MODERN SLAVERY STATEMENT

At New Look, we are committed to protecting and improving the lives of people across our business and global value chain. We recognise that no industry or country is immune to the risks of modern slavery and human trafficking, and we continue to take action to prevent, identify and address these risks across our direct and indirect operations. We also remain focused on strengthening our policies, practices and ways of working so that we can respond effectively to evolving modern slavery and wider human rights risks.

This statement has been prepared in accordance with section 54 of the UK Modern Slavery Act 2015. It describes the steps New Look has taken during FY25/26 to identify, assess and address modern slavery and human trafficking risks across our own operations, goods for resale supply chain, goods not for resale suppliers, partnerships, wholesale, marketplace and concessions.

Highlights from FY25/26

- We revised the methodology for our beyond audit work which was last updated five years ago to align it further with our overall human rights due diligence (HRDD) strategy. We shifted our main focus away from compliance-based audits to meaningful remedial work and worker-centric site assessments which resulted in a greater emphasis on projects related to just transitions and gender.
- We reviewed our supplier-facing documents and policies to ensure consistency with our HRDD approach. In line with the learnings from the Ethical Trading Initiative's Gender Responsive Action Community project we participated in between 2024 and 2026, we applied a gender lens to the revision process – an approach we will continue taking going forward - and drafted a separate Anti-Gender-Based Violence and Harassment (GBVH) policy which will be rolled out in the second half of 2026.
- We complemented our annual risk assessment with a stakeholder materiality study to identify key ESG priorities for a wide range of internal and external stakeholders including our Tier 1 and selected Tier 2 suppliers, trade unions and multistakeholder industry organisations.
- We engaged with external expert organisations to provide training for our Directors, buyers, designers, merchandisers and technologists on HRDD and responsible purchasing practices including open costing. For our internal eLearning training on modern slavery we had a 99% response rate against our target of 95% across retail employees and a 92% rate across Distribution Centre colleagues.
- We began purchase order tracing on our supply chain traceability platform, TrusTrace, with 35% of purchase orders mapped to their individual supply chains by the end of the last financial year. We aim to achieve 100% mapping once all technology upgrades are completed.
- We partnered with the Tamil Nadu Textile and Common Labour Union (TTCU) to pilot a capacity-building programme focused on strengthening gender-responsive workplace grievance mechanisms at one of our facilities in India.

- Two of our Tier 2 factories in Bangladesh were used to trial a new rapid forced labour assessment methodology developed by our NGO partner Goodweave, providing us with valuable learnings that will guide our next steps in relation to our HRDD strategy for lower tiers of our supply chain.
- Our collaboration with the International Transport Workers' Federation continued, with New Look's internal teams taking active part in action planning, including for a comprehensive risk assessment of one of our global warehouses.
- We worked together with other brands and leading industry organisations to develop a unified self-assessment questionnaire for third-party brands and a free digital platform allowing retailers to assess the maturity of supply chain HRDD systems, One Retail Hub.

