



 DECATHLON

Gender Pay Gap Report 2025



At DECATHLON UK, our teammates are the heart of our project. Transparency is a core part of our values, and our 2025 gender pay gap results provide us with a vital reality check on our journey toward true equity.

This year's data presents a complex picture. We must acknowledge that our mean and median gender pay gaps, as well as our mean bonus gap, have increased compared to 2024. While these figures underscore the magnitude of the challenge, we are encouraged by specific areas of positive movement:

- Progress in Leadership: We have seen a 1% increase in women representation within our upper quartile. While modest, this is a vital signal that our efforts to break down systemic barriers to top-tier roles are beginning to take hold.
- Bonus Equity: We successfully decreased the median bonus pay gap to 20.8%. Additionally, we have seen a reduction in the total number of individuals receiving bonuses, allowing for a more focused and equitable distribution of performance rewards.

We recognise that achieving gender equity is a long-term commitment that requires constant evolution. The widening of certain gaps this year does not signal a failure of our values, but rather a need to intensify our efforts.

We remain determinedly optimistic. By staying accountable to our data and deeply weaving equity into the fabric of Decathlon, we will continue our mission of moving people through the wonders of sport, ensuring every teammate has the opportunity to realise their full potential.



Angel Pasamontes
HR Director

What is the **pay gap**?

Understanding the gender pay gap is essential for driving positive change in the workplace. In line with the UK's Gender Pay Gap Regulations, we are publishing our April 2024 gender pay gap report. This data provides valuable insights into our progress and highlights areas where we can further strengthen our commitment to gender pay equity. It's important to remember that the gender pay gap differs from equal pay, which mandates equal compensation for equal work.

This report details the **gender pay gap** within our organisation, which is the difference in average earnings between male and female employees across all roles. This is distinct from **equal pay**, which ensures that individuals in the same or similar roles, or roles of equal value, receive the same compensation. While we adhere to equal pay principles, the gender pay gap calculation, as defined by government regulations, can still reveal disparities in average earnings between genders. We utilise the government-mandated methodology for calculating and reporting this data.

How do we calculate the pay gap?

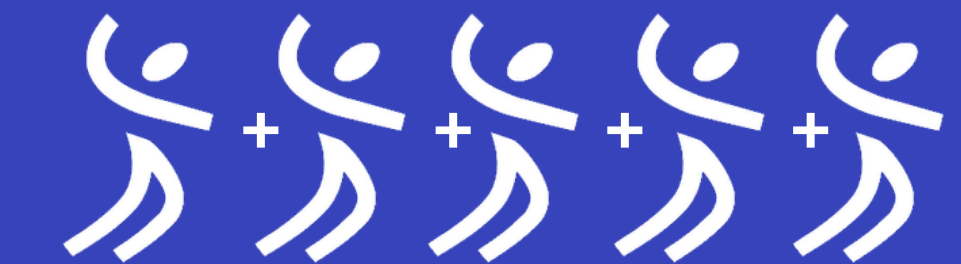
Our UK gender pay gap is calculated using two figures: the mean and the median pay of all our UK employees, whether they work at our headquarters, remotely, in our warehouse, or in our retail stores.

- **Mean Pay Gap:** This is the difference between the average earnings of men and women. We calculate it by finding the average pay for men and the average pay for women, and then expressing the difference as a percentage of men's pay.
- **Median Pay Gap:** This is the difference between the middle salary for men and the middle salary for women. To calculate it, we line up all men's salaries from lowest to highest, and find the salary in the middle. We do the same for women's salaries. The median pay gap is the percentage difference between these two middle salaries.
- **Bonus Pay Gap:** This is the difference between the average bonus payment made to men and the average bonus payment made to women. We calculate it by finding the average bonus paid to men and the average bonus paid to women, and then expressing the difference as a percentage of men's average bonus.

Median



Mean



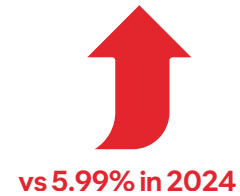
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Gender pay gap at DECATHLON UK

