
NEW LOOK
KIND
Sustainability Report
October 2024



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Foreword



I am pleased to report that Our Kind to our Core programme achieved significant advances in the past year. We are proud to have delivered our great value fashion to customers in a responsible, socially conscious way.

The retail sector has continued to face external headwinds over the past year, but despite this, driving our sustainability agenda forward has remained a core focus for us. Not only because we know it is the right thing to do, but we also know that it is important to our customers.

We continue to ensure that our sustainability goals are relevant and ambitious. Over the year we have also made the move to consider the carbon impact of our business decisions alongside financial and operational factors – showing how we are putting sustainability at the heart of all we do.

We've made great progress in reducing our overall carbon footprint over the year and we have enhanced our ability to track our product sources and impacts, so we can make data-driven changes to further our progress. We are also working with our supply chain to achieve further reductions.

We are aware that textile waste is a growing issue, and I am personally committed to working with others in our industry, through my role on the advisory board of the Circular Fashion Innovation Network, to find realistic solutions that move us toward a more circular business model.

At New Look, we are encouraging and enabling customers to give greater consideration to the impact of the product they buy, how they wear and care for their product and how best to ensure the product is responsibly handled when it is no longer wearable or usable. We have a long journey ahead, but we are starting to see some solutions.

People will always be at the centre of our operation. You will read in the report how we are listening to and working with our colleagues, and the people who work in our supply chain, to ensure our buying practices remain responsible. Human rights must be respected and working conditions safe. I am determined to ensure that New Look is an inclusive place to work and to provide customers with an inclusive, omnichannel shopping experience.

Looking ahead, there is no doubt that climate change will bring new challenges for the retail sector, and the communities we operate in. We are working hard to understand what that will mean for our operations, the materials we use, how we source and transport our product and the people who work in our business. I am grateful to all those partners we work with who share our goals, some of whom we learn from, others whom we are happy to help build capacity to deliver lower impact operations.

I'd like to thank everyone who is supporting our efforts to continue to be a responsible retailer, and I look forward to continuing to work together, as we ensure our Kind To our Core strategy remains a central part of our business strategy.

Helen Connolly, Chief Executive Officer



Executive Summary

FY24 has been a pivotal year for sustainability at New Look and we continue to make good progress.

Our sustainability ambitions remain unchanged, and our focus last year saw New Look preparing the ground for a more data driven approach. Science Based Targets (SBTs) and an increasing regulatory landscape, which we welcome as an industry leveller. All of which require increased transparency of the origin of our goods and measured impact assessments.

This report shows our achievements and some important changes to our focus and targets as our work to date has led us to data driven priorities and more measurable progress indicators. Please see the addendum to our Sustainability Strategy Refresh.

Climate change and its impact on people is now front and centre with a growing need for enhanced due diligence on human rights. This is reflected throughout the report, with functional directors owning decarbonisation and a greater focus on transparency and traceability throughout the value chain. We are increasingly participating in collaborations to drive change, access expertise, develop metrics and share best practices. These in turn help create benchmarks for our suppliers, third party partners and other stakeholders to support wider industry improvement.

The people running our business are important to us and this is shown as we report that we are on track to meet our inclusive culture targets. In addition, data shows that positive local impact is increasingly important to our customers and colleagues, and we continue to find ways to incorporate this into all our omni channel models.

In summary the report highlights the following progress against our stated and updated targets:

Responsible Business

- We reduced our Total Carbon by 12% compared to our 2022 baseline.
- Our Science Based Targets were confirmed in February 24 (see page 14).
- We teamed up with TrusTrace, a tool that gives complete traceability at product purchase order level.
- We track vulnerable groups in our value chain and have made a number of agreements to reduce risk and support them. This includes a signed collaboration agreement with The International Transport Workers Federation (ITF) and projects to address the risk of gender-based violence and harassment and modern slavery in our value chain.



- We're helping third-party brands and concessions to share our sustainability goals through work with The Industry We Want, Fast Forward and Cascale to offer sustainability guidance, pushing for transparency and readiness for regulation.
- Adoption of Higg modules has grown by 21%, with disclosed facility scores showing an improvement trend.
- In our first year of ZDHC membership we have been working to onboard and ensure compliance of top suppliers, representing 60% of our production. We have set a new target in the area: 80% of our mapped wet processing facilities (by volume) to be fully engaged with ZDHC and meeting MRSL level 1 or above compliance in our supply chain by 2030.
- New Look signed a binding agreement with IndustriALL Global Union to support wages in Cambodia. Achieved through our active membership of the Action, Collaboration and Transformation initiative, working to achieve living wages for garment workers through collective bargaining.

Responsible & Circular Product

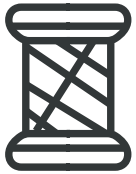
- We have achieved 48% and 43%* reductions in carbon and water footprints respectively, compared to the 2019 benchmark established for Textiles 2030.
- Over half of our total footprint comes from purchased goods and services (fibre products) and it has decreased by 26% since our baseline year FY22.
- We have increased the use of fibres with a lower impact than conventional and now 77% of our clothing has at least one attribute that lowers its impact.
- We have established new targets for traceable and recycled cotton and are raising the minimum percentage of recycled content in our synthetics to 30%.
- We've increased the proportion of supplier packaging with recycled content to 88% and are working on initiatives to reduce materials in packaging. For example, 60 tonnes of plastic saved annually simply by removing the handle of our ecommerce mailer.
- We are in the 2nd phase of the Leeds Institute of Textile and Colour's (LITAC) Durability Research project, developing protocols for durability of clothing.
- New Look are active in a government-funded project to develop automated-sortation for circular textiles as well as a sandbox project sharing data to inform UK Textile Extended Producer Responsibility (EPR) proposals.
- 212 tonnes of textiles diverted from landfill or incineration through our charity and responsible recycling routes.
- New Look have partnered with Circle-8 Textile Ecosystems to review and map textile waste in our operations as well as identify the preferred routes for customer Non Rewearable waste.

* At the time of publishing these statistics WRAP are in the process of compiling New Looks 2023 data submission and are due to verify this and publish a Methodology Update by November 2024"

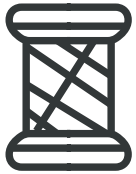


Inclusive Culture

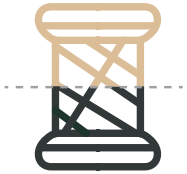
- We have captured demographic data across 76% of our team and continue to increase the collection of this valuable data.
- We have created a successful community of more than 150 'New Look Allies'. Our inclusion and wellbeing ally groups include: Pride (LGBTIA+), Cultural Awareness (Faith and Ethnicity), Accessibility, Men's Health, Women's Health & Wellbeing and new additions include Menopause and Me and Families and Parenting.
- We have been recognised for our progress as one of Europe's diversity leaders by the Financial Times and Statista, and Helen Connolly our CEO has been recognised as a "Leading Inclusive Leader" by Diversity in Retail (DiR)/WiHTL.
- We have focused on internal talent opportunities and filled 35 % of our support centre and retail management positions with internal colleagues.
- We approved 81% of flexible work requests from across the business, ahead of the legislative changes to flexible work requests.
- We ranked 11th in the Retail Week Happiest Place to work index.
- Our Inclusion Team have developed a blog series, "Let's Talk About...", which has provided a platform for our team members to share their personal wellbeing experiences
- We have launched our first ever diversity and inclusion colleague survey where 92% of colleagues surveyed feel that ED&I at New Look is relevant to both them and their colleagues.
- We've Invested in a new people platform, partnering with Dayforce (Formerly Ceridian) which will support our ED&I goals through insights and reporting.



100%
lower impact cotton
by 2022



100%
lower impact viscose
by 2024



50%
recycled synthetics
by 2024

Positive Local Impact

- New Look Colleagues and Customers donated more than £350K to Charities in FY24. £310k went to 30 local charities.
- In FY25 we are partnering with Neighbourly. This will allow every store to support a local charity and to promote paid volunteering days for colleagues. More than 350 charities will benefit.
- We improved our inclusive and diverse customer representation through Loudcrowd User Generated Content (USG), over 50 New Lookers our internal ambassadors, influencer campaigns/ activities involving more than 250 individuals, and diverse casting of our models.
- We signed our first power purchase agreement with a landlord for onsite renewable energy and are working with more landlords to improve environmental performance in stores.
- In FY24 we collaborated with our landlords to enhance environmental performance and supported 101 Business Improvement districts.
- We relocated to a new London support centre that is more sustainable, supports new patterns of work, is more community-oriented, and reflects the brand values.
- We are refurbishing and improving our stores in Manchester and testing initiatives, including some sustainability driven trials.

Introduction

This is the New Look Sustainability Report 2024 and being Kind to our Core is still a key part of our business strategy.

New Look is aware of, and involved in, growing discussions and an increasing regulatory context for sustainability best practice. New Look remains strongly committed to decarbonisation, transparency and laying the groundwork for a more circular business model. We will do this without compromising on respect for the people in our value chain and those running our business through the 4 pillars of our sustainability strategy, which remain relevant for guiding our efforts.

We recognise the importance of modelling the impacts of climate change is increasing, needing to identify the impacts of our business, but even more so, the potential impacts and opportunities to our business. From this, we understand that our social sustainability and business continuity planning needs to consider the effects of warming and natural capital on working conditions, material availability and the movement of goods. We are making progress in these areas, with the just transition and the requirements of Climate-related Financial Disclosures (CFD) being woven into our wider business operations through our risk management framework.

New Look are better placed now to ingest and manage big data through our new data platform. We have been preparing our data streams, testing reporting and working with data scientists to ensure sustainability data is prioritised which will allow us to drive impact through internal dashboards, customer facing claims and external reporting for regulators and investors. To deliver this, we are also working with expert partners to help leverage our data, prepare and understand what is possible. For example Compare Ethics (verified green claims), Looper via Digital Katapult (lifecycle assessments), Maxim (QR codes on labels) and in the pipeline, global risk analytics and climate change modelling.

We recognise that by putting millions of products on the market for sale, we have an obligation to design and promote durability and longevity. In addition, we must take responsibility for the treatment of those products when they do come to the end of their useable life. To this end, we have been sharing data to help regulators establish the mechanisms for UK Textiles Extended Producer Responsibility (EPR), which we accept as a necessary way to fund the investment in a recycling infrastructure in the UK. We have been laying the foundations for more circular business models, focussed on fibre to fibre recycling, working with chosen partners and in collaboration at an industry level. This will require the creation of infrastructure and significant investment in the UK to realise at scale in the next 5 to 10 years. Finding short term solutions for waste textile materials will require us to make interim compromises which we will endeavour to map in the coming year.

Customers remain at the centre of everything we do and our communication with them is shifting to focus less on marketing attributes and more on offering comparable assurances. We want to 'nudge' our customers, creating responsible ways to shop and influencing their behaviours. That means seeking better labelling conventions with easy to understand, comparable impact and



durability assessments, encouraging product reuse and repair, and directing the final disposal of goods that are no longer wearable or usable into responsible recycling streams. This is reflected in our focus on big data, transparency, returns, durability as well as end of life recycling.

You will see throughout that New Look is integrating sustainability into broader business decisions. We are reporting on several major milestones, including the validation of our Science Based Targets, increasing transparency in our upstream value chain, investment in mapping our future circularity plans, and our responses to demands for increased due diligence around human rights in the value chain, through improved purchasing practices, for example.

Overall, a year of exciting innovation and forward-looking work being reported, with clarity of activity for the year now in progress.



