

Environmental, Social and Governance 2023



David Lloyd
CLUBS

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David Lloyd
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“ Making a difference to our members’ lives is what we do best – but we’re more than just that.

We’re a business which operates in 9 different countries, has 133 Clubs and over 10,000 employed team members.

In fact, we’re Europe’s largest premium health, fitness and wellness operator. So, at David Lloyd Clubs, we take our role as a business and an employer seriously. This extends to reducing the impact we have on the environment, supporting the communities we operate in, following good business practices and creating a sense of belonging for our People.

Often, we talk about these things in silo when actually they are all really important pillars to being successful and I know matter to all of us. This publication shares our commitments for the future and the things we’re doing already as a responsible business and employer – Welcome to our first ESG report.

ESG is a term used by many companies and simply stands for ‘Environmental’, ‘Social’ and ‘Governance’. In this publication you’ll see what ESG means for us at David Lloyd Clubs. ”

Russell, CEO

What's Inside



David Lloyd Clubs

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- Business Update
- Our ESG Focus



Environment - Club Tomorrow

- Carbon Net Zero Commitment
- Keeping it Green Locally



Social - Club Together

- Our Members
- In the Community
- Our Team Members



Governance - Club Direction

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About Us

133

DAVID LLOYD CLUBS

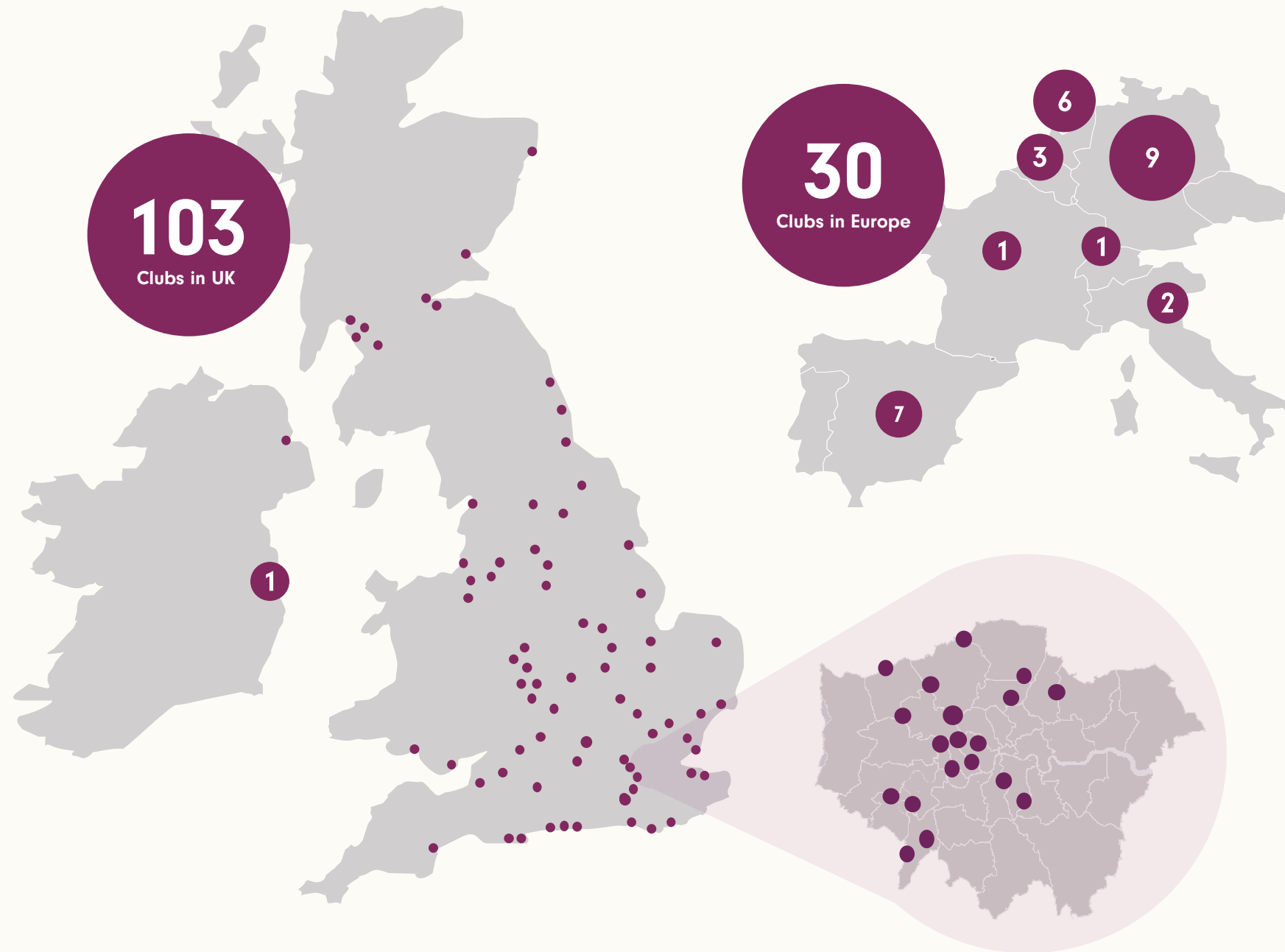
Across UK and Internationally by end of 2023

750,000+

MEMBERS

50 million

ANNUAL CLUB VISITS



#DLCproud

570+

INDOOR, OUTDOOR & SPA POOLS

1,000+

INDOOR & OUTDOOR TENNIS COURTS

16,000

GROUP EXERCISE CLASSES

Attended per week

29

SPA RETREAT CLUBS

By the end of 2023

49,000

SWIM STARS & TENNIS STARS

Participants in our Professional Junior Coaching Programmes - Swim Stars and Tennis Stars

118,000

ACTIVE DAILY USERS ON THE DAVID LLOYD CLUBS APP

Did you know?

3.5m eggs

We crack and cook over 3.5m eggs every year

450,000 fresh burgers

We griddle over 450,000 fresh burgers each year

380,000 chicken breasts

We grill and serve over 380,000 chicken breasts a year, that's nearly one tonne in weight

110,000 smoothies

We blend over 110,000 smoothies each year

25,000 kilos coffee beans

We buy over 25,000 kilos of fresh roasted coffee beans a year

Business Update

In 2022 we celebrated our 40th birthday. Our first Club opened in Heston and 40 years on, we are now Europe's leading premium health, fitness and wellness Operator.

We're expanding our portfolio and continually innovating and so it's an exciting time to work for us.

This year we've welcomed 4 new Clubs to the David Lloyd Clubs family - Wickwoods (UK), Shawfair Edinburgh (UK), Rugby (UK) and Sterrebeek (Belgium).

We have also introduced a new Workspace concept in Brighton and introduced Spa Retreats in a number of Clubs, most recently David Lloyd Clubs in Derby and Teesside.

We have also launched SPIRIT LIVE Sound Meditation classes as part of our signature fitness classes.



We're introducing The Body Hub into all of our Clubs by the end of 2023. The Body Hub is a body analysis machine that intuitively measures your body composition through easy to follow tests that measure everything from your body fat percentage to your hydration levels and much more. The Body Hub has lots of exciting features which we'll also be introducing soon including enabling our members to personalise their health and wellness journey.

Padel is the fastest growing racquet sport and so with our rich history in tennis, we're delighted to be adding 32 padel courts to a further 14 of our David Lloyd Clubs by the

end of 2023, which will cement our position as the UK's largest padel operator.

We're continually developing the David Lloyd Clubs App with new exciting content and functionality to enhance our members' experience including a NEW monthly Club Challenge Badges - where our members will be rewarded with badges based on their visits to the Club. The goal is to motivate members to visit regularly and more frequently. To achieve a monthly milestone, a member must visit 6 times in one month. When a member reaches their milestone, they are congratulated with a monthly Club Challenge

Our focus for this year is premiumisation. We are investing **£90million** in our existing Clubs to ensure our Clubs have the premium feel our members expect. In fact, we've temporarily closed Fulham whilst it has a **massive £6 million** transformation ready for it to re-open in early 2024.

