



NEW LOOK RETAIL GROUP

Gender Pay Gap Report

— 2020 —

NEW LOOK

Message from Nigel



I'm pleased to publish our Gender Pay Gap Results for 2019/20.

This year our results are very different because, similar to many organisations, the pandemic affected our ability, and approach to how we were able to continue trading. It was a year in which we restructured our business and needed to make use of the Government's Coronavirus Job Retention (furlough) scheme both of which have been instrumental to our business recovery.

In light of these events and in line with the government guidance for how we compile our report, which must exclude colleagues placed on furlough, our Gender Pay Gap report for 2019/20 covers only 3.5% of our workforce and will therefore not provide any meaningful year on year data or conclusions.

Whilst the numbers this year aren't truly reflective of our business, our Equity, Diversity & Inclusion (ED&I) agenda in which our Gender Pay Gap assessment sits, certainly remains a key priority.

I'm delighted that, irrespective of the pandemic, in our recent engagement survey, our colleagues highlighted their ability to be themselves at work as an outstanding point within our culture.

Over the past two years we have increased our female representation at Director level; appointed Ed Alford, Chief Technology Officer as ED&I Executive Sponsor, due to his previous experience, as well as his passion and commitment to drive meaningful change in this area; and by the close of this year we will be welcoming our first dedicated ED&I Manager to lead the development and implementation of an ambitious and forward looking ED&I plan to underpin New Look's exciting and transformational strategy for the future.

I want to end by saying a huge thank you for the contribution, commitment and hard work that I see day-in-day-out from everyone who works at New Look. I am confident that we will continue to create a culture which makes New Look a great and diverse company to join and be part of; where everyone can be themselves and build a great career with us for many years to come.

