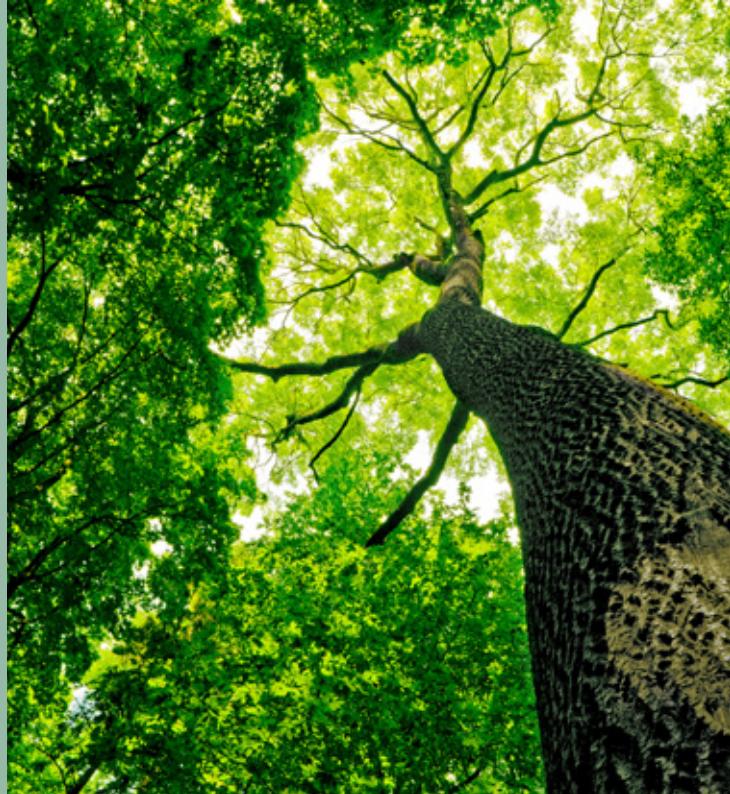


Sustainability Report

September 2023



NEW LOOK

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Foreword



I am passionate about ensuring that our 'Kind to our Core' strategy plays an increasingly important role in all of our business decisions.

We recognise the urgency of addressing climate change and are focused on achieving our target of being climate positive¹ by 2040, aligning with international, UK, and industry targets.

Our purpose is to "Inspire That New Look Feeling", and we know that the only way to achieve this is by making clothes that look good but also feel good, and creating lower impact fashion is key to this.

Over the last year, the retail industry has faced ongoing external challenges including a high inflationary environment. Despite these challenges, we continued to progress our sustainability agenda and remain on target with our materials pledges, though we acknowledge that there are areas where we need to speed up our progress.

As part of our omnichannel focus, and in line with our sustainability strategy, we are now

operating with a tighter stock model and improved distribution efficiencies.

This has resulted in a reduction in surplus product and waste, supporting both improved profitability and lower environmental impact activities.

I am particularly proud to report that we have submitted our Science Based Targets for approval, which is expected in late October. Our teams across the business also successfully raised £936,000 for our charity partners, including over £550,000 for regional charity partners and Dougie Mac near our distribution centre.

Looking ahead, we have a number of plans in place to help us achieve our near-term targets, including how we use data to improve our traceability. We also welcome the new regulations planned, particularly on climate-related financial disclosures, which will hold our sector accountable and ensure customers can make informed choices.

While we are pleased with our progress over the last year, we remain laser-focused on maintaining our progress and delivering towards our sustainability goals.

Helen Connolly, CEO

¹Climate Positive is defined as removing more greenhouse gases from the atmosphere than we emit in order to ensure a safe climate for generations to come



Executive Summary

In FY23 we have primarily focused our efforts on Carbon, Transparency, Inclusion and Circularity initiatives across our four key pillars of responsible business, responsible and circular product, inclusive culture, and positive local impact. As ever, we're accountable to our customers and our staff, so are glad to be providing this update on our sustainability progress.

A significant milestone for us this year was the submission of our **Science Based Targets** (SBTs) in February 2023, which was only possible thanks to business-wide engagement and input. We are now awaiting approval and should have confirmation in October. We're excited to begin this process, which will be driven and owned by New Look's senior leadership team. This team will also have ownership of our decarbonisation roadmap, which we are currently finalising.

This past year has also seen us significantly strengthen our sustainability strategy with better data, allowing us to create a more detailed road map to drive action. We've also been busy listening to stakeholders and engaging with policy makers, regulators, and circularity innovators, allowing us to gather new perspectives that have since informed our decision making.

We also recognise the need for transparency and traceability as we progress our sustainability strategy, which is why we're working hard to acquire as much data as possible. Transparency, particularly on a product level, is also something that we know our customers and our regulators expect from us.

We're proud of the progress made in the past year, particularly in setting our Science Based Targets, but know there will always be more for us to do.

Responsible Business

- We have improved the quality of data for our carbon emissions in preparation for SBT submission and are now working to ensure detailed data is available for all products
- Our scope 1 and 2 emissions have reduced by 18%, while our scope 3 emissions have reduced by 22%
- This year we have achieved 'progressive level' with the Sustainable Apparel Coalition (SAC), one year earlier than expected:

Our overall environmental score increased from 40.4% to 56.3% and our social score increased from 56.4% to 66.6%²

A further 27% increase in adoption of Higg FEM: 58% of our tier 1 facilities (74% of production) and 36% of our lower tiered facilities (30% of production) completed the FEM module

- We initiated multiple projects to support an enhanced Human Rights Due Diligence approach to our social sustainability ambitions including a project with GoodWeave in Bangladesh and a ongoing project with the International Transport Workers Federation (ITF).



²The Brand and Retailer Module (BRM) is a sustainability assessment which establishes the global standard for the Apparel, Footwear and Textile Industry to measure and report on their Environmental, Social and Governance (ESG) impact.

Responsible & Circular Product

- Switching to more lower impact materials has reduced our footprint. Clothing with lower impact attributes increased from 53% to 63% and footwear and accessories products from 20% to 35%
- We have **now achieved 100% lower impact cotton** through investing in Better Cotton. Relatedly, we have also started a REEL cotton programme in India with CottonConnect, with an expected yield of 185 metric tonnes, allowing traceability right through to farm
- We continue to test and learn on all aspects of the circular economy: durability, recyclability, reuse, and repair, including through cross sector collaboration projects such as Automatic-sorting for Circular Textiles Demonstrator and Leeds Institute of Textiles and Colour (LITAC) durability project
- We have embraced the increased regulation on packaging, through supply chain engagement and the development of enhanced data ingestion tools from our suppliers. This sets us up to accurately report, and meet upcoming legislation
- We have introduced a tightened stock model within the business, to reduce the size of the buy and therefore reduce surplus inventory
- In November 2022, New Look worked with Compare Ethics to pilot the way in which transparent supply data could be verified and communicated at scale across 600 products online. Lessons learnt during this pilot are now informing our future data architecture and communication plans

Inclusive Culture

- Our visibility of colleague demographic data has grown from 24% to 80%
- Inclusion and Wellbeing Ally Groups have been created with over 100 team members across the business now involved. These Ally Groups include our PRIDE (LGBTQIA+), Cultural Awareness (Faith and Ethnicity), Accessibility, Men's Health, Women's Health, Good Vibes Clubs, and our Wellbeing Allies
- Our Retail Junior Leadership Team continue to influence decision making across our Retail Estate, and we will also be building a cross-functional reverse mentoring group by the end of this financial year
- **85% of New Look colleagues say they feel comfortable** being themselves at work, and are working to make this 100%
- We were proud to be recognised as a Leader in Diversity 2023 by The Financial Times and Statista
- We achieved our FY23 target to have fully transparent policies and procedures. These are available to all our colleagues through our online support hub, and as part of our Group Policy Governance Board, all policies are now reviewed through an Inclusion lens as standard
- Inclusive culture continues to shape our service promise, our loyalty programme and planning for our Store of the Future programme and the enhancement of our digital platforms



NEW LOOK

- Leading up to Christmas, we teamed up with our charity partner Tree-Nation to create an eGift Card which planted a tree in the New Look Forest for every card bought. 5,400 trees were planted, and we were awarded Biggest Industry Contribution at the Blackhawk summit.

Positive Local Impact

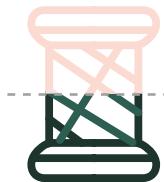
- Following the success of our size extension collections, we now offer 85% of New Look's core clothing to a size 22, equating to 5% of our sales
- Our customers told us that they want us to 'show' representation, so we are consciously selecting models and influencers that represent our customers, and we are trialling size inclusive mannequins
- **We raised £936,000 for our charity partners**, over half of which was raised for regional charities, chosen by our retail teams and aligned to our Kind values



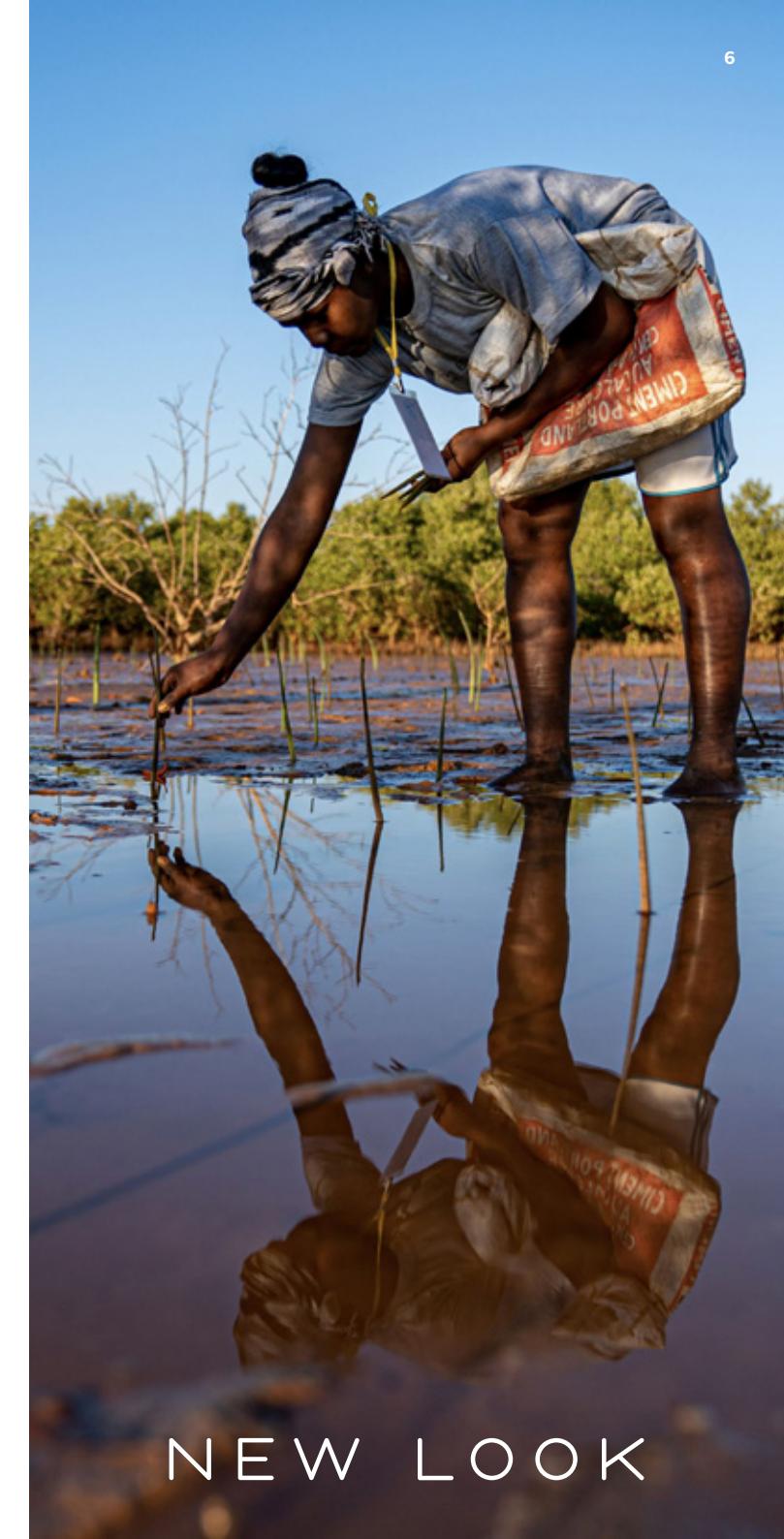
100%
lower impact cotton
by 2022



100%
lower impact viscose
by 2023



50%
recycled synthetics
by 2024



Introduction

New Look's sustainability strategy is all about caring for the planet and people, while still providing our customers with high-quality, good value fashion. We know we have a responsibility to the people involved in making our products and running our business.

To support our goal of being a more customer-led business, as well as using improved data to support our decision making, we conducted comprehensive research and worked closely with our community. We commissioned sustainability insights to best understand what is important and relevant to our customer, allowing us to prioritise our direction and communication approach.

We have developed a decarbonisation roadmap with stakeholders across the business and external support. With 62% of our total carbon emissions coming from the manufacturing of our products, we know we need to lay the foundations within our supply chain for long-term impact reduction. As such, we are investing in traceability systems, which will allow us to understand our value chains in even greater detail. By also incorporating data gathered through other systems such as Sedex, Higg and ZDHC, we can identify hotspots and make strategic decisions while integrating just transition thinking. In addition, the increased regulatory requirements in the US, UK and Europe are also requiring more detailed information at product level to empower consumers and create positive change.

Transparency also plays a major role in our Human Rights Due Diligence approach, which we have been developing alongside suppliers and external partners. Through greater transparency of our value chain, we can comprehensively assess our risks and take a proactive approach, both of which are key requirements of Human Rights Due Diligence (HRDD) and align to the United Nations Guiding Principles (UNGPs).

We want to be part of a circular business model that's good for the environment. We are ensuring that we are collaborating with the industry, actively engaging with the British Fashion Council, the Institute of Positive Change, UKFT, Textiles 2030, and more to drive the circularity agenda within the UK, which needs to be supported by strong policy and funding. We have also continued to test and learn on take-back schemes and circular business models.

