

Les Mills IMPACT Report

FY26

LesMILLS



What you'll find in this report

4

Making
IMPACT

6

IMPACT Strategy
Framework

8

Overview

10

Initiatives Index

12

Evolution of our
IMPACT strategy

13

Initiatives:
Participation

17

Initiatives:
Processes

25

Initiatives:
People

33

Initiatives:
Product



Making IMPACT

For a fitter planet

At the heart of Les Mills is our purpose – to create a fitter planet; something that extends beyond the physical.

Working up a sweat is something we're passionate about, but so is working to preserve and protect our people, our planet, and our communities.

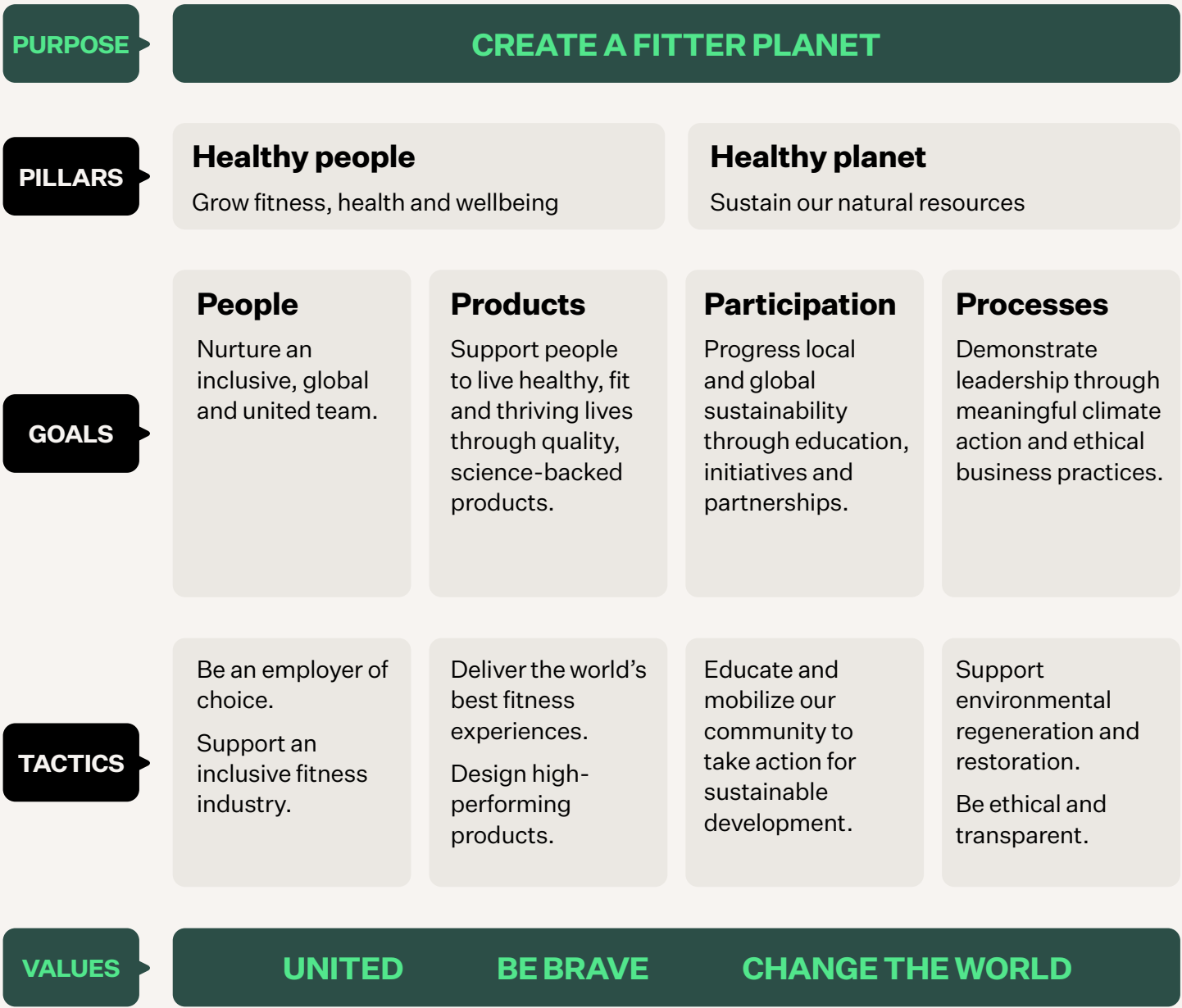
We want to create a groundswell of good for tomorrow, so future generations have every opportunity to explore and enjoy a world still rich in natural beauty, resources and wonder. Clean water, fresh air, sustainable food and healthy people – that's the true essence of what a fitter planet means to us.

As we bring another year to a close, it is so exciting to see the continued IMPACT being made throughout our organization. From product development and digital improvements to new partnerships and Culture Communities, FY26 has been a wonderful year of growth and development in the IMPACT space at Les Mills. Not everything has gone in the direction we'd hoped, however recording these shifts and dips is an important part of ongoing accountability and ultimately improving over the long term.

