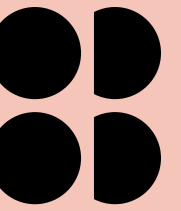


SWEATY BETTY



2025

**Gender
Pay Gap
Report**



OUR MISSION IS TO EMPOWER WOMEN THROUGH FITNESS AND BEYOND.

As a female-founded and female-led business, empowering women is at the heart of who we are. We believe our strength lies in our people, and we are committed to fostering a culture of equality, inclusion and empowerment for all team members.

We continue to attract a predominantly female workforce. While this reflects our heritage, we remain focused on being an inclusive employer that attracts and supports people of all genders.

We empower our people; offering flexibility, support and opportunities for progression at every level of the organisation remains a key priority. This report illustrates how our workforce has evolved since our last Gender Pay Gap Report and outlines our gender pay gap position at the snapshot date of 5 April 2025.

It is important to distinguish between the gender pay gap and equal pay - they are separate concepts yet often conflated.

Equal pay is a legal requirement that men and women performing equal work receive equal pay. We are committed to ensuring that men and women are paid the same when performing equal work and are confident that our pay policies and practices are consistent with this obligation.

The gender pay gap, by contrast, is a broader statistical measure of the difference between the average hourly earnings of men and women across an organisation, regardless of their roles. Gender pay gap reporting does not compare pay for men and women doing the same work. Rather, it reflects the distribution of men and women across different roles, seniority levels, and functions.

A gender pay gap can therefore exist even where men and women are paid equally for equal work. For example, a gap may exist where there is a higher concentration of women working in store roles. The gap is a measure of workforce composition, not of pay discrimination.

We recognise that closing the gender pay gap requires sustained effort to address the underlying factors that contribute to it, including barriers to recruitment, retention, and progression for women at all levels.

Understanding our gender pay



Our gender pay gap is largely driven by the relatively small number of men employed at Sweaty Betty, particularly within our retail teams, and by the uneven distribution of genders across different roles within the business.

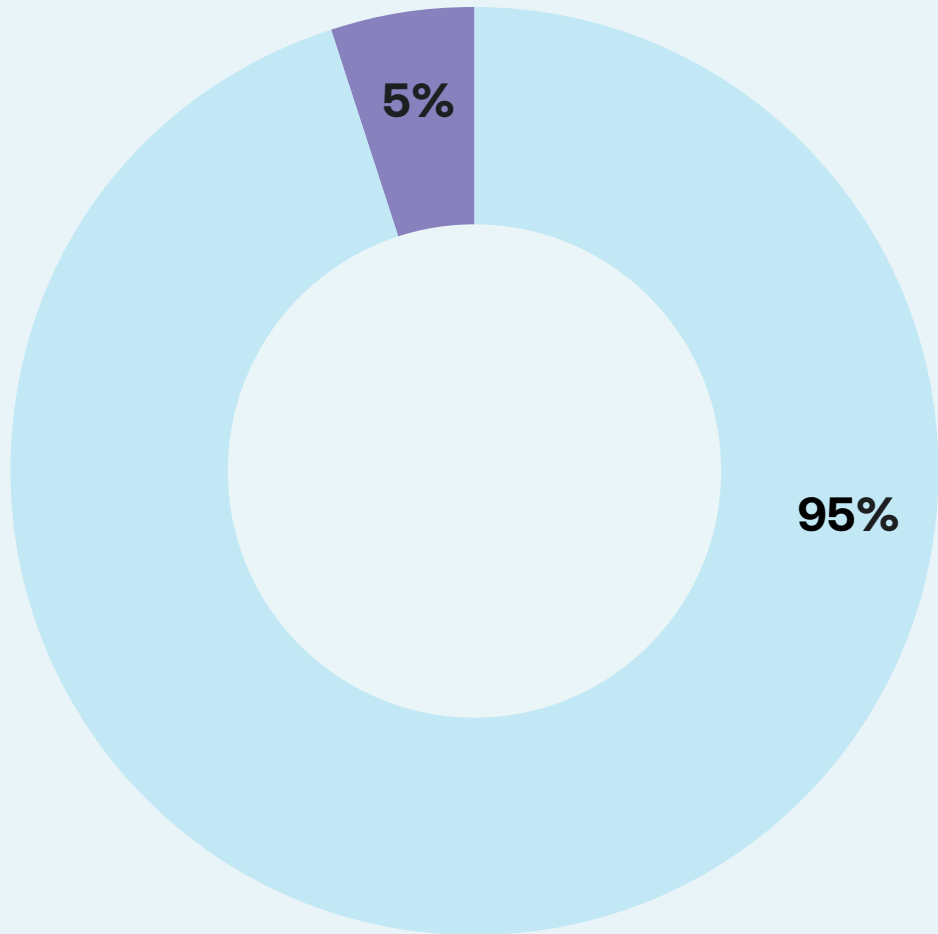
We are confident that we provide equal pay at Sweaty Betty: we regularly undertake benchmarking exercises to support our commitment to pay equity and conduct annual pay reviews.