#DLCproud



£90m

Investing in
premiumisation of
our existing Clubs



Our ESG Focus

To make sure we're accountable and deliver on our promises, we have an ESG Steering Committee which meets quarterly. Part of this includes setting our ESG goals and tracking progress to date and ensuring our ESG values form the fabric of our operation.

Our ESG programme extends to the suppliers and partners we work with, as well as our members and team members. To help us do this, we have 3 parts to our ESG strategy.

01



Environment
Club Tomorrow

02



Social
Club Together

03



Governance
Club Direction

#DLCproud

Environment

Club Tomorrow

Sustainability is at the heart of everything we do at David Lloyd Clubs, and our target to become net zero by 2030 underpins our environmental programmes.

IN THIS SECTION: Carbon Net Zero Commitment | Keeping it Green Locally



Carbon Net Zero 2030 Commitment

Net Zero means that as a business we add no more greenhouse gases than we remove. We include emissions that we are directly responsible for, and we go further than this by including emissions that occur throughout our supply chain activity

We have committed to becoming net zero by 2030 – we call this ‘Project Net Zero’ and we’ll do this through 5 key initiatives:



REDUCING OUR WATER AND ENERGY CONSUMPTION



GENERATING OUR OWN RENEWABLE ENERGY ONSITE



REDUCING INDIRECT EMISSIONS ACROSS OUR SUPPLY CHAIN



REDUCING WASTE



USING SUSTAINABLE MODES OF TRANSPORT

Reduce the carbon we use for heat to **Eliminate the carbon** through the use of renewable technologies

Continued increase in the use of **onsite & low carbon generation**

Continue to **purchase renewable sourced energy across** the UK & Europe

Ongoing investment in energy & water reduction initiatives

Build and Invest whilst **minimising the environmental impact**

Invest in goods and services that consider **whole lifecycle costs**

Work with our Supply Chain to reduce the impact on the environment

Reduce our total waste volumes & increase our recycling rates

Encourage the use of **sustainable modes of transport**

Improve communications and awareness to our team members & members

Ensure our future **targets are externally validated & accredited**

Promote and **enhance nature & biodiversity** activity

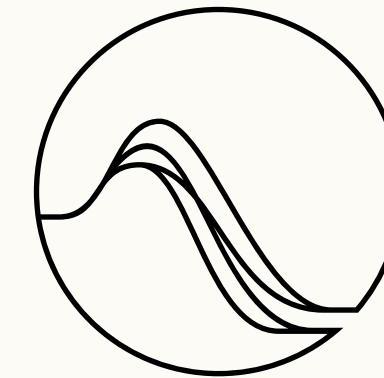
How we Measure our Carbon Footprint

Our carbon footprint is measured in tCO2e (that's the amount of carbon dioxide equivalent to what we emit in tonnes). Each part of our business activity is calculated under 'scopes'. There are 3 scopes.

Scope 1 & 2 emissions are mainly within our control to make an impact. Scope 1 includes all emissions from fuel burned in owned or controlled assets, and fugitive emissions. Examples of these emissions are gas and other fuel consumption at our Clubs to provide heating, and fugitive emissions from our chillers and air conditioning. Scope 2 emissions are from our purchased electricity which is consumed in Clubs.

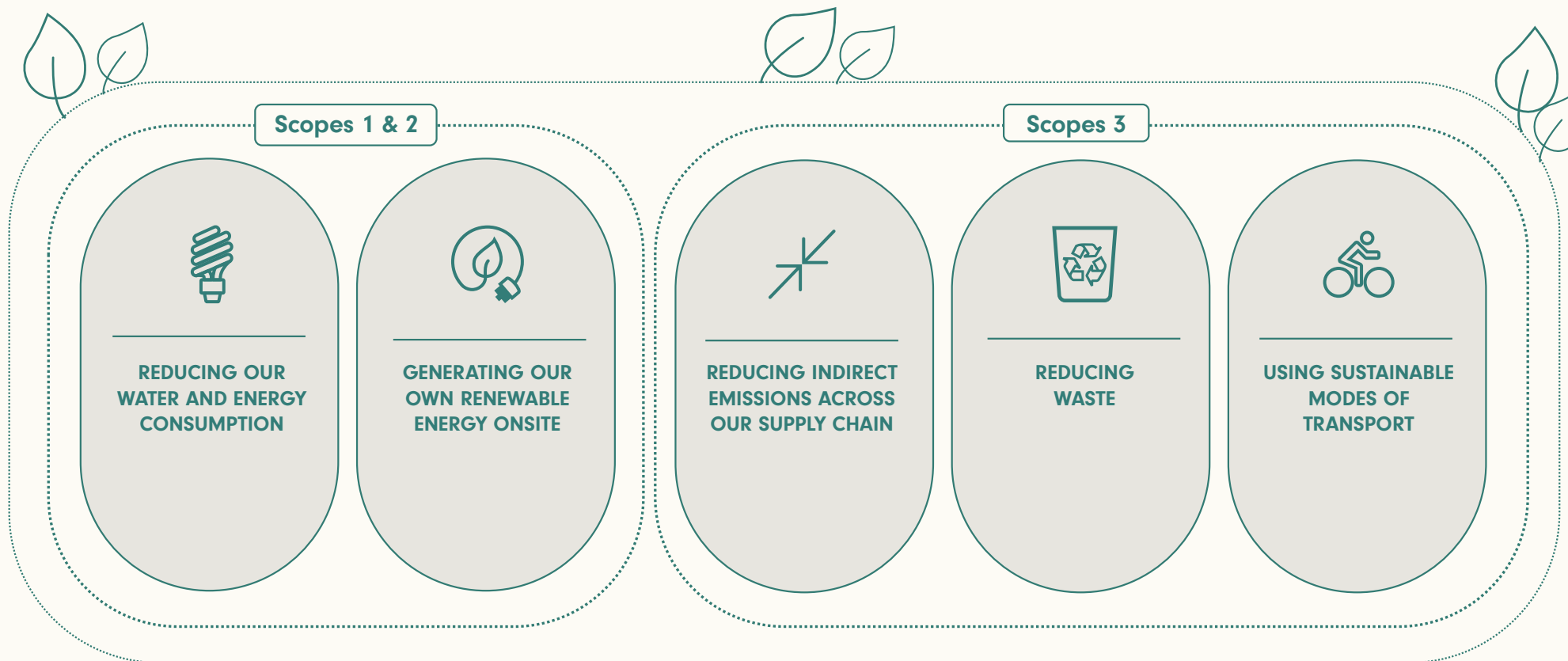
Scope 3 includes carbon emissions from activities that we either don't own or are not directly able to control. This includes business travel, procurement and supply chain emissions, waste, water, and emissions relating to the construction and development of new and existing Clubs. It also includes the emissions from our members travelling to our Clubs too.

