

David Lloyd
CLUBS

Gender Pay Gap Report 2025



Gender Pay Gap Report 2025



“At David Lloyd Clubs, creating an inclusive environment where everyone can do their best work really matters to us. Our 2025 Gender Pay Gap Report showcases the progress we’ve made, while also identifying where more work is needed to achieve greater balance across the business.”

This year, we’ve continued to invest in programmes that support the development and progression of women and underrepresented talent. Initiatives such as Empower Me, our Career and Progression Framework and the Gateway programme are helping to create clear and transparent routes into leadership, enabling all team members to fulfil their potential.

We’re also strengthening our recruitment processes and employer brand to attract a wider range of talent and build a workforce that reflects the communities we serve. Tools like Workday are helping us to better understand and support talent across the organisation, enabling fair and informed decisions.

We’re proud of the progress made so far, but we recognise that this is an ongoing journey. We remain committed to removing barriers, promoting inclusion and ensuring that everyone, regardless of gender, feels supported, valued and able to succeed.

Juliett Cattermole
Group People Director

What is the Gender Pay Gap?

Our Gender Pay Gap Report measures the difference in average earnings between male and female team members across the organisation.

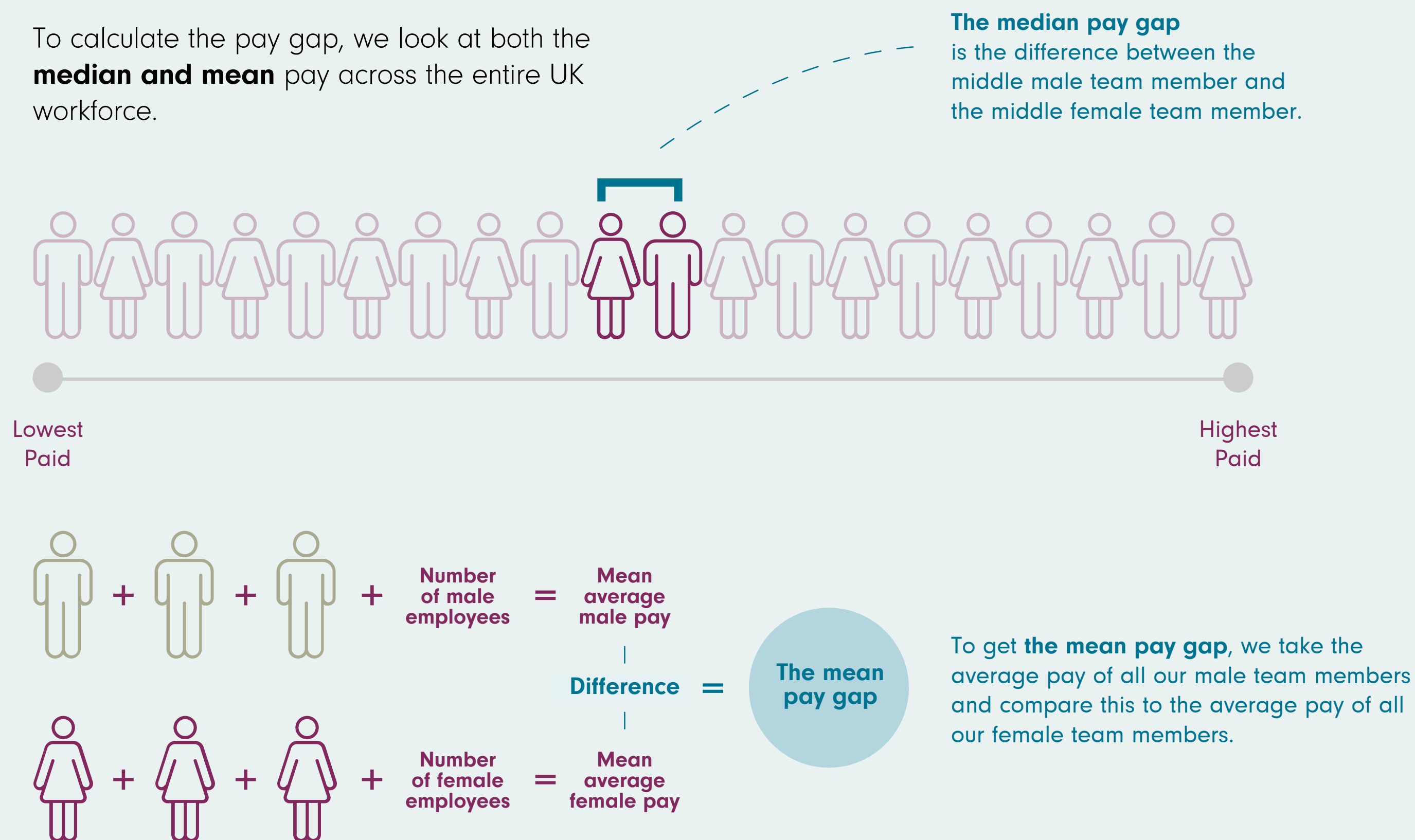
It does not compare pay for individuals doing the same role but highlights overall trends and disparities. It is an important tool to help us understand where differences exist and identify where action may be needed to support gender equality, inform our policies, and track progress over time.