Beyond pay, we remain committed to supporting our teams through ongoing investment in internal growth, development and progression opportunities.

MAJORITY FEMALE BUSINESS

Our business is female-founded and led. Our customers are female, so our business attracts majority female talent.

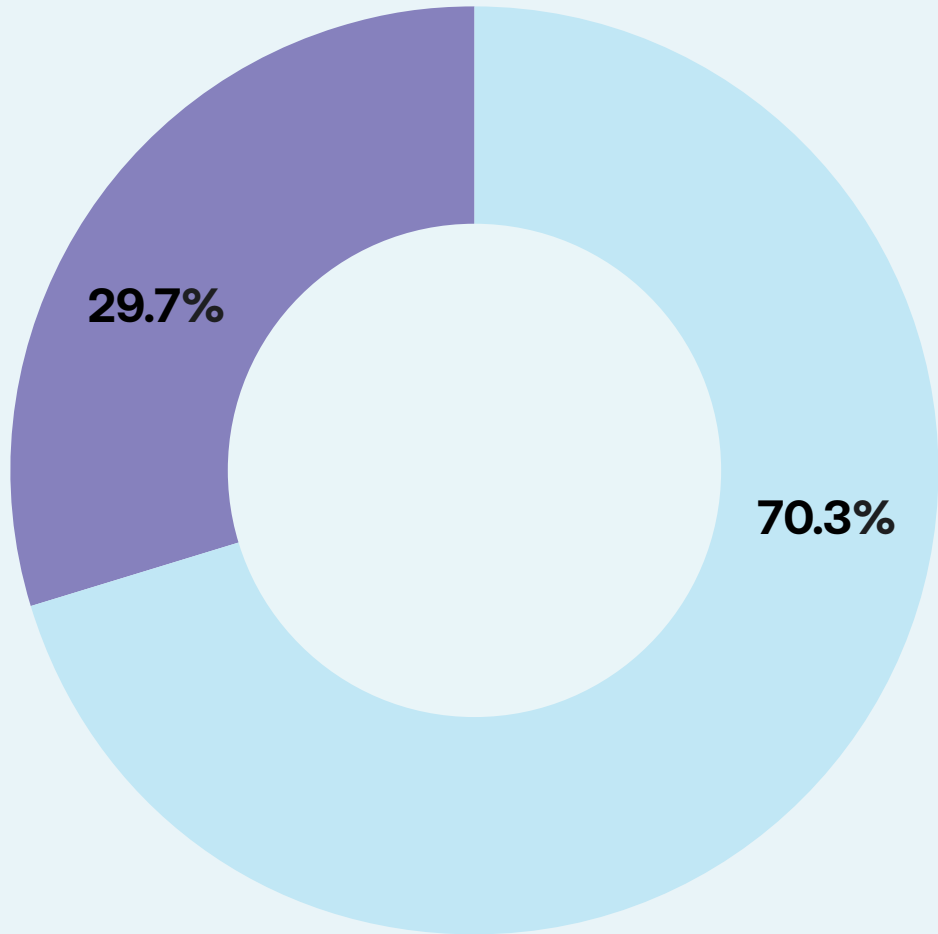
- Female
- Male



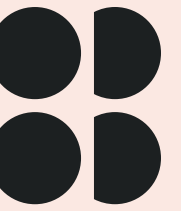
PRIMARILY IN-STORE STAFF

We're a retail business, so the majority of our people work in stores.

- Retail
- Support office



Gender pay data



Women are overrepresented in the lower quartiles because the majority of employees in our retail stores are female.