Our aim is to reduce our carbon footprint across Scope 1, 2 and 3 and you can see how our 5 initiatives will do this



SCIENCE BASED TARGETS

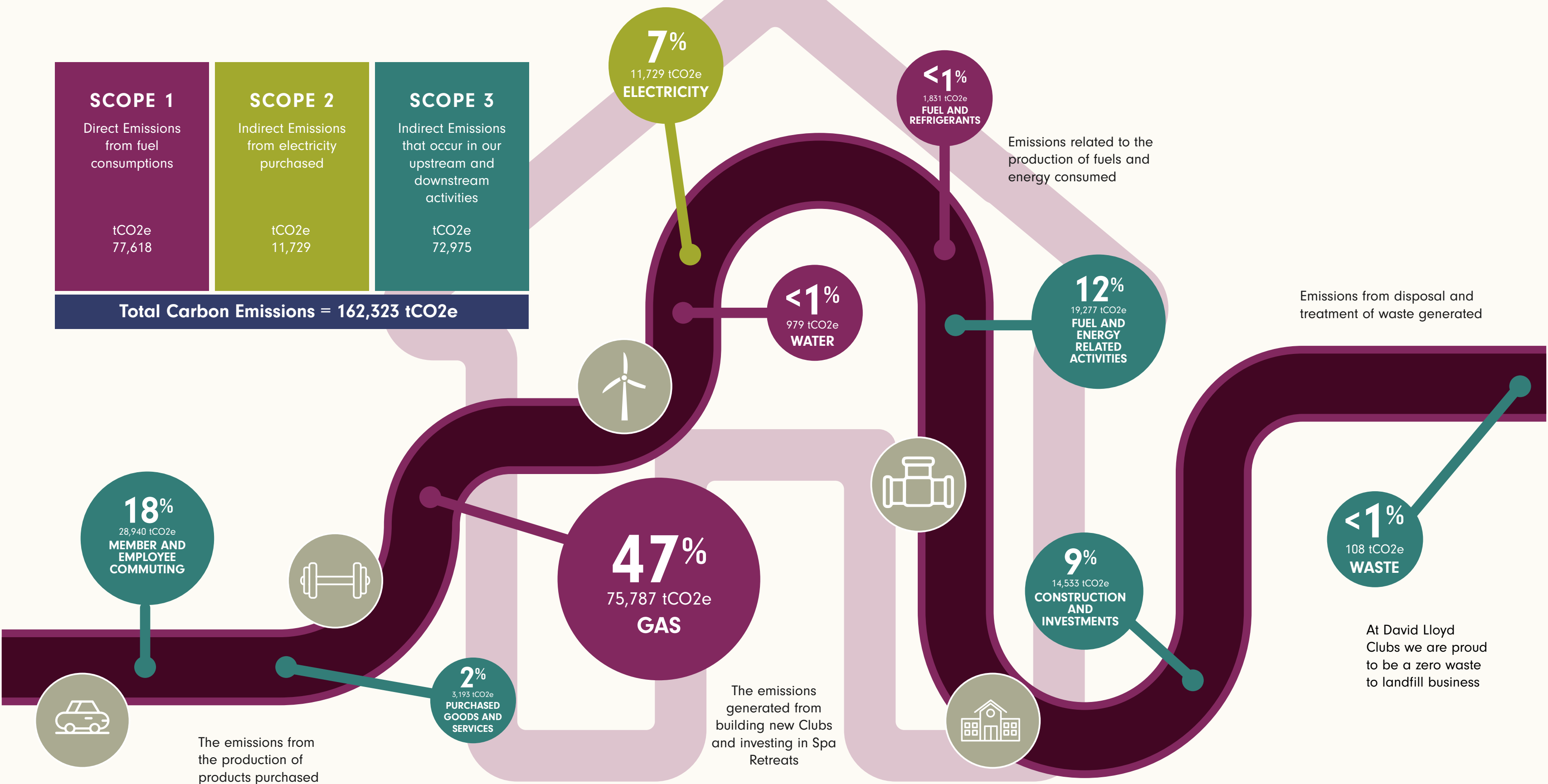
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



We have worked with our external consultants to validate our latest (2022) carbon footprint and Net Zero strategy, and we have committed and submitted our targets to the Science Based Targets initiative (SBTi) - a global body that helps businesses set ambitious emissions reductions targets in line with the latest climate science'

Our Total Carbon Footprint

SCOPE 1	SCOPE 2	SCOPE 3
Direct Emissions from fuel consumptions	Indirect Emissions from electricity purchased	Indirect Emissions that occur in our upstream and downstream activities
tCO ₂ e 77,618	tCO ₂ e 11,729	tCO ₂ e 72,975
Total Carbon Emissions = 162,323 tCO₂e		



At David Lloyd Clubs we are proud to be a zero waste to landfill business

Our Performance to Date

Our Scope 1 & Scope 2 emissions have seen a **6% decrease since 2018**, even though the number of Clubs we operate has increased by 13% during this period and our membership numbers have increased by 22%.

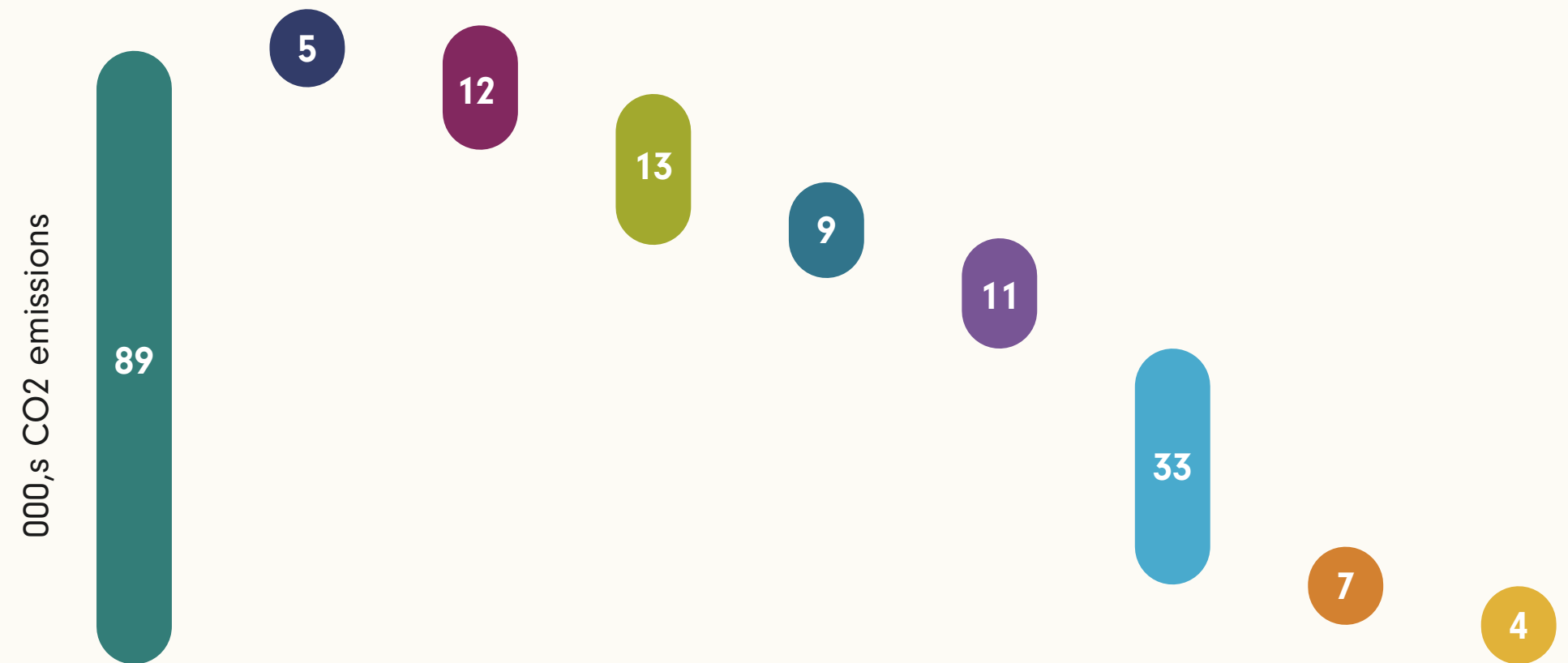
Roadmap to Net Zero Scope 1 & 2

We now procure renewable sourced electricity across the UK and are transitioning for our European Clubs. We're not stopping there, we're looking to procure renewable electricity on a longer term basis through corporate Power Purchase Agreements (PPAs).

We have spent over £20m since 2019 on energy reduction initiatives such as LED tennis court upgrades, Building Management System (BMS) upgrades, and innovations to technologies such as motors.

And we're now starting to roll out rooftop solar pV across our UK & European estate, and we are trialing our first heat pump project this year at David Lloyd Clubs Lichfield, to support our heat decarbonisation plans.