Our strategy has developed over the course of the year through a mix of gaining greater knowledge of our impacts, regulatory change, and external pressures which we have not been able to predict or mitigate. This has meant some of our targets have been revised to reflect our new direction or have been extended to accommodate current trading conditions. These changes are discussed in this report and amends / new targets will be amended in the Strategy Refresh document, as they are established. To be reported against in future reports.



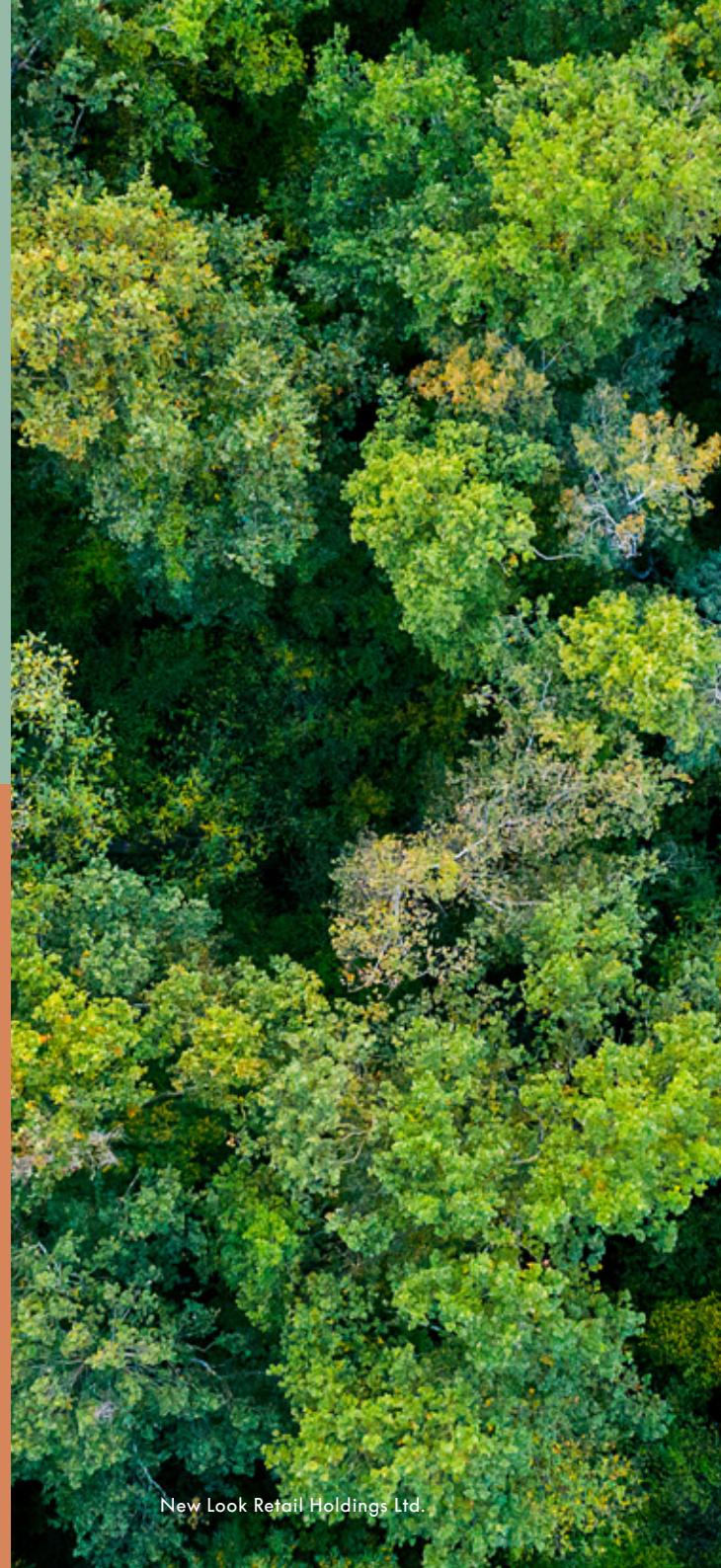
Kind to our Core: Sustainability Vision, Principles and Priorities

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 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 borne 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 ‘Kinder’ products
- We embrace circularity



Our Key Priorities

Our key priorities have been developed by assessing our values, our materiality, accepting our role in helping our industry reduce its overall impact and our ability to influence.

- Embed ‘Kind to Our Core’ principles across our value chain and product
- Be climate-positive by 2040
- Have our GHG-reduction targets approved by the Science Based Targets initiative and roadmap aligned to TCFD methodology
- 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.

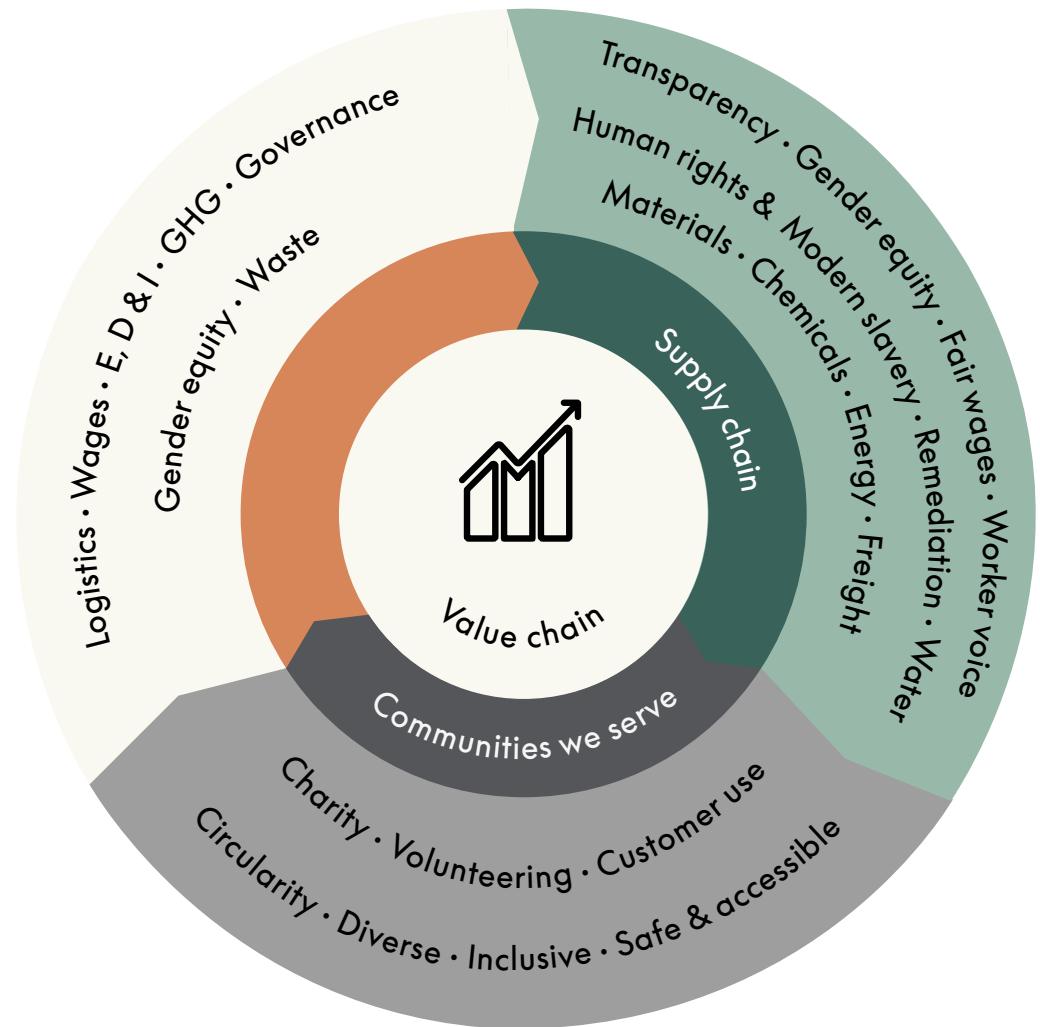
Key Impacts

Environmental:
Air Pollution
Energy
GHG

Hazardous waste
Marine impacts
Soil health
Waste Management
Water quality
Water use
Marine impacts

Social:
Human Rights risk
Working Conditions
Wages
Worker Voice
Gender equity
Modern slavery

 5 GENDER EQUALITY	New Look aligns to end all forms of discrimination against women & girls globally, ensuring women's equal opportunities for leadership	 6 CLEAN WATER AND SANITATION	We are committed to improving water quality by reducing release of hazardous chemicals & materials; substantially increase water-use efficiency to address water scarcity
 10 REDUCED INEQUALITIES	We empower & promote the inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	 13 CLIMATE ACTION	New Look aims to reduce its impact on climate change.
 14 LIFE BELOW WATER	We work to reduce negative impacts of land-based activities on the sustainability of our oceans	 15 LIFE ON LAND	New Look accepts responsibility to reduce the impact of our product and operations on ecosystems, and biodiversity. We will make responsible decisions to halt & reverse forest degradation, contributing to new and replanting trees.
 8 DECENT WORK AND ECONOMIC GROWTH	New Look will: promote resource efficiency & support healthy environments in the communities from which we source; promote decent work for all & equal pay for work of equal value; take a stance to eradicate forced labour & end human trafficking & child labour; protect labour rights & promote safe and secure working environments; work with employers to expand access to financial services for all		



Pillar 1: Responsible Business

In an era where the fashion industry has a profound impact on the environment and society, it has become increasingly crucial to adopt more sustainable practices that mitigate the impacts of fashion. Within our Responsible Business pillar, we have set targets across both people and planet, demonstrating our commitment to improving the lives of everyone in our value chain and lowering our environmental impact.

Transparency

Value Chain

We have continued to engage with our value chain, mapping the lower tiered sites that make our clothes. We have increased visibility to Tier 2 from 70% to 87% and Tier 3 from 65% to 78%. We have also driven the adoption of Higg FEM within our Tier 1 and 2s with now over 52%³ providing environmental data⁴ (within the latest full reporting cycle). Through collaborative work across teams and working closely with our key suppliers, we have achieved nearly full visibility of our cotton, viscose, and synthetics supply chains down to Tier 3.

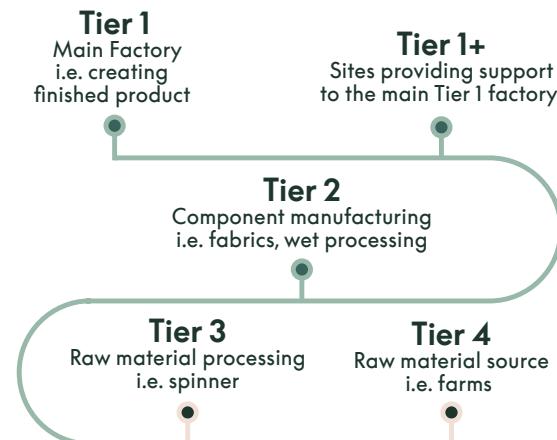
Supply chain transparency and traceability continue to grow as a priority within the industry, providing an opportunity for greater impact as visibility goes from a previous unknown to an expected norm. We understand that our current mapping methodology has

limitations, and that purchase order level data is required. As such this year, New Look has been exploring the many opportunities within the market to support this challenge. Internally we have invested in IT systems to support regulatory data requirements in the short term, and at the time of publishing, have now committed to a full traceability solution.

Agency workers and Vulnerable Groups

In 2022, we put in place enhanced data requests as part of our factory registration process, including worker demographics such as gender, agency workers, migrant workers etc. This, paired with overall visibility through social audit data – linked to the factories we work with on the Sedex platform – has allowed us to build a more comprehensive picture of worker profiles and how they vary by country.

Based on our current audit data, we have observed that within our value chain 97% of workers are permanent, 2% are temporary and 1% are agency workers. We are leveraging this data to refine our risk framework, applying it across different tiers and product areas to prioritise our efforts. This process will continue into the new financial year, to support a more targeted approach that's focused on specific risks and considerations where vulnerable groups have been identified.



As shown in the below table, 58% of our Tier 1 facilities (74% of production) and 36% of our lower tiered facilities (30% of production) completed the FEM module.

	TOTAL FACILITIES	SUPPLIER FACTORIES COMPLETED	THIRD PARTY VERIFICATION
TIER 1	440	254 (74% of production)	87
TIER 2	649	231 (30% of production)	145

³Based on production percentage

⁴Collecting data on energy, water, chemicals, environmental management systems, air emissions etc.

3rd Party Brands

After hitting our 2021 target on improving engagement and support for concession brands on transparency (through collecting Tier 1 information), in 2022 we have focused on streamlining processes. Currently, we have 72 active third-party brands and concessions, which has increased by 64% from April 2022 – driven by a shift in our trading strategy.

Over one third of these brands have shared their Tier 1 site lists this year, and we will continue to increase this transparency over the coming financial year. Working across the brands, operations, and sustainability teams, we are taking a more proactive approach to gather more valuable data, support our goals, and capacity build where needed.

We have continued to use Self-Assessment Questionnaires (SAQs) to gather visibility on how brands manage their supply chains and mitigate risk. Our current focus is on providing enhanced due diligence and guidance to third-party brands and concessions. This effort will continue as a priority in the coming financial year, especially as certain brands grow within our business. We aim to encourage brands with limited supply chain engagement to adopt a more risk-based and action-oriented approach with their factories, even if they have longstanding relationships. This is part of our broader concessions plan.

⁵The Brand and Retailer Module (BRM) is a sustainability assessment which establishes the global standard for the Apparel, Footwear and Textile Industry to measure and report on their Environmental, Social and Governance (ESG) impact.



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

SAC and Higg

We have been a member of the Sustainable Apparel Coalition (SAC) since 2019. The SAC is committed to creating collective action efforts that enable positive social and environmental impact at scale. New Look achieved the Progressive Level for the SAC Membership Requirements for 2022 – a year earlier than projected. The SAC membership requirements provide a roadmap for members to advance through four levels: foundational, progressive, strategic, and leader. New Look is motivated to continue our journey with the SAC, to improve sustainability performance and achieve increased environmental and social transparency within our value chain.

BRM

We completed the Higg Brand Retail Module (BRM)⁵ again this year, verifying our scores through a third party for the second time. We increased our scores across all lifecycle stages with our overall environmental score increasing from 40.4% to 56.3%, and our social score increasing from 56.4% to 66.6%. This year we will again complete the BRM, however, as there have been significant updates, there will be no verification available and therefore we are not able to report against scores next year.

