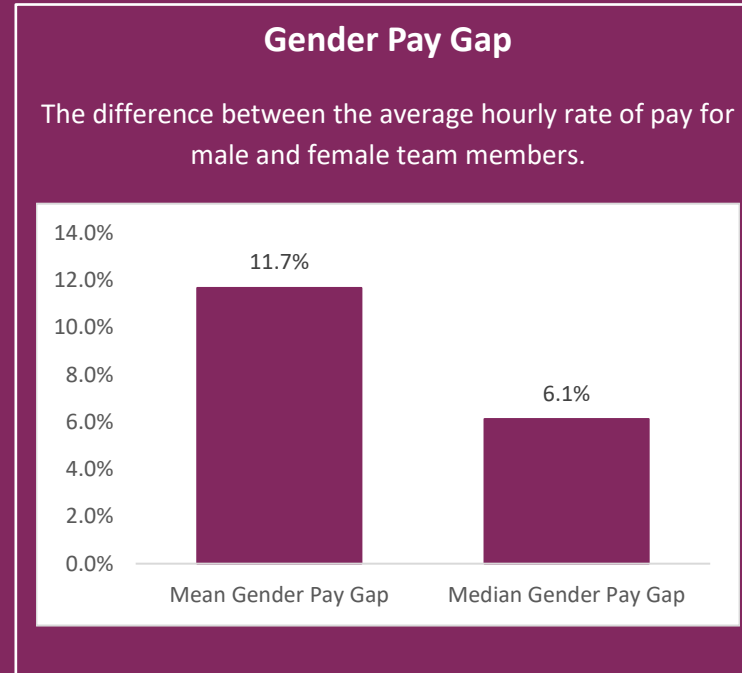


Gender Pay Gap Report 2024

The 2024 Gender Pay Gap reporting shows a reduction against the previous year which demonstrates our commitment towards our Inclusion Strategy, supporting more females in the workplace and in particular in underrepresented roles.

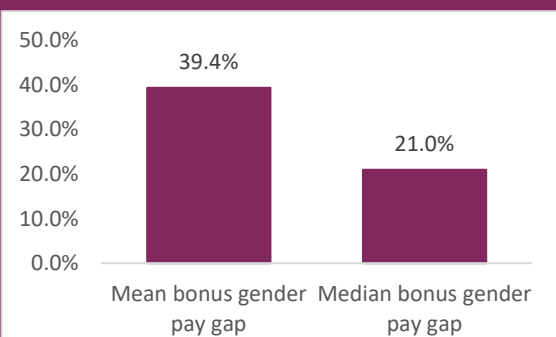


Our gender pay gap reporting for 2024 is based on the snapshot date of 5th April 2024 and therefore the April 2024 pay period. The April pay is based on hours worked in March 2024 for the hourly paid team members.

We have seen an increase in the Bonus Gender Pay Gap compared to 2023. In 2024 David Lloyd Clubs paid its Company Bonus to all eligible team members, which led to an increase in the Bonus Gender Pay Gap.

Bonus Gender Pay Gap

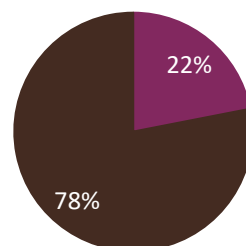
The difference between the average bonus pay that male and female team members received over a year.



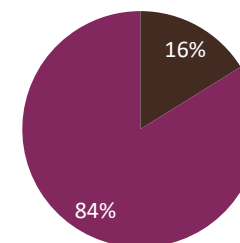
Bonus Pay Distribution

The proportion of male / female team members who were paid any amount of bonus pay. (Bonus includes bonus and commission payments for the purpose of this calculation)

■ Proportion of males receiving a bonus payment
■ Proportion of males not receiving a bonus payment

