NEW LOOK

KIND

Sustainability Strategy Refresh Addendum

July 2024

Introduction

Sustainability is a continuous commitment and process of improvement – it requires us to regularly evaluate and update our strategies to respond to new challenges and opportunities. To achieve our sustainability goals, we need to be flexible and responsive to the changing context of environmental, social and economic factors that affect our operations.

This addendum to our current sustainability strategy is a key step in enhancing and aligning with best practices. In this document, we've detailed our updated materiality assessment as well as changes to targets. These revisions have been informed by industry progress, stakeholder feedback and regulatory developments.

Key areas of focus include:

- Materiality assessment update

- Transparency targets

- Raw materials targets

- Human rights due diligence targets

By refocusing our existing commitments and setting new, measurable targets to track our progress, we believe we can create a more resilient and responsible organisation.

Please see our **2024 Sustainability Report** for updates against the targets.
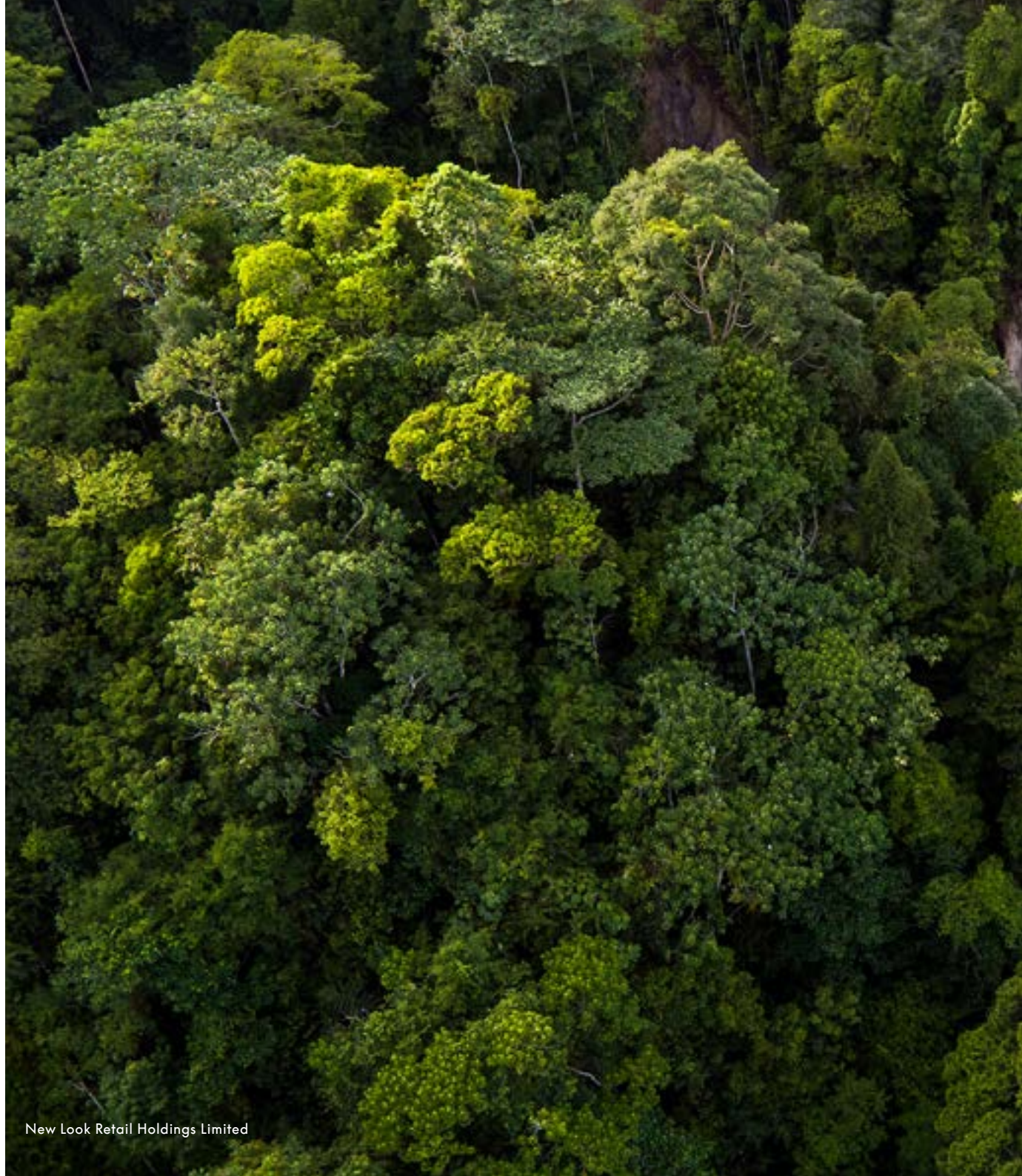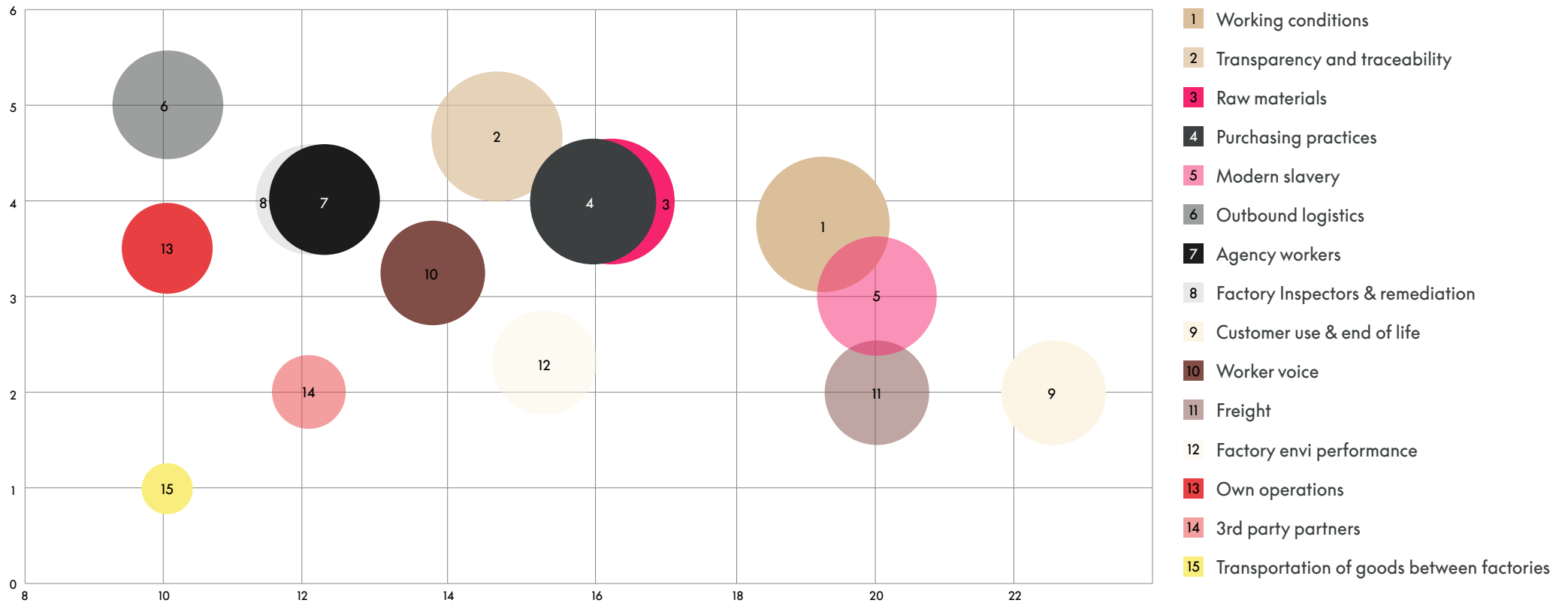
Materiality

