

ODEON IRELAND

GENDER PAY GAP REPORT 2022

ODEON CINEMAS GROUP

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A Note From Our People Director Zarah Doyle

At ODEON Cinemas Group, we celebrate who we are, together.

In a truly inclusive workplace, everyone can feel supported, valued and respected. We believe that everybody deserves to be given an equal opportunity to develop themselves and shape their careers, whatever their background or gender identity. This is something we care deeply about as individuals, and it's also the best way to succeed as a business. Our gender pay gap reporting is an important tool to help shape our direction going forward.

A huge amount of work has been done over the last few years and I am incredibly proud of the steps we have taken and the results we are sharing today.

We recognise there are many more steps to take, and I am excited to apply our learnings from this report on the next stage of our journey.

Zarah Doyle Board Director, Ireland People Director, UK & Ireland

AN EXPLANATORY NOTE

The gender pay gap is the average difference between pay for men and women.

Beginning in 2022, Irish organisations with more than 250 people must report their figures. The calculation doesn't directly compare men and women doing the same job but is more a measure of whether both are equally distributed across levels of seniority.

The Irish Government's reporting regulations require us to report gender in a binary way, categorising employees as either men or women. For this reason, we have used the terms 'gender', 'men' and 'women' in this report, although for colleagues who do not identify within this gender binary, these terms may not be accurate. The data used for this calculation comes from our payroll records which we acknowledge may not be inclusive for many trans and non-binary colleagues, instead referring to the sex they were assigned at birth rather than their gender.

Our results reflect the gender pay gap for the company, UCI Ireland, known as "ODEON".









OUR 2022 RESULTS

We're delighted to share that our mean pay gap for full-time relevant employees, is -3%. While our median is 0.3%. This reflects the significant investment we've made over the last number of years to mentor, support and encourage greater female progression to more senior roles in our Irish business.

-3%

Our mean overall gender pay gap

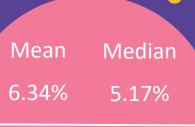
0.3%

Our median gender pay gap

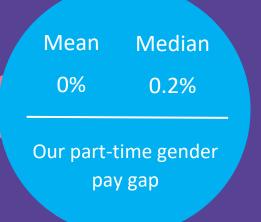
Across our Irish business, we currently employ more males than females. Our overall gender pay gap report is therefore shaped by a greater presence of females in more senior roles. This tells us there is more to be done to extend our successful work at senior level to all pay quartiles in our business.



Cinema Leadership and middle management roles attract the bulk of our Benefit in Kind payments, and a review of this group shows more male colleagues in this space than females. While there is work to do to improve this result, our part-time gap reporting gives us great confidence that we are well primed to support and grow balance talent into this quartile.



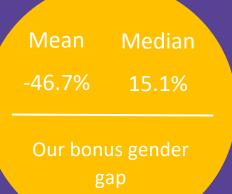
Our benefit-in-kind gender gap

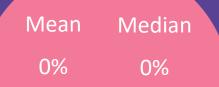


A significant portion of our workforce is made up of part-time employees. This reflects the variable business levels our industry supports throughout the year. We offer a range of flexible shifts including short, evening shifts which attract a large number of students and other people who are seeking a part-time role. Looking at this group alone, our pay gap is 0.2%.

A 0% mean pay gap in this space is something we are incredibly proud of. This reflected the balanced and fair approach our local hiring managers are applying when assessing candidates and offering roles.

Our bonus gap is heavily impacted by a greater number of women in senior roles. The median gap shows that we would benefit from increasing female representation in mid-management roles, particularly in cinema operations. Our part-time gap shows that we have the potential to grow and support a balanced cohort who can progress into this quartiles and improve our balance.





Our temporary colleague pay gap

At present, we have no temporary colleagues employed in Ireland. At the same time, when we do hire temps, we apply the same focus and commitment to gender balance that is clearly demonstrated in our part-time gap results. We will actively monitor our balance as temps are on-boarded, working to ensure this gap stays close to zero in our next report.

MAINTAINING GENDER-BALANCE

A diverse, equitable and inclusive culture is more important than ever before. Our commitment to keeping our colleagues at the heart of everything we do and celebrating Our Incredible Differences is an on-going effort which we are incredibly passionate about.

We know that care and parenting responsibilities often disproportionately fall to women, and we are reviewing our flexible working options so that we can promote even greater balance at every level of our business.

We continue to strive to create equal opportunity for the promotion of women when vacancies became available. We are also working to create stretch opportunities in current roles while expanding remits to encourage development and career readiness.

For International Women's and Men's Day, we created yearbooks which celebrated the incredible colleagues who work with us. Storytelling, as in the movies we show, is a key foundational step in shaping ODEON as a workplace where women can advance in their careers.