Kind to our Core

Our sustainability vision

As a fashion brand we understand more than ever, the social and environmental impacts across our business, our value chain and our products. We have refreshed our strategy in line with 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
- Meet our near and long term Science Based Targets
- Deliver fair wages and safe working conditions for everyone
- Increase transparency and provide comparable data by SASB reporting
- Recognise and address the needs of the communities we serve
- Ensure inclusivity runs through everything we do

Pillar 1
Responsible Business

Overarching Aim

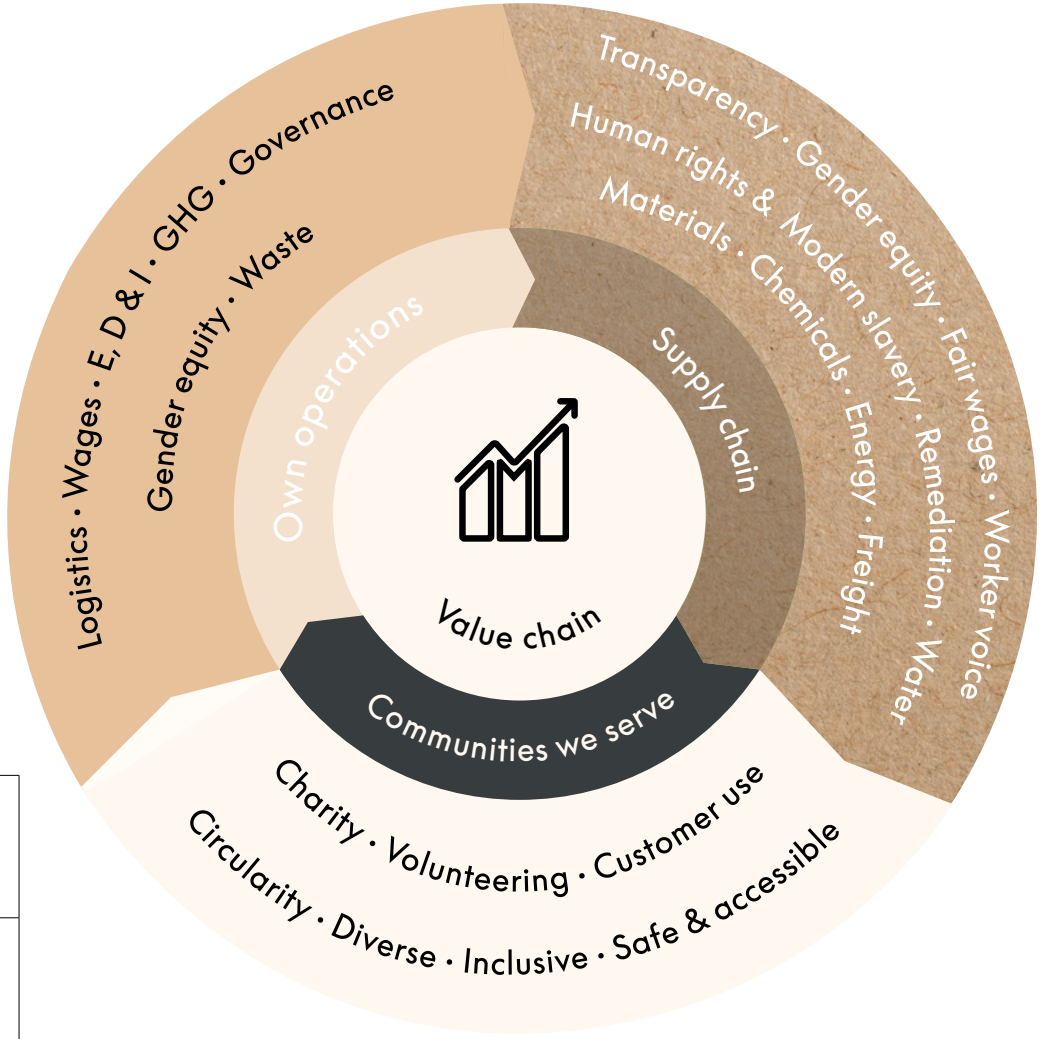
To prioritise our people and our environmental impacts and do so with growing transparency.

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

Our Responsible Business pillar addresses our impact on both people and the planet, setting clear targets to improve practices and mitigate negative impacts. By committing to responsible business practices, we not only help protect our planet and ensure fair treatment for workers but also meet the growing demands of conscious consumers, comply with regulations, and build a stronger, more resilient brand.

Transparency

Value Chain

It has become increasingly apparent that full transparency of value chains is the foundation of a strong sustainability strategy that will enable long term improvements both environmentally and socially. As such, this year we partnered with TrusTrace, a leading traceability and transparency tool within the apparel sector.

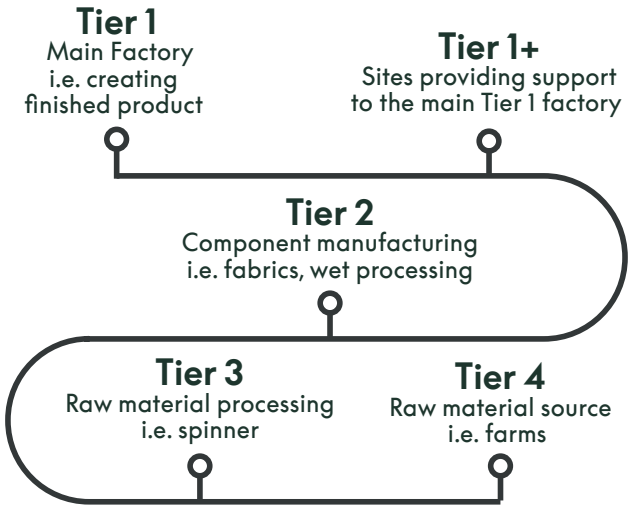
The TrusTrace system provides a platform where suppliers map production sites, providing full traceability from tier 1 to farm at purchase order level. Previously, transparency of our value chain relied on static data collected twice a year, TrusTrace allows us to gather granular data for each product in real time.

With this real time data, we can better understand our risks, overlaying other data sets such as Higg FEM and Sedex reports to build a picture of our sourcing structure and identifying key risks as well as opportunities for both social and environmental improvement in a more dynamic way. In addition, the platform supports the collection of product certification and will allow us to provide reporting for regulatory compliance.

We have begun to onboard key suppliers onto this system and are targeting 80% coverage by mid-year, starting with value chain mapping and quickly moving to purchase order tracing.

Agency workers and Vulnerable Groups

We have continued to identify vulnerable groups such as agency, temporary and migrant workers, through factory visits, third party audits and our onboarding process. Available data from the Sedex platform shows less than 1% of workers are employed via an agency, 99% of workers are on permanent contracts, and 11% are migrant workers. This data, along with visit reports, industry collaboration and global indexes has been used to update our materiality assessment which has been updated to reflect changes and has been published as an addendum to our Sustainability Refresh 2022.



In order to address vulnerable groups and salient risks identified, this year we joined ETI's gender-responsive Human Rights Due Diligence (HRDD) project to combat gender-based violence and harassment in value chains. Additionally, we are entering into a new cooperation agreement with The International Transport Workers' Federation (ITF) which aims to protect vulnerable transport workers by addressing modern slavery risks in value chains. We plan to continue and expand these projects into the new financial year.

Third Party Brands

Currently we have 79 active third-party brands and concessions. We introduced our Sustainability Self-Assessment Questionnaire (SAQ) in 2022 and have continued to take a proactive approach to gather data on how our third-party brands and concessions are managing and mitigating social and environmental risk within their value chains. By utilising our Sustainability SAQs, we continue to collect information on their practices and policies. Our commitment to transparency and continuous improvement drives us to support our partners in enhancing their sustainability efforts.

Over the past year, New Look has engaged with three separate initiatives to support our overarching goal of delivering enhanced due diligence and guidance to our third-party brands and concessions.

Fast Forward Programme

New Look is a founding member of Fast Forward, operated by not-for-profit Stronger Together, with the goal to ensure an ethical UK supply base.

Over the past year, we have participated in a working group led by Fast Forward, contributing to the development of the 'Brand Associate option' within the Fast Forward programme. Tailored for small and medium UK brands, this programme serves as a step-by-step journey towards ethical labour standards.

Following the launch, our focus shifts to actively engaging with our third-party brands to encourage their participation as Brand Members or Associates of Fast Forward.

The Industry We Want (TIWW)

TIWW is a multi-stakeholder initiative, launched to drive industry-wide progress across the garment and footwear industry.

Following a closed roundtable in February 2023 hosted by The Industry We Want (TIWW) New look have committed to being part of a learning exchange, with the purpose of raising the level playing field for Human Rights Environmental Due Diligence (HREDD) and establishing a common framework for retailers selling third-party brands.

Cascale Retailer Roundtable

Earlier this year, Cascale (formerly Sustainable Apparel Coalition) established a working group for brands and retail members selling third-party products (3PR members). This group has been created to allow collaboration and insight exchange between 3PR Casale members, exploring how we can utilise the Higg Brand Retail Module (BRM) to support ESG risk assessment and third-party brand engagement.

Although currently it is not a requirement for our third-party brands and concessions to complete the BRM, this is something that we want to explore in the future to encourage our brands and concessions to enhance their ESG due diligence within their own value chains.



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

Cascale and Higg

We have continued our involvement with Cascale a global-multi stakeholder alliance. Through our membership we utilise the Higg Index, a suite of tools that standardises the measurement of value chain sustainability at scale. New Look maintained Progressive Level for the Cascale Membership Requirements for 2023. The Cascale 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 Cascale, to improve sustainability performance and achieve increased environmental and social transparency within our value chain.

BRM

In 2023, we completed the updated Higg Brand Retail Module (BRM), however due to it being a pilot year, we were unable to have the BRM verified and as such are unable to report our scores. We will disclose our scores in next year's report.

FEM

In 2023, we continued to assess the environmental performance of our facilities using the Higg Facility Environmental Module (Higg FEM). We have seen a 21% increase in adoption of the FEM within the 2022 cycle (last full reporting period), compared to the previous (2021) cycle.

As shown in the below table, 63% of our Tier 1 facilities (83% of production) and 40% of our lower tier facilities (39% of production) completed the FEM module.

		Total Facilities	Supplier Factories Completed	Third Party Verification
TIER 1	FEM 2021	440	254 (74% of production)	87
	FEM 2022	418	264 (83% of production)	152
TIER 2	FEM 2021	649	231 (30% of production)	145
	FEM 2022	816	324 (39% of production)	238

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

As shown in the below table, we saw an increase in average scores across all sections (using verified data) from FEM 2021 to FEM 2022, with an average overall score increase of 2%.

FEM Scores – participating tier 1 and lower tiered factories

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

	2020 module	2021 module	2022 module
Overall Score (out of 100)	52	58	60
Based on the combined average for:	52		
Energy	81	83	85
Water use	70	75	78
Waste-water	59	62	64
Waste Management	33	39	41
Air Emissions	27	36	40
Chemicals	35	41	41

Facilities Social Labour Module (FSLM)

Within the 2022 cycle (last full reporting period), 22% of our Tier 1 facilities (25% of production) and 21% of our lower tier facilities (20% of production) completed the FSLM module. We also have seven facilities in Bangladesh participating in Better Work, an initiative that collaborates with governments, brands, factory owners, and workers to improve working conditions in the garment industry. For the 2022 reporting cycle, Better Work was recognised by Cascale as a verified FSLM module.

While we currently encourage our facilities to complete the Facility Social Labour Module (FSLM), it is not yet mandatory. Looking ahead to the 2024 Higg cycle, Cascale have introduced a new Social and Labor membership requirement aimed at driving industry convergence and reducing audit fatigue. With this new requirement, we are exploring how to effectively implement the FSLM across our facilities for the 2024 Higg cycle.

