



New Look Retailers Limited

# GENDER PAY GAP REPORT

— 2023 —

NEW LOOK



# Message from Helen



Here at New Look, we are united and guided by our purpose 'To inspire that New Look feeling.' Our belief in delivering 'fashion with values' isn't just limited to our team and customers but reflected across our entire value chain and captured within one of our four values #weareone.

Creating a truly inclusive & diverse culture continues to be a key priority for us and one of the ways we celebrate our progress on inclusivity, is by publishing our annual Gender Pay Gap Report. In this report, you will find the data and analysis of our gender pay gap as of April 2023 along with some key highlights of our EDI journey.

Our gender pay gap figures continue to be influenced by the high gender representation of females across the Company, with females making up 86% of our total colleague population and 95% of our retail population.

This year we are incredibly proud to have been nominated for the 2023 Drapers Award for Diversity and Inclusion, which celebrates the strides we have made towards creating a workplace that fosters a sense of belonging for all, and projecting this out to our customers.

Whilst this is a fantastic achievement, we recognise there is still so much more to do, and we see this as an exciting opportunity.

We're committed to being a force for good in the fashion industry. We want to help protect our planet for future generations, while ensuring all our colleagues value New Look as a supportive, safe, and welcoming place to work.

I'd like to finish by thanking all our team members for their hard work, and commitment, over this past year, I am proud to be part of such a diverse and talented team.

Helen Connolly  
CEO

## What is the Gender Pay Gap?

Gender Pay Gap is a measure of the difference in the average pay of men and women, regardless of the nature of their work across an organisation. The Gender Pay Gap is different to an equal pay comparison. Equal pay relates to men and women being paid equally for the same, similar, or equivalent work, whereas the Gender Pay Gap Report looks at average pay comparisons across the whole organisation.

Gender Pay Gap Regulations mean that for the purpose of calculations we have to identify our colleagues as Male and Female, however as an inclusive employer we take our responsibility to our non-binary and gender fluid colleagues very seriously. We support our colleagues through our ED&I plan and our Pride LGBTQIA+ ally group.

# Our Gender Pay Gap

**27.96%**

Mean Gender Pay Gap

**5.2%**

Median Gender Pay Gap

# Our Bonus Pay Gap

The bonus pay gap is calculated on any 'bonus' award made from April 2022 to March 2023.

2022/23 bonuses are made up of long service awards, recommend-a-friend payments, recognition awards and company bonus scheme awards.

**13.8%**

Mean Bonus Gap



**69.5%**

% of males receiving bonus (667 awards)

**-1.1%**

Median Bonus Gap



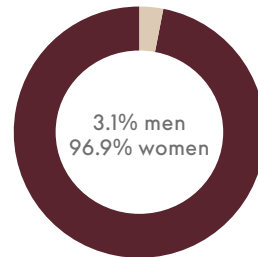
**19.8%**

% of females receiving bonus (1167 awards)

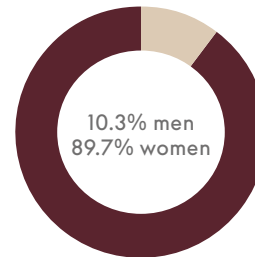
# Our Pay Quartiles

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

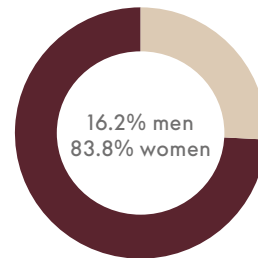
Lower quartile



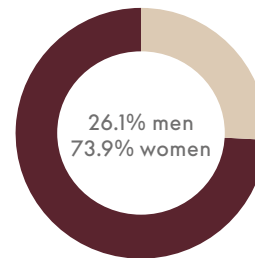
Lower middle quartile



Upper middle quartile



Upper quartile



## Highlights

Our Gender Pay Gap is driven largely by the gender representation of our employees across the company with 86% of our total workforce being female.

Like many other fashion retailers, our gender pay gap is strongly influenced by the higher proportion of women working in our stores.