Following the same methodology as set out on page 10 of the sustainability report, we have increased the robustness of our assessment by incorporating scoring. This takes into account additional aspects of our operations including environmental and social risks relating to our business model, sourcing countries and sector, as well as specific product risks.

The outcomes of this process have guided our strategic focus, resource allocation and reporting practices, enabling us to address the most significant challenges and opportunities in our sustainability journey.

Through this materiality assessment, we have created a robust foundation for our sustainability initiatives, fostering transparency, accountability and long-term value for all stakeholders.

Legend:

1. Working conditions
2. Transparency and traceability
3. Raw materials
4. Purchasing practices
5. Modern slavery
6. Outbound logistics
7. Agency workers
8. Factory Inspectors & remediation
9. Customer use & end of life
10. Worker voice
11. Freight
12. Factory envi performance
13. Own operations
14. 3rd party partners
15. Transportation of goods between factories

Pillar 1: Responsible Business

Target 2022	New Target 2024	Justification & KPI
We will publish full visibility of all suppliers through to Tier 2 by FY23	Completed	N/A
We will publish full visibility of our cotton, viscose and polyester supply chains to Tier 3 by FY23 (equates to 75% of our raw materials)	Completed	N/A
80% of our factories and associated sites (Tiers 1 and 2) by volume to have measured and evaluated their environmental performance by FY23	80% of our factories and associated sites (Tiers 1 and 2) by volume to have measured and evaluated their environmental performance by FY26	Extending this target as we have not yet met for Tier 2 and do not currently have production volume for lower tiers
To identify agency workers and any other vulnerable groups across our Tier 1 supply chains by FY23, informing a targeted approach in addressing their specific risks	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	Updating target to support due diligence approach and include lower tier data where risk has been identified KPIs: Supply base overview by vulnerable groups Number of programmes that target specific risks faced by vulnerable groups
To establish a formal requirement for any third-party brand working with us to share visibility of the factories they work with (Tier 1) to facilitate normalising transparency by FY22	To review the formal requirements for any third-party brand or concession working with us by FY26	Completed Updating target to reflect current work on third-party brand requirements KPIs: Number of brands/concessions involved in BEP/TIWW projects Brand/concession training to take place
All New Look directors and senior managers to report against the targets they directly influence	All directors are responsible for reporting against agreed targets on annual basis, with quarterly reviews	Updated to reflect new process which distributes responsibility to drive impact
All New Look colleagues to have at least one sustainability related KPI by the end of 2022	Completed	N/A
Commit to Science Based Targets (SBTi) FY22	Completed	N/A
Advanced fuel efficiency programmes for fleet and drivers by 2023	Completed	N/A
Introduce a carbon literacy programme, training all managers and senior managers by FY22	Completed	N/A
Introduce electric and/or hybrid vehicles for staff by 2022	Completed	N/A
Help our employees and customers to live low carbon lifestyles by FY25	Removed	Target covered in Positive Local Impact Pillar

Pillar 1: Responsible Business

Target 2022	New Target 2024	Justification & KPI
80% of our factories and associated sites (Tiers 1 and 2) by volume with good chemical management systems by FY24	80% of wet processing facilities (by volume) to be fully engaged with ZDHC and meeting MRSL level 1 or above compliance in supply chain by 2030	Changed to reflect membership of ZDHC KPIs: % of wet processing facilities completing InCheck and Clear Stream reports (fully engaged) % of wet processing facilities (by volume) meeting MRSL level 1 or above compliance
Women's empowerment and workplace progression: Increase the number of women workers in leadership positions in Tier 1 factories by FY24	Embed gender responsive due diligence practices across the supply chain	By altering our approach, we can create greater impact by focusing on embedding a HRDD approach to gender rather than targeting specific factories/suppliers which may not alleviate the actual risks faced by women workers in our supply chain KPIs: Number of suppliers reached by ETI gender programme Number of workers reached by ETI gender programme
Sustainability clauses to be included within contracts by FY22	Completed	N/A
Implement ACT accountability and monitoring framework for purchasing practices by FY22	Completed	N/A
Labour costs visible in sourcing and buying decisions across all product areas by FY23	Visibility of direct and indirect labour costs for all ACT priority countries	Updated target to reflect ongoing work and our commitments to ACT KPI: % of production with visible labour costs by ACT country
To establish a methodology and conduct feasibility studies across three priority countries FY23	Collaborate on sector level initiatives aimed at collective bargaining for fair wages	Updated target to reflect ongoing work and our commitments to ACT KPI: Number of sector level initiatives aimed at collective bargaining for fair wages
Create a baseline of minimum wages across sourcing countries and identify risks	Create a baseline of minimum wages, understanding the gap between living wage across sourcing countries	Updated to include gap between living wages to help identifying risk and implementation of due diligence approach KPI: Number of sourcing countries with high risk relating to wages
To contribute to the 2021/2022 ACT roadmap	Completed	N/A

Target 2022	New Target 2024	Justification & KPI
Incorporate and implement an enhanced human rights due diligence-based approach in line with the UNGPs by FY24	Incorporate an enhanced Human Rights Due Diligence (HRDD) approach in line with the OECD Guidelines on Responsible Business Conduct and UNGPs by FY25	Updated to include OECD Guidelines KPIs: Number of visits performed by TRN Partnerships or programmes that are 'beyond audit' focused Number of remediated issues from grievance mechanisms
Expand on New Look's beyond audit approach with key partners in the next five years	Work with key suppliers on enhancing their approach to HRDD through capacity building activities	Updated to reflect HRDD approach KPIs: Number of supplier trainings completed

