



New Look Retailers Limited

# GENDER PAY GAP REPORT

— 2022 —

NEW LOOK

# Message from Helen



Inclusion remains a key priority within New Look's transformation plan. Given the pandemic, this year's Gender Pay Gap Report is our first since 2019 where we have been in a position to report on all employees. While figures have continued to be influenced by the gender differences between distribution centre and store-based colleagues, I'm encouraged to see that our gender pay gap figures have narrowed.

That said, we know there is still more for us to do to further reduce the pay gap across our business. Over the next three years, we will continue our work for New Look to be a destination employer for Equity, Diversity, and Inclusion.

We have made good progress on our Kind to our Core strategy this year and, as promised in last year's report, have developed and launched an ED&I Plan which fully underpins New Look's plans for the future. We're firmly committed to creating opportunities for our people to progress and thrive across the entire business, and this will always be a priority for us.

I'm aware that this year has not been without its challenges for many people, and that includes our teams here at New Look. We're deeply committed to the wellbeing of our team members and have put a number of key initiatives in place to support them through the current cost of living crisis.

I'd like to thank all our team members for their continued hard work and commitment over this past year, which has not been without its difficulties. Looking ahead, I'm excited about the progress we continue to make with our ED&I plan, to ensure that everyone at New Look feels supported and encouraged to be their very best self.

A handwritten signature in black ink, appearing to read 'Helen Connolly'.

Helen Connolly  
CEO



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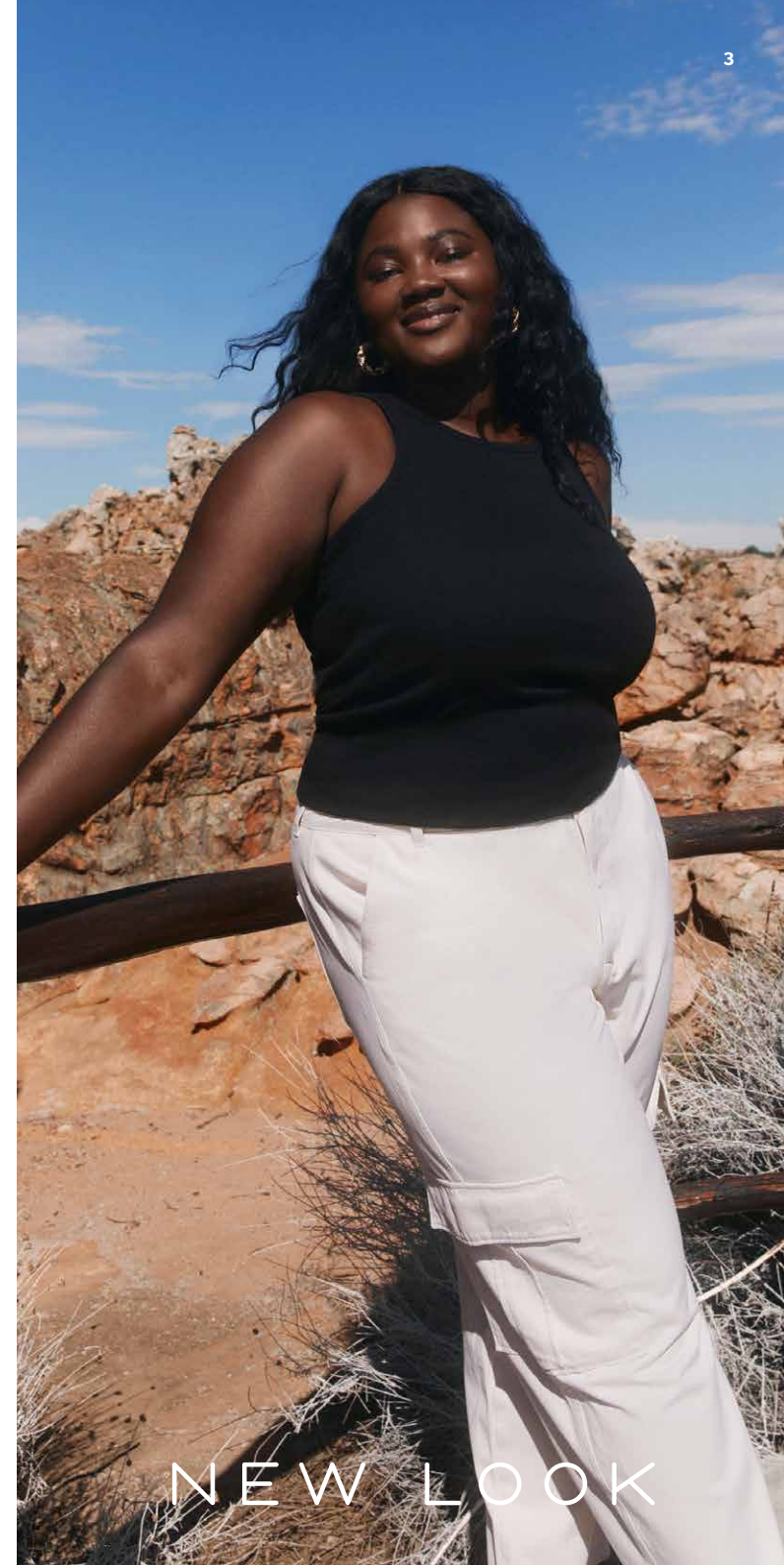


