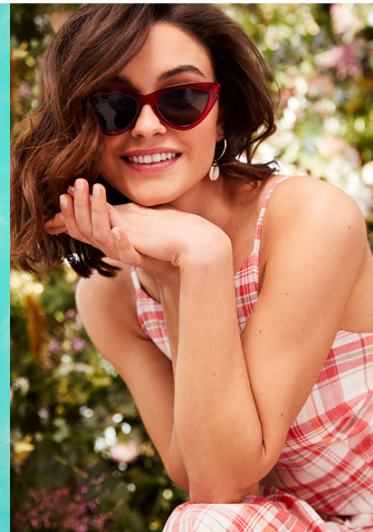




2019
NEW LOOK RETAIL GROUP
**GENDER
PAY GAP
REPORT**
NEW LOOK



NEW LOOK

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 of New Look's employees 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.



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Measuring Gender Pay

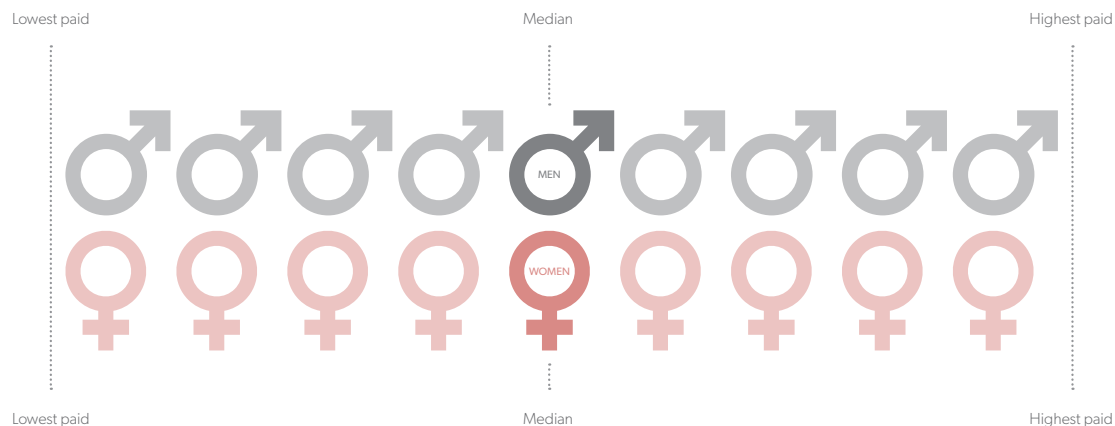
Our Gender Pay Gap has been calculated using the mechanisms that are set out in the Gender Pay Gap Reporting Legislation. Under these regulations the Gender Pay Gap is defined as the difference between the median and mean hourly rates of pay that men and women receive.

The Mean Pay Gap

The mean is the difference in average hourly pay for women in a defined group, compared to the average hourly rate of pay for men in the group.

The Median Pay Gap

If we lined up all our female employees in one line in order of how much they are paid by the hour and all our male employees 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.



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Our Gender Pay Gap

The proportion of women in management roles in Retail and our Distribution Centre has increased since last year, which has led to a rise in the mean hourly rate for women.

Our Gender Pay Gap is driven largely by the gender split of our employees across the Company. 84% of our employees work in stores and of these 92% are female. The Mean Gender Pay Gap for store

employees only is 4.6%, down from 7.8% last year and well below the national average of 17.4%; though we acknowledge this average is across all industries and types of work and is not specific to retail employees.

Like many retailers we have a higher proportion of women in store based roles and we remain focused on increasing the number of women in senior positions. In the last year we have seen a 9% increase at manager level and 7% increase at Head of Department level in our gender split for females.

2018 Mean Gender Pay Gap



2018 Median Gender Pay Gap



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Our Gender Bonus Gap

83.3%

Mean

0.0%

Median

Who received bonus pay



5.0%

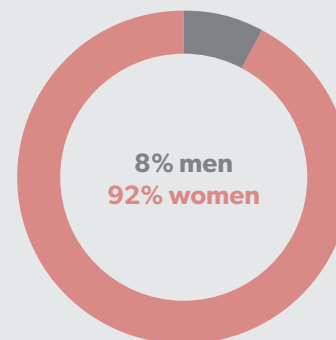


8.7%

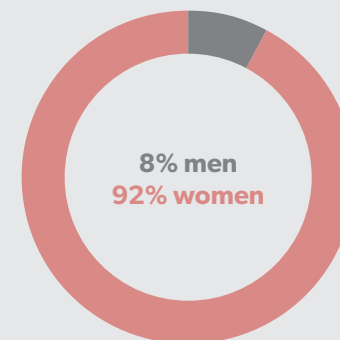
Our Pay Quartiles

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

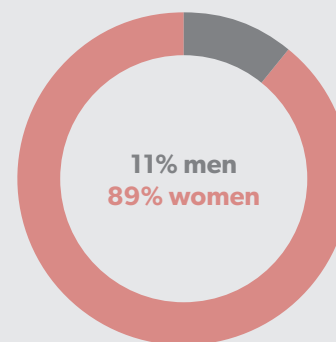
Lower quartile



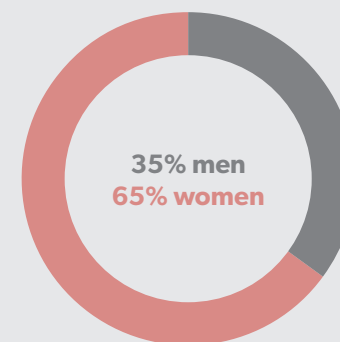
Lower middle quartile



Upper middle quartile



Upper quartile



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Closing the Gap

At New Look, we value diversity and inclusion in our workforce that reflects the market we operate in and we are currently on a journey to achieve this.

We are actively running initiatives to address equality within our workforce and we are building programmes for implementation in the next financial year.

Our commitments are centred around four key impact areas: attraction, recruitment, development and retention.

Attraction – Diversity and Inclusion:

We are continuing to develop our strategy for D&I at New Look focusing on cultivating and embracing diversity throughout our company. It's important to us to engage with our internal partners on this and to focus on attracting new colleagues to New Look through our focus on D&I.

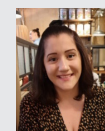
Recruitment – Flexible Working:

We reviewed, updated and relaunched our flexible working policy for all levels and include part-time working, job sharing and working from home. As at 31 December 2018, 90% of formal requests have been agreed (compared to 69% as at 31 December 2017) to enable those employees to achieve their desired balance between career and personal time.

Development – Buddy to Boss:

This programme supports our talented retail employees on a clear career path, which helps to drive an inclusive culture and build on each person's strengths and skills to enable them to reach their full potential. We are excited to say that all of our retail colleagues have access to this programme.

Here is a great example of how the programme has helped to develop our employees.



Jess was promoted to Supervisor one week after completing the Buddy to Boss programme and only 18 months later is a Holding Store Manager.

"Buddy to Boss taught me to be brave and believe in myself, to truly benefit from the skills I've learnt!"

Retention – Smarter Working:

Smarter working was launched last year and we will continue to encourage all employees to take a flexible approach to their working week where possible; allowing them to work in a way that's output based in a culture focussed on results and performance rather than being present in the workplace.

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

Wendy Stroud
HR Director

Alistair McGeorge
Chairman