- 2022 CARBON EMISSIONS
- NEW CLUBS
- RENEWABLE ELECTRICITY PROCUREMENT
- ENERGY REDUCTION TECHNOLOGIES
- SOLAR PV INSTALLATIONS
- CHP REDUCTIONS
- HEAT DECARBONISATION
- NEW TECHNOLOGIES
- 2030 PROJECTED



*Our Scope 2 carbon emissions have been calculated using a 'market based' methodology, as we have chosen to use renewable energy tariffs.

Our Solar pV Project

With large roof areas across the majority of our Clubs, solar pV is a great way to reduce our energy consumption via renewable onsite generation. This will deliver carbon and cost savings from the first day of installation.

KEY FACTS

£30m

Capex approved to roll out across the group.

100 Clubs

Estimated 100 Clubs in scope for this project.

25%

We expect to generate over 25% of our total annual electricity consumption, which is enough to power 10,000 homes.

20/2023

To 20 installations due to commence before the end of 2023

9,000 tonnes

Approximate CO2e reduction of 9,000 tonnes per annum, or 13% of our current scope 1 and 2 emissions.

3 Clubs

David Lloyd Clubs at Luton, La Finca, and Country Club Geneva now have completed solar pV rooftop installations.



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David Lloyd Clubs Luton in numbers

- System 183.2 kWp
- 458 Solar panels
- Annual Output = 175MWh
- Generates 25% of club's annual electricity
- 25-year saving of 846 tCO2e



David Lloyd Clubs La Finca in numbers

- Since install in Feb 2023 club generated 322 MWh from pV = 42% of electricity consumption.
- Over 1,000 panels installed at the club

Energy and Water Efficiency Highlights

One of our priorities is using targeted energy and water efficiency measures to drive down carbon emissions. We have a well-established strategy to support ongoing delivery of this



We will continue to invest in energy and water efficient technologies, some of these are well established, others are new ones we will be trialing

We are installing our first air source heat pump this year at our Lichfield club. This is one of the key technologies to support our heat decarbonisation plan

THE BIG NIGHT SWITCH OFF

In addition to the investment into energy reduction technologies, we implemented a project earlier this year to further reduce our out of hours electricity consumption through behavioural and operational changes.

By providing greater visibility and granularity of asset level data, we have reduced our out of hours energy consumption by 12%, which equates to a carbon emissions reduction of 500 tonnes per annum.

KEY FACTS

£20m

UTILITY EFFICIENCY

We have committed £20 million since 2019 on utility efficiency initiatives

10,000+

REDUCED CARBON

These initiatives have reduced our total carbon emissions by over 10,000. That's over 10,200 individual passenger flights to New York and back.



ENERGY REDUCTION TECHNOLOGIES

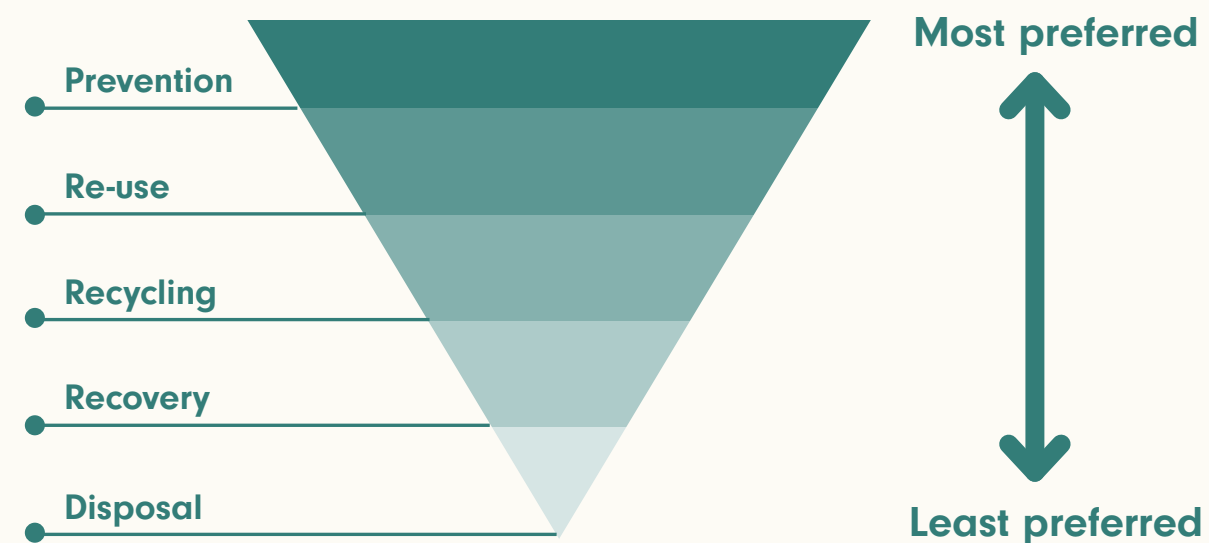
Key initiatives we have already invested in are building management system (BMS) upgrades, tennis court LED lighting upgrades, investment into more efficient heating and cooling plant, and trials on new technologies which include shower heads and more efficient motors



Environmental Highlights

Waste

- Although our waste contributes less than 1% of our total carbon footprint, we are working hard to eliminate, re-use and recycle. In the diagram below, you'll see our priority is prevention, which focuses on reducing the amount of waste which is generated at source.
- All of our waste is diverted away from landfill.
- Our recycling rates have shown a 7.2% improvement over the last 18 months.
- We incentivise team members and members to use their own reusable cups for takeaway drinks, and we have water taps in our club rooms so members can refill their bottles.
- In addition we are actively working with our supply chain to eliminate unnecessary packaging, and then where packaging is required, to improve the recyclability.
- All of our food and beverage suppliers have their own sustainability charters and are working at ways to continually improve their operations and minimise their environmental impact.
- Our gym equipment partner upcycles our old gym equipment, which is then sold or passed on to other operators, and prevents the equipment from ending up in landfill.
- We are also reviewing how to further reduce food waste, with our primary aim always being not to over order and generate waste.



Sustainable Travel

Electric vehicle charging points

Travel emissions represent 20% of our total carbon footprint, with the majority of this coming from our member journeys to and from our Clubs.

We are currently developing a solution to roll out electric vehicle charging points across 10 trial Clubs. This will help us understand member requirements before an estate wide deployment is rolled out.



Water Self-Supply License

We are the first company within the UK's health and leisure sector to be granted a self-supply license from water industry regulator Ofwat.

Our decision to self supply is an integral part of our commitment to manage water resources efficiently and innovatively.

As a self-supply license holder, we will be able to accelerate our work on reducing our water consumption, as seen in other industries.

Water

- We consume 2 million m3 of water per annum, and we are always looking for ways to reduce this.
- As part of our longer-term climate risk review, we know that two out of three Clubs will be exposed to a medium or high water stress risk (by 2030)
- Showers represent a third of our total water consumption, so we have been trialing new technologies to reduce our water consumption in this area.
- The technology is an air power shower head that reduces the volume of water required. Water is injected with high velocity air stream, reducing water consumption.
- We implemented this technology as a trial at David Lloyd Clubs in Ipswich and we have seen a 15% decrease in consumption during 2023.
- In addition to saving water, this technology will also reduce gas consumption as less water will need to be heated.

Keeping it Green Locally

We now have Green Champions in each of our Clubs and Support Functions. Our Green Champions play an important role in making local changes in their Clubs and teams that help us to reduce our carbon footprint and help the planet.

David Lloyd Clubs in Manchester Trafford has embarked on a rewilding project with their members.



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David Lloyd Clubs in Barcelona has endorsed 10 Beehives - giving 500,000 bees a home. The honey is then donated to local charities.



Chelsea Harbour Club is supporting a local scheme to repurpose yoga mats. On a mission to help reduce the number of rubber yoga mats being thrown away to landfill, the Club is encouraging its members to hand their old yoga mats in so they can be repurposed for other sectors to help support wellness, such as homeless shelters.



Our Green Champions Tom and Lucy are sharing best practice with our members with a member video of Keeping it Green at David Lloyd Clubs Cheam.

