



KIND TO OUR CORE

Sustainability Report

— DECEMBER 2025 —

NEW LOOK



Foreword	3
Executive Summary	4
Introduction	7
Pillar 1 - Responsible Business	9
Pillar 2 - Responsible & Circular Product	23
Pillar 3 - Inclusive Culture	32
Pillar 4 - Positive Local Impact	36
Governance	41
Sustainability Accounting Standards Board Disclosure (SASB)	42

Foreword



I am proud to share New Look's FY 24/25 Sustainability Report, which reflects our continued commitment to becoming a more sustainable business. This report highlights our progress, acknowledges the challenges we face,

and outlines our future ambitions across our Environmental, Social, and Governance (ESG) responsibilities.

The past year has shown that climate change is reshaping our industry. Extreme and unseasonal weather has influenced customer behaviour and will continue to shape our future buying strategies. At New Look, we recognise that business decisions and sustainability are closely connected.

Our "Kind to our Core" strategy remains at the heart of our approach. The sustainability targets we set in 2022 and the 2024 update remain relevant as we continue to integrate sustainability into our business. By reducing our carbon footprint, improving transparency around working conditions, and transitioning to circular business practices that benefit both New Look and our customers. Achieving commercial gains while reducing our environmental impact, is not only possible, but essential.

We continue to monitor, advocate, and prepare for regulation in sustainability. While the past year has brought uncertainty, we are encouraged to see extended producer responsibility schemes gather pace.

This year, we reduced our emissions and are on track with our environmental goals. These achievements are possible thanks to the commitment of our entire team. Together, we are committed to offering affordable fashion that's good quality and lower impact. Beyond our business, we're also helping to shape new recycling rules in the UK and supporting the development of better recycling infrastructure.

Inclusivity and fairness also remain core to our values. We want everyone at work to feel valued and supported. Our recognition for efforts in diversity and inclusion reflects this commitment, and we continue to invest in our employees' wellbeing and growth.

As a UK-based retailer with an online presence, we're dedicated to making a positive impact in the communities we serve. We are adapting our stores to balance physical and online growth, strengthening resilience, and continuing to support local projects and charities.

As ever, I am grateful for the partnerships we have created, those that share our values and support our ambitions through their value chain teams and activities. Looking ahead, we're determined to keep pushing forward - innovating, embracing new technologies, and engaging with our customers – so that sustainability becomes an integral and valued part of everything we do.

Thank you for your continued trust and commitment.

Helen Connolly
Chief Executive Officer
New Look



Executive Summary

New Look's Sustainability Report 2025 highlights our ongoing commitment to integrating sustainability into core business strategy. Focusing on decarbonisation, transparency, and circular business models, and ensuring respect for people across our operations and extended value chain. The report outlines progress and future priorities

Responsible Business

We continue to strengthen governance, ethical conduct, and transparency throughout our operations. We have integrated sustainability considerations into leadership decisions and risk management, including the establishment of the ESG Steering Group and consideration of future climate-related impacts. The adoption of Science Based Targets (SBTs) underscores our commitment to decarbonisation, with significant reductions achieved in scope 1 and 2 emissions, notably a 36% reduction from the baseline year FY22, enabled by initiatives such as the LED transition and refrigerant gas reduction programs. Scope 3 emissions, particularly from fibre products, remain the largest source of our carbon emissions, with

across four key pillars: Responsible Business, Responsible and Circular Product, Inclusive Culture, and Positive Local Impact. This reflects a comprehensive approach to environmental social, and governance (ESG) challenges amid evolving regulatory landscapes and market conditions in both sourcing and selling countries.

a 6% reduction in total emissions compared to the previous year.

We also prioritise human rights due diligence and responsible purchasing practices, including supplier engagement to support decarbonisation and the incorporation of sustainability requirements in procurement contracts. Collaboration with industry partners and data platforms like TrusTrace, Worldly, Sedex, and Zero Discharge of Hazardous Chemicals (ZDHC) enhances our data quality and reporting capabilities, preparing New Look for upcoming regulatory changes such as the EU's Corporate Sustainability Reporting Directive (CSRD) and we advocate for the UK to follow suit.

Highlights

100% of our suppliers onboarded onto Trustrace and mapping their supply chains.	55% increase in Tier 2 visibility.	83% of our Tier 1 facilities and 40% of our Tier 2 facilities (by volume) have measured and evaluated their environmental performance using the Higg FEM.	Our carbon emissions for Scopes 1,2,& 3 (location based) have decreased by 21% against a FY22 baseline.
---	------------------------------------	---	---



Responsible and Circular Product

New Look emphasises designing products for durability, longevity, reuse, and recyclability. The company supports fibre-to-fibre recycling initiatives and is actively involved in shaping the UK's Extended Producer Responsibility (EPR) framework to fund textile recycling infrastructure. Material innovation includes increasing the use of traceable, lower-impact

fibres such as recycled polyester (maintained at 20%) and viscose (47% traceable and lower impact). We collaborated with expert partners to leverage lifecycle assessments and improve emission reporting accuracy. We are utilising existing textile waste systems while advancing pathways that scale textile-to-textile recycling.

Highlights

Developing a **scalable LCA platform** that supports **compliance, carbon measurement, and progress toward net zero** with Looper

76% of our clothing has **at least one attribute** that lowers its impact on the environment..

Compared to a **2019 baseline**, we achieved **48% reduction in carbon**, and a **47% reduction in water use** through WRAP's footprint tool.

Enhanced our returns strategy, to include order-cancellation options, high-returns policy, and direct customer engagement to cut waste and emissions.

Inclusive Culture

New Look fosters an inclusive and engaging workplace culture, emphasising equity, wellbeing, and representation. The company has implemented a new HR system, Dayforce, to simplify colleague management and supports several wellbeing initiatives, including virtual GP access and educational sessions on topics such as unconscious bias and stress.

Recognition through the Drapers awards "Best Place to Work" and "Diversity and Inclusion Award" reflects ongoing progress.. Women hold significant leadership roles at New Look with 75% of Operational Directors and 64% of Heads of Department being female. Inclusion Ally groups and continuous education programmes support a diverse and supportive environment.

Highlights

We launched **improved Family and Parenting Policies**.

Focus on internal talent opportunities and **filled 44%** of our roles with **internal colleagues**.

New additional groups of New Look Allies communities - **Menopause and Me** and **Families & Parenting**.

Support **flexible working** across the business, from day 1 with **68% of requests approved**.



Positive Local Impact

New Look maintains a strong commitment to community engagement and responsible retail practices. We support local projects while preparing for regulatory changes by contributing to the development of circular business models and recycling infrastructure. Adjustments to our store portfolio, including closing underperforming locations and

focusing on profitable markets, aim to balance physical presence with omnichannel growth, leveraging the geographic reach of remaining stores. The company also emphasises resilience against climate-related risks and operational challenges such as extreme weather and supply chain disruptions.

Highlights

Donated over £67,000 through Neighbourly, to over 120 local causes, supporting 43,500 people near our stores.

Donating surplus stock to Newlife, helps to reduce waste, support circularity while creating life-changing opportunities for the children and families Newlife supports.

All influencer campaigns are size-inclusive (8-22), featuring around 250 diverse individuals annually.

Technology donations to SocialBox.Biz has promoted digital inclusion, by supporting individuals to access education and work.

Looking Ahead

This report affirms our commitment to align sustainability priorities with evolving UK and EU regulatory expectations. Future strategies include enhanced data-driven innovation, technology upgrades, and customer engagement improvements to embed sustainability in all business processes and decisions. The company aims to raise its sustainability ambitions beyond the 2022 framework and demonstrate transparency, accountability, and leadership in fashion.

In summary, our 2025 Sustainability Report reflects a comprehensive and evolving approach to ESG integration, combining significant emissions reductions, circular product innovation, inclusive culture development, and positive community impact. This is enabled by robust governance and data capabilities to face future challenges and opportunities.



Introduction

This year, we continue to make solid progress in sustainability, even as ESG rules and macroeconomic pressures increase. We have taken a closer look at what we do and updated our approach to ensure we can stay ahead, particularly as new legislation comes into effect in Europe and begins to take shape in the United Kingdom. We recognise the importance of connecting our environmental work with our commitments around people and communities.

Climate Change remains one of the most pressing issues across our value chain, affecting our customers as well as the people who make our products in the largest production hubs. At the same time, Human Rights and Environmental Due Diligence (HREDD) has risen rapidly up the agenda this year, with Europe confirming its direction and the UK preparing to increase the efficacy of legislation and enforcement.

We have improved how we track and share our progress. By participating in carefully selected multi-stakeholder groups and cross-industry initiatives, we remain well informed, influential and aligned with emerging best practices.

Planning our data collection and bringing it together in a meaningful way has positioned us well to target due diligence activities. Our investment in better technology has transformed the way we work, so that we can be more transparent and respond quickly to what is happening around us. We are committed to utilising our data to enhance compliance, establish clear priorities, and optimise resources, thereby maximising our capacity to deliver meaningful outcomes.

against defined targets.

This report sets out both our achievements and future priorities, focusing on the same four areas as set out in 2022: Responsible Business, Responsible and Circular Product, Inclusive Culture, and Positive Local Impact. Our goal remains to embed sustainability into everything we do — using good data, clear targets, and teamwork as we navigate new regulation, shifting markets and the ongoing effects of climate change.

Looking ahead, our updated goals and new partnerships will help us become a more sustainable business — making us stronger, sparking new ideas, and supporting a fairer and better future for everyone.





Kind to our Core

Our sustainability vision

As a fashion brand, we understand more than ever the social and environmental impacts across our business, our value chain and our products. We have refreshed our strategy in line with the latest developments, being bold where we feel we can be, being mindful of who we serve, and making sure our actions are transparent, universally understood and that everyone is included.

Our sustainability principles

Our sustainability principles were born out of our company values and culture.

- We respect human rights
- We prioritise equity and inclusivity
- We have a positive impact on our local communities
- We are reducing our climate change impact
- We deliver 'Kind' products
- We embrace circularity

Our key priorities

Our key priorities were identified by evaluating our values, materiality, the industry's overall impact, and our capacity to influence outcomes.

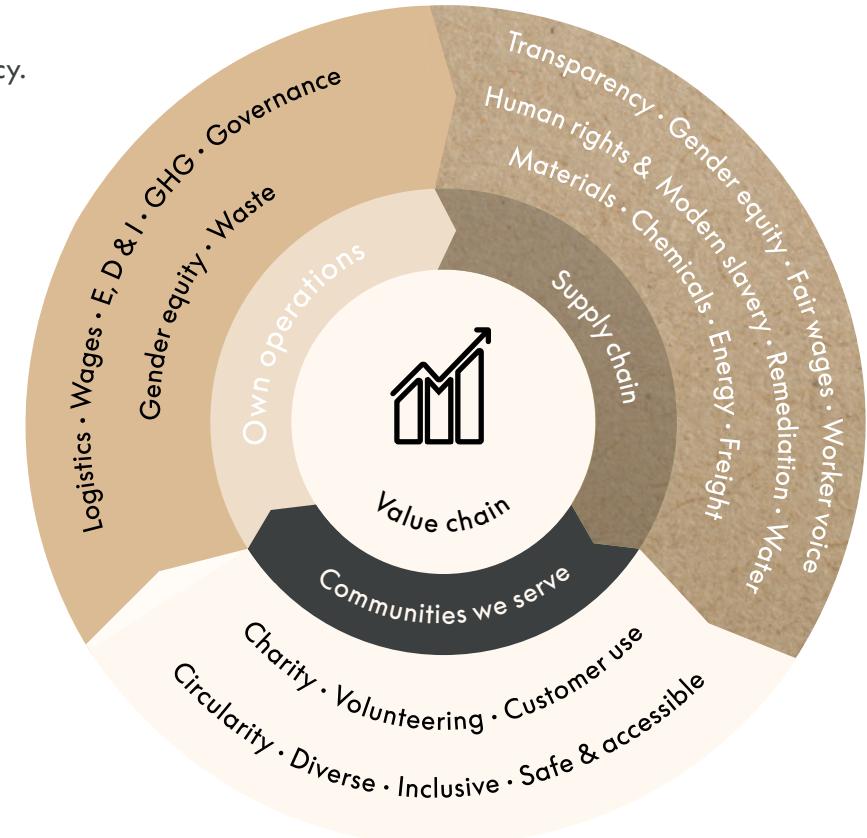
- Embed 'Kind to Our Core' principles across our value chain and product
- Be climate-positive by 2040
- Meet our near and long-term Science Based Targets
- Deliver fair wages and safe working conditions for everyone
- Increase transparency and provide comparable data by SASB reporting
- Recognise and address the needs of the communities we serve
- Ensure inclusivity runs through everything we do

Pillar 1

Responsible Business

Overarching Aim

To prioritise our people and our environmental impacts and do so with growing transparency.



