



NEW LOOK RETAIL GROUP

# ROI Gender Pay Gap Report

— 2022 —

NEW LOOK



# Introduction

New Look's history has been built on a foundation of local, diverse, and inclusive culture and this continues to be at the heart of everything we do. Therefore, we are pleased to welcome the legislation introduced by the Irish Government this year, for every employer with more than 250 employees, to publish its Gender Pay Gap.

This report provides a snapshot of our ROI gender pay gap, as of 30 June 2022.

As this is the first year of Gender Pay Gap being published in Ireland, we do not have a benchmark to measure our numbers against, however we are committed to improving our position, and will continue to support everyone to grow and develop their careers at New Look.

## Our workforce:

Our ROI Gender Pay Gap calculations are based on 348 relevant colleagues ie those who meet the reporting legislation:

Number of relevant females – 327 (94%)

Number of relevant males – 21 (6%)

The majority of our colleagues within our calculations work within our ROI store estate, with 3 colleagues in field management roles. For hourly paid female & male colleagues we pay set rates for the same role.



# Gender Pay Gap

## What is the Gender Pay Gap?

Gender Pay Gap is a measure of the difference in the average pay of men and women, regardless of the nature of their work, across an organisation.

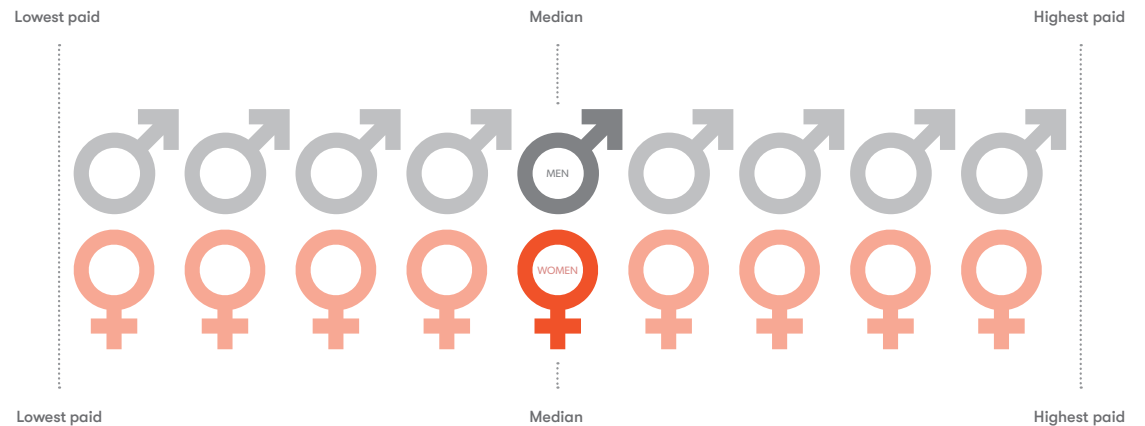
The Gender Pay Gap is different to an equal pay comparison. Equal pay relates to men and women being paid equally for the same, similar, or equivalent work, whereas the Gender Pay Gap looks at average pay comparisons across a broader comparison group. New Look continues to take appropriate steps to ensure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

## Measuring Gender Pay

Our Gender Pay Gap has been calculated using the mechanisms that are set out in the Gender Pay Gap Reporting Legislation. Under these regulations the Gender Pay Gap is defined as the difference between the median and mean hourly rates of pay that men and woman receive.