David Lloyd Clubs in Hampton is helping the biodiversity in the local area surrounding the Club by supporting the efforts of Hampton Heath Friends to improve the wildlife.



Social

Club Together

Doing the right thing by our members, our team members, and the communities in which we operate is something we are passionate about.

IN THIS SECTION: Making a difference to our Members' lives | Making a difference to the Community | Making a difference to our Team Members



#DLCproud

Making a Difference to our Members' Lives

Helping our members to achieve their goals is just part of what we do. At David Lloyd Clubs, we're proud to have the opportunity to **make a difference to our members' lives** and to be an industry leader in health, fitness and wellbeing.

My Club for My Life has been our Vision for 7 years and remains just as relevant today. Creating communities and a sense of belonging has a positive impact on our members' mental health and wellbeing. Since the pandemic, we have created.

- DLRun Club
- DLBook Club
- Wide range of different Social Clubs
- Happy to Chat Tables



Making a Difference to our Members' Lives

Wellness Pledge

In 2021 we launched our Wellness Pledge saying 'no' to fitness fads and 'yes' to a lifetime of being healthy and happy that is sustainable. As part of our Wellness Pledge:

- We will not work with influencers who promote rapid weight loss diets and/or exercise plans or any other unhealthy or potentially dangerous fitness quick fixes.
- We will not promote unrealistic body standards in any of our advertising and marketing materials and will not digitally enhance any images to alter body shape.
- We will not promote our Clubs as a short-term, rapid weight loss solution in any of our advertising or marketing materials, but rather as a place to feel happy and healthy in your body and achieve your long-term wellness goals.
- We will train all our fitness team to coach members to develop long-term healthy habits which will empower them to be mentally and physically healthy and well for life.
- We will continue to provide a wide range of activities and group exercise classes that feel inclusive and encourage people of all ages and fitness levels to be active and live long-term healthier lifestyles.



As a family brand – we're continually investing in helping our DLKids to enjoy fitness and wellbeing. Working alongside industry experts such as **Judy Murray** to develop our professional junior tennis coaching programmes.

Making a Difference in the Community

Our 'Do Good' strategy is all about supporting the communities surrounding our Clubs and making a positive impact on people's lives. There are lots of ways we do this from local community initiatives to our coffee partnership with the social enterprise Change Please.

£1.7m

In 2022 we contributed £1.7 million to charities and good causes.

○ **£120,000**

Raising £120,000 for the Ukraine Humanitarian Appeal made up of donations and match funded by David Lloyd Clubs

○ **£205,000**

In donations to the Stroke Association.

○ **£287,000**

Raised for local charities in our Clubs

So far in 2023

Our Clubs' charitable contributions are 13% more than this time last year.

Community Champions

By October 2023 each of our Clubs and Support Functions will have a Community Champion.



Change Please Coffee Partnership

We're proud to be one of the founding contributors to Change Please and we are their biggest corporate partner selling their award winning coffee in our UK Clubs. Every cup of Change Please coffee sold goes towards people experiencing homelessness and offers them a living wage job, housing, training and onwards employment opportunities. So far

we've raised over £2.5 million, helping 230 people access training, support and / or employment. We've also volunteered to help their trainees build the skills & confidence to move into employment. Hot off the press – we'll be working with Change Please to help their trainees find employment with us.

Newbury New Life Babies

Earlier this year, David Lloyd Newbury hosted a 24-hour Sportathon raising an incredible **£56,000 for New Life Babies**. This is the third successive year of fundraising for this wonderful Charity at our Newbury club.



Making a Difference in the Community

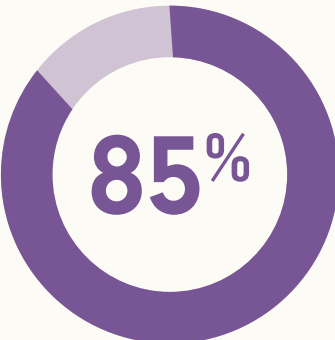
80%
of the charitable efforts
in our clubs this year has
benefitted local causes
and charities.



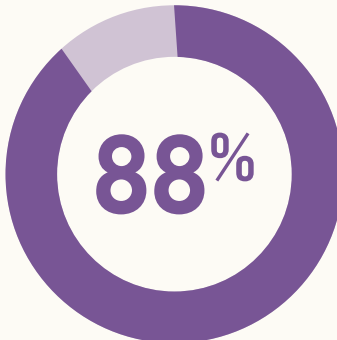
Making a Difference to our Team Members

Our team members are at the heart of what we do. We want everyone to have the opportunity to achieve their potential, to belong and to have a positive wellbeing.

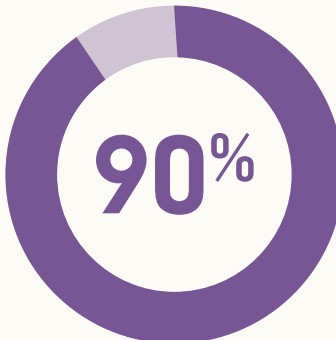
Our Team Member Engagement Survey: May 2023 Highlights



Team members feel engaged (versus 82% in 2022)



Team members are proud to work for us



Team members would recommend our products to others

THE SUNDAY TIMES
T Best Places to Work 2023

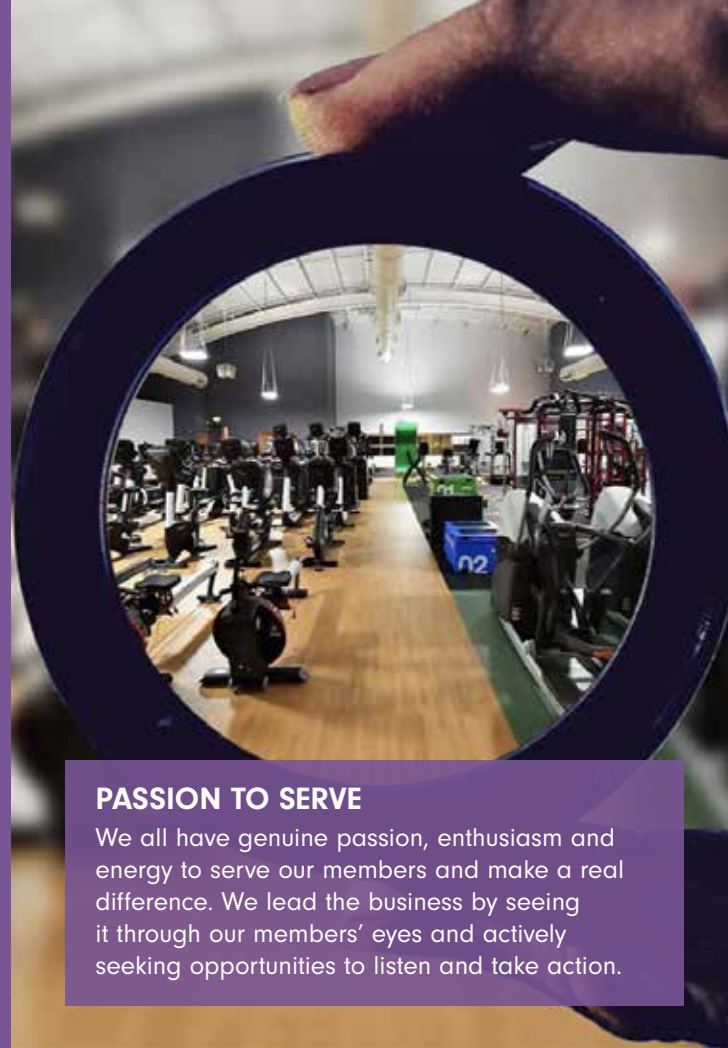


In the UK, We've been listed by The Sunday Times as a Top 10 Very Big Best Places To Work for.