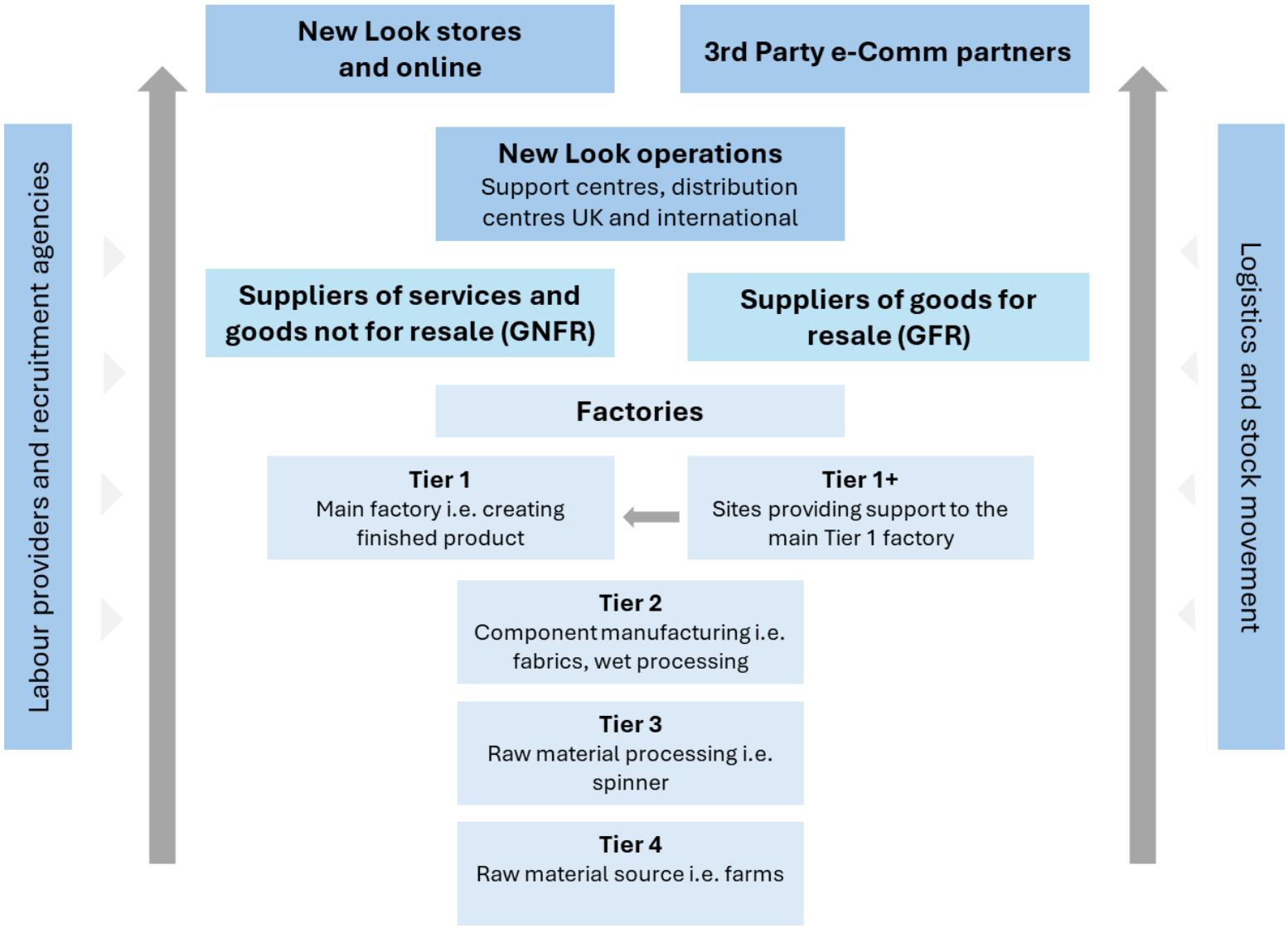
OUR BUSINESS

Own operations

Founded in 1969, New Look is a leading omnichannel broad-appeal fashion brand, dedicated to creating a feel-good shopping experience. Within the New Look group, New Look Retail Holdings Limited is the group holding company where the main Board of Directors for the group is appointed. New Look Retailers Limited is the main employer and trading entity within the group.

The graphic below provides an overview of New Look's operations with the data accurate as of March 2026 (end of FY25/26).

Our value chain model



POLICIES AND GOVERNANCE

We prohibit all forms of modern slavery across all areas of our business and do what we realistically can to eradicate it from our value chain. Our Anti-Slavery and Human Trafficking Policy outlines our commitment to act ethically – not only to prevent modern slavery within our business and value chains, but also in outsourced employment (e.g. through agencies) further down our Goods for Resale (GFR) value chains. We have a responsibility to identify potential risks from unauthorised subcontractors, the exploitation of a growing migrant workforce, or any other sectors of vulnerable labour.

Our Board of Directors is ultimately responsible for oversight of our modern slavery compliance and wider human rights due diligence approach. Business Directors are responsible for embedding the requirements of our Anti-Slavery and Human Trafficking Policy within their functions and ensuring relevant colleagues understand and follow it. We also expect our suppliers, contractors, partners and businesses across our value chains to understand and meet the standards set out in our policies and contractual requirements.

The ESG Steering Group provides updates on priority risks, remediation progress, emerging issues and cross-functional actions. Where matters require escalation, they are reported to the Board via the Audit Committee.

We have developed several policies that form part of our social sustainability agenda. Suppliers commit to the below policies in line with the contractual terms and conditions of trade detailed in our supplier manual. These are updated annually or in reaction to changing business operations or sourcing contexts. Our suppliers are required to distribute them within their value chain following the guidance provided in the supplier manual.