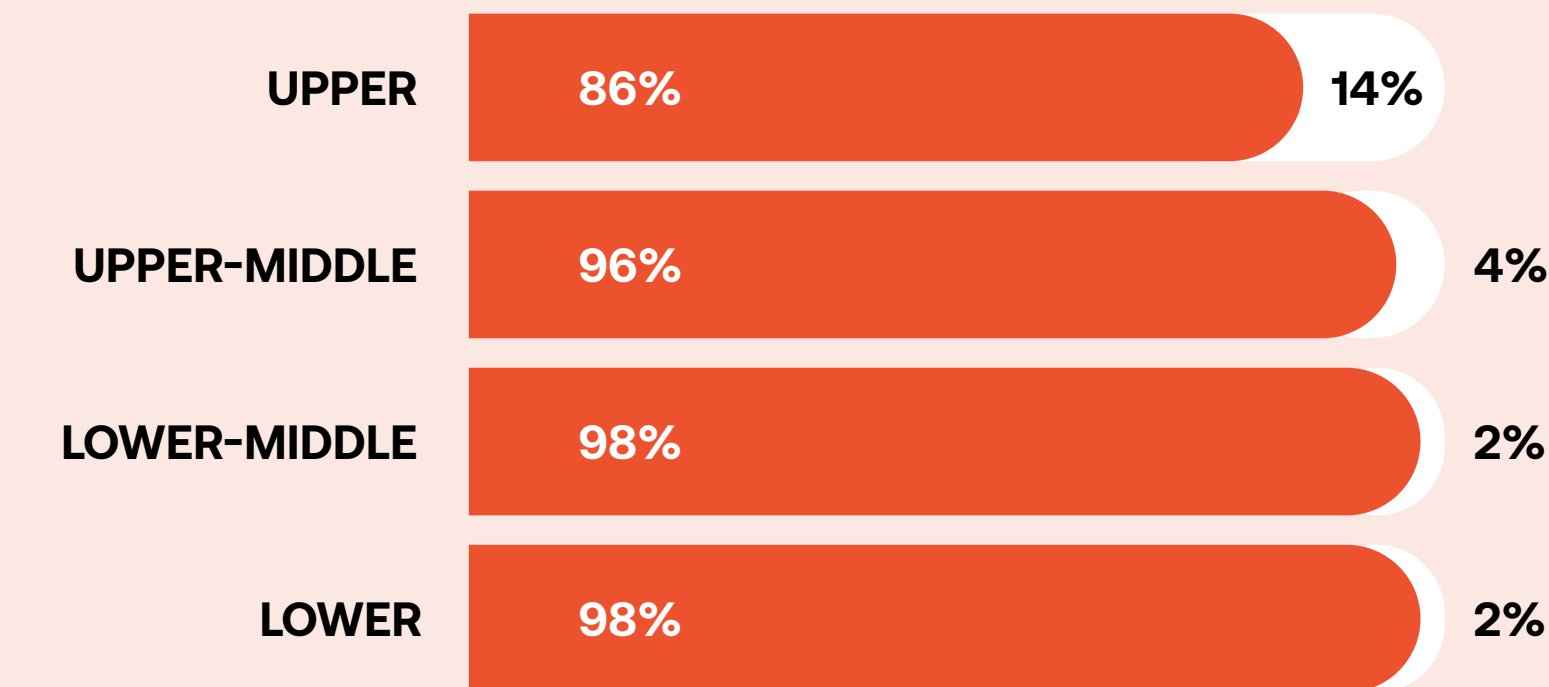
We actively invest in leadership development across our teams through a combination of internal programmes and external industry initiatives, supporting the progression of diverse leaders at all levels.

Gender split by pay quartile

Women make up the majority of our employee population. The majority of our employees are in retail, which predominantly relates to the lower, lower-middle and upper-middle quartiles.