Transparency

Value Chain

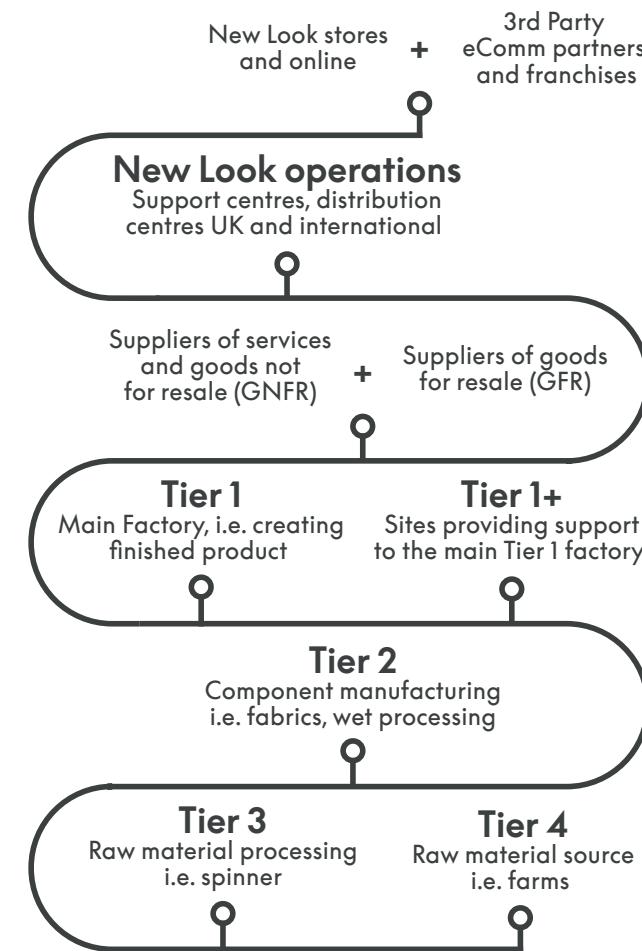
In November 2023, we partnered with TrusTrace, a leading traceability and transparency platform within the apparel industry. This partnership enables our suppliers to map their production sites, linking Tier 1 through to Tier 4.

Supply chain transparency remains a key priority for us, and we are continuously working to maximise our visibility across our supply chain. The TrusTrace platform is also essential when preparing for upcoming regulatory requirements, such as the Digital Product Passport scheme (DPP), which forms part of the EU's Eco-design for Sustainable Products Regulation (ESPR).

With the TrusTrace platform, suppliers can now update their supply chain data in real time, giving us access to accurate, up-to-date information across our supply chain, improving our ability to monitor and manage our value chain.

We started by onboarding our top 10 suppliers, by production volume, and have since achieved 100% onboarding of all suppliers with active commitments with New Look. TrusTrace is now integrated into our supplier onboarding process, ensuring that every new supplier is on the platform.

Since moving to the TrusTrace platform, we have significantly increased visibility into our lower-tiered sites. We anticipate that such visibility will continue to increase, as we work closely with our suppliers to enhance visibility further upstream.

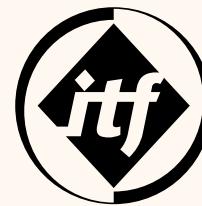


Agency workers and Vulnerable groups

Through our updated materiality assessment, we continue to identify risks affecting agency workers and other vulnerable groups within our supply chain, including migrant workers and women. Data on these groups is collected through factory visits, third-party audits, and during the supplier onboarding process. Based on data available through the Sedex platform, approximately 1% of workers in our Tier 1 supply chain are employed via agencies, 92% hold permanent contracts, 55% are women, and 1% are identified as migrant workers.

To address these worker related risks, we are engaged in a range of initiatives focused on improving conditions in our Tier 1 supply chain and also in areas where we have less direct visibility, such as lower-tier suppliers and logistics providers.

We are a member of the Ethical Trading Initiative's (ETI) Gender-Responsive Action Community (GRACE) Project, which seeks to prevent and address gender-based violence and harassment across global supply chains. We have signed a cooperation agreement with the International Transport Workers' Federation (ITF), aiming to protect vulnerable transport workers and tackle modern slavery risks in logistics and other high-risk sectors. We are also working with The Reassurance Network (TRN) on a worker voice project designed to assess and enhance how effectively workers, particularly those from underrepresented groups, can raise concerns with factory management through robust grievance mechanisms. Further details on these initiatives are included in the relevant sections below.



INTERNATIONAL TRANSPORT WORKERS' FEDERATION

The International Transport Workers' Federation (ITF) is a global union federation representing 16.5 million transport workers across various sectors in over 150 countries. As a leading voice for transport labour, the ITF focuses on advancing equality, fairness, and safety for workers in the evolving global transport system.

The ITF's key areas of focus include:

- **Accountability:** Holding governments and companies responsible for fair and safe working conditions.
- **Equality:** Eliminating discrimination and promoting inclusive workplaces.
- **Future of Work:** Ensuring workers benefit from technological and digital changes.
- **Rights:** Defending the freedom to organise and collectively bargain.
- **Safety:** Advocating for secure and healthy working environments.
- **Sustainability:** Promoting environmentally and socially just transport systems.

These priorities guide the ITF's global advocacy, campaigning, and union-building efforts.





THE HIGG INDEX

is a suite of tools used widely by the apparel and footwear sector to standardise the measurement of value chain sustainability.

Supply Chain Environmental Impact

Cascale and Worldly

New Look has been an active member of Cascale since 2019, using the Higg Index Tools to better understand, measure and manage the environmental impacts of our supply chain. As we continue our engagement with Cascale and Worldly (the platform that hosts the Higg Index Tools), we are committed to improving sustainability performance throughout our value chain.

Brand & Retailer Module (BRM)

In 2023, we piloted the updated BRM, this year we completed the 2024 module and shared our results with our downstream partners. Our scores will be independently verified and published in late 2025. The BRM provided valuable insights, particularly around the need for increasingly granular data and improved visibility across our lower-tier supply chain to enable us to better understand our environmental and social impact. TrusTrace will also help us map and monitor our supply chain with greater accuracy and accountability.

Facilities Environmental Management (FEM)

To better understand the environmental performance of our suppliers' facilities, we use the Higg Facility Environmental Module (Higg FEM). We continue to ask our Tier 1 and Tier 2 suppliers to purchase and complete the annual Higg FEM to help measure our supply chain's environmental impact.

In 2024, 620 facilities completed their FEM 2023 self-assessment across Tier 1 and Tier 2. Of that group, 457 sites verified their self-assessment, achieving an average score of 49%. In addition to this overall score, each facility received scores across key environmental impact categories, including water, energy and waste. Having visibility of these scores gives us insight into areas where environmental performance can be improved.

For example, low scores in the energy section may reflect reliance on outdated equipment or limited use of renewable energy sources, while lower water scores may indicate insufficient monitoring of water consumption. By identifying these specific gaps, we can focus our efforts on providing targeted support. In addition, comparing individual section scores against the average across our facilities allows us to benchmark performance and highlight priority areas for improvement.

As shown in the table below 66% of our Tier 1 facilities (making up 83% by volume) and 43% of our Tier 2 facilities (making up 40% by volume) measured and evaluated their environmental performance using the FEM module.

Since the closure of the FEM 2023 reporting cadence, we have seen an increase in declared Tier 2 sites between September 2024 and July 2025, driven by improved supply chain transparency enabled by TrusTrace. This growth will be captured in our next reporting cycle (FEM 2024 cadence), and included in our 2026 report.

FEM Completion and Verification

	CADENCE	FEM 2021	FEM 2022	FEM 2023
TIER 1	Total Facilities	440	418	498
	Facilities Completed	254 (74% production)	264 (83% production)	329 (83% production)
	Facilities with Third Party verification	87	152	216 (66% production)
TIER 2	Total Facilities	649	816	672
	Facilities Completed	231 (30% production)	324 (39% production)	291 (40% production)
	Facilities with Third Party verification	145	238	241 (32% production)

Note: Tier 1 percentage production is based on data collected from our factory PO report. Tier 2 percentage production is based on the supplier percentage production divided equally between all Tier 2 sites.

***FEM Scores – participating Tier 1 and Tier 2 facilities**

	New Look Facilities 2023 Module 4.0	Industry Benchmark 2023 Module 4.0
Overall Score (out of 100)	49	46
Based on the combined average for:		
Energy	48	47
Water use	55	55
Waste-water	46	44
Waste Management	47	45
Air Emissions	33	30
Chemicals	44	36

* More information at <https://cascale.org/wp-content/uploads/2024/05/Higg-FEM-4.0-Impact-to-Scores-by-Section.pdf>

* Using data from facilities that are verified and have shared their module with New Look via the Higg platform.

The table presents our average FEM 2023 scores for verified modules, marking the first release of updated 4.0 module results. The 4.0 module introduced significant changes to both scoring methods and verification scope, meaning we are unable to directly compare to previous years' scores. To evaluate our outcomes, we referenced Worldly's industry benchmark and, moving forward, will treat the 2023 module as the baseline for measuring environmental performance at the facility level. The scores show that our facilities performed at or above the benchmark in all categories of the FEM.



Third Party Brands

Currently, there are 37 active third-party brands and concessions working with us. At the end of 2024, a review of third-party sustainability requirements was conducted, and the Sustainability Self-Assessment Questionnaire (SAQ) was updated to a more comprehensive online ESG questionnaire. This updated questionnaire is aligned to current environmental and social expectations across the industry and will be revised as these evolve.

Previously, the SAQ was completed by new partners during onboarding. With the introduction of the ESG questionnaire, we have revisited all active third-party brands and concessions, regardless of their length of engagement. They are now included to ensure consistent and current information about their sustainability practices. We have engaged with 100% of our third-party brands and concessions, and to date, 95% of all partners have completed the online ESG questionnaire and provided supporting evidence. We are working with the remaining suppliers to complete the questionnaire appropriate to their business operations.

The revised questionnaire has introduced an additional minimum requirement concerning product safety and now captures more detailed data on chemical compliance, emissions reporting, green claims, and supply chain transparency. Partners who do not yet meet the minimum standards in terms of policies are offered guidance and support to help them improve and achieve compliance.

The Industry We Want (TIWW)

TIWW is a collaborative initiative established to promote alignment within the apparel and footwear sector regarding the responsibilities of third-party retailers in carrying out human rights and

environmental due diligence (HREDD). During the past year, New Look has engaged proactively in the Retailer Roundtable (RRT), collaborating with other retailers to develop unified guidance on HREDD implementation for third-party retailers.

New Look is both a retailer of 3rd party brands in our shops and online, and a supplier of products to 3rd party retailers, including ASOS and Zalando.

Internal key performance indicators (governance)

Functional directors have been briefed on ESG priorities for their specific business areas; they are responsible for reporting against sustainability targets on an annual basis with quarterly reviews through the ESG steering group.

Executive leadership sustainability responsibilities	
Commercial Director	Responsible for supporting decarbonisation through supplier engagement and the shift to lower impact fibres through agreed sourcing strategies.
Logistics and Supply Chain Director	Responsible for supporting decarbonisation by embedding sustainability requirements into procurement contracts, while also driving the implementation of the Memorandum of Understanding with the International Transport Workers Federation to strengthen Human Rights Due Diligence.
Chief Operating Officer	Responsible for ensuring procurement incorporates sustainability clauses and conducts ESG checks prior to entering into contractual agreements. Accountable for prioritising and delivering data science/AI solutions to utilise sustainability data to support achievement of our targets. Our investment in an Enterprise Data Platform enables big data to support management teams can measure, report, and prioritise effectively.



Climate Change

We are committed to reducing carbon emissions across all areas of our business, including both direct and indirect operations. We measure the carbon footprint of all our activities across Scopes 1, 2, and 3 to better understand our overall impact and identify where to focus our reduction efforts. The biggest proportion of our emissions fall under Scope 3, which lies outside of our direct control and is largely driven by our sold products. These emissions span the full lifecycle of our products, from raw material extraction and processing to transport, customer use, and end of life.

Science Based Targets

As part of our commitment to reducing carbon emissions, we set Science Based Targets (SBTs) that were approved by the Science Based Targets Initiative (SBTi) in 2024, aligning our business with the latest climate science to limit global warming to 1.5 degrees above pre-industrial levels.