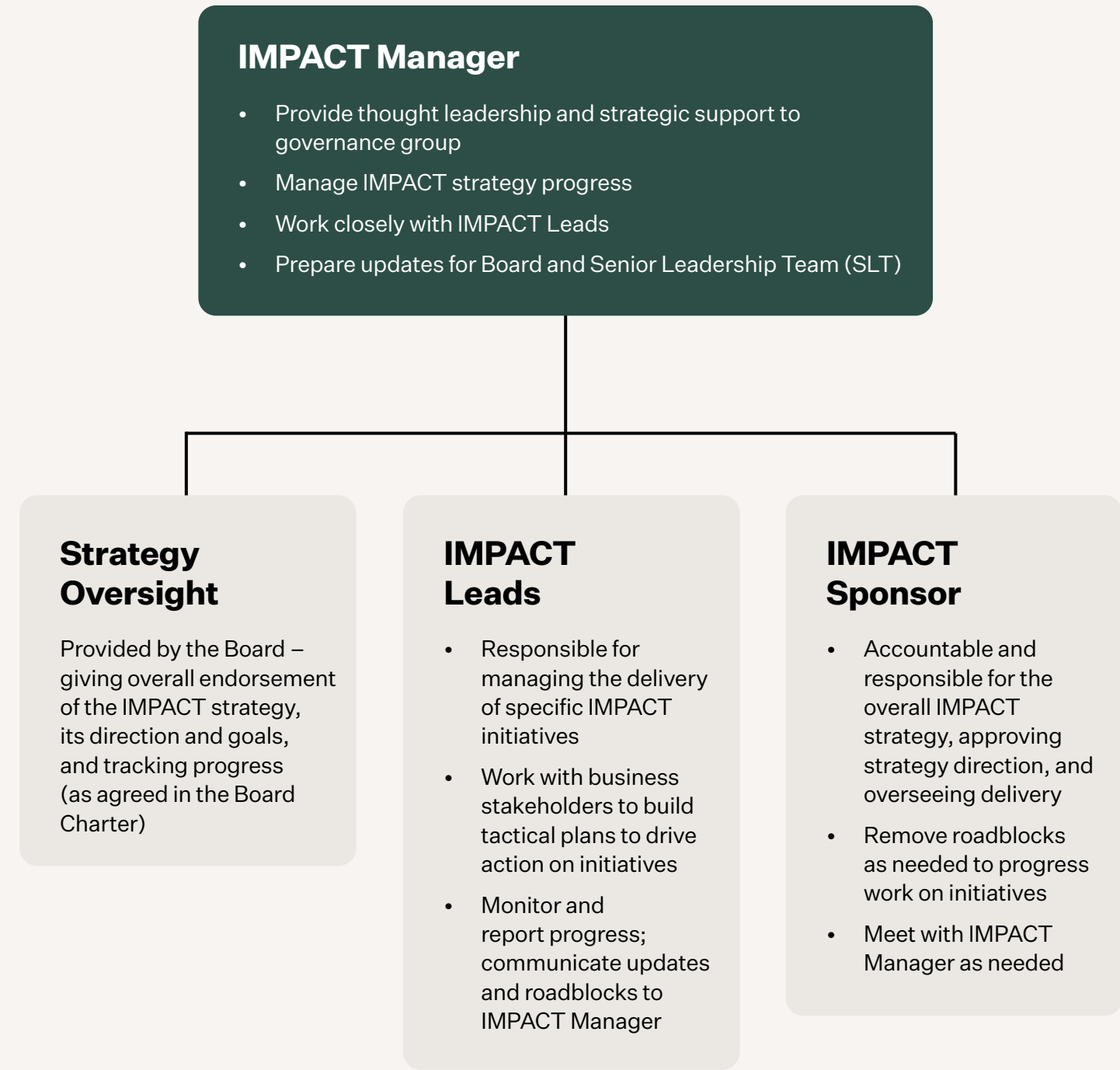
Our hope and vision for the work happening in this space is that every teammate, instructor, and club partner would know the IMPACT they're having by simply being a part of Les Mills, and that they would be inspired to do more in their community as well.

The following few pages provide a high-level overview of our IMPACT strategy and what to expect in this report, starting with the framework, which shows how our purpose sits at the top, central to all we do, while our values at the bottom are the foundation, underpinning it all.

IMPACT Strategy Framework



Governance Structure



Overview



This report is to enable our teammates to understand the full breadth of the IMPACT they're a part of, as well as provide instructors, clubs, athletes and partners a broader view and understanding of who we are and what we care about.

Our hope is to highlight the effort involved in making positive IMPACT, and that where we're not achieving, we're open and ready to be better. Perfection is never the goal; instead, we want to find ways for continuous improvement.

Each of our initiatives has been marked as either Business As Usual (BAU), Expansion, or New. A brief explanation of each category is outlined below. Some will be marked as complete, while there will be others that may be removed (more info on page 12).



BAU
Work we're already doing. No additional resource required.



Expansion
Work already underway, but some additional resource required.



New
New ideas to deliver IMPACT. Resource and timing to be discussed.

Initiative Index

PARTICIPATION

PAE: Educate and mobilize our community to take action for sustainable development

✓ PAE1

Develop and implement an internal and external IMPACT communication plan.

🔧 PAE2

Review and update Les Mills’ website content to ensure our IMPACT information is easily accessible.

🌟 PAE3

Engage Les Mills New Zealand and our licensed clubs to understand and measure the sustainable practices and activities they have in place.

🌟 PAE4

Develop and provide information and educational materials to Les Mills licensed clubs to support them to adopt sustainable practices.

🌟 PAE5

Incorporate additional education regarding IMPACT and sustainable living to instructors.

🌟 PAE6

Introduce IMPACT training into all onboarding processes for new teammates.

🔧 PAE8

Ensure teammates across all markets are given the opportunity to support their local community through the provision of employee volunteer leave.

🔧 PAE9

Work with UNICEF, our humanitarian partner of choice, to support global causes and crises.

PROCESSES

PCE: Be ethical and transparent
PCR: Support environmental regeneration and restoration

✓ PCE1

Conduct third-party compliance audits across our product suppliers on a 12-to-18 month basis.

🌟 PCE2

Develop a Supplier and Partner Code of Conduct that outlines Les Mills’ minimum standard of conduct from its suppliers and partners.

🌟 PCE3

Evaluate Les Mills’ new and existing significant suppliers and partners against the Supplier Code of Conduct.

🔧 PCE5

Review data privacy and security policies to ensure these are aligned with best practice.

🔧 PCE6

Review data privacy and security processes to ensure these are aligned with best practice.

🔧 PCE7

Communicate our progress against our IMPACT strategy authentically and transparently.

🔧 PCE10

Introduce IMPACT KPIs aligned with our IMPACT strategy into leadership positions and performance reviews.

✓ PCR1

Measure our scope 1, 2 and 3 greenhouse gas (GHG) emissions annually, aligned with the GHG Protocol.

🌟 PCR2

Set a GHG emissions reduction target in line with best available science and develop an emissions reduction plan.

✓ PCR3

Partner with external organizations to plant trees on behalf of our athletes, teammates, clubs and instructors, as well as against our product and business GHG emissions.

🔧 PCR4

Implement strategies to reduce waste production from Les Mills offices and increase diversion of waste from landfill.

PEOPLE

PPE: Be an employer of choice
PPS: Support an inclusive fitness industry

✓ PPE1

Implement internal initiatives that support workplace inclusion and belonging.

✓ PPE2

Ensure Les Mills teammates are paid a living wage across all markets.

🔧 PPE4

Review all people-related policies, procedures and benefits to ensure these are globally consistent.

🌟 PPE5

Support our instructors in delivering life-changing fitness experiences for their participants.

🔧 PPE6

Uphold our robust health and safety management system for our teammates, contractors, and event attendees.

