



**OUR
INCREDIBLE
DIFFERENCES**

ODEON UK

GENDER PAY GAP REPORT 2023

A Note From

Suzie & Mark

At ODEON Cinemas Group, we celebrate Our Incredible Differences.

We're committed to creating a workplace culture where every colleague, no matter their background, circumstances, or gender identity, knows they are valued, respected and empowered to succeed. We believe that we are at our best when everyone is given an equal opportunity to build their future.

Our gender pay gap reporting and the work we do to affect our gender pay results are just one important way we shape our path forward.

We know that creating a truly equitable, diverse and inclusive culture takes time, but we are encouraged by the numbers we track and inspired by the passion and effort seen from our colleagues every day.



A handwritten signature in white ink that reads "Suzie Welch".

Suzie Welch
Managing Director UK&I
& Chief People Officer Europe



A handwritten signature in white ink that reads "Mark Way".

Mark Way
President, AMC Europe
MD ODEON Cinemas Group

AN EXPLANATORY NOTE

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

UK organisations with more than 250 colleagues must report this difference as a percentage. 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.

UK Government 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 but for colleagues who do not identify within this gender binary, these terms may not be accurate.

OUR

2023 RESULTS

We're pleased to share that our mean gender pay gap has improved significantly since our last report, moving from 9.2% to 5.3%. This means our gap has reduced by 7.2% over our last two reports. We're encouraged to see the positive impact of our focus on gender equity within our team and hope to continue to see our gap reduce over the coming years.