Nigel Oddy
CEO



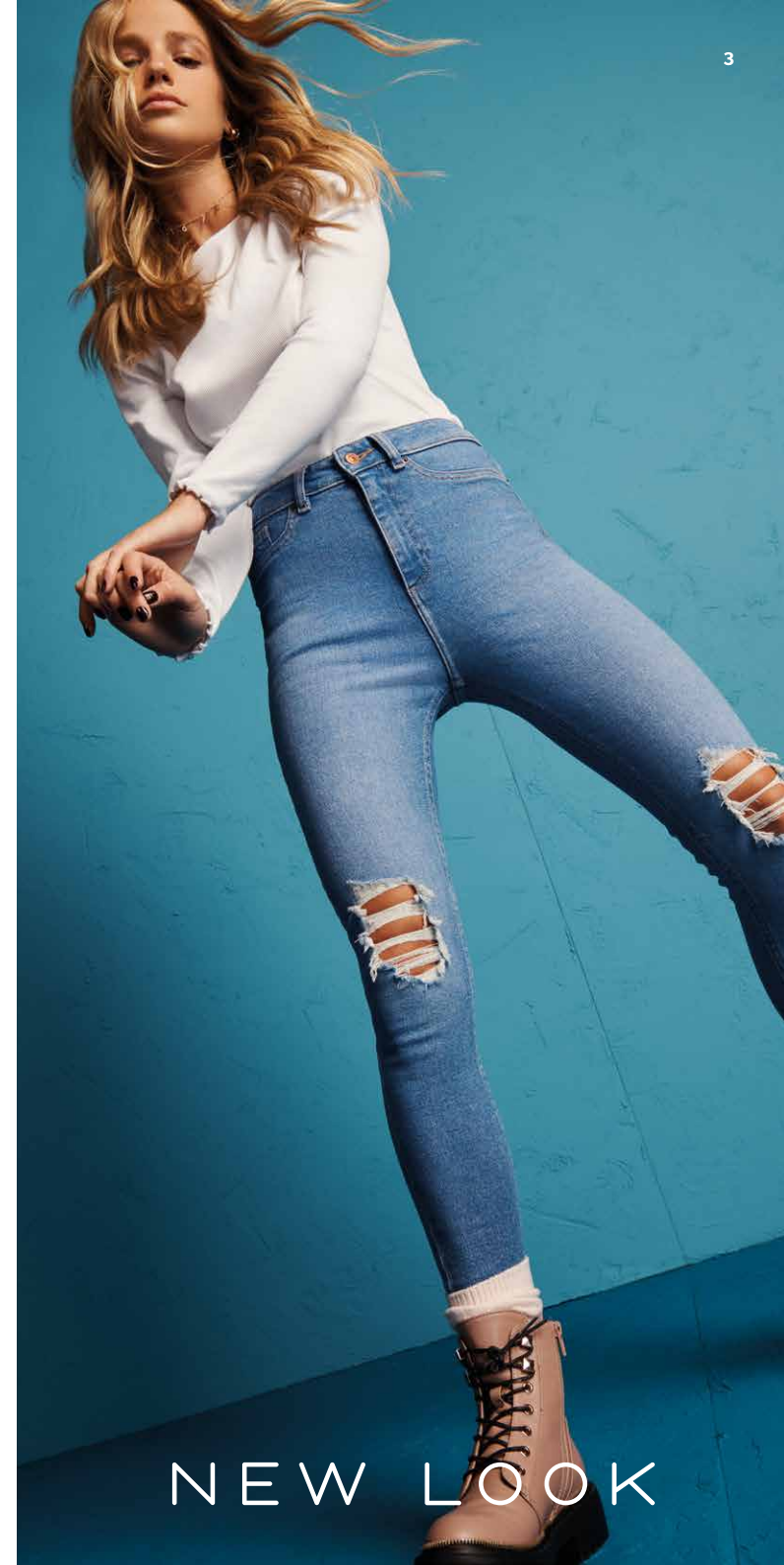
Introduction

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

This year our 2020 Gender Pay Gap numbers are very different to previous years, as the pandemic and our use of the Coronavirus Job Retention (furlough) Scheme, has impacted the way we report our gender pay.

Gender Pay Gap Reporting Guidelines requires anyone identified as being on less than their usual full pay, on the snapshot date, are excluded from Gender Pay Gap reporting. This includes colleagues on maternity, paternity, adoption and parental leave, annual leave, sick leave and special leave. In addition, in December 2020, the guidelines were updated to include furlough as a type of leave that needs to be excluded.

This report provides a snapshot of our gender pay gap, in the UK, as of 5 April 2020. On this date, 89% of our colleagues were on furlough leave given our store estate was unable to trade, therefore the number of colleagues included in our gender pay report is substantially smaller than usual and primarily comprised of our distribution centre colleagues who continued to work to maintain our on-line shopping channel. This therefore makes year-on-year comparisons difficult and does not provide a true reflection of our total business.



Gender Pay Gap

What is the Gender Pay Gap?

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

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

We benchmark our roles and associated pay on several market data sources. We continue to review our reward framework to ensure it remains fair, consistent and free from bias.

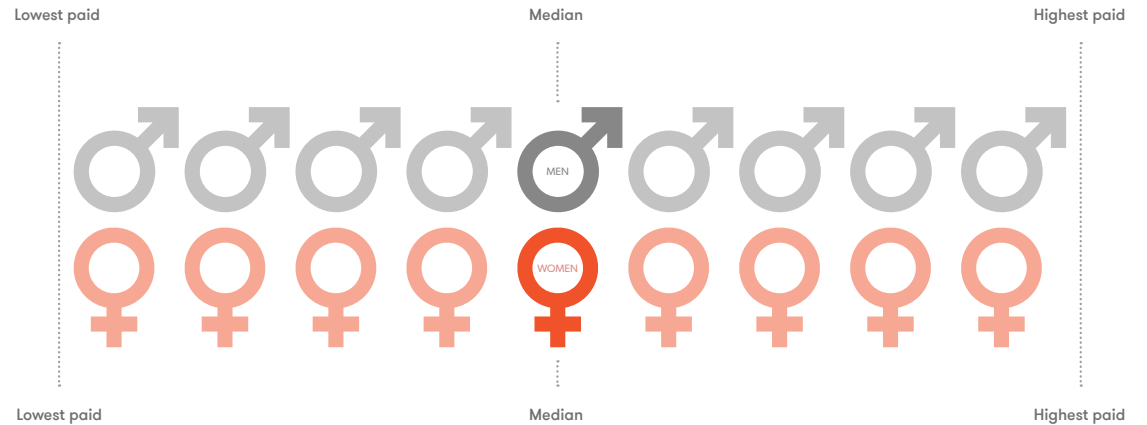
Measuring Gender Pay

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 women receive.

