

# GENDER & ETHNICITY PAY GAP 2025



# WELCOME

**At The Gym Group, we are committed to creating an environment where every colleague can thrive and perform at their personal best. Equity and inclusion remain central to our People Strategy and our wider sustainability priorities, and our gender and ethnicity pledges ensure we monitor progress transparently and hold ourselves accountable for action.**

This report presents our gender pay gap data in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and marks our third year of voluntarily publishing our ethnicity pay gap. We believe this transparency is vital to understanding where progress is being made and where further focus is required.

At the point of reporting, our mean gender pay gap remains stable at 9.4%, supported by positive shifts in senior female representation. This progress is evident across our pay quartiles, with a 1.2 percentage point increase in female representation in the upper quartile following recent senior female hires. We are also encouraged to report improvements in both our mean and median gender bonus gaps, driven by a higher proportion of employees receiving a bonus during the reporting period.

Across our ethnicity pay gap, we have reported a widening of our mean pay gap to 18.5% (2.0pp vs 2024). Whilst we are pleased to see an increase in ethnically diverse representation across most of our pay quartiles, imbalances remain within our most senior roles and continue to influence this gap.

To support ongoing improvements in these areas, throughout 2025 we have focused on strengthening our data insights, developing inclusive leadership capability and enhancing workplace support so that everyone feels they belong and can thrive at The Gym Group. At the start of the year, we reviewed and refined our gender balance pledges, improving our reporting approach and metrics. This has increased transparency across different areas of the workforce and enabled more focused action planning. Our revised pledges are set out on page 10 of this report.

We recognise the vital role that belonging, psychological safety and strong relationships play in employee engagement and retention, and the influence leaders have in creating inclusive environments. During the year, we delivered Inclusive Leadership development workshops for our Senior Leadership Team and senior managers, focusing on bias, privilege and inclusive leadership behaviours. To embed this learning, we expanded our reverse mentoring programme to involve a broader group of leaders, helping colleagues build new connections and a deeper understanding of diverse experiences across our business.

Building a diverse talent pipeline remains a core priority for us. We continue to invest in development opportunities across the business, including participation in WiHTL & Diversity in Retail's Ethnic Future Leaders Programme. We are also creating supported pathways into fitness through our new and impactful initiative, The Gym Group Academy. We are delighted to see strong female participation in the Academy, both among those achieving their Level 3 Personal Training qualification and those progressing into employment with us.

Supporting equity also means taking a holistic approach to employee wellbeing. In 2025, we strengthened our family-friendly policies through the rollout of Returnity™ coaching through Spring Back and a partnership with Tommy's to provide additional guidance for parents. We also enhanced support for carers and those experiencing baby loss and launched new Domestic Abuse and Serious Illness policies to support employees during the most challenging times.

As we move into 2026, we remain focused on delivering meaningful action across our EDI strategic pillars—insights, talent and culture. This includes further strengthening our monitoring and reporting, embedding clear development pathways, expanding employee feedback channels and ensuring our approach supports long term progress in closing our pay gaps.

# SUMMARY

**In 2025, we continued to make progress in strengthening representation and improving equity across our workforce. While overall ethnic representation has increased across the business, imbalances remain within our most senior positions, which continue to influence our mean ethnicity pay gap.**

**Our mean gender pay gap has remained stable compared with 2024, supported by positive shifts within the upper pay quartiles.**

**Throughout the year, we continued to invest in initiatives that build a more inclusive culture and support long-term progression for all colleagues. These include our reverse mentoring programme, Returnity™ coaching, and enhanced family- and wellbeing focused policies—all designed to drive equity, support development, and strengthen retention.**

**We remain committed to delivering sustained improvements over time, and we are optimistic that the actions outlined in this report will support continued progress in closing our gender and ethnicity pay gaps.**

**See our refreshed plan on pages 10-13 and in our [Equity, Diversity & Inclusion Manifesto](#).**





# OUR REPORT

This gender and ethnicity pay gap report is made in respect of snapshot data from 5th April 2025 of The Gym Group plc on a Group-wide basis. The gender and ethnicity pay gap shows the difference in average pay between groups of employees across our workforce. This is different from equal pay, which requires men and women to receive the same pay for equal or similar work.

