



New Look Retailers Limited

GENDER PAY GAP REPORT

2025

NEW LOOK



Message from Helen



Our warm and welcoming attitude is something we're very proud of at New Look, and we strive to ensure everyone feels that they belong in our organisation. That sense of belonging starts with our wonderfully unique colleagues, who come together every day for our 10 million customers, united by a shared goal – to inspire that New Look feeling.

This report provides a summary of our gender pay gap data as of April 2025, alongside highlights regarding our equity, diversity and inclusion activities – with a specific focus on the experience of the 5989 women across our workforce.

The structure of our workforce is an important factor in understanding our gender pay gap. Many of our colleagues work across our 339 stores nationwide, where women make up 94% of these roles. Women are therefore disproportionately represented in larger volumes of customer-facing roles in our business, compared to our Support Centre, where women represent 74% of employees.

I am incredibly proud that New Look's senior team continues to have a strong representation of female leaders. 80% of our Executive Team are female, alongside 77% of our Directors, and 61% of our Heads of Department.

We also recognise that as an employer of 6,500 people, we have an important role to play in supporting our colleagues with their caring responsibilities, particularly women who are often the primary caregivers at home. Here at New Look, we continue to take supportive steps to provide flexible working options at all levels, recognising this will increase opportunities available to women, which is vital to closing the gender pay gap.

This year, we have been recognised externally for our efforts on workplace support. We were shortlisted for several prestigious awards, including Drapers' "Best Place to Work" and the "Diversity and Inclusion Award", which is a testament to our continued focus on creating an engaging, supportive and inclusive culture.

I would like to thank all our colleagues who have contributed to our continued success over the last 12 months. We are looking to the future with confidence, and while we are always learning, we should also recognise the progress we have made so far.

I confirm that the information in this report is accurate and I look forward to sharing further progress over the next year.

Helen Connolly
CEO

What is the Gender Pay Gap?

The Gender Pay Gap is the average difference in pay between men and women in an organisation. It differs from equal pay, which refers to men and women receiving equal pay for the same, similar, or equivalent work.

Gender Pay Gap Regulations mean that for the purpose of calculations, we must identify our colleagues as either Male or Female. This does not detract from our support for our colleagues who define their gender in different ways.

Our Gender Pay Gap

27%

Mean gender pay gap

2%

Median gender pay gap

These calculations are based on hourly pay, which includes base pay, allowances and other bonus payments.

Our Bonus Pay Gap

The bonus pay gap considers any bonus award made from 6 April 2024 to 5 April 2025. 2024/25 bonuses are made up of long-service awards, recommend-a-friend payments and company bonus scheme awards.

69.6% ♂ **1.4%**

Mean Bonus Gap

% of males receiving bonus

52.9% ♀ **1.5%**

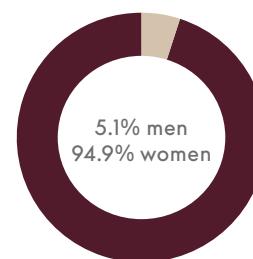
Median Bonus Gap

% of females receiving bonus

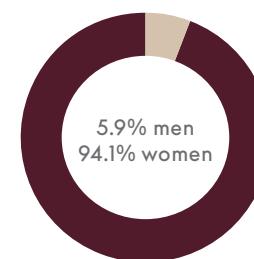
Our Pay Quartiles

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

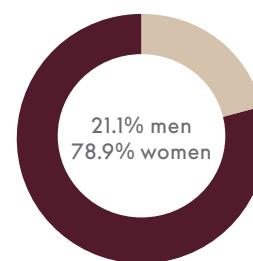
Lower quartile



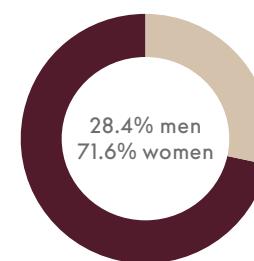
Lower-middle quartile



Upper-middle quartile



Upper quartile



Key Points

Women represent 85% of our total workforce, and how this representation is distributed across the company is important. Specifically, like many other fashion retailers, the higher proportion of women working in our stores (94%) is the most influential factor in determining our Gender Pay Gap.

