labelling and promotion through well informed store teams and online messaging clearly identifies our more sustainable products. More information on how we source and deliver lower impact products, are outlined in Pillar 2.

January 2022 saw the introduction of the Green Claims Code, welcomed by New Look as a leveller in allowing customers to make informed choices. We will always protect our customer from misleading claims and New Look will continue to communicate our genuine efforts to invest in more sustainable products and ways of doing business to support our customers to lower carbon lifestyles. The Code has meant a full review of our communications to ensure we remain within its guidelines.



NEW LOOK

Localising access to circularity

Pillar 2 outlines our comprehensive actions to offer customers recommendations and access to the responsible disposal of unwanted or worn-out products. We have continued to test and learn during FY22, and through this we are confident we will report year on year through better solutions as they present themselves in the coming years.

Engaging climate positive store and digital services

Sustainability is now at the heart of our Customer Facing services. In FY22, this included its incorporation into the development of our Customer Service Promise, the development of our Loyalty Programme, the planning for our Store of the future programme and the development of our Digital platforms. We look forward to reporting the outcomes of all this work during FY23.

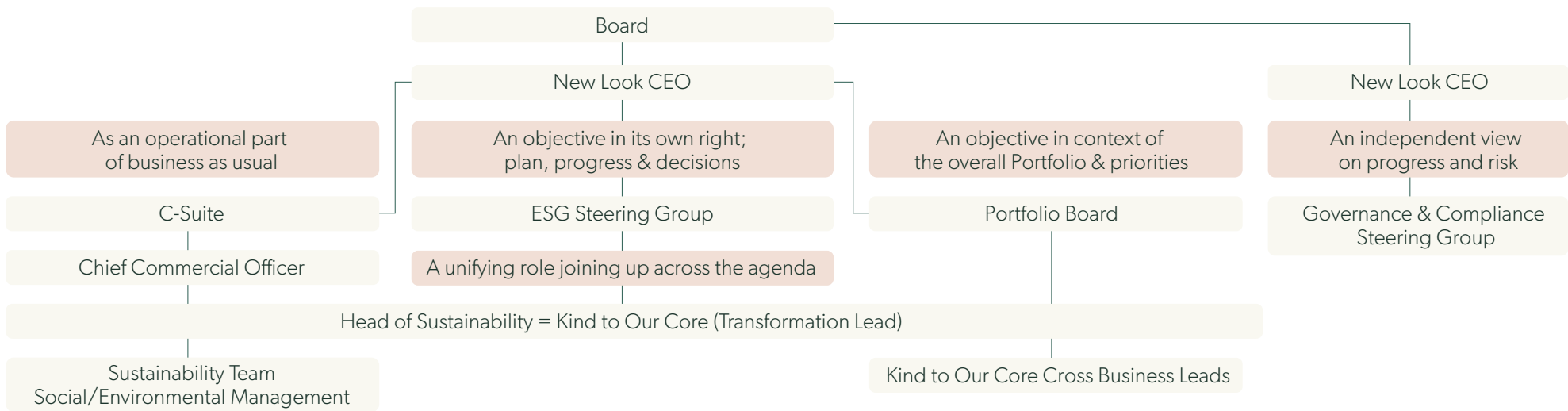


Governance

New Look fulfils its reporting requirements through our Annual Report. The Directors have considered The Companies (Miscellaneous Reporting) Regulations 2018 and have applied the Wates Corporate Governance Principles for Large Private Companies. The policies by which we govern our business are outlined and available on our corporate site.

In addition, and related to sustainability, New Look’s ESG Steering group was formed during FY22. The group is focused on providing dedicated Senior leadership with an opportunity to feed directly into our ESG Targets and proprieties. Over this coming financial year, the steering group will be joined by an ESG Junior Leadership team to increase the diversity of the group.

Our CEO is committed and accountable for all our sustainability targets and ambitions. In conjunction with oversight from the Board as well as the C-Suite, New Look leadership are driving progress.



Task Force on Climate-related Financial Disclosures (TCFD) reporting

In January 2022, New Look published our Sustainability Strategy Refresh, in which we committed to be climate positive by 2040. Transparency is a key tool to enable this and support the wider improvement of both social and environmental performance of our direct and indirect operations. Our Board and our CEO have taken the lead on this challenge, but we will need to engage all our colleagues as well as our partners in our supply chain.