I confirm that the data contained within this report is accurate and that the statutory data is calculated in line with the methodology outlined in the regulations.

**Ruth Jackson, Chief People Officer**

# GENDER & PAY

MEAN GENDER PAY  
GAP HOURLY PAY

9.4%

MEDIAN GENDER PAY  
GAP IN HOURLY PAY

0.0%

This shows the difference between the mean and median within our hourly rates of pay for male and female employees. A positive number means that these are lower for our female employees than for our male employees.

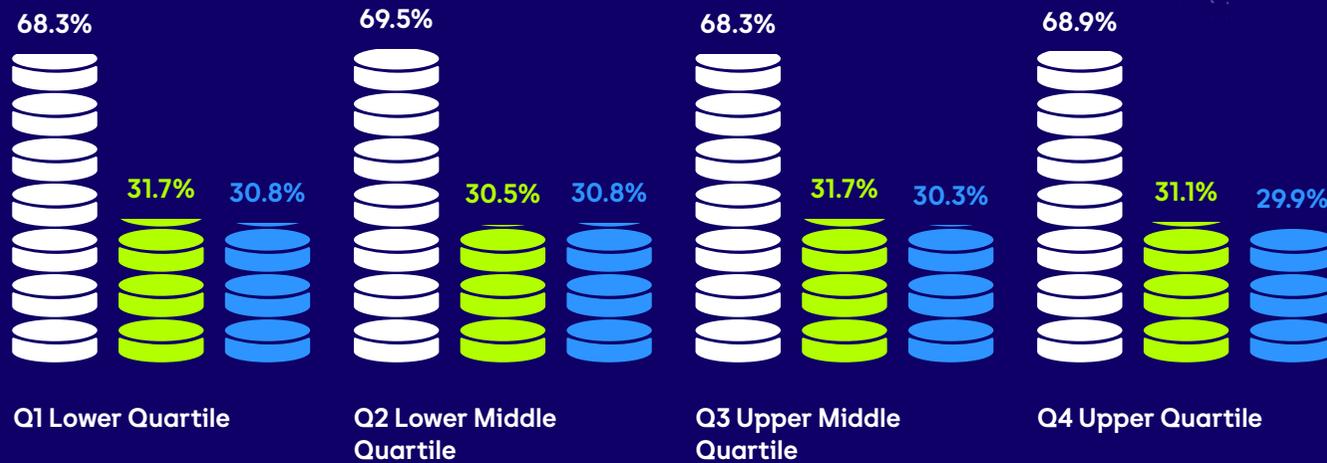
Our mean gender pay gap has remained stable since our 2024 reporting. We are encouraged by the positive progress we've made, including new female appointments at senior leadership levels and an increase in women represented in lower-level roles. However, we also experienced some turnover during the reporting period, and a higher proportion of men continue to hold senior positions. These factors have slowed our overall progress in closing the gender pay gap.

Our median gender pay gap remains consistent with previous reporting due to most of our employees undertaking the same role, meaning employees in this role are on the same pay rate regardless of whether they are male or female.



# PAY QUARTILES

Our pay quartiles show the proportions of male and female full-pay relevant employees in four quartile pay bands, which has been done by dividing the workforce into four equal parts.



Whilst most of our workforce during the reporting period continue to be male (circa 69%) we are pleased to report progress has been made since 2024 reporting, with some positive shifts in females represented within the Upper Middle and Upper Quartiles.

We recognise that further change is required to support longer-term progression in closing our gender pay gap and this remains a key focus within our wider Equity, Diversity and Inclusion plans and Sustainability commitments.

■ Male 2025 ■ Female 2025 ■ Female 2024



# GENDER BONUS GAP

MEAN GENDER  
PAY GAP FOR BONUS  
**6.1%**



**28.4%**  
REDUCTION  
FROM 2024

MEDIAN GENDER  
PAY GAP FOR BONUS  
**1.8%**



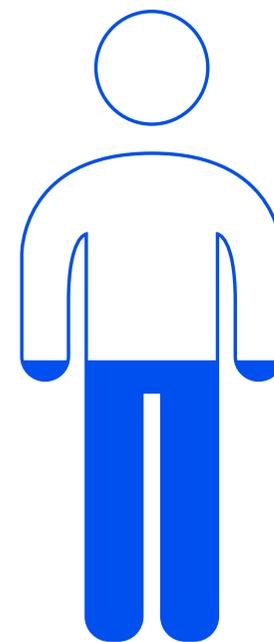
**25.4%**  
REDUCTION  
FROM 2024

This analysis shows the difference between mean and median bonus pay for male and female employees; this only includes employees who received a bonus in the year.