🔧 PPE7

Provide valuable job-specific training for all teammates.

✓ PPE8

Provide gym memberships and/or LES MILLS+ subscriptions for all Les Mills teammates.

🔧 PPE9

Provide spaces and opportunities for New Zealand musicians to develop, grow, and build sustainable careers.

🔧 PPE10

Back local organizations with aligned values.

🔧 PPS1

Nurture lifelong movement and fitness through our BORN TO MOVE™ program.

🔧 PPS2

Represent and highlight the breadth of our global community in program marketing materials, brand imagery, and live events.

🌟 PPS3

Enable instructors to support participants with varying abilities, including those with disabilities.

✓ PPS4

Develop and promote programs that cater for all fitness abilities.

✓ BAU

🔧 EXPANSION

🌟 NEW

PRODUCT

PRF: Deliver the world’s best fitness experiences
PRP: Design high-performing products

✓ PRF1

Measure and quantify the health, fitness and wellbeing outcomes of our programs through our athletes.

✓ PRF2

Develop customer satisfaction and engagement targets to understand and improve program performance over time.

✓ PRF3

Deliver an exceptional fitness experience for all Les Mills athletes.

✓ PRF4

Grow the number of Les Mills licensed clubs globally.

✓ PRF5

Grow the number of LES MILLS+ members globally.

✓ PRF6

Grow the number of Les Mills instructors globally.

✓ PRF7

Grow the number of people who join a live LES MILLS class or experience globally.

🔧 PRP1

Identify, pilot, implement and communicate end-of-life solutions for our products across our markets.

✓ PRP2

Engage and consult with Les Mills athletes in all design phases to ensure the effectiveness of our products.

✓ PRP3

Design quality, safe, durable and science-backed exercise equipment that supports Les Mills athletes and delivers results.

🔧 PRP4

Communicate manufacturing methods and material information for our products publicly to inform sustainable decision-making.

🔧 PRP5

Develop and implement strategies to reduce the environmental impacts of our products across their life cycle.

Evolution of our IMPACT strategy

Through the development of the IMPACT strategy, there were new ideas that were initially included in our future planning. Some of these have been determined as creating more distraction than impact and therefore we have decided to remove them. These initiatives were:

PCE9
Continually check-in on B Corp standard changes, review against IMPACT strategy and whether certification is a goal.

The original intention for B Corp was about structure and strategy for our IMPACT work. The development of our IMPACT strategy and this report have superseded this as we now have clear vision and direction without the need for external party certification.

PCR5
Understand our current impacts on biodiversity and water.

The nature of our business means that we do not make a significant negative impact in this area.

PCR6
Develop an environmental management plan to ensure our impacts are within ecological and planetary boundaries.

The work happening across the IMPACT strategy incorporates much of what sits under the planetary boundaries framework, so we felt including an additional layer would cause confusion and drag, slowing down the actual IMPACT work.

PAE7
Integrate IMPACT considerations into all new partnerships to ensure value alignment

This has been amalgamated with PCE2, the development of our Supplier & Partner Code of Conduct, as values alignment in partner conversations is an important part of that.

—

We have also had two initiatives marked as complete:

PCE4
Develop and distribute an IMPACT policy that outlines Les Mills’ ESG (Environmental, Social, Governance) position, process, and measures that it has in place.

The IMPACT strategy and this report deliver on this for us.

PCE8
Develop a governance structure for oversight of our IMPACT strategy and management of our impacts.

This is outlined on page 7 and does not need annual review.

—

We have added one initiative under the Expansion category:

PPE10
Back local organisations with aligned values.

Read more about this on page 30.



Participation

Progress local and global sustainability through education, initiatives and partnerships.

PAE1

Develop and implement an internal and external IMPACT communication plan.

We have continued to devlier monthly IMPACT updates to our internal team via Lion (our intranet), as well as presenting our second IMPACT ALL IN, our take on a news broadcast, with special guest interviews and audience participation. The IMPACT page on our website has had a full makeover and we plan to share each new IMPACT report for our external audience to access.



PAE4

Develop and provide information and educational materials to Les Mills licensed clubs to support them to adopt sustainable practices.

This initiative is dependent on the work with Les Mills New Zealand (PAE3); so, as that progresses, this one will be done alongside it. We are not expecting any outputs until at least FY27.



PAE2

Review and update Les Mills' website content to ensure our IMPACT information is easily accessible.

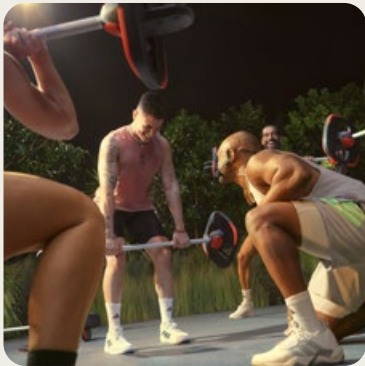
Our new website has launched with a brand-new IMPACT page at lesmills.com/impact, housing many of our key IMPACT initiatives. This page will be reviewed and updated periodically. The new website has also greatly improved its accessibility rating so that it continues to service people with a variety of abilities and needs.



PAE5

Incorporate additional education regarding IMPACT and sustainable living to instructors.

This year we created a feature article inviting instructors to take part in the special 'Fitter Planet' releases, where the classes they taught at their club's launch events could lead to mangroves getting planted in East Africa and Brazil. 30,000 mangroves were planted from that initiative, showing instructors how the impact they make today extends far beyond the class.



We'll keep bringing these types of stories to life, always looking for new ways to support instructors and how they can have an IMPACT for themselves, their classes, their local community, and the world. This coming year we will feature Workout for the World and the role instructors will play in that, as well as look to include IMPACT video features and additional content on the new Instructor Releases app launching in November.

PAE3

Engage Les Mills New Zealand and our licensed clubs to understand and measure the sustainable practices and activities they have in place.

This year, we did not progress with this piece of work beyond a couple of conversations. It is our expectation that we will actively engage with Les Mills New Zealand this coming year, as we look to align the work we do in the IMPACT space.



PAE6

Introduce IMPACT training into all onboarding processes for new teammates.

An overview of the work we do in the IMPACT space has been created and uploaded to Flex, our online learning platform. This is available for all teammates to view and is also included as part of onboarding.



⚙️ PAE8

Ensure teammates across all markets are given the opportunity to support their local community through the provision of employee volunteer leave.