Internal Key Performance Indicators (Governance)

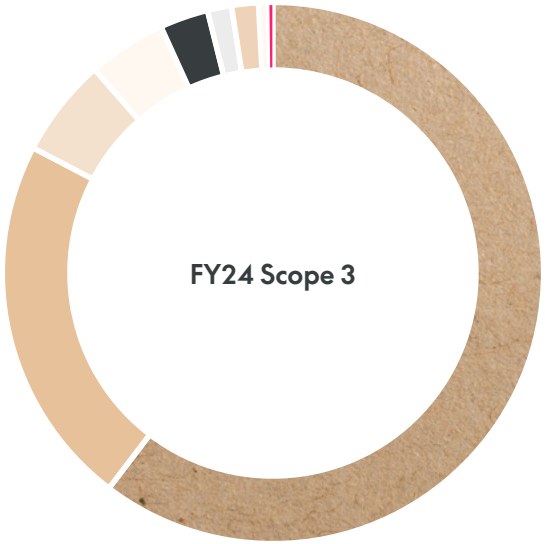
Having integrated ESG into our company values and employees performance reviews we are now implementing a top down approach to deliver shorter term targets in line with our decarbonisation roadmap and wider ESG agenda. Functional directors are being briefed on ESG priorities for their specific business areas, giving responsibility and accountability to each. Once briefed on key topics, the sustainability team will work with Directors and Finance teams to create internal targets that will drive incremental impact against longer term, business wide targets.

Climate Change

New Look committed to carbon reduction across our total business operations, both direct and indirect. To understand our impacts and prioritise reduction efforts, New Look calculates the carbon footprint of all business activities across Scopes 1, 2, and 3. The largest proportion of our emissions fall outside of our direct control in Scope 3, specifically within our sold products. These emissions account for the full lifecycle of our products including raw materials, processing, transport, customer use and end of life.

Scope 1	Year 2021/2022 (baseline)	Year 2022/23	Year 2023/24
Emissions Source	tCO2e	tCO2e	tCO2e
Refrigerants (F-gas)	554	369	498
Natural Gas	496	382	282
Company-vehicle Mileage	182	182	116
Red Diesel	24	15	8
Scope 2			
Electricity Location-Based	17,370	14,244	13,586
Electricity Market-Based	177	9,086	25,063
Scope 3			
Cat 1. PG&S (Fibre Products)	232,254	179,002	172,496
Cat 11. Use of sold products (Indirect)	21,860	17,367	16,852
Cat 1. PG&S (Non-fibre Products & Services)	26,457	45,386	63,691
Cat 4. Upstream T&D	13,970	11,101	13,311
Cat 9. Downstream T&D	9,651	9,239	8,625
Cat 3. FERA (Location-based)	6,620	5,101	4,526
Cat 7. Employee Commuting	6,473	6,045	4,108
Cat 12. End-of-life treatment of sold products	2,091	1,500	1,154
Cat 7. Working from Home	2,004	1,595*	496
Cat 11. Use of sold products (Direct)	15	6	0.02
Cat 5. Waste generated in operations	311	218	168
Cat 6. Business Travel	175	399	635

Note: Baseline year was recalculated and submitted to SBTi due to change of methodology for Cat 11. and Cat 12. emissions.
*Error in Cat 7. calculation last year which has been rectified.



Science Based Targets

This year, our Science-Based Targets (SBTs) were approved by the Science Based Targets initiative (SBTi), demonstrating New Look's commitment to decarbonisation, and aligning the business to the 1.5-degree pathway.

Targets:

Overall Net-Zero

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

Near-Term

New Look commits to reduce absolute scope 1 and 2 GHG emissions

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

Long-Term

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

With the support of Anthesis, we have created a comprehensive roadmap to decarbonisation, splitting our targets into strategic workstreams to help us tackle our emissions. This roadmap will be a continually evolving document to drive and monitor progress throughout our business.

Own Operations

Scope 1 contributes a small proportion of our overall carbon emissions and is therefore less urgent in our decarbonisation plan. Over the course of the year, we have decommissioned gas from one of our stores and continue to reduce this across our estate with gas only present in 10 stores. In addition, we have replaced 23 HVAC systems, converting to lower impact gas and we will continue to roll out this programme in line with regulation. The introduction of electric and hybrid vehicles was high increasing by 68% representing 71% of our total fleet.

Scope 2 remains our largest direct emissions and therefore focus for reduction. We have successfully finalised one Power Purchase Agreement with a landlord, delivering onsite renewable energy at one of our stores and are in discussions on other similar opportunities. This year we have completed 17 full LED replacements and 5 back of house with LEDs now covering 25% of our store estate. Over half of our stores have Building management Systems (BMS) installed which are monitored daily by our energy team to ensue efficiency. In our Weymouth support centre we upgraded our BMS and in 6 months it has reduced consumption by 6% compared to last year. Through these measures, we have seen an overall reduction in electricity usage across the portfolio of 5%.

Overall, in scope 1&2 we have reduced our emissions by 22% compared to FY22, putting us on track to exceed our near-term SBT.



Scope 3 emissions

Purchased goods and services (fibre products) account for over half of our total footprint and have reduced compared to our baseline year by 26%. The reduction in emissions is due to a number of factors including transitioning to lower impact materials, a core part of our strategy, as well as an overall reduction in purchasing.

The manufacturing of our products is another area that has significant impact. We will utilise Higg FEM to gain a deeper understanding of our suppliers' energy use. Higg FEM 4.0, released in 2024 has now standardised reporting units across facilities allowing for comparison and production volume calculations. In addition, we have completed energy profiling within key sourcing countries to inform future strategic decisions on production concentration. This profiling also helps us understand available energy efficiency schemes in key countries, to drive down scope 3 emissions.

Decarbonisation within our value chain is a long-term strategy, with a key focus over the coming years on supplier and facility engagement. We intend to target suppliers using coal and not utilising renewable energy sources. As we have less influence in these indirect emissions, especially lower in the value chain, inter brand collaboration is essential and we are managing this through several industry groups such as Cascale and the British Retail Consortium (BRC) Climate Action Roadmap.

The reduction in emissions from the use of sold products reflects the business's continued decision to stop selling direct power products only clearing held stock this year. Emissions from working from home and employee commuting were both reduced due to a decrease in our workforce. Our waste generated in operations reduced by 23% reflecting a reduction in overall packaging consumption, as well as increase in closed-loop recycling.

Our business travel emissions increased by 59%, which has been driven by a strategic decision to increase travel to our sourcing countries, valuing the firsthand insights gained by our New Look employees on the ground.

Overall, in scope 3 we have reduced our emissions by 11% compared to FY22, putting us on track to meet our near-term SBT.

Freight and Logistics

Our Inbound and Outbound emissions reduced by 9% compared to our baseline however, we did see an increase in inbound emissions compared to last year of 20%. This increase was due to an increase in air freighting as a result of uncontrollable external factors, namely the Suez Canal disruption and the conflicts in the Red Sea. Furthermore, our expansion into a German hub which services European markets created an additional 58tCO2e through sea and road freight. We remain committed to discouraging the use of air freight, however unforeseen external factors can put pressure on our supply chains, necessitating the use of available transportation methods to ensure timely delivery.

We have continued our relationship with the International Transport Workers' Federation (ITF), to map the vessels used by our logistics providers verifying their compliance with ITF standards of working conditions and treatments of seafarers. We have now carried out our 3rd Rights Check, completed annually, identifying that 97% of vessels used are covered by approved ITF collective bargaining agreements (CBAs) an increase from 95% and 90% respectively over the last two years. As previously mentioned, we are strengthening our relationship with ITF through a formalised new cooperation agreement to continue to drive impact in this area.



Biodiversity

Although we are not currently obligated under the Forest, Land and Agriculture Guidance (FLAG) to set Land-based emission reduction Targets, we understand the importance of biodiversity.

To aid our journey towards developing biodiversity targets, we have reconnected with Canopy, the leading not-for-profit forest conservation organization to strengthen our partnership. Our MMCF target means we have committed to only sourcing from fibre producers scoring "Green Shirt" under the CanopyStyle Initiative's Hot Button Report.

Our new partnership with TrusTrace will strengthen and validate our visibility of our value chain, allowing us to contact suppliers in more real time if any non-green shirted producers are highlighted.

In the next year, we plan to conduct comprehensive training with Canopy to empower our internal teams with the knowledge and tools necessary to make informed sourcing decisions of Man-made Cellulosic Fibres (MMCFs). This includes exploring the integration of Next Gen MMCFs made from recycled textile or agricultural residues, which have a lower impact on both climate and biodiversity. We are also currently updating our Wood-Based policy, with the support of Canopy to reflect our Biodiversity efforts.

Finally, we plan to engage with our landlords to understand their respective biodiversity efforts in stores and our offices to determine opportunities for collaboration.

Case study: Supporting innovative decarbonisation with Carbon Kapture

New Look have invested in Carbon Kapture, a Poole based company whose mission is to have the world's largest network of seaweed farms, naturally removing CO^2 from our oceans and atmosphere.

Seaweed sequesters carbon approx. 30 x faster than trees, creating immediate impact. It also brings many other benefits, including increasing biodiversity, improving water quality and once the seaweed is harvested and transformed into biochar, locking the carbon in, it is donated to farmers to improve soil quality. Carbon Kapture are currently working with the scientific community to develop robust measures of impact which will be communicated at a later stage.

New Look are using this partnership to engage with internal teams on carbon impact and will be sending a group out to Mulroy Bay, Ireland for the first harvest of the seaweed. But the most exciting prospect of the partnership is the ability for this model to be replicated in almost any marine environment across the world.

Working with shellfish farms who already have the infrastructure in place to support this initiative, seaweed lines can be quickly and effectively installed, creating immediate impact. We are currently exploring how we can export the expansion of this into key sourcing communities such as Bangladesh.



Hazardous Chemicals

New Look has been a committed signatory of the Zero Discharge of Hazardous Chemicals (ZDHC) initiative for just over a year. During this period, we have worked closely with our top suppliers, who represent 60% of our business. These suppliers are responsible for ensuring their entire value chains including dye houses, print houses, laundries, tanneries, and wet processors, adhere to ZDHC's guidelines.

New Look utilises the ZDHC Gateway and ZDHC Solution Provider Platforms, giving us access to supplier InCheck (chemical inventory) and ClearStream (wastewater testing) reports. It is imperative that all facilities who handle chemicals are fully informed of ZDHC and the Roadmap to Zero Programme. For facilities requiring training, New Look encourages attendance at training sessions conducted by ZDHC-approved trainers.