Targets:

Overall Net-Zero

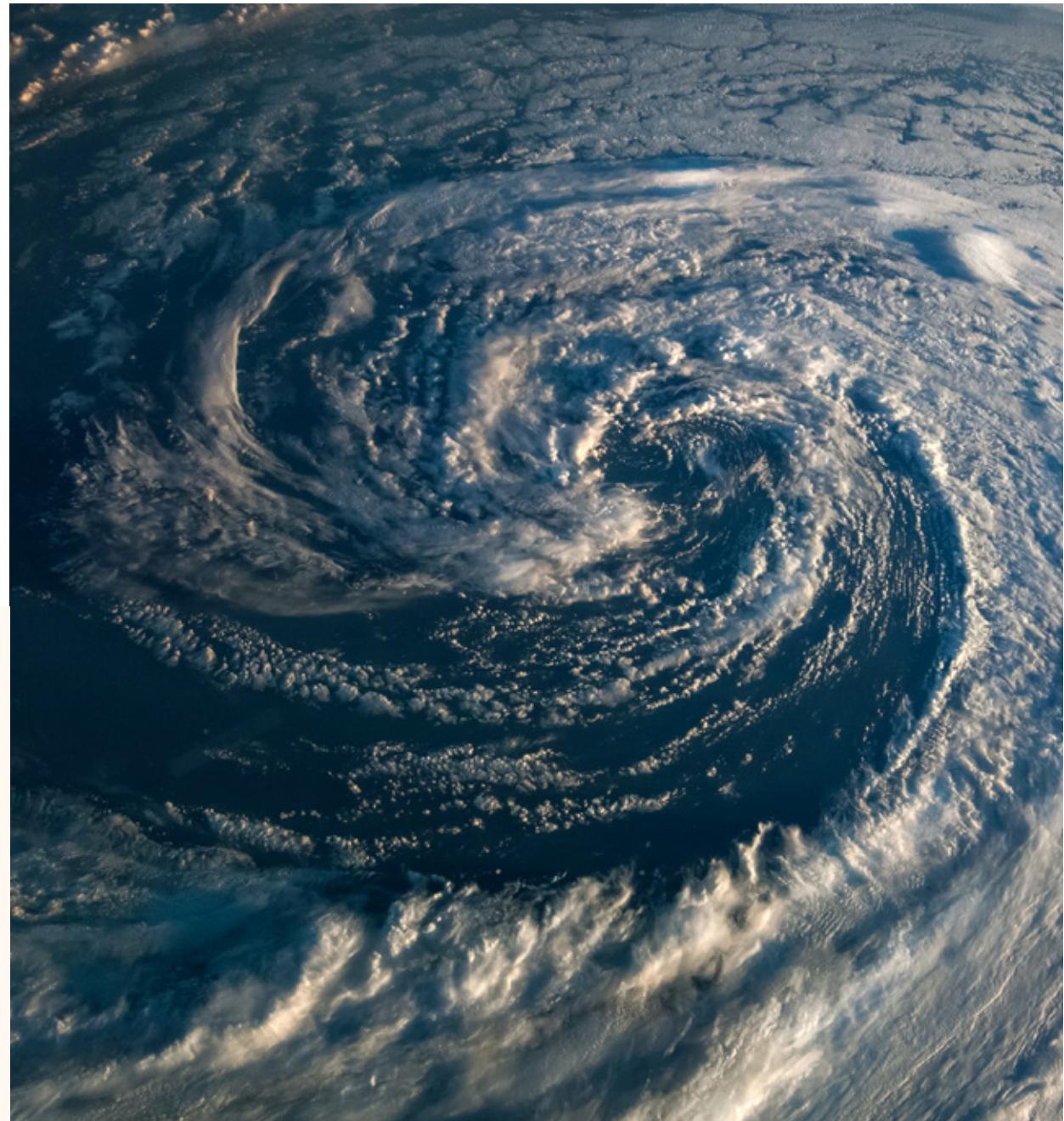
New Look Retailers Limited commits to reach net-zero greenhouse gas emissions across the value chain by FY40.

Near-Term

New Look commits to reduce absolute scope 1 & 2 GHG emissions 42% by FY30 from a FY22 base year. New Look commits to reduce absolute scope 3 GHG emissions 42% within the same timeframe.

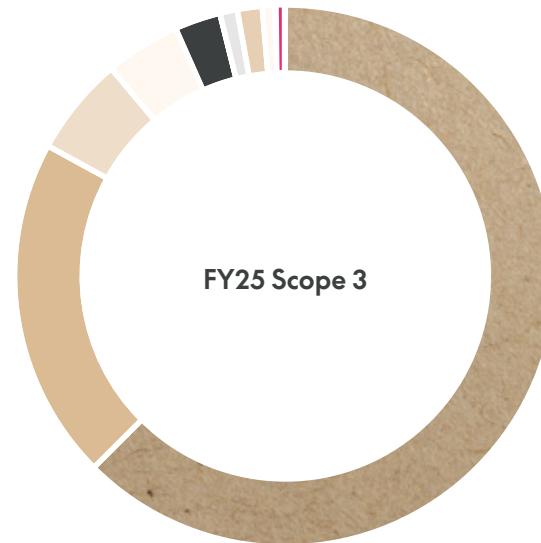
Long-Term

New Look commits to reduce absolute scope 1 and 2 GHG emissions by 90% by FY40 from a FY22 base year. New Look commits to reduce absolute scope 3 GHG emissions 90% by FY40.



New Look Greenhouse Gas Inventory

	Year 2021/22 (baseline)	Year 2022/24	Year 2023/24	Year 2024/25
Emissions Source	tCO2e	tCO2e	tCO2e	tCO2e
Scope 1				
Refrigerants (F-gas)	554	369	498	162
Natural Gas	496	382	282	287
Company-vehicle Mileage	182	182	116	167
Red Diesel	24	15	8	40
Scope 2				
Electricity Location-Based	17,370	14,244	13,586	11,327
Electricity Market-Based	177	9,086	25,063	25,439
Scope 3				
Cat 1. PG&S (Fibre Products)	232,254	179,002	172,496	161,514
Cat 1. PG&S (Non-fibre Products & Services)	26,457	45,386	63,691	52,945
Cat 11. Use of sold products (Indirect)	21,860	17,367	16,852	15,263
Cat 4. Upstream T&D	13,970	11,101	13,311	11,557
Cat 9. Downstream T&D	9,651	9,239	8,625	7,092
Cat 7. Employee Commuting	6,473	6,045	4,108	2,639
Cat 3. FERA (Location-based)	6,620	5,101	4,526	3,830
Cat 12. End-of-life treatment of sold products	2,091	1,500	1,154	1,837
Cat 6. Business Travel	175	399	635	771
Cat 5. Waste generated in operations	311	218	168	117
Cat 7. Working from Home	2,004	1,595*	496	815
Cat 11. Use of sold products (Direct)	15	6	0	0

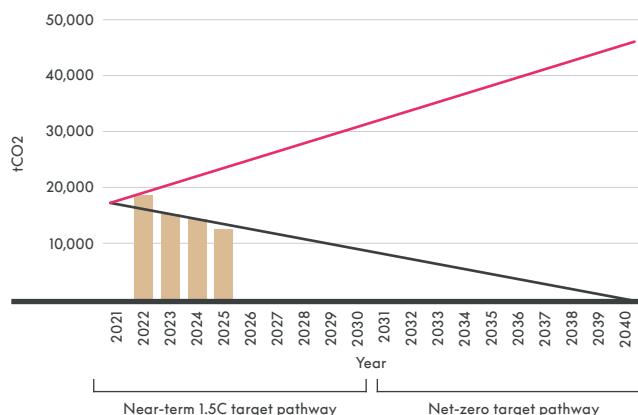


- Cat 1. PG&S (Fibre Products)
- Cat 1. PG&S (Non-Fibre Products & Services)
- Cat 11. Use of sold products (Indirect)
- Cat 4. Upstream T&D
- Cat 9. Downstream T&D
- Cat 7. Employee Commuting
- Cat 3. FERA (Location-based)
- Cat 12. End-of-life treatment of sold products
- Cat 6. Business Travel
- Cat 5. Waste generated in operations
- Cat 7. Working from home
- Cat 11. Use of sold products (Direct)

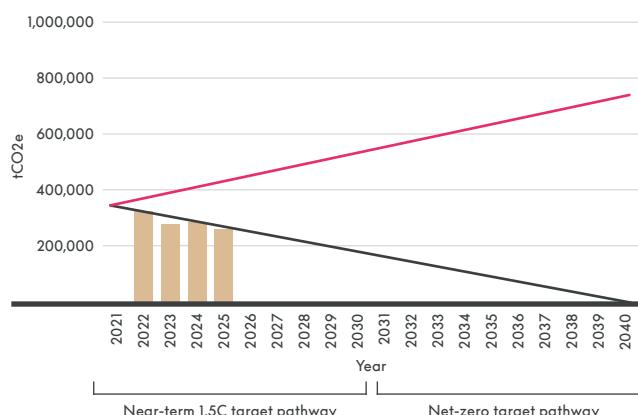


New Look's Trajectory to Net Zero

Scope 1 & 2



Scope 3



■ Reduction pathway ■ New Look carbon emissions ■ BAU without reduction measures

FY25 performance

For this reporting year, we have reduced our total emissions (Scopes 1, 2, and 3) by 21% against the FY22 baseline and by 10% compared to last year. The closure of a number of stores across our estate was the main contributing factor to this reduction.

For our direct emissions (scopes 1 and 2), we achieved a reduction of 36% against the FY22 baseline, keeping us on track to meet our near-term SBT.

Additionally, we have reduced our overall scope 3 emissions by 20%, compared to the baseline year, putting us on track to meet our near-term SBT.

Own Operations

Our scope 1 emissions remain a small percentage of our overall carbon footprint and are therefore not a high priority within our reduction plan at this stage. Despite this, we have nearly halved our scope 1 emissions with a 48% reduction compared to FY22.

This has been largely driven by a drop in refrigerant gas emissions, due to the continued rollout of Project Chilly, where we are replacing Heating Ventilation Air Conditioning (HVAC) systems that use gas with a higher carbon footprint, with new systems that use lower-impact gas. This will continue to be rolled out across our store estate over the coming years.

To support groundwork and an extraordinary electrical issue that impacted automated systems at the distribution centre, a generator was needed which caused a rise in diesel consumption this year. We expect this to be a one-time annual impact and anticipate diesel consumption to reduce significantly next year.

Electricity remains our largest source of direct emissions and presents the greatest opportunity for reduction measures. Compared to our FY22 baseline, we've achieved a 35% reduction in emissions, and a 17% reduction in emissions from FY23/24 alone. Driven in part by the closure of a number of stores and transitions to new technologies. There remains a single store with on-site generation and a Power Purchase Agreement (PPA) in place. While we did not secure additional PPAs this year, we hope to acquire these where appropriate in the future.

We are continuing to transition to LED lighting across the business, ensuring all new lighting installations use LED technology. This year we replaced metal halide lamps with LED technology in 18 of our stores. As of now, 32% of New Look's estate is fitted with LED lighting technology.

For store fitouts and refurbishments, we are continuing to incorporate reused and recycled store kit and fixtures from New Look stores that have been closed to help reduce the environmental impact and need for new manufacturing.

Scope 3 Emissions

Purchased goods and services (fibre products) remain our largest source of emissions, accounting for 60% of our total footprint. However, we have seen a 30% reduction in these emissions compared to the baseline year FY22. This reduction has been driven by our efforts to transition towards using lower-impact materials in our fibre mix, a core part of our strategy, as well as reducing our overall purchasing.

To better understand the impact of manufacturing our products, we use data from the Higg FEM to gain deeper insights into our suppliers' energy consumption. With the recent update to FEM 4.0, reporting units have been standardised across facilities, making it easier to compare data and calculate emissions based on production volumes. Decarbonisation within our value chain remains a core part of our long-term strategy, and we are now actively prioritising our top suppliers using this data to understand their environmental footprint and opportunities for decarbonisation. Over the coming years, our sourcing will lean towards those engaged and active in transition planning and we hope to support them in reducing emissions through focused supplier and facility engagement.

We capture employee working patterns through a primary measure of a company-wide survey, ensuring that we gather accurate and relevant insights. Whilst commuting is only a small contribution to our overall emissions, we are recognising ongoing shifts in hybrid working patterns, which are reflected in our emissions. Emissions from employee commuting has decreased by 34% compared to last year, while emissions from staff working from home have increased by 64%. This change illustrates that more of our employees elected to work from home than they did in the previous year. Although we have seen a change in

working patterns, total carbon emissions within both emission categories have reduced by half compared to the FY22 baseline year.

Business travel has continued to rise compared to the baseline set during the COVID period when travel was curtailed. Our travel emissions have increased by 21% compared to last year and are significantly higher than the baseline. This continued increase is a result of business travel to our sourcing countries. The business remains focused on controlling travel, taking advantage of advances in technology but we acknowledge face to face relationships remain valuable for responsible business conduct and due diligence.

Freight and Logistics

New Look's inbound and outbound emissions have decreased by 21% compared to the baseline year FY22, and by 15% compared to the previous year. This reduction reflects a lower volume of purchased products this year, along with a continued effort to reduce the use of air freight.

As shown in the table below, inbound emissions from air freight have decreased by 18% compared to last year and by 6% against the baseline, demonstrating our ongoing commitment to minimising the use of air freight. However, unexpected challenges in the supply chain can sometimes make it necessary to use the most readily available transport methods to ensure timely delivery.

New look is focused on working with key courier partners who share our sustainability ambitions. All our freight and logistics contracts are subjected to ESG scoring, this is considered at selection stage. Nearly half of our partners have already committed to or have set SBTs, while other partners who have not formally aligned with the STBI, have set net-zero and emissions reduction targets in line with the

1.5 degrees pathway, showing strong alignment with our own environmental commitments.

We have strengthened our relationship with the International Transport Workers' Federation (ITF) through a collaboration agreement, which aims to formalise our approach with our third-party logistics providers. Key provisions include advancing freedom of association permitting ITF-affiliated unions access to logistics facilities, conducting joint training sessions for workers and suppliers, and establishing collective-bargaining-based remediation mechanisms.

We have also worked with ITF to map the vessels used by our logistics providers, verifying their compliance with ITF standards for working conditions and treatments of seafarers. Our annual Rights Check identified that 84% of vessels used are covered by approved ITF collective bargaining agreements (CBAs). We formalised our relationship with ITF in Aug 24 with a signed MOU and are working with the ITF to map Warehousing, Maritime and Road Transport providers, in our up and downstream supply chain with a view to identify opportunities and potential risks.

Upstream T&D Tonnes CO₂



Cross Brand Collaboration

We recognise the power of cross-brand collaboration in reaching impactful outcomes in the sector such as influencing emissions. We manage this through several industry groups such as the UK Textiles Pact, convened by



The UK Textiles Pact

The UK Textiles Pact is a leading voluntary initiative helping businesses and organisations in the fashion and textiles sector shift towards more sustainable and circular practices.