Pillar 2: Responsible and Circular Product

100% lower-impact cotton by 2022*	YOY increase of traceable cotton from FY24 baseline	Completed New target to reflect shift to traceable cotton sources KPI: % traceable cotton in product
100% Lower Impact Viscose by 2023 - clarified in last years report	100% Lower Impact Viscose and other MMCF by end of FY24/25 for all MMCF rich product (>50%)	Updated to include MMCF in target as well as extended to next year
50% reduction in conventional polyurethane (PU) shoes and accessories by FY24	50% reduction in conventional polyurethane (PU) across shoes and accessories by FY28	Extending this target as cost and availability remain a challenge in sourcing PU alternatives
100% of designers with circular design training	Completed	N/A
80% of our factories and associated sites (Tiers 1 and 2) by volume to have measured and set targets to reduce water consumption by FY23	80% of our factories and associated sites (Tiers 1 and 2) by volume to have measured and set targets to reduce water consumption by 2030	Extended due to difficulty in engaging factories, especially lower tiers. Target now reflects SBTi ambitions and new chemical target timeline
Gather Tier 1 manufacturing GHG data from top suppliers (80% of our products) by FY23	80% of our factories and associated sites (Tiers 1 and 2) by volume to have measured and set targets to reduce GHG emissions by 2030	Updated to reflect water and chemicals target and aligning with decarbonisation roadmap to reduce GHG emissions from manufacturing facilities in line with SBTs near and long term
Initiate environmental programmes with Tier 1 and 2 suppliers to accelerate their decarbonisation activities to 2025 (and beyond)	Removed	Target to be used as an internal measure, updates will be included in the sustainability report through other targets and narrative
100% of packaging will be sustainably sourced or have recycled content by FY23	Completed	N/A

Pillar 3: Inclusive Culture

Target 2022	New Target 2024	Justification & KPI
Colleagues engaged in improving demographic data collection during 2022	Completed	N/A
Colleague resource groups established through our Your Voice internal programme to drive engagement and contribution to employee experience strategy in 2022	Completed	N/A
Established and embedded ED&I processes and measures across our leadership team by the end of 2022	ED&I practices, processes and measures lived and lead across our leadership team	Completed initial target to embed process. Updated target to reflect future strategy.
Internal dashboard to be created and established by FY23	Removed	Internal dashboarding for leadership will be implemented with new Dayforce system
Review and update relevant ED&I related policies in 2022	Completed	N/A
Ensure demonstrable ED&I actions through people and pay practices	Removed	Target is now embedded within other areas of the strategy and targets including Gender Pay Gap Reporting and Dayforce system
Introduce ethnicity pay gap reporting by FY24	Introduce ethnicity pay gap reporting by FY25	Extended until next year due to availability of data
Complete ED&I review of recruitment processes by end of 2022	Completed	N/A
Programme ED&I related training, starting with senior hiring managers throughout 2022	Completed	N/A
Establish shortlisting across levels by the end of 2022 and then use colleague and customer demographic data to target recruitment by FY24	Removed	Changing our approach to inclusive recruitment which will focus on education of hiring managers
Agree metrics to measure take up of flexible working 2022	Completed	N/A
Talent for Tomorrow programme implemented in 2022	Removed	Completed and now the programme is being phased out
Annual ED&I training for all employees rolled out in 2022	Completed	N/A
Development and coaching programmes established for underrepresented groups during FY23	Completed	N/A
Establish and implement Future Talent pipeline, focused on improving diversity annually by the end of 2023	Removed	Changing our approach to inclusive talent development

Pillar 4: Positive Local Impact

Target 2022	New Target 2024	Justification & KPI
Map demographics of the local communities we serve via our stores and digital channels by the end of 2022	Completed	N/A
Develop a roadmap of local and digital activities to represent the diversity of our customers by FY23	Removed	Target is now embedded within the below target as part of ongoing work to deliver for underrepresented groups
Identify underrepresented groups and understand how we can best serve them FY23	Identify underrepresented groups and understand how we can best serve them	Updated to remove timeline as this is an ongoing target
Ensure model and influencer diversity reflects the customers we serve across all channels FY22	Completed	N/A
Be body positive by reflecting and celebrating diverse body shapes and making sure our inclusive sizes are shoppable across our channels FY22	Completed	N/A
Empower our local teams to best represent our customers and offer an inclusive experience FY23	Completed	N/A
Localise product assortments using data to improve our service and reduce wasteful operations FY23	Completed	N/A
Localising charitable giving with regionally elected charities supported by their local stores FY22	Completed	N/A
Bringing the communities closer: offering inclusive local store and digital experiences FY23	Bringing communities closer by offering inclusive local store and digital experiences	Updated to remove timeline as we acknowledge this is an ongoing target