The following policies and statements are publicly available:

- Refugee Policy;
- Child Labour and Young Worker Policy;
- Homeworker Policy;
- Migrant and Contract Worker Policy;
- Anti-Bribery Policy;
- Raw Materials Policy;
- Anti-Gender-Based Violence and Harassment (GBVH) Policy;
- Access to Remedy & Grievance Mechanisms Policy;
- Responsible Entry & Exit Policy; and
- State-imposed Forced Labour Policy.

In addition, we also require our suppliers to adhere to New Look's Speak Up Whistleblowing Policy.

HUMAN RIGHTS DUE DILIGENCE

Risk prioritisation

We recognise that violations, including modern slavery and forced labour, may affect our own operations, those of our business partners, and those within our respective value chains. Therefore, we take a risk- rather than a compliance-based approach to human rights due diligence (HRDD) in line with the guidance of the Organisation for Economic Co-operation and Development (OECD). We continually monitor the Environmental, Social and Governance (ESG) risks pertinent to New Look's business model to prioritise our strategic focus and determine our ability to influence change.

Case Study 1: Beyond audit assessments with gender and just transition lenses

Aware of the audit fatigue felt across our supply chain, at the beginning of 2026, we revised our approach to factory visits conducted by our on-the-ground partners to make it worker-centric and collaborative rather than compliance-focused. We also applied gender and just transition lenses to all our assessments to ensure that the more nuanced issues were being picked up by the assessors.

The initial visits guided by the new methodology found instances of PPE ill-fitting female workers and heat stress caused by inadequate ventilation within production areas. In each case, our assessors worked with the factory management and worker representatives to find workable and sustainable improvement measures.

Saliency assessment

We conduct our ESG saliency assessment annually using a combination of proprietary and open-source data, including worker feedback, industry indices and New Look's latest audit and visit data. The assessment focuses on our top sourcing countries (Bangladesh, Cambodia, China, India and Türkiye) as well as the UK and applies gender and just transition lenses throughout. Risks are mapped and scored based on scale, scope and likelihood, then adjusted using commercial criteria to guide prioritisation and mitigation. We aim to fully align this methodology with New Look's corporate risk register in 2027 to support consistency across the business.

In 2026, we complemented the risk assessment with a stakeholder materiality study, for which we surveyed a wide range of internal and external stakeholders including our Tier 1 and selected Tier 2 suppliers, NGOs, trade unions, multistakeholder industry organisations and New Look's Directors. This helped us better understand what their key ESG priorities are and how to tailor our HRDD activities accordingly.

Limitations

Many of the key risks identified in our saliency assessment are found in areas of informal employment and beyond our Tier 1 factories. These areas of the supply chain present unique challenges and we are seeking to actively expand our visibility and understanding of them. Through ongoing collaboration with our suppliers and the use of tools like TrusTrace, we are steadily mapping these extended networks. Last year, we also engaged with Goodweave on a project assessing the risk of forced labour in our Tier 2 factories in Bangladesh. We are using the learnings from these projects to inform our HRDD strategy in relation to our lower tiers going forward, making sure that timely and appropriate remediation for workers is always prioritised.

Grievance mechanisms and whistleblowing

We have partnered with Navex to provide a confidential reporting portal and hotline for all our colleagues. The service can always be accessed, either online or by phone, and can be used to report any concerns of wrongdoing within our business or externally by our suppliers and associates. In addition, as part of our Anti-Slavery and Human Trafficking Policy, our Human Rights Sustainability Manager acts as a Modern Slavery Officer for the business.

We recognise that it is essential for workers within our supply chain to also have access to remedy and adequate channels to raise grievances. Ideally, traditional workplace channels are sufficient but when these fail, other independent avenues need to be provided. Therefore, workers can raise concerns directly via local representatives of our due diligence partners. In addition, we have facilitated access to whistleblowing helplines and anonymous grievance mechanisms in several strategic sourcing countries:

- Bangladesh through the International Accord and our collaboration with ACT;
- the UK as part of Stronger Together's UKAGM programme; and
- Türkiye through our strategic supplier's own whistleblowing line.

Case Study 2: Meaningful remedy for a worker in China

A site in China closed a division that New Look worked with and moved production to a new facility. As part of our responsible exit process, we arranged an independent assessment to ensure that workers' rights were safeguarded during the transition process. It found that one worker was not informed of the closure in advance and as a result was not able to secure alternative employment.