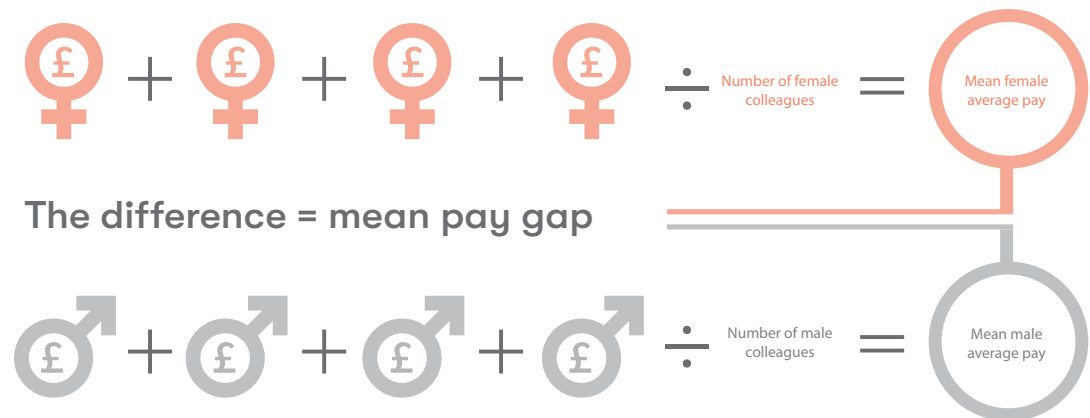
## The Median Pay Gap

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



## The Mean Pay Gap

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



# Our Gender Pay Gap

# 14.9%

## Mean Gender Pay Gap

This figure can be explained by the gender mix of our ROI colleagues. Like many other fashion retailers, we have a higher proportion of women working in our stores which are traditionally lower paid roles, with 94% of our workforce being female and 6% male. Of the 6% of male colleagues, 90.5% are in a non-management retail role (Sales Advisor & Supervisor).

Our typically higher paid Store Manager roles are held by women, however our mean Gender Pay Gap is significantly driven by 4.8% of our male population, being in a field management role, paid at the highest average hourly rate within our ROI calculations. Due to the low proportion of males working in the ROI, this higher rate is driving a noticeable impact on the overall average male hourly rate.

If we remove our field management roles from our ROI calculations, our mean pay gap for our store colleague population is -1.6%, which further supports the impact on our overall mean pay gap by including field-based management roles.

ALL RELEVANT  
COLLEAGUES

## 14.9%

MEAN

## 0.5%

MEDIAN

PART TIME  
COLLEAGUES

## 0.6%

MEAN

## 1%

MEDIAN

COLLEAGUES ON  
TEMPORARY CONTRACT

## 5.6%

MEAN

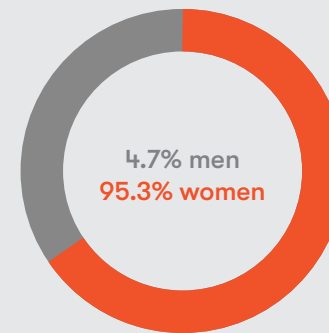
## -10.7%

MEDIAN

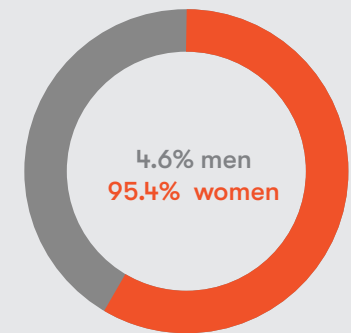
# Our Pay Quartiles

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

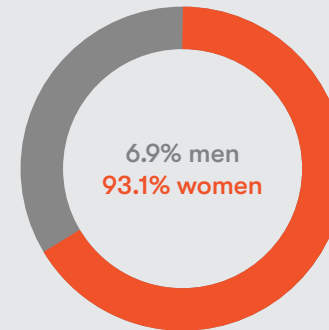
Lower quartile



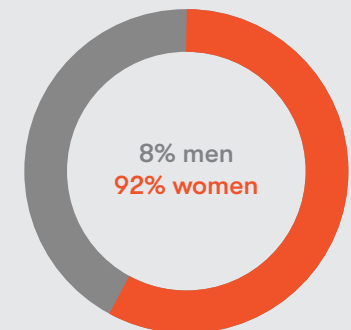
Lower middle quartile



Upper middle quartile



Upper quartile



Overall, we are pleased to have a strong representation of women at all levels, with women making up the majority of our most senior roles in the ROI, however, we will continue to support everyone, to grow and develop their careers at New Look.

# Our Gender Pay

## Part Time Contracts

The mean pay gap for our part time colleagues is 0.6%. This calculation does not include our Store Manager roles held by females, as we do not have any colleagues working part time at this level. We have previously had female Store Managers working part time contracts and are proud to offer flexible and part time working opportunities, both at this level and many other areas of the business.