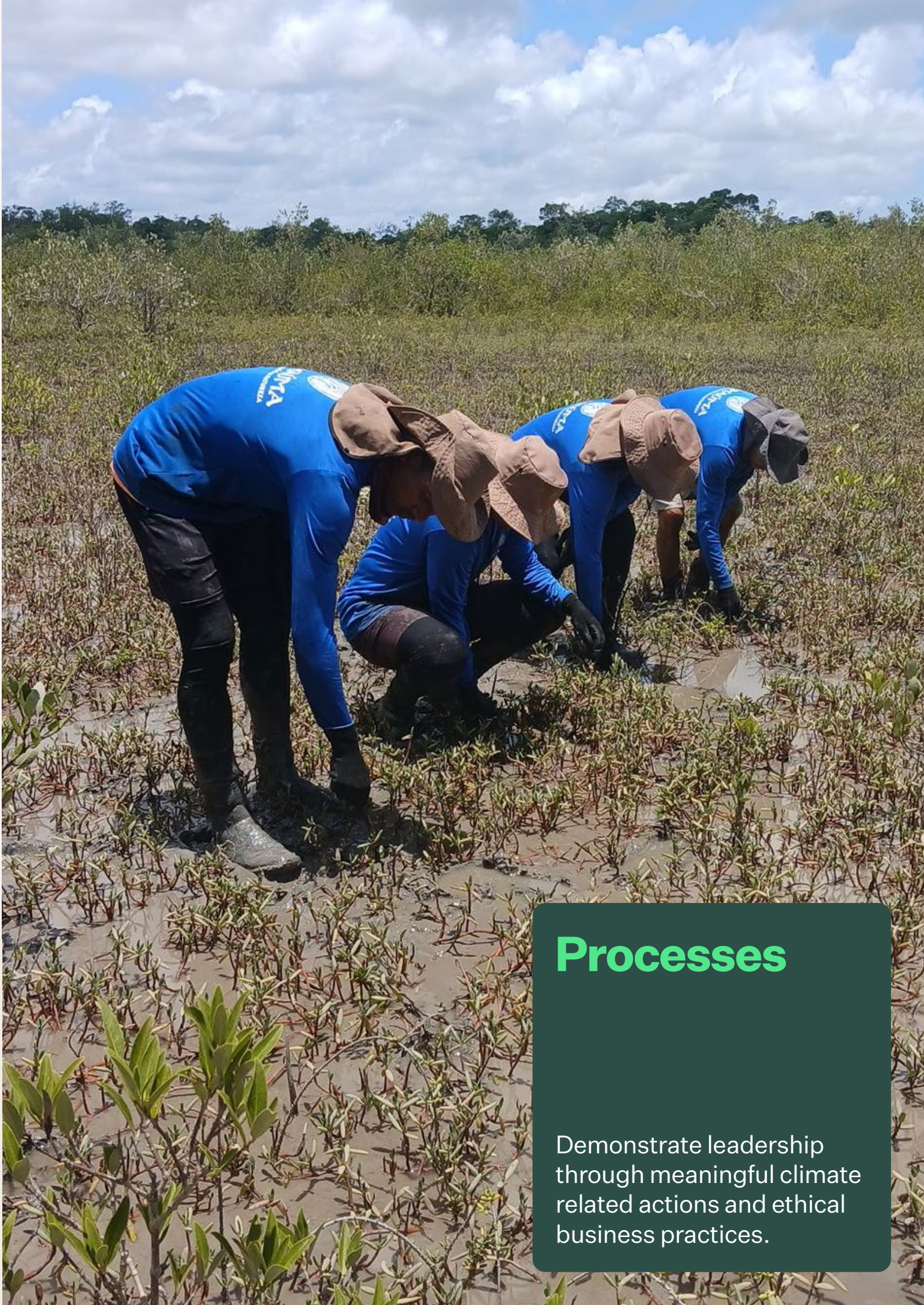
FY26 saw a huge rise in the number of markets using their entitlement of at least one day of paid volunteer leave per year, meaning we more than tripled our number of hours from FY25 (from 228hrs to 724.5hrs)! It was super inspiring to see the ways our teammates gave back to their communities, and we're excited to see even more of this in FY27, as volunteer leave starts to become more BAU.

	BRAZIL	Teammates took part in a team day with the EPROCAD Foundation, a local organization supporting adolescents from marginalized communities. The team engaged in physical activities with the young people and helped to maintain their sports grounds. TOTAL HOURS = 80
	CHINA	Team China are working through what volunteer leave will look like for them, with plans in place to get some hours on the board in FY27.
	GERMANY	Two teammates took the opportunity to volunteer with organizations that were significant to them – one helping with admin and activities at a youth camp, the other at a care facility providing Christmas activities for elderly people and those living with dementia. TOTAL HOURS = 24
	IMEA	Teammates ventured to Jubail Park, where they kayaked out to a site to plant mangroves, one of our favorite trees! TOTAL HOURS = 120
	JAPAN	Team Japan are working through what volunteer leave will look like for them, with an aim to get some hours on the board in FY27.
	NEW ZEALAND	Teammates had multiple opportunities to join tree planting days, either through the monthly trip with the Motutapu Restoration Trust, or the one-off day with Ngāti Whātua Ōrākei, where they planted the trees from the Q3 Fitter Planet filming set. Some teammates also took other volunteer opportunities that felt meaningful for them, including supporting Kaiāwhina Aotearoa, a kid's duathlon fundraiser, and Mercy Hospice. TOTAL HOURS = 415.5
	NORDIC	Teammates took part in World Clean Up Day, filling bags of rubbish across the various countries and cities they're based in. TOTAL HOURS = 41
	UK	Teammates spent an afternoon together, writing Christmas cards for kids who would be spending the festive season in hospital. TOTAL HOURS = 20
	USA	Teammates worked with Chicago Grows Food, packing grow kits to send to local schools, as well as filling home planters for the community. TOTAL HOURS = 24

⚙️ PAE9

Work with UNICEF, our humanitarian partner of choice, to support global causes and crises.

Our partnership with UNICEF has been in place for almost a decade and we are thrilled to see this continue. We are now working towards our next activation, called Workout for the World. On June 20, 2026 we expect to see thousands of clubs around the world participating in a special Workout for the World themed launch event. Our goal is to raise US\$1M.



Processes

Demonstrate leadership through meaningful climate related actions and ethical business practices.

✓ PCE1

Conduct third-party compliance audits across our product suppliers on a 12-to-18 month basis.