We worked with our supplier to provide appropriate remedy. In line with the worker's preferences, he was offered a position at the new facility which he accepted. We also advised the exited site to strengthen their internal communication to ensure all workers are up-to-date with developments affecting their job security.

Most of the issues raised through the above channels in the last financial year pertained to health and safety and non-payment of dues upon termination of employment. These are handled jointly by the factory management, our suppliers, and New Look, in consultation with the affected worker(s) and/or their representatives.

Trade unions

In line with our HRDD strategy, we continue to expand our collaboration with trade unions across our value chain. We recognise that their involvement is essential for ensuring that the workers are effectively represented and that their rights are protected. Through our membership with the Ethical Trading Initiative (ETI), we are able to connect with different trade unions operating in our sourcing countries and engage with them on meaningful worker-centric projects.

As part of our work with the International Transport Workers' Federation (ITF), we coordinated meetings between our internal logistics team and the relevant ITF representatives to decide on the areas of focus for the short and medium term. One of these is a comprehensive risk assessment of one of New Look's global warehouses, conducted with gender and just transition lenses applied throughout the process.

At the start of 2026, we started a workplace capacity-building and grievance systems strengthening programme with the Tamil Nadu Textile and Common Labour Union (TTCU). TTCU takes a unique gender-responsive and community-aware approach that helps to engage workers and management as well as embed the learnings. At the time of writing, the workshops are nearing completion at the pilot factory, and we are planning a roll-out to another key factory in the region.

New Look is also a member of Action, Collaboration, Transformation (ACT) and a signatory to a brand Memorandum of Understanding (MoU) in Cambodia, aimed at securing living wages and dignified working conditions for workers in the garment industry.

Internal risk and compliance

ESG is included in New Look's corporate risk register, and ESG infringements are recognised as a principal risk in our annual report. This ensures that senior management regularly reviews ESG risks. It also allows us to monitor the effectiveness of our controls and the risk of a major breach of our ESG commitments and obligations. We produce a group compliance report that is presented to our governance and compliance steering group and the board via the audit committee. The compliance team also provide ongoing input to the HRDD working group.

Training

Our internal modern slavery compliance training forms part of New Look's online '*Essentials Compliance'* module. The course is tailored into three distinct versions, Support Centre, Distribution Centre, and Retail, ensuring that while the core compliance elements are consistent, each version is relevant to its specific business area. We have also included real-life scenarios to enhance understanding and practical application.

For our Retail and Distribution Centre colleagues, we have a fixed six-week compliance period (starting from 1st February), replacing the previous approach based on individual start dates to allow for a more focused training window, with time specifically allocated for compliance learning. This has

driven a significant improvement in both engagement and completion rates since the switch, achieving a 99% completion rate for our Retail colleagues and 92% for our DC colleagues to date.

To complement the internal training modules, in the first half of 2026, we engaged Stronger Together to deliver training to our Directors, buying, design, merchandising and technical teams on HRDD and responsible purchasing practices. It explored modern slavery and forced labour risks in global supply chains and how all New Look colleagues have a role to play in protecting the rights of workers in our factories. In particular, it explained how they are expected to consider the impacts lead times, costing, order changes and supplier pressure have on the workers. Additional sessions for our buyers were also organised with ACT, who provided the team with practical guidance on open costing.

In addition, our suppliers operating within the UK, whether providing ancillary services or managing UK-based warehousing, are required to join Fair Work's Education Portal, which offers continuous support and training opportunities, including updates on legislative and regulatory requirements.

ACTIVITIES UNDERTAKEN DURING FY25/26

We recognise that visibility and influence vary across different parts of our value chain, particularly in lower tiers where informal employment settings are more common, GNFR suppliers and third-party brand and concession supply chains. Our FY26/27 objectives therefore focus on improving traceability, strengthening worker voice, expanding targeted due diligence and using partnerships to address risks that cannot be solved by New Look alone.

Own Operations

We have support centres located in London and Weymouth, with one distribution centre in Staffordshire which delivered all stock to our stores, wholesale partners, and fulfilled global e-commerce orders.

