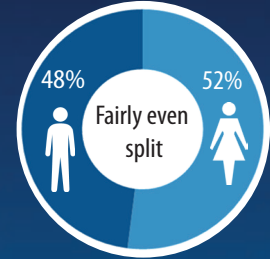


Our Results

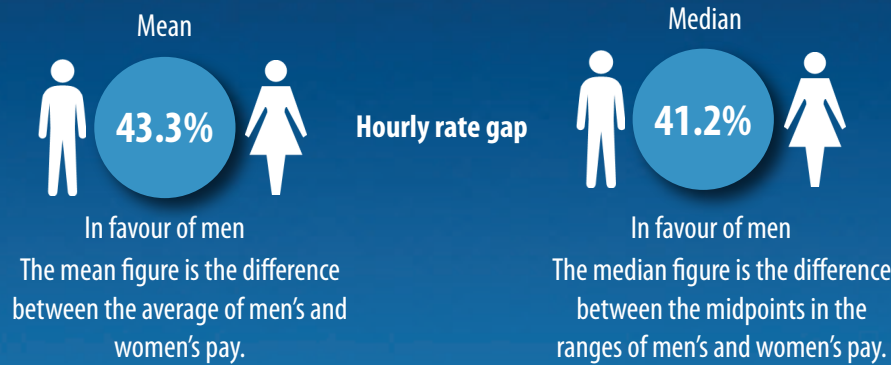
As part of the analysis of pay we have undertaken in producing our gender pay statistics we are confident that women and men are paid equally for doing equivalent jobs across the company.

Gender Split

The total number of employees working for Anschutz Sports Holdings Ltd (*as of 5th April 2017) totalled 363 (187 women and 176 men).

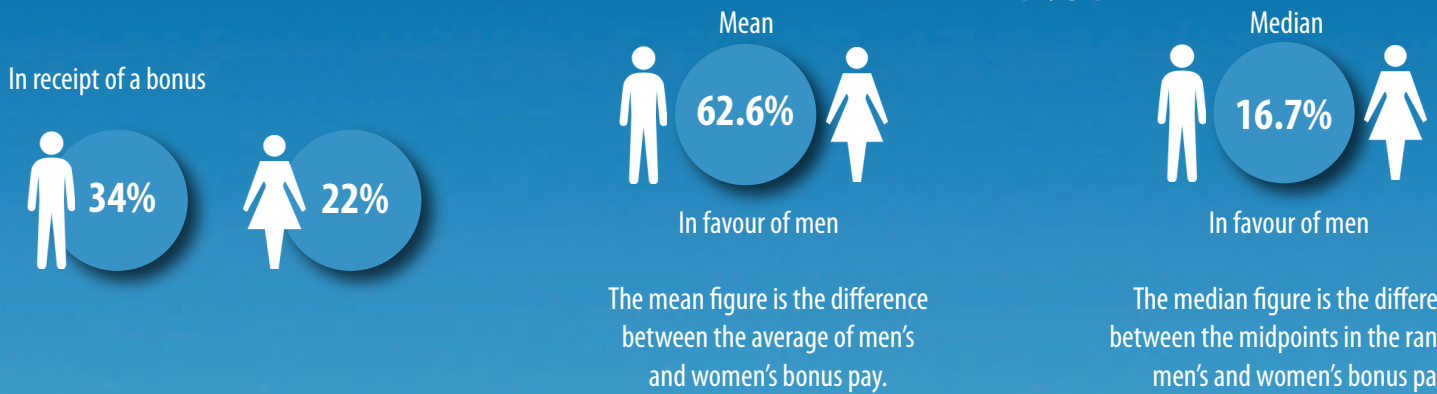


Hourly Rate



Our gender pay gap is strongly influenced by the hourly rate and gender make up of our event staff working at The O2 (total of 145 staff -70% (100) female, 30% (45) male). If we were reporting only on our salaried employees the gender pay gap would be 19% median and 35.9% mean. This statistic indicates the significance that the hourly paid workforce have on the gender pay gap.

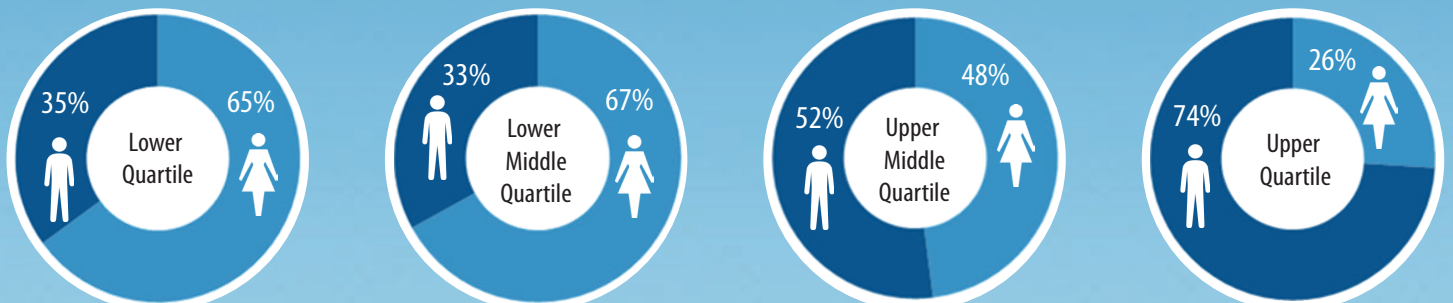
Bonus Pay



Quartiles

The quartiles show the proportion of males and female full-pay relevant employees in four pay bands. To calculate the bands we have ranked the full-pay relevant employees from highest to lowest paid, divided these into 4 equal parts ('quartiles') and calculated the percentage of men and women in each of these quartiles.

Our pay quartiles show us that 38% of all male employees occupy roles in the upper quartile compared to just 13% of females. Conversely, 30% of all females occupy roles in the lower quartile compared to 18% of men. In a normal distribution curve, we would expect 25% of each gender in each quartile.





Our 5 Commitments

1 Maintain a fair approach to recruitment

- Continue to review approach and policies to ensure we aren't excluding females from Senior roles or promotions.
- Offer further training to hourly staff to ensure they are aware of and know how to apply for permanent positions.
- Ensure at least one female is in every first round interview pool for all Head of Department and above roles.
- Continue to implement unconscious bias refresher training.

2 Promote a culture of inclusion

- Actively promote our existing policies on flexible working and shared parental leave.

3 Ensure all pay and reward processes are gender neutral

- Create salary ranges for each job band.
- Carry out an annual salary benchmarking exercise to ensure functional sector differences are fair and equal to positions.
- Refine our job evaluation and grading process with the support of external reward consultants.
- Create management information in form of a dashboard for Senior Management to include % male/female adhoc pay increases, bonus amounts by gender, promotion opportunities and appointments annually.
- Ensure we continue to moderate pay and progression decisions fairly.

4 Recognise and address behaviours/conversations that may not be reflective of the culture we aim to achieve

- Implement acceptable behaviour awareness programme, across the business.

5 Proactively engage with workforce to support new engagement and learning & development initiatives regardless of gender.

We believe in job opportunities for everyone irrelevant of gender and seek to have an inclusive and diverse workforce in all areas of the business. This is a priority focus for the foreseeable future. As a business we will ask tough questions and work through answers internally.

Signed: _____

Tom Miserendino
President & CEO, Anschutz Sports Holdings Limited