QIMA is a globally recognized auditing authority, evaluating working conditions and the environmental and ecological impact of manufacturers. For over 10 years, we have had our key manufacturing suppliers audited by QIMA every 18 months, and we will continue this practice. Key outcomes from the most recent audits are outlined below.

Areas of focus in audits



HEALTH + SAFETY,
HYGIENE



CHILD LABOR
+ YOUNG WORKERS



LABOR
PRACTICES



ENVIRONMENTAL
MANAGEMENT



WORKING HOURS,
WAGES + BENEFITS

Summary of latest manufacturing audits for SMART TECH

PRODUCT/S*	AUDIT DATE	AUDIT SCORE	NEXT AUDIT DUE	CORRECTIVE ACTIONS
SMARTBAR, SMARTBAND, Weight plates (outer components)	Mar 2025	9.7/10	Sep 2027	Three corrective actions identified. Two have been resolved, one will be monitored (overtime hours).
SMARTSTEP	Dec 2025	10/10	Jun 2027	All corrective actions were resolved quickly after audit.
Weight plates (inner components)	Dec 2024	9.3/10	Jun 2026	Seven corrective actions identified. Five have been resolved and two are being monitored.
MBX Mat + yoga products	Dec 2024	9/10	Jun 2026	11 corrective actions identified. All have been resolved.
Racks	Dec 2025	10/10	Jun 2027	All corrective actions were resolved quickly after audit.

*Each row represents a different manufacturer

⚡ PCE2

Develop a Supplier and Partner Code of Conduct that outlines Les Mills’ minimum standard of conduct from its suppliers and partners.

In August 2025 we engaged with our sustainability consultant to develop this piece of work. Since then, we have communicated with a range of people from across the business to gather their insights and to understand their specific needs when it comes to supplier relationships.

We now have a Supplier and Partner Code of Conduct, with the next steps being focused on implementation. This will be a significant piece of work, as we are dealing with hundreds of suppliers across all markets. This will progress in FY27.



⚡ PCE3

Evaluate Les Mills’ new and existing significant suppliers and partners against the Supplier Code of Conduct.

This initiative is dependent on the development of the Supplier and Partner Code of Conduct (PCE2). As that has now been written and approved, a full evaluation of our current suppliers will be part of the implementation process.



⚙️ PCE5

Review data privacy and security policies to ensure these are aligned with best practice.

Policies are formally reviewed annually with global communication of applicable policies to all teammates. They are stored in a centralized repository, with most translated into local languages.

Our Board of Directors and Senior Leadership Team are engaged and committed to our Privacy and Security strategy, to ensure integrity and resilience from the top down.

Business-critical platform owners are met with quarterly to maintain comprehensive understanding and adoption of policies, and new teammates receive these policies through onboarding. We also reviewed and updated our process for ensuring every teammate reads and accepts our Acceptable Use policy.



PCE6

Review data privacy and security processes to ensure these are aligned with best practice.

Updates, procedure clarifications and targets from the latest review are outlined below.



6-WEEKLY PRIVACY AND SECURITY TEAMMATE TRAINING

A formal escalation process is in place so that managers and the SLT receive communication and metric reports on delinquent employee training.

Our target = 95% compliance (a 5% increase from last year)
Compliance achieved = 98% (a 4% increase from last year)



CYBER SECURITY

The threat of phishing is addressed through various channels – primarily through regular all-teammate phishing simulations.

Our target = Below 5% click rate (same as last year)
Click rate = 11.2% (a 4.1% increase from last year)



BUSINESS-CRITICAL PLATFORMS

We prioritize and conduct risk evaluation for business-critical platforms; penetration tests are conducted with third-party vendors to maintain the security and reliability of our solutions.



NEW VENDOR AND ENTERPRISE APPLICATIONS

A risk assessment is conducted before new Vendors and Enterprise Applications are onboarded and integrated into our environment to maintain confidentiality, integrity, and availability.



INDIVIDUAL PRIVACY RIGHTS

To date, the majority of our data subject rights requests have been for the deletion of personal information. Aspects of this process have been automated, and improvements have been made to streamline the verification process.

PCE7

Communicate our progress against our IMPACT strategy authentically and transparently.

We have included a link to this report on our website, meaning the information is available for anyone to access.



PCE10

Introduce IMPACT KPIs aligned with our IMPACT strategy into leadership positions and performance reviews.

Discussion about introducing IMPACT KPIs for Senior Leadership Team was started this year. While nothing is agreed as yet, we are expecting to see progress on this initiative in FY27.



✓ PCR1

Measure our scope 1, 2 and 3 greenhouse gas (GHG) emissions annually, aligned with the GHG Protocol.

We measure our GHG emissions in accordance with ISO 14064 which are verified by an independent third party. Our total emissions in FY26 were 5,085.92 t CO₂e.

FY26 Footprint (Tonnes of CO₂e)

SCOPE 1 Category 1		Company Vehicles	69.21
		Natural gas	0.89
SCOPE 2 Category 2		Electricity	24.51
SCOPE 3 Category 3		Air travel	1,740.95
		Accommodation	65.16
		Ground travel	53.98
		Employee commuting	519.74
		Freight	555.31
SCOPE 4 Category 4		Fuel manufacture and distribution	15.92
		Transmissions and distribution losses	1.86
		Web/Cloud services and platforms	28.46
		Water and wastewater	8.48
		Landfill	3.09
		Manufactured products	1,998.36
TOTAL			5,085.92

☆ PCR2

Set a GHG emissions reduction target in line with best available science and develop an emissions reduction plan.

We are yet to complete this piece of work due to changing priorities, however it is in the plan for FY27, with the support of our sustainability consultant.



✓ PCR3

Partner with external organizations to plant trees on behalf of our athletes, teammates, clubs and instructors, as well as against our product and business GHG emissions.

Our tree planting partner is veritree, and this year we have planted 1,039,792 native mangroves in Brazil and Tanzania. As well as ecological restoration, there are many co-benefits to this partnership with improved long-term socioeconomic outcomes. By restoring critical coastal ecosystems, these projects strengthen natural protection against flooding and extreme weather, helping safeguard homes, schools, and essential community infrastructure. At the same time, they create sustainable livelihood opportunities—particularly for women—through nursery management, planting, and monitoring activities.

The income generated through this work enables parents to better support their children’s needs, including paying for school fees and supplies, improving access to more diverse and nutritious food, securing reliable water sources, and accessing healthcare. In parallel, healthier mangrove ecosystems help sustain local fisheries and strengthen coastal economies.