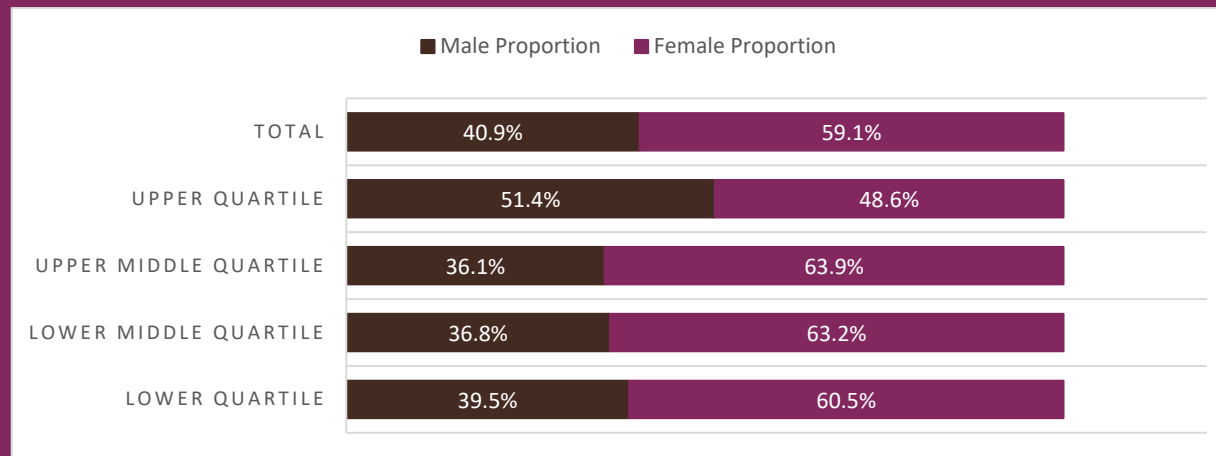


■ Proportion of females receiving a bonus payment
■ Proportion of females not receiving a bonus payment



Pay Quartiles

The proportions of male and female team members in four quartile pay bands.
The quartile pay bands are based on average hourly pay.



Overall Summary

- The average mean pay of our male team members was 11.7% higher than our female team members, and the average median pay of our male team members was 6.1% higher.
- The average mean bonus of our male team members was 39.4% higher than our female team members. In addition, 5.7% more of the male population received a bonus.
- The pay quartile reporting shows we have 48.6% females in the upper quartile, yet we have 59.1% females across the UK overall which means they are underrepresented in the upper pay quartile group. Furthermore, the female team members are overrepresented in the lower middle and lower quartiles.

Focus

We already have developed robust pay guidelines for all club roles in the UK with many roles on set pay rates as well as a Career and Progression Framework for Club Support. From analysis, the challenge for the gender pay gap is based on the male and female split within our leadership roles. As a result, we continue to focus on increasing the percentage of females in senior leadership roles, predominantly on the number of females we have in our Regional Manager, General Manager and Assistant General Manager roles.

Progress

We have progressed a lot of activity since the 2023 reporting period with our Inclusion agenda and specifically looking at how we ensure equity for our female team members.

- Our Inclusion Strategy includes:
 - Increasing the male to female ratio of the company in our Senior Leadership roles (Executive, Senior Leadership Support Team/Regional Manager and General Manager). The goal is 40% of females in Senior Leadership roles by end of 2025 and 50% by end 2028. Currently we have 27.1% female in Senior Leadership roles.
- We continue to embed our development programmes with 53% on Step up to HoD, 37% on Step up to General Manager programme. In 2024 we launched our first Senior Leadership development programme with 46% female team members.
- The representation of female General Managers is currently at 25.2% an increase from 2023. The progress of the gender mix across these and other job roles is being tracked on a quarterly basis since the beginning of 2024 and will be reported on as part of our ESG reporting schedule.
- We strengthened our policy framework to support inclusion by launching a Personal Dignity, Respect and Belonging Policy and a Menopause Policy including a focus on our Friendly Family Policies such as an enhanced Maternity, Paternity and Adoption Policy. We also introduced a Fertility Treatment and Carer's Leave Policy. These policies support our inclusion efforts.
- We continue to work in partnership with WiHTL and undertook our annual EDI Maturity Curve Assessment and achieved Silver accreditation for being Strategic in our approach. We have been accredited Silver for two years running. In 2024 we moved our accreditation rating up by 9ppts.
- In 2024 two of our female senior managers took part in their Global Women Leaders Programme, with 8 females identified for 2025 programme.
- During 2024 all our existing People Managers attended an Inclusive Recruitment and Management Workshop which covered the strategic importance of Inclusion, barriers to career development, progression for women and other underrepresented groups, and how to mitigate such barriers. This training is now embedded as part our People Manager's Induction.

- We have implemented a comprehensive Career and Progression Framework within our Club Support Function supporting the career progression pathway for our team members and equity across all support roles.
- We captured diversity data in our anonymous Employee Engagement survey, and this showed the Engagement scores for women at 89% (91% for males). To understand this, at the end of 2024 we undertook an Inclusion Survey to understand the barriers impacting inclusion for all team members regardless of their community including females. We will be using this data to inform our decisions for 2025
- Introduced a mandatory online training programme for all team members (and ongoing for new starters) on Respect and Awareness, fostering a respectful work environment based on awareness and appreciation of our differences.
- We have 6 Inclusion Resource Groups, which includes a Women's Network Group giving a voice to Women. The group is structured to achieve practical positive outcomes for women, led by an Executive Sponsor to provide advocacy at the highest levels of the business. In 2024 the Women's IRG played a role in helping to educate the business in subject matters such as Menopause.

Endorsement: This information has been prepared by Samantha Perry (Reward, HR Policy and Systems Manager) and Rebecca Eastham, Head of Employee Experience and Communications). This information has been reviewed and confirmed to be accurate and has been authorised and approved by the Chief Executive Officer, Russell Barnes. This report is reviewed and published annually.



Russell Barnes