As a member of the UK Textiles Pact, we are committed to achieving the targets set below, relative to a 2019 baseline.

- 50% reduction in the overall carbon footprint of textiles placed on the market by 2030.
- 30% reduction in the overall water footprint of textiles placed on the market by 2030.

Each year, we track progress against these targets using WRAP's Footprint Tool in addition to our detailed carbon accounting process. Our performance on these targets is reported under Pillar 2 of this report. This is then collated and reported along with other brands in the UK Textiles Pact's Annual Progress Update.

WRAP (formally known as Textiles 2030), and the British Retail Consortium (BRC).



The BRC

The BRC is an association for retailers in the United Kingdom, which has developed a decarbonisation plan in collaboration with retailers. The Climate Action Road Map has been designed as a strategic guide to help the British retail sector reach Net Zero carbon emissions by 2040. The roadmap describes how the retail industry can decarbonise through five action areas:

- Putting greenhouse gas data at the core of business decision-making.
- Operating efficient sites powered by renewable energy.
- Moving to low-carbon logistics.
- Sourcing sustainability.
- Helping our employees and customers to live low-carbon lifestyles.

As a signatory to the BRC Climate Action Roadmap, we have committed to support the Climate Action Roadmap and takes into consideration the five action areas when looking at our own decarbonisation plan.



Carbon Kapture

For the last 2 years we have invested and partnered with Carbon Kapture, an innovative and nature-based solution to combat Climate change. Carbon Kapture's mission is to build the world's largest network of seaweed farms to naturally remove CO₂ from the atmosphere and oceans. Carbon Kapture's process starts with cultivating fast-growing seaweed, which can then be harvested and transformed into biochar. The biochar, a carbon-rich material that locks in carbon, is then donated to farmers to enhance soil fertility.

Over the last financial year our investment has enabled 2,000m of seaweed lines to be deployed which enabled 13.37 tonnes of wet seaweed to be cultivated ready for the next stage of the process. This is then converted into 6 tonnes of biochar which permanently sequestered 1.77 tonnes of carbon and avoided 0.16 tonnes of synthetic nitrate fertiliser use preventing an additional 44.46 tonnes of carbon emissions. This partnership made a significant contribution to advancing their operations. Whilst we have concluded our involvement, we learnt much from the project, and we anticipate such an approach to be adopted more widely in our upstream supply chains as sequestering carbon and protecting biodiversity become increasingly important.



Hazardous Chemicals

Chemicals play a crucial role in our everyday lives, shaping the products we rely on. They can be found within the textile and footwear value chain, from raw materials to the final product, impacting many processes in between.

Over the past 2 years, We have been a friend of the ZDHC Roadmap to Zero Program. This program supports our ongoing collaboration with dye houses and fabric mills and reducing harmful chemicals in the supply chain, while promoting safer and lower impact chemistry. Specifically, in our second year of partnership, we have continued to work with and onboard our top suppliers, who now represent 60% of our production.

Our suppliers are responsible for ensuring their entire value chains, including dye houses, print houses, laundries, tanneries, and wet processors, adhere to ZDHC's guidelines. New Look utilises the ZDHC Gateway and ZDHC Solution Provider Platforms, giving us access to supplier InCheck (chemical inventory) and ClearStream (wastewater testing) reports.

It is imperative that all facilities that handle chemicals are fully informed of ZDHC and the Roadmap to Zero Programme. For facilities requiring training, we encourage attendance at training sessions conducted by ZDHC-approved trainers.

As part of our requirements to understand the environmental impact of our facilities, we also ask our Tier 1 and Tier 2 facilities to complete the Higg Facility Environmental Module (FEM), through which we can monitor the chemical management performance of our facilities via the chemical module. However, we acknowledge that this provides only a high-level overview.

Looking ahead, New Look is progressing from being a Friend of ZDHC to becoming a Signatory Brand, further strengthening our commitment to industry-leading chemical management standards. We are in the initial stages of integrating ZDHC AID codes, into our TrusTrace platform. This will enhance visibility across our supply chain by identifying which facilities are already engaging with ZDHC, helping us better track progress toward safer chemical management and more sustainable practices. We also plan to expand ZDHC engagement across our supply chain, increasing representation to 75%, and incorporating footwear suppliers for the first time. Whilst we recognise the challenges involved, we see this as a critical area for reducing environmental impact through improved chemical management.



ZDHC (Zero Discharge of Hazardous Chemicals) is a multi-stakeholder organisation including Brands, Suppliers, Solution Providers and Chemical Suppliers. The Roadmap to Zero Programme, by ZDHC, leads the fashion industry to eliminate harmful chemicals from its global supply chain by building the foundation for more sustainable manufacturing to help protect workers, consumers and our planet's ecosystems.

Gender

Gender-Responsive Action Community (GRACE) Project

Through our updated risk assessment process, gender-based violence and harassment (GBVH) emerged as a significant concern across several key sourcing regions. Recognising that addressing these risks would require a collective rather than an individual company approach, we joined the Ethical Trading Initiative's (ETI) GRACE (Gender-Responsive Action Community) project. This collaborative initiative is designed to support companies in identifying, preventing, mitigating, and reporting on GBVH in supply chains through a gender-responsive human rights due diligence (HRDD) framework.

GRACE brings together ETI member companies to take a coordinated and collective approach, aiming to maximise the impact of company actions in addressing GBVH. Participating companies also receive tailored advisory support from ETI and expert facilitators to help implement new policies, tools, and practices that reduce the risk of GBVH. Key deliverables include practical HRDD tools, bestpractice case studies, and peer-learning events, all of which strengthens our capacity to embed gender-sensitive due diligence and drive meaningful change throughout global supply chains.

Purchasing Practices

Promoting Fair Wages and Decent Working Conditions in the Garment Industry

A central objective in our purchasing practices is to advance fair wages and decent working conditions for garment industry workers.

We are a member of the Action Collaboration Transformation (ACT) initiative. A global coalition that brings together brands, retailers, and trade unions to secure living wages for garment workers through industry-wide collective bargaining. In 2025, we participated in the ACT global survey on Purchasing Practices. Both internally through feedback from New Look employees and externally with our Goods for Resale (GFR) suppliers, we assessed our performance against ACT's global purchasing commitments. Results indicated a 5% overall improvement in supplier scores, while employee scores remained consistent with those from 2023. We are committed to further advancing our results by continuously reviewing processes and providing ongoing training across all areas identified for improvement.

Act Survey results 2025



In August 2024, we entered a landmark, legally binding agreement with IndustriALL Global Union to support the implementation of collectively bargained wages for garment workers in Cambodia. Facilitated by ACT, this agreement marked the first-ever brand-supported collective bargaining agreement within the garment and footwear sector. Engagement with suppliers is ongoing.

Furthermore, we actively participate in international forums that foster responsible business practices within the apparel industry. For example, we participated in the OECD Forum on Due Diligence in the Garment and Footwear Sector in Paris on 11-12 February 2025. There, we exchanged best practices and learned from industry experts on critical topics including living wages, climate change, circular economy, regulatory developments, and worker empowerment to help inform our future approaches.

Internal Sustainability Training

We continue to deliver Purchasing Practices training to our internal Buying teams, with the aim of educating teams on more responsible buying practices. This seven-part training series includes a session led by our Sustainability team, which outlines our internal targets, key priorities across both the social and environmental sides of our strategy, and our minimum requirements.

In line with our commitments made in Cambodia, we have provided mandatory training on the agreement's requirements to all relevant staff and suppliers in Cambodia, supplementing our standard Purchasing Practices training.

We regularly update the Academy Learning Experience platform with relevant content, including mandatory training such as Modern Slavery and Human Trafficking and elective courses like Carbon Literacy and Design for Circularity. We are also collaborating with our Learning and Development team to create new materials that will support onboarding and help new colleagues align with our sustainability goals from day one.

Human Rights and Due Diligence (HRDD)

As a business, we continue to transition from a compliance-led approach to a Human Rights Due Diligence (HRDD) approach, in line with the UN Guiding Principles on Business & Human Rights (UNGPs), the OECD Due Diligence Guidance for Responsible Business Conduct and the emerging Human Rights and Environmental Due Diligence (HREDD) legislation.

In 2024, in response to feedback from the Ethical Trading Initiative (ETI) on our saliency frameworks, we enhanced our assessment methodology by incorporating additional risk factors, such as country-specific risks. We built upon our previous approach, using a combination of proprietary and open-source data, including workers' feedback obtained through visits by our partners The Reassurance Network (TRN), industry-specific indices and our internal teams.. We focused mainly on our top five sourcing countries at the time of the assessment: Bangladesh, India, Cambodia, China and Turkey as well as the UK. We also identified the key social and environmental risks relevant to our business model and tier-specific risks.

We mapped all the risks and scored these in relation to scale, scope and likelihood of occurring to provide a primary saliency score to be used by our Sustainability Team to prioritise next steps and propose appropriate mitigation actions. We then adjusted the primary saliency score by rating each risk against commercial criteria used by other departments at New Look. The resulting score provides an indication as to which risks should be prioritised within the wider business context. Going forward, we intend to fully align the sustainability risk assessment methodology with our Corporate Risk Register to ensure uniformity of approaches across the business.

Our Salient Human Right risks

Guided by the UN guiding principles and the Ethical Trader Initiative (ETI)

Increased traceability		
Addressing as Priorities Due diligence through 3rd party audits	Health & Safety	
	Gender based Violence & Harassment	
	Lack of Freedom of Association	
	Supply Chain Transparency	
	Exploitation of Vulnerable Worker Groups	
	Modern Slavery	
	Working Hours	
	Wages and Income	
	Always on Due Diligence	
Project Work – Partnerships Capacity building with suppliers		

Worker Voice & Grievance Mechanisms

The updated Risk Saliency Register reinforces the critical importance of upholding freedom of association and ensuring effective access to grievance mechanisms for workers across our supply chain. These elements are foundational to our Human Rights Due Diligence (HRDD) approach. As part of this process, we identified key sourcing countries, namely China, India, and Morocco, where a targeted assessment of current awareness levels and the effectiveness of existing grievance mechanisms will guide our strategy. This will inform the development and implementation of capacity-building initiatives aimed at strengthening these mechanisms and advancing workers' rights.

We have engaged with our on the ground partner, The Reassurance Network (TRN), to outline a pilot project rooted in worker voice in these key countries. Early findings aligned with our saliency work, highlighting that internal communication channels may not operate as intended. Employee awareness and trust in these channels can be low, and employees report feeling that their voices are not being heard by senior management. Over the coming financial year, we will continue this focus on the challenges by strengthening capacity of suppliers and factories, promoting the implementation of effective mechanisms, and enhancing awareness through targeted outreach and engagement activities, with growing learnings on effectiveness.

Modern Slavery

To effectively monitor progress and address risks related to human rights and modern slavery, we convene internal quarterly meetings of a dedicated Working Group. This group comprises representatives from key areas of the business, including but not limited to, our own operations, goods for resale, goods not for resale, and business partners.

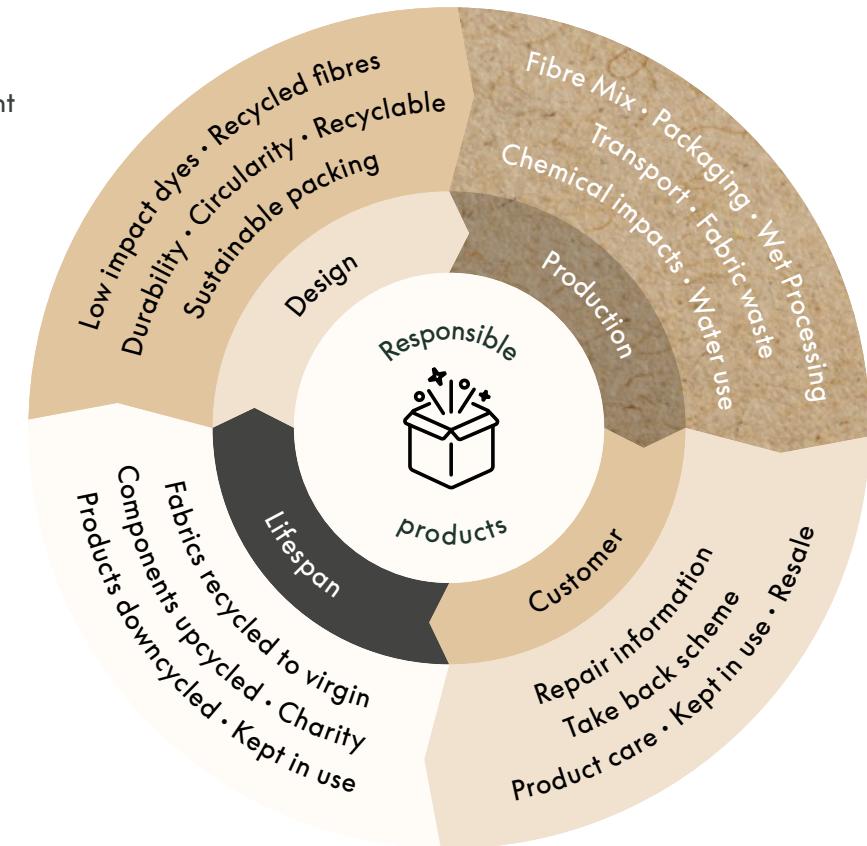
The working group has recently undergone a restructuring to broaden the scope of its activities, with a renewed focus on Human Rights Due Diligence (HRDD) in its entirety. The targets and key performance indicators (KPIs) guiding the group's work contribute directly to the development of our annual Modern Slavery Statement, which is publicly available on our website.