Great Place to Work

87%

of our team members feel committed to the Vision, Values and Strategies



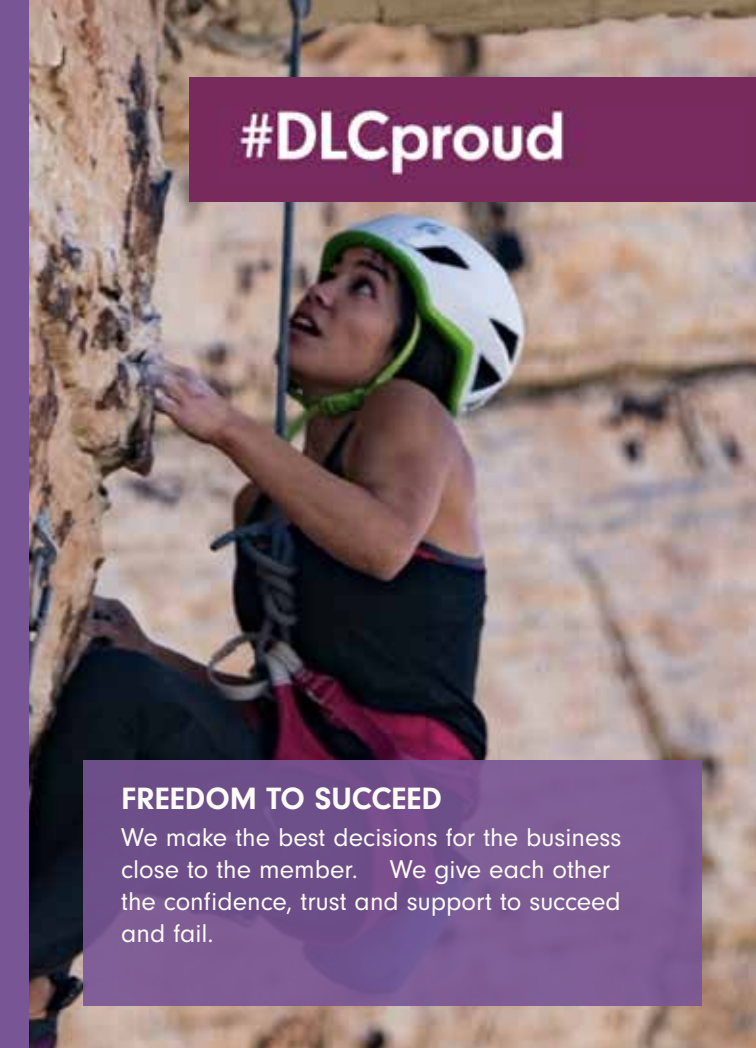
PASSION TO SERVE

We all have genuine passion, enthusiasm and energy to serve our members and make a real difference. We lead the business by seeing it through our members' eyes and actively seeking opportunities to listen and take action.



WILL TO WIN

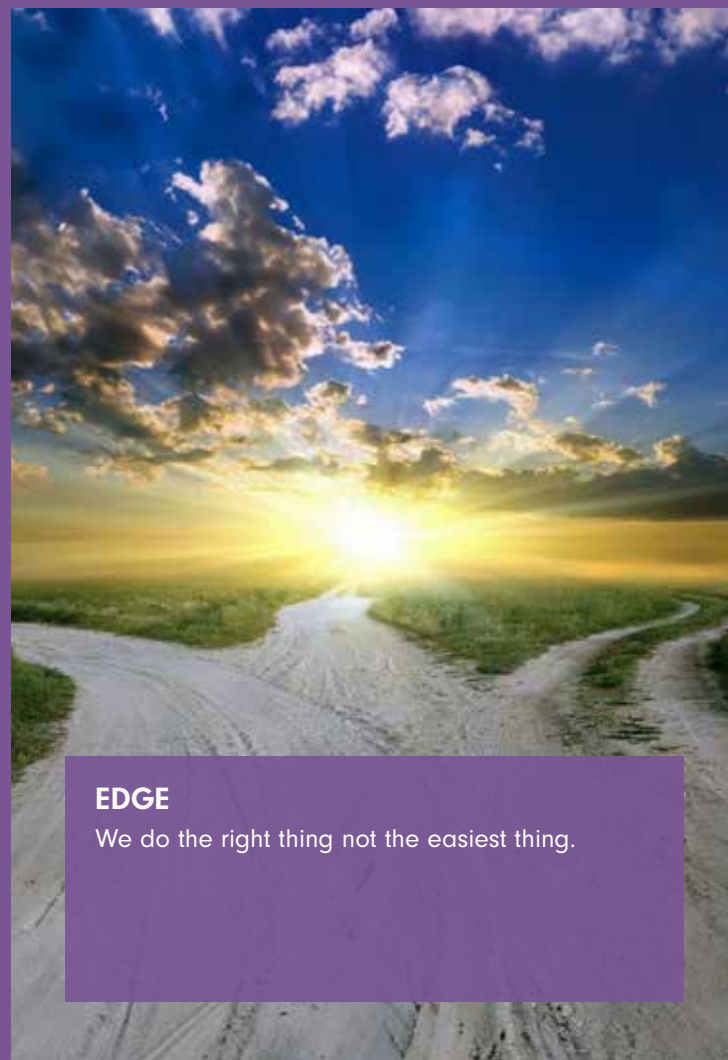
By bringing our A-game every day, we work together to deliver stunning results and make winning happen.



#DLCproud

FREEDOM TO SUCCEED

We make the best decisions for the business close to the member. We give each other the confidence, trust and support to succeed and fail.



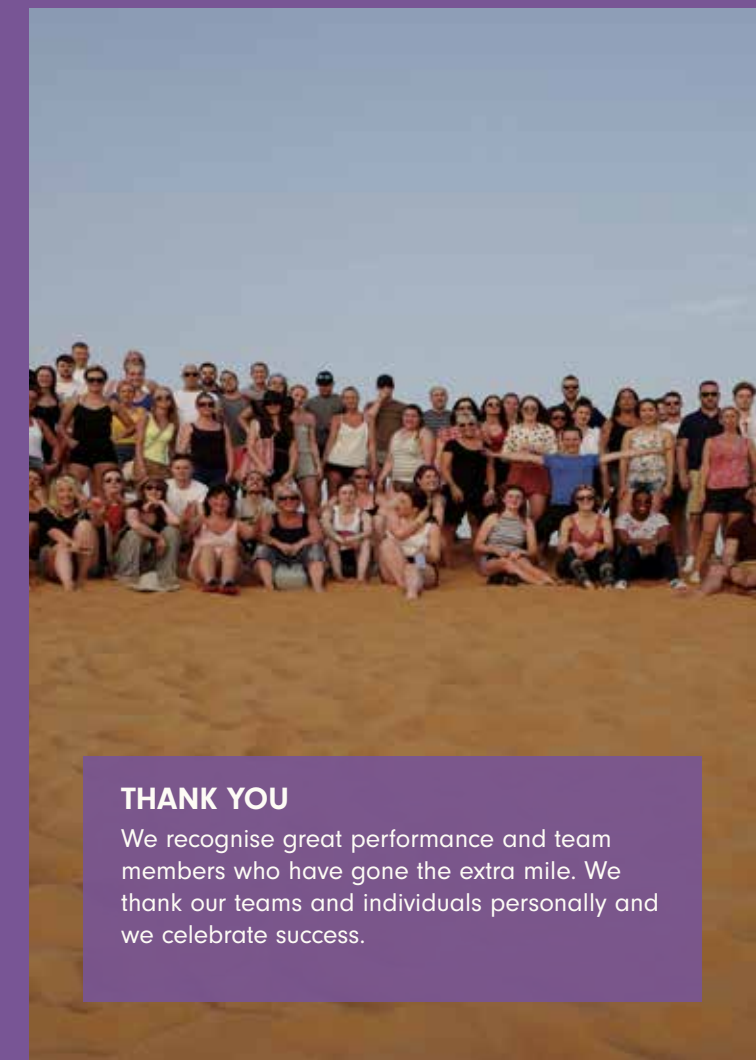
EDGE

We do the right thing not the easiest thing.