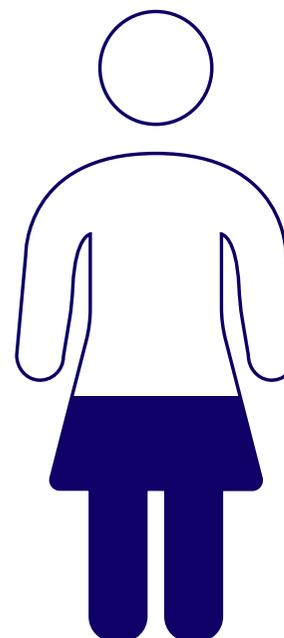
A positive number means that the bonus pay for our female employees is lower than for our male employees.

We are pleased to report a significant reduction in our mean and median gender bonus pay gaps since 2024 reporting with a 28.4pp reduction in mean bonus pay and 25.4pp reduction in median bonus pay. This is due to a wider population of our eligible workforce receiving bonus payments. However, due to a higher ratio of males within our workforce, we recognise that there remain imbalances in the percentage of males receiving a bonus compared to females.

Due to our bonus scheme largely being linked to business performance, bonus gap numbers are likely to fluctuate across our annual pay gap reporting.



PROPORTION OF  
MALE EMPLOYEES  
RECEIVING BONUS:  
**44.4%**



PROPORTION OF  
FEMALE EMPLOYEES  
RECEIVING BONUS:  
**38.8%**

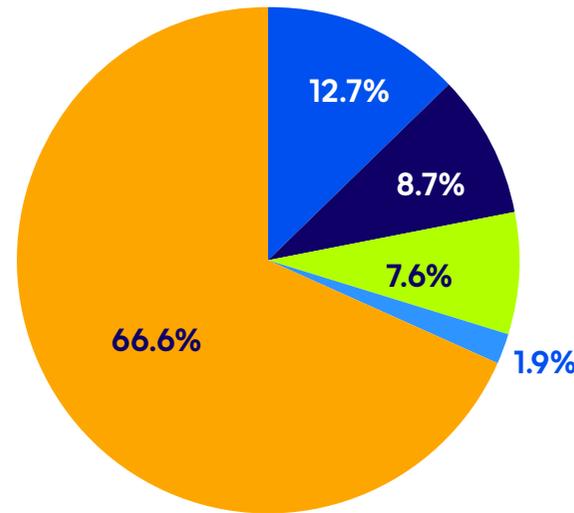
# ETHNICITY & PAY

We continue to incorporate the collection of employee ethnicity data into our employee hiring and onboarding process to maintain accuracy in our ethnicity pay gap reporting and equal opportunities monitoring.

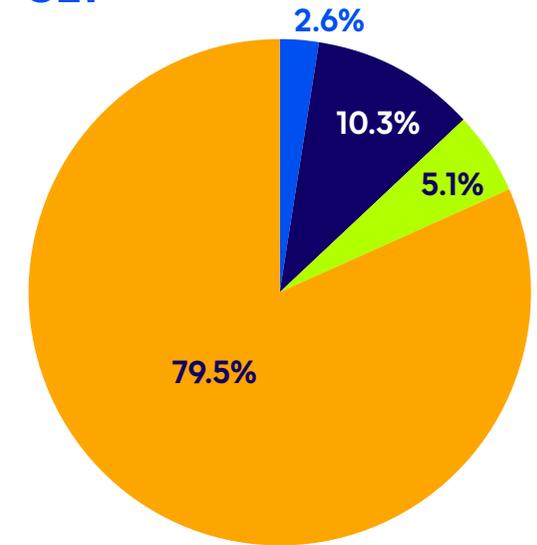
At the time of reporting there were 1,894 employees, 97.5% of which disclosed their ethnicity data. For the purposes of this report, those who we do not hold data for have not been included within the pay gap reporting.