The calculations used to generate the Gender Pay Gap figures are set by the Government. In line with this, we include base pay, bonus pay, allowances, and we exclude overtime, expenses and payments in lieu.

The Gender Pay Gap figures are different to Equal Pay. Equal pay is about making sure our team members are paid fairly for the same or similar work. We pay our team members according to their role, regardless of their gender or personal characteristics, and have pay bandings within David Lloyd Clubs to ensure this is fair and consistent.

How is the pay gap calculated?

To calculate the pay gap, we look at both the **median and mean** pay across the entire UK workforce.



How is the bonus gap calculated?

At David Lloyd Clubs, some roles across the business are eligible to participate in a bonus scheme. We are required to calculate the bonus gap by using the actual amount of bonus pay received by team members. This does not consider where bonus payments have been pro-rated for team members working part-time hours.

Focus

We have clear pay guidelines in place for all club roles across the UK, with many positions on set pay rates, supported by a Career and Progression Framework for Club Support. Our analysis indicates that the Gender Pay Gap, including the bonus gap, is largely influenced by the balance of men and women in our senior leadership roles.

“As a result, our continued focus is on increasing female representation at senior levels.”

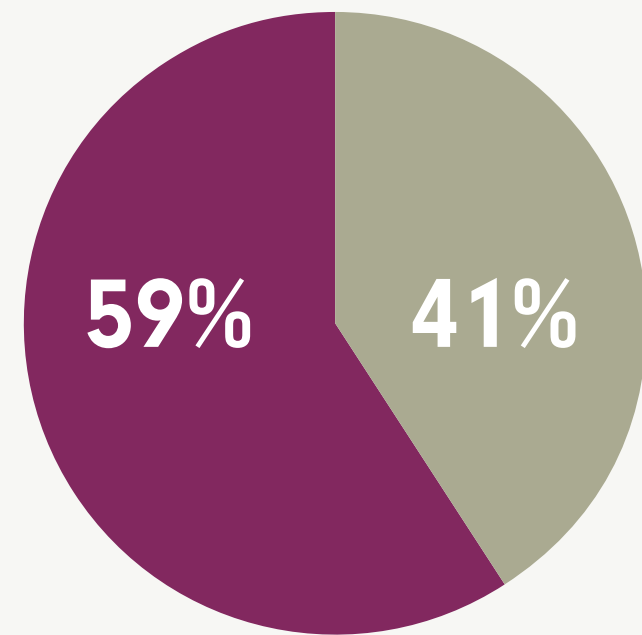


L&D 2025 Gender Split – Development Programmes

● Female ● Male

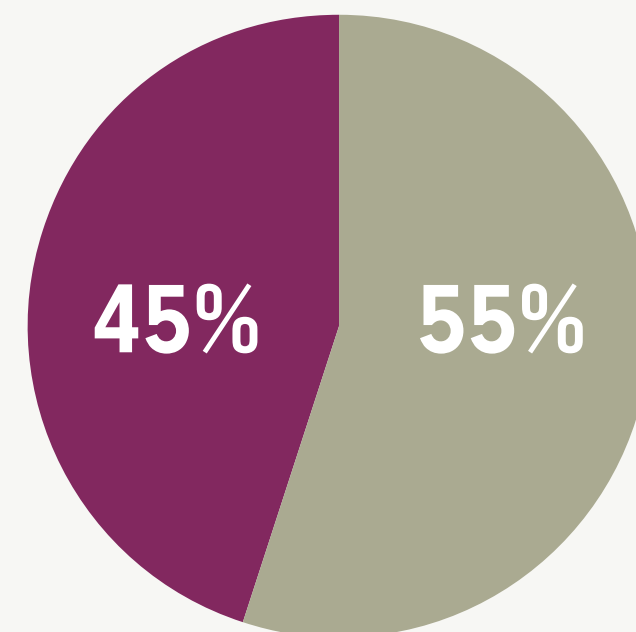
Set Up to HOD

2025



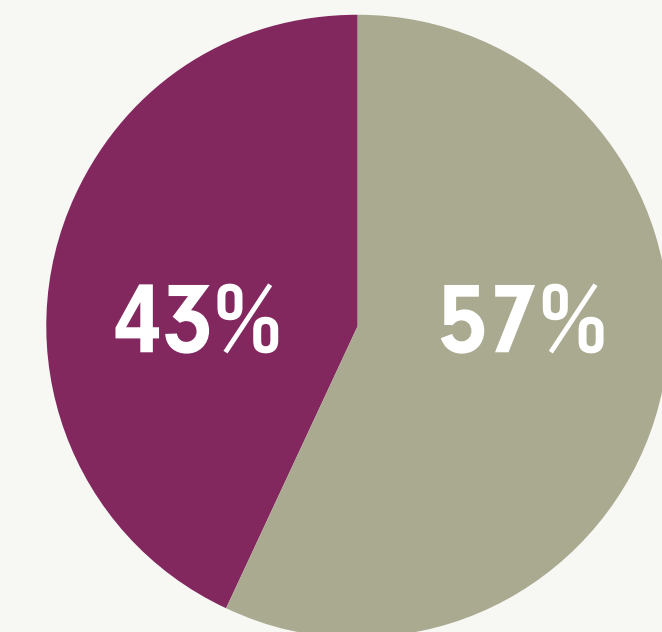
Set Up to GM

2025/2026



Leadership Development

2025



2022

Female: 58%
Male: 42%

2023

Female: 64%
Male: 36%

2024

Female: 61%
Male: 39%

2022/23

Female: 44%
Male: 56%

2023/24

Female: 43%
Male: 54%

2024/25

Female: 35%
Male: 65%

2024

Female: 46%
Male: 54%

Male enrolment onto Step Up to HOD increased from 36% in 2023 to 39% 2024. Looking at the 2025 intakes which were in the UK & Europe this is now 41% male to 59% female candidates.

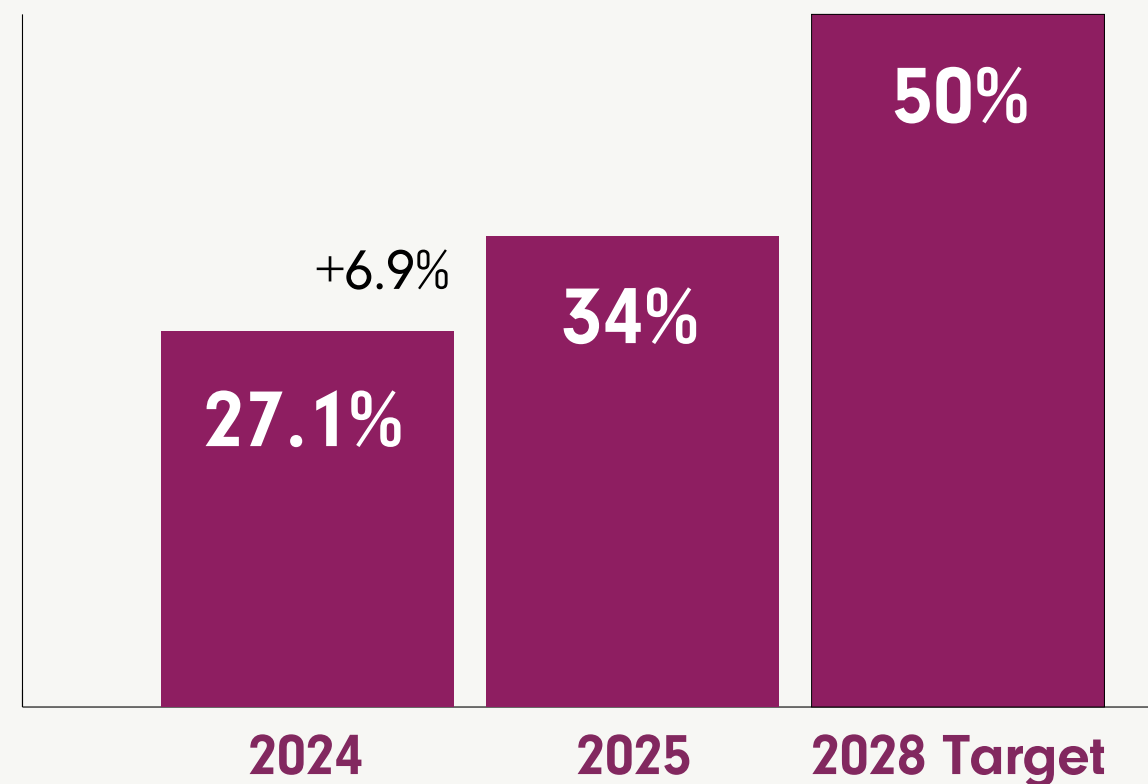
Female enrolment onto Step Up to GM dropped from 43% in 2023/24 to 35% in 2024/25. Our new intake for 2025 that started in November has a Gender split of 45% female to 55% male.

Female enrolment dropped from 46% in 2024 to 43% in 2025. The split in 2024 was 6 female : 7 male
The split in 2025 is 6 female : 8 male

Inclusion Strategy and Senior Leadership Focus

Our Inclusion Strategy focuses on increasing female representation in Senior Leadership roles with a target of 50% by the end of 2028.

