

3d leisure Gender Pay Gap Report

1. Introduction

All UK companies with over 250 employees are required to publish their gender pay gap data on an annual basis. The gender pay gap is an equality measure that shows the difference in average earnings between women and men, regardless of role, seniority and working hours and show the percentage difference between the two. This report is a snapshot of data for 3d leisure (3d) as of 5 April 2026.

2. Understanding the Gender Pay Gap

The gender pay gap measures the difference in the average hourly earnings of men and women across the organisation, regardless of role. It is different from equal pay, which relates to men and women receiving equal pay for the same or equivalent work.

3d leisure is committed to ensuring equal pay for equal work. Men and women undertaking the same or equivalent roles are paid in accordance with the same pay structures and reward principles.

Our gender pay gap is primarily influenced by the current composition of our workforce, particularly within senior leadership and higher-paid positions, rather than differences in pay for equivalent roles. As with many organisations, a higher proportion of men currently occupy some of the most senior roles, which has an impact on average earnings across the organisation.

The mean (average) is affected by a small number of higher individual payments, whereas the median represents the middle value when all payments are ranked. For this reason, the median often provides a better indication of the typical employee experience, while the mean can be more heavily influenced by higher earners.

3. Findings

The Gender Pay Gap is defined as the difference between the mean or median hourly rate of pay of men and women. The mean gender pay gap is the difference between the average hourly earnings of men and women. The median hourly pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women.

3d leisure's Gender Pay Gap

Differences in Gap	Mean - 2026	Median - 2026
Gender pay gap	3.28%	3.61%

This year, 3d leisure's mean gender pay gap is 3.28% and its median gender pay gap is 3.61%.

Although these figures have increased slightly compared with the previous reporting year, they remain relatively low and indicate that average pay between men and women across the organisation is broadly comparable.

The gender pay gap reflects the overall distribution of men and women across different roles and levels within the business rather than differences in pay for employees undertaking the same work. 3d leisure

remains committed to maintaining fair and equitable pay practices and continues to review recruitment, development and progression opportunities to ensure equality of opportunity for all employees.

3d leisure's Bonus Gender Pay Gap

Proportion of males receiving bonus payments: 20.61%

Proportion of females receiving bonus payments: 20.91%

Differences in Gap	Mean - 2026	Median - 2026
Bonus gender pay gap	63.32%	0.00%

The proportion of employees receiving a bonus is almost identical, with 20.61% of men and 20.91% of women receiving a bonus payment. This demonstrates that access to bonus opportunities is broadly consistent across the organisation, regardless of gender.

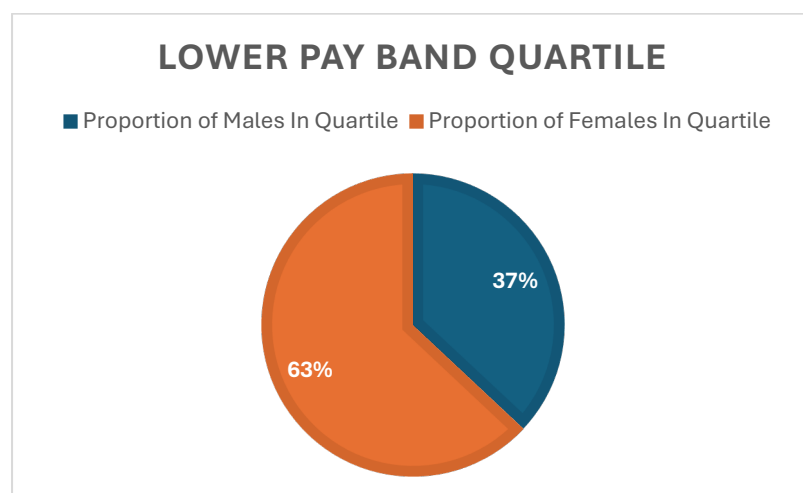
The median bonus pay gap is 0.00%, meaning that, at the midpoint of bonus payments, men and women received equivalent bonus values.

The mean bonus pay gap is 63.32%. This figure is influenced by a relatively small number of higher-value bonus payments received by employees in more senior positions, where men are currently more highly represented. As the mean is affected by higher individual payments, it does not indicate that men and women performing the same role receive different bonus arrangements.

As we continue to develop a more balanced representation across senior leadership roles, we expect this measure to improve over time.

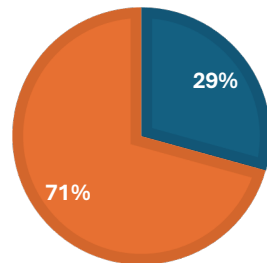
Pay Quartiles

The graphs below show the proportion of men and women employees within 3d's workforce as of 5 April 2026 divided into four pay band quartiles; lower, lower middle, upper middle and upper.



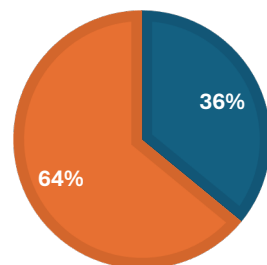
LOWER MIDDLE PAY BAND QUARTILE

■ Proportion of Males In Quartile ■ Proportion of Females In Quartile



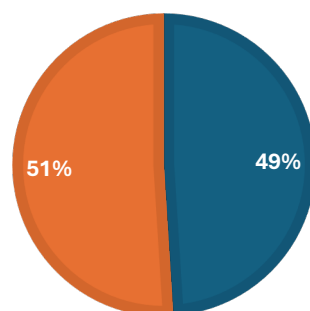
UPPER MIDDLE PAY BAND QUARTILE

■ Proportion of Males In Quartile ■ Proportion of Females In Quartile



UPPER PAY BAND QUARTILE

■ Proportion of Males In Quartile ■ Proportion of Females In Quartile



3d's pay quartile data demonstrates the distribution of men and women across the organisation.

Women continue to be well represented throughout the organisation, accounting for 63% of the lower quartile, 71% of the lower middle quartile and 64% of the upper middle quartile.

The highest pay quartile shows an almost even gender split, with women representing 51% of employees and men 49%. This balanced representation at the highest pay level is encouraging and demonstrates that women are well represented within higher-paid roles across the business.

The overall gender pay gap is therefore influenced less by representation within the highest pay quartile and more by the distribution of employees across individual senior leadership positions and the associated remuneration attached to those roles.

4. Action Plan

3d leisure remains committed to creating an inclusive workplace where everyone has equal opportunity to develop, progress and succeed. We will continue to review our pay and reward practices to ensure they remain fair, transparent and consistent, while supporting open and inclusive recruitment and promotion processes that enable all employees to reach their full potential. We are committed to attracting diverse talent across all areas of the business and will continue to invest in learning, development and leadership opportunities to support career progression at every level. We will also continue to monitor our gender pay gap data annually to identify trends, measure progress and inform future actions.

Although our overall gender pay gap remains low, we recognise that improving representation within the most senior leadership positions will help to reduce both the hourly pay gap and the bonus pay gap over time. Our gender pay gap reflects the overall composition of our workforce rather than differences in pay for employees performing the same or equivalent roles. 3d leisure remains committed to ensuring equal pay for equal work and will continue to strengthen its approach to recruitment, selection, reward and career development, ensuring decisions are made fairly and without discrimination. By continuing to advance equality, diversity and inclusion across the organisation, we aim to create a workplace where everyone has the opportunity to thrive and build a successful career in the health and leisure sector.

5. Declaration

The information provided in this written statement is accurate and meets the requirements of the Gender Pay Gap reporting regulations.

A handwritten signature in black ink, appearing to read "Paul Ramsay".

Paul Ramsay
Managing Director