FEM

In 2022, we continued to assess the environmental performance of our facilities using the Higg Facility Environmental Module (FEM). We have seen a 27% increase in adoption of the FEM within the 2021 cycle (the latest full reporting period), compared to the previous (2020) cycle.



In 2022, we used the Critical Risk chart (within the Higg analysis tool), to identify any facilities that were non-compliant with legal requirements, such as invalid operating licences and expired environmental permits, and ensure they were remediated.

For 2023 (2022 FEM cycle), we aim to use the findings from the Higg FEM (including the Critical Risk chart), to work with key factories to identify and prioritise opportunities for environmental performance improvements, including water and energy use/efficiency.

As shown in the below table, we saw an increase in average scores across all sections (using verified data) from FEM 2020 to FEM 2021, with an average overall score increase of 6%.

FEM Scores – participating tier 1 and 2 supplier factories

	2020 module	2021 module
OVERALL SCORE (OUT OF 100)	52	58
Based on the combined average for:		
ENERGY	81	83
WATER USE	70	75
WASTE-WATER	59	62
WASTE MANAGEMENT	33	39
AIR EMISSIONS	27	36
CHEMICALS	35	41

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

FSLM

Towards the end of 2022, the Sustainable Apparel Coalition brought UK Brands together to discuss the Facilities Social and Labour Module (FSLM) within the SAC UK Brands Forum.

It was agreed between six brands, including New Look, that we would collectively share lower tiered sites to SAC to understand where we have shared suppliers and therefore greater influence. We have since agreed to collectively engage with these facilities to complete and verify the FSLM self-assessment. Once collected, we will analyse the data to understand the risk profiles within these shared facilities to inform our future strategy for FSLM.

Hazardous Chemicals

Our established Restricted Substance List (RSL) programme operates through a combined testing and STANDARD 100 by OEKO-TEX® certification approach with 100% compliance with our standards. We continue to monitor the chemical management performance of our value chain through Higg FEM, however, we recognise that this is a high level overview. To meet our Manufacturing Restricted Substance List (MRSL) commitments, we must introduce a more robust management programme. As such, this year we became Friends of Zero Discharge of Hazardous Chemicals (ZDHC). This means that we will have access to the ZDHC gateway, enabling us to view supplier Incheck (chemical inventory) and ClearStream (wastewater testing) reports to measure ZDHC MRSL compliance levels.

Our focus for the coming year will be to onboard our strategic suppliers, representing 60% of our total production, onto the approved ZDHC gateway platforms. We will then begin monitoring performance of these wet processors, establishing

a base level of conformity, and implementing this throughout our whole value chain. Once this programme is established, we will set targets and KPIs to monitor and report.

Internal Performance Indicators (Governance)

In 2022, as part of a wider initiative to engage, develop, and support senior leadership, the Sustainability and People teams hosted an Environmental Social Governance (ESG) and Equity and Inclusion (ED&I) day of engagement. This was focused on bringing the CEO, C-Suite Directors, Heads of, and Senior Managers together to facilitate connections across teams around sustainability and ED&I, and how these impact all teams. It created opportunities for both frank and insightful conversations, and energy in the business' leadership to take back to their teams.

ESG is now included within our company values; these are defined for all directors, senior managers, and managers within our Living and Leading Behaviour Programme. Although these are considered in employees' performance reviews, we will be setting more specific individual targets for teams, which will be formed from our Science Based Target (SBT) roadmap.

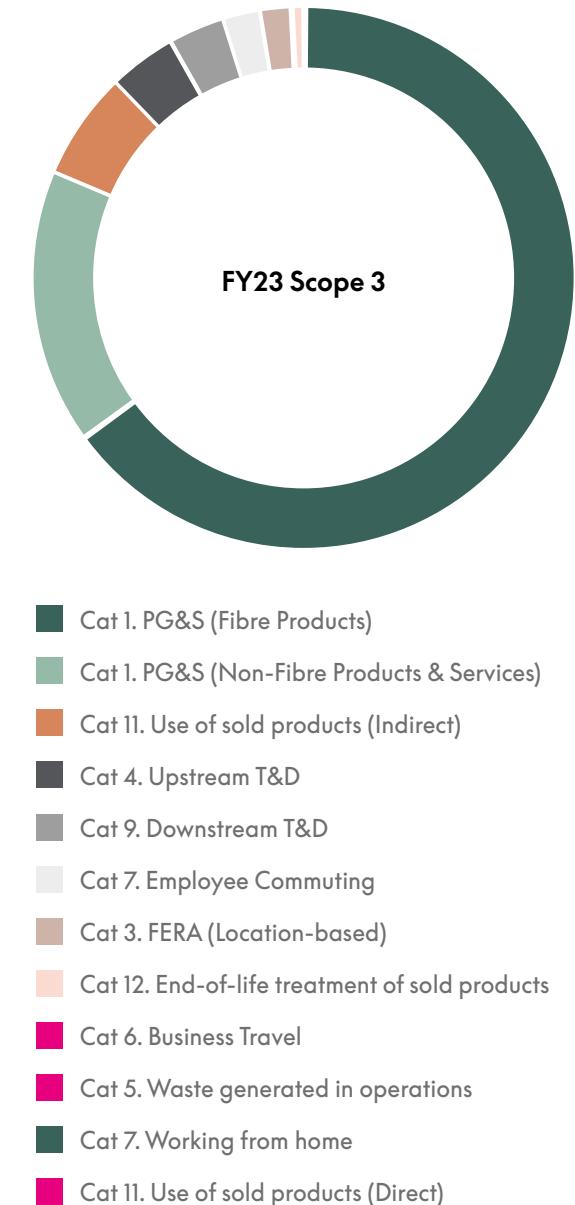
The focus for the coming financial year is to continue to engage senior leaders in critical sustainability areas, such as Taskforce on Climate Related Financial Disclosure (TCFD) and SBTs. We will be working to utilise finance and other teams to integrate targets into normal business activities. This will help to drive our agenda, as well as set New Look up for future regulatory compliance.

Climate Change

Climate change is a complex global issue that is already impacting people across the world. It also poses a significant risk to businesses and their supply chains, both through physical risks such as extreme weather events, and transitional risks such as reputational damage for not acting. As such, we take our responsibility for minimising our carbon footprint seriously and have demonstrated this with our commitment to Science Based Targets. In order to understand our impacts and prioritise our reduction efforts, New Look calculates the carbon footprint from all business activities across Scopes 1, 2 & 3.

Due to the nature of our business, the largest proportion of our emissions fall outside of our direct control –in Scope 3 and specifically within the manufacturing of our products. Our Scope 3 emissions account for the full lifecycle of our products including raw materials, processing, transport, customer use, and end of life.

Scope 1	Year 2021/22	Year 2022/23
Emissions Source	tCO2e	tCO2e
Refrigerants (F-gas)	554	369
Natural Gas	496	382
Company-Vehicle Mileage	182	182
Red Diesel	24	15
Scope 2		
Electricity Location-Based	17,370	14,244
Electricity Market-Based	177	9,086
Scope 3		
Cat 1. PG&S (Fibre Products)	232,254	179,002
Cat 1. PG&S (Non-fibre Products & Services)	26,457	45,386
Cat 11. Use of sold products (Indirect)	31,205	17,367
Cat 4. Upstream T&D	13,970	11,101
Cat 9. Downstream T&D	9,651	9,293
Cat 7. Employee Commuting	6,473	6,045
Cat 3. FERA (Location-based)	6,620	5,101
Cat 12. End-of-life treatment of sold products	5,930	1,500
Cat 6. Business Travel	175	399
Cat 5. Waste generated in operations	311	218
Cat 7. Working from Home	2,004	31
Cat 11. Use of sold products (Direct)	1,090	6



Science Based Targets

This year, New Look submitted targets to the Science Based Targets Initiative (SBTi) and are awaiting approval after the review process which is scheduled in late October.

Targets:

- Scope 1, 2 & 3 Near term SBT (1.5°C pathway) by 2030
- Scope 1, 2 & 3 Long term Net Zero SBT by 2040

We engaged with Anthesis – a global sustainability consultancy – to support our submission and are continuing this relationship to build a comprehensive roadmap to decarbonisation. During the initial submission to SBTi, Anthesis recalculated our FY22 emissions, ensuring a more accurate view of fibre data as well as including all required categories for the SBT submission to set our baseline year. We had significant learnings from this process, largely centred around total fibre weight calculations, which has required systemic change to transition our data to meet requirements.

The roadmap has involved many of our internal teams and leveraging existing partners to develop plans to meet our targets. Scope 3 purchased goods and services (fibre), as the largest proportion of our emissions as well as the most complex, will be a priority for our roadmap. We expect that the continued transition to lower impact materials, as well as utilisation of Higg FEM data to determine supply chain impacts and identify opportunities for reduction, will be material for both near and long-term targets.

Own Operations

Scope 1 remains a very small percentage of our total carbon output and therefore is a lower priority within our carbon strategy. In the last year we have introduced some electric and hybrid vehicles to our company car offering, with all new cars on order being either hybrid or fully electric. Due to capital availability, HVAC replacements are currently planned in – in line with legislation changes in 2030. However, this will be reviewed as necessary to speed process and transition to the lowest carbon F-gas option.

Our Scope 2 emissions are presented as both location-based and market-based, with market-based emissions showing the purchase of renewable energy. We have purchased renewable energy across almost all our portfolio since 2019. However, this year, due to the increase in price of Renewable Energy Guarantees of Origin (REGO), it has become financially unviable to continue doing so and in September 2022 we made the decision to remove these. As a business, we have chosen to offset the emissions from our electricity use and have purchased carbon credits through verified schemes.

Reducing electricity consumption is a key area to target. Again, capital constraints along with lease agreements mean our LED replacement strategy is complex. Next year, we plan to engage with all store landlords that have a net zero target, to collaborate on switching to LED lighting as well as look for opportunities for onsite renewables. In addition, we continue to explore where onsite renewable energy generation is feasible within our owned property portfolio.



Scope 3 emissions

Purchased goods and services (fibre) remain our highest emissions, representing 62% of our total footprint. The reduction from last year's emissions shows a reduction in overall product purchased, as well as our continued increase in better raw materials. Over the coming year, we will continue to switch to lower impact materials and work with our supply chain to reduce emissions from the manufacturing stage. To monitor this we will be working to include data gathered through the Higg FEM, utilising the actual footprint data of our facilities.

Reductions in the use of sold product category and end of life treatment is accounted for through a change of methodology. We have chosen to use the WRAP Textiles 2030 Footprint Tool Methodology which uses data gathered by WRAP to understand the impact of product use. The reduction in homeworking can also be explained through methodology changes, as this year DEFRA published an emissions factor which has been applied. Finally, the use of sold product reductions are reflective of our business decision to only purchase battery-powered electrical goods, rather than direct power products. Any sales this year of direct-use products come from legacy stock.

Freight and Logistics

Inbound and outbound logistics represent 7% of our total emissions. Over the course of the year, we have continued to discourage using air freight, overall we have reduced emissions from freight by 21%, on top of the 18% reduction in FY22.

Recognising the social impacts associated with the movement of goods, we have collaborated with freight partners and industry bodies to tackle

modern slavery risks. Since early 2022 we have engaged with the International Transport Workers' Federation (ITF), with the aim of mapping the vessels used by our logistics providers to verify if they comply with ITF standards of working conditions and treatments of seafarers.

Our recent health check revealed that 95% of vessels used are covered by approved ITF collective bargaining agreements (CBAs), marking a 5% increase from last year. To address vessels without approved CBAs, we have engaged with internal teams and logistics providers, and collaborated with ITF to monitor progress. ITF have provided us with the tools to review the ITF vessel approval status and any vessel not approved will be identified to our Supply Chain Manager.

Gender Equity

Across the sector, the fact remains true - most workers within garment supply chains are women, but most supervisors and management are men. While we set a target of increasing the number of women workers in leadership positions in Tier 1 factories by FY24, we are now revising this to FY26. This new target reflects the need for more detailed data to allow effective targeting and selection of programmes for desired outcome. This year, we will take a data-focused approach through disaggregated data collected through third-party audits; self-assessment questionnaires; quarterly reporting; and visits by our partner, The Reassurance Network. Once we establish a baseline, we will identify priorities and research relevant programmes to engage with, collaborating with key suppliers to address leadership opportunities for women in our supply chain.

Procurement (GNFR)

During this year, all Goods Not for Resale (GNFR) suppliers were categorised into Leveraged, Strategic, or Critical suppliers, enabling us to send focused ESG questionnaires to each group. We had a relatively low response rate of only 29%, noting that larger companies were less likely to fully respond and rather refer us to view their company website statement. Of the data that was gathered, we were then able to further categorise the supply chain, identifying where we have greater risk. This information is being used to inform procurement strategies and ensure due diligence is carried out.

Over the course of the year, 7 RFI/RFPs were conducted containing enhanced ESG questions. Of these, only one was escalated through our scoring system, meaning additional weighting was given to the ESG section, as well as answers being reviewed and scored by the sustainability team. We expect this number to rise over the next financial year when the process is fully embedded and risk scores have been applied to all categories.

All new contracts now include sustainability add Key Performance Indicators (KPIs) and Service Level Agreements (SLAs). Due to resource constraints, we have been unable to review all legacy contract sustainability clauses and are now taking a new approach, focusing on contract categories where we have a higher risk and greater opportunity. As such, we have identified property contracts as an area of high impact and we will be working to add KPIs and SLAs into those existing contracts this year.

Working Conditions

Purchasing Practices

We recognise the impact of purchasing practices on wages and have implemented the Action Collaboration Transformation (ACT) framework, addressing the impact of purchasing practices on wages in global supply chains. This includes regular ACT trainings and updates to our teams.

Recently we launched the ACT bi-annual Purchasing Practices Assessment surveys to promote responsible practices and benchmark progress against objectives. Additionally, we integrated labour costs into our Open Costing Sheets, leading to increased transparency and accountability.

Going forward, we plan to review our buying model, focusing on waste and sampling, and conduct a baseline assessment of audit data on wages to identify priority areas for improvement.

Human Rights Risk and Modern Slavery

As per our commitment to developing an enhanced Human Rights Due Diligence (HRDD) approach in alignment with the UN Guiding Principles on Business & Human Rights (UNGPs), we have now established several programmes which take a beyond audit approach, as well as developing enhanced risk-monitoring tools. This approach aims to proactively address and resolve any human rights issues that may arise, and monitor progress over time. To ensure the effective implementation of this HRDD approach, we will actively engage key partners and stakeholders. By involving these important parties we can enhance our understanding

of potential human rights risks and work collaboratively to find solutions.