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

Business Area	Total No. Ees	Gender Split %		Mean Pay Gap %	Median Pay Gap %
		Male %	Female %		
Support Centres	907	28.6%	71.6%	25.8%	36%
Distribution Centre	822	54%	46%	8.6%	0%
Retail	5114	5%	95%	10.9%	0%
<b>Total</b>	<b>6843</b>	<b>14%</b>	<b>86%</b>	<b>27.9%</b>	<b>5.2%</b>

For all hourly paid colleagues (Retail and Distribution Centre) we pay set rates for the same role, which is reflected in the fact that we have no Median Pay Gap.

# Our Actions

In 2021, we developed our first ED&I strategic roadmap “Our Kind of Inclusive” with clear targets to firmly place New Look as a destination employer for Equity, Diversity, and Inclusion, we are now in year 2 of that journey and making great progress. The approach to creating this roadmap, and the clear focus and progress made in a short space of time is testament to the wider business coming along on the journey from the outset. This year we have focused on the following target areas:

## **Enabling our people access to the world of work and opportunities to progress and thrive**

We have reviewed our pay framework across New Look, to ensure we reward our people fairly based on comparable roles. We have created a robust and concise job architecture, refreshed our pay ranges, and agreed pay principles to provide a consistent framework for Reward across New Look, which continues to promote fairness regardless of gender or background and allows us to be competitive in a fierce market for talent.

We understand how important flexibility is to our colleagues and we continue to review family leave policies, with 83% of our flexible working requests in the period from 1st January to 31st August 2023, agreed in full or with an alternative arrangement agreed. Following the government’s consultation on changes to flexible working requests we are proud to have adopted these changes ahead of the legally required implementation date.

Our recruitment team have developed and launched an internal careers hub that ensures all colleagues have visibility of opportunities to grow their career.

This year we will review and develop our Emerging Talent Strategy which will identify and support under representation in key areas, delivered through both entry level roles and upskilling our current talent. We also have plans to train our hiring managers on inclusive hiring practices.

## **Ensuring that wellbeing is intrinsic within our ED&I strategy by giving our people the tools to look after their own wellbeing, to stay healthy, happy and have a good work-life balance.**

We are supporting our colleagues with the cost of living, by providing free breakfasts and subsidised meals in our Support Centres, and food vouchers for our Distribution Centre colleagues and field-based colleagues who cover a significant geographical area.

For our Retail colleagues, we provide wellbeing allowances to enable our store managers to stock a basic range of food supplies. In addition, we continue to make free period products accessible to our colleagues across all locations.

Following a successful trial within our Support Centres, enabling colleagues to purchase additional holiday to support their wellbeing, we are pleased to be able to extend this initiative to our Distribution Centre colleagues this year.



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### Giving our colleagues a stronger voice

We continue to give our colleagues a voice through our colleague ally groups and our colleague listening forum 'Your Voice.' Creating an environment where our team members can have a stronger voice, has delivered some powerful and tangible outcomes.

Our Ally groups (Accessibility, Cultural Awareness, Women's and Men's health, PRIDE and Wellbeing) are all now meeting regularly, helping to shape the detail within our ED&I and Wellbeing calendars.

### Driving a culture of inclusivity through learning & sharing

We continue to listen to our colleagues, focusing this year on learning and sharing to understand more. This has been seen through our 'Lunch and Learn' programme, supported by our external ED&I partners, enabling us to have open conversations on important topics. So far this year we have had Lunch & Learns on Neurodiversity, Pronouns & Un-Conscious Bias.

As well as this we have launched our "Let's Talk About" blog series, which is a colleague blog series that shares personal experiences and events. By sharing they have opened the narrative on important topics, such as Autism, Dystonia, Infertility and Career progression.

As we conclude this report, we want to reiterate our commitment to advancing equality, diversity, and inclusion in our organisation. We recognise the benefits of having a diverse and inclusive workforce that reflects the society we serve, and we are proud of the progress we have made so far, but we also acknowledge and are energised for the opportunities that lie ahead. We will continue to listen, learn, and take action to create a culture where everyone can thrive, belong and be their best selves.

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