Pillar 2

Responsible & Circular Product

Overarching Aim

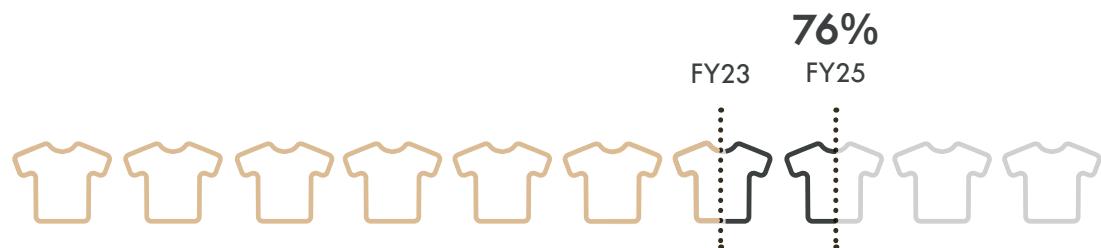
Transitioning to circular models across all lifecycle stages of our products will drive the reduction of negative impacts, support sustainable development, and create a more resilient and responsible sector.



Product Footprint

We continue to report through WRAP's Footprint Tool in addition to our own detailed carbon accounting, verified by Anthesis and One Carbon Word. 60% of our total carbon emissions are accounted for by our product footprint.

WRAP's Footprint Tool shows we have achieved a 48% reduction in carbon and a 47% reduction in water footprints, compared to the 2019 baseline footprint. Due to the UK Textiles Pact's reporting timeline, our reduction figures are calculated on our 2023 calendar year performance and report a year on from our last Sustainability report. However, they serve as a benchmarking tool for UK brands and help drive collective action.



In FY23, **63%** of our clothing featured a lower impact attribute, this has increased to **76%** in FY25.

Raw Materials

Our key raw materials are cotton, polyester and man-made cellulosic fibres (MMCFs), which represent 73% of our fibre mix. Although a mix of naturally occurring and synthetic fibres, all these materials come from the earth's natural resources, and there are environmental and social risks associated with their production. As part of our annual saliency assessment, we have integrated these considerations, allowing us to identify key impact areas and mitigation actions. We remain committed to sourcing lower-impact fibres in our products, with 76% of our clothing featuring a lower-impact attribute.



NEW LOOK

Cotton

Cotton was our second largest fibre by volume, accounting for 26% of all products in 2024. The majority of our lower-impact cotton continues to be sourced through Better Cotton. We strive to achieve our 100% responsibly sourced cotton target, which includes Better Cotton, recycled and organic cotton.

Looking ahead, our minimum sourcing requirement remains unchanged: all cotton used in our products must, at a minimum, be sourced as Better Cotton via the mass balance system. However, we are committed to going beyond this by increasing the percentage of cotton sourced through more traceable routes.

In line with new and upcoming regulations, Better Cotton has developed the Physical Better Cotton programme, enabling traceability by allowing certified cotton to be tracked throughout the supply chain. As a next step, we will assess which of our suppliers are already connected with facilities certified to supply Physical Better Cotton. This will help us map opportunities for increased traceability within our existing cotton sourcing. We would also like to carry out a mapping exercise to build a greater understanding of where our suppliers are sourcing their cotton to support a broader transition toward more traceable sourcing routes including U.S. Cotton and Cotton made in Africa (CmiA).

Shifting New Look's Cotton Strategy

As part of our ongoing commitment to sustainability, we introduced a new cotton sourcing target last year: to achieve year-on-year increases in the use of traceable cotton from our FY24 baseline. This target builds on our commitment to 100% responsibly sourced cotton and reflects our ambition to move beyond reliance on Better Cotton sourced through the mass balance system. It also aligns with the industry-wide shift toward greater traceability and transparency in the cotton supply chain.

As first outlined in last year's sustainability report, we have continued our partnership with the REEL Cotton programme, an initiative focused on enhancing cotton farmers' knowledge and business practices to help reduce the environmental impact of cotton in India. Although we faced challenges, particularly those related to the cost of integrating REEL cotton lint into our supply chain, the programme has provided valuable insights. We continue to view REEL cotton as an avenue for cotton sourcing, and it will remain a route that we will promote to our suppliers, as we find more ways to embed traceable cotton into our sourcing strategy.

Our denim department have actively increased the incorporation of recycled cotton. This not only reduces our reliance on virgin materials but also supports circularity within our product range.



Viscose

Viscose currently makes up 5% of our fibre mix with other Man-Made Cellulosic Fibres (MMCFs) contributing less than 1% of total fibre use. This year 96% of our viscose-rich (>50% in a blend) clothing products contained lower-impact fibres, a 15% increase compared to 81% reported last year.

While this marks a significant step toward our goal of sourcing 100% lower impact viscose and we are proud of the progress made, we continue to face some challenges in fully meeting this target, particularly when responding to a trend which dictates stock fabric buys.

Canopy Partnership

We are partnered with Canopy, a global non-profit committed to protecting the world's ancient and endangered forests, climate and species. As signatories of the CanopyStyle initiative, we are actively working to eliminate resources from ancient and endangered forests from our man-made cellulosic fibre (MMCF) supply chain. All suppliers using MMCFs must source from producers rated as 'green shirt' on Canopy's Hot Button Report. Green shirt fibre producers have a low or no confirmed risk of sourcing from ancient and endangered forests within its MMCF supply chain. The assessment for the Hot Button Report is undertaken yearly, with an audit for the fibre producers designed by Canopy.

We are currently working with Canopy to develop learning materials for our Internal Learning Experience Platform (LXP), designed to help our wider teams better understand the importance of sourcing low-impact man-made cellulosic fibres (MMCFs) and the environmental and social impacts of conventional viscose on ecosystems, biodiversity, and indigenous communities.



Polyester and other synthetic fibres

Polyester continues to be our most widely used fibre, increasing from 35% to 42% of our total fibre mix compared to the previous reporting year. In addition, acrylic and polyamide together account for a further 9% of our fibre use.

We have increased the recycled content requirement for our Kind labelled products. Products must now contain a minimum of 30% recycled content to qualify, raising the bar from the previous 25% threshold and reinforcing our commitment to continuous improvement.

Last year, we shared that we were on track to achieve our target of 50% of synthetic clothing containing recycled content by 2024. We are pleased to confirm that we met this goal: 57% of our synthetic clothing with > 30% recycled content in AW24 and 52% of synthetic clothing with > 30% recycled content in SS25.

All recycled content used in our products is certified to either the Global Recycled Standard (GRS) or the Recycled Claim Standard (RCS). These certifications provide verified traceability of recycled synthetic materials through Transaction Certificates.

There is more to do in this area, as we identify the feedstocks being used to recycle and seek ways to promote fibre-to-fibre recycling.

Polyurethane (PU)

Polyurethane remains a challenging material to transition to a lower-impact alternative, as it is still widely used within our footwear and accessories ranges. The barriers to change are primarily due to cost, as well as concerns around durability and performance of alternative materials, particularly in footwear. While the increased use of textile uppers has created some opportunities to improve impact, we continue to engage with suppliers to find suitable substitutes.

Product Circularity

As part of our commitment to circularity, we are engaged with WRAP's Textiles 2030 Circularity Working Group. This initiative brings together brands, recyclers, and industry experts to accelerate the uptake of circular design, embedding it into the design and buying processes, by making it more accessible, practical to implement, standardised and measurable. The group's aim directly supports the UK Textiles 2030 goals to reduce the carbon and water impacts of the textile industry.

Having achieved our target of reaching 100% of designers with circular design training in previous years, we continue to build on this foundation by incorporating insights from the post-purchase journeys of the products we sell. As part of enhancing our circular business model, we are exploring different initiatives such as care and repair opportunities and take-back schemes. These options are aimed at extending the life of our garments to keep them in use for longer, rather than being disposed of and entering landfill.



Partnering with Circle8

We have partnered with Circle8 to develop a strategy for Non-Rewearable Textiles (NRT), focusing on integrating postconsumer NRT into operations and planning fibre-to-fibre recycling solutions.

The initiative aims to increase collection rates, reduce CO₂ emissions, and prepare for Extended Producer Responsibility regulations. We seek to align our used textile processes with commercial, sustainability, and customer goals while actively contributing to sector collaborations and informing future legislation.





Partnering for Product Level LCA – Looper

In March 2024, we partnered with start-up Looper, selected through the Made Smarter Innovation Digital Supply Chain Hub—an open-innovation programme led by Digital Catapult and funded by UK Research & Innovation. The goal is to develop a detailed life cycle assessment (LCA) engine capable of calculating the full climate footprint—from raw materials to end-of-life—for every garment in our range.

After a series of discovery sprints and pilot modelling, together we committed to a shared goal to efficiently run LCAs on all apparel and textile products to secure EU regulatory compliance, identify reduction levers and build customer trust by the end of 2026.

To deliver on this goal, Looper is developing:

- High throughput data ingestion – APIs ingest primary factory, material and logistics data directly from suppliers, TrustTrace and New Look's PLM, supported by confidence level scoring and ISO 27001 data security controls.
- Automated LCA calculation – a cloud engine that can process tens of thousands of styles per season, reducing turnaround time from six weeks (external consultancy) to under one week in-house.
- Scenario modelling & reduction insights – instant “what if” tools let buyers compare fabric or vendor swaps before commitment, highlighting carbon and cost trade-offs.

Currently, we are testing the running of LCAs on selected products, getting feedback and modifying data confidence methodology to present a reliable and transparent data representation that can then be scaled up. The platform will fully launch by FY25/26 and support our net zero ambition for 2040 by informing material choices, enabling carbon budgeting, and aligning supplier decarbonisation strategies.

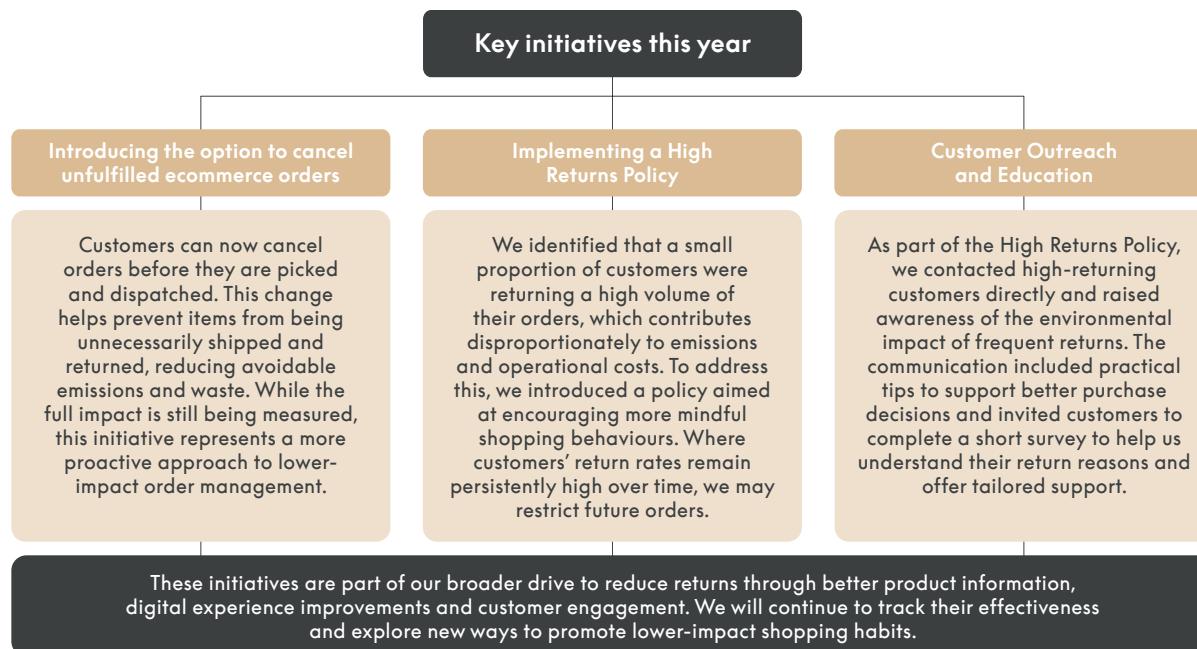
The partnership is strategically aligned with upcoming EU regulations and our broader sustainability goals, with both organisations driven by a shared mission to embed climate intelligence into everyday decision-making.