Salient risk	Geographical area	Details	Progress in FY25/26	Objectives for FY26/27
Labour providers not covered by our HRDD programme	UK	While our labour providers were subject to due diligence checks, these were not as stringent as under the HRDD programme for our goods for resale (GFR) suppliers. Therefore, we did not have the full visibility of their working practices, which created a considerable risk, heightened by the fact that a lot of the agency workers in this sector are migrants. They are more vulnerable to abuses due to language barriers, precarious financial situation and limited knowledge of rights.	We phased out our use of agency providers within DC operations in 2025, as a way of streamlining our recruitment processes. Now, all workers are recruited directly by New Look.	• Conduct the comprehensive risk assessment with ITF and use the findings to guide subsequent due diligence work to ensure sustained progress. • Together with the HR team, explore engaging with a third party to provide training and ongoing modern slavery support for the DC workers and management.

Goods for Resale (GFR)

Salient risk	Geographical area	Details	Progress in FY25/26	Objectives for FY26/27
Persisting poor health and safety at the garment and textile factories	Bangladesh	Health and safety standards in factories in Bangladesh continue to be below the relevant accepted standards. Inadequate fire safety and training are the most prevalent health and safety related findings during our factory visits.	We continued working closely with The Bangladesh Accord to improve the occupational health and safety in our factories and oversaw that any RSC escalations were resolved in a timely manner.	• Support the expansion of the RSC system beyond health and safety to ensure workers in our supply chain have an effective grievance mechanism available to them. • Participate in industry programmes, including ACT's Manufacturer Leadership Programme, promoting social dialogue and greater worker engagement.
	Cambodia, Egypt, India, Türkiye	Inadequate fire and chemical safety are particularly salient, with workers working in poorly ventilated, hot environments. Health and safety training is often inadequate.	We worked closely with our suppliers and the factories to remedy all issues found during audits and factory visits. Capacity building was provided where needed and the progress of the sites has been monitored on an ongoing basis.	• Actively engage with ETI's Just Transition working group and consult with the relevant supply chain stakeholders on workable ways to manage heat stress. • Continue the current capacity building and remediation programmes around fire and chemical safety.
	China	Occupational health checks are not conducted regularly enough to mitigate the risk of long-term injury/illness.	We worked with our on-the-ground partners in China to ensure that health and safety checks and awareness-raising, particularly around occupational health checks, were part of our factory visit protocol.	Continue working with our suppliers and factories in China and build their capacity around the health and safety requirements relevant to workers exposed to hazardous conditions.
Gender discrimination, gender-based violence and harassment (GBVH)	Bangladesh, China, Egypt, India, Morocco, Türkiye	Whilst not reported through our current due diligence channels within our supply chain, we are aware that GBVH is highly prevalent in our sourcing countries despite initiatives by the authorities and other non-governmental actors. Even where dedicated complaints mechanisms have been mandated by law, their implementation has been inadequate. Prosecution of perpetrators is low. Women	• We engaged with the ETI Community of Practice on Gender-Responsive Action Community (GRACE), a collaborative programme focused on jointly addressing GBVH within supply chains. • We drafted New Look's new Anti-GBVH Policy based on the learning from GRACE and applied a gender lens during the review of all our supplier-facing policies and documents. • We partnered with TTCU in Tamil Nadu to conduct workshops with facilities on, amongst others, GBVH.	• Implement the Anti-GBVH Policy and roll out relevant in-person and digital training to our suppliers. • Continue applying gender lens during reviews of all internal and supplier-facing documents. • Explore how to strengthen the grievance channels available to the workers in our supply chain to ensure they capture incidences of GBVH and other gender-related issues more effectively.

		also continue to be underrepresented in leadership positions and higher education, despite constituting most of the workforce in our factories.	Our beyond-audit assessment methodology has been updated and a gender lens has been applied to ensure that gender-specific risks and findings are effectively identified and remedied.	
Child labour	Bangladesh, China	Our HRDD channels have not identified any instances of child labour in our factories, but we are aware that it remains a widespread issue, especially in the lower tiers, subcontracted sites, and the informal economy. There are gaps in legal protection and enforcement which mean children are particularly vulnerable to exploitation.	• We conducted several beyond audit visits to factories in both Bangladesh and China, the purpose of which was, amongst others, to verify that no children are employed there. • We partnered with Goodweave to trial their new forced labour assessment methodology at a couple of our Tier 2 sites in Bangladesh and no indicators of child labour were identified during these assessments.	Continue exploring new partnerships within the ETI, including with the relevant NGOs, to increase the level of safeguarding for children and young workers within New Look's supply chain.

