



Gender Pay Gap Report 2025

- Mean hourly remuneration gap for all employees is 11.2 %
- Median hourly remuneration gap for all employees is 19.1%
- Mean hourly remuneration gap for part-time employees is 6.4%
- Median hourly remuneration gap for part-time employees is 7.8%
- Mean hourly remuneration gap for temporary contract employees is 0.0%
- Median hourly remuneration gap for temporary contract employees is 0.0%
- Mean bonus remuneration gap for all employees is (8.3) %
- Median bonus remuneration gap for all employees is 16.7%

Of the total male employees, 53% received a bonus payment. Of the total female employees, 46% received a bonus payment.

Of the total male employees, 3% (1 person) received BIK. Of the total female employees 0% received BIK.

The table below shows the respective % of all employees who fall into the respective quartiles:

% of Females and Males in each Quartile

	Female	Male
Upper Quartile	37.5%	62.5%
Upper Middle Quartile	50.0%	50.0%
Lower Middle Quartile	46.7%	53.3%
Lower Quartile	75.0%	25.0%

Summary

At 3Arena, we're committed to creating an inclusive workplace where everyone has equal opportunity to succeed. Recruitment and pay decisions are based solely on merit, in keeping with our commitment to equal opportunities.

Our mean gender pay gap stands at 11%, reflecting a broadly balanced gender mix across the team. The difference is mainly due to a higher proportion of women in our club and hospitality roles, as well as some variation within senior positions.

At the upper quartile, the gap is partly influenced by a greater number of men in technical, retail, and facilities roles, and one senior post that includes a benefit-in-kind linked to its responsibilities.



We remain focused on promoting fair representation across all areas of our business and investing in the growth of our people.