WE PLAY

We create a positive, energetic environment and actively seek out ways to have fun whilst working with each other and with members.



THANK YOU

We recognise great performance and team members who have gone the extra mile. We thank our teams and individuals personally and we celebrate success.

Our People

Gender Pay Reporting

In the UK, we undertake a Gender Pay Gap review every year. In 2022 our Gender Pay Gap was 12.1%. To understand where we can improve, we can see that whilst we have 59% female team members working in the UK, only 47.8% of female team members are in the top 25% for pay.

We're able to use this information to identify what steps we can take to be more inclusive. Our initial focus is on the gender split in our Leadership Roles and you'll see this included in our Diversity, Equity and Inclusion agenda.



10,000+
Team Members



#DLCproud



58%
Female UK & Europe

55yrs+

We support Older Workers to stay in work or have a change of career and join us



42%
Male UK & Europe



Developing our Teams

890

Team Members have completed an Apprenticeship with us since we started the Apprenticeship Programme

180

Team members currently in-learning on an Apprenticeship Programme now

35+

Over 35 Apprenticeship Programmes available from Level 2 (GCSE Level) to Level 7 Degrees (Masters Level)



Look out for 'Degree – Debt Free'

– We'll fund your work related degree whilst you enjoy working and earning at the same time.

We now have Learning Journeys for all our Club Roles showcasing what training is required from Day 1 of joining us, through your Induction as well as if you want to stretch or develop your career with us.



GEORGE ROUNTHWAITE

General Manager, Harrogate

"Senior Leadership Masters Degree Whilst I've been a GM for 7 years, the Apprenticeship Degree programme has given me a fresh perspective on how I can lead and inspire my team and be more innovative. It's been great to spend time and share ideas with other Leaders from different industries too."



EMMA DYBACZ

Personal Trainer Level 3 Programme

"The Apprenticeship shaped me as an individual. Having access to a Learning Coach was valuable in my development and encouraging and supporting me. This has made me more knowledgeable and stronger as an individual."



DOMINIC MCCARTNEY

Production Chef Level 2

"It was fun to learn about the legislation within my role and apply this to my club. I am now able to give guidance to the team. There was a section on how to run a business and this has encouraged me to take on more responsibility in the club too. I even picked up some recipes which I have used at home."

Leadership Development

150

Team members have enrolled on to our Step up to Head of Department programme to become managers in the last 2 years

60%

Of Step up to General Manager delegates have progressed to become a General Manager



Inclusion & Belonging

Diversity, Equity & Inclusion Mission Statement

- We are committed to promoting Diversity, Equity, and Inclusion, every day, for everyone.
- Through our Inclusive and Winning Culture, our team members have a sense of belonging and recognise David Lloyd Clubs as a Great Place to Work.
- David Lloyd Clubs welcomes all team members and members into a friendly and inclusive environment.
- Our values are at the core of our ways of working, and we deliver these consistently, treating others with respect.
- Through embracing Diversity, we benefit from different ways of seeing things, and foster a culture where all views are welcomed and considered. We are committed to ensuring that all team members are treated fairly and equitably in all our processes and practices.
- We want everyone to feel like they belong at David Lloyd Clubs, and we are seen as very much an integral part of the lives of our team members in line with our values and vision of My Club for My Life.

#DLCproud

To achieve this

- We have a strategy dedicated to improving Diversity, Equity and Inclusion
- Quantitative KPIs measuring DE&I across all levels of the business
- An Application Process for Leadership courses to ensure fairness for all
- We have 2 new Policies: DE&I Awareness and Personal Dignity, Respect & Belonging

Coming soon

- Mandatory Respect and DE&I Awareness Training for everyone
- Inclusion Resource Groups to give a voice to underrepresented groups
- Inclusive Recruitment and Manager training in 2024

Wellbeing

#DLCproud

Wellbeing starts with our team members. We know everyone's wellbeing is different and so we have 3 wellbeing pillars with benefits to help your Physical, Mental and Financial health.

Physical Health

- Free Membership
- Free Adult Associate*
- Free DLKids Associate*
- Twice a Year Guest Passes
- Bring a Buddy Scheme

Mental Health

- Employee Advice Line
- Wellbeing My Healthy Advantage App
- Enjoy some 'me time' with your birthday day off

Financial Health

- Pension
- Life Assurance
- 50% discount off Food & Beverage
- Wagestream - early access to your pay as well an opportunity to build a savings pot from your pay
- Discounts off our Products
- Discounts off other Partners

Wellbeing Highlights



Free Meals

To support the cost of living, we invested circa £0.5million and provided free meals to everyone (including our self employed partners and contractors) during January - March.



Free Flu Jab

Free Flu Jab provided to any team member not eligible for a flu jab on the NHS. Starting again this winter too



Mental Health First Aid Training

Accredited Mental Health First Aid Training provided to 261 Managers by the end of the 2023



Hardship Fund

Hardship Fund in place for Team Members to access





Governance

Club Direction

Doing the right thing also extends to how we operate as a business, from ensuring we meet all our legal requirements to having fair and transparent ways of working in everything that we do.

IN THIS SECTION: [Our Company Structure](#) | [Looking after our Business](#) | [Cyber Security](#)

The David Lloyd Clubs logo is illuminated in a bright blue light against a dark blue, vertically-slatted wall. The name 'David Lloyd' is written in a large, elegant, cursive script, while 'CLUBS' is in a smaller, bold, sans-serif font below it, flanked by two horizontal lines.

David Lloyd
CLUBS



Our Company Structure

Our Company structure ensures we have clear direction and accountability for what we deliver. Whatever your role is at David Lloyd Clubs, we all play an important role in the Company's success

THANK YOU

BOARD

Responsible for setting our Vision, Values and Strategies

EXECUTIVE TEAM

Responsible for the execution of the strategies and policies

OUR CLUBS & SUPPORT FUNCTIONS

Are responsible for delivering our strategies

ESG STEERING COMMITTEE

Includes members of the Board and Executive Team

Looking After our Business

We're proud to have achieved FITcert Gold Standard Certificate for Operational and Health & Safety Excellence.

We are the first and only Operator to receive full certification across all our Clubs.

About FITcert

FITcert is an accreditation overseen by Europe Active and industry experts. The FITcert scheme assesses for good practice in Operations and Management, Customer Service standards, and that there is a safe and appropriate environment. FITcert follows the new European standards EN17229.

We have achieved **Level 4, Full Certification** - this is the '**Gold Standard**' and means all our clubs consistently follow EN17229 standards.



Looking After our Business

Having the checks in place, ensures we're looking after our business.

Mandatory Compliance Training for all roles

A dedicated Fraud, Profit and Protection Team

Independent Audits are undertaken in our Clubs for Food Safety, Health & Safety, Financial and Sales.

Whistleblowing Anonymous helpline and a Separate Report a Concern Anonymous Helpline. Both are available for any team member to raise a concern.

Modern Day Slavery

We have a zero-tolerance approach to modern day slavery and are committed to acting ethically and with integrity in all our business dealings and relationships to ensure that modern slavery is not taking place in our business or supply chains. All new starters joining David Lloyd Clubs are required to complete a compulsory online training module on 'Modern Slavery'.

Anti Bribery Training

Mandatory training for any team member responsible for working with Suppliers.

Licensing Holder Training

All our Clubs have a Licence holder by Law in order to serve alcohol. All Licence holders attend training.

5,830 practical First Aid/AED Qualifications will be completed by end of 2023.