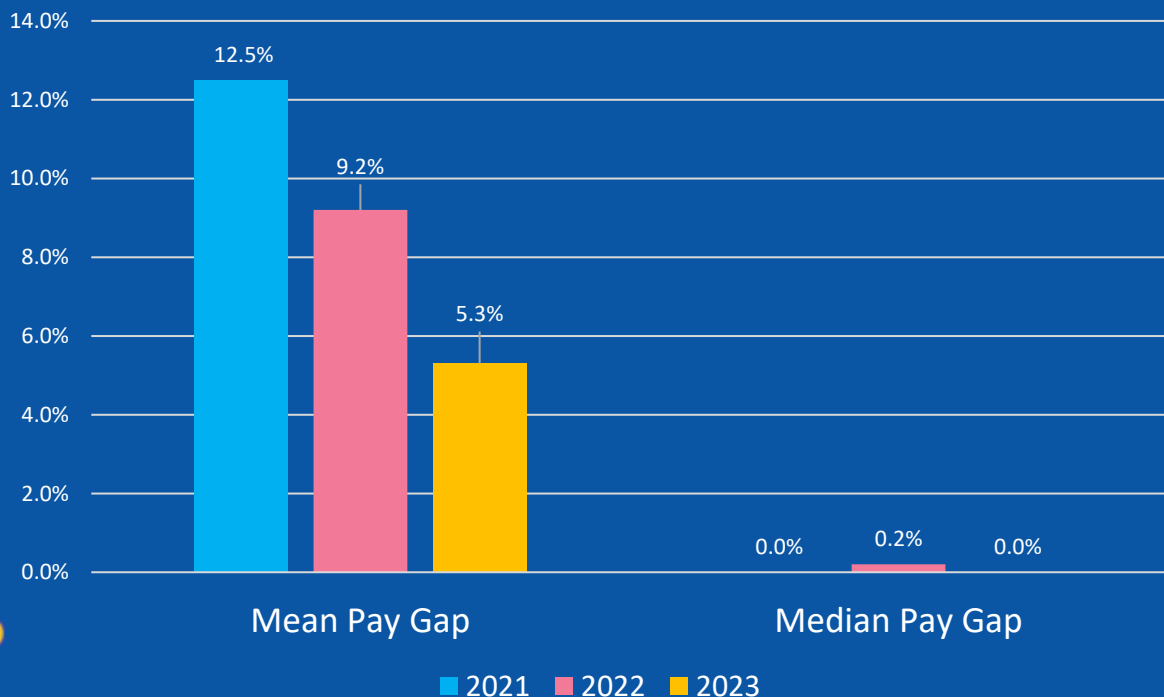
5.3%

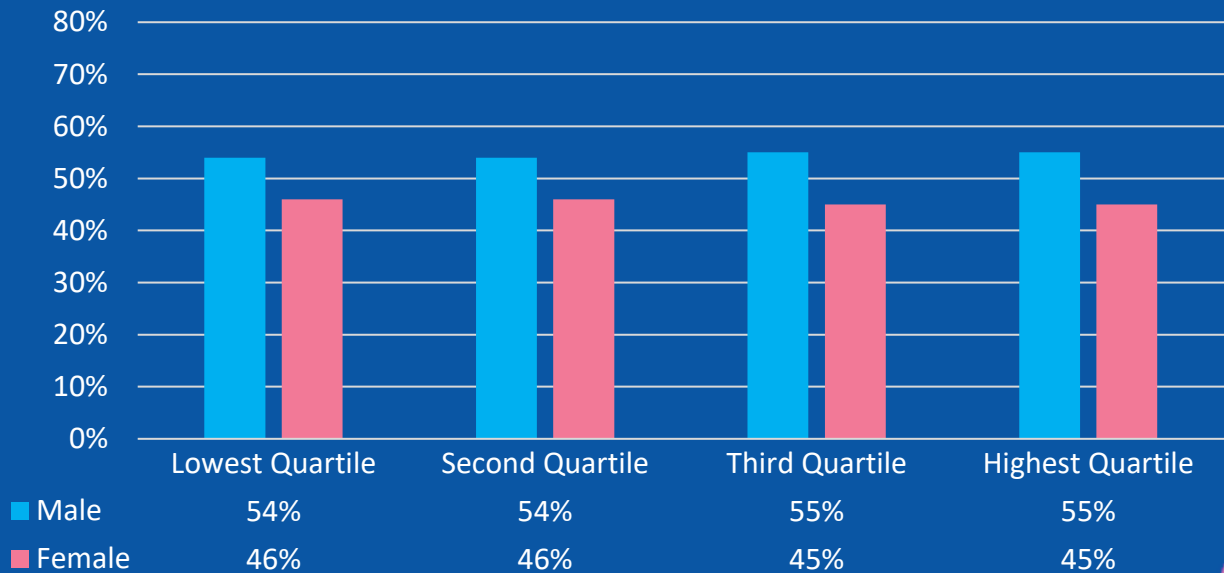
Our mean gap
-3.9% vs 2022

0.0%

Our median gap
-0.2% vs 2022

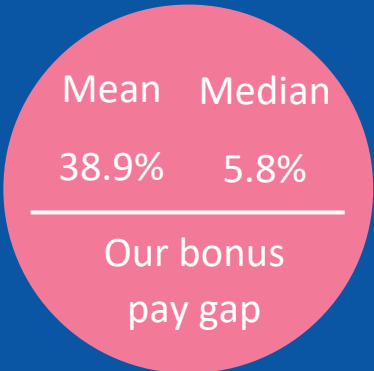
Median reporting looks at the middle person in our list of colleagues, ordered by earnings. For us, in both the male and female list, these colleagues are Cinema Hosts with the same hourly rate, representing no gap in this measure.





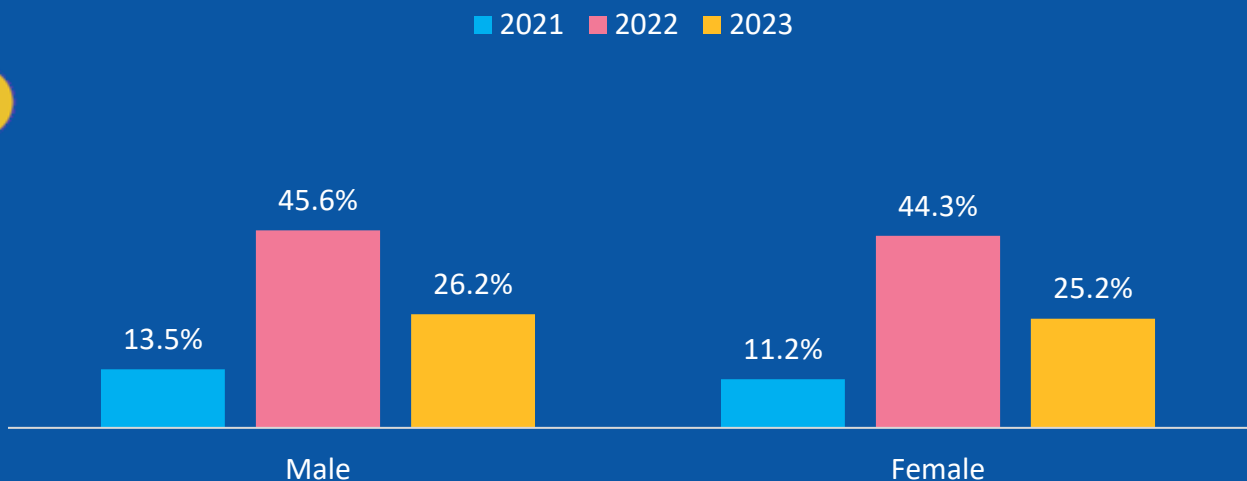
Cinema Hosts and Cinema Experience Managers represent over 85% of our total workforce, making quartile comparison more difficult. Males make up 54% of colleagues across ODEON and this is reflected across all quartiles with a 1% additional majority in the highest two.