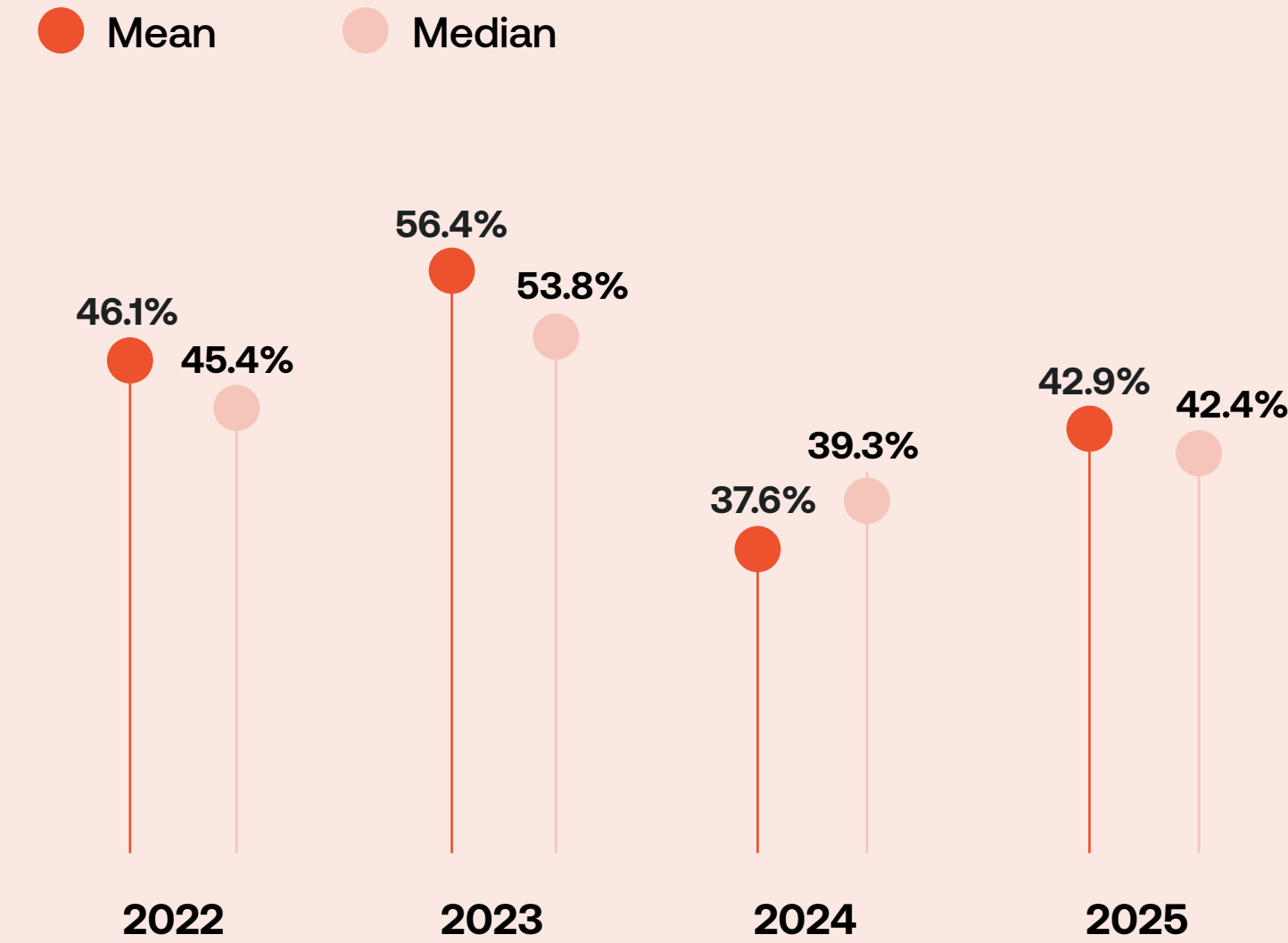
Our management grades for the executive team primarily show negative pay gaps i.e. the pay gaps favour women.

● Female ● Male



Gender pay gap trend

Most of our male employees work in support and management functions. The gender composition of our workforce at different levels therefore skews our gender pay gap.



This change reflects changes in our overall headcount; the gender composition of our workforce at different levels skews our gender pay gap.

Executive only pay gap

83% of our senior leadership team are female. The median pay gap is **-7.6%**.

 **MEDIAN PAY GAP IN EXECUTIVE POPULATION**

-7.6%

Retail-only pay gap

98% of our retail population are female. The median pay gap is **1%**, compared to the UK **2025** average median of **+6.9%** pay gap.