How we calculate trees planted

NUMBER OF TREES	FOR
20	 Teammate birthdays
10	 Participants at instructor trainings
100	 New club partners
1	 New digital movers
20	 Each tonne of CO ₂ e emitted by business



PCR4

Implement strategies to reduce waste production from Les Mills offices and increase diversion of waste from landfill.

No new strategies have been implemented across our market team offices to reduce waste to landfill, however it does remain less than 1% of our total business operations carbon emissions.



People

Nurture an inclusive, global and united team.

✓ PPE1

Implement internal initiatives that support workplace inclusion and belonging.

Over the past year, we’ve continued to strengthen inclusion and belonging by evolving how we support our people and culture through Culture Communities. Building on our earlier commitments, this approach brings together focused work across Mental Health & Wellbeing, Rainbow, and Te Ao Māori. Through learning opportunities, events, wellbeing initiatives and everyday practices, we’ve created space for teammates to feel connected, supported and able to bring their whole selves to work. This work reflects our ongoing commitment to a culture where difference is valued and belonging is actively nurtured.



★ PPE5

Support our instructors in delivering life-changing fitness experiences for their participants.

This initiative has been slightly updated this year to focus on our instructors’ journey to mastery: how we’re playing a meaningful role in helping instructors build fuller classes and, over time, unlock more opportunities on the timetable. Over the past year, Initial Training has been redesigned to help instructors dial up their strengths, and with an updated Instructor Releases app being delivered later in the year, this will support learning efficiency and ongoing learning.

In parallel, we have initiated a significant body of work in Group Fitness Management (GFM), providing consultancy to support clubs in delivering group fitness to a high standard – ultimately driving class attendance, membership growth, and stronger instructor development.



✓ PPE2

Ensure Les Mills teammates are paid a living wage across all markets.

Following the salary review and update in FY25, the People & Culture team remain committed to paying all teammates a living wage and are therefore regularly checking and aligning with local living wage rates.



⚙️ PPE6

Uphold our robust health and safety management system for our teammates, contractors, and event attendees.

The Les Mills Health and Safety Management System is built around 14 integrated elements, supported by clear actions that guide how we protect our people.

During the past year, we have continued to make good progress implementing the 2025 review recommendations, with several now embedded into everyday ways of working.

The ongoing uplift in team engagement with health, safety and wellbeing is both visible and tracked, with increases across all areas including H&S training participation, hazard and incident reporting, open communication, worker representation and shared accountability at all levels of the business.

These improvements strengthen organizational resilience by building capability, consistency, and confidence. Continued access to clear health, safety and wellbeing information, including our HSW policy, supports sustainable decision making and underpins the long term safety and performance of our people.

⚙️ PPE4

Review all people-related policies, procedures and benefits to ensure these are globally consistent.

We completed a full review of our people-related policies, procedures and benefits starting in FY25 and finishing in FY26, changing outdated information where necessary to create consistency. We will update them annually based on legislation or organizational shifts.



- | | | |
|--|--|--|
|  CONTRACTOR MANAGEMENT |  VIDEO PRODUCTION |  POLICY + OVERVIEW |
|  LEADERSHIP + ENGAGEMENT |  MENTAL HEALTH + WELLBEING |  INJURY MANAGEMENT |
|  EMERGENCY MANAGEMENT |  PLANNING + REVIEW |  INCIDENT + INJURY REPORTING + INVESTIGATION |
|  EVENTS |  HAZARD + RISK MANAGEMENT |  REPORTING PERFORMANCE GLOBALLY |
|  TRAINING + COMPETENCY |  SELF ASSURANCE | |

PPE7

Provide valuable job-specific training for all teammates.

Throughout FY26 we have supported our people leaders with quarterly, practical learning that reflects how work happens at Les Mills. We're seeing leaders have greater clarity for their teams around goal setting, coaching, development, and connection to our Game Plan. Preparing teammates for the future of work and boosting productivity was a key focus, which enabled a build of AI literacy businesswide. 51% of teammates engaged with the program, which was delivered as both hands-on workshops and through LinkedIn Learning. Sales capability training is grounded in real world sales and partnership contexts to drive LBR growth. This content lives on FLEX (our learning platform) and is actively used by 90% of our sales teammates.



PPE8

Provide gym memberships and/or LES MILLS+ subscriptions for all Les Mills teammates.

All Les Mills teammates around the world are provided with a LES MILLS+ subscription and where practical, some markets also provide a membership to a local Les Mills licensed club.



PPE9

Provide spaces and opportunities for New Zealand musicians to develop, grow, and build sustainable careers.

Aesium Music House is not just a music studio; it's a space deeply rooted in supporting artistry and fostering creativity by serving as a hub and an incubator for commissioning original compositions and recordings. Our music house has been designed around the belief that art thrives when artists are given space to create, opening pathways mentally, physically, and spiritually. Through FY26, our primary investment has been in our Les Mills Artist (LMA) program. Drawing on the talent of our incredible roster of artists, we created 161 brand-new tracks, bringing our overall catalogue to 609 tracks. Within our roster, we onboarded a diverse range of skilled artists this year, including leading Aotearoa (New Zealand) electronic musicians Lee Mvttthews and Montell2099, while also fostering the growth of young emerging talent such as M4RK0, who has just become an alumnus

of Crescendo's Youth Program, and Saem, a 19 year old busker from Tāmaki Makaurau (Auckland) with a voice like Frank Sinatra. We ran six large-scale events, ranging from Currents (guided movement set to live music) and Jazz Night, to having the privilege of hosting DJ Anonymous (a DJ event and community founded by the late Andy Heartthrob to support emerging DJs), and more. We also hosted more intimate development-focused initiatives for young people, including Mixit (a non-profit that supports young people with refugee backgrounds) over a full term, and the SUSO (Stand Up Stand Out) Finalist Panel, celebrating the next generation of emerging talent. We also created our first-ever album, which is being pressed on vinyl for the 2026 Workout for the World activation, in support of our partnership with UNICEF.



PPE10

Back local organizations with aligned values.

Aside from our global partnerships with UNICEF and veritree, our teams around the world also have relationships with local organizations who they support through financial giving. This year, we're highlighting MusicHelps, a New Zealand charity that supports people facing health, disability, or social challenges by funding and delivering music therapy and music based programs. Music is at the heart of the products we deliver, and our Les Mills Music Licensing team has been a founding supporter of MusicHelps since it started in 2012—an initiative started by Malcolm Black—donating well over NZD \$100,000 to date.