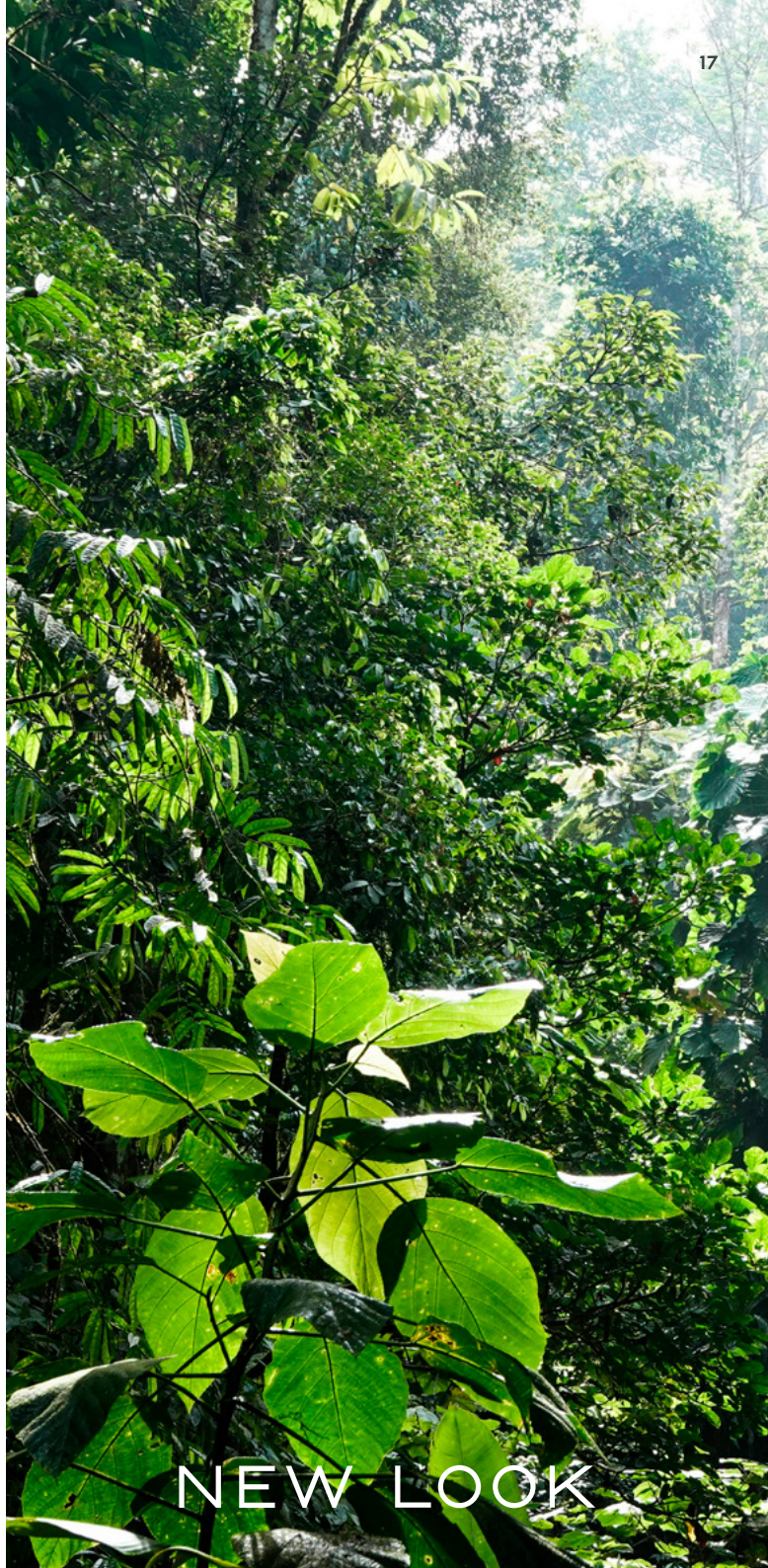
With regards to transparency of our sites, wet processing facilities and chemical use, we require all tier 1 and tier 2 facilities to complete the Higg Facility Environmental Module (FEM). We continuously monitor the chemical management performance of our value chain through the FEM, though we acknowledge that this provides only a high-level overview.

Following this first year of commitment to ZDHC, our goal is to have 80% of our wet processing facilities (by volume) to be fully engaged with ZDHC and meeting MRSL level 1 or above compliance in our value chain by 2030. This means that we want our wet processing facilities to be connected on the ZDHC gateway and platform, completing InCheck reports and Clear Stream wastewater reports.

Gender Equity

We have continued increasing the accuracy of gender data gathered through third-party audit reporting, factory visits, regular value chain mapping and the factory onboarding process. Across our value chain, 56% of workers are women. The highest proportion are in our key sourcing countries, such as Bangladesh, China, Morocco, and Turkey. This visibility will only increase as we continue to invest in more robust reporting systems, support due diligence process.

For the coming year, we have taken the decision to amend our gender target, to reflect the changing landscape of the industry and the need to embed a Human Rights Due Diligence (HRDD) approach across all that we do. We anticipate that making this change will help to create more effective, lasting change for the workers who produce our goods, rather than targeting one specific area. To support this move, we have partnered with the ETI Community of Practice on Gender Responsive HRDD. This is a collaborative programme aimed at supporting efforts to effectively address GBVH in high-risk value chains, by applying gender responsive HRDD through collective action and capacity building. We anticipate utilising lessons learned from this project on due diligence processes across other areas of social and environmental action.



Procurement (GNFR)

We have continued to roll out the GNFR questionnaire to all our leveraged, strategic and critical suppliers. The questionnaire has been modified to reflect changes in the sustainability agenda and legislation, the latest version commencing 1 April 2024. All responses are recorded and scored in a database, along with all supporting documentation accompanying the questionnaire as evidence. Twice a year the updated list of suppliers and their scores will be shared with the ESG Governance committee to decide on suppliers identified as either requiring additional engagement on our objectives or high risk.

Working Conditions

Purchasing Practices

A key aim to promote fair wages and decent working conditions in the garment industry is our membership in the Action Collaboration Transformation (ACT) initiative. ACT is a global coalition of brands, retailers, and trade unions that works to achieve living wages for garment workers through collective bargaining at industry level.

As part of our commitment to ACT, we have signed a ground-breaking binding agreement with IndustriALL Global Union to support collectively bargained wages for garment workers in Cambodia. This agreement, facilitated by ACT, marks a significant milestone in the move towards the first-ever brand-supported collective bargaining agreement in the garment and footwear sector.

We also monitor our progress on implementing ACT principles through regular training sessions for our teams and suppliers, and bi-annual surveys that measure the impact of our actions. The 2023 survey showed a 16% improvement rate for New Look colleagues and we doubled our supplier engagement with the survey, with a 2% improvement rate for our suppliers compared to 2021.

In addition, we participate in international forums and events that address responsible business conduct in the apparel industry. For example, we attended the OECD Forum on Due Diligence in the Garment and Footwear Sector in Paris on 21-22 February 2024, where we exchanged best practices and learned from experts on topics such as living wages, climate change, circular economy, regulation, and worker empowerment.

Human Rights Risk and Modern Slavery

We have updated our targets relating to Human Rights to reflect our ongoing transition to HRDD approach by incorporating OECD guidelines on responsible business conduct. This change in approach requires capacity-building both internally and across our value chain and will also support our alignment with the increasing HRDD legislation requirements. To implement this, we have become involved in several programmes which take a HRDD approach and can increase our visibility of risks within our own operations and value chains, as well feeding into our enhanced risk-monitoring tools.



To monitor progress and address human rights and modern slavery risks, we hold internal quarterly Modern Slavery Working Group meetings, comprising of representatives from relevant areas of the business; including but not limited to our own operations, goods-for-resale, goods-not-for-resale, and partners. The associated targets and KPIs that form the basis of the working group's activities feed into our modern slavery statement that is published on our website on an annual basis.

We continue our Fast Forward membership, aiming to increase visibility of working conditions in the UK supply chain. On an ongoing basis we have increased auditing of UK warehouses and reprocessing sites, in an attempt to mitigate the increased risk of modern slavery in this area of the supply chain. We have also partnered with GoodWeave on a project in Bangladesh focused on understanding the challenges and risks workers face, with an emphasis on child and forced labour which has not yet concluded.

Worker voice

Worker voice is a cornerstone of equality in the workplace and as such New Look promotes workers right to freedom of associate and their ability to share concerns. It is important for workers to have access to remedy and adequate channels to raise grievances. Ideally, these are through traditional workplace channels, but when these fail, other independent avenues need to be provided.

We have facilitated access to whistleblowing helplines in several strategic sourcing countries: Bangladesh and Pakistan, through the International Accord, in the UK as part of the Fast Forward programme, through our collaboration with ACT in key sourcing countries, and in Türkiye, through our strategic supplier's own whistleblowing line. In addition, through our close partnership with TRN (The Reassurance Network), workers can raise concerns directly via local representatives.

To supplement these mechanisms, we are engaging with our on the ground partner, The Reassurance Network (TRN) to take a more targeted approach with suppliers and factories to increase access to effective grievance mechanisms. This will be achieved through a combination of worker interviews, capacity building with factory management teams and on-going support to continually strengthen worker committees.



Pillar 2 Responsible & Circular Product

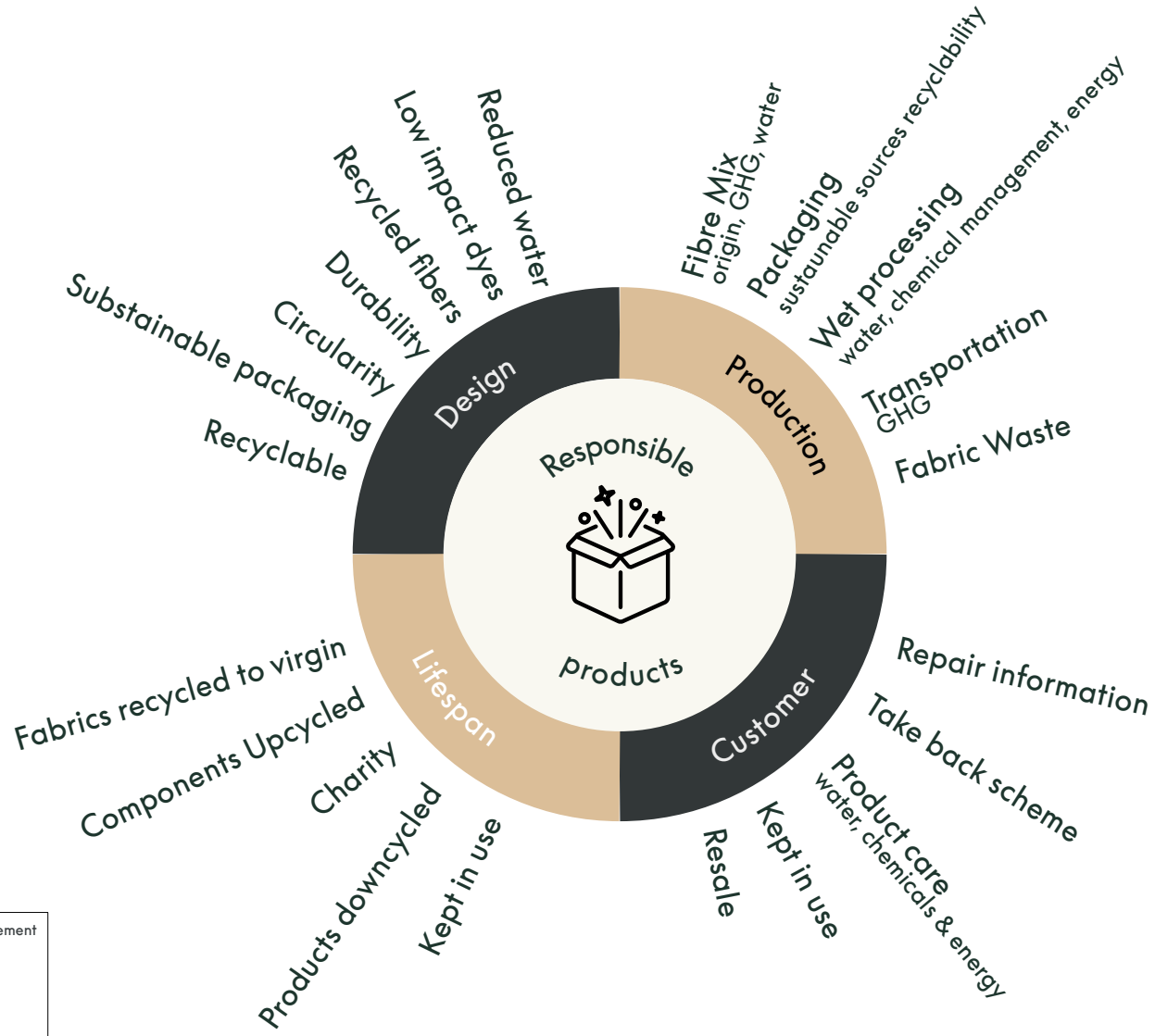
Overarching Aim

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

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 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 product and operations on ecosystems, and biodiversity. We will make responsible decisions to halt & reverse forest degradation, contributing to new and replanting trees.