To monitor progress and address modern slavery risks, we hold internal bi-monthly Modern Slavery Working Group meetings. Representatives from various departments participate in these meetings to track sector-specific KPIs and targets including our own operations, goods-for-resale, goods-not-for-resale, and partners.

Our updated Modern Slavery Statement focuses on three priority areas: goods-for-resale, goods-not-for-resale, and brands and concessions. This enables us to prioritise and address modern slavery risks in these specific sectors.



NEW LOOK

Myanmar Case Study – ETI Report

The military takeover of Myanmar's government in February 2021 raised questions as to whether businesses could continue in the country, whilst meeting international standards and responsible business guidelines. To understand the responsibility of businesses, New Look along with seven other brands, collaborated with the ETI to commission an independent assessment on human rights and responsible business conduct within Myanmar.

From the assessment, which was viewed in line with the UNGPs, it was concluded that normal human rights due diligence could no longer be carried out. As such, New Look along with other brands, worked with IndustriALL and the Industrial Workers Federation of Myanmar to develop a framework of principles for a responsible exit process, which mitigates the impacts on workers. We anticipate a complete withdrawal from the country by November 2023.

Worker voice

As a business, we support workers' right to freedom of association and their ability to share concerns. By collaborating with suppliers, we aim to create an enabling environment that supports worker representation and access to grievance mechanisms in our supply chain.

To support our target of enhanced accessibility to effective grievance mechanisms and the associated KPIs, we have first taken a review of our audit data to inform our approach. Our review of audit data revealed 196 findings related to freedom of association and collective bargaining. The data indicates the main issue relates to the lack of communication channels

for workers to raise issues with management. To address this, we have been working with our partners to offer short term corrective actions to enable workers to confidently raise concerns to factory management. This is monitored by follow up visits to track implementation and progress.

Looking ahead, we are engaging stakeholders to establish long-term solutions and empowering workers' voices through independent grievance mechanisms. Our priority this year is to select and trial a solution within our supply chain that provides sustainable access to remedies. We will continue collecting data on grievances raised through partners to track and report against our targets and KPIs.



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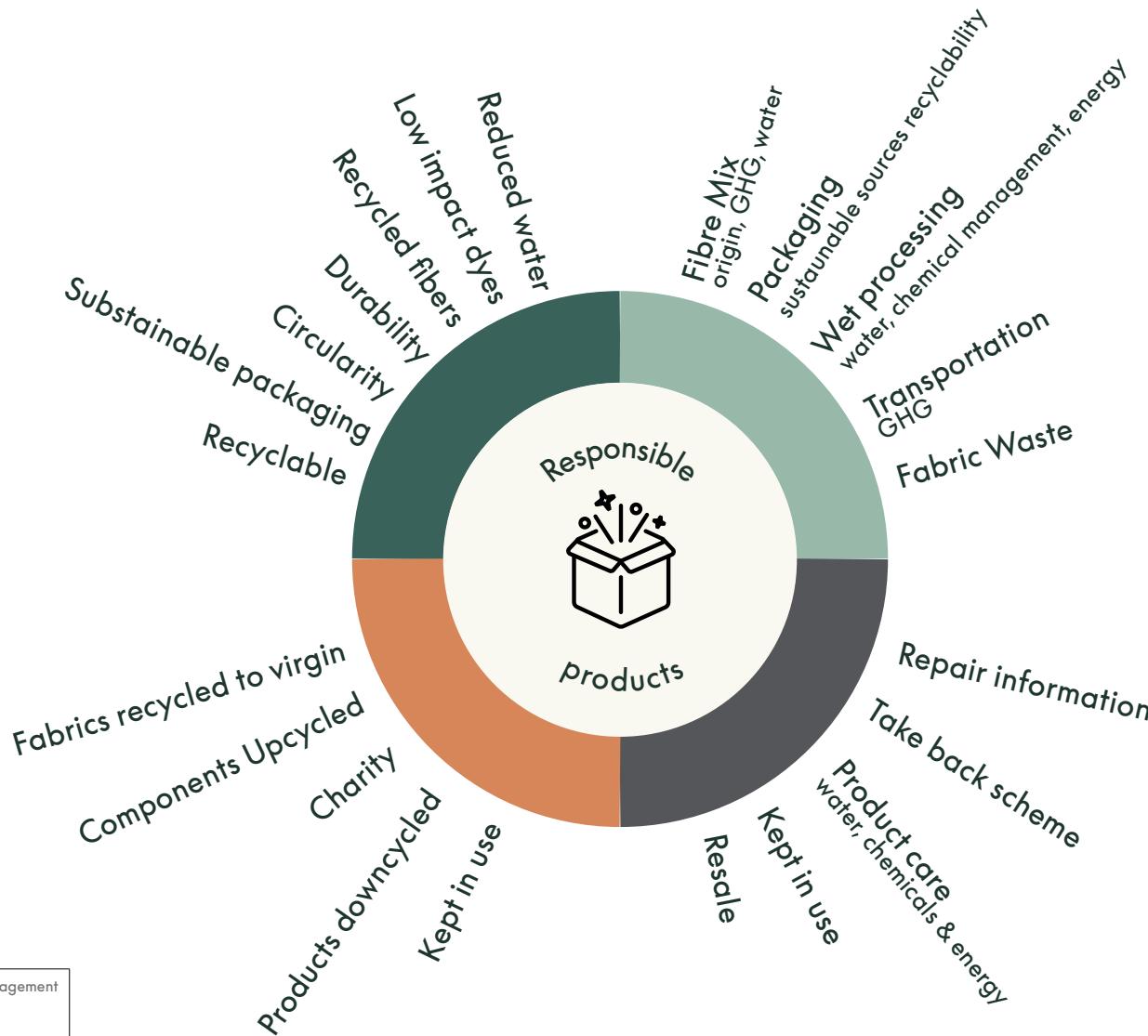
Pillar 2 Responsible & Circular Product

Overarching Aim

To improve the environmental impacts and circularity of our products from design stage to product end of life

Key Impacts

Environmental:
 Air Pollution
 Biodiversity
 Chemical impacts
 Deforestation
 Energy
 GHG
 Hazardous waste
 Marine impacts
 Soil health
 Waste Management
 Water quality
 Water use



12 RESPONSIBLE CONSUMPTION AND PRODUCTION	We will aim to be less wasteful & will promote the environmentally sound management of chemicals & all waste throughout its life cycle
15 LIFE ON LAND	New Look accepts responsibility to reduce the impact of our products and operations on ecosystems, and biodiversity. We will make responsible decisions to halt & reverse forest degradation, contributing to new and replanting trees.

We recognise the need to move to a circular economy, valuing resource efficiency, minimising waste and promoting the longevity of our products. Within this pillar we demonstrate how we are implementing the principles of circularity and supporting innovation within the sector to drive positive change throughout our value chain.

Product footprint

We continue to report into the WRAP Textile 2030 (T2030) Footprint Tool, calculating our water and carbon impacts from clothing to support our target of a 50% reduction in GHGs and 30% reduction in water by 2030. However, we have also applied additional product footprint data which incorporates all products' full lifecycle emissions and is essential in our Science Based Target commitments. These have been calculated by conducting product footprints of representative products, utilising activity data and secondary data e.g., Life Cycle Assessment (LCA) factor, Higg Index factors etc. This data allows us to view improvement actions across a greater number of categories and provides a more detailed impact report.

Overall, our product footprint accounted for 62% of our total carbon emissions and will be a focus of our reduction activities. We also recognise that carbon emissions are not the only impact our production has, and we must also consider wider impacts on biodiversity, water scarcity, and communities.

Raw materials

New Look have continued to transition sustainable fibres. By the end of FY23, 63% of our clothing had a lower impact attribute increasing a further 10% compared to last financial year.

Cotton

Cotton remains our second most used fibre, making up 26% of our total fibre use this year. In Q4 of this reporting year, we reached our target of sourcing 100% lower impact cotton. Lower impact cotton includes Better Cotton, recycled cotton, and organic cotton, with Better Cotton representing 99% of our lower impact cotton this year.

Earlier this year, in partnership with 2 other UK brands, we committed to a REEL

63% of our clothing for FY23, 53% of our clothing for FY22,
2% of our clothing in 2018 with lower impact attributes



cotton programme in India to diversify our cotton sources. The REEL Cotton Code by CottonConnect provides farmers with training on sustainable cotton farming practices. These practices aim to reduce the use of water, chemical pesticides, and fertilisers, thereby reducing environmental impact. This year will act as a pilot year, so we are only working with a small number of farmers producing approx. 500 metric tonnes of traceable, lower impact cotton. If the programme is successful, we plan to expand the project, inviting other brands to join the collaboration, reaching more farmers and producing more traceable cotton.

Viscose and other MMCF

Viscose represented 10% of our total fibre percentage. This year, New Look's goal is to source 100% lower impact viscose. For New Look, this means that for any viscose-rich products (>50% viscose content) we will be purchasing lower impact, branded fibres such as Lenzing™ Ecovero™ viscose and Livaeco Viscose by Birla. For all other products containing viscose, we will ensure that only viscose from green shirred producers on the Canopy Hot Button report are used. This year, 72% of our viscose-rich clothing was made with lower impact viscose, an increase of 48% compared to last year.

Polyester and other synthetics

Polyester is our most used fibre, representing 36% of our total fibre use with acrylic and polyamide representing an additional 9%. Our target is to have 50% of our synthetic clothing product to be made with recycled content by the end of 2024. Our current minimum to call out recycled content in products is 25%,

increased from 20% in the previous year. The price of recycled polyester and other synthetics remains a challenge, however, we are making progress with our target and this year, 36% of our synthetic clothing contained recycled materials – an increase of 6% on last year.

Polyurethane (PU)

This year we increased our use of water-based polyurethane, (PU) from 7,000 to over 70,000 units being made with the lower impact coating. This is still a small percentage of our total PU footwear and price remains a challenge in this area, as such we are having to move our target of 50% reduction in conventional polyurethane out to FY27. In addition, we will be monitoring the performance of our water-based footwear, as durability challenges have been identified.

Product Circularity

We continue to implement key principles of the circular economy and have engaged in several projects and workshops with Textiles 2030 and other organisations, developing knowledge internally, implementing new ways of working and supporting the wider UK fashion industry.

Durability and Longevity

We have run two durability and longevity projects this year, one on Back to School (BTS) products and the other on pilling within our knitwear. For both projects, we benchmarked our products against key competitors, carrying out tests to compare durability, reviewing construction and completing wearer trials. In BTS we made improvements across the seam, collar, hem and thread quality. Within knitwear, we substituted our core yarns to alternatives



with better testing performance and have implemented across all lines.

We are also taking part in WRAP and the Leeds Institute of Textile and Colour's (LITAC) Durability Research Project. The project aims to expand the textile industry's understanding of physical and emotional durability. It will also help to develop world-first industry benchmarks and testing protocols for durability, as well as product-specific minimum durability standards.

3D design and fitting

This year, we conducted a small pilot program to extend the use of 3D technology in collaboration with two of our key suppliers. The results of the pilots were encouraging in the two areas that were trialled, with the prime objective of reducing sampling. Our plan for the upcoming year is to expand the utilisation of this technology to additional areas of the business.

Designing for Circularity

Whilst we have a designing for circularity working group and we are testing and learning, this must go hand in hand with developing scalable recycling schemes and technologies. As such we continue to capacity build with our internal teams, collaborating where there is opportunity.

New Look attended WRAP's Textiles 2030 Design for Recyclability Workshops, co-facilitated by the University of the Arts London (UAL) and the Circular Textiles Foundation.

Alongside other brands and fibre-to-fibre recyclers, the workshops aimed to accelerate design for recyclability activity in the textiles industry, maximising potential feedstock for current and emerging fibre-to-fibre technologies when textiles reach the end of their useable life. The insights gathered during the day will be used to inform the development of WRAP's Design for Recyclability Toolkit for members of Textiles 2030.

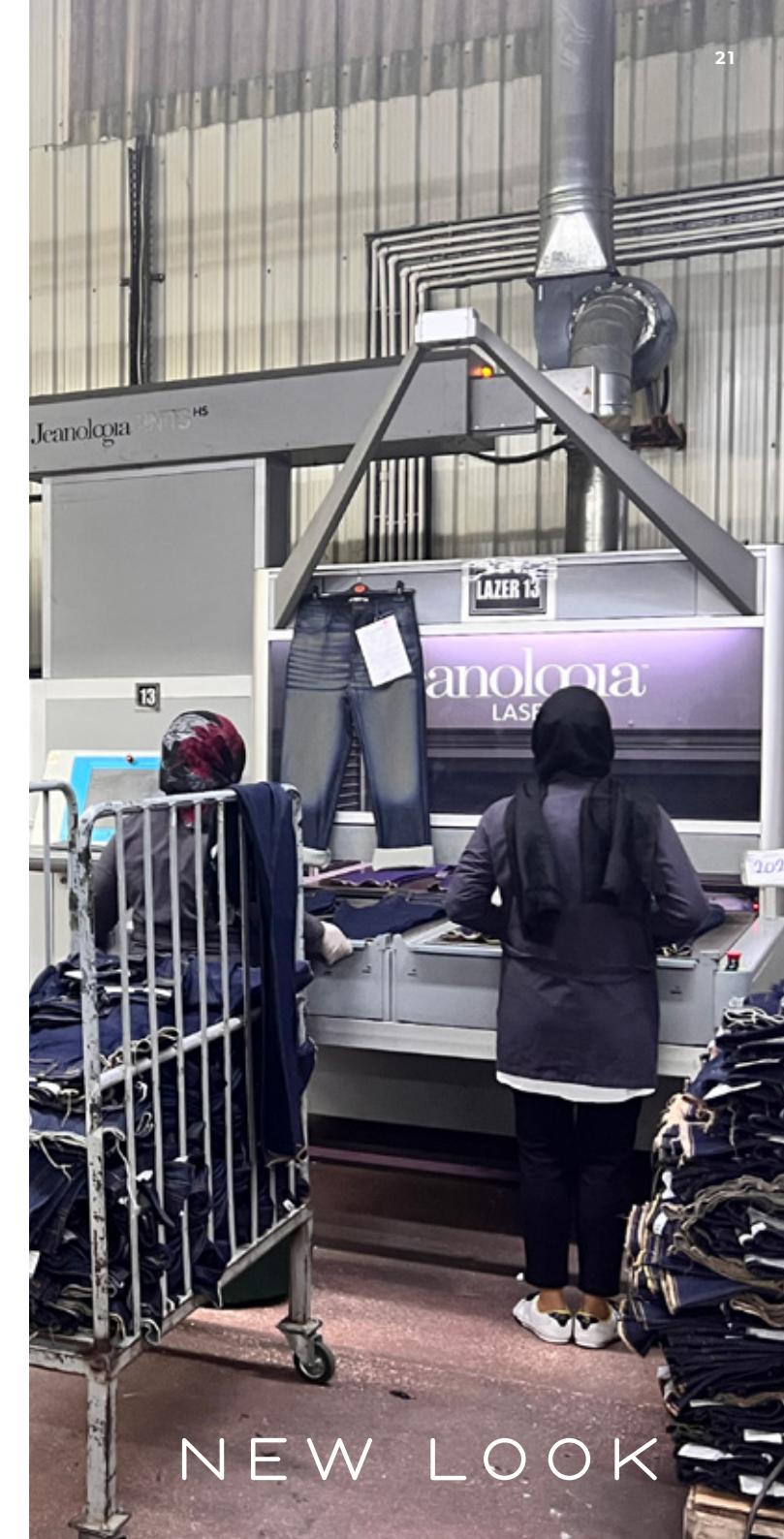
Returns

We have seen a continued increase in returns which have negative economic and environmental impacts. Whilst we want to serve our customers, increasing the convenience of shopping, we also need to ensure we are supporting responsible buying. We have formed a returns team to understand the drivers for this in more detail, focusing on product, service, and communication to nudge customer behaviours and reduce returns and the associated carbon impact.