By removing the typically higher hourly rates for our Store Managers, this has brought the difference in average hourly rate to nearly 0% ie there is no pay gap for our part time colleagues.

The median pay gap for our part time colleagues is slightly higher at 1%. This is still very low compared to the UK market average and is a result of the gender mix again. Whilst we have a smaller population of males on part time contracts, of these, 15 are aged over 18 and therefore on our higher Sales Advisor rate. This has driven up the 'middle/median' rate for males, whereas we have more females in our under 18 Sales Advisor roles which has driven their 'middle/median' rate down.

## Temporary Contracts

The mean for our colleagues on temporary contracts is 5.6% in favour of our male colleagues.

To calculate the overall average hourly rate, we look at the total earnings and total hours worked by each employee. We had 8 employees in total on temporary contracts, (6 female and 2 male) and despite females holding the highest 4 hourly rates of pay, one female employee worked the majority of temporary hours and had the lowest pay rate.

As a result, this drove down the overall average female hourly rate, compared to that of the 2 male employees.

The median pay gap is in favour of females on temporary contracts at -10.7%. The driver for this is the same as previously mentioned, with the top 4 hourly rates all belonging to women.

## Benefit in Kind

Of our ROI workforce, 2.75% females & 4.8% males received benefits in kind (Company Car, Health Insurance). The eligibility to receive benefits in kind is based on level and requirements of role.

♂ 2.75%

of females received benefits in kind

♀ 4.8%

of males received benefits in kind



# Our Gender Bonus Gap

The ROI mean bonus gap is 71.1% and the median pay gap is 90.2%. These figures have again been driven by the low proportion of men within our calculations and one male colleague in a field-based management role who received a bonus as part of a Group bonus scheme, which had a significant impact on the mean & median hourly rates for males.

In the reporting period, 28.8% of our female colleagues received a bonus, compared to 23.8% of males. 5 Bonuses were paid to men and 95 bonuses were paid to women.

**71.1%** **90.2%**  
MEAN MEDIAN

## Bonus payments

♂ **23.8%**  
% of males received bonus

♀ **28.8%**  
% of females received bonus



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# Our Commitment

As one of the UK & ROI's largest fashion retailers, Equity, Diversity & Inclusion is important for our internal community and the way we do business. From the development of excellent product, the way we select and work with partners, to engaging and offering our customers an outstanding experience; we want our New Look colleagues to reflect the composition of the communities and people we work with, and serve, every day.

Over the next three years, we will accelerate our ambitions and efforts to firmly place New Look as a destination employer for Equity, Diversity, and Inclusion. To achieve this ED&I sits firmly at the heart of our new People and Talent Strategy, and our business Transformation Plans.

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

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

1. Driving a culture of inclusivity through learning and sharing
2. Establishing colleague resource groups and giving our teams a stronger voice
3. Representing the customers we serve
4. Advancing our wellbeing agenda
5. Enabling people access to the world of work and opportunities to progress and thrive

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

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

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

Most recently, New Look has been recognised by The Financial Times and Statista, as a Leader in Diversity 2023.





# Our Commitment

“New Look’s 50-year history has been built on a foundation of a local, diverse, and inclusive culture and this continues to be at the heart of everything we do. We welcome and celebrate the individuality and diversity of our people, and our ambition is to ensure everyone is confident to be their true self at work, allowing them to be the best version of themselves, and therefore creating an environment for them to perform at their best and drive business results.

In 2022 we were thrilled that 85% of our People reported that they felt comfortable to be themselves at work via our engagement survey, which is +6 on the external benchmark.

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

Whilst we are making great progress, we know that we need to go further to truly become an employer of choice, engaging our employees and being recognised internally, and externally, for our commitment to inclusivity; of which Gender Pay Data is a single element.

I personally feel very excited by the EDI commitments that we have in place and the energy that we have in our business across all levels, to deliver against them.



Charlotte Collins  
People Director

A stylized, handwritten signature in black ink, consisting of a large 'C' and 'L'.