

GENDER PAY GAP REPORT

Arena Racing Company (ARC) is a sports and leisure business which employs over 600 people. We operate racecourses, greyhound stadia, golf courses, hotels and public houses.

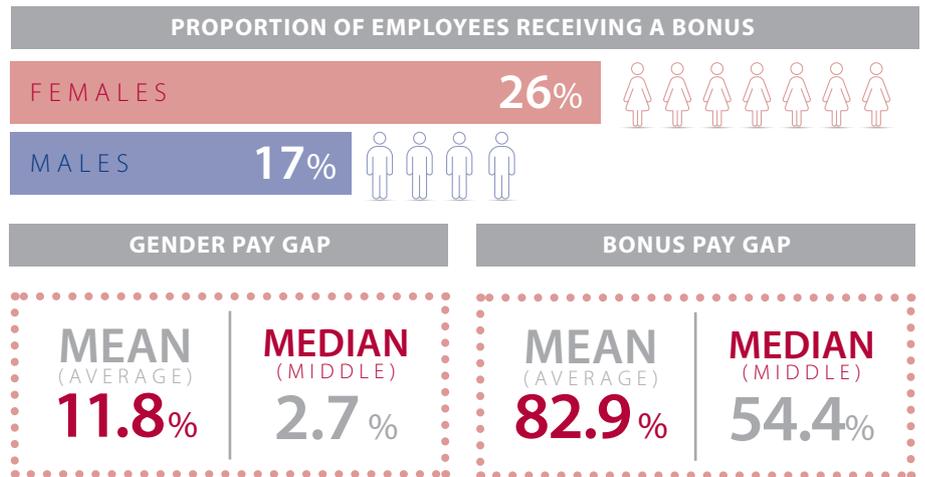
Due to the varied nature of our operations we have a broad range of skills within the business which we seek to foster through recruitment, as well as training, developing and promoting existing members of the team.

We are committed to fairness, equality and transparency throughout the business.

ARC is committed to its workforce:
Our 6 core principles

- ✓ We are an **equal opportunities employer**;
- ✓ We foster a policy of **innovation and co-operation** within our team;
- ✓ We seek to **promote from within**, ensuring many of the senior team have come through the ranks through training and development;
- ✓ We are committed to **recruiting from a broad base** to be both diverse and inclusive, and ensure our business has the skills it needs for growth and longevity;
- ✓ We work to try and ensure every member of our workforce has the opportunity for **training and development** in order to improve their skills and expertise;
- ✓ We want **everyone in our business to have the opportunity to thrive and succeed**.

ARC's Gender Pay Gap: The Data



ARC's Gender Pay Gap: The Analysis

ARC has based data on all the people working across its 15 Racecourses and 2 greyhound stadia during the snapshot period as well as in central departments including ARC's Board of Directors and Senior Management team. This number includes permanent employees (full time and part time), as well as casual workers.

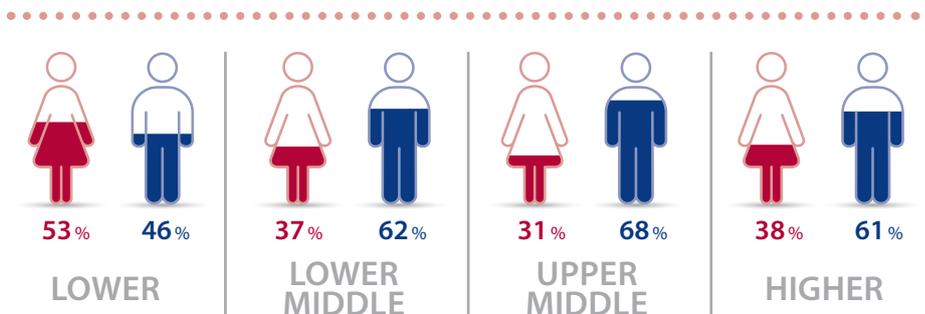
ARC has a mean pay gap of 11.8% and a median pay gap of 2.7%. Within our permanent team we have an overall gender split of 59.49% men and 40.51% women. Like a lot of other businesses, we have more males in the higher pay quartiles and the majority of our most senior positions in the highest pay quartile are currently occupied by male employees.

The median result is driven largely by the number of women being employed in higher paid positions in functions including Marketing, Finance, Sales, Human Resources, Operations and Events, and significantly more men being employed in manual, non-office-based roles within the business, which fall within the lower quartile salary ranges.

A greater proportion of women received a bonus than men (26% versus 17.4%) with the mean and median average being higher for men.

We were a founder member, and remain fully supportive of the Diversity in Racing Steering Group (DiRSG) which seeks to ensure diversity and inclusion are at the heart of British racing.

PAY QUARTILES



These graphs demonstrate, based on gender, how our employees are distributed across four equal pay quartiles.