Facilities – Water, Energy

Having identified water and energy use as key areas to monitor within our supply chain, it is a requirement for all Tier 1 and Tier 2 facilities within New Look's supply chain to purchase and complete the Higg FEM. This year we have been using the verified Higg FEM data from our last full reporting period (FEM 2021) to create Higg Results Dashboards that we can use to monitor and visualise the data collected within the FEM module.

Within the Higg Dashboards we can monitor our key priority areas, broken down by supplier, country, and tier. We have a view of the



different energy and water sources our facilities are currently using, as well as what proportion of facilities that are tracking and setting targets to reduce the amount of energy and water they are using.

Within the last full reporting period, 87 Tier 1 facilities independently verified and shared their FEM module. Out of these verified modules, 85% facilities set a target for reducing energy use, 60% had an energy improvement plan in place, and 69% had set a target for reducing water use.

For 2023 (2022 FEM cycle) we aim to use the Higg data and the dashboards that we have created to continue to monitor, identify, and prioritise areas of opportunity within our supply chain to improve environmental performance.

We are also monitoring and driving energy and water reduction through our Kind[®] products. Within our Kind product criteria, we have set minimum requirements for water and energy use per kg of product for styles using Eco Mills.

Packaging

All our internal packaging is now either sourced through certified schemes (such as FSC) or includes recycled material. However, we know there is always more that can be done, therefore we have worked closely with our suppliers and internal teams to re-engineer packaging within our own operations. We have reduced the micron thickness within our ecommerce mailers and transit shrouds, saving 65 tonnes of plastic annually. In addition, we identified card inserts used in ecommerce orders for presentation of garments were

unnecessary and have now removed these entirely.

We have also undertaken significant work within our supply chain packaging. Exceeding compliance with the plastic packaging tax, our suppliers have now moved to minimum 50% recycled polybags and are working to move any other plastic packaging to recycled. In addition, 73% of swing tickets are made with FSC paper and we are on track for that to be 100% in the next 6 months.

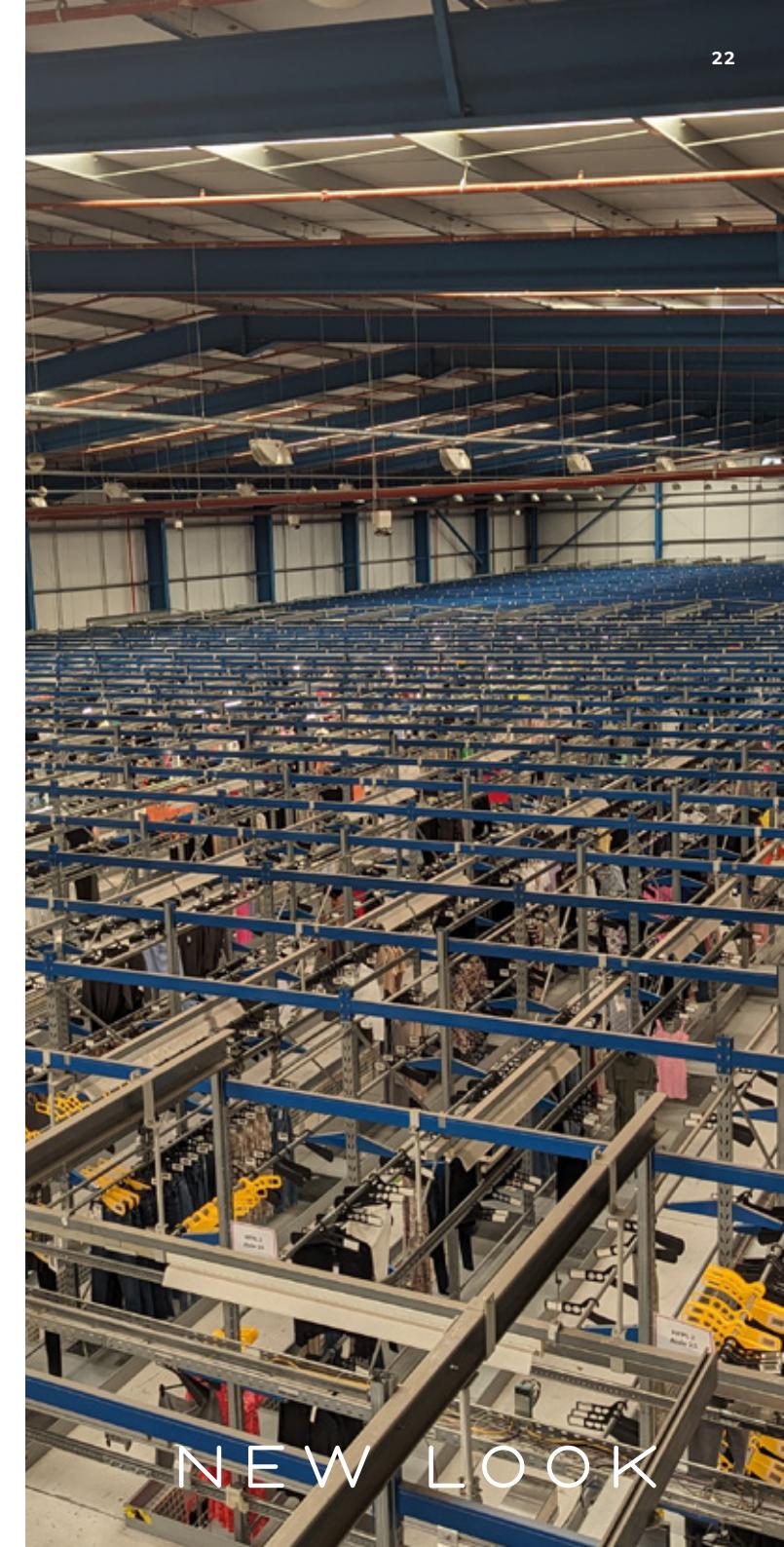
New Look have recognised the value of reviewing end-to-end packaging compliance and this year formed cross-department working groups to establish optimum packaging and logistics in our DC. The focus is on evaluating costs holistically and making informed business decisions to improve performance. The objective is to ensure that the suppliers are delivering in compliance with requirements established in the Supplier Manual to avoid double handling and creation of additional packaging waste.

Customer use & end of life

Improved Forecasting

During this financial year we made the active decision to change our business strategy, buying on a tighter stock model, with a view to reduce mark down. Through this strategy we have reduced the amount of product bought by 28% compared to last year. In addition, this model has increased our sell-through and we ended the year with 2.5 million less reduced-to-clear units. This is an example of a joint commercial and sustainable initiative which

[®]Kind products are products that have lower impact materials when compared with an average alternative.



NEW LOOK

has had a significant positive impact, reducing over-production and therefore waste, as well as increasing profitability.

Customer engagement

Customer engagement over the course of this year has not only focused on product care and donation, but has also tried to educate our customers on our wider sustainability strategy – focusing on the impacts of our products and the changes we have made to reduce these. The introduction of the Green Claims Code last year added another level of scrutiny to marketing, increasing the emphasis on clear and accurate communication – something we have embraced. Last year we ran 9 individual Kind campaigns, reaching over 6.5 million customers.

New Look X Compare Ethics Making Accurate Environmental Claims at Scale

New Look identified the need to demonstrate our verified data to back up claims we share with our customers and others interested in our product impacts. The evolving regulatory landscape in the UK, EU, and USA means this is something of a challenge to do alone at scale, without significantly increasing resources. To succeed in making environmental claims with speed and accuracy, we partnered with Compare Ethics, an impact compliance technology company.

During the trial, over 5000 data points from 648 products were analysed through Compare Ethics' technology, which uses Artificial Intelligence (AI) to extract and rank data from the supply chain – such as purchase orders linking to certifications. The platform then verifies and authenticates thousands of data points at speed against the legislative requirements.

Compliant claim language was automatically created based on the product data that was verified. The compliance technology assured its Impact Widget outputs, which means we are able to communicate at scale with confidence. The Compare Ethics Impact Widget sat on all verified product pages on our website, identifying Kind products with lower impacts. The Impact Widget simplified our environmental claims into easily understood information with visual icons.

This pilot positioned us well to be able to develop, at scale, a validation and communication process.

Customer Insights

Last year we commissioned a large piece of customer insight centred around our ESG proposition, Kind. We spoke to 1,635 customers to investigate what is important and relevant to them with regards to sustainability, using both qualitative and quantitative methodologies. Previous research on sustainability was carried out in 2020 making it necessary for us to refresh our understanding. The following five areas emerged as key issues for our customers: protecting the planet, reducing clothing impact, transparency, inclusivity, people, and community. The insight is being used to inform our direction and communication to our customers.

Customer Take-back

This year over 4,400 customers ordered take back bags from Refashion, increasing by 25% from last year. We also opened our first ever vintage concession, selling second hand products with Refashion. The first store opened in Coventry in November, and we subsequently opened five more stores in January, selling a total of 1,451 items. In addition, our partnership with Hospice grew with 246 hospice stores and 121 New Look stores paired through the partnership. Despite the success of

the initiative since 2019, we have seen declining donations and we are now taking the decision to close the relationship. We will be continuing to explore other options, testing and learning how best to encourage our customers to donate good quality clothing they no longer need.

End of life

Fibre to fibre recycling of end-of-life garments is the ultimate goal for the fashion industry, and although some small-scale facilities are producing recycled fibres, we are still a way off from a solution to meet the demand.

This year we joined a consortium bid for government funding, through Innovate UK, for a 2-year project to develop a demonstrator for a national textile recycling scheme. The consortium led by the UK Fashion and Textiles Association consists of industry experts representing sorters, technology companies, manufacturers, recyclers, and brands. The ambition of the consortium is to create a world class, state-of-the-art blueprint for an Automated Sorting and Pre-processing (ATSP) demonstrator for waste textiles. Integrating the latest technologies, that post demonstrator can be deployed regionally by 2025.

In addition, we are continually exploring other end-of-life partners, currently working with one entity who is downcycling products no longer fit for wear into an inert polymer. This is then used to make a variety of products that can be resold into the market. We are also exploring a new footwear recycler whose new technology is able to break down any type of footwear into six raw materials, which are then reusable in footwear manufacture.

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.

Key Impacts

- Equity
- Diversity
- Inclusion
- Employee engagement
- Productivity

85% of New Lookers say they can be themselves at work



4 QUALITY EDUCATION 	<p>We promote sustainable lifestyles, human rights, gender equality and promote a global citizenship and appreciation of cultural diversity</p>
5 GENDER EQUALITY 	<p>New Look aligns to end all forms of discrimination against women and girls everywhere. And ensure women's equal opportunities for leadership</p>
10 REDUCED INEQUALITIES 	<p>We empower & promote the inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p>

Our Mission at New Look is to live and lead by our values, which in turn will ensure that we're seen as an Employer of Choice.

As a brand with broad appeal equity, diversity, inclusion, and belonging have always been integral to who we are, but we recognise that even more is needed, and authentic action is required to make an even greater difference.

85% of our colleagues continue to feedback that they feel comfortable being themselves at work. Although something we are incredibly proud of, this is just one piece of a much bigger picture around inclusion, and we are making solid progress in moving things forward through our ED&I Roadmap: 'Our Kind of Inclusive'.

Our roadmap touches all areas including culture, brand, talent attraction, and development, with a key focus on driving wellbeing. We have also been able to make data driven decisions, for the first time, based on the now-captured demographics of our teams and customers. Focusing on our colleagues' and customers' experiences and internal ways of working, it's gaining great traction and driving engagement. Leading in an authentic way will further improve inclusion, positive local impact, and better represent our customers.

Understanding our colleague communities

Visibility of our colleagues' demographic data has improved from 24% to 80% this year. We had a clear focus on engaging our teams as to why this was important, and how it would fully support and underpin positive actions.

Alongside this, we also captured customer demographic data, affording us the opportunity to identify where we have clear opportunities to better represent our customers, and better align and support our teams.

We have also recruited over 100 team members, business wide, for our Inclusion and Wellbeing Ally Groups. These Ally Groups include our PRIDE (LGBTQIA+), Cultural Awareness (Faith and Ethnicity), Accessibility, Men's Health, Women's Health, Good Vibes Clubs, and our Wellbeing Allies.

These Ally Groups have enabled team members from all locations, and at every level, the opportunity to start influencing, challenging, and shaping business decisions, alongside under-pinning the shape and focus of our ED&I and Wellbeing Calendars. Understanding what forefront in their minds is key.



