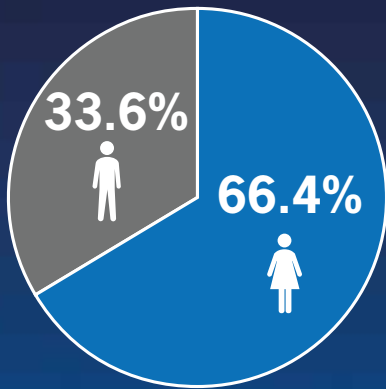


### Gender Split



The gender split represents all employees on the snapshot date.

### Hourly Rate

#### Mean



In favour of men

The mean figure is the difference between the average of men's and women's pay.

#### Median

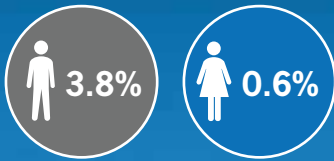


In favour of men

The median figure is the difference between the midpoints in the ranges of men's and women's pay.

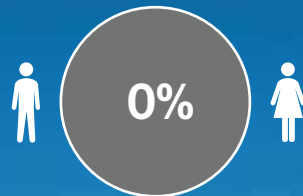
### Bonus Pay

In receipt of a bonus



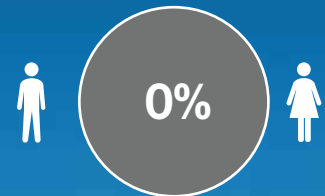
### Bonus Pay Gap

#### Mean



The mean figure is the difference between the average of men's and women's bonus pay.

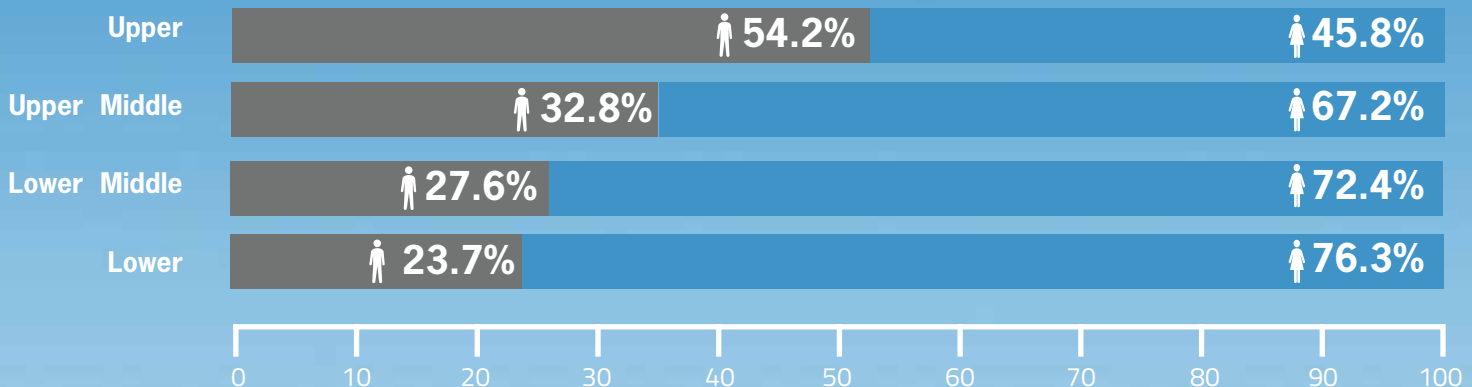
#### Median



The median figure is the difference between the midpoints in the ranges of men's and women's 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.



I confirm the accuracy of this information.

Signed: .....

**Alex Hill, President & CEO, AEG International**

Today we are publishing our Gender Pay Gap (GPG) Report for AnSCO Arena Ltd. AnSCO Arena represents the employees who work at The O2 on an hourly basis.

In 2025, we report a mean gender pay gap of 2.9% in favour of men and a median gender pay gap of 6.2% in favour of men. We also have a small proportion of males and females who were in receipt of a bonus in 2024/25; whilst bonuses are not applicable to our hourly employees, we do have a recognition programme which celebrates individuals who have hit significant length of employment milestones, these awards are included in our gender pay calculations.

The gender pay gap is a complex and multifaceted issue that requires sustained focus over time. While we have made meaningful progress, we recognise that there is more work to do. Our commitment to reducing the gender pay gap forms an important part of our broader Equity, Diversity and Inclusion (ED&I) journey.

To support this work, we continue to use robust benchmarking tools, including the EDI Maturity Curve developed in partnership with the Centre for Diversity Policy Research and Practice at Oxford Brookes Business School, to assess our progress across key ED&I priorities. This independent assessment helps ensure we remain accountable, meet our objectives, and continue to drive improvement.

Most recently, AEG achieved Platinum status in the Leading Edge category for ED&I maturity - the highest possible rating and the second-highest ranked organisation overall. This recognition reflects our belief that inclusion is not a standalone initiative, but an integral part of how we operate and make decisions every day.

In 2025, AEG was also recognised in the Inclusive Top 50 UK Employers list, ranking 18th in the UK, and named among the Top 25 Most Inspiring Workplaces in Europe, with special recognition in the Inspiring Inclusion category for the impact of our Employee Network Groups (ENGs) and our ongoing commitment to driving meaningful, systemic change across the business.

### **Our Action Plan for 2026 onwards**

While these recognitions are external validations, they reflect the deliberate and sustained actions we have taken to embed equity into our structures, processes, and leadership accountability. We are proud of the progress we have made, but we know the journey is ongoing. With the understanding that there is no 'quick fix' and to ensure true and lasting change across our businesses, there are a number of things we will put in place over the coming years to achieve these aims. We will:

- Continue to be a London Living Wage employer. With women being over-represented in our hourly paid population, ensuring a London Living Wage demonstrates our commitment to fair pay and reducing inequality in a workplace.
- Further strengthen career advancement opportunities: Strengthening early careers pipelines by continuing to advertise all roles internally and actively encouraging those from our hourly workforce to apply.



- Focus on our data: Advance equity through data-driven strategies, using insight and analysis to inform targeted action. In 2026/27 our focus will be on our recruitment data, drilling down into the numbers to identify patterns or disparities within our processes and then create tangible change using these insights.
- We will use the results of our MyVoice Survey to strengthen accountability and transparency, act on survey insights, tracking progress and communicating outcomes.

Through these actions, we remain committed to creating an environment where everyone has equal opportunity to thrive and progress.