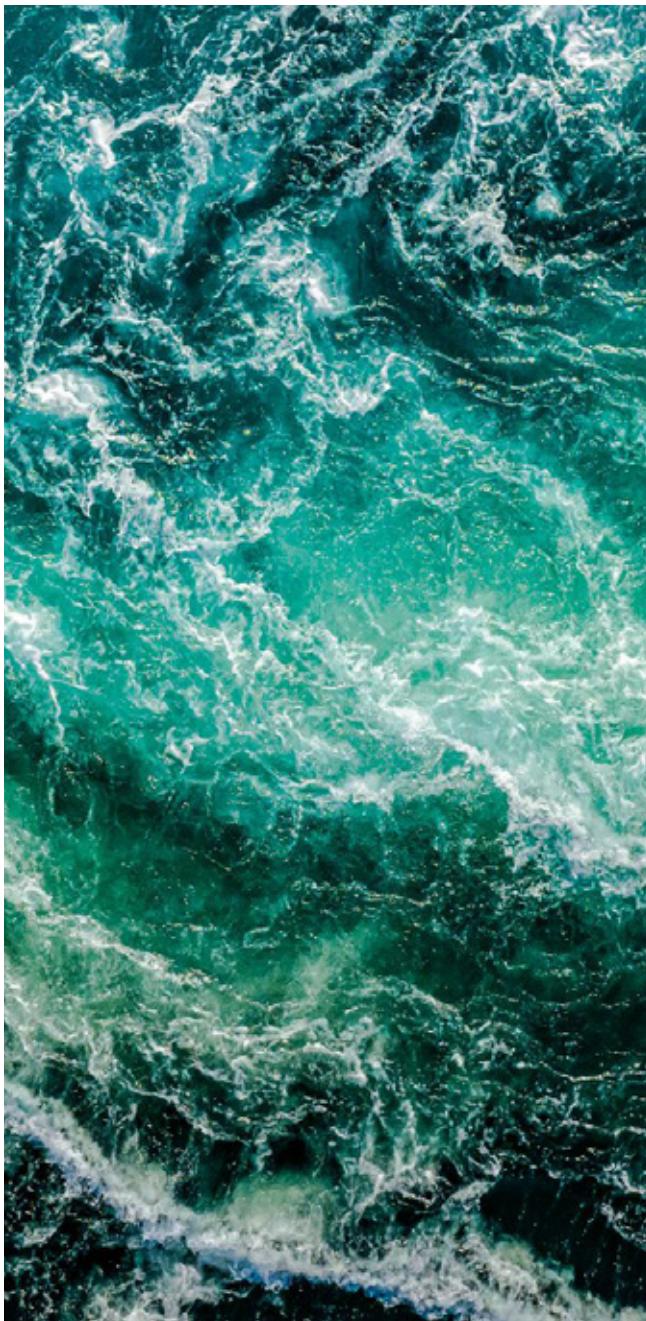
Returns

As part of our ongoing commitment to reducing our environmental impact, returns continue to be a strategic focus across our operations. By embedding returns considerations into wider business processes, we are taking a more integrated approach to understanding and addressing the root causes of customer returns.

Using data and insight, we are working to help customers make more confident purchase decisions and avoid unnecessary returns - reducing both emissions and operational waste. This year, we introduced several initiatives designed to drive lower-impact shopping habits and improve the efficiency of our returns process.



NEW LOOK



Environmental Performance - Energy and Water

Building on our sustainability ambitions across our supply chain, we continue to drive adoption of the Higg Facility Environmental Module (FEM). This tool allows us to measure and benchmark the environmental performance of our Tier 1 and Tier 2 facilities.

The table below summarises our progress in the FEM 2023 cadence, highlighting completion and third-party verification rates across our facilities.

CADENCE	Total Facilities	Facilities Completed	Third Party Verification
TIER 1 FEM 2023	498	329 (83% of production)	216 (66% of production)
TIER 2 FEM 2023	672	291 (40% of production)	241 (32% of production)

Note: Tier 1 percentage production is based on data collected from our factory PO report. Tier 2 percentage production is based on the supplier percentage production divided equally between all Tier 2 sites

Energy

To reduce the absolute emissions generated from the manufacturing of our products, we are moving into a phase of targeted work with our suppliers to identify and implement targeted emissions reduction strategies. We can measure this progress through the Higg FEM.

We are focusing on understanding which facilities are actively tracking their energy consumption, identifying those still using coal, and highlighting those that have adopted renewable energy sources. This visibility is essential for us to identify areas where we can collaborate with suppliers to drive measurable improvements in energy use and emissions reduction.

The table below summarises verified data from our Tier 1 and Tier 2 facilities for the FEM 2023 cadence, providing insights into energy tracking, renewable energy adoption, and coal usage. This marks the first time we have published the data below, establishing a baseline, from which we aim to track progress going forward.

CADENCE	Total Facilities	Facilities Tracking Energy Use	Facilities Using Renewables	Facilities Using Coal
TIER 1 FEM 2023	498	203 (64% production)	70 (23% production)	3 (0% production)
TIER 2 FEM 2023	672	227 (30% production)	129 (17% production)	35 (3% production)

Note: Tier 1 percentage production is based on data collected from our factory PO report. Tier 2 percentage production is based on the supplier percentage production divided equally between all Tier 2 sites

Achieving reductions in greenhouse gas (GHG) emissions requires a targeted and collaborative approach across our supply chain. Our next steps include engaging high-production facilities (largest share of product volume) that are not yet using renewable energy, mapping renewable energy availability across our sourcing regions to update our country energy profiles, and working with our suppliers to ensure all our facilities are tracking their energy use, across Tier 2 and Tier 2. These actions are critical to advancing decarbonisation and supporting our broader climate goals.

Water

With a significant reliance on water at most stages of production, from raw material production to printing and dyeing, we need to work closely with our suppliers to improve water efficiency and management across our supply chain. Similarly to energy data, we can measure this progress through the Higg FEM.

As a signatory to WRAP's UK Textiles Pact initiative, we are committed to reducing the water footprint of the new products we sell by 30%. This ambitious target reflects our dedication to addressing water-related impacts within our supply chain.

The table below summarises verified data from our Tier 1 and Tier 2 facilities for the FEM 2023 cadence, providing initial insights into water tracking. At this stage, only Level 1 water-related questions are verified within the Higg FEM, so data from Level 2 and 3 have not been included.

As with our energy data reporting, this marks the first time we are publishing this water data, establishing a baseline, from which we aim to track progress going forward.

CADENCE	Total Facilities	Facilities Tracking Water Use
TIER 1 FEM 2023	498	291 (79% of production)
TIER 2 FEM 2023	672	256 (36% of production)

We now need to formalise our approach to effectively manage water use and mitigate associated risks within our supply chain. Our next steps include mapping our supply chain to understand which of our sites fall within high-risk regions, e.g. regions of water scarcity.

One of the greatest challenges lies with facilities that are either unverified or have yet to complete the Higg FEM assessment. Without visibility into their water and energy data, these sites are a risk to our ability to fully assess our supply chain impact, reinforcing the importance of driving increased adoption and transparency.

New Look packaging

Plastic Packaging

One of the key environmental priorities in FY24/25 for our Distribution Centre (DC) was to reduce our plastic consumption. In full year 2024, the DC brought 257 tonnes of plastic packaging (with a CO2e impact of 527.23 tonnes). However, in the full year 2025, the DC only brought 92.91 tonnes (with a CO2e impact of 197.73 tonnes), showing a 64% reduction in plastic packaging. Whilst this reduction was largely down to improved purchasing practices, and removing the handle from our e-commerce bag also played a part in this reduced purchase weight.

Extended Producer Responsibility

Over the past year, we have continued to strengthen our commitment to Extended Producer Responsibility (EPR) across Europe. The business is actively reporting under 16 EPR schemes covering packaging, Waste Electrical and Electronic Equipment (WEEE), batteries, and textiles, ensuring compliance with national and regional regulations.

In the UK, we are also fully compliant with the Plastic Packaging Tax, submitting quarterly reports in line with HMRC requirements. To manage the complexity and frequency of these reporting obligations—ranging from monthly to annual submissions—the company has partnered with Ecoveritas, its data and compliance partner. This collaboration ensures accurate, timely, and transparent reporting across all relevant product categories.

Looking ahead, New Look remains focused on monitoring regulatory developments and upcoming changes in EPR legislation. The business is proactively preparing for compliance in new markets as it expands, ensuring it meets its environmental reporting responsibilities from the outset.



Pillar 3

Inclusive Culture

Overarching Aim

To become an employer of choice, presenting a positively distinct and diverse culture, successfully engaging our employees, and recognised for our inclusivity.



Making progress in equity, diversity, and inclusion

At New Look, our mission is to live and lead by our values. By leading authentically, we are building a culture where everyone feels included, engaged, and empowered, while making a meaningful impact in our communities and reflecting the diversity of our customers. Our approach to Equity, Diversity, and Inclusion, guided by our roadmap 'Our Kind of Inclusive,' ensures inclusivity is consistent, genuine, and proactive, so every colleague feels seen, valued, and able to be their true self. We are committed to holding ourselves accountable, learning where we can improve, and celebrating the progress we achieve along the way.

Understanding our colleague communities

Through our Count Me In data initiative, which now has 76% colleague participation, we have gained valuable insight into the diversity of our workforce. This deeper understanding helps us identify gaps in representation and ensures we are truly reflective of our community. It also allows us to create more targeted resources, learning opportunities, and initiatives that align with what matters most to our people.

We have continued to grow our thriving community of "New Look Allies", supporting a wide range of initiatives such as Pride

(LGBTIA+), Cultural Awareness (Faith and Ethnicity), Accessibility, Men's Health, Women's Health and Wellbeing. Over the past year, we have formed an additional two new groups of Menopause & Me and Families & Parents in response to colleague feedback and evolving needs.

Our growing communities have enabled team members from all locations and at every level to make a greater impact for our wider colleague community by actively shaping future policies and events. Their work ensures that important conversations are not only heard but also lead to lasting change.

Menopause & Me was created to support anyone experiencing, preparing for, or affected by menopause. It provides a safe and welcoming space to openly discuss menopause-related topics and explore ways to better support colleagues navigating this important life stage, both at work and beyond.

Families & Parents was created as a community to champion family-related needs and drive positive change to better support families across the business. Whether you're a parent, step-parent, carer, foster or adoptive parent, expecting a child, or supporting family in any way, this community provides a space to connect, share experiences and ensure everyone feels supported.



Flexible working and employee wellbeing

Our aim is to foster a better work-life balance and meaningful engagement for our colleagues, while supporting growth and helping to attract and retain talent, therefore maximising overall business performance.

We have evaluated all our office locations and implemented changes to create a more inclusive and hybrid approach to working environments. At the same time, we continue to support flexible working opportunities across the business, with 68% of flexible working requests approved this year, accommodating colleagues' needs.

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

We have continued to enhance wellbeing and benefits support for colleagues across the business, offering resources like Virtual GP services as well as partnering with organisations such as the Fashion & Textile Children's Trust to provide support to colleagues and their children.

Our Let's Talk About blog series continues to highlight important personal stories and lived experiences, covering topics from Eid and Ramadan to Infertility, Dystonia, and St. Patrick's Day. These blogs help bring our community together by fostering understanding and sharing authentic experiences. Complementing this, our 'Lunch & Learn' sessions provide a safe space for open conversations on key topics such as Autism Spectrum Disorder (ASD), Pronouns, Unconscious Bias, Stress, and Grief. Many of these sessions are inspired by the powerful personal stories of our colleagues, helping to build awareness, empathy, and a deeper sense of connection across our business. Through these initiatives, we aim to create a workplace where everyone feels supported, heard, and empowered to thrive, while raising awareness and understanding of the diverse experiences within our team.

Recruitment and career development

A key part of our 'Our Kind of Inclusive' pillar is that living and leading by our values is role-modelled at every level, with talent development opportunities available to all New Look colleagues. This is reinforced by our Climate to Thrive programme, which supports colleagues to reach their full potential. At the same time, becoming an accessible employer of choice and expanding our talent pool remain central to our ED&I and talent strategies, ensuring we attract, develop and retain diverse talent across the business.

This year, we have continued to prioritise internal career opportunities by filling 44% of open positions with internal colleagues to foster career progression and development opportunities within the business.

In August 2024, we launched our new Human Resources platform, powered by Dayforce, providing colleagues with a modern, user-friendly system to manage everything from personal development and absence tracking to recruitment. This platform streamlines HR processes, improves access to important information and allows colleagues to take greater control of their career growth and day-to-day work experience and plan for their future at New Look.



Pay gap report FY24

Our gender pay gap is driven largely by the overall gender representation of our employees, with women accounting for 86% of our total workforce. Like many other fashion retailers, our gender pay gap is strongly influenced by a higher proportion of women working in store-based roles. However, over the past 12 months, we have been pleased to see an increase in the number of men who are taking on store roles. We remain committed to creating opportunities for colleagues at every level, supporting career development and continuing to make progress in reducing the gap over time.

The table below presents the demographic breakdown of our workforce across each business area, alongside the mean and median gender pay gap percentages in FY23/24.

Business Area	Gender Split %		Pay Gap %		
	Total No. Ees	Male	Female	Mean	Median
Support Centre	900	27	73	22.1	28.8
Distribution Centre	699	56	44	9.1	0.2
Retail	4,657	6	94	9.4	0
Total	6,256	14	86	24.6	4.7

Enhanced maternity & paternity pay

In June 2024, we launched our enhanced maternity and paternity pay, alongside an updated family leave policy reflecting our commitment to supporting colleagues through one of their most important moments.

We have now 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 critical life moments.



Pillar 4

Positive Local Impact

Overarching Aim

Committed to being a force for good in fashion and within our communities: A customer obsessed brand we will always represent the full diversity of our customers and our communities.



NEW LOOK

We are committed to helping customers make lower impact choices that benefit both people and the environment, while continually adapting our approach in response to customer feedback and evolving expectations. We have aligned with UK and European regulations, including the Green Claims Code and Extended Producer Responsibilities (EPRs), to find new ways to engage customers, encourage responsible behaviour, and promote environmental stewardship.

Collaboration is key to this work. Partnerships with organisations such as WRAP, the Circular Fashion Innovation Network (CFIN), UKFT, BFC, and Circle8 help shape sustainable fashion strategies and develop practical solutions, including improved systems for collecting and managing both wearable and non-wearable textiles.