Gender Pay Gap

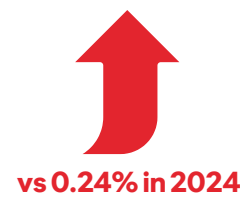
8.1%

Mean Gap



2.8%

Median Gap



Bonus Pay Gap

34.3%

Mean Gap

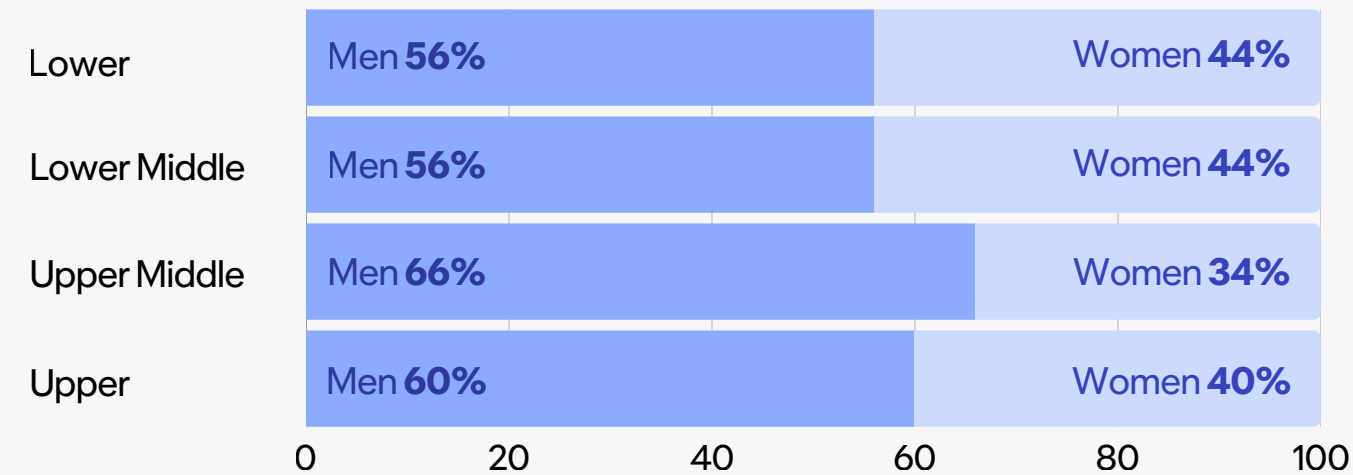


20.8%

Median Gap



Gender split by quartile



Teammates receiving bonus



93%
vs 1.91% in 2024



92%
vs 1.51% in 2024

What do these numbers mean?

Although women continue to be significantly under-represented in top-tier leadership roles across a wide range of industries, our women's representation in the upper quartile has increased by 1%.

This persistent under-representation isn't simply a matter of individual choices; it reflects systemic barriers and biases that limit women's access to these crucial positions. This lack of representation creates a significant obstacle for women seeking positions that offer higher salaries, performance-based bonuses, and more comprehensive overall compensation packages, contributing to the gender pay gap.

The calculations are based upon the snapshot date

April 5, 2026

Playing for inclusion

We're on a journey to being a truly inclusive sport brand, and here are some of the concrete progress we've made since our last pay gap report. We're committed to creating a workplace where every one of our teammates feels valued, respected, and empowered to thrive. We've taken some significant steps forward in fostering a more equitable and inclusive environment, and here's a glimpse at how we're bringing that vision to life:



Progressing equity

We've partnered with EDGE, a renowned global leader in workplace equity, to validate our practices and ensure we're held to the highest standards. This comprehensive audit and certification process isn't just a box to tick; it's a testament to our dedication to building a truly sustainable and equitable foundation for our people. We're excited to learn and grow through this partnership.

Education & awareness

We believe that inclusive leadership is key to driving meaningful change. That's why we've invested in boosting learning and development programmes focused on diversity, equity, and inclusion, specifically designed for our leadership teams. Equipping our leaders with the knowledge and tools to champion DE&I empowers them to create a more inclusive culture across the entire organisation. This includes vital training on unconscious bias, inclusive leadership development, and fostering psychological safety.

Support for maternity leave

We understand the importance of work-life balance, particularly for parents and caregivers. Our improved maternity leave support and reboarding program is designed to make the transition back to work as seamless and supportive as possible. We're providing dedicated resources, exploring flexible work options where feasible, and maintaining open communication to ensure returning colleagues feel valued and fully integrated back into the team.

Recruitment & promotion

We've fundamentally redesigned our recruitment and nomination processes to eliminate bias and ensure equal opportunities for everyone. From structured interviews and diverse interview panels to clear, objective promotion criteria, we're committed to attracting and retaining a diverse talent pool at all levels. We believe that diverse perspectives make us stronger.

DEI investment

We've cemented our commitment by dedicating significant resources and appointing a dedicated leader for Diversity, Equity, and Inclusion. This focused leadership ensures that DE&I remains a top priority, driving our strategy, meticulously measuring our progress, and holding us accountable for achieving our goals. This appointment reflects our belief in long-term, sustainable change.

Moving forward

At Decathlon UK, we are dedicated to creating a workplace that appreciates diversity, supports fairness, and encourages inclusivity. We firmly believe that a workplace that is diverse and inclusive is vital for promoting creativity, innovation, and teamwork. On top of maintaining other actions launched in 2025, for this year, our key initiatives will be:

- Strongly integrating equitable practices into our learning interventions around recruitment
- Strengthen transparency by frequently communicating on the organisation's proactive management of gender pay equity across all levels of responsibility
- Provide training paths around diversity, equity, and inclusion to our teams
- Launch mentorship and development programmes for our women leaders to level the playing field
- Launch and monitor a reboarding programme for our staff returning from maternal leave
- Continuation of pay grids

Based on our data, it is evident that our initiatives play a crucial role in advancing gender equity. However, we recognise that there is still significant work ahead of us. We acknowledge that achieving gender equity is a sustained, long-term commitment.

Rest assured, we remain dedicated to intensifying our efforts, striving to create inclusive workplaces where every individual has the opportunity to realise their full potential and thrive.