Resource groups

Giving our teams a stronger voice is one of our main six Inclusion ambitions. Creating an environment where diverse business decision-making is championed is also critical to our business' success.

We're proud that our teams have a more powerful "voice" than 12 months ago. This has been achieved through our Ally Groups and by broadening our "Your Voice" functional groups across all business functions and locations.

We've made considerable progress in our Distribution Centre and London Support Centre, in particular. Our Retail Junior Leadership Team continue to influence decision making across our Retail Estate, and we will be building a cross-functional reverse mentoring group, by the end of this financial year. There is much to be gained from our senior leadership attaining critical insight from our diverse colleague base and partnering with them.

Over the past 12 months, we have also developed our external resource group partnerships. These include the LGBT Foundation, British Retail Consortium (BRC), The Princes Trust, Retail Trust, DiR/WiHTL, Includability, Think Inclusive, Reward Gateway, and Your D+I drawing on the knowledge of experts, and ED&I leads from other businesses and sectors, is actively supporting our strategic plan and ED&I development.

We are also proud that our Inclusion Team have taken part on panels for The Princes Trust, Think Inclusive, Retail Trust and BRC. Our efforts and approach are being recognised externally and leveraged upon. We also were recognised as a

Leader in Diversity 2023 by The Financial Times and Statista.

Listening to our teams effectively is a critical component in our roadmap, and whilst underpinning our actions, it also provides a clear view from all our colleagues as to whether what we are doing is making a difference for them.

We are delighted to now be partnering with Maru/Matchbox to build out an engagement and wellbeing survey that will not only provide bi-annual insight, but also an emotional signature as well as support for more targeted and data-driven action for our leadership.

We will continue to share and monitor our authenticity response alongside our team's overall engagement. More excitingly however, will be our ability to start predicting opportunities and supporting far more effective and consistent actions across New Look.



Board and leadership

Our commitment to living, leading, and role-modelling our values at all levels remains unchanged. Our General Counsel is sponsoring our Inclusion Team, alongside our People Director, following the departure of the previous director lead.

All our Directors and Heads of were coached and introduced to our ED&I roadmap 'Our Kind of Inclusive' this year by Your D+I. This further supported our broader ESG aspirations and further under-pinned our Leadership Development programme. This education will continue throughout this coming year as ED&I constantly evolves. Our values and development programmes fully support behavioural and empathetic leadership, focusing on team dynamic, collaboration, valuing diverse perspectives, resilience, and wellbeing.

We set ourselves the target to have fully transparent policies and procedures by the end of FY23, which we have achieved. They are available to all our colleagues through our online support hub, and as part of our Group Policy Governance Board, all policies are now reviewed through an Inclusion lens as part of business as usual.

We have also challenged ourselves as to what should be policy vs. a leadership support guide. We were delighted to migrate our Menopause Policy, over to a new support guide. This was developed through partnering with our Women's Health Ally Group, who also supported launching it to the whole business.

A key target for the end of Q4, this financial

year, is to have set our first ED&I data-based targets for FY25. This will support how we further review our behavioural leadership capabilities vs. performance measures.

Recruitment processes

Broadening our Talent pool and ensuring that we are an accessible Employer of Choice sits firmly within our ED&I and Talent Attraction plans.

We have created partnerships to bring in new colleagues from marginalised groups via the Department for Work and Pensions (DWP) and His Majesty's Prison and Probation Service (HMPPS) within our Distribution Centre. These early partnerships are part of the foundations of our ED&I and recruitment strategy for FY24.

We will also have our first Minority Group Development Program starting via DiR/WiHTL. Our Future Talent plans focus on partnerships with Further Education institutions, such as The Princes Trust and our Apprenticeship provider. These offer opportunities for both insight for candidates who may be exploring their future and career pathways, and for those who have a destination in mind and need technical expertise to support that journey.

We also focused on internal talent opportunities and filled 45% of our Support Centre and Retail management positions with internal colleagues, offering career progression. We also offered 148 secondment opportunities across the business.

We've developed our corporate careers website, our internal careers site, and rebranded our external advertising materials



to reflect our customers and give greater insight into our organisation. This ensures that potential candidates can see themselves reflected within our organisation. We have continued to review our candidate to colleague experience and are working through the outputs to ensure that we are transparent, welcoming, and support any additional requirements, be they accessibility or otherwise.

Flexible working and wellbeing

Our flexible and hybrid working models continues to evolve, and we have had a cross-functional group of our leadership working on this collaboratively. Our key aim is to better support work-life balance and colleague engagement, whilst further supporting talent attraction, retention, and performance.

We recognise that we need to have measures in place to support this, and whilst the responses to our bi-annual survey will validate what we're doing, we need to have further measures in place to pin-point progress and potential further opportunities. We will be working on these metrics as part of our KPI identification for FY25 and to inform our 1-page ED&I dashboard.

Our wellbeing calendar engagement continues to grow, and we can see that wellbeing interactions on our colleague hub have increased 119% vs. the prior year. This has been helped by greater socialisation of the content, rebranding the site, simplifying access, and continuing to create more engaging and relevant content for our teams. We continue to collaborate with The Retail Trust, Reward Gateway, BRC, and AXA on webinar and workshop content. We have also leveraged

our external resource partners for engaging content and representation.

A particular success has been our 50-strong Wellbeing Ally Group, and the education received via The Retail Trust's Togetherfest and Wellbeing Conference. Our Inclusion Team are also building upon last year's 'Nothing Off Limits' and have developed 'Let's Talk About...' which provides a platform for our team members to share their personal wellbeing experiences; this is definitely resonating with our teams.

Further support this year will be provided by newly appointed Mental Health First Aiders. Our initial group will be developed this year, with a view to increase resource further next year. We are also introducing the JAAQ platform, which will be easily accessible to all our colleagues via our internal platform, Runway.



NEW LOOK

Inclusion

Our ED&I Roadmap, 'Our Kind of Inclusive', fully underpins all our focus and actions to support New Look being fully recognised as an Employer of Choice.

Building upon Retail Week's 'Be Inspired' the previous year, we have now established ourselves as members of DiR/WiHTL, and partner regularly with your D+I, Think Inclusive, Includability, BRC, The Retail Trust, LGBT Foundation, and The Princes Trust. All these partners are helping us to promote diversity across all levels of the business. We encourage everyone to fulfil their career aspirations and be the very best version of themselves. We remain signatories of Business in the Community's Race at Work Charter and the Halo Code, alongside being signatories of the BRC Inclusion Charter.

Our People Experience and Inclusion Team are working actively with external groups, and also sharing insight into what we are doing to promote inclusion and develop a true sense of belonging. Learning and sharing with our peers,

cross-sector, ensures that we keep up to date, relevant, and evolve our thinking.

Last year, our engagement survey, told us that 76% of our team were engaged with New Look, which is ahead of the external benchmark, while 85% of our team felt that they could be themselves at New Look. These statistics are encouraging, but we can always be better.

We have taken the decision to further evolve our engagement survey this year, and are working with a new provider. Our new platform

will not only capture statistics and real time feedback, but will also be able to understand our teams' emotional footprint, which will support us to better predict future opportunities and focus areas.

We have also focused heavily on broadening our regular colleague listening forums, 'Your Voice' and these are now active business wide. Focused listening groups have also helped us to target actions and drive improvements, whilst supporting significant periods of change within the business. Building upon these listening forums, we are also committed to introducing reverse mentoring for our Leadership.

Our Retail Junior Leadership Team have proactively informed and delivered change over this past year. We will now build on this across all our functions in FY24, also providing career development opportunities for our diverse talent. Leveraging our external partnerships expertise will also fully support this important next step in further progressing a truly open culture.

Career development programmes

We are clear that living and leading by our values must be role modelled at every level, and talent development opportunities are available to all New Look colleagues. As part of our ED&I roadmap and Talent Development plans, Senior Leadership will continue to complete Leadership Development workshops throughout the rest of FY24.

The Talent Development strategy for FY24 will introduce Leading@NewLook, a development pathway for managers to support in creating an inclusive environment with attention on the



importance of behaviours, values, wellbeing support for teams, resilience, and inclusive and empathetic leadership.

We also continue to build our data capabilities and visibility during this financial year, and this will under-pin our ED&I Roadmap in delivering improved processes and measures. This data will help us to effectively set targets to further support our teams and the business.

ED&I objectives will be included in all our functional plans for the coming financial year, supported by our company values and behavioural framework. This follows successfully building out wellbeing actions in Q3 and Q4 FY23 at functional and leader level.

Our online Academy continues to be developed, and our teams have thousands of learning resources available, encouraging them to drive self-development and ownership. Our teams have access to an online tool which enables them to capture achievements and collate feedback on their performance and development opportunities. This is now evolving into a much more dynamic tool, which enables regular conversations, and fully supports our talented and motivated teams to discuss their performance more regularly.

We continue to encourage our teams to move around our business cross functionally to broaden their knowledge, and we actively look to recruit our store team members into our support and distribution centres.

Leveraging the knowledge and customer facing insight into other areas of the business, has added enormous value. Supporting

early careers has been focused on through our continued partnerships with The Princes Trust and Fashion Retail Academy. These work placements focus on leadership and behavioural development, which are firmly anchored around our core values and have supported hundreds of young people over the past few years.

Minority Group career development is a key focus within our ED&I Roadmap, and we'll be enrolling some of our key talent for the first time this year with DiR/WiHTL. Partnering with schools in targeted areas will also further support attracting new talent into New Look.

Aligning our Talent Attraction and Talent Development plans to our ED&I Roadmap this year is ensuring that we're making significant progress. We're achieving this through robust and targeted actions, based on our data insight, and what we're hearing from our teams. This is ensuring that we're aligned to clear team goals that all our teams feel a part of, whilst further building out our Employer brand and making New Look a true Employer of Choice.



Pillar 4

Positive Local Impact

Overarching Aim

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

Key Impacts

- Localisation
- Community
- Equity
- Diversity
- Inclusivity
- Education

Supporting local charities in
30 regions



	<p>We promote lower impact lifestyles, human rights, gender equality and promote a global citizenship and appreciation of cultural diversity</p>
	<p>New Look work for inclusive, safe, resilient, & sustainable communities</p>



NEW LOOK

New Look are proud to be customer-obsessed and want to serve our diverse customers in the most inclusive and equitable way possible. We strive to actively encourage and support our customers in adopting more sustainable lifestyles, and we believe that collectively making responsible choices will accelerate benefits for people and the planet.

Last year, we used insights to better understand our customers sustainability preferences and priorities, these insights have helped shape our activities and will better direct our communication efforts to drive future positive local impacts.

Our “Kind to Our Core” philosophy extends beyond our products and services. We actively engage with local communities, aiming to understand their unique needs and supporting causes that align with their values. By fostering meaningful relationships with the communities we operate in, we aim to empower and support more sustainable lifestyles and offer lower impact choices to create a positive and lasting impact.

New Look remains committed to being a force for good in the fashion industry and within the communities we serve. Our sustainability report showcases our progress, challenges, and ongoing efforts to create a positive impact. We will continue to keep our customers informed throughout this journey.

Our customer communities

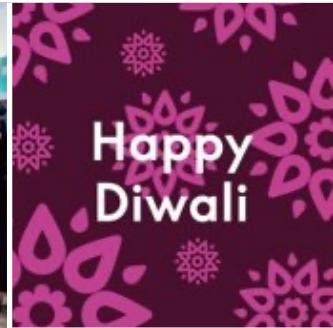
In FY22, New Look used third party data to identify opportunities to modify stock packages based on customer and market demographics. Each store type was clearly defined considering its role, the customer journey it addresses, the target customers, the range of products offered, and the local market characteristics. We have used the learnings from this to inform our allocation strategy; reviewing sales performance and key performance indicators such as footfall, conversion, and average spend.

Additionally, across our stores we are actively working to reduce carbon impacts, support appropriate charitable causes and provide choices that help customers live more sustainably. This includes offering lower impact products and encouraging circular and re-purposing habits.

Beyond physical stores, we extend our commitment to offering that unique “New Look feeling” and making a positive local impact across all channels. To do this, our digital teams are leveraging insights to understand and cater to the local and inclusive needs of our online and cross-channel shoppers.

As part of our roadmap to represent the diversity of customers, our retail and digital teams have aligned trade and product to different local activities and calendar moments, regionally and culturally. We will continue to monitor the success of these activities and develop our programmes in an authentic way.

NEW LOOK



5 #NewLookers share their journey to being out and proud

Representing Our Customers

For our customers representation is important, and they want to be shown this through our models, our staff, and our product. We continue to learn that inclusivity means diversity that is authentically and consistently represented, using models of all sizes and skin colours as well as normalising disability.

We have consciously selected models and influencers who represent a wide range of our customers and ensure they are visible throughout our customer-facing touchpoints.

Last year, we launched an extended size range in collaboration with our brand ambassador Gemma Collins. We ran a successful size extension trial throughout our stores, with 85% of our core collection now extending to size 22, representing 5% of all sales. In addition, we also trialled size inclusive mannequins across several stores and ecommerce product was shown on multiple size models.

We are consulting with experts in accessibility and adaptable clothing to understand how we can offer authentic solutions to real challenges for our diverse customers. For example, we now understand that many of our styles are in fact adaptable for some disabilities, and small adjustments could extend that offer. We will be working with designers, technologists, and suppliers, as well as training our retail and digital teams, increasing awareness on how best we can offer more equitable clothing and help customers find what they need.