Whilst many of the elements expected through TCFD reporting are included within our sustainability reporting, we acknowledge the value of using the TCFD lens to analyse potential risk to our business. New Look are therefore committed to aligning with the TCFD reporting and in 2023 will engage third part expertise to support scenario analysis.

The analysis will cover the potential impacts of both physical risks, such as droughts or hurricanes, and transition risks, such as carbon pricing, regulatory requirements, and impacts on New Look's reputation. All analysis will be based on internationally recognised data.

After initial advice, our scenario planning is set to include:

- A focus on both our own operations (stores, support centres and distribution centres), and our Tier 1 manufacturing sites
- 'Low', 'moderate', and 'high' carbon price scenarios - as we anticipate local and global implementation of nationally determined contributions under the Paris Agreement
- 'Low', 'moderate', and 'high' physical risk scenarios, based on limiting global warming to 1.5°C*, > 2°C and > 4° compared to pre-industrial levels

* We are setting our Science Based Targets in line with 1.5°C by FY23

Appendices

Pillar 1: Responsible Business

	Targets
	We will publish full visibility of all suppliers through to Tier 2 by FY23
	We will publish full visibility of our cotton, viscose, and polyester supply chains to Tier 3 by FY23 (Equates to 75% of our raw materials)
	80% of our factories and associated sites (Tiers 1 & 2) by volume to have measured and evaluated their environmental performance by FY23
	To identify agency workers and any other vulnerable groups across our Tier 1 supply chains by FY23, informing a targeted approach in addressing their specific risks
FY22	To establish a formal requirement for any 3rd party brand working with us to share visibility of the factories they work with (Tier 1) to facilitate normalising transparency by FY22
	All New Look Directors and Senior Managers to report against the Targets they directly influence
	All New Look colleagues to have at least one sustainability related KPI by the end of 2022
	We will publish full visibility of all suppliers through to Tier 2 by FY23
	Climate Positive by 2040
FY22	Commit to Science Based Targets (SBTi) by FY22
	Targets and action plan ratified by SBTi by 2024
	100% LEDs to be used in any new buildings or stores
	Advanced fuel efficiency programmes for fleet and drivers by 2023
FY22	Introduce a carbon literacy programme, training all managers and senior managers by FY22
	Introduce electric and/or hybrid vehicles for staff by 2022
	Only low impact refrigerant gases (max 150GWP) for all new refrigeration installations
	Transition to LEDs in all office buildings, stores and DCs by 2030
	Transition to low impact refrigerant gases by 2030
	Helping our employees and customers to live low carbon lifestyles by FY25
	Engaging in developments in low carbon logistics for inbound and outbound logistics
	Reduce air freight, increasing use of sea, land, and rail YOY against FY21/22 baseline
	Collaborate with freight partners and wider industry bodies on tackling modern slavery risks
	80% of our factories and associated sites (Tiers 1 & 2) by volume with good chemical management systems by FY24
	Women's empowerment and workplace progression: Increase the number of women workers in leadership positions in Tier 1 factories by FY24
	Sustainability clauses to be included within contracts by 2022
FY22	Implement ACT accountability and monitoring framework for purchasing practices by FY22
	Labour costs visible in sourcing and buying decisions across all product areas by FY23
	To establish a methodology and conduct feasibility studies across 3 priority countries FY23
FY22	To contribute to the 2021/2022 ACT roadmap
	Incorporate and implement an enhanced human rights due diligence-based approach in line with the UNGPs by FY24
	Expand on New Look's beyond audit approach with key partners in the next 5 years
	To lead change where it is required & to meet our obligations to ensure Modern Slavery and Human Trafficking do not exist in any part of our operations or supply chains
	Enhance accessibility to effective grievance mechanisms