## OUR WORKFORCE ETHNICITY PROFILE

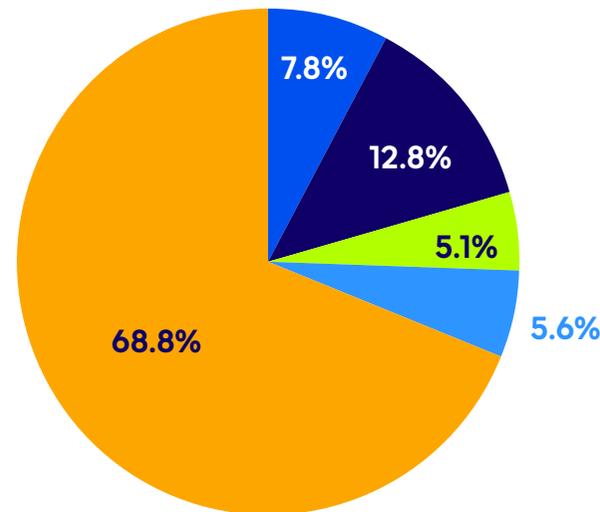
### THE GYM GROUP



### SLT



## OUR GYM COMMUNITIES



We continue to use the research we carried out in 2022 using ethnicity data collected from communities within a five-minute catchment area of our gyms, as a benchmark for how reflective our workforce is of our communities. We continue to broadly represent these communities and have reported some positive shifts in Black, Asian, Mixed and other ethnic background representation across our workforce, particularly within our senior leadership team where diversity have improved by 3.1pp since 2024 reporting.

■ Black, African, Caribbean
 ■ Asian
 ■ Mixed background
 ■ Other backgrounds
 ■ White

# ETHNICITY PAY GAP

## MEAN ETHNICITY PAY GAP

18.5%

## MEDIAN ETHNICITY PAY GAP

0.0%

This shows the difference between the mean and median within our hourly rates of pay for White and Black, Asian, Mixed and other ethnic minority background employees.

A positive number means that the hourly rates are lower amongst Black Asian, Mixed, or other ethnic minority background employees than for White employees.

Through our 2025 reporting we have identified an increase in our mean ethnicity pay gap compared with 2024 pay gap reporting. We attribute this largely to a higher proportion White employees holding our most senior and highest salaried positions.

Our median pay gap remains consistent with previous reporting; this is due to most of our employees undertaking the same role and therefore the same hourly rate of pay regardless of their ethnicity.

Our pledge to improve Black, Asian, Mixed and other ethnic representation within our leadership team continues to drive our focus on implementing positive actions and equitable opportunities. We understand that this focussed action is required to ensure we continue to attract and retain diverse talent at a senior level. Within this report we have outlined the actions we are taking to support this.

# ETHNICITY BONUS PAY GAP

## MEAN ETHNICITY PAY GAP FOR BONUS

58.7%

## MEDIAN ETHNICITY PAY GAP FOR BONUS

42.8%

This analysis shows the difference between mean and median bonus pay for White and Black, Asian, Mixed, or other ethnic background employees, this only includes employees who received a bonus in the year.

A positive number means that the bonus pay for our Black, Asian, Mixed or other ethnic background employees is lower than for our White employees.

## PROPORTION OF EMPLOYEES WHO RECEIVED A BONUS:

43.9%

White

40.0%

Black, African, Caribbean, Asian, Mixed and other ethnic backgrounds

As with our gender bonus gap, we are pleased to see improvements in the proportion of Black, Asian, Mixed and other ethnic background employees receiving bonus payments. However, when compared to 2024, the bonus gap itself has increased.

This continues to reflect disproportionate representation in senior leadership roles, where bonus and share incentive potential is highest.



# SUMMARY

## of our mean and median pay gaps by ethnicity

Median pay gaps of 0.0% across all ethnic groups demonstrates equality in roles with consistent pay structure, whereas mean pay gaps reflect where there are representation imbalances at senior leadership levels.