# Introduction

As a business with over 250 colleagues, we are legally required to publish our Gender Pay Gap figures on an annual basis.

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

This report provides a snapshot of our Gender Pay Gap in the UK as of 5 April 2022. Our figures this year are more in line with our pre-pandemic results, with 7,535 relevant colleagues (those that meet the Gender Pay legislation criteria) included in our calculations, compared to 1,929 (in 2021) and 388 (in 2020), due to the majority of our workforce being placed on furlough leave.



# Gender Pay Gap

## What is the Gender Pay Gap?

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

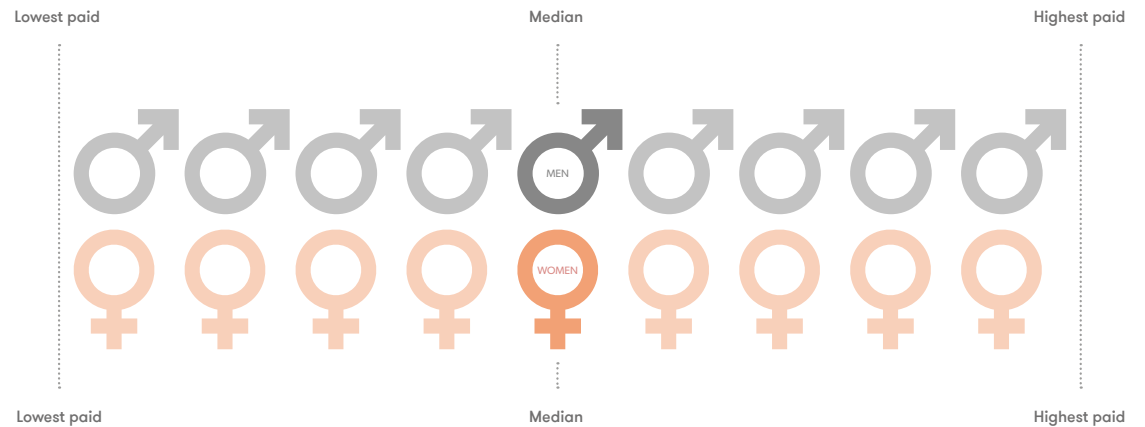
The Gender Pay Gap is different to an equal pay comparison. Equal pay relates to men and women being paid equally for the same, similar, or equivalent work, whereas the Gender Pay Gap Report looks at average pay comparisons across a broader comparison group. New Look continues to take appropriate steps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