PPS2

Represent and highlight the breadth of our global community in program marketing materials, brand imagery, and live events.

We continue to be committed to showcasing the full breadth of who we are – a global community from a variety of backgrounds, countries and cultures. This aligns with our Culture Communities work, outlined in PPE1 on page 26.



PPS1

Nurture lifelong movement and fitness through our BORN TO MOVE™ program.

BORN TO MOVE has had a bit of a reset this year, with a shift in strategy to really focus on schools. This included moving our online content to a new platform to provide greater support and engagement. An example of reaching new audiences is our participation in the Big School Event, where over 40,000 pupils in their final year of Primary School from across Scotland took part in a virtual event to help them transition into High School. BORN TO MOVE played the role of physical wellbeing and movement partner, bringing energy, fun, and embodied confidence into the experience.

Our overall numbers are down from last year (51% lower overall), however that was to be expected with the shifts in strategy and platforms, as well as some similar movements with our Kid Power partner, Classroom Champions. With a rebrand on the way and increased engagement for BORN TO MOVE, we're excited to see where the next few years take us.

Estimated workouts with BORN TO MOVE in FY26



PPS3

Enable instructors to support participants with varying abilities, including those with disabilities.

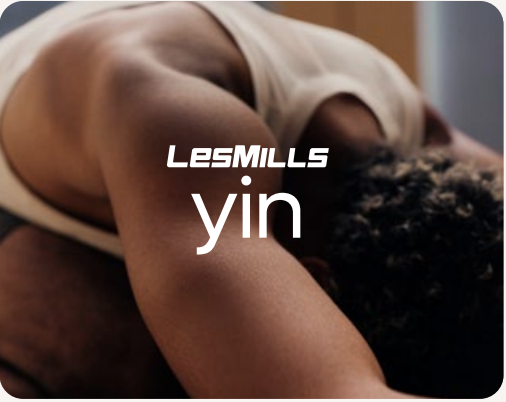
We're committed to making our classes more accessible and are keen to grow and develop in this area. In FY26 we delivered updated Instructor Handbooks with enhanced, yet simplified Coaching, Connection and Performance models which has landed really well. Whilst we do not have specific plans for the coming year in this space, we will be looking for opportunities to evolve and improve how we can better serve instructors and participants.



✓ PPS4

Develop and promote programs that cater for all fitness abilities.

Every LES MILLS program is designed and tested with inclusiveness in mind, offering options for anyone to level up or down, depending on their fitness level and ability. This year, we have added a wide range of new programs to our portfolio. The new programs are: LES MILLS YOGA (Yin, Hatha, Vinyasa, and LES MILLS BREATH), LES MILLS CEREMONY, and BODYPUMP HEAVY. Due to the success of some of our limited edition innovations, we have also integrated LES MILLS SHAPES, LES MILLS PILATES, and LES MILLS STRENGTH DEVELOPMENT into our quarterly release cycle.



Product

Support people to live healthy, fit and thriving lives through quality, science-backed products.

✓ PRF1

Measure and quantify the health, fitness and wellbeing outcomes of our programs through our athletes.

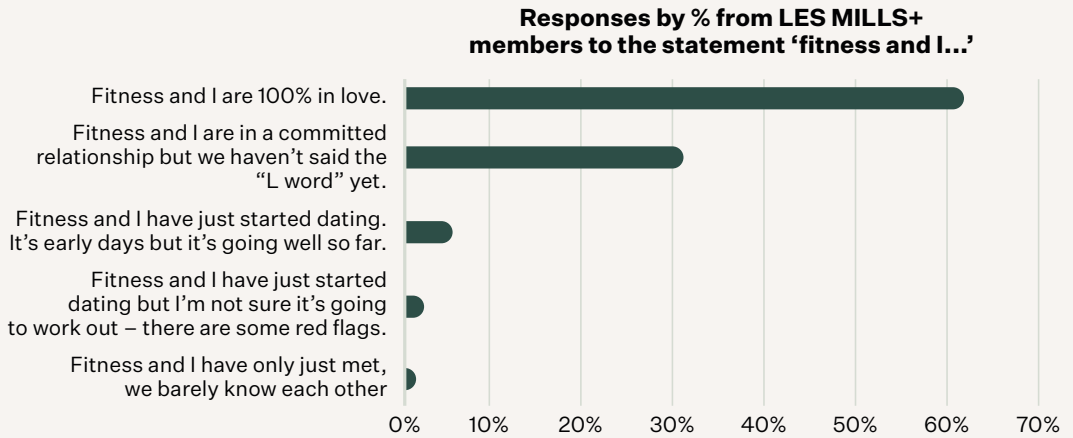
All of our published research studies are available at lesmills.com/research. One study has been published this year which was called ‘Live Group Fitness Classes Instructed by Youth Reduce Children’s Perceptions of Tiredness’, showing how young people can influence their peers to be more active. There are ten studies in various phases of development, and we’re expecting a number of these to be published this coming year.



✓ PRF3

Deliver an exceptional fitness experience for all Les Mills athletes.

Our goal is to help people fall in love with fitness and we ask LES MILLS+ members to let us know how we’re doing. This year, we had a small increase from 61% to 62% saying they are in love with fitness, with a further one third being close. We also continue to see high levels of recommendation within the membership base, with a Net Promoter Score of 70 (up 2). Among in-club movers our Net Promoter Score is lower – averaging 38 for FY26 (down 1).