Pillar 2: Responsible and Circular Product

	Targets
	100% Sustainable Cotton by 2022
	100% Sustainable Viscose by 2023
	50% of our synthetics will contain recycled fibres by 2024
	>30% of product will have > 25% recycled content by 2024
	50% reduction in conventional Polyurethane (PU) Footwear and Accessories by 2024
	Invest, test, and explore innovative 'Kind' materials
FY22	Provide circular design training for all designers by FY22
	We will reduce the GHG footprint of products by 50% (aggregate) by 2030
	We will reduce the water footprint of products by 30% (aggregate) by 2030
	80% of our factories and associated sites (Tiers 1 & 2) by volume to have measured and set targets to reduce water consumption by FY23
	Gather Tier 1 manufacturing GHG data from top suppliers (80% of our products) by FY23
	Initiate environmental programmes with Tier 1 and 2 suppliers to accelerate their decarbonisation activities to 2025 (and beyond)
	100% of packaging will be sustainably sourced or have recycled content by FY23
FY22	Reduce total tonnage of packaging YOY against FY21/22 baseline
FY22	Increase amount of packaging recycled and subsequently remade into new packaging against FY21/22 baseline
	Invest, test and explore innovative packaging materials
	Promote circularity of our products by educating customers on product care
	Promote and provide end of use options and increase takeback schemes
	Invest, test and explore innovative repurposing and recycling of Textile materials

Pillar 3: Inclusive Culture

	Targets
	Implement a new people system software to provide better and ongoing insights and reporting of ED&I and our demographics in 2023
	Colleagues engaged in improving demographic data collection during 2022
	Externally report demographic insights from FY24
	Maintain ED&I effectiveness, and engagement scores through biannual survey
	Colleague Resource groups established through our Your Voice internal engagement programme to drive engagement and contribution to employee experience strategy in 2022
	Established and embedded ED&I processes and measures across our Leadership team by the end of 2022
	Internal dashboard to be created and established by FY23
	Review and update relevant ED&I related policies in 2022
	Ensure demonstrable E D & I action through people and pay practices
	Introduce ethnicity Pay Gap Reporting by FY24
	Complete ED&I review of recruitment processes by end of 2022
	Programme ED&I related training, starting with senior hiring managers throughout 2022
	Establish shortlisting across levels by the end of 2022 and then use colleague and customer demographic data to target recruitment by FY24
	Agree metrics to measure take up of flexible working in 2022
	Agree appropriate Wellbeing Metrics by FY23
	Use gender pay gap reporting as a measure to contribute toward wider pay equity objectives
	Talent for Tomorrow programme implemented in 2022
	Annual ED&I development for all employees rolled out in 2022
	Development & coaching programmes established for underrepresented groups during FY23

Pillar 4: Positive Local Impact

	Targets
	Map demographics of the local communities we serve via our stores and digital channels by the end of 2022
	Develop a roadmap of local and digital activities to represent the diversity of our customers by FY23
	Identify under-represented groups and understand how we can best serve them FY23
FY22	Ensure model & influencer diversity reflects the customers we serve across all channels FY22
FY22	Be body positive, reflecting and celebrating the diversity of body shape and making sure our inclusive sizes are shoppable across our channels FY22
	Empower our local teams to best represent our customers and offer an inclusive experience FY23
	Localise product assortments using data to improve our service and reduce wasteful operations FY23
FY22	Localising charitable giving. Regionally elected charities supported by their local stores FY22
	Bringing the communities closer: offering inclusive local store and digital experiences FY23
	Work with local partners to support low carbon, safe and accessible physical shopping environments by FY24
	Enable low carbon, safe and accessible digital shopping experiences by FY24
	Recognise when a community we are part of is in crisis and react in an authentic, timely and appropriate manner (Ongoing)
	Enable customers to live more sustainable lifestyles
	Localising access to Responsible Product
	Identify and engage climate positive stores and digital service options, roadmap to 2040 (SBTi's) Energy, Water, and Waste
	Localising access to circularity. Promote and enable circular activities through our stores and digital: resale, upcycle, downcycle responsibly, with local solutions.