For 2020, these figures are not a true representation of our workforce, due to a significantly reduced number of colleagues on full pay as of 5 April 2020.

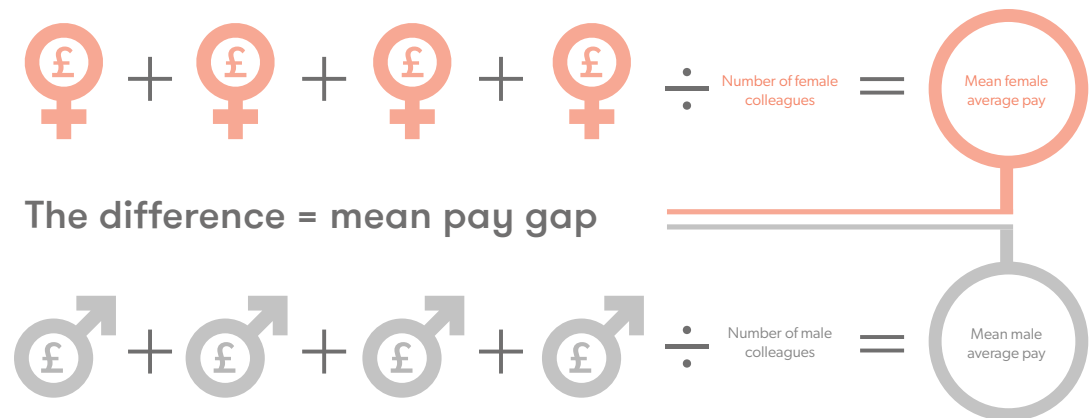
The Median Pay Gap

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



The Mean Pay Gap

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



Our Gender Pay Gap

For 2020, these figures are not a true representation of our workforce, due to a significantly reduced number of colleagues on full pay as of 5 April 2020.

16.7%

Mean Gender Pay Gap

2.8%

Median Gender Pay Gap



Our Gender Bonus Gap

The gender bonus gap measures the average bonus received by male and female colleagues over the 12-month period, prior to 5 April 2020. Colleagues on furlough and other types of leave are included in the Bonus pay gap calculations.

2019/20 bonuses are made up of long service awards, recommend a friend payments, retention bonus awards and discretionary bonus awards linked to individual performance (rather than part of our company bonus scheme).

Our mean bonus pay gap shows that females received 84.2% more bonus award than males. In an exceptional year of restructuring, this result is driven by retention bonuses and planned store closures during 2019/20 (the recipients of which, were predominantly female) and a high value award New Look was contractually obliged to make to a female colleague. The average value of these awards has therefore reflected as higher compared to other male colleagues who in the main were eligible to different and lower value long service awards.

The median bonus gap is 0% because the middle male and the middle female both received a long service award of the same value.

-84.2%
MEAN

0.0%
MEDIAN

Bonus payments

♂ 21.3%
% of males receiving bonus

♀ 9.1%
% of females receiving bonus



NEW LOOK

Our Commitment

Equity, diversity & inclusion is a top priority for New Look; it is an imperative pillar within our strategy and our Kind agenda. The ED&I programme is driven by our People Director, Charlotte Collins and our ED&I Executive Sponsor, Ed Alford, with full support from the Director team and the Board.

One of the first steps we need to take is to better understand who we all are and identify any potential gaps we might have in reflecting the communities we serve, so that we can create a meaningful programme for change.