Product footprint

Our product footprint accounted for 57% of our total carbon emissions this year. We continue to report through WRAP Textiles 2030 (T2030) Footprint Tool as well as through our detailed carbon accounting. Improvement actions measured through the T2030 Footprint Tool show a 48% and 43%* reduction in carbon and water footprints respectively, against the 2019 baseline set for T2030.

Raw materials

New Look remain committed to using lower impact fibres in more of our product. This year, 77% of our clothing had a lower impact attribute, a 14% increase compared to last financial year.

Cotton

Cotton was our second largest fibre used increasing to 31% of all product last year. We continue to only source lower impact cotton and have set a new target this year of increasing the percentage of traceable cotton in our product year-on-year.

We are committed to another year of the REEL cotton programme in India, training 1,000 farmers in sustainable cotton practices. The aggregated results of the programme show the significant impact the training programme has for the farmers as well as the environment. The traceable cotton from the farms we have supported this year is not yet in our product but will be reported on next year to support our updated cotton target.

Increased yield by **4.6%**

Reduced water use by **4.6%**

Reduced chemical pesticide use by **17.1%**

***KPIs from the end-line assessment for the Collab REEL Cotton programme 2023-23 in India**



77% of our clothing for FY24, **63%** of our clothing for FY23, **2%** of our clothing in 2018 with lower impact attributes

* At the time of publishing these statistics WRAP are in the process of compiling New Looks 2023 data submission and are due to verify this and publish a Methodology Update by November 2024.



Better Cotton case study

At New Look we're committed to using more responsible materials and have been a proud member of Better Cotton since 2016. Better Cotton is sourced via a mass balance model which means that although the cotton is not physically traceable to end products, Better Cotton farmers benefit from the demand for Better Cotton in equivalent volumes to those we use in our products. Using the Impact Claims Calculator, Better Cotton estimated that over the last financial year, Better Cotton Farmers benefited from $508,210 additional profit* thanks to New Look's sourcing of Better Cotton.

Through our partnership with Better Cotton, New Look are actively supporting and investing in Better Cotton farmers and farming communities, through the Better Cotton Growth and Innovation Fund. This fund supports field-level programmes and innovations, such as the India Programme.

India is a crucial cotton-producing country and is a pioneering force within the global Better Cotton Programme, with nearly one million Better Cotton farmers. Through the fund, Better Cotton are providing the essential tools and training to support these farmers to adopt good agricultural practices, boosting their yield but also ensuring they are improving water and soil health, becoming more resilient to climate change, and reducing pesticide use. Although challenges remain, the progress towards more sustainable livelihoods shows that Better Cotton are on the right track to a more sustainable future for the sector.

"I became a Better Cotton farmer in 2016. For the last three years, I have used natural bio-pesticides. In my community, around 15 other farmers transitioned to natural farming methods after seeing my results."

Punamchand Jalela, Gujarat India.

*Better Cotton Farmers experience profit increases for a variety of reasons, most commonly due to increased yields and/or optimised use of inputs (such as irrigation water, pesticides or synthetic fertiliser).



Viscose and other MMCF

Viscose remains at 7% of our fibre mix with other MMCFs only contributing an additional 0.3% of total fibre use. This year 81% of our viscose rich clothing product contained lower impact fibres and although a significant achievement, we have not reached our 100% target which has now been extended to the end of the next financial year covering all MMCFs.

Polyester and other synthetics

Polyester remains our biggest fibre at 35% of our total fibre use with acrylic and polyamide representing and additional 9%. We are well on track to reach our target of 50% of synthetic clothing with recycled content by 2024, reaching 46% this year. We are however raising the bar this year, increasing the minimum recycled content from 25% to 30%. This change reflects our understanding of the continuous improvement needed to meet our climate goals.

Polyurethane (PU)

Polyurethane remains a challenge to transition to lower impact materials as it is largely used within our footwear and accessories product. We increased the amount of water-based PU in our footwear to 83,000 units however it still remains a small percentage of our total. This year we have switched a lot of the backing material to recycled content with 18% of footwear including some recycled content. As discussed in last years report, we have extended our target to reduce the reliance on conventional PU and are working to find, trial and scale alternative materials.

Product Circularity

Durability and Longevity

Following the success of the in-house projects carried out last year, we have continued to benchmark our products against competitors and ensure that we are establishing minimum makes that deliver durability and longevity for the consumer.

We are now in the second phase of the Leeds Institute of Textile and Colour's (LITAC) Durability Research Project and continue to play an active role with other key UK retailers in determining testing protocols for durability and setting minimum requirements.

3D design and fitting

New Look have carried out an extensive assessment of how 3D design and fitting can help reduce the number of samples, reducing wasted air miles, time, materials and cost. More suppliers are using the technology and there has been greater interest now shown from designers and buyers. As a result, we are planning more significant programmes with accessories and clothing teams. Buying and design senior managers are supporting adoption by collaborating with our continuous improvement manager and technologists, to agree on ways of working and targets to drive this forward.

Designing for Circularity

Alongside our designing for circularity working group, we continue to enhance our internal teams' capabilities by pursuing collaborative opportunities.



Members from across our Buying, Garment Technologist and Sustainability teams returned to WRAP's Textiles 2030 Design for Recyclability Workshop along with various brands and fibre-to-fibre recyclers. The workshop aimed to accelerate designing for recyclability in the textiles industry, maximizing potential feedstock for both current and emerging fibre-to-fibre technologies when textiles reach the end of their usable life.

The insights gathered during the event will contribute to the development of WRAP's Design for Recyclability Toolkit. Internally, with the knowledge gained from this workshop, a Design for Circularity session was presented to Buying, Design, and Merchandising teams to contribute to our collective efforts in fostering more circular design practices.

Returns

To mitigate the financial and environmental impacts of returns, we have established a cross-functional returns team. This team's primary objectives are twofold: to devise strategies for reducing the volume of returns and to create a more sustainable and efficient returns management process.

Our initiatives encompass all areas of the business including product development, digital experience, packaging, and the reverse supply chain. By leveraging data to analyse customer behaviour and understand the reasons for returns, we can refine our offerings accordingly. Our goal is to provide our customers the best products while promoting more sustainable behaviour shopping behaviour.

Some recent initiatives implemented by our returns team include:

- Charging customers for postal returns of online orders to discourage unnecessary returns and encourage more mindful shopping behaviour. We want customers to have an awareness of the associated environmental costs of producing, shipping and returning unwanted items
- Optimising our website to provide customers with the most accurate product information, helping them choose items that fit perfectly and meet their expectations, thereby discouraging bracket buying and reducing the likelihood of returns

Initial data from these initiatives is positive, however, we are unable to determine the full impact until we have data covering a longer period and will report on results subsequently.

Facilities – Water, Energy

For the past 3 years New Look has worked with Worldly to increase the adoption of the Higg Facility Environmental Module (Higg FEM), to assess the environmental impact of our facilities, focusing on water and energy.

Over the last year, we have deepened this partnership by actively engaging with Worldly who created a tailored data insights dashboard for New Look. The dashboard provides detailed data across energy use, greenhouse gas emissions (GHGs), water consumption and waste generation. These key insights will allow us to understand how we can more effectively use the data gathered through the Higg FEM, to inform environmental impact reduction across our value chain.



In February 2024, New Look's Science-based Targets (SBTs) were officially approved, marking a significant milestone in our sustainability journey. Worldly took a deep dive into this area, analysing the percentages of facilities actively tracking energy consumption over recent years, along with the percentage of facilities reporting reductions in source-specific energy consumption compared to baseline levels. Through this analysis, Worldly identified an opportunity for us to work with facilities to set their energy use baselines and targets, based on the country of operation.

After receiving these valuable data insights, our next step at New Look is to put them to work. The tool created by Worldly will allow us to highlight and target areas where we can make the largest positive impact and help us to develop initiatives, based on what we have learned.

Worldly also focused on water impact, looking at the risks linked to water sources and consumption levels. Key insights from Worldly showed that by working more closely with our suppliers we can increase the number of facilities that actively monitor water usage, set water use baselines and targets. Additionally, we will prioritise engaging with facilities in high-risk water zones.

Our targets for 80% of our factories and associated sites (Tiers 1 &2) by volume to have measured and set targets to reduce water and energy consumption have been extended to 2030. We have made this decision to reflect the difficulty of engaging with factories on this topic, especially lower tiers as well as to reflect timelines within our SBTs and new chemical target.

Packaging

This year, we reviewed our ecommerce mailer and made the decision to remove the handle from the bag. This small change reduces the amount of plastic purchased by 60 tonnes per annum with a carbon saving of 66 tonnes CO¬2e. We also successfully trialled the removal of the ecommerce returns paperwork. Our new online returns portal negates the need for the completion of physical paperwork, halving paper consumption in this area and preventing over 40 tonnes of hard to recycle siliconised paper reaching our customers each year. In addition, we are also currently trialling the removal of the mailing bag for single item click and collect more than halving the amount of packaging each order will use.

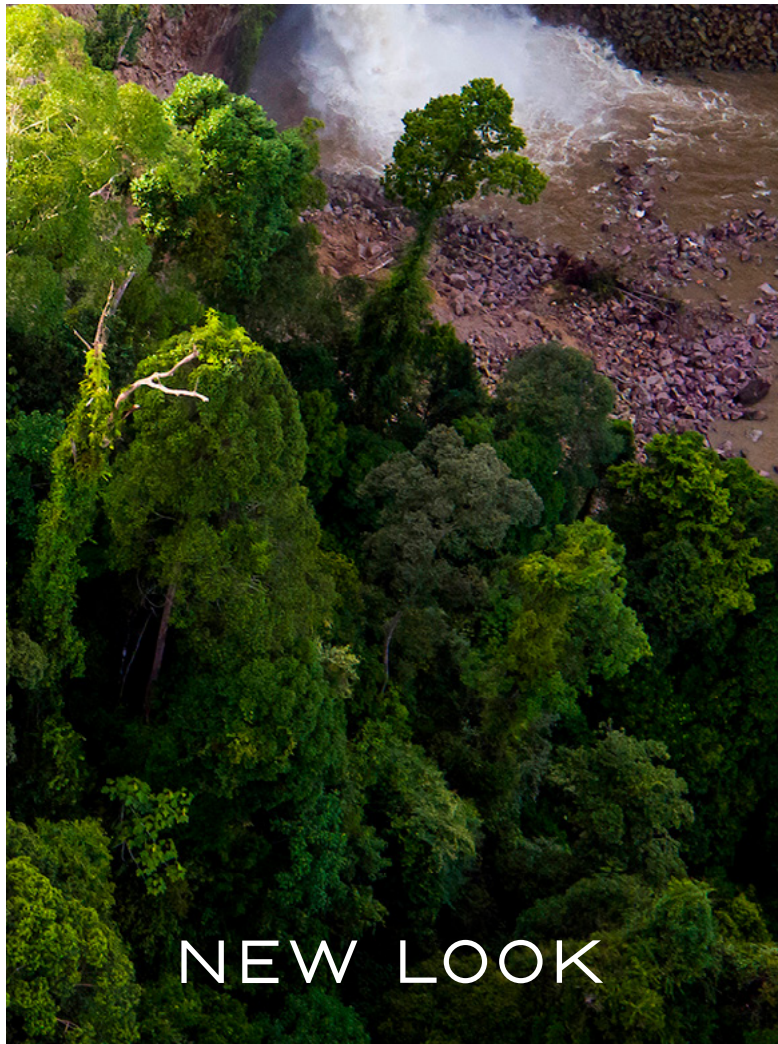
We continue to drive recycled content in our plastic packaging from our supply chain product packaging and have increased the total packaging with recycled content from 82% to 88%. In addition, we have increased the amount of swing tickets made with FSC card to 78% but were not able to transition to 100% due to contract delays.