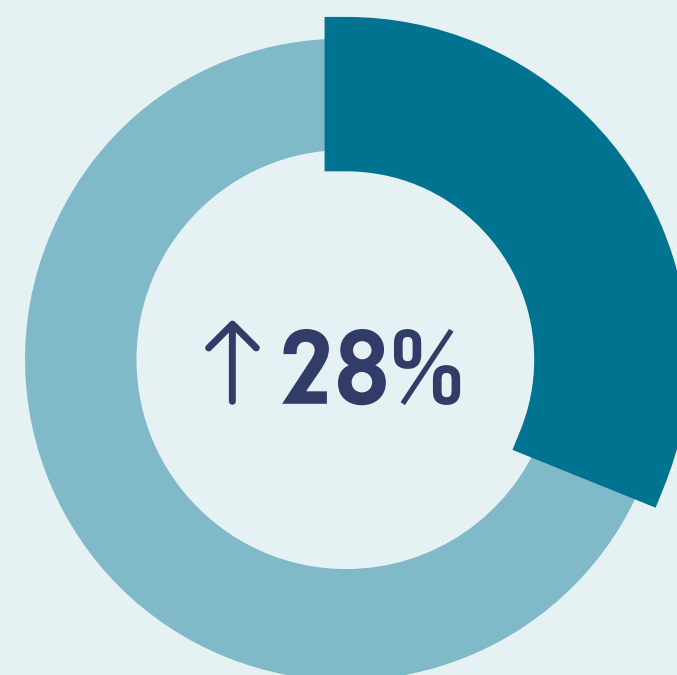
At the end of 2025, 34% of these roles were held by women, an increase of 6.9% from 2024.



Representation and Recognition

Female representation among UK General Managers increased to 28% in 2025. Progress across roles continues to be monitored quarterly and reported through our ESG framework.

We also achieved 'Leading Edge' gold accreditation in the WiHTL EDI Maturity Curve Assessment, with our score increasing from 68 to 80 in 2025.



Development and Progression

In 2025, we continued our partnership with WiHTL*, sponsoring the Women in Leadership Programme and supporting six female colleagues, alongside six mentors for external organisations. We also supported two team members through the WiHTL Senior Finance Programme.

Overall, approximately 480 female team members took part in internal and external leadership development opportunities during the year, helping to support progression into more senior roles.

The introduction of Workday and our updated Career and Progression Framework has strengthened how we identify and support talent. The Gateway programme provides further development for colleagues identified as high potential, linking capability development directly to career progression.

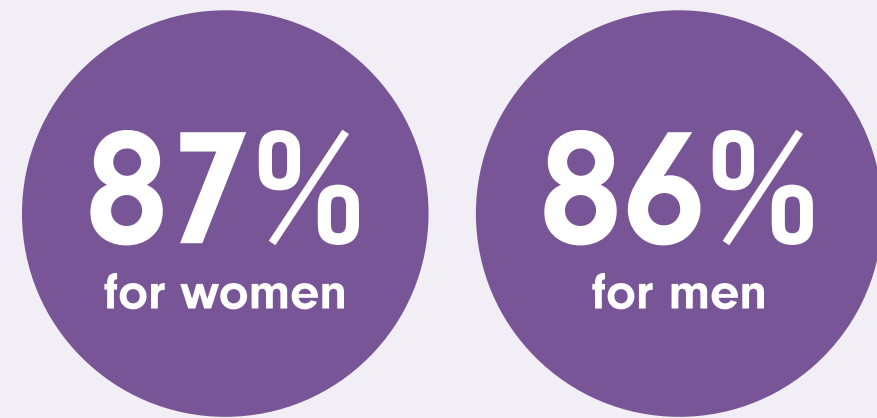
*Women in Hospitality, Travel and Leisure

480
Female team members
Participated in leadership development opportunities in 2025

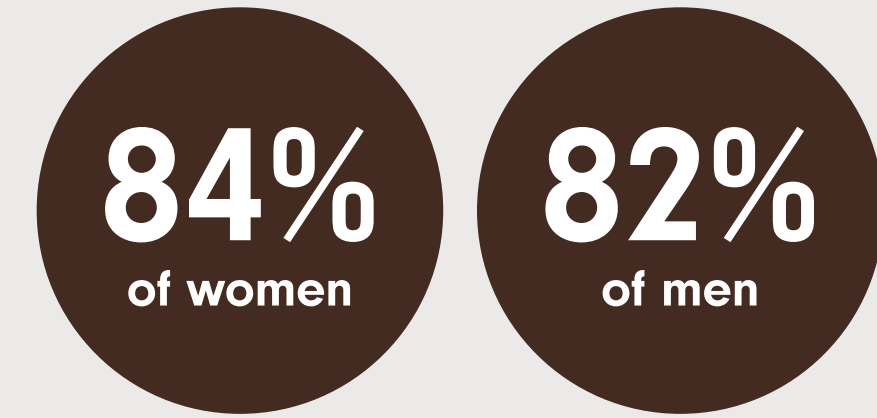
workday®

Culture and Engagement

Our Employee Engagement survey results remain strong, with engagement at:



reported feeling proud to work for David Lloyd Clubs.



intend to stay with the business for the next 12 months

Respect and Awareness training remains mandatory for all team members. In 2025, we refreshed the content, moved to a new e-learning platform, and strengthened onboarding requirements, reducing completion time for new starters.

from **90 days** to **30 days** from 2026.