 **MEDIAN PAY GAP IN RETAIL POPULATION**

1%

Bonus gender pay data

We operate three bonus schemes across our Customer Care, Retail and Support Office teams at Sweaty Betty, each aligned to relevant performance KPIs. The proportion of employees receiving a bonus has increased compared to the previous year, with more women receiving a bonus than men. As the majority of employees in the lower pay quartile sit within roles that are less likely to receive a bonus, this continues to contribute to a distinct bonus gap in our current figures.

+ Bonus pay gap

67.21%
MEAN

86.24%
MEDIAN

+ Receiving bonus

88.13%
WOMEN

87.80%
MEN



Working for more inclusion and equity

Our people are at the heart of everything we do. We're proud to be female-founded and female-led, and we're focused on creating a supportive, inclusive and actively anti-racist culture where every voice is heard. Through wellbeing initiatives, flexible working, leadership development and strong employee networks, we're building a workplace where everyone can thrive.

Here's how we're doing it.



Making sure people are heard

We know that every voice counts. And we want to empower all our people to stand up, speak out and know they'll be heard.



Supporting people to be their best

Empowering women starts with empowering our teams. We want everyone who works here to feel supported, valued and able to show up as themselves. That's why we're investing in wellbeing initiatives, flexible working, mental health resources, and safe spaces where conversations can happen openly. Because when we feel good, we do good.



Creating the right environment

We know the incredible things women achieve when they back each other. We're dedicated to creating an environment where everyone is inspired to grow and lead.



Implementing policies to shape the structure

Being inclusive isn't a statement - it's a practice. We're making sure our policies, behaviours and decision-making reflect equity at every level. This means continually reviewing how we hire, how we develop people, and how we create space for voices that haven't always been heard. It's long-term work, and we're here for it.



Moving forward



As we have shared in the report, we have a mission to empower women through fitness and beyond. To make this mission a reality, as we continue to grow, we are dedicated to building a diverse team of talent, hiring the right people into the right roles, supporting them to grow with us and rewarding all our team members with fairness and consistency. As a result, our goals as a business continue to be: to grow diversity in all senses across Sweaty Betty and be a company that strives to offer flexibility for all of our teams. This is our action plan:

Developing leadership

Working within Wolverine Worldwide on leadership development.

Continuing to support our people

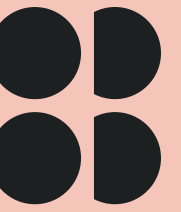
Employee Resource Groups – a platform for our communities to drive change through experiences.

Leveraging partners

Working with stakeholders to benchmark and adopt new strategies.

We are proud to promote a workplace that is inclusive and where all our people have equal opportunity to thrive and succeed. We continually strive to be better and are dedicated to ensuring Sweaty Betty remains a place where everyone feels valued, respected and supported.

WE LOOK FORWARD TO CONTINUING THIS WORK AND BUILDING AN INCREASINGLY INCLUSIVE AND EQUITABLE WORKPLACE FOR ALL.



GENDER EQUALITY HAS BEEN AT THE HEART OF OUR BUSINESS FROM THE VERY BEGINNING.

Sweaty Betty was founded to redefine and meet women's fitness needs at a time when women's activewear was an afterthought. As a female-founded, female-focused and female-led business, providing equal pay and equal opportunities at every level of our organisation is incredibly important to us.

We fully support the transparency and accountability that gender pay gap reporting brings. It helps open an important conversation about what businesses can change directly, and what we can work to influence more broadly across our industry.

It's also important to understand what the gender pay gap measures. It doesn't compare pay for men and women doing the same job.

Instead, it reflects how men and women are distributed across different roles, levels of seniority and functions within a business. A gap can therefore exist even where men and women are paid equally for equal work – for example, where we have a high concentration of women working in store roles which sit within lower pay bands. In that sense, it is a measure of workforce composition, not pay discrimination.

Across UK retail, although women make up around 58% of the workforce, in some industries men still outnumber women in many senior roles. That can make it harder to recruit women into those positions. Within Sweaty Betty, we invest heavily in developing talent and supporting progression, but we cannot change the

wider industry on our own. Where we can, we work with partners to help address these challenges. There is some great work happening across the sector, but meaningful change takes time.

I'm very proud of the steps we take to ensure equal pay for equal roles and the opportunities we create for people to grow in our business. And we remain committed to playing our part in driving progress across the wider industry.

MELISSA MULLEN
Sweaty Betty Global
Brand President

SWEATY BETTY