Customer use & end of life

Improved Forecasting

We anticipate that a new Enterprise Data Platform, which leverages Big Data, (Data) science, and AI, will greatly enhance our forecasting, opportunity detection, and operational flexibility. We expect that the new technology will not only reduce time and effort, but also enable novel data insights that inform more efficient operations for New Look and its suppliers.

We also successfully trialled the removal of ecommerce returns paperwork. Our new online returns portal removes the need for physical paperwork, halving paper consumption in this area and preventing over 40 tonnes of hard-to-recycle siliconised returns slips reaching our customers each year. In addition, we are also currently trialling the removal of mailing bags for single-item Click & Collect orders, more than halving the amount of packaging in each order. This test and learn strategy is ongoing.



Customer Take-back

Having successfully worked with Hospice since 2019 on our 'Donate, Feel Great' scheme which inspired our customers to donate pre-loved clothes to their local hospice store in return for a discount voucher, the project came to a mutual ending. In addition, we also ended our relationship with Refashion after trialling both online takeback and instore pre-loved sales. Although we are now not currently offering take back to our customers, we still provide our customers with information on what to do with clothing they no longer wear via our Kind Hub on our website. Over the coming year we will be exploring exciting new ways to promote textile reuse with our customer through a number of different avenues.

End of life

We are strategic partners of the successful bid to gain government funding for a 2 year project, bringing together a consortium of recycling technologies, textile collectors/sorters, academia, manufacturers, industry associations, technologists and brands/retailers to develop automatic-sortation plant for circular textiles. Since then, we have been working closely to support several work packages, including pilot takeback schemes looking at the consumer segregation of wearable and non-re-wearable clothing which aim to determine feedstock and sortation levels.

New Look shared data for a "data sandbox" project led by QSA Partners with the support and guidance of major industry trade organisations and the NICER Hub based at the University of Exeter, Funded by government and examining how a variety of existing Producer data sets can be efficiently analysed and compared to enable circular eco-modulation for extended producer responsibility tax of textiles placed on the market in the UK. We will advocate for eco-modulation, as a way of reducing taxes in line with responsible business practices.

In addition to the Automatic-sorting for Circularity in Textiles (ACT UK) project, we have partnered with Circle-8 Textile Ecosystems to review and map the textile waste within our operations as well as identify opportunities for customer end of life product. The purpose of this partnership is to ensure that all textile product is segregated and sorted into reuse and non-reusable textiles for resale or to supply existing and emerging recycling processes.

This year, we diverted 212 tonnes of textiles from landfill or incineration through our charity and recycling routes. Our focus for the coming year is to continue to develop systems and processes which support the responsible resale and reuse of rewearable textiles as well as the segregation of non-rewearable clothing to prevent waste being transported to other countries.



Pillar 3
Inclusive Culture

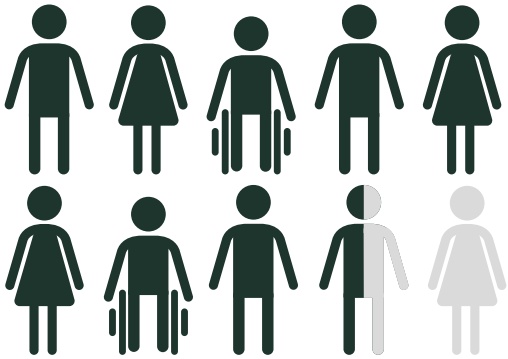
Overarching Aim

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

75% colleagues surveyed feel that New Look really values diversity



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



Our mission is to live and lead by our values. Leading in an authentic way will improve inclusion and engagement, our positive local impact and allow us to even better represent our customers.

Understanding our colleague communities

We have good visibility of our colleagues' demographic data, with data capture at 76% of our team. We continue to have a clear and consistent focus on engaging our teams on why this is important, and how it will fully support and underpin positive actions.

Our ally communities continue to grow, with over 150 allies' business wide, across both Inclusion and Wellbeing Ally groups. These Ally groups include our PRIDE (LGBTQIA+), Cultural Awareness (Faith and Ethnicity), Accessibility, Men's Health, Women's Health, & Wellbeing Allies. We have also recently added two new ally communities, Menopause & Me, Families & Parenting, helping to further strengthen our objective to give our colleagues a stronger voice.

These Ally Groups have enabled team members from all locations, and at every level, the opportunity to have a greater impact for our wider colleague community, by influencing, challenging, and shaping business decisions, alongside under-pinning the shape and focus of our Equity, Diversity & Inclusion (ED&I) and Wellbeing activity.

Our Good Vibes Club (social) teams are active across our Support centres and Distribution centre, ensuring that social activity is equitable, relevant and supports in getting our colleagues together.

Resource groups

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

We're proud that our teams have a powerful "voice" and can be actively involved in creating our culture, bringing our community together and ensuring that everyone is represented. This has been achieved through our Ally Groups, previously mentioned, and by broadening our "Your Voice" functional groups across all business functions and locations. Our "Your Voice" groups meet regularly and their feedback is shared with senior leadership, providing critical insight from our diverse colleague base. This is driving authentic action and having a positive impact across our diverse colleague community, bringing to life the "You Said, We Did" action.

Listening to our teams effectively, is a critical component in our roadmap. It underpins our actions and provides a clear view from all colleagues as to whether what we are doing is making a difference for them. We continue to ensure that our colleagues are engaged and we are working on a new agile approach to our regular engagement and wellbeing survey.



With this in mind, the new survey will provide bi-annual insight as well as an opportunity for pulsed surveys, supporting more targeted, and data driven action for our leadership.

Finally, we are also proud that our Inclusion Team have been part of several external panels, including The Retail Bulletin. This has given visibility to our efforts and our approach is now being recognised externally. Last year, we were shortlisted for the Drapers Diversity and Inclusion award to recognise our efforts and how far we have come.

Board and leadership

We remain committed to living, leading and role-modelling our values at all levels and we are proud to share that Helen Connolly our CEO has been recognised as a "Leading Inclusive Leader" by Diversity in Retail (DiR)/ WiHTL. In addition, our General Counsel is sponsoring our Inclusion Team, alongside our People Director, showing our top-down commitment to ED&I.

Our strategy for the year ahead is focused on living and leading inclusively, by supporting leadership and managers to lead with diversity and inclusion at their core, especially as ED&I continues to evolve. Our values and development programs fully support connecting diversity and inclusion with behavioural and empathetic leadership, focussing on the team dynamic, collaboration, valuing diverse perspectives, resilience and wellbeing.

Since full year 2023, we've had fully transparent policies. They are available to all our colleagues through our on-line 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 support guide as providing guidance is a more inclusive approach to effectively supporting our colleague.

Recruitment processes

Becoming an accessible employer of choice, whilst broadening our talent pool, is core to our ED&I and talent attraction plans.

This year, we have focused on internal talent opportunities and filled 35 % of our support centre and retail management positions with internal colleagues, driving career progression. We also offered 118 secondment opportunities across the business.

We've developed our corporate careers website, our internal careers site, and re-branded 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 business.

We continue 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.



In our strategy for the year ahead, we will be reviewing how we can better identify and nurture neurodiverse talent. We will provide tools and support to our neurodiverse colleagues, so they are able to have equity in how they develop and progress at New Look. We also recognise that we need to be more proactive in our approach to inclusive recruitment, and as such, will be reviewing our recruitment process to continue to create fair and transparent process.

Flexible working and wellbeing

Our key aim is to better support work-life balance and colleague engagement, whilst further supporting talent attraction, retention, and performance.

Last year, we approved 81% of flexible work requests from across the business. We were ahead of the legislative changes to flexible work requests, implementing changes to our policy in October 2023 head of the requirement in April 2024.

We have reviewed all our office locations and have made changes across each to support in providing a more inclusive approach to hybrid working and to create a better working environment. This year we have been recognised on the "Retail Week Happiest Place to work index", ranking 11th.

We have further enhanced our wellbeing and benefits support for our colleagues. In partnership with the Retail Trust, we launched a free virtual GP service that is available to all colleagues & their children, introduced our first ever cycle to work scheme and have also partnered with the Fashion & Textiles Children's Trust providing support for colleagues and their children.

We continue to collaborate with The Retail Trust, Reward Gateway, the BRC, and AXA on webinar, and workshop content helping to ensure our colleagues are fully aware of the support and benefits available to them.

We have signed up for and are proactively utilising the Retail Trust's "Happiness Dashboard", a platform that enables us to better understand the needs of our colleague's wellbeing. This is helping us to support colleagues in the most authentic and proactive way.

We have launched our "Lunch and Learn" webinar series, which is opening the discussion on important topics, and giving our colleagues a greater insight into key topics such as asperger's, pronouns, unconscious bias, stress, and grief. Our Inclusion Team have developed a blog series, "Let's Talk About...", which has provided a platform for our team members to share their personal wellbeing experiences. Colleagues have shared personal stories on topics such as cultural celebrations, mental health, infertility and fitness which have really been resonating with our teams.

We held our first ever "Relook Roadshow", visiting both our Support Centres and our Distribution Centre. This brought our colleagues together in person, allowing them the opportunity to engage with all that is available to them across benefits, wellbeing and development.



Inclusion

Our ED&I Roadmap, ''Our Kind of Inclusive'', underpins our focus and actions to support all colleagues to be able to be the most authentic version of themselves and connects to our purpose and values.

We are excited to announce that we have been listed as one of 'Europe's Diversity Leaders 2024' by the Financial Times & Statista.

We intend to have better transparency across ED&I and have worked on our processes to support this. This year we introduced pay principles which have been reviewed with an ED&I lens. We will continue to work on this, helping us to prepare for pay transparency.

We have partnered with Dayforce (formerly Ceridian) and are soon to launch their software which will provide a more dynamic, agile people & pay system. In addition, it will give us ongoing and customisable insights and reporting on ED&I and colleague demographics, which will be used to drive actions.

We have launched our first ever diversity and inclusion colleague survey, allowing us to hear from colleagues on our progress so far. We will reflect insights from survey into our roadmap to ensure we continue to effectively support all colleagues. From this survey we can see that 92% of colleagues surveyed feel that ED&I at New Look is relevant to both them and their colleagues, and that 75% of colleagues surveyed feel that New Look really values diversity.

We are active partners and members of DiR/WiHTL, and the Retail Trust, Your D+I, BRC, Trust, Alex Manners, Loving Life and Check 4 Cancer. All these partners are helping us to promote diversity across all levels of the business. We encourage everyone, to fulfil their career aspirations, prioritise their own wellbeing 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, sharing insight into what we are doing to promote inclusion and develop a true sense of belonging. We are also sharing our data externally via the BRC, and both Gender and Ethnicity Pay Gap reporting.

Career Development Programmes

Key to "Our Kind of Inclusive" pillar of our people strategy is that living and leading by our values must be role modelled, at every level, and talent development opportunities are available to all New Look colleague. This is further supported by our focus on creating a Climate to Thrive, our internal development programme supporting our colleagues to be their best.

This year we have taken part in the Ethnic Future Leaders, and UK Women Leaders programs via our partnership with DiR/WiHTL. We will continue to utilise this relationship along with our apprenticeship provider to support future talent. The benefit of both



partnerships is to give candidates insight into career pathways available to them, as well as provide technical expertise to those who are clear on where they are heading but need support getting there.