We continue to support **six Inclusion Resource Groups, including our Women's Network**, which provides a platform to share experiences and celebrate female role models across the business. In 2025, the group contributed to internal storytelling initiatives and supported our International Women's Day campaign, which was shared externally for the first time.

In response to colleague feedback, **we introduced the Empower Me programme to support women in building confidence and resilience.** We also strengthened support for colleagues before, during and after parental leave, and launched our Female Health series in 2025 to raise awareness of women's health topics, supported by dedicated leads in each club.

Looking forward to 2026

We are continuing to strengthen our recruitment processes to ensure they are fair, inclusive and effective in attracting diverse talent.

Enhancements to Workday are improving our application and tracking experience, supported by mandatory training for hiring managers to promote fair and unbiased decision-making. Alongside this, we are enhancing our employer brand, including a recruitment video featuring our female leaders and the launch of a new Instagram channel to share authentic team member stories and highlight the diversity of experiences across our organisation.

These actions will help us connect with a broader range of candidates and build a stronger pipeline of female and underrepresented talent. At the same time, we are strengthening our policy framework through the introduction of a Wellbeing policy and a Domestic Abuse Support policy, complemented by a new partnership with Wellbeing at Work to further support the health and wellbeing of our team members.



Strengthening our recruitment processes

- ✓ Improving our application and tracking experience.
- ✓ Mandatory training for hiring managers.
- ✓ Enhancing our employer brand.
- ✓ Highlight the diversity of experiences across our organisation.
- ✓ Connect with a broader range of candidates.
- ✓ Strengthening our policy framework.
- ✓ Further support the health and wellbeing of our team members.

Our results

Our gender pay gap reporting for 2025 is based on the snapshot date of 5th April 2025. The April pay is based on hours worked in March 2025 for the hourly paid team members.

In 2025 we saw an increase of 3% in our Gender Pay Gap result. Our data suggests this is driven by the female to male ratio in senior leadership roles. This was further impacted by the payment of 100% bonus to team members in eligible roles. We have also seen an increase in the Bonus Gender Pay Gap compared to 2024. In 2025 David Lloyd Clubs paid its Company Bonus to all eligible team members, which led to an increase in the Bonus Gender Pay Gap.

What changed

- Gender Pay Gap ↑ 3%

Why

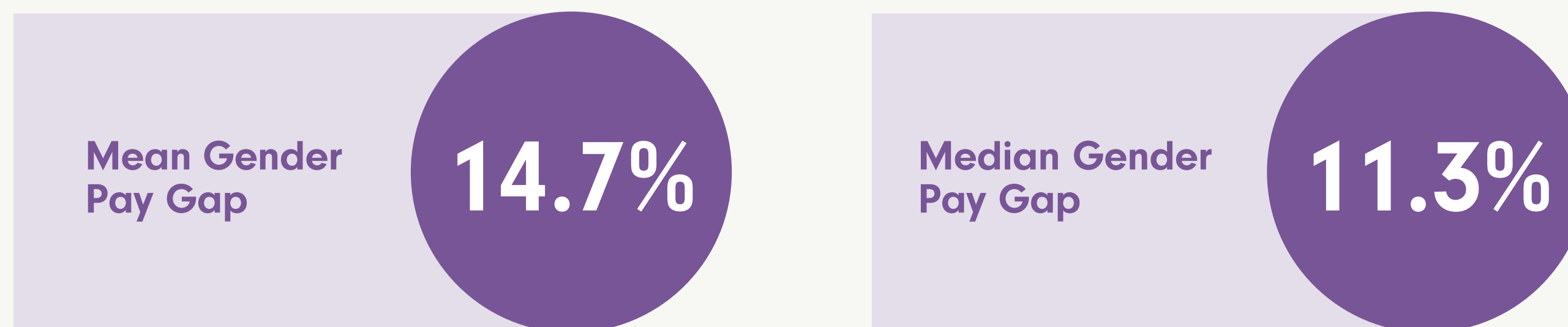
- Fewer women in senior roles
- 100% bonus payout across eligible roles

