Gender Pay Gap Report 2026

- Mean hourly remuneration gap for all employees is 11.5 %
- Median hourly remuneration gap for all employees is 8.2%
- Mean hourly remuneration gap for part-time employees is 4.5%
- Median hourly remuneration gap for part-time employees is 4.9%
- 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 (9.7) %
- Median bonus remuneration gap for all employees is 0.0%
- Of the total male employees, 47% received a bonus payment. Of the total female employees, 35% received a bonus payment.
- Of the total male employees, 3% (1 person) received Benefit in Kind. Of the total female employees 0% received Benefit in Kind.

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

% of Females and Males in each Quartile

	Female	**Male**
Lower Quartile	79%	21%
Lower Middle Quartile	55%	45%
Upper Middle Quartile	47%	53%
Upper Quartile	42%	58%

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.

In 2026, our mean hourly gender pay gap stands at 11.5%. This reflects the composition of our workforce across different roles and levels, including a higher proportion of women in our club and hospitality roles, as well as some variation within senior positions.

Our median hourly gender pay gap is 8.2%, down from 19.0% in 2025 - a reduction of 10.8 percentage points.

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