We've seen great success from both internal and external mentoring programmes that we have carried out and we will continue to create similar opportunities which will further improve our gender pay gap in key quartiles, particular at mid-management level.

We will continue to work closely with external partners and thought leaders and invite colleagues to webinars and digital conferences that will support our equity goals. Several of these events have featured ODEON colleagues as speakers, panellists, and facilitators, creating opportunities for all of us to listen to and participate in conversations about how we can shape a more inclusive culture.

Our incredible ODEON Luxe Leicester Square hosted an inspiration event with Women in Hospitality, Retail and Leisure, a global community we work closely alongside. This event hosted 700 delegates from over 100 companies, talking all things DE&I. It's amazing to see how far we have come as an industry and how, as a community, we can make real, positive change.







We have increased our commitment to, and focus on, prioritising Diversity, Equity and Inclusion beyond gender. This has included Unconscious Bias training for every single member of our team and will expand to include wider DE&I training in 2023.

DE&I became a formalised part of local People (HR) team roles, woven throughout the work they do. A dedicated Group Diversity & Inclusion Manager was recruited in 2020 to work on furthering this agenda across Europe. Their remit include:

- Overseeing the development and implementation of the DEI strategy for the whole of ODEON Cinemas Group; covering not only our colleagues in Ireland, but also the rest of our European business.
- Acting as subject matter experts, championing DE&I and working with senior leaders across the business to drive this strategy and further a culture of inclusion and belonging.
- Working with leaders to identify priorities, plan, develop and implement programmes to enhance DE&I within our business.

More recently, we have begun reviewing our policies and procedures to ensure the use of more inclusive language. This includes not only second-person and collective terms, but we have also moved to using gender-neutral language choices wherever possible, particularly in our documentation relating to family leave. This work has included a full review of our total suite of family leave policies and this work will continue with further expansions in 2023.

OUR JOURNEY SO FAR

We are excited about the next steps on our journey and proud of all we have achieved so far.. Here are just some of highlights from the last few years:

> In 2017, we began thinking about Diversity, Inclusion, and Belonging with a particular focus on gender. At the time, 88% of our senior teams were male.

In 2018, we brought to life a gender diversity framework which concentrated on mentoring, panel discussions, measuring metrics and unconscious bias training.

By the end of 2019, our gender diversity efforts began to take root. At this time, our senior teams were nearly 50% split between male and female. An incredible jump!

Since 2020, we've been working hard to reinforce our Irish gender equity gains as we continue to broaden the scope of our wider diversity, equity and inclusion goals.

In 2022, we launched our first D,E&I forums. These colleagues represent every part of our business and they of are actively creating plans to improve our approach to gender equity, family leave policies and gender representation.

Throughout, we have been working closely with external partners and thought leaders in the UK&I who can help shape our journey and offer us the opportunity to share our learnings and successes within our industry. These partnerships are incredibly important to us as we know that gender equity requires a whole of society approach. We are as committed as ever to playing our part in shaping a more equitable community at ODEON.

APPENDIX DATA TABLES

Headcounts

2022

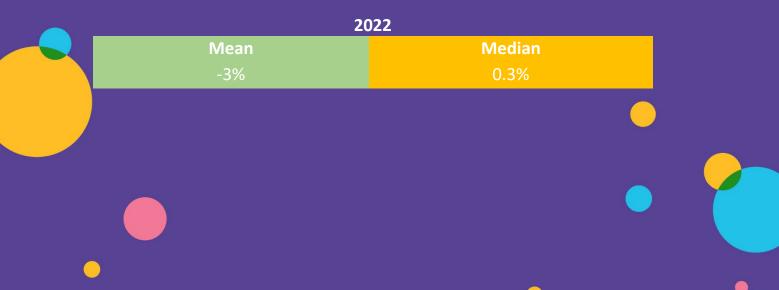
	Male	Female
Volume	205	174

Pay quartiles

Proportion of male and female colleagues in each pay quartile. Each quartile contains approximately 95 colleagues. (*point 7, what we need to disclose*)

•	2022		
	Male	Female	
Lowest quartile	46%	54%	
Second quartile	53%	47%	
Third quartile	52%	48%	
Highest quartile	54%	46%	

The mean and median total pay gap



The mean and median pay gap for part-time colleagues

	The mean and median pay ga	ap for part-time colleagues	
		2022	
	Mean	Median	
	0%	0.2%	
	The mean and median pay ga	ap for temporary colleagues	
		2022	•
	Mean	Median	
	0%	0%	
<u> </u>			
	The mean and median bonus	sgap	
		2022	
	Mean	Median	
	-46.7%	15.1%	
	Percentage of male and fema	ale colleagues who received bonus	рау
	Male	2022 Female	
	17%	21%	
	1770	21/0	l
	The mean and median benef	it-in-kind gap	
		2022	
	Mean	Median	
	6.34%	5.17%	
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