Impact

- Bonus Gender Pay Gap increased vs 2024

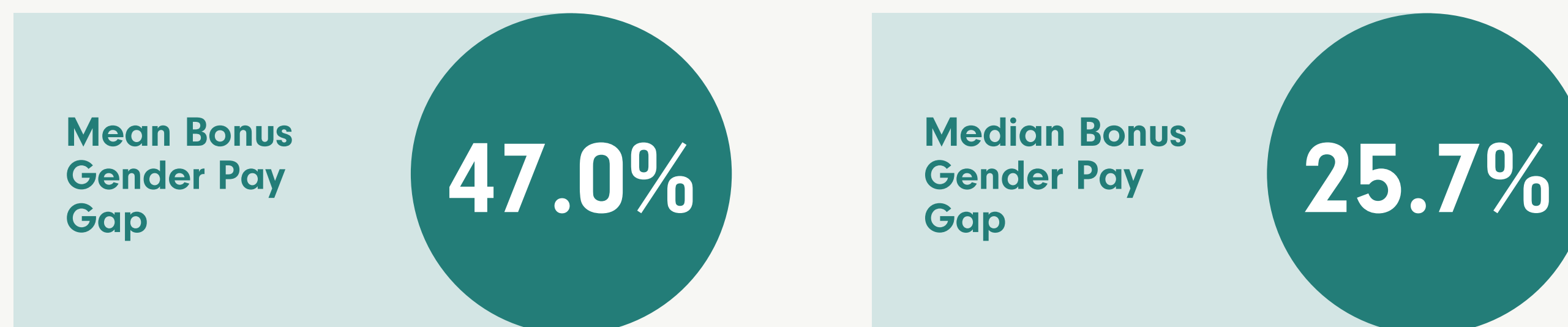
Gender Pay Gap

The difference between the average hourly rate of pay for male and female team members.