Sustainability Accounting Standards Board Disclosure (SASB)

SASB Accounting Metrics (Apparel)

Topic	Accounting Metric	Code	Further Details
Management of Chemicals in Products	Discussion of processes to maintain compliance with restricted substances regulations	CG-AA-250a.1	New Look has a comprehensive Chemical Management Policy which covers product, packaging and manufacturing restricted substances. All requirements are communicated directly to suppliers. Compliance with testing and standards is managed through technical teams in each department. This is monitored using 3rd party testing and certification, component mapping and preferred sources.
	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	CG-AA-250a.2	New Look follow industry wide, reputable organisations when assessing the risks of chemicals in our products. We continue to be aligned with the AFIRM Restricted Substances Lists for our products and packaging in terms of named substances, test methods and test limits. We have engaged our suppliers to adopt the ZDHC MRSL and have introduced a minimum requirement for all tier 2 facilities to have a completed Higg FEM.
Environmental Impacts in the Supply Chain	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 in compliance with wastewater discharge permits and/or contractual agreement	CG-AA-430a.2	We have confirmed that out of 184 FEM 2020 modules, that have been both verified and shared with New Look on the Higg platform (Tier 1 and Beyond Tier 1), only 5 facilities have wastewater discharge permits that are out of compliance – making compliance 97% for verified shared FEM 2020 Higg modules.
	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have completed the Sustainable Apparel Coalition's Higg Facilities Environmental Module (Higg FEM) assessment or an equivalent environmental data assessment	CG-AA-430a.2	<p>Tier 1 Factories</p> <ul style="list-style-type: none"> 44%* have completed Higg FEM 18%* have verified their Higg FEM <p>Tier 2 Factories</p> <ul style="list-style-type: none"> 33%* have completed Higg FEM 25%* have verified their Higg FEM <p>*Based on average production percentage.</p>

Topic	Accounting Metric	Code	Further Details															
Labour Conditions in the Supply Chain	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have been audited to a labour code of conduct, (3) percentage of total audits conducted by a third-party auditor	CG-AA-430b.1	100% tier 1 factories audited <1% Beyond tier 1 facilities audited 100% audits conducted by third-party At a minimum, audits are conducted on an annual basis, with follow-ups done as required.															
	Priority non-conformance rate and associated corrective action rate for suppliers' labour code of conduct audits	CG-AA-430b.2	During the last financial year, we identified 16 factories with critical issues, including indicators of modern slavery, subcontracting and delays in payment. These were all raised through established whistleblowing channels. Following engagement with the suppliers, factories, and local stakeholders, 12 of these issues have been successfully remediated to date, which has also resulted in the delisting of 2 of the factories due to lack of willingness to engage in making improvements.															
	Description of the greatest (1) labour and (2) environmental, health, and safety risks in the supply chain	CG-AA-430b.3	The following were identified as high risks within our supply chain: purchasing practices, raw materials, working conditions, human rights and modern slavery, and freight. Through our materiality assessment, risks were also mapped onto a scale to understand New Looks influence within each area. The result of this assessment is reflected within our sustainability strategy.															
Raw Materials Sourcing	Description of environmental and social risks associated with sourcing priority raw materials	CG-AA-440a.1	Cotton, Man-Made Cellulosic Fibres (MMCF), such as viscose, polyester and PU make up New Looks priority materials. Each have significant environmental and social impacts, from sourcing and production through to customer use and disposal. Transitioning to more sustainable materials is fundamental to New Look's sustainability strategy and mitigating these impacts.															
	Percentage of raw materials third-party certified to an environmental and/or social sustainability standard by standard	CG-AA-440a.2	<table><tr><th>Certificate</th><th>% of Total Fibre</th></tr><tr><td>Birla Livaeco</td><td>0.33%</td></tr><tr><td>Lenzing EcoVero</td><td>1.41%</td></tr><tr><td>Better Cotton</td><td>12.29%</td></tr><tr><td>Lenzing Tencel Modal</td><td>0.01%</td></tr><tr><td>Lenzing Tencel Lyocell</td><td>0.03%</td></tr><tr><td>OCS/GOTS</td><td>1.60%</td></tr><tr><td>RCS/GRS</td><td>6.67%</td></tr></table>	Certificate	% of Total Fibre	Birla Livaeco	0.33%	Lenzing EcoVero	1.41%	Better Cotton	12.29%	Lenzing Tencel Modal	0.01%	Lenzing Tencel Lyocell	0.03%	OCS/GOTS	1.60%	RCS/GRS
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Activity Metric	Category																	
Number of (1) Tier 1 suppliers & (2) suppliers beyond Tier 1	Quantitative		Tier 1: 475 Beyond Tier 1: 840															