

2023 PAY GAPS



A Place Where Everyone Belongs

Belonging starts with our employees first. If we have an inclusive culture where difference is celebrated and all perspectives are proactively invited, we can better support and represent our people and external community.

We believe everyone has the right to be treated fairly and be given equal opportunities regardless of any protected characteristic or any other part of their identity.

In a world that seems to be more divided, we believe we have the power to unite people.

You'll see in this report what we're doing to create more unity, equity and drive forward positive change through our EDI strategy that will both reduce our pay gaps and increase inclusion and belonging for our people at Gymshark.

Our commitment to EDI is greater than ever. We know diversity and inclusion unlocks our ability to innovate and to be creative. It brings different lived experiences and perspectives to a problem, new ideas and ways of working, and enables us to reach the best outcomes for our people and community.





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Gymshark Gender Pay Gap Data – 2023

	2021	2022	2023	
Mean Pay Gap	25%	30%	29%	✓ 1%
Median Pay Gap	25%	29%	25%	✓ 4%
Mean Bonus Gap	43%	8%	16%	^ 8%
Median Bonus Gap	0%	48%	33%	✓ 15%

Gender split:

■ M: 43%
■ F: 57%



Pay Quartiles:

This is the proportion of men and women by quartile pay bands.

Quartiles	Male	Female
Upper Q	57%	43%
Mid Upper Q	47%	53%
Mid Lower Q	33%	67%
Lower Q	34%	66%

Bonus Awards:

This is the proportion of men and women who received a bonus payment. A bonus was only paid to employees within our Retail business function for this reporting period.

M: 13%
F: 15%

Key Notes:

1. Our Gender Pay Gap is driven mostly by there being significantly more women in entry level, lower salaried roles, which span the Mid Lower to Lower Quartile bands. Entry level positions make up 40% of our total workforce, and of these roles, women make up 67%. These include administrative roles, customer support and retail teams, as well as graduate roles and student placements.

2. A secondary driver for our pay gap is there are more men in senior, higher salaried roles. Whilst there's a smaller population in these roles, it does still bring up the average earning for men affecting the overall gap.

3. We've seen a positive change in our pay quartiles with more women making up our Upper and Mid-Upper quartiles than last year (Upper +7%, Upper-Mid +1%). We've also seen both an increase and a reduction in the percentage of males that sit within our Lower and Mid-Lower quartiles respectively (Lower +3%, Mid-Lower -1%).

4. The main reason for our mean and median pay gaps reducing is the recruitment of males within our London retail store. This has increased the number of males within more junior roles overall, which has brought down the average pay for males.

5. A small proportion of our workforce received a bonus in the 2023 pay gap reporting period. Bonus payments were only paid to employees based from our Retail business area.





Gymshark Ethnicity Pay Gap Data – 2023

	2021	2022	2023	
Mean Pay Gap	-5%	8%	19%	▲ 11%
Median Pay Gap	-16%	6%	20%	▲ 14%
Mean Bonus Gap	2%	11.5%	26%	▲ 14.5%
Median Bonus Gap	0%	5%	40%	▲ 35%

Ethnicity split:

- White: 72%
- AEM*: 26%
- PNTS: 2%

(*All Ethnic Minority)



Pay Quartiles:

The proportion of White and AEM Employees by quartile pay bands.

Quartiles	White	AEM
Upper Q	79%	18%
Mid Upper Q	77%	21%
Mid Lower Q	73%	25%
Lower Q	58%	39%

Bonus Awards:

This is the proportion of White and AEM employees who received a bonus payment. A bonus was only paid to employees within our Retail business function.

White: 10%
AEM: 25%

Key Notes:

1. AEM colleagues represent 26% of our total workforce, an increase of 5% since our 2022 report.

2. Colleagues sharing their ethnicity with us has increased to 98%, up from 96% in 2022, providing us with an even more accurate reflection of our ethnicity pay gap.

3. The proportion of our AEM colleagues within our Upper Quartile has increased by 2%. Meanwhile, White colleagues now make up a smaller proportion of our Lower Quartile roles (-13%) since our 2022 report.

4. We have a high proportion of ethnic diversity within our London retail store. 50% of the store identify as AEM. This is representative of the location of the store and demographic within the Westminster Borough.

5. Our Ethnicity Pay Gap is driven mostly by our retail store having a high proportion of ethnic diversity, however the majority of the roles within the store are junior level and lower salaried. As a result, this is bringing down the overall average salary for colleagues identifying as AEM.





Reducing Our Gaps

1. Recruitment

Recruitment plays a huge part in the pay gaps we have. Every decision we make when we hire new employees, or through internal role changes, have an impact.

Reaching a diverse candidate pool: Knowing who is applying for our roles helps us to think more inclusively; adjusting the way we recruit, through job boards we use, the language in the adverts, how we're sharing and promoting them to the process itself. To support this we've changed our recruitment system, so we have better data functionality, allowing us to understand anonymous diversity data which tells who is applying for our roles, so we can make adjustment mid advert or spot trends across roles.

Removing unconscious bias: All hiring managers need to have completed recruitment training before they can recruit for new roles. The training includes education about our inclusive process, unconscious bias and information on diversity and inclusion.

Focusing on entry level applications: We will use the anonymous diversity questionnaire on applications to understand and take action, particularly around less males applying for our more junior roles.

Diverse interview panels: All interviews will have a diverse panel to assess candidates.

2. Pay

Pay directly affects the Gender and Ethnicity Pay Gap.

Salary information on adverts: 'Salary History' has been taken off to stop any salary bias when making an offer. Next step for us is to display salary bands on adverts.

Salary decision: We follow a robust salary process so that all pay is benchmarked against the external market, internal team members already doing the same role and experience. In few cases where salaries are outside of the band, they will go through an approval process and require justification.

Pay review: We do a gender pay gap analysis when we conduct pay review annually, so we can understand the effect this will have on the GPG overall.

Equal pay review: We've conducted an equal pay review to ensure that there's no difference in pay between men and women for doing the same / similar job. We can confirm that we don't have an equal pay issue at Gymshark.

Pay transparency – we'll be starting this journey through pay education and learning modules for all employees.

3. Education & Performance Culture

EDI mandatory learning: We've rolled out the Belonging at Gymshark Modules which is new mandatory diversity and inclusion training, including information about our pay gaps. It's important that everyone understands how the gender and ethnicity pay gap is affected, and the impact and responsibility managers have when recruiting.

Female mentoring programme: We piloted a new mentoring scheme specifically to support females at Gymshark and their progression into leadership roles. Next step is to join a mentoring scheme to support AEM colleagues too.

Supporting parental leave returners: We've created a returners programme for any parents returning after maternity, shared parental leave or adoption leave, including more emphasis on career development, as well as more consistency and support, including a return to work buddy.

EDI Network: We launched a new internal diversity employee resource group; the Belonging Committee this year. Now this is established we will create new 'lead' roles in the committee to give a greater focus on Race & Ethnicity, Disability, LGBTQ+, Mental Health and Gender Equity.