## Measuring Gender Pay

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

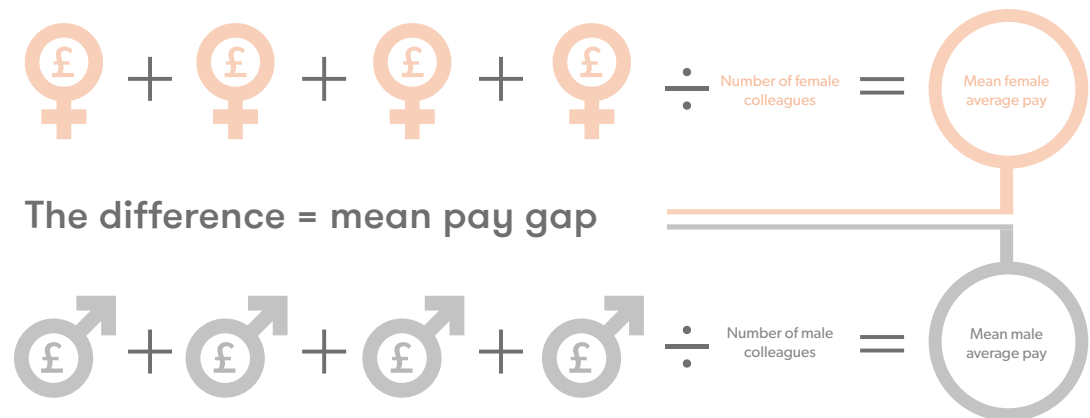
## The Median Pay Gap

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



## The Mean Pay Gap

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



# Our Gender Pay Gap

## 25.7%

Mean Gender Pay Gap

## 8.0%

Median Gender Pay Gap

Our Gender Pay Gap is driven largely by the gender representation of our employees across the company with 84% of our total workforce being female.

Like many other fashion retailers, we have a higher proportion of women working in our stores, in traditionally lower paid roles and a greater proportion of men in higher hourly paid roles within our Support Centres. This factor is what contributes to our overall gender pay gap for the business.

We are pleased to see that our figures have decreased since 2018 (when we last published our Gender Pay Gap results based on a full workforce), when our mean pay gap was 28.7% and median pay gap was 13.5%.



## Our Gender Pay Gap Explained

The table below shows our gender representation and gender pay gap figures by business areas:

Business Area	Female %	Male %	Mean Pay Gap %	Median Pay Gap %
Support Centres	72%	28%	28.17%	35.97%
Distribution Centre	42%	58%	8.82%	0%
Retail	94%	6%	12.34%	0%

Within our Support Centres our strategic focus on growing the business has led to a requirement for a number of specialist and technical roles, and in the absence of having these skills internally we had to recruit externally. These roles were, and still are, in high demand across all markets, driving up salaries and have typically attracted more male candidates than female.

At senior level in Support Centres, including our Directors, our pay gap is -8.9%. However, our overall Support Centre mean is above the national average due to the large proportion of females in non-senior level roles which dilutes the impact of the higher paid females at senior levels.

For all hourly paid colleagues (Retail and Distribution Centre) we pay set rates for the same role, which is reflected in the fact that we have no Median Pay Gap.

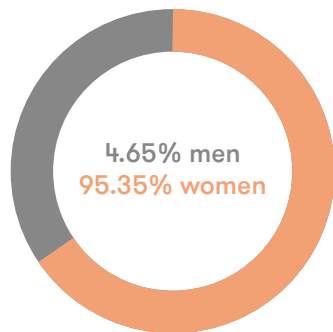
Whilst we have made progress in reducing our Gender Pay Gap, we are committed to further improving our position and will continue to encourage everyone to grow and continue their careers at New Look.

Gender Pay Gap regulations mean that for the purpose of calculations we have to identify our colleagues as Male and Female, however as an inclusive employer we take our responsibility to our non-binary and gender fluid colleagues very seriously. We support our colleagues through our ED&I plan and Pride LGBTQIA+ ally group.