Our 'Count Me In' initiative has been designed to ensure colleague demographic information held in our HR system better reflects who we all are, which will help us build a more accurate picture of the make-up of our New Look community. Monitoring diversity & inclusion is crucial to help us assess any gaps and creating a meaningful action plan for change.

We are proud to provide flexible and part time working opportunities in many areas and want to do all that we can to be an organisation that embraces and welcomes everyone! #WeAreOne is one of our core values.

Our communication hub, accessible by all colleagues, now has a We Are One Network hub. This is a space for us to come together to share ideas and celebrate inclusion, because different people with a range of perspectives will make New Look a better business. Our customers are diverse, so we should be too.

As part of our ongoing commitment we signed up to Business in the Community Race at Work Charter, which has 5 calls to action to ensure that ethnic minority colleagues are represented at all levels in an organisation.

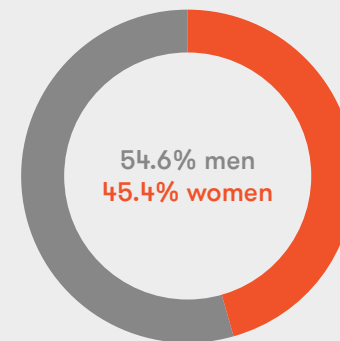
In 2021, we will recruit a dedicated Manager to help create and drive our future ED&I plan.

Ed Alford, our Chief Technology Officer has been appointed our new Executive Director Sponsor for EDI. Ed is an Everywoman ambassador, a board member for Modern Muse (a charity which provides a platform for girls aged 13-18 to see female role models working in a number of different fields) and was named one of the top 30 men tackling gender diversity in the UK workplace by Management Today.

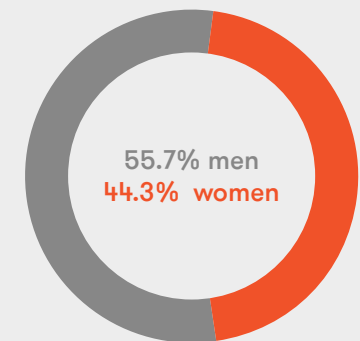
Our Pay Quartiles

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.

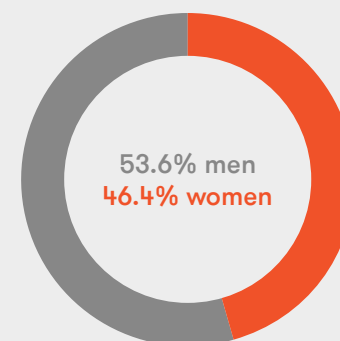
Lower quartile



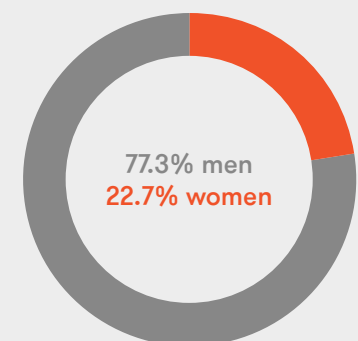
Lower middle quartile



Upper middle quartile



Upper quartile



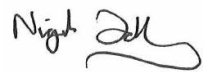
Our Commitment

“For me it’s always been about doing the right thing - it’s my job to think and act on it. The best teams are a mix of the best brains and if we all popped our brains out on the table and left them in a room, no one would be able to tell who was who. Building the best team is the right thing to do in order to have the best business and that means my job, and that of everyone who works with me, is to look beyond physicality, put the best people into the roles, and provide the right environment for everyone to be successful. That way, by its very nature, we will build a diverse, equitable and inclusive environment for everyone at New Look.”

**Ed Alford, Chief Technology Officer
& Director Sponsor for ED&I**

We recognise that we still have more to do for ED&I as a whole, but also for gender. We are not perfect but we are committed to continuing that journey and challenging ourselves to be better with a sustainable plan in place to deliver this.

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



Nigel Oddy
CEO



Charlotte Collins
People Director