At the heart of this approach is New Look's "Kind to Our Core" philosophy, which goes beyond products and services to include meaningful connections with local communities. Through active listening and support for causes that align with its values, we seek to strengthen community relationships, enable more sustainable lifestyles, and provide choices that reduce environmental impact.

Our customer communities

Last year, during FY25, we used demographic and market insights to guide allocation strategies, review sales performance metrics such as footfall, conversion rates, and average spend. These adjustments aim to reduce waste, reflect customer diversity, and minimise unnecessary movement of goods between locations.

We are focused on delivering a consistent customer experience across all shopping channels, both in-store and online. The digital team leverages customer insights to improve experiences for people shopping online as well as those who move between online and physical stores. Retail and digital teams work together to align promotions and product launches with local events and cultural moments, to reflect the diversity of our customers. These initiatives are regularly reviewed and refined to ensure they remain authentic and effective.

In addition, stores are taking steps to reduce their carbon footprint, contribute to meaningful charitable causes, and offer products that enable customers to make more sustainable choices, such as lower-impact items and encourage circular behaviours.

Representing our customers

We remain dedicated to representing our customers through several initiatives.

We use Loudcrowd, a User Generated Content (UGC) rewards program that encourages customers to share photos in New Look outfits for brand promotion, where this content is repurposed across our channels.

Our growing 'New Lookers' ambassador group represents diverse staff from stores and support centres, driving inclusion and positive change.

All influencer campaigns are size-inclusive (8–22), featuring around 250 individuals each year with plans to grow this number. Our creative shoots emphasise diversity, with ongoing efforts to further expand representation.



Supporting Local

In FY25, our Charity Steering Group prioritised supporting local communities. Over the past year, we have raised more than £104K for charities, supporting over 100 local causes selected by stores in partnership with

Neighbourly, reflecting our Kind to Our Core values. Amid the current economic challenges, we focused our efforts locally from stores to our Distribution Centre, ensuring meaningful support for those within our industry.



Neighbourly helps businesses make a positive impact in communities across the UK and Ireland by donating volunteer time, money and surplus products to local good causes, all in one place. The company facilitates meaningful partnerships between companies, local charities and communities, ensuring corporate donations and resources contribute to the development of more sustainable communities.

Neighbourly has facilitated the distribution of over 270 million meals worth of surplus food, 267,000 volunteer hours, 4,500 tonnes product donations and £37million in local funding, with a total financial impact of over £1 billion to date. This impact is driven by their commitment to using technology as a force for good, ensuring that support is not only scalable but hyper-local and transparent.

We have collaborated with Neighbourly through two campaigns: The first enabling each store to support a local charity, and a second facilitating small donations to local charities

assisting families. To date over £67,000 has been donated to over 150 local good causes by New Look via Neighbourly, supporting an estimated 43,500 individuals in communities close to our stores.

Nottingham Central Women's Aid received £2,187.78 raised by New Look Nottingham Listergate and provided the following feedback on the impact of the donation: "We are writing to express our sincere thanks for choosing Nottingham Central Women's Aid as your charitable cause for in-store donations.. All donations are used to provide vital support to women and children fleeing domestic violence and abuse. Your contribution is especially meaningful during these challenging financial times, and we are deeply grateful for your thoughtfulness. Thank you for choosing to support Nottingham Central Women's Aid. Your generosity makes a real difference in the lives of those we help, offering comfort and hope in difficult moments".





Our Distribution Centre colleagues in Stoke on Trent continue their close relationship supporting their chosen local charity Dougie Mac. Dougie Mac provides free hospice services to adults, young adults and children living with a life-limiting illness, as well as offering supportive care to their families and carers in Stoke on Trent and the surrounding villages.



A quarter of all the money raised in our stores goes to The Retail Trust, a longstanding partner who provides support, tools, and resources to help everyone involved in retail improve their wellbeing and lead healthier and happier lives. Many of our colleagues have benefited from the Retail Trust..

fashion & textile children's trust.

charity registration no: 257136

The Fashion & Textile Children's Trust (FTCT) is dedicated to providing financial grants to support children from UK fashion and textile families. By funding essential and specialist items, the charity helps improve children's wellbeing during difficult times.

We proudly support FTCT, recognising that many families across the UK face financial challenges every day - whether it's the cost of school uniforms or other necessities. Thanks to this partnership and the promotion of FTCT grants, 16 children from New Look families received sensitive and meaningful support.



Climate Positive: Thinking Local

Repurposing products, extending their lifespan, and promoting responsible disposal methods all contribute to our broader goals

when we collaborate with trusted partners who provide services and support local communities.



The Charity for Disabled Children

Newlife is on a mission to empower every child with a disability to live their life to the fullest.

By providing essential equipment, services and support, we are helping families to overcome daily challenges and giving children the opportunity to thrive.

New Life has been a valued partner for nearly 20 years, and throughout this time, our relationship has remained mutually beneficial and continues to grow, especially as we increase our focus on circular business models and downstream traceability.

New Life has been a valued partner for nearly 20 years, and throughout this time, our relationship has remained mutually beneficial and continues to grow especially as we increase our focus on circular business models and downstream traceability.

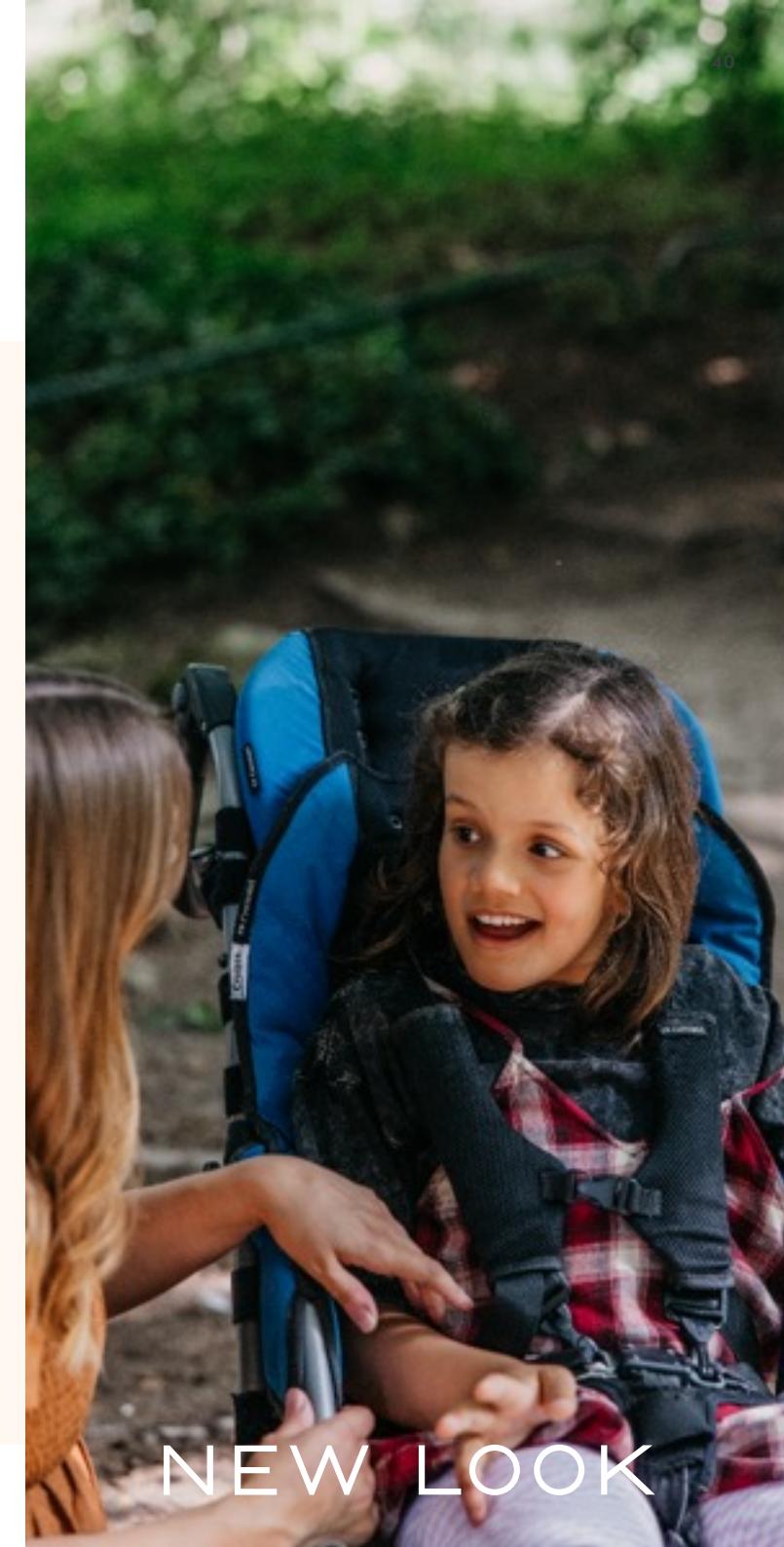
By donating surplus stock, it is given a second life as non-rewearable items are responsibly redirected, and rewearable items can enjoy an extended life. These donations not only help reduce waste and drive circularity but also create life-changing opportunities for the children and families that Newlife supports.



We have partnered with SocialBox.BIZ to extend the life of older technology, allowing us to maximise the use of our devices while supporting underserved communities. This collaboration highlights the synergy between our environmental goals and our commitment to creating positive local impact.

Since 2021, our donations have empowered individuals with the tools they need to access education, find employment, and stay connected with loved ones, promoting digital inclusion. At the same time, the initiative lowers the environmental impact by prolonging the lifespan of devices and reducing the demand for new production, directly helping to lower Scope 3 carbon emissions. Reusing laptops can save at least double the CO₂ compared to recycling.

SocialBox.BIZ has numerous case studies demonstrating their impact. For example: Isolated no more! A visually impaired gentleman reconnected with family overseas thanks to a larger-screen laptop provided by @SocialBoxBiz and @AgeUKIslington.



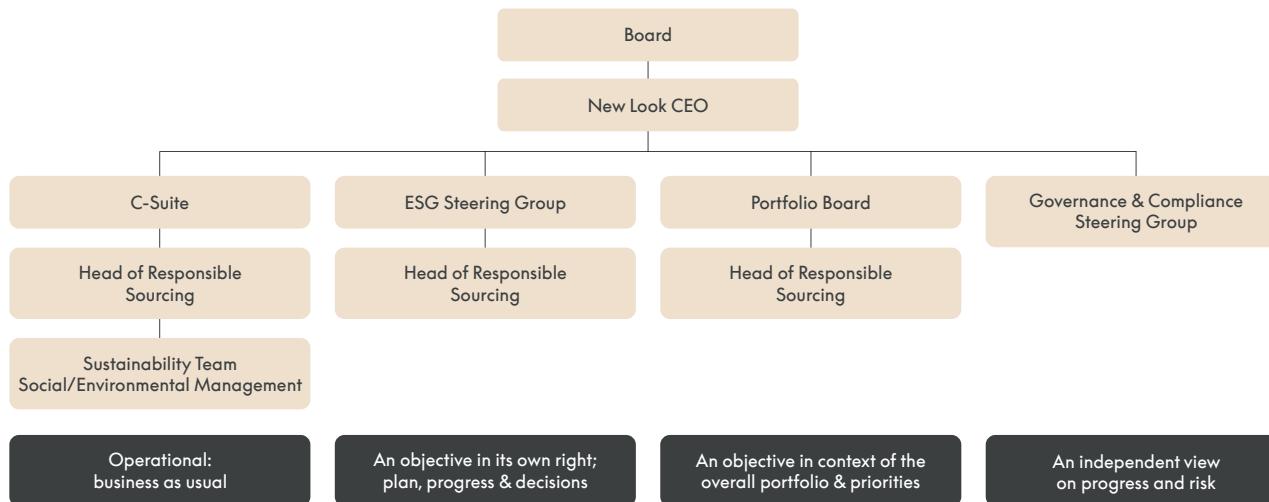
Governance

We meet our reporting obligations through our Annual Report. The Directors have reviewed The Companies (Miscellaneous Reporting) Regulations 2018 and have implemented the Wales Corporate Governance Principles for Large Private Companies. Our business governance policies are outlined and available on our corporate site.

In terms of sustainability, our CEO is committed to and accountable for all our sustainability targets and ambitions. With oversight from the Board and the C-Suite, New Look leadership drives progress in our sustainability strategy. Our ESG Steering group was established during FY22 and creates clear accountability for senior leadership and the opportunity to directly influence our ESG

targets and priorities. The ESG Steering group is now chaired by The Chief Operating Officer and includes a wide range of functional directors across the business.

Our non-financial and sustainability statement (NFSIS) is published in our Annual Report.





As the new chair of the ESG Steering Group, I am passionately committed to ensuring our ESG initiatives at New Look are effective, measurable and are inherent in our business strategy. It is critical that all our stakeholders understand the role they play in enabling us to achieve our ESG ambitions and enable us to continue to be an ESG leader in our fashion ecosystem.

This report outlines our progress and commitments, and we will continue to update our materiality assessments and targets as part of our Kind to our Core strategy. We are monitoring new regulatory changes in the UK and Europe to ensure readiness. I am proud of our strong data practices, ongoing improvements, and growing transparency, which position us well to meet future requirements as standards evolve.