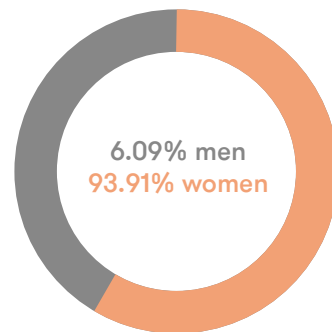
# Our Pay Quartiles

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

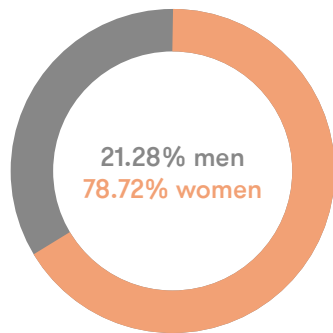
Lower quartile



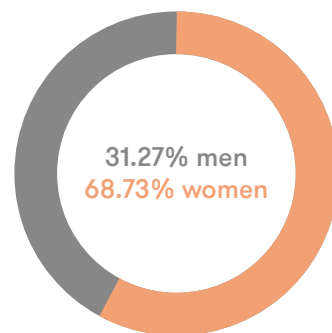
Lower middle quartile



Upper middle quartile



Upper quartile

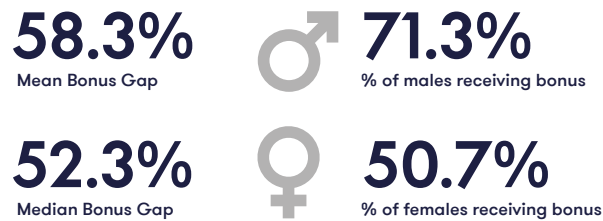




# Our Gender Bonus Gap

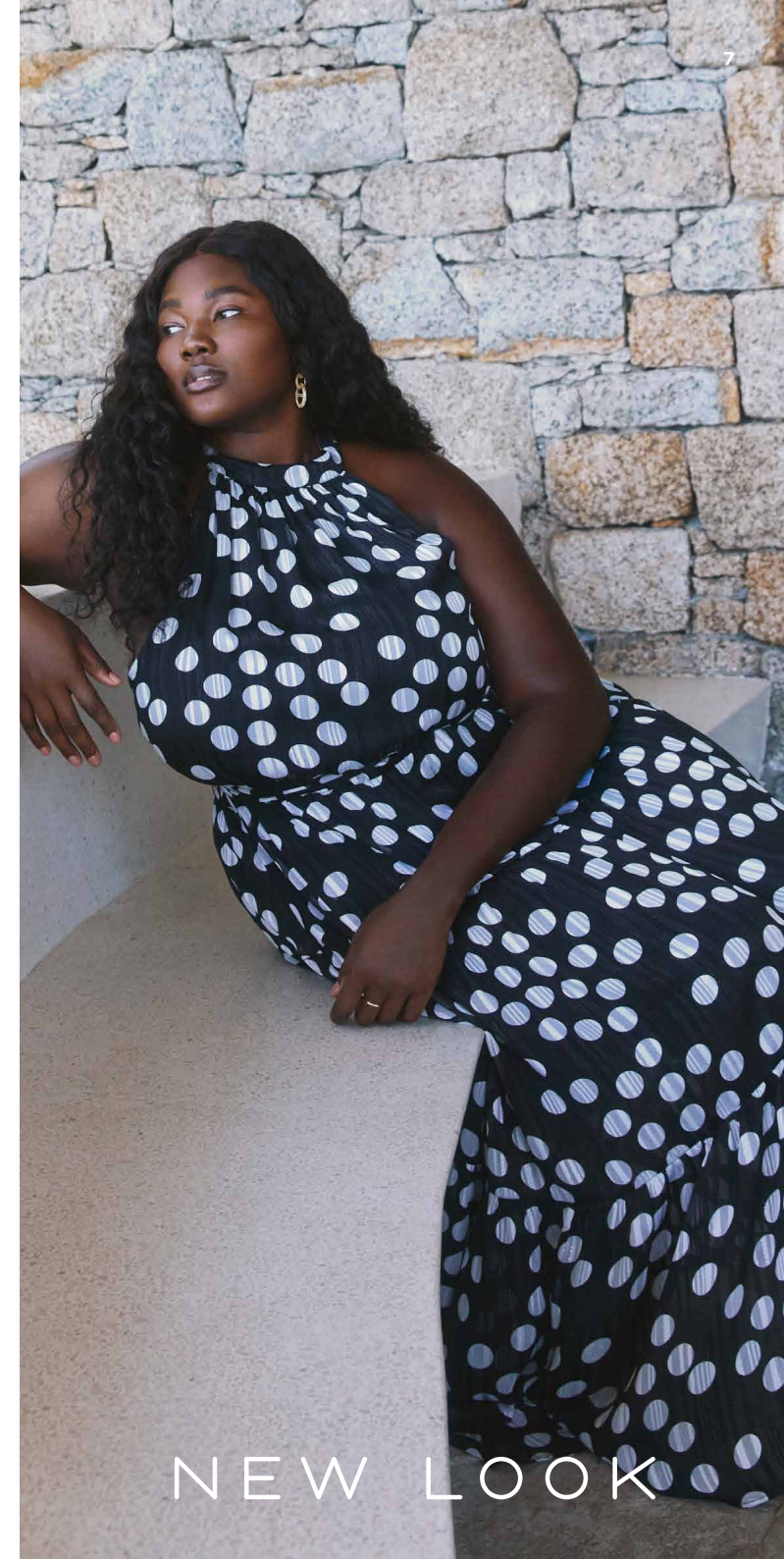
The bonus pay gap is calculated on any 'bonus' award made from April 2021 to March 2022.