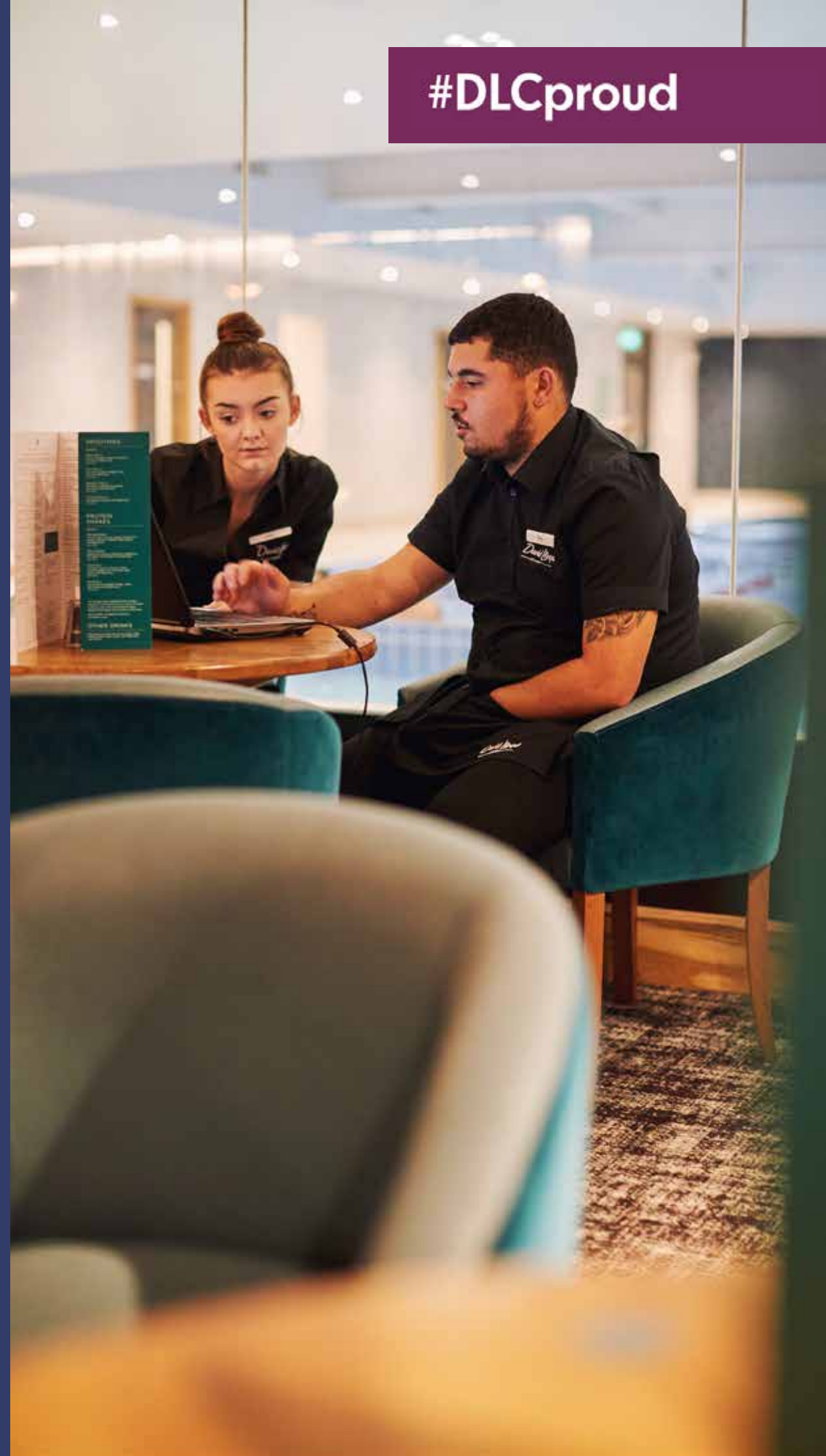
Defibrillator Training. On average we save 10 member lives a year through applying the Defibrillator when our members need us most

With over **48 million** cyber threats we intercept each year on our apps, servers and mailboxes, being cyber secure has never been so important

Cyber Security

Cyber Security is an ongoing critical area of focus for us. We take serious measures to defend, prevent, protect, recover and respond to ever evolving cyber threat and risks. We do this by:

- Security Governance: Monthly Cyber Security Steer Committee chaired by key Executive Stakeholders.
- Investment in Cyber Security: continuously evolving our cyber capabilities and managing cyber risks.
- Data protection : The storing and sharing of sensitive data is maintained in line with GDPR and monitored closely.
- Incident Response : Clear Incident response process to ensure speedy and secure resolutions.
- Supplier Assurance : Regular reviews with our suppliers as part of our due diligence.
- Security Strategy: A Clear security strategy which is frequently reviewed.
- Cyber Awareness : Mandatory security awareness training for all team members.
- PCI compliant: ensuring credit or debit card payments are processed securely.
- Business Continuity : Technology solutions and Business plans in place so we can continue our business quickly should we experience a cyber attack.
- ISO27001: By the end of 2023 we will be ISO27001 Accredited, which is the gold standard of cyber security controls, policies, and procedures.



#DLCproud



Thank you for taking the time to read our first ESG publication. We'll publish regular updates quarterly. If you have any feedback then we would love to hear from you. You can contact us at you@davidlloyd.co.uk

So there's lots of reasons to feel proud to work for us. Let's hear from Russell and his team why they're proud to work for David Lloyd Clubs.

#DLCproud

Meet the Executive Team

01 Russell Barnes

CHIEF EXECUTIVE OFFICER

I am proud to work for David Lloyd Clubs because we create communities right across the UK and Europe, both team members and members, that make a real difference to their wellbeing and happiness. What could be better than that as a place of work!

02 Patrick Burrows

CHIEF FINANCE OFFICER

I am proud to work for David Lloyd Clubs because we make people's lives better. Our team members and members.

03 Simon Raggett

CHIEF OPERATING OFFICER

I am proud to work for David Lloyd Clubs because we help our team members and members stay healthy in body and mind, something that's more important than ever.

04 Martin Evans

CHIEF COMMERCIAL OFFICER

I am proud to work for David Lloyd Clubs because sometimes everything just clicks, and everyone I work with are, without doubt, passionate about making our Clubs as fabulous as they possibly can be for our teams and our members.

05 Juliett Cattermole

GROUP PEOPLE DIRECTOR

I am proud to work for David Lloyd Clubs because every day we are given the opportunity to support, encourage and develop our team members. We change lives.

06 Stuart Caswell

NEW CLUBS ACQUISITION DIRECTOR

I am proud to work for David Lloyd Clubs because of the pace of change within the business. I'm particularly excited about all the energy efficiency initiatives that we are rolling out across our new and existing Clubs helping us to reach our net zero goal by 2030.

07 Bruce Gardener

NEW CLUBS DIRECTOR

I am proud to work for David Lloyd Clubs because we provide great Clubs for our members to grow - to become fitter, healthier and share this with family and friends.

08 Mia Manson Bishop

CLUB EXPERIENCE & MEMBERSHIP DIRECTOR

I am proud to work for David Lloyd Clubs because i work with great people in our lovely Clubs and am empowered to do the right thing for our team and members.

09 Shiv Patel

OPERATIONS DIRECTOR EUROPE

I am proud to work for David Lloyd Clubs because we offer a vibrant and inclusive community where we help both our team members and members belong.

10 James Willis

OPERATIONS DIRECTOR UK

I am proud to work for David Lloyd Clubs because of our purpose and our people. Our inspiring purpose to enable our members to live life better and our incredible people, many of whom I get to meet every day and hear about their stories of outstanding member service and personal growth / progression.

11 Andrea Dearden

MARKETING DIRECTOR

I am proud to work for David Lloyd Clubs because of our great team members and the commitment they show every day to ensure our members are able to live their lives better.

12 Stephen Brown

BUSINESS SUPPORT DIRECTOR

I am proud to work for David Lloyd Clubs because of our unrelenting commitment to support our team members to be the very best they can be, delivering amazing experiences to our members every day.

13 Nick Marsh

OPERATIONAL FINANCE DIRECTOR

I am proud to work for David Lloyd Clubs because the positive work culture and the opportunities for personal and professional growth for our team members.

14 Yossef La Cherie

STRATEGY DIRECTOR

I am proud to work for David Lloyd Clubs because I love the energy that our team members and our product creates - it's addictive!