Goods Not for Resale (GNFR)

These are goods and services that are purchased because they are needed to operate our business and are not sold to our customers. These goods and services include warehouse management, garment processing, outsourced customer deliveries, logistics, IT, digital marketing, facilities maintenance, utilities, cleaning and customer care. We procure these goods and services from 1,463 suppliers, using a category management methodology.

We have implemented a structured screening process for all new Goods Not for Resale (GNFR) suppliers to assess their awareness of, and exposure to, modern slavery risks. We remain actively engaged with existing suppliers to strengthen visibility across this supply base. Our procedures include a streamlined self-assessment questionnaire designed to encourage supplier participation and improve understanding of their modern slavery policies and practices. All new supplier contracts also include modern slavery clauses as a standard part of our procurement process.

Potential risk	Geographical area	Details	Progress in FY25/26	Objectives for FY26/27
Lack of visibility of our GNFR supplier operations	UK	Since our HRDD programme does not cover GNFR providers, we do not have the same level of clarity in relation to their practices and supply chain networks.	• Our high-risk suppliers continued using New Look's eLearn to increase their awareness of modern slavery. • Sustainability team has been working together with procurement to review the risk assessments for our current GNFR suppliers, to ensure the ratings in place are accurate.	• Continue exploring different solutions to streamline our GNFR onboarding and risk management and align these more closely with our HRDD programme for GFR suppliers.

Global Partnerships, Wholesale and Marketplace

We continue to trade an established third-party business with our key wholesale partners ASOS and Very in the UK and ROI, while our European marketplace with Zalando is now in its fifth year and continues to grow. We remain trading in eight European countries and fulfilling customer orders via a German warehouse operation. All our partners have established HRDD policies and processes in place which are aligned with the national and international HRDD legislation, including the German Supply Chain Due Diligence Act and the EU Corporate Social Due Diligence Directive. Every signed agreement between New Look and our partners includes our specific requirements related to modern slavery and upholding workers' rights. We work collaboratively with them to enhance transparency and improve visibility across our supply chains.

Our freight partner EV Cargo supported with routing stock to several of our wholesale partners and marketplaces via their warehouse operations in Germany. While our logistics partners have their own sustainability programmes, our own due diligence efforts in relation to working with them will be strengthened through our ongoing collaboration with the ITF. They will also be guiding our approach in relation to the increasingly complex situation in the Middle East and how to ensure safety of the workers on board of vessels carrying New Look's stock.

Our brands and concessions

Potential risk	Geographical area	Details	Progress in FY25/26	Objectives for FY26/27
Limited transparency from our third-party brands and concessions	UK	With our HRDD programme focusing on GFR, we do not have the same level of visibility of the supply networks of our third-party	• This year, New Look continued to collaborate with retailers and industry partners to co-develop a unified self-assessment questionnaire for third-party brands as part of The Industry We Want. This work culminated in the	• Progress brand partners' onboarding onto One Retail Hub. • Work with our third-party brands and concessions to analyse their responses and support them in implementing their remediation plans.

		brands and concessions as we do of our own value chain.	launch of One Retail Hub - a free digital platform that enables retailers to assess the maturity of their supply chain social and environmental due diligence systems, while helping brands identify gaps in internal practices and receive recommendations for remediation. This replaced the online ESG Questionnaire we would previously send out to our brand partners. • Since the launch in February 2026, New Look has invited all 46 brand and concession partners to complete the assessment. We currently have a 50% completion rate and will continue the outreach until we achieve 100%.	

Monitoring & evaluation

We monitor the effectiveness of our approach through a range of indicators, including completion rates for internal compliance training, supplier participation in due diligence processes, progress on supply chain traceability, outcomes from grievance mechanisms, completion of remediation actions and participation in targeted capacity-building programmes.

As part of our HRDD process, we regularly monitor and evaluate our policies and processes to identify areas for improvement and gaps. We do this through industry benchmarking exercises, analysis of regulatory landscape, and consultations with the relevant stakeholders including industry experts, trade unions and other brands. We also have regular check-ins with our key suppliers where we ask them for feedback which then feeds into our HRDD strategy.