✓ PRF2

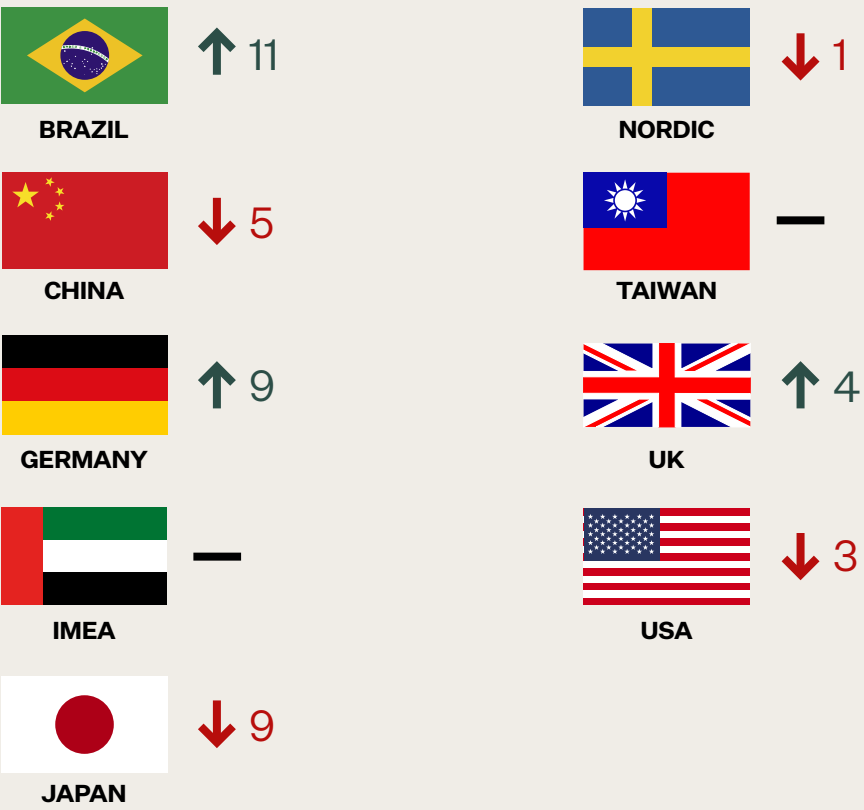
Develop customer satisfaction and engagement targets to understand and improve program performance over time.

Each in-market team has a Net Promoter Score (NPS) target for their instructor base that rolls up to a single global score. FY26 saw mixed results with some teams improving and others declining. The improvements seen in some markets were enough to see the global score improve to 56, just exceeding the target of 55.

We also ask whether instructors believe programs are generally heading in the right or wrong direction. Encouragingly 87% believe their main program is heading in the right direction.

Instructor NPS results.

Change in score from previous year



✓ PRF4

Grow the number of Les Mills licensed clubs globally.

We have grown our clubs by 500 this year (2%), now with a total of 21,200 club partners. To note - we have shifted the way we report on clubs this year, and now no longer include BORN TO MOVE (as it has its own tracking system). These numbers are reflective of this change.



✓ PRF5

Grow the number of LES MILLS+ members globally.

LES MILLS+ member volumes declined by 12% to 347,387 in FY26. This was driven by continued focus on lifetime value per member rather than the number of members at any given time, with our strategy remaining to aim for sustainable profitable growth. Focus in-year was expanding growth opportunities for the future with significant growth in B2B pipeline expected to deliver at scale over the coming years.



✓ PRF6

Grow the number of Les Mills instructors globally.

Active instructors increased by 8,400 (or 9%) to 98,800 in FY26, supported by the reactivation or avoided churn of 4,600 instructors. This was associated with providing all certified BODYPUMP instructors with free access to the first release of the new BODYPUMP HEAVY program to accelerate adoption. Adjusting for this impact, underlying instructor growth was 3,800, also supported by the introduction of LES MILLS YOGA. This represents a 4% underlying growth rate, up from 2% in FY25.



🏠 PRP1

Identify, pilot, implement and communicate end-of-life solutions for our products across our markets.

Finding end-of-life solutions for our physical products continues to be a challenge and it is not something that has yet been identified as a priority for the business.

Our buy-back program has been piloted in the USA, where we have on-sold a combination of second-hand event stock and ex-gym equipment. Event inventory is retained for as long as possible, releasing stock only when products approach end-of-life or a new model is introduced, such as the transition to the new LES MILLS SMARTSTEP gen 2. This is a conscious decision from both a financial and sustainability perspective. Ex-gym stock represented 0.27% of B2B purchases by revenue. Given current resource constraints across other markets and the small volume of second-hand stock relative to overall club sales, expansion of this program is not planned at this stage.

In the UK, a third-party reseller independently distributes second-hand equipment via Facebook. We share their details with anyone enquiring about second-hand product availability in that market.

The EU’s right-to-repair legislation comes into force in July 2026. Our products fall outside the scope of the first phase of this regulation; however, we have proactively designed new products to meet these standards. The new LES MILLS SMARTSTEP that was launched this year includes provision for replacement parts, supporting longer product life and reduced waste over time.



✓ PRF7

Grow the number of people who join a live LES MILLS class or experience globally.

We do not capture participant data for our live classes globally as this is not available to us. However, we are confident that increasing club partner and instructor numbers result in increased participation in live workouts.

LES MILLS LIVE events are an incredible example of bringing people together to experience our workouts with thousands of others. Last year, more than 13,500 athletes took part in LES MILLS LIVE events which were held in Beijing, Stockholm, Amsterdam (where we also filmed our brand-new workouts), Barcelona, and Tokyo.



✓ PRP2

Engage and consult with Les Mills athletes in all design phases to ensure the effectiveness of our products.

The new generation LES MILLS SMARTSTEP, launched in September 2025, was developed with direct input from Les Mills athletes throughout the process. It has been well received by clubs and consumers, with strong revenue growth and no warranty claims or parts requests to-date.



✓ PRP3

Design quality, safe, durable and science-backed exercise equipment that supports Les Mills athletes and delivers results.

We are committed to creating exceptional products that are not only fit for purpose but also built to last and proven safe for use. To ensure each product meets the needs of our athletes, we prioritize quality and safety throughout the development process. This includes careful attention to material selection, manufacturing methods, and overall sustainability. Our key focus areas are outlined below.



DURABILITY



FEEDBACK



AUDITING



PACKAGING



EFFICIENCIES



QUALITY CONTROL

⚙️ PRP4

Communicate manufacturing methods and material information for our products publicly to inform sustainable decision-making.

Details about our high-level manufacturing methods (e.g. injection molding) and materials are available on all product ecommerce pages. We reactively supply information regarding specific questions, such as Prop 65 compliance, when requested by athletes and clubs. All our products comply with Prop 65.



⚙️ PRP5

Develop and implement strategies to reduce the environmental impacts of our products across their life cycle.

A core goal from the outset of the SMARTSTEP Gen 2 project was to reduce plastic content and overall CO₂e emissions compared to SMARTSTEP Gen 1, without compromising durability or user experience. To measure progress against this goal, we engaged an independent third party to conduct a Lifecycle Analysis. SMARTSTEP Gen 2 achieved a 23% reduction in CO₂e per unit. This is a positive step towards ongoing reductions across our product line as we innovate.



LesMILLS