GENDER PAY GAP REPORT

Arena Racing Company (ARC) is a sports and leisure business which as of March 2025 employs over 670 people. We operate a media business, 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**

PROPORTION OF EMPLOYEES RECEIVING A BONUS

GENDER PAY GAP		BONUS PAY GAP	
MEAN (AVERAGE)	MEDIAN (MIDDLE)	MEAN (AVERAGE)	MEDIAN (MIDDLE)
38%	6.2%	63%	11.3%

ARC's Gender Pay Gap: **The Analysis**

ARC has based all data on the people who worked across its venues 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.

Within our data we have an overall gender split of 57% men and 43% women. Like alot 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.

PAY QUARTILES

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

arc Racing & Leisure Group

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