The Talent Development strategy for FY25 will continue to focus on Leading@NewLook, a development pathway for managers to support in creating an inclusive environment. The pathway focuses on developing behaviours, values, wellbeing support for teams, resilience, and inclusive and empathetic leadership. As part of our ED&I roadmap and Talent Development plans, senior leadership will continue to complete Leadership Development workshops throughout the next financial year.

We will continue to build our data capabilities and visibility during this financial year, supporting the delivery of improved processes and measures of our ED&I Roadmap. The data will be used to effectively set internal targets, driving improvement across our teams and wider business.

Our online Academy has been enhanced, giving our team access to a huge variety of learning resources. The platform, which is accessible 24/7, encourages colleagues to own personal development through bitesize learning in many different formats to suit all learning styles. Our teams also have access to an online tool which enables them to capture achievements and collate feedback on their performance and development opportunities. This function enables great conversations with line managers, discussing performance on a more regular basis.

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.

Supporting early careers has been focussed on through our continued partnerships with our apprenticeship provider 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.

Aligning our talent attraction and talent development plans to our ED&I Roadmap remains always on. This alignment ensures we are making progress through robust, targeted actions derived from data insights from our teams. This allows us to demonstrate how we are taking onboard colleagues feedback, which fosters greater engagement, building 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



4 QUALITY EDUCATION	We promote lower impact lifestyles, human rights, gender equality and promote a global citizenship and appreciation of cultural diversity
11 SUSTAINABLE CITIES AND COMMUNITIES	New Look work for inclusive, safe, resilient, & sustainable communities



We want our customer to make more sustainable choices and contribute to a better future for people and the planet. We have used insights to understand what our customers care about in terms of sustainability and how we can communicate better with them to drive positive local impacts.

Our "Kind to Our Core" philosophy goes beyond our products and services. We also engage with the local communities where we operate, listening to their needs and supporting causes that match their values. By building strong relationships with the communities we serve, we aim to enable and promote more sustainable lifestyles and offer lower impact options that create a lasting and positive difference.

FY24 saw a focus on preparing for what will be a new approach to communication of product attributes in the future years. Green claims regulation in UK and Europe are driving discussions around best practice and New Look are continuing to monitor and develop our sustainability messaging. We are working with Compare Ethics to inform our internal teams and develop a data filter to validate claims at scale. We anticipate labeling and copy conventions will change further and will offer transparency and more impact data to customers, helping them make comparisons between products, similarly to the electrical good and food industries.

Our customer communities

In FY24, New Look built on market demographic insights and 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. By getting the product offer right, we can reduce waste as well as recognise the diversity of our customers. We are already seeing an impact from our revised allocation strategy in Manchester which is resulting in improved full price sell through.

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 using 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.

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



Representing our customers

New Look are committed to reflecting our customers and we have developed a number of new strategies to support us with this.

This year we introduced Loudcrowd, a User Generated Content (UGC) reward programme that incentivises our customers to share content in their New Look outfits and promote brand affinity. We then repurpose the assets across our own channels. We expanded our internal ambassadors pool, we call them our 'New Lookers', chosen from our support centres and stores. These individuals embody all aspects of our customer base. All influencer campaigns and activity are size inclusive, ranging from size 8-22 and we work with around 250 individuals a year, which is expected to increase significantly. In addition, we continue to cast all creative shoots as diversely as possible, though this is an ongoing process and we plan to widen diversity further this year.

Supporting Local

New Look raised over £356K for charities last year, despite the economic challenges that many communities faced.

Our research last year told us customers wanted to give to local causes and donate small amounts frequently. Supporting causes close to us, either where we operate or source from, helps us build trust in the community. In FY24 we supported 30 local charities chosen by our Retail Territories and aligned with our Kind Values. Our store teams care deeply about their local communities and our customers generously donated over £310K through their efforts. The recipient charities appreciated this ongoing support.

CHILD POVERTY ACTION GROUP

"A massive thank you to all the New Look staff who have so generously given their time and raised significant funds towards preventing more children falling into poverty. On behalf of CPAG, a huge thanks to all at New Look who recognise that we can imagine better for our children, so they get the same opportunities as their better off peers. Thank you for making this possible for so many more children over the course of the partnership."

Mikeysline
IT'S OK NOT TO BE OK

"Thank you so much to the New Look store for choosing us as their charity of the year. As a grass roots charity that receives no statutory funding, we are so grateful to have the support of local and national businesses like New Look."

YORKSHIRE AIR AMBULANCE
Registered Charity No. 1084305

"On behalf of everyone at the Yorkshire Air Ambulance I would like to thank you and all the stores for the support that you have given to the charity over the last year, it has been a pleasure to work alongside such a high-profile company. The money that has been raised will help us to continue to save lives across Yorkshire. We really have been so grateful for your amazing support... not only the generous donations but also raising valuable awareness of the life-saving charity."





We continued to support 3 selected National partners who align with our sustainability goals, through online donations, our pay day lottery and gift card campaigns. Beneficiaries were Tree-Nation, LGBT Foundation, and the Princes Trust. Tree-Nation has been recognised by customers as their opportunity to support the environment and through our research see this as a responsibility of business, separate to charity.

Retail TRUST
1832 ONWARDS

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

DougieMac

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

neighbourly

During FY24 our Charity Steering Group worked to review how we could harness the kindness of our customers and colleagues who give their time and focus to the worthy causes we support. In 2025, New Look will be working with Neighbourly to allow each of our stores to choose a local charity. We are excited to measure their impact. And because we know that our entire business has a desire to support, we will also work with Neighbourly to encourage and enable our colleagues particularly in our support centres to use their paid volunteering days for good . This is a great way to make a difference locally, especially for our support centre teams and a welcome opportunity to do things together as teams, which we know also boosts wellbeing.

In 2014 with a mission to put local impact at the heart of responsible business. From its grassroots beginnings, the Neighbourly platform has become a global leader in community giving through years of innovation in impact measurement and reporting. As one of the UK's founding B Corps, Neighbourly operate to transform the global economy to benefit people, communities, and the planet. This underpins their core values and belief in redefining how sustainable communities are built and what success in business means.

Morocco suffered a terrible earthquake on September 8th, 2023. 21 factories that produce our goods in Morocco have staff who were affected by the disaster, as some lost family and friends in the area and needed support. As we did with Türkiye in the previous financial year, New Look donated to the Red Cross on behalf of all our colleagues, to help with the emergency relief they needed in Morocco. We know we cannot always help, but we are committed to setting aside some funds every year to make a small contribution to countries we work with when they face such humanitarian crises.

Bringing Communities Closer

This year we continued to provide our store teams with guidance on optional local events and cultural celebrations, supporting them to react into and celebrate these moments locally with their customers. This has allowed them to really be inclusive with their communities on a localised level, to own their business and realise the commercial gains from bringing the community closer.

We elevated selected stores further with bespoke window takeovers and activations based on big local events this year, from the King's coronation in Windsor to Eurovision in Liverpool. We even got involved in the Edinburgh Fringe Festival, with a hand painted window installation by a local artist/team member. All allowing us to be a part of the communities in which we serve.

We re-launched our internal ambassador programme with a new local New Looker angle, recruiting up to 50 New Lookers based out in our stores across our territories. This has allowed us to truly represent and talk to our customer on a local level.

Quiet Shopping Hours Trial

This year we trialled quiet shopping hours in a select group of stores. Quiet shopping hours are a dedicated time where we change the shopping experience in-store to be more accessible and create a more inclusive retail experience for certain customer groups, who may be impacted by sounds, lighting & sensations in-store.

Collaborating with local partners

In FY24, we worked with our landlords to boost environmental performance where possible in our 385 stores. We recognise property as a key impact and opportunity within our scope 1 & 2 carbon emissions as well as wider ESG commitments with ESG clauses forming part of our lease agreements.

Approximately 20 landlords/agents requested energy, water, and waste data for their ESG reporting. We expect this to grow as more landlords set sustainability targets and fall under mandatory reporting. We also saw more landlords contact us to talk about ESG strategies and we plan to continue to reach out to more ourselves this year.

We are taking advice from several business partners on emerging best practice in estate management with regards to environmental impact. This year we signed our first power purchase agreement with a landlord for onsite renewable energy. In addition, we supported 101 Business Improvement Districts in our regions, which offer extra or improved services like more cleaning, public works, and promotion.

Learnings from our Store of the Future programme supported our forward store investment programmes. Some of its findings have contributed to an initiative upgrading and improving our stores in Greater Manchester, strengthening our commitment to our retail stores. We are now trialling several initiatives in 20 stores in the area over the next 12 months to create a blueprint for further improvements across the rest of our estate.







The initiatives include improving store layouts and designs, upgrading technology, and offering enhanced training to colleagues. Whilst a significant part of the investment will go toward cosmetic upgrades to boost the in-store experience, improve product merchandising and better align the our brand identity, the stores will offer a more tailored product approach to the region and will act as a test bed for several sustainability initiatives.

Our new London Support Centre is The Hickman in Aldgate East, London. We moved there in November 2023. The Hickman is more than an office, it's a place to connect, celebrate, and live our values. The Hickman reflects our brand: innovative, sustainable and community oriented. The building is old, but it was the first to get a 'SmartScore' of Platinum, for technology, efficiency, and user experience.

The Hickman supports our vision of hybrid working after Covid. We have less office space, but more flexibility and collaboration. We have different workstations, meeting rooms, and breakout spaces, all with fast connectivity and Teams integration. We have good transport and cycling options.

We've made The Hickman feel like home. We worked with our colleagues to design a space that suits us. We kept some original features, and added wall coverings, furnishings, lighting, and planters to make it cozy.

We also added our brand colours, values, and stories, to make it ours. We have collected feedback from our colleagues and made improvements since moving in. The extra benefits for us and our visitors are being close to our Gracechurch Street Store, The City of London, and lively areas like Shoreditch.

Climate Positive: Thinking Local

FY24 did not see a sudden shift in customers demanding more sustainable products, as the demands of household bills meant a squeeze on the purse and an ongoing demand for value. New Look agreed that we would not go backwards on our pledges, and we continued to deliver lower impact products and service. Our customer insights continue to monitor attitudes towards sustainability. New Look face a challenge, along with many retailers on how best to create local opportunities to nudge customer behaviours.

For example we are closely working on how we can accommodate and reduce the customers' appetite for returning product, to lower associated costs and environmental impacts.Our returns squad are looking at the challenge from all sides, lowering environmental impact, reducing waste, nudging better customer behaviours and predicting returning behaviours prompted by promotional activity.

We continue to look for opportunities to reduce the weight of paper and packaging in stores, including switching from paper to digital receipts. This saves on costs and improves customer service, with over 70% of our transactions currently resulting in a digital receipt

Lifecycle assessments help us measure the impact of our product, and we will also examine the impacts after the customers buy them. We will keep testing, learning and modelling to find ways to reduce our environmental impact, which ties in with many of our sustainability initiatives, such as durability, how customers look after and mend their clothes, and what they do with product when they no longer want it or can use it. By knowing these behaviours, we can start to influence, suggest more sustainable alternatives, and make it easier for customers to change their habits.