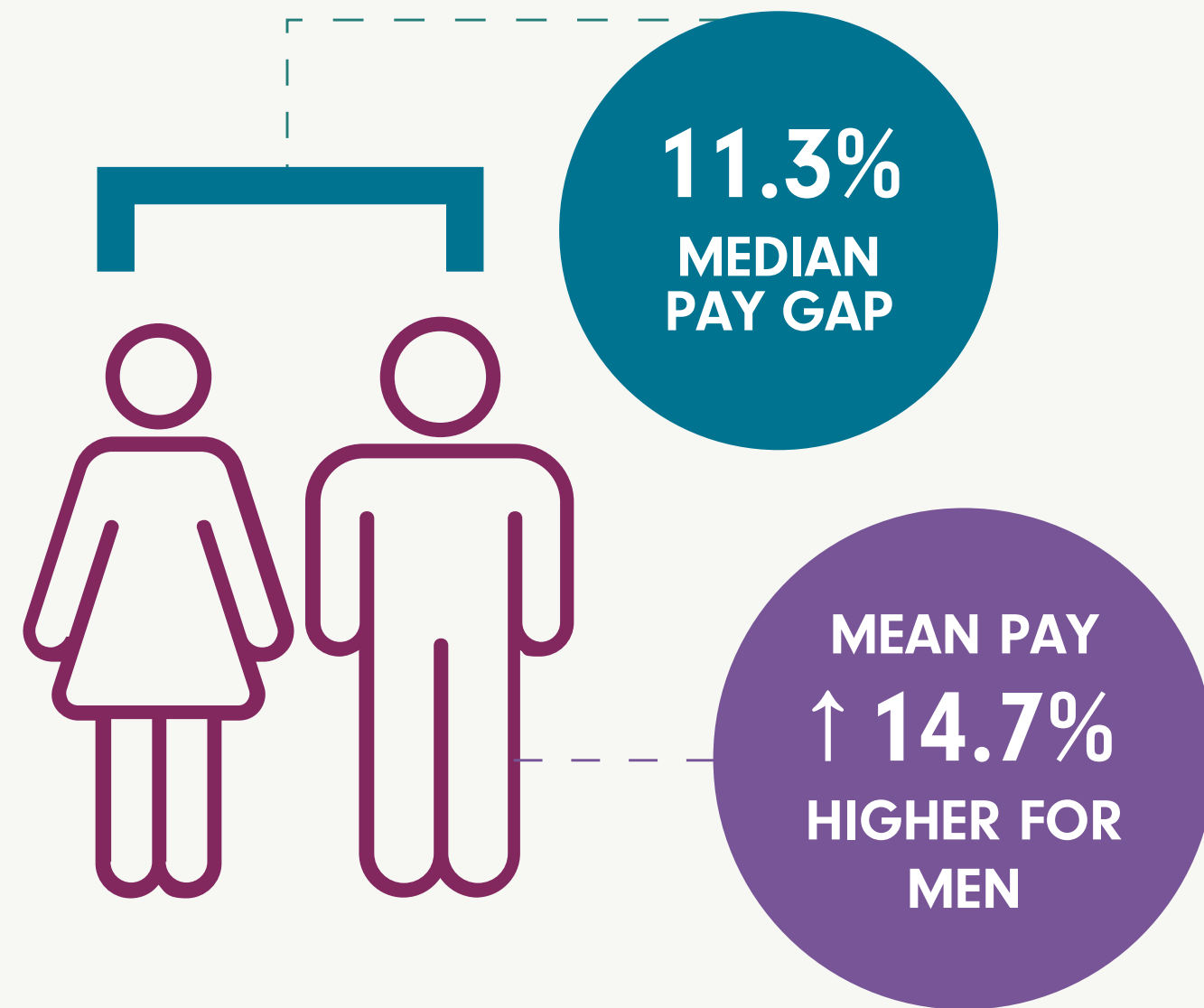


Bonus Gender Pay Gap

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



Overall summary of our data



Mean Bonus
Gender Pay
Gap

47.0%

4.1%

More men
received
a bonus

Pay Quartiles



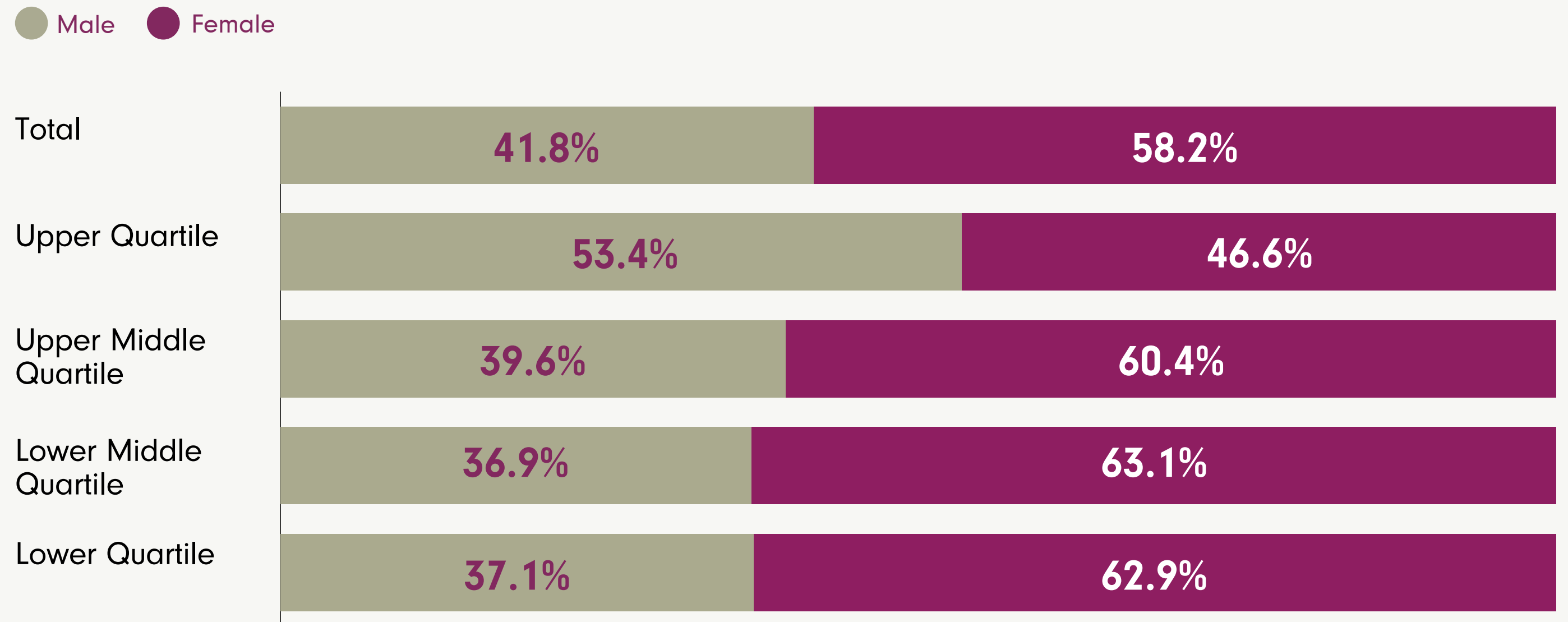
Our 2025 results show that the average (mean) pay for male team members is 14.7% higher than for female team members, with the median pay gap at 11.3%.

The mean bonus gap is 47.0%, and a slightly higher proportion of men received a bonus (4.1% more).

Our pay quartile analysis also shows that although women make up 58.2% of our UK workforce, they represent 46.6% of colleagues in the upper pay quartile, meaning they are underrepresented in our highest paid roles and more represented in the lower quartiles.

