

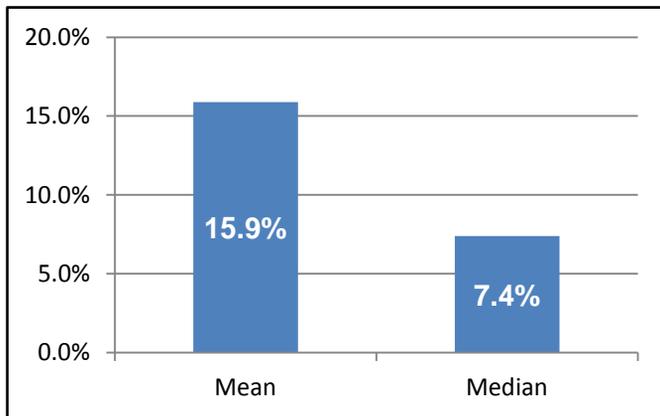
## Gender Pay Gap Reporting 2018

As Europe's leading health and fitness group, we welcomed the introduction of the Gender Pay Act and in line with UK government requirements, we'd like to share our Gender Pay Gap Report for the second year, along with some updates.

The Gender Pay Gap is the mechanism UK organisations use to help understand the difference between the average earnings of all men and all women in their organisation.

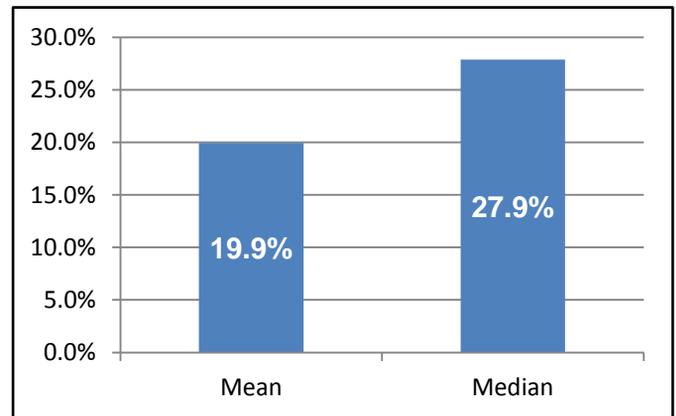
### Gender Pay Gap

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



### Bonus Gender Pay Gap

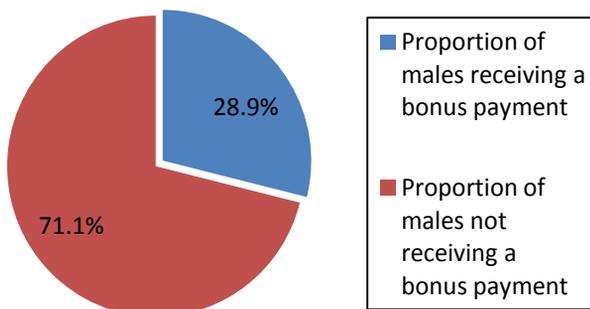
The difference between the average bonus pay that male and female team members received.



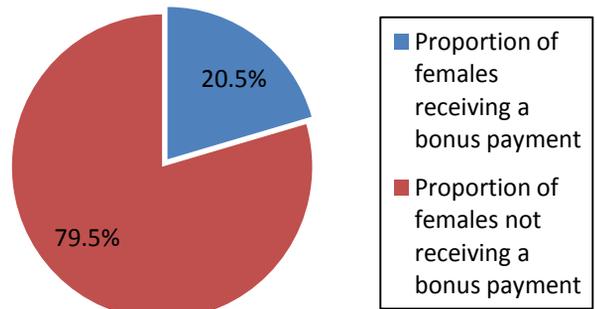
## Bonus Pay Distribution

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)

### Bonus distribution for male employees

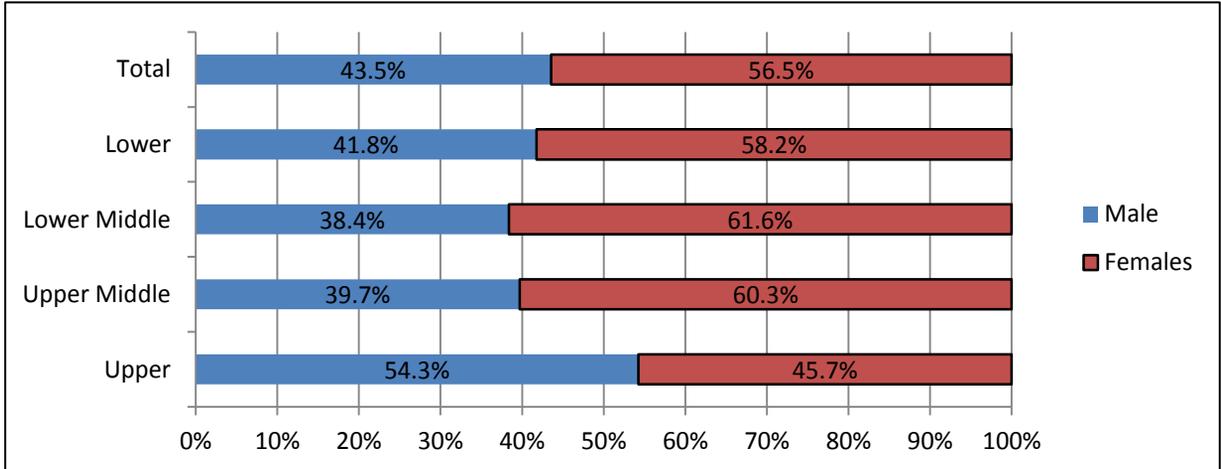


### Bonus distribution for female employees



## 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.



### Summary

Currently we have a gender pay gap of 15.9% which means that the average pay of our male team members is 15.9% higher than the average pay of our female team members, and this is 1% point higher than in 2017 (14.9%).

Our data tells us that this is driven primarily because we have more men than women in the upper quartiles. Across the UK, we actually employ more women than men - in fact 56.5% of our team members are women. Further analysis has found that 63% of our club leadership roles (department heads) are held by women, but women only hold 29% of our General Manager roles.

Currently we have a bonus pay gap of 19.9%, and this is 18.8% points lower than in 2017 (38.7%). This is thought to be impacted by a change in payment timings in a bonus scheme which wasn't paid until April 2018 and so will be included in the 2019 reporting. This is also reflected in the bonus distribution as fewer men and women received a bonus payment.

### Future

As stated in our 2017 report, we are concerned that a gender gap exists and we are fully committed to reducing it. Since reporting the 2017 figures in March 2018 we have held a series of focus groups to understand the barriers to women progressing in our organisation, and analysed our engagement survey, pay and maternity leavers data. From this we have identified goals to improve the gender pay gap, and in particular increase the representation of female General Managers. We have identified a number of initiatives to support this journey, including:

- Creation of an Inclusion policy and internal networking groups
- Communication of our approach to, and desire for change
- Increase volume of applications from females for the General Manager role
- Create and launch Inclusion and Awareness training for our line Managers
- Review our maternity and paternity pay

We believe that a balanced workplace is a happy workplace for everyone, and we are going to focus on the wider approach of inclusivity for all (rather than just gender) to ensure that everyone in our business has an equal opportunity to thrive and reach their potential.

This information has been prepared by Lucy Jarvis, Reward and HR Policy Manager.

This information has been reviewed and confirmed to be accurate by Glenn Earlam, CEO