ETHNICITY	MEAN PAY GAP	MEDIAN PAY GAP	MEAN BONUS PAY GAP	MEDIAN BONUS PAY GAP
BLACK, AFRICAN, CARIBBEAN	25.7%	0.0%	68.0%	44.1%
ASIAN	0.8%	0.0%	45.4%	46.3%
MIXED ETHNICITY	25.9%	0.0%	54.7%	29.9%
OTHER BACKGROUNDS	24.0%	0.0%	67.5%	6.8%

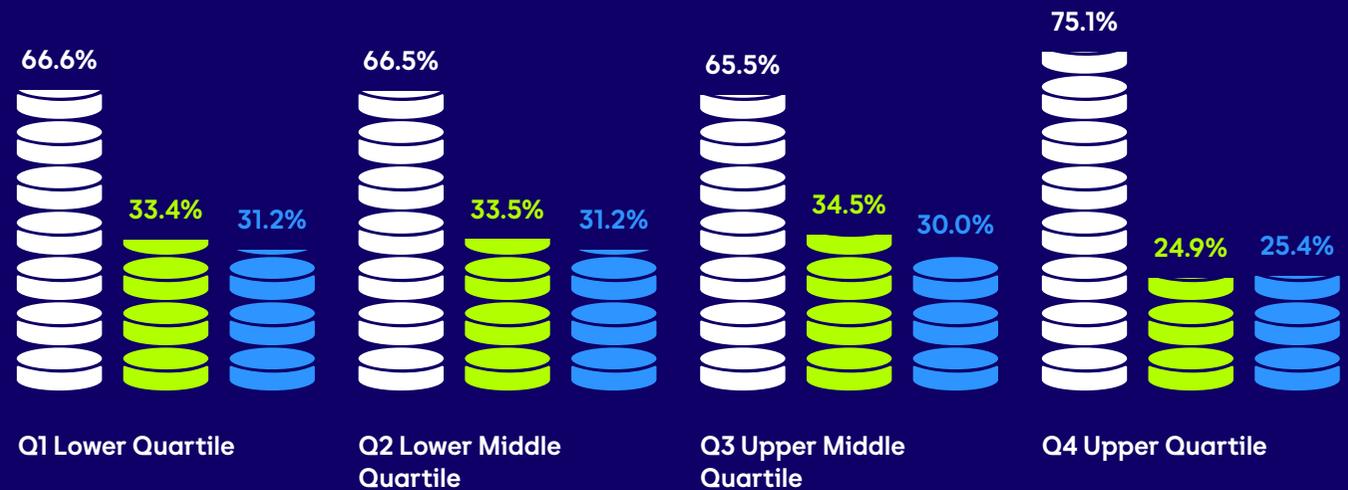
# PAY QUARTILES

This shows the proportions of White and Black, Asian, Mixed and other ethnic employees in four quartile pay bands, which has been done by sorting the data from highest rate to lowest and then dividing the workforce into four equal parts.

While overall representation has improved across most quartiles, the Upper Quartile, where senior and highest paid roles sit, remains the area with the greatest imbalance.

We recognise that changes in this area will take time and continued attention on the progression, and retention of diverse talent across the upper quartiles is needed.

Actions we are taking to address this are outlined on pages 10-13.



- White employees 2025
- Black, African, Caribbean, Asian, Mixed and other ethnic background employees 2025
- Black, African, Caribbean, Asian, Mixed and other ethnic background employees 2024

# CLOSING THE GAP

## SENIOR LEADERSHIP AND ACCOUNTABILITY

Our established diversity pledges drive accountability and initiatives to deliver our purpose of breaking down barriers and improve diverse representation within our business.

At the start of 2025 we reviewed our gender pledges, revising these to build greater transparency on where focus is needed and what progress looks like within the context of our organisation and industry.

THESE INCLUDE:

# 40.0%

FEMALE SENIOR  
LEADERS BY 2030

# 45.0%

FEMALES ACROSS  
OUR GYM SUPPORT  
FUNCTION BY 2030

# 27.0%

FEMALES ACROSS  
GYM OPERATIONAL  
MANAGEMENT BY 2030

# 20.0%

BLACK, ASIAN, MIXED,  
OTHER ETHNIC  
BACKGROUND  
LEADERS BY 2030



We will continue to report our progress against these pledges and delivery of our EDI objectives to our Sustainability Committee Board. Our progress against these pledges is outlined within our 2025 Sustainability Annual Report.

Our Executive sponsor of our Equity, Diversity, and Inclusion group, continues to ensure discussions and positive actions on EDI remain a focus in our business.