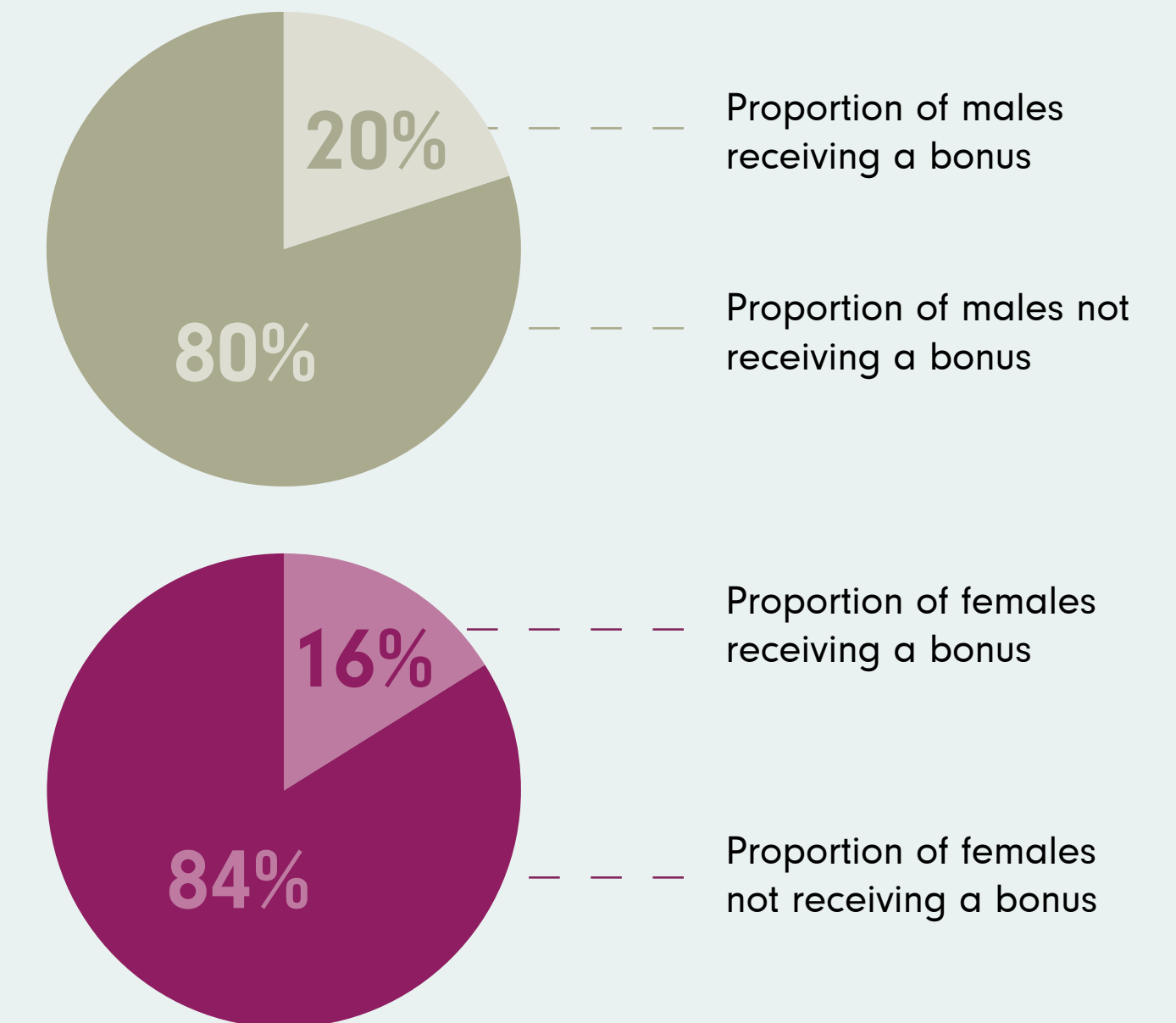
Pay Quartiles

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



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)



Message from our CEO



“As CEO, and Chair of the IRG Steering Committee, I am committed to ensuring David Lloyd Clubs is the best place to work where everyone belongs. I recently pledged my personal commitment to inclusion through our partnership with WiHTL.”

Inclusion and equity are not just principles we aspire to uphold—they are fundamental to the success of our companies. They drive innovation, strengthen cultures, and ensure that the brilliantly diverse people who work in our industries feel valued, respected, and empowered to thrive.

We know that progress has been made, and we are proud of the progress we have made so far, making our sectors some of the most inclusive places for people to choose to work. However, we recognise there is always more to do. That’s why we are sharing our commitment to leading our companies to be places where every voice is heard and every individual is given an equitable opportunity to

succeed.

Together, as an industry, we can ensure we remain a place where those who work within it - regardless of background, identity, or experience - can truly belong and flourish.

I look forward to continuing our progress.

A handwritten signature in black ink, appearing to read 'Russell Barnes'.

Russell Barnes
Chief Executive Office