Lynda Petherick
Chief Operating Officer

Sustainability Accounting Standards Board Disclosures (SASB)

SASB Accounting Metrics (Apparel)

Topic	Accounting Metric	Code	Further Details
Management of Chemicals in Products	Discussion of processes to maintain compliance with restricted substance regulations	CG-AA-250a.1	<p>We conduct horizon scanning to ensure we are up to date on all relevant standards, regulations, directives, industry practice and guidance for chemicals for all the markets we sell in.</p> <p>We have a comprehensive Chemical Management Policy which houses our product, packaging and manufacturing restricted substances lists which meet all current and relevant chemical legislation.</p> <p>All requirements are communicated directly to suppliers. Compliance with testing and standards is managed through the technical teams in each department. This is monitored using third party testing and certification, component mapping and nominated and preferred sources.</p> <p>This year we carried out a due diligence exercise on all 3rd party brands and concessions ensuring they have a robust Chemical Management Policy in place which aligns to our RSL's and complies with the current chemical legislation of the markets we sell in. For any brands and concessions needing support on this area, we have provided example resources to help them understand and improve upon their existing policies within a required time frame.</p>
	Discussion of process to assess and manage risks or hazards associated with chemicals in products	CG-AA-250a.2	<p>We follow industry wide, reputable organisations when assessing the risks of chemicals in our products.</p> <p>The New Look Chemical Management Policy continues to be aligned with the AFIRM Restricted Substances Lists (RSL) for our products and packaging in terms of named substances, test methods and test limits. The RSL states the maximum limits which apply to all finished goods produced for New Look. This includes but is not limited to the fabrics, dyes, prints, components, trims, adhesives, solvents, paints and lacquers used in the products and product assembly.</p> <p>Suppliers must demonstrate compliance to our Chemical Management Policy and RSL's through third party testing and certification, component mapping and nominated and preferred sources.</p> <p>In terms of Manufacturing Restricted Substances Lists (MRS), we have been a signatory friend of ZDHC (Zero Discharge of Hazardous Chemicals) Roadmap to Zero Program for the past 2 years. The ZDHC MRS is applicable to the in-put and out-put chemicals used in the manufacturing process of textile materials, leather, rubber, foam, adhesives and trims. The ZDHC Roadmap to Zero program and MRS is designed to eliminate harmful chemicals and promote safer and more sustainable chemistry. Within this 2-year period we worked with our top suppliers to implement the ZDHC MRS in our value chain representing 60% of our production. Those suppliers were engaged and educated on how to register on ZDHC Gateway and ZDHC Solution Provider Platforms, complete monthly InCheck Reports (chemical inventories) and yearly ClearStream Reports (wastewater testing). For facilities requiring training, we encourage attendance at training sessions conducted by ZDHC-approved trainers.</p>

Topic	Accounting Metric	Code	Further Details
Environmental Impacts in the Supply Chain	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities in compliance with wastewater discharge permits or contractual agreements	CG-AA-430a.1	Out of the 457 FEM 2023 modules that have been both verified and shared with us on the Higg Platform (Tier 1 and Beyond Tier 1), only 7 facilities have wastewater discharge permits that are out of compliance. This makes compliance 99% for verified shared 2023 FEM modules.
	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have completed the Sustainable Apparel Coalition's Higg Facilities Environmental Module (Higg FEM) assessment or an equivalent environmental data assessment	CG-AA-430a.2	<p>Tier 1 Factories:</p> <ul style="list-style-type: none"> ● 83%* have completed Higg FEM ● 66%* have verified their Higg FEM <p>FEM Tier 2 Factories</p> <ul style="list-style-type: none"> ● 40%* have completed Higg FEM ● 32%* have verified their Higg FEM <p>*Based on average production percentage.</p>
Labour Conditions in the Supply Chain	Percentage of (1) Tier 1 supplier facilities & (2) supplier facilities beyond Tier 1 that have been audited to a labour code of conduct, (3) percentage of total audits conducted by a third-party auditor	CG-AA-430b.1	<p>At a minimum, audits/visits are conducted on an annual basis, with more frequent follow-up visits completed based on overall factory risk rating. Existing third-party SMETA or Amfori BSCI audits carried out within the last 12 months are accepted to reduce audit fatigue.</p> <ul style="list-style-type: none"> ● 100% tier 1 factories audited ● < 3% Beyond tier 1 facilities audited ● 100% audits conducted by third-party.
	(1) Priority non-conformance rate and (2) associated corrective action rate for supplier's labour code of conduct audits	CG-AA-430b.2	During the last financial year, we identified 16 factories with critical issues, including indicators of subcontracting, delays in legal payments, lack of respect for Freedom of association and unfair dismissal of employees. These were all raised through established whistleblowing channels. Following engagement with the suppliers, factories, and local stakeholders, 14 of these issues have been successfully remediated to date, with the rest under ongoing remediation plans.
	Description of the greatest (1) labour and (2) environmental, health and safety risk in the supply chain	CG-AA-430b.3	The following were identified as high risks within our supply chain: purchasing practices, gender discrimination, health and safety, supply chain transparency, human rights and modern slavery, and freight and logistics. Through our risk saliency assessment, risks are scored to understand the scale, scope and our ability to remediate the issue.

Topic	Accounting Metric	Code	Further Details															
Raw Materials Sourcing	(1) List of priority raw materials; for each priority raw material: (2) environmental or social factor(s) most likely to threaten sourcing, (3) discussion on business risks or opportunities associated with environmental or social factors and (4) management strategy for addressing business risks and opportunities	CG-AA-440a.3	Cotton, Man-Made Cellulosic Fibres (MMCF), such as viscose, polyester and PU make up our priority materials. Each have significant environmental and social impacts, from sourcing and production through to customer use and disposal. Transitioning to more sustainable materials is fundamental to our sustainability strategy and mitigating these impacts..															
	(1) Amount of priority raw materials purchased, by material, and (2) amount of each priority raw material that is certified to a third-party environmental or social standard, by standard	CG-AA-440a.4	<p>The table shows certified fibres as a percentage of our total fibres as per SASB metrics. Please note that we set targets and report at product level in our sustainability report.</p> <table border="1"> <thead> <tr> <th>Certificate</th><th>% of fibres</th></tr> </thead> <tbody> <tr> <td>Better Cotton</td><td>25.00</td></tr> <tr> <td>Birla Livaeco</td><td>0.23</td></tr> <tr> <td>Lenzing EcoVero</td><td>1.59</td></tr> <tr> <td>Lenzing Tencel Lyocell</td><td>0.01</td></tr> <tr> <td>Lenzing Tencel Modal</td><td>0.00</td></tr> <tr> <td>OCS/GOTS</td><td>0.00</td></tr> <tr> <td>RCS/GRS</td><td>9.00</td></tr> </tbody> </table>	Certificate	% of fibres	Better Cotton	25.00	Birla Livaeco	0.23	Lenzing EcoVero	1.59	Lenzing Tencel Lyocell	0.01	Lenzing Tencel Modal	0.00	OCS/GOTS	0.00	RCS/GRS
Certificate	% of fibres																	
Better Cotton	25.00																	
Birla Livaeco	0.23																	
Lenzing EcoVero	1.59																	
Lenzing Tencel Lyocell	0.01																	
Lenzing Tencel Modal	0.00																	
OCS/GOTS	0.00																	
RCS/GRS	9.00																	

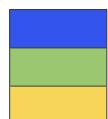
Activity Metric	Category		
Number of (1) Tier 1 suppliers & (2) Suppliers beyond Tier 1	Quantitative	CG-AA-000.A	<p>Tier 1: 353 Beyond Tier 1: 910 Total: 1263</p>

Pillar 1

Responsible Business

Key Impact	Target	Progress
Transparency & Environmental Performance	80% of our factories and associated sites (Tiers 1 & 2) by volume to have measured and evaluated their environmental performance by FY26	●
	Map vulnerable worker groups and associated risks within our Tier 1 & 2 value chain to update and inform our due diligence approach on a continuous basis	●
Third Party Brands	Increase due diligence with third party brands	●
	To review the formal requirements for any third party brand or concession working with New Look by FY26	●
Climate Change	Climate Positive by 2040	●
	100% LEDs to be used in any new buildings or stores	●
	Transition to LEDs in all office buildings, stores and DCs by 2030	●
	Transition to low impact refrigerant gases by 2030	●
Freight & Logistics	Reduce air freight, increasing use of sea, land, and rail YOY against FY22 baseline	●
	Collaborate with freight partners and wider industry bodies on tackling modern slavery risks	●
Chemicals	80% of wet processing facilities (by volume) to be fully engaged with ZDHC and meeting MRSI level 1 or above compliance in supply chain by 2030	●
Gender Equity	Embed gender responsive due diligence practices across the supply chain	●
Fair Wages	Visibility of direct and indirect labour costs for all ACT priority countries	●
	Collaborate on sector level initiatives aimed at collective bargaining for fair wages	●
	Create a baseline of minimum wages, understanding the gap between living wage across sourcing countries	●
Human Rights & Modern Slavery	Work with key suppliers on enhancing their approach to HRDD through capacity building activities	●
	To lead change where it is required & to meet our obligations to ensure Modern Slavery and Human Trafficking do not exist in any part of our operations or supply chains	●
Remediation	Enhance accessibility to effective grievance mechanisms	●

Key



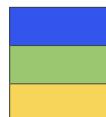
- Completed, still reporting
- On track
- Delayed

Pillar 2

Responsible & Circular Product

Key Impact	Target	Progress
Raw Materials	YOY increase of traceable cotton from FY24 baseline	🟡
	100% Lower Impact Viscose and other MMCF by end of FY25 *for all MMCF rich product (>50%)	🟢
	50% of our synthetics will be recycled fibre 2024	🔵
	>30% of product will have > 25% recycled content 2024	🟡
	50% reduction in conventional Polyurethane (PU) Footwear and Accessories by FY28	🟢
	Invest, test, and explore innovative 'Kind' materials	🟢
Environmental Performance	We will reduce the GHG footprint of products by 50% (aggregate) by 2030	🟢
	We will reduce the water footprint of products by 30% (aggregate) by 2030	🟢
	80% of our factories and associated sites (Tiers 1 &2) by volume to have measured and set targets to reduce GHG emissions by 2030	🟢
	80% of our factories and associated sites (Tiers 1 &2) by volume to have measured and set targets to reduce water consumption by 2030	🟢
Packaging	Reduce total tonnage of packaging YOY against FY22 baseline	🟢
	Increase amount of packaging recycled and subsequently remade into new packaging against FY22 baseline	🟢
	Invest, test and explore innovative packaging materials	🟢
Circularity	Promote circularity of our products by educating customers on product care	🟡
	Promote and provide end of use options and increase takeback schemes	🟢
	Invest, test and explore innovative repurposing and recycling of Textile materials	🟢

Key



Completed, still reporting

On track

Delayed

Pillar 3

Inclusive Culture

Key Impact	Target	Progress
Equity, Diversity & Inclusion (EDI)	Implement a new people system software to provide better and ongoing insights and reporting of E, D & I and our demographics in 2023	●
	Colleagues engaged in improving demographic data collection during 2022	●
	Externally report demographic insights from FY24	●
	Maintain E, D & I effectiveness, and engagement scores through biannual survey	●
	Inclusive Leadership E, D & I, practices, processes and measures lived and lead across our Leadership team	●
	Review and update relevant E, D & I related policies in 2023	●
	Complete E, D & I review of recruitment processes by end of 2022	●
	Programme E, D & I related training, starting with senior hiring managers throughout 2023	●
	Annual E, D & I training for all employees rolled out in 2023	●
	Development & coaching programmes established for underrepresented groups during FY24	●
Employee Engagement	Colleague Resource groups established through our Your Voice internal programme to drive engagement and contribution to employee experience strategy in 2022	●
Fair Pay	Introduce ethnicity Pay Gap Reporting by FY25	●
	Use gender pay gap reporting as a measure to contribute toward wider pay equity objectives	●
Productivity	Agree appropriate Wellbeing Metrics by FY24	●

Key



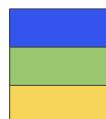
- Completed, still reporting
- On track
- Delayed

Pillar 4

Positive Local Impact

Key Impact	Target	Progress
Equity, Diversity & Inclusion (EDI)	Map demographics of the local communities we serve via our stores and digital channels by the end of 2022	●
	Identify under-represented groups and understand how we can best serve them	●
	Ensure model and influencer diversity reflects the customers we serve across all channels FY23	●
	Be body positive, reflecting and celebrating the diversity of body shape and making sure our inclusive sizes are shoppable across our channels FY23	●
	Empower our local teams to best represent our customers and offer an inclusive experience FY24	●
	Localise product assortments using data to improve our service and reduce wasteful operations FY24	●
	Localising charitable giving with regionally elected charities supported by their local stores FY22	●
	Bringing the communities closer by offering inclusive local store and digital experiences	●
	Work with local partners to support low carbon, safe and accessible physical shopping environments by FY25	●
	Enable low carbon, safe and accessible digital shopping experiences by FY25	●
	Recognise when a community we are part of is in crisis and react in an authentic, timely and appropriate manner (ongoing)	●
	Enable customers to live more sustainable lifestyles	●
	Localising access to responsible product	●
	Identify and engage Climate Positive stores and digital service options	●
	Localising access to circularity by promoting and enabling circular activities through our stores and digital channels with resale, upcycle and downcycle responsibly solutions	●

Key



- Completed, still reporting
- On track
- Delayed