# AN INSIGHT DRIVEN APPROACH

Utilising data insights and equal opportunities monitoring is a key pillar within our EDI strategy.

Whilst we are confident in our data disclosure levels, pay, hiring and retention data, further focus is needed to improve ethnicity and gender reporting across all aspects of the employee lifecycle. For example, more detailed reporting across the recruitment application stage within our support functions, equity of opportunity across internal development, and promotion nominations and rates.

## CULTURE at The Gym Group

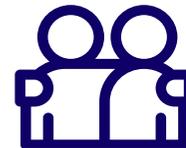
We continue to build a people first, inclusive culture focused on high performance, engagement and belonging.

Our Employee Network Groups play a key role in supporting a culture of belonging. We continue to invest in these groups building their skills and alignment to our wider EDI strategy. Our gender and ethnicity networks have delivered impactful initiatives such as our #MyNamels campaign aimed at improving awareness of the cultural importance of pronouncing someone's name correctly and events that support our Menstruation Friendly Employer accreditation ambitions and continued commitment to maintaining our recognition as a Menopause Friendly Employer.

Alongside this, creating a supportive workplace for parents and carers to support employee retention remains a priority action. We will continue to embed and expand our Maternity Leave Coaching Programme and partnership with Tommy's to support parenthood journeys and transitions. In addition, we will review parental leave processes to ensure consistency in the employee experience of those taking leave.

We remain committed to fostering a culture free from bullying, harassment and discrimination, and will continue to strengthen communication and understanding of our Dignity at The Gym Group policy, as well as the reporting and evaluation of any allegations or incidents that compromise it.

Lastly, we will continue to seek feedback, taking an insight driven approach to equity and inclusion, utilising our annual employee engagement survey feedback and external benchmarking tools, such as the WiHTL/Dir EDI Maturity Curve to measure continuous improvement.



# TALENT, ATTRACTION, DEVELOPMENT & RETENTION

**Key to closing our gender and ethnicity pay gaps is attracting and creating high performing teams, through transparent career pathways, development programmes and inclusive hiring practices.**

At the end of 2025 we improved our talent and performance framework, launching our new Be Your Personal Best process and providing greater clarity on development and progression pathways, all underpinned by clear behavioral expectations. This framework aims to improve performance and development conversations and ensure fair and transparent access to progression, promotion, development opportunities, and our approach to pay decisions. We will continue to roll out and embed this framework across the business in 2026.

Our Emerging Talent management development programmes continue to play a vital role in strengthening our operational talent pipeline. We are pleased to see strong promotion outcomes from participants, alongside balanced gender and ethnicity representation across cohorts, further enriching the diversity of our talent pools. We will continue to enhance the programme by aligning content with Chartered Management Institute standards and embedding Inclusive Leadership and wellbeing modules to equip our future leaders with the skills they need to thrive.

We will continue to invest in our Accelerate PT and The Gym Group Academy pathways into fitness, supporting development and recruitment opportunities that reach diverse demographics.

Alongside these core offerings, we will launch further cohorts of reverse mentoring with a focus on gender and ethnicity as well as apprenticeship and professional development opportunities. We will continue to provide our teams with opportunities to participate in diversity initiatives such as our Female Health First programme and WiHTL Ethnic Leaders and Female Leadership programmes.

When working with agencies we will continue to ensure expectations around our requirements for diverse balanced shortlists who meet the job requirements are clearly outlined.



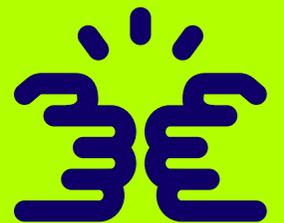


# PARTNERSHIPS

**Collaboration remains an essential part of our equity, diversity, and inclusion strategy.**

Through our ongoing memberships, we will continue to participate in external initiatives that support gender and ethnicity equity. Through our partnership with WiHTL we contribute to industry best practice, research and initiatives and participate in their cross-industry development programmes to support the growth of diverse representation within senior roles across hospitality, travel and leisure.

Alongside our ongoing work to deliver the Race at WorkCharter and its seven calls to action, we continue to uphold our Menopause Friendly, Age Friendly and Disability Confident commitments. These frameworks collectively strengthen our focus on equity and help ensure an intersectional approach to attracting and retaining diverse talent.



**THANK YOU**



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