The table below shows the demographic of our workforce split across our business areas and the Mean & Median Gender Pay Gap % across each business area:

	Male %	Female %	Mean Pay Gap %	Median Pay Gap %
Support Centre	26%	74%	34%	31.9%
Distribution Centre	54%	46%	-12%	0.5%
Retail	6%	94%	11%	0%
New Look Overall	15%	85%	27%	2%

Our Actions

This reporting period marks the fourth year of New Look's 'Our Kind of Inclusive' roadmap, which aims to establish us as a destination employer for equity, diversity and inclusion. Our actions this year have therefore continued to focus on the 4 core objectives set out in that roadmap:

1. Enabling our people access to the world of work and opportunities to progress and thrive

Over the past 12 months, New Look has continued to build momentum in supporting internal talent to flourish and reach their potential. We are proud to report that 33% of hires made over the last 12 months within our Support Centre, Distribution Centre and Retail Management roles have come from internal selections.

At more senior levels, we understand that female representation is an important factor in contributing to more inclusive work cultures. We have continued to recognise our existing female talent and attract external female candidates to join New Look. Our senior representation of women is now 80% at Executive level, 77% Director, and 61% Head of.

At New Look, we work hard to ensure that our pay structures are fair and competitive. Our pay framework – launched in 2023 – continues to ensure we reward our colleagues fairly based on comparable roles and promote fairness regardless of gender or background.

2. Driving a culture of inclusivity through learning & sharing

Following the launch of our Learning Academy last year, we have continued to provide all New Look colleagues access to our always-on digital learning platform. Over 8000 employees have engaged with 130 modules since its inception.

In line with our commitments to create inclusive and respectful workplaces, we have continued to invest in the following development programmes during 2025:

- **Stepping Up** – supporting colleagues stepping up into line management so that the teams they lead can thrive and perform at their best. 81 colleagues from Retail have now completed this, of whom 96% are women. Together, these line managers are accountable for 16% of Retail colleagues.
- **Elevate** – our leadership development programme for experienced managers has supported 131 colleagues in Retail to fulfil their leadership potential, of whom 87% are women. Together, these leaders are accountable for 36% of Retail colleagues.

In addition, we sponsored 6 Retail colleagues, 5 of whom were women, to attend this year's British Retail Consortium's Leaders' Summer School.

As we implement our Emerging Talent Strategy, we have also seen 25 New Lookers, 96% of whom are women, continue their professional learning through structured apprenticeship study programmes in 2025.

3. Ensuring wellbeing is intrinsic to our ED&I strategy by giving our people the tools to stay healthy and happy while promoting a positive work-life balance

We have continued our successful partnership with the Retail Trust this year, providing our colleagues with a range of resources, tools and support to help them thrive at work and in their personal lives. This includes self-help tools and resources, financial aid, debt support and access to a 24-hour helpline and professional counselling services.



Our colleagues have continued to utilise the services we have created. New Look respondents surveyed by The Retail Trust reported above-benchmark health and happiness scores, indicating a better experience compared to the overall industry benchmark.

As an employer, we also recognise that the support we offer colleagues in managing their lives and responsibilities outside of work plays an important role in helping to close the Gender Pay Gap, particularly in relation to caring responsibilities and women's health.

We have continued our strong support for flexible working requests, with 71% approved in full or with alternative arrangements agreed in the last year. We are proud that 72% of our colleagues are part-time employees, including 13% in Support Centre roles, 26% in our Distribution Centre and 91% in Retail.

We have refreshed our employee policy frameworks to support colleagues with a range of enhanced benefits targeted at important life events, including family leave, fertility support, neonatal support and menopause. As part of the changes to family leave, we have more than doubled the amount of available paid leave across maternity, paternity, adoption, and shared parental leave, to ensure families have more time together during these crucial life moments.

4. Giving our colleagues a stronger voice

We believe that fostering employee voice is an essential component to a more inclusive, equitable and fair working environment.

Our employee network and ally groups continue to provide an important opportunity for colleagues to come together in a safe space and contribute to an inclusive culture across New Look. Over the past 12 months, employee-led groups have provided supportive communities for families and parents, women's and men's health and wellbeing, accessibility, Pride, menopause and sustainability.

We have an established Your Voice network where local champions gather feedback from colleagues and facilitate open dialogue with leaders on issues and opportunities to improve the work environment. This operates company-wide, including in our Retail stores, Distribution Centre and Support Centre. We brought together some of our Your Voice champions with our CEO, Helen, to share ideas, feedback and thoughts as part of our ongoing commitment to inspiring that New Look Feeling and ensuring our company remains a great place to work.

As we look to the future, our approach to closing the Gender Pay Gap and to supporting Equity, Diversity and Inclusion will remain key priorities for our business. We want to ensure all our colleagues value New Look as a supportive, safe and welcoming place to work, that reflects the communities we serve.

There is much to be proud of in what we have achieved so far, and there are more opportunities for New Look to make further progress over the next reporting period and beyond.

As we have stated in previous years, we remain committed to listening, learning, and taking action to create a culture where everyone can thrive, belong, and be their best selves.