Governance

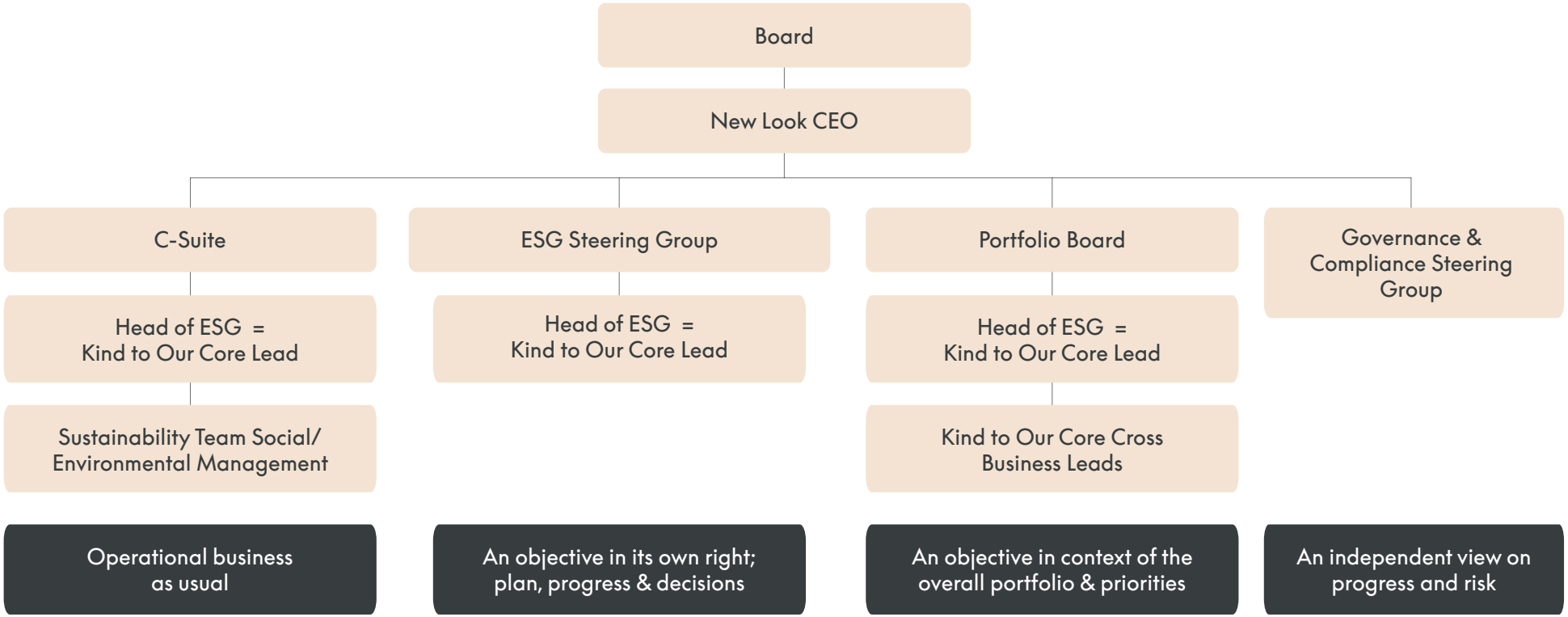
New Look fulfils its reporting requirements through our Annual Report. The Directors have considered The Companies (Miscellaneous Reporting) Regulations 2018 and have applied the Wates Corporate Governance Principles for Large Private Companies. The policies by which we govern our business are outlined 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. This year, the ESG Steering group has extended to include a broader range of functional directors across the business. We plan to extend the steering group to include the 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 oversite from the Board as well as the C-Suite, New Look leadership are driving progress. This year we have created two new job titles, Head of ESG and Human Rights Sustainability Manager to support with governance.

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

We are no longer required to report against TCFD and have instead included a CFD statement which can be found in our Annual Report.



Appendix: Targets

Pillar 1: Responsible Business

Pillar 1	Targets
	We will publish full visibility of all suppliers through to Tier 2 by FY23
	We will publish full visibility of our cotton, viscose and polyester supply chains to Tier 3 by FY23 (Equates to 75% of our raw materials)
	80% of our factories and associated sites (Tiers 1 & 2) by volume to have measured and evaluated their environmental performance by FY25-26
	Map vulnerable worker groups and associated risks within our Tier 1 &2 value chain to update and inform our due diligence approach on a continuous basis
	Increase due dilligence with third party Brands
	To review the formal requirements for any third party brand or concession working with New Look by FY25-26
	All Directors are responsible for reporting against agreed targets on annual basis, with quarterly reviews
	All New Look colleagues to have at least one sustainability related KPI by the end of 2022
	Climate Positive by 2040
	Commit to Science Based Targets (SBTi) 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
	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
	80% of wet processing facilities (by volume) to be fully engaged with ZDHC and meeting MRSL level 1 or above compliance in supply chain by 2030
	Embed gender responsive due diligence practices across the supply chain.
	Sustainability clauses to be included within contracts by 22
	Implement ACT accountability and monitoring framework for purchasing practices by FY22
	Visibility of direct and indirect labour costs for all ACT priority countries
	Collaborate on sector level initiatives aimed at collective bargaining for fair wages.
	Create a baseline of minimum wages, understanding the gap between living wage across sourcing countries
	To contribute to the 2021/2022 ACT roadmap
	Incorporate an enhanced Human Rights Due Diligence (HRDD) approach in line with the OECD Guidelines on Responsible Business Conduct and UNGPs by FY25
	Work with key suppliers on enhancing their approach to HRDD through capacity building activities
	To lead change where it is required & to meet our obligations to ensure Modern Slavery and Human Trafficking do not exist in any part of our operations or supply chains
	Enhance accessibility to effective grievance mechanisms

Key

- Completed, still reporting
- Updated in Strategy Refresh Addendum
- On track
- At Risk

Pillar 2: Responsible and Circular Product

Pillar 2	Targets
	YOY increase of traceable cotton from FY23/24 baseline
	100% Lower Impact Viscose and other MMCF by end of FY24/25 *for all MMCF rich product (>50%)
	50% of our synthetics will be recycled fibre 2024
	>30% of product will have > 25% recycled content 2024
	50% reduction in conventional Polyurethane (PU) Footwear and Accessories by FY27/28
	Invest, test, and explore innovative 'Kind' materials
	% designers with circular design training
	We will reduce the GHG footprint of products by 50% (aggregate) by 2030
	We will reduce the water footprint of products by 30% (aggregate) by 2030
	80% of our factories and associated sites (Tiers 1 &2) by volume to have measured and set targets to reduce water consumption by 2030
	80% of our factories and associated sites (Tiers 1 &2) by volume to have measured and set targets to reduce GHG emissions by 2030
	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

Key

- Completed, still reporting
- Updated in Strategy Refresh Addendum
- On track
- At Risk

Pillar 3: Inclusive Culture

Pillar 3	Targets
	Implement a new people system software to provide better and ongoing insights and reporting of E, D & I and our demographics in 2023
	Colleagues engaged in improving demographic data collection during 2022
	Externally report demographic insights from FY24
	Maintain E, D & I effectiveness, and engagement scores through biannual survey
	Colleague Resource groups established through our Your Voice internal engagement programme to drive engagement and contribution to employee experience strategy in 2022
	Inclusive Leadership E, D & I , practices , processes and measures lived and lead across our Leadership team
	Review and update relevant E, D & I related policies in 2023
	Introduce ethnicity Pay Gap Reporting by FY25
	Complete E, D & I review of recruitment processes by end of 2022
	Programme E, D & I related training, starting with senior hiring managers throughout 2023
	Agree metrics to measure take up of flexible working 2022
	Agree appropriate Wellbeing Metrics by FY24
	Use gender pay gap reporting as a measure to contribute toward wider pay equity objectives
	Annual E, D & I training for all employees rolled out in 2023
	Development & coaching programmes established for underrepresented groups during FY24

Key

- Completed, still reporting
- Updated in Strategy Refresh Addendum
- On track
- At Risk

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
	Identify under-represented groups and understand how we can best serve them
	Ensure model & influencer diversity reflects the customers we serve across all channels FY23
	Be body positive, reflecting and celebrating the diversity of body shape and making sure our inclusive sizes are shoppable across our channels FY23
	Empower our local teams to best represent our customers and offer an inclusive experience FY24
	Localise product assortments using data to improve our service and reduce wasteful operations FY24
	Localising charitable giving. Regionally elected charities supported by their local stores FY22
	Bringing the communities closer: offering inclusive local store and digital experiences
	Work with local partners to support low carbon, safe and accessible physical shopping environments by FY25
	Enable low carbon, safe and accessible digital shopping experiences by FY25
	Recognise when a community we are part of is in crisis and react in an authentic, timely and appropriate manner (Ongoing)
	Enable customers to live more sustainable lifestyles
	Localising access to Responsible Product
	Identify and engage climate positive stores and digital service options, 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.

Key

- Completed, still reporting
- Updated in Strategy Refresh Addendum
- On track
- At Risk

Appendix: 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 third 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. New Look has been a signatory friend of Zero Discharge of Hazardous Chemicals (ZDHC) for just over one year and are working with top suppliers covering 60% of our supply base to register on ZDHC Gateway. New Look has access to the ZDHC Gateway and ZDHC Solution Provider Platforms which enables us to view supplier InCheck (chemical inventory) and ClearStream (wastewater testing) reports to measure ZDHC MRSL compliance level.
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 406 FEM 2022 modules, that have been both verified and shared with New Look on the Higg platform (Tier 1 and Beyond Tier 1), only 10 facilities have wastewater discharge permits that are out of compliance – making compliance 99% for verified shared FEM 2022 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	Tier 1 Factories ● 83%* have completed Higg FEM ● 36%* have verified their Higg FEM Tier 2 Factories ● 39%* have completed Higg FEM ● 29%* have verified their Higg FEM *Based on average production percentage.

<table>
<tr><th>Topic</th><th>Accounting Metric</th><th>Code</th><th>Further Details</th></tr>
<tr><td rowspan="3">Labour Conditions in the Supply Chain</td><td>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</td><td>CG-AA-430b.1</td><td>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 more frequent follow-ups completed based on overall risk rating. Existing third-party SMETA or Amfori BSCI audits carried out within the last 12 months are accepted to reduce audit fatigue.</td></tr>
<tr><td>Priority non-conformance rate and associated corrective action rate for suppliers' labour code of conduct audits</td><td>CG-AA-430b.2</td><td>During the last financial year, we identified 29 factories with critical issues, including indicators of subcontracting, delays in legal payments, lack of respect for Freedom of association and unfair dismissal of employees. These were all raised through established whistleblowing channels. Following engagement with the suppliers, factories, and local stakeholders, 27 of these issues have been successfully remediated to date, with remediation ongoing with the remaining suppliers/factories.</td></tr>
<tr><td>Description of the greatest (1) labour and (2) environmental, health, and safety risks in the supply chain</td><td>CG-AA-430b.3</td><td>The following were identified as high risks within our supply chain: purchasing practices, raw materials, health and safety, supply chain transparency, human rights and modern slavery, and freight and logistics. Through our materiality assessment, risks were also mapped onto a scale to understand New Looks influence within each area. The result of this assessment is reflected within our sustainability strategy.</td></tr>
<tr><td rowspan="2">Raw Materials Sourcing</td><td>(1) List of priority raw materials; for each priority raw material: (2) environmental or social factor(s) most likely to threaten sourcing, (3) discussion on business risks or opportunities associated with environmental or social factors and (4) management strategy for addressing business risks and opportunities</td><td>CG-AA-440a.3</td><td>Cotton, Man-Made Cellulosic Fibres (MMCF), such as viscose, polyester and PU make up New Looks 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.</td></tr>
<tr><td>(1) Amount of priority raw materials purchased, by material, and (2) amount of each priority raw material that is certified to a third-party environmental or social standard, by standard</td><td>CG-AA-440a.4</td><td><table><tr><th colspan="2">SASB Metrics</th></tr><tr><th>Certificate</th><th>% of Total Fibre</th></tr><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>RCS/GRS</td><td>5.00%</td></tr></table>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.</td></tr>
<tr><th>Activity Metric</th><th>Category</th><th></th><th></th></tr>
<tr><td>Number of (1) Tier 1 suppliers & (2) suppliers beyond Tier 1</td><td>Quantitative</td><td>CG-AA-000.A</td><td>Tier 1: 421
Beyond Tier 1: 890
Total: 1311</td></tr>
</table>