Our most recent review of New Look's HRDD approach resulted in us shifting our focus away from diagnostics – standard, compliance-oriented assessments and audits – to meaningful remedial work. Our objective is to pursue targeted, context-specific initiatives which contribute to lasting positive change of working and living conditions for the workers in our supply chain.

We have also revised our approach to beyond audit factory visits conducted by our on-the-ground partners. The new methodology is now worker-led and risk-based, and the emphasis is on collaborating with factories on sustainable progress rather than measuring them up against compliance criteria (akin to how a traditional social audit works).

Our ongoing work on integrating third-party audit data into our internal systems in another example of our efforts to drive continuous improvement. This integration will enhance the quality and consistency of our data collection, supporting both our sustainability objectives and alignment with evolving regulatory and reporting requirements.

On a quarterly basis, we hold meetings of the HRDD (previously Modern Slavery) working group which is a cross-business forum reporting into our ESG Steering Group. It provides an opportunity to reflect on the human rights efforts undertaken by all departments and agree on areas of priority.

PARTNERSHIPS

Partner	Overview	New Look's involvement
Better Cotton Initiative (BCI)	Global sustainability initiative for cotton promoting, amongst others, improved working conditions and a higher standard of living for farmers	• 100% of our cotton is sourced as more responsible cotton - BCI, organic or recycled
British Retail Consortium (BRC)	Trade association for UK retail businesses running sustainability initiatives and setting industry standards	• We joined BRC's Better Retail Better World initiative in 2019 • We are signatories to the BRC Diversity and Inclusion Charter • We are signatories of the Climate Action Roadmap
Tamil Nadu Textile and Common Labour Union (TTCU)	Dalit women-led trade union, working to ensure dignity, safety and decent work for textile workers	• At the start of 2026, we began a pilot of a GBVH-focused capacity-building programme at one of our factories in Tamil Nadu
Ethical Trading Initiative (ETI)	Alliance of trade unions, NGOs and businesses, working together with key stakeholders to promote practical solutions to end the abuse of human rights at work	• Member since September 2003 • Between 2025 and 2026, we participated in the Gender Responsive Action Community (GRACE) which supported companies to identify, prevent, mitigate and account for the risks of GBVH in their supply chains, using a gender-responsive HRDD approach
GoodWeave	International NGO working to stop child labour in global supply chains through a market-based system and holistic approach	• In 2024, we participated in a project aimed at increasing knowledge of the use of subcontracting in RMG supply chains in Bangladesh and documenting the conditions of work, including child and forced labour • In the last year, three of our factories in Bangladesh participated in a trial of GoodWeave's new rapid forced labour assessment methodology
International Transport Workers' Federation (ITF)	A democratic, affiliate-led federation recognised as the world's leading transport authority, promoting respect for trade union and human rights	• In 2024, we signed a MoU to formalise our partnership with ITF, aiming to strengthen our due diligence efforts in collaboration with our logistics providers
Sedex	Global technology company that specialises in data, insights and professional services to empower supply chain sustainability	• We utilise Sedex risk analysis tools as part of our saliency assessment • We also continue working with Sedex on a streamlined data solution to facilitate our social reporting going forward
The Reassurance Network (TRN)	Close-knit team of specialists located in major sourcing regions helping manufacturers, suppliers and agents to understand and improve working conditions and factory performance	• We partnered with TRN in 2019 and have been utilising their on-the-ground-expertise to support us in our key sourcing countries with factory visits, capacity-building and targeted projects
TrusTrace	TrusTrace is a traceability and compliance data management platform that automates the collection and validation of real-time granular data direct from the supply chain	• In 2023, we partnered with TrusTrace to strengthen and formalise our supply chain mapping process • 100% of our suppliers are onboarded onto the platform and at the end of March 2026, we had 35% of POs mapped to their individual supply chains
Stronger Together	An NGO providing businesses with practical resources and programmes to enable them to embed responsible recruitment and employment practices, and mitigate labour exploitation in their operations and supply chains	• At the beginning of 2026, Stronger Together's Fast Forward programme for UK suppliers transformed into Fair Work Apparel and General Merchandise programme to better align it with the current legislative developments in the UK. New Look have been sponsors and active brand participants since the programme's inception.

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New Look's Modern Slavery Statement was prepared by our HRDD working group and approved by the board of directors of New Look Retail Holdings Limited on 22nd September 2026.

Lynda Petherick

Chief Executive Officer

New Look Retail Holdings Limited