2021/22 bonuses are made up of long service awards, recommend-a-friend payments, recognition awards and company bonus scheme awards.



Our bonus pay gap figures have again been driven by the lower proportion of men within our calculations, and therefore senior level males who received a bonus as part of a company bonus scheme, had a significant impact on the mean and median average male bonus award. In addition, we also had a Cyber bonus award, to support our distribution centre colleagues (where we have a higher proportion of male colleagues) over the peak operating period.

In 2021/22, 3,218 out of 6,339 females and 851 out of 1,196 males received a bonus award.



# Our Commitment

As one of the UK's largest fashion retailers, Equity, Diversity & Inclusion is important for our internal teams and the way we do business. From the development of excellent product, and 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.

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

## Gaining a better insight into our workforce

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'.

70% of colleagues have now updated their demographic information, but we still have a way to go to build a full 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.

## Continue to give our colleagues a voice by leveraging our colleague resource groups.

We have the following groups & networks in place to ensure we are really listening to our colleagues and understanding what we can do to better support them.

- Cultural awareness
- Pride – LGBTQIA+
- Men's & Women's Health
- Accessibility
- Sustainability
- Colleague Your Voice Groups
- Wellbeing Allies

## Reviewing our hiring practices & continue to grow our mentorship support

We are reviewing our Careers Hub to give clarity regarding available roles and the associated benefit packages. We ensure all vacancies are open to everyone and that they are clearly and openly shared across the business. We hold formal, structured interviews to reduce bias and encourage consistency of approach.



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New Look is committed to growing our mentorship support and have introduced the following initiatives:

- Sponsored a table at Women in Tech
- Female IT Mentoring Programme
- Northern Power Collective/Support Mentoring
- Princes Trust Mentoring

### **Advancing our wellbeing agenda**

We're supporting our colleagues with the cost of living by providing free breakfasts and subsidised meals in our Support Centres, food vouchers in our Distribution Centre and wellbeing allowances to our store teams which enable our store managers to stock a range of basic food supplies. In addition, we have made free period products accessible to our colleagues across all locations.

We are working with the Retail Trust to ensure our teams are aware of the resources available to them and how they can access support across all areas of wellbeing including financial.

### **Created our first ED&I plan for the business**

We are excited that our first ED&I plan has been shared business wide, building our relationships further with external organisations such as Diversity in Retail, Includability, Yourdandi, The BRC and Retail Trust.

### **Drive a culture of inclusivity through learning and sharing**

During 2021 and 2022, New Look was heavily involved in Retail Week's Be Inspired Programme, which aims to inspire the next generation of retail leaders to create a vibrant, dynamic, and diverse workplace. In addition, a group of senior leaders participated in a Google initiative #Iamremarkable, empowering women and other under-represented

groups to celebrate their achievements in the workplace and beyond. And, we are currently running a pilot programme, Stepping Up, designed to support Managers (current and new) in their career development by equipping them with the tools to develop and lead effective and motivated teams. We will continue to support education; utilising external speakers, podcasts and our ED&I partners.

This year, in partnership with Diversity in Retail and WiHTL, we will also be embarking on minority group development to support our commitment to create a more diverse and inclusive workforce.

### **Enable people to access the world of work and opportunities to progress and thrive**

We continue to run, in partnership with the Princes Trust, their 'Get Into' programmes, for our Retail & DC colleagues. These programmes aim to get young people aged 16 to 30 into a New Look career path. As a result of this, we have helped over 300 young people into jobs with 75% of young people from each course having positive outcomes ie employment, further education or training. We also have a relationship with the Fashion Retail Academy, supporting work experience projects.

We are currently reviewing our family friendly policies and regularly review the market competitiveness of our benefit packages. 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.

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.



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# Closing Statement



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 pleased that 86% of our People reported that they felt comfortable to be themselves at work via our engagement survey, which is +6 on the external benchmark. Most recently, New Look has been recognised by The Financial Times and Statista, as a Leader in Diversity 2023.

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; which Gender Pay Data is a single element of.

Personally, I feel very motivated by the ED&I commitments that we have in place and the energy that we have in our business across all levels to deliver against them.

A stylized, handwritten signature in black ink.

Charlotte Collins  
People Director

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