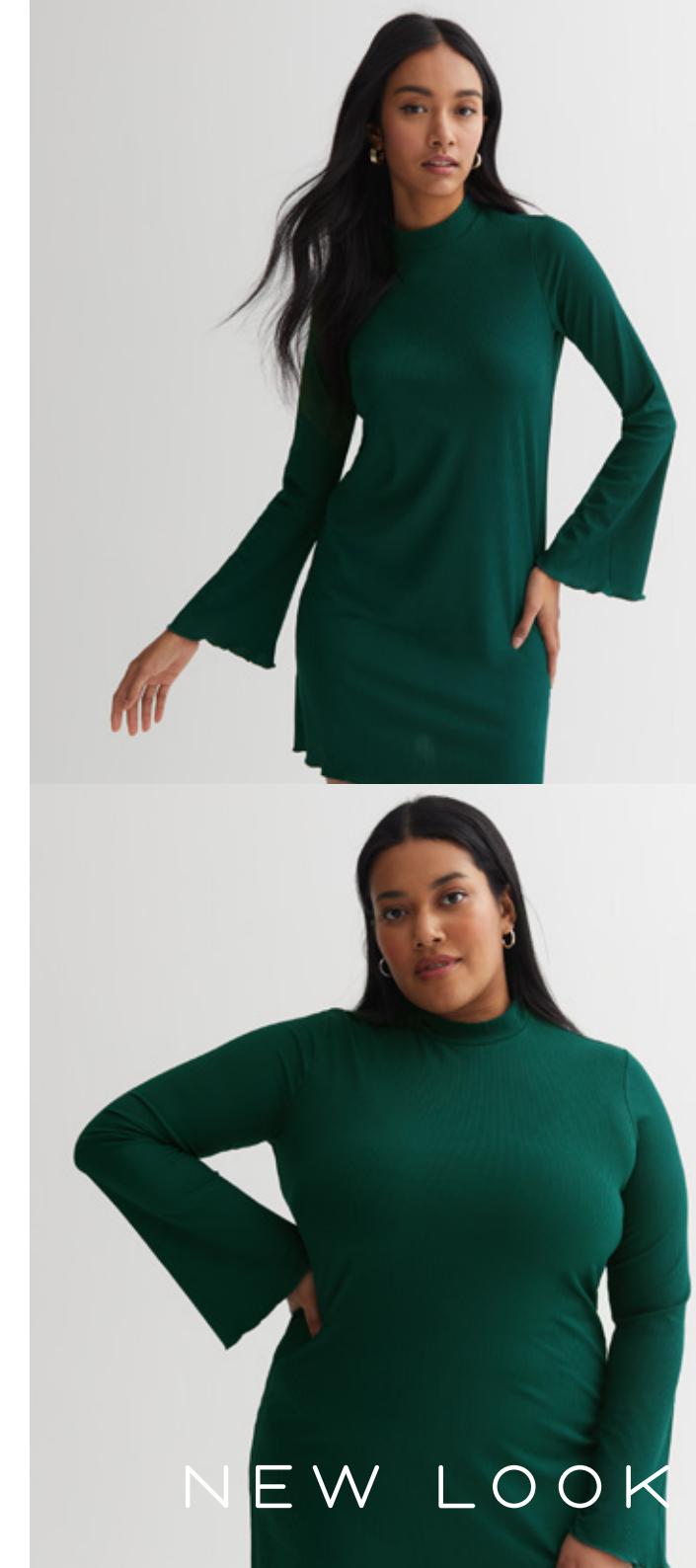
Due to improved data, we have gained a more comprehensive visibility of our customers' preferences at a local level. This invaluable data enables us to tailor our products and services to better meet customer needs and support local causes effectively.

Supporting Local

Our customers continue to value supporting local communities and over the last year our employees and customers raised more than £936K for our charity partners.

We have continued to support our three selected national partners who align to our sustainability goals: The Princes Trust, LGBT Foundation, and Tree-Nation. Additionally, we have committed to continue our engagement and support of the Retail Trust. Our relationship with the Trust goes back many years, they provide support, tools, and resources to empower everybody involved in retail to take control of their wellbeing and lead a healthier, happier life. Many of our own staff have benefitted from the services.

To diversify our fundraising, this year we trialled adding a donation to bag at customer check out. Our first trial was with Tree-Nation, where customers were able to add a tree to their purchase. So far this has culminated 44,527 trees being planted by our customers. We have also utilised this activation for other charity partners and to support specific moments in the calendar such as International Women's Day.



Localising Charitable Giving

At a local level, the election and establishment of 30 local charitable partnerships, chosen by our regional retail teams and aligned to our Kind values, continued to be a huge success. Through their efforts our customers generously donated over half a million pounds, offering a much-needed post pandemic boost for the chosen charities, together with powerful awareness raising opportunities which the charities have told us offers real value and a positive local impact.

"Your fundraising this year has gone a significant way to funding an additional helpline member of staff and news that this relationship will continue means that we can continue to extend those additional temporary hours. You have made our helpline manager Michelle very happy!" Juno's Women's Aid

"Huge thanks for all your support! The generous donation of £9471.62 is currently paying for a peer support group to run for 6 months and has allowed 37 LGBTQ+ people to have a 12-week series of counselling sessions which is incredible!" Mind Out

New Look donated over 2,500 items of no longer used IT equipment to Socialbox.biz last year. Socialbox.biz is a community interest company, improving the local community by providing innovative technology solutions to support vulnerable groups such as the homeless and refugees.

The devastating earthquake in Turkey in February 2023 struck the heart of our supply partners in the region. As one of our principal sourcing countries, we have significant links with

those effected, and in line with our principles of supporting all communities that we engage with, we made a substantial contribution to the British Red Cross DEC Turkey and Syria earthquake appeal, supporting the mobilisation of relief efforts.

The Princes Trust Million Makers

New Look are committed to promoting Million Makers which is an innovative entrepreneurial challenge which sees teams of employees competing to raise as much as possible from an initial seed funding investment. Our team, named Team NINE (Nine Inspiring Newlook Entrepreneurs), designed bespoke Million Makers product, supported by an omnichannel marketing and trade plan. This was kickstarted by utilising their seed funding to create unique instore POS to promote their product. The team also ran fundraising initiatives such as car boot sales, half marathons, and prize draws, leaning on the wider New Look team to support. Incredibly, Team NINE raised £222k in just 6 months!

Bringing communities closer

We have supplied toolkits to enable our store teams to react to local events to drive trade, maximise footfall, and have a truly local impact, with 105 local events run across our stores last year. Part of these toolkits ensured we included and celebrated all Kind and inclusive moments with our teams through Team Talks and Activity Packs, supporting different cultural celebrations, supported by the ED&I team.



Working with Local Partners

During FY23, New Look have continued to work with landlords towards improving environmental performance where it is viable across our c.414 stores.

Through work with our procurement teams, we identified property as a high-risk ESG area and are now ensuring ESG clauses are incorporated into our lease agreements.

We currently have around 20 landlords/agents that proactively request data on energy, water, and waste as part of their ESG reporting. We expect this to increase going forwards as more landlords set their own sustainability targets.

In addition, we have seen an increase in the number of landlords reaching out to the sustainability team to discuss ESG strategies, and New Look have plans to do the same over the course of the year. We have already identified 9 large landlords with net zero strategies, aligned to our own who we will focus our initial efforts with.

Within our regional teams, New Look continue to contribute towards 37 Business Improvement Districts, which aim to provide additional or improved services such as extra cleaning, public realm works, and promotion.

This year we engaged an external consultant to work with our teams to create our 'store of the future'. One focus of the project was to establish how our stores can serve our customers in a kinder way, incorporating the fabric of the stores, the product assortment, our omnichannel services, and how best we can help inform

customers, supporting them with lower impact choices in how and what they shop.

Climate Positive: Thinking Local

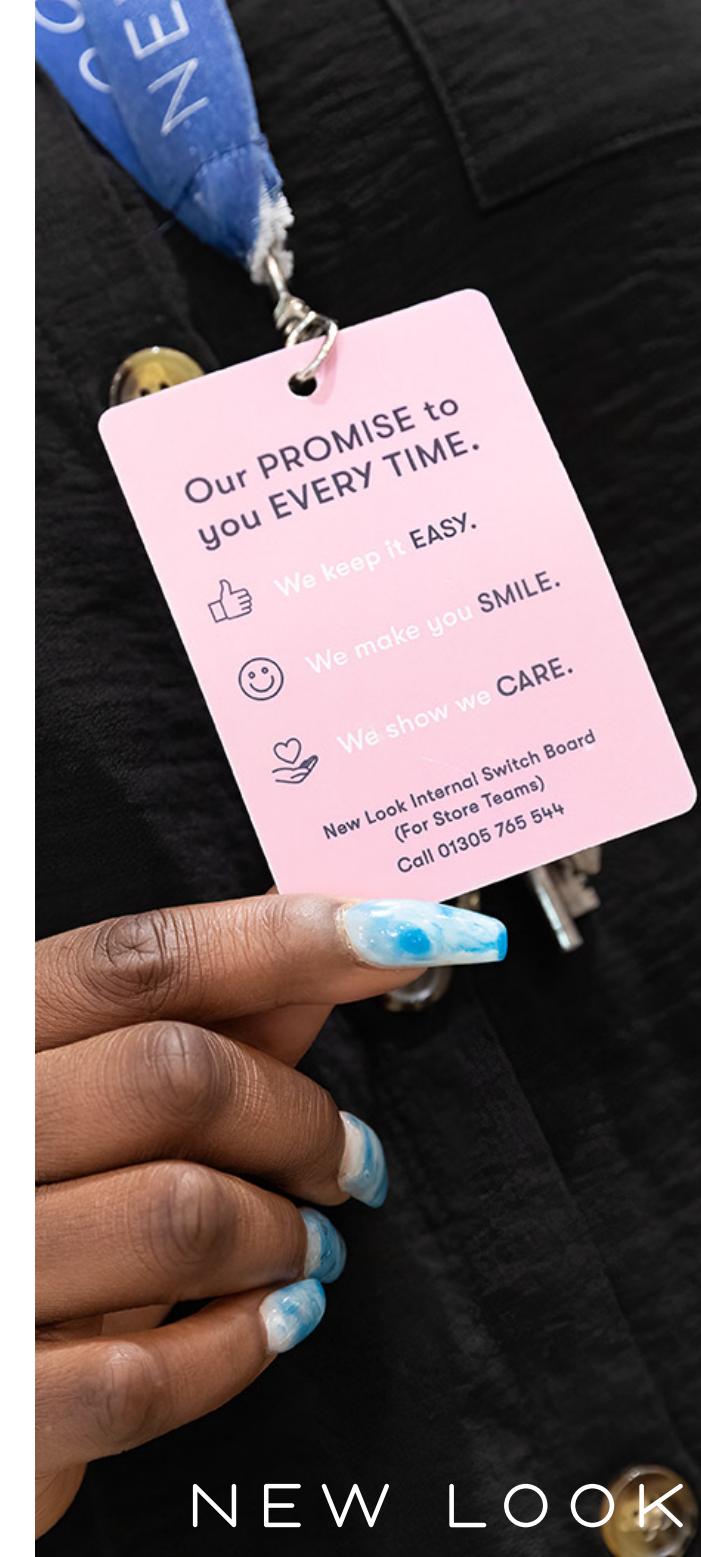
New Look research indicates a notable shift in customer concerns and mindsets regarding sustainability. Pressures from health and financial challenges in the last year have led to a decline in personal concern for sustainability issues.

However, customers are becoming more aware of their environmental impact, particularly as they make increasing links between climate and their choices. As well as continuing to view fair and ethical labour practices as an expectation. Emphasizing local community support and promoting sustainable actions resonate strongly with our consumers.

New Look know we have a responsibility to make sustainability more accessible. New Look seeks to simplify sustainability for its customers by providing clear information and supporting them in making cost-effective, lower impact choices.

In addition, in the last year we have progressed, and have as much as possible attempted to balance lower impact materials and other targets with offering value. Please see our Responsible Business and Responsible product sections on how we are doing this.

To align with the growing demand, New Look are increasingly embedding sustainability into our customer-facing services, by incorporating it into customer service promises, loyalty programs, and digital platform development.



The final statement on our customer service promise is 'We show we care' which encompasses everything we are doing within our sustainability strategy. Our store teams are kept informed on our progress through monthly updates, training, and toolkits.

Our loyalty programme, using gift cards, allowed customers to give a little extra in support of our chosen charity partners and our commitments to sustainability, and this was recognised with awards for these initiatives. Our Pride charity e-Gift card (June – September 2021) was ranked the 2nd most popular after Happy Birthday, donating £1 for every Gift Card bought in support of LGBT foundation. In the six weeks leading up to Christmas, we teamed up with Tree Nation to create an e-Gift card which planted a tree in the New Look Forest for every card bought. This was an overwhelming success, with 5,400 trees planted, and New Look received an award for Biggest Industry Contribution at the Blackhawk summit.

In our digital platforms, we have created the Kind hub to educate our customers and promote better post-purchase behaviours including care, repair, and end of use. We also ensure we are communicating through our other channels, weaving Kind into key messaging across socials.

Supporting circularity

We are delighted to witness a growing alignment between customer perceptions of sustainability and our commitment to circularity; recycled fabrics, reducing waste, avoiding landfill, and embracing second-hand are becoming increasingly important to our customers. Finding the right mechanisms for New Look to support these remains priority and important components of our sustainability strategy.

New Look recognises that adopting circularity principles will reduce environmental impact and contribute to the reduction of fashion industry waste. However, seeking to do so at scale demands co-operation across the sector. We are committed to being a part of the dialogue and policy discussions to drive this.

We are determined in our efforts to reduce local waste and minimise our carbon impact. As 62% of our carbon emissions lie in sourcing countries, this is where most of our efforts will be targeted, understanding the local impacts on people and planet. We operate takeback schemes with our waste, and within store, reduced locally-disposed waste by 44% compared to last year. We also operate a reuse and recycling warehouse to avoid waste from store closures and refurbishment going to landfill. Where possible, equipment is cleaned and refurbished to allow reuse within our store portfolio to avoid new manufacture.



New Look continue our longstanding partnership with New Life. The charity provides thousands of items of equipment each year to terminally ill and disabled children across the UK. We know they have had an increased demand for their service during lockdowns, and operational challenges. New Look donated more than 130 tonnes of returned products that can't be sold in our stores to New Life for repurposing and fundraising.



New Look also partnered with Remade with Hope (RwH) An innovative social enterprise who took 251 tonnes of our unsold products to provide prisoners with training and employment opportunities that benefit them and wider society. RwH work closely with the Ministry of Justice to provide purposeful activity during sentence, and offering post-release opportunities contributing to the rehabilitation of offenders and a reduction of victims of crime. RwH are committed to zero landfill from all our reprocessing activities. Clothing and footwear products are repaired, upcycled, and given new life.

Governance

New Look fulfils its reporting requirements through our Annual Report. The directors have considered The Companies (Miscellaneous Reporting) Regulations 2018 and have applied the Wates Corporate Governance Principles for Large Private Companies. The policies by which we govern our business are outlined and available on our corporate site.

In addition, and related to sustainability, New Look's ESG Steering group was formed during FY22. The group is focused on providing dedicated senior leadership with an opportunity to feed directly into our ESG Targets and proprieties. Over this coming financial year, the steering group will be joined by an ESG Junior Leadership team to increase the diversity of the group.

Our CEO is committed and accountable for all our sustainability targets and ambitions. In conjunction with oversight from the board as well as the C-Suite, New Look leadership are driving progress.



Task Force on Climate-related Financial Disclosures (TCFD) reporting

We have been exploring the TCFD framework to ensure we are ready for full reporting when it becomes a regulatory requirement at the end of the financial year. Whilst many of the elements expected through TCFD reporting are included within our sustainability reporting, we acknowledge the value of using the TCFD lens to analyse potential risk to our business.

In 2020, New Look created a board sub-committee: the Environmental, Social & Governance (ESG) Steering Group, which is chaired by the Chief Executive Officer (CEO). This Steering group is tasked with the delivery of the ESG programme.

New Look has established a risk management framework that is detailed in the Risk and Uncertainties section of our Group Annual Report on page 16. This process also considers the impact of climate change on the business.

New Look are committed to aligning with the TCFD reporting, and in 2023, will engage third party expertise to analyse the following scenarios against the risks below, considering short, medium, and long term time horizons to assess these risks.

- Scenario 1: Worst case, emissions rise and the planet warms by 4°C.
- Scenario 2: Current trajectory, emissions decline slowly, and temperature rises between 2 and 3°C.
- Scenario 3: On target, meet emissions reductions and limit warming to less than 2°C.

Through our initial review of the reporting framework, and for each scenario, we are considering the following risks and anticipate that they are likely to impact New Look in the medium and long term.



1. Raw materials – Increased temperature, water shortages, deforestation, and crop failure will impact the cost of raw materials across our key fabrics. This is likely to be higher in Scenario 1 where climate change has greater effect, at lower warming the impact will be lessened. Currently, our raw material sourcing strategy is focusing on lower impact fibres, including 100% lower impact cotton and 100% lower impact viscose; these measures are contributing to the overall reduction of impact from raw material production. Likely cost increases of raw materials could be mitigated through increased prices for customers.



2. Impact of extreme weather – Flooding, extreme temperatures, and other weather events are likely to impact key sourcing regions, potentially reducing productivity and disrupting supply chain distribution. These risks will be higher in a Scenario 1 as climate change manifests in greater environmental impacts, but lower if we meet climate targets. New Look works with strategic suppliers across geographies, providing flexibility and resilience to mitigate this risk.



3. Regulation & Levies – Regulations and levies such as carbon taxes will be imposed on businesses to limit the impacts of climate change. More stringent strategies will take effect earlier in Scenario 3 to meet targets, increasing transitional impacts, whilst in Scenarios 1 and 2 transitions will be slower. To mitigate this risk, New Look will continue to meet regulations and monitor new regulations. In addition, we will work to achieve Science Based Targets (SBTs) which will reduce risks of increased costs associated with new regulations.



4. Customer Behaviour – As customers become more aware of climate change either through increased regulation in Scenario 3 or through the more tangible impacts of climate change scenario 1, we expect a higher demand on businesses to demonstrate sustainability in operations and products, as well as a possible reduction in buying new product. To mitigate this, we actively communicate our sustainability strategy, have a lower impact product brand 'Kind', and report annually against targets and recognised standards.

Appendices

Pillar 1: Responsible Business

Pillar 1	Targets
FY23	We will publish full visibility of all suppliers through to Tier 2 by FY23
FY23	We will publish full visibility of our cotton, viscose, and polyester supply chains to Tier 3 by FY23 (Equate to 75% of our raw materials)
FY23	80% of our factories and associated sites (Tiers 1 & 2) by volume to have measured and evaluated their environmental performance by FY23
FY23	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
	To establish a formal requirement for any 3rd party brand working with us to share visibility of the factories they work with (Tier 1) to facilitate normalising transparency by FY22
	All New Look Directors and Senior Managers to report against the Targets they directly influence
	All New Look colleagues to have at least one sustainability related KPI by the end of 2022
	We will publish full visibility of all suppliers through to Tier 2 by FY23
	Climate Positive by 2040
	Commit to Science Based Targets (SBTi) by FY22
	Targets and action plan ratified by SBTi by 2024
	100% LEDs to be used in any new buildings or stores
	Advanced fuel efficiency programmes for fleet and drivers by 2023
	Introduce a carbon literacy programme, training all managers and senior managers by FY22
	Introduce electric and/or hybrid vehicles for staff by 2022
	Only low impact refrigerant gases (max 150GWP) for all new refrigeration installations
	Transition to LEDs in all office buildings, stores and DCs by 2030
	Transition to low impact refrigerant gases by 2030
	Helping our employees and customers to live low carbon lifestyles by FY25
	Engaging in developments in low carbon logistics for inbound and outbound logistics
	Reduce air freight, increasing use of sea, land, and rail YOY against FY21/22 baseline
	Collaborate with freight partners and wider industry bodies on tackling modern slavery risks
	60% of our product volume on ZDHC Gateway and platform, completing Incheck reports and Wastewater by end of FY25
	Women's empowerment and workplace progression: Increase the number of women workers in leadership positions in Tier 1 factories by FY24
	Sustainability clauses to be included within contracts by 2022
	Implement ACT accountability and monitoring framework for purchasing practices by FY22
FY23	Labour costs visible in sourcing and buying decisions across all product areas by FY23
	To establish a methodology and conduct feasibility studies across 3 priority countries FY23
	To contribute to the 2021/2022 ACT roadmap
	Incorporate and implement an enhanced human rights due diligence-based approach in line with the UNGPs by FY24
	Expand on New Look's beyond audit approach with key partners in the next 5 years
	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
	Enhance accessibility to effective grievance mechanisms

Pillar 2: Responsible and Circular Product

Pillar 2	Targets
	100% Sustainable Cotton by 2022
	100% Sustainable Viscose by 2023
	50% of our synthetics will contain recycled fibres by 2024
	>30% of product will have > 25% recycled content by 2024
FY27	50% reduction in conventional Polyurethane (PU) Footwear and Accessories by 2024
	Invest, test, and explore innovative 'Kind' materials
	Provide circular design training for all designers by FY22
	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
FY23	80% of our factories and associated sites (Tiers 1 &2) by volume to have measured and set targets to reduce water consumption by FY23
FY23	Gather Tier 1 manufacturing GHG data from top suppliers (80% of our products) by FY23
	Initiate environmental programmes with Tier 1 and 2 suppliers to accelerate their decarbonisation activities to 2025 (and beyond)
FY23	100% of packaging will be sustainably sourced or have recycled content by FY23
	Reduce total tonnage of packaging YOY against FY21/22 baseline
	Increase amount of packaging recycled and subsequently remade into new packaging against FY21/22 baseline
	Invest, test and explore innovative packaging materials
	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

Pillar 3: Inclusive Culture

Pillar 3	Targets
FY23	<p>Implement a new people system software to provide better and ongoing insights and reporting of ED&I and our demographics in 2023</p> <p>Colleagues engaged in improving demographic data collection during 2022</p> <p>Externally report demographic insights from FY24</p> <p>Maintain ED&I effectiveness, and engagement scores through biannual survey</p> <p>Colleague Resource groups established through our Your Voice internal engagement programme to drive engagement and contribution to employee experience strategy in 2022</p> <p>Established and embedded ED&I processes and measures across our Leadership team by the end of 2022</p>
FY23	<p>Internal dashboard to be created and established by FY23</p> <p>Review and update relevant ED&I related polices in 2022</p> <p>Ensure demonstrable E D & I action through people and pay practices</p> <p>Introduce ethnicity Pay Gap Reporting by FY24</p> <p>Complete ED&I review of recruitment processes by end of 2022</p> <p>Programme ED&I related training, starting with senior hiring managers throughout 2022</p> <p>Establish shortlisting across levels by the end of 2022 and then use colleague and customer demographic data to target recruitment by FY24</p> <p>Agree metrics to measure take up of flexible working in 2022</p>
FY23	<p>Agree appropriate Wellbeing Metrics by FY23</p> <p>Use gender pay gap reporting as a measure to contribute toward wider pay equity objectives</p> <p>Talent for Tomorrow programme implemented in 2022</p> <p>Annual ED&I development for all employees rolled out in 2022</p> <p>Development & coaching programmes established for underrepresented groups during FY23</p> <p>Establish and implement Future Talent pipeline, focused on improving diversity annually by the end of 2023</p>

Pillar 4: Positive Local Impact

Pillar 4	Targets
	Map demographics of the local communities we serve via our stores and digital channels by the end of 2022
FY23	Develop a roadmap of local and digital activities to represent the diversity of our customers by FY23
FY23	Identify under-represented groups and understand how we can best serve them FY23
	Ensure model & influencer diversity reflects the customers we serve across all channels FY22
	Be body positive, reflecting and celebrating the diversity of body shape and making sure our inclusive sizes are shoppable across our channels FY22
FY23	Empower our local teams to best represent our customers and offer an inclusive experience FY23
FY23	Localise product assortments using data to improve our service and reduce wasteful operations FY23
	Localising charitable giving. Regionally elected charities supported by their local stores FY22
FY23	Bringing the communities closer: offering inclusive local store and digital experiences FY23
	Work with local partners to support low carbon, safe and accessible physical shopping environments by FY24
	Enable low carbon, safe and accessible digital shopping experiences by FY24
	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, roadmap to 2040 (SBTi's) Energy, Water, and Waste
	Localising access to circularity. Promote and enable circular activities through our stores and digital: resale, upcycle, downcycle responsibly, with local solutions.

Sustainability Accounting Standards Board Disclosure (SASB)

SASB Accounting Metrics (Apparel)

Topic	Accounting Metric	Code	Further Details
Management of Chemicals in Products	Discussion of processes to maintain compliance with restricted substances regulations	CG-AA-250a.1	New Look has a comprehensive Chemical Management Policy which covers product, packaging and manufacturing restricted substances. All requirements are communicated directly to suppliers. Compliance with testing and standards is managed through technical teams in each department. This is monitored using 3rd party testing and certification, component mapping and preferred sources.
	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	CG-AA-250a.2	New Look follow industry wide, reputable organisations when assessing the risks of chemicals in our products. We continue to be aligned with the AFIRM Restricted Substances Lists for our products and packaging in terms of named substances, test methods and test limits. This year New Look became a friend of Zero Discharge of Hazardous Chemicals (ZDHC) and are working with top suppliers covering 60% of our supply base, including dye houses, print houses, laundries, tanneries and wet processors to register with ZDHC Gateway, completing regular inventory and wastewater reports. Once we have developed a baseline, we will be setting targets to dri
Environmental Impacts in the Supply Chain	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 in compliance with wastewater discharge permits and/or contractual agreement	CG-AA-430a.1	We have confirmed that out of 214 FEM 2021 modules, that have been both verified and shared with New Look on the Higg platform (Tier 1 and Beyond Tier 1), only 6 facilities have wastewater discharge permits that are out of compliance – making compliance 97% for verified shared FEM 2020 Higg 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"> • 77%* have completed Higg FEM • 40%* have verified their Higg FEM <p>Tier 2 Factories</p> <ul style="list-style-type: none"> • 36%* have completed Higg FEM • 11%* have verified their Higg FEM <p>*Based on average production percentage.</p>

Topic	Accounting Metric	Code	Further Details																	
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	100% tier 1 factories audited <3% Beyond tier 1 facilities audited 100% audits conducted by third-party At a minimum, audits are conducted on an annual basis, with follow-ups done as required.																	
	Priority non-conformance rate and associated corrective action rate for suppliers' labour code of conduct audits	CG-AA-430b.2	During the last financial year, we identified 22 factories with critical issues, including indicators of modern slavery, subcontracting and delays in payment. These were all raised through established whistleblowing channels. Following engagement with the suppliers, factories, and local stakeholders, 21 of these issues have been successfully remediated to date, which has also resulted in the delisting of 1 of the factories due to lack of willingness to engage in making improvements.																	
	Description of the greatest (1) labour and (2) environmental, health, and safety risks in the supply chain	CG-AA-430b.3	The following were identified as high risks within our supply chain: purchasing practices, raw materials, working conditions, health and safety, human rights and modern slavery, and freight and logistics. Through our materiality assessment, risks were also mapped onto a scale to understand New Look's influence within each area. The result of this assessment is reflected within our sustainability strategy.																	
Raw Materials Sourcing	Description of environmental and social risks associated with sourcing priority raw materials	CG-AA-440a.1	Cotton, Man-Made Cellulosic Fibres (MMCF), such as viscose, polyester and PU make up New Look's 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 New Look's sustainability strategy and mitigating these impacts.																	
	Percentage of raw materials third-party certified to an environmental and/or social sustainability standard by standard	CG-AA-440a.2	<table border="1"> <thead> <tr> <th colspan="2">SASB Metrics</th> </tr> <tr> <th>Certificate</th> <th>% of Total Fibre</th> </tr> </thead> <tbody> <tr> <td>Birla Livaeco</td> <td>0.64%</td> </tr> <tr> <td>Lenzing EcoVero</td> <td>2.57%</td> </tr> <tr> <td>Better Cotton</td> <td>23.00%</td> </tr> <tr> <td>Lenzing Tencel Modal</td> <td>0.09%</td> </tr> <tr> <td>Lenzing Tencel Lyocell</td> <td>0.15%</td> </tr> <tr> <td>OCS/GOTS</td> <td>0.32%</td> </tr> <tr> <td>RICS/GRS</td> <td>5.00%</td> </tr> </tbody> </table> <p>The table shows certified fibres as a percentage of our total fibres as per SASB metrics. Please note that New Look set targets and report at product level in our sustainability report.</p>	SASB Metrics		Certificate	% of Total Fibre	Birla Livaeco	0.64%	Lenzing EcoVero	2.57%	Better Cotton	23.00%	Lenzing Tencel Modal	0.09%	Lenzing Tencel Lyocell	0.15%	OCS/GOTS	0.32%	RICS/GRS
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Activity Metric	Category																			
Number of (1) Tier 1 suppliers & (2) suppliers beyond Tier 1	Quantitative		Tier 1: 426 Beyond Tier 1: 734 Total: 1160																	