The mean bonus gap has decreased by 1.3% from last year, reflecting our commitment to addressing bonus disparity and promoting fairness. Whilst this reduction may not be considered significant in isolation, it represents a tangible step forward in our ongoing efforts to achieve equity and inclusivity.



The way in which we recognise and reward our colleagues has also changed and this has raised the median and mean value of bonuses awarded to our colleagues. Previously, our bonus figures would have been shaped by a large number of smaller value awards which were regularly issued to colleagues. While this reporting reflects a decrease in the quantity of bonuses, the quality and value of each has increased on average.

Colleagues Receiving Bonus



MAINTAINING GENDER-BALANCE

Our approach to Our Incredible Differences is presented as a five-part honeycomb, with **Collective Participation** at the heart. We share this model widely, encouraging colleagues at every level in the business to consider how they can take each to life in their role.

The segments of our strategy are:

Listening & learning – This is all about finding new ways to hear all of the voices in our team as well as those of experts outside of ODEON. It's for all of us to lift those voices up and challenge ourselves to find new ways to learn and grow.

Development & training – No one person's journey is the same and this section is about creating the tools and resources that can help each of us create an even more inclusive ODEON.

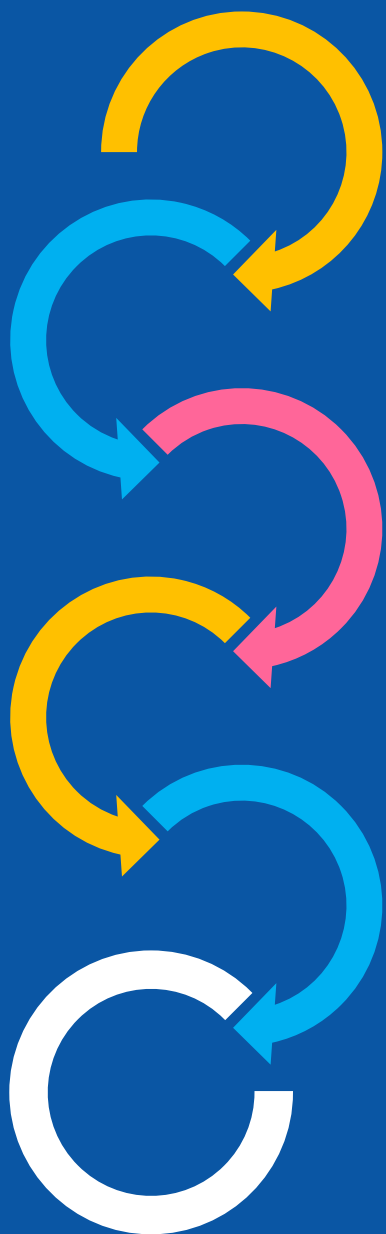
Discussion & Understanding – This is about coming together to share our views and sometimes having hard conversations that help all of us better support each other.

Business Interventions – This is about driving conscious inclusion in business decision making. Our focus here supports Increased activity and leadership across all sections of the honeycomb.



OUR JOURNEY SO FAR

We are excited about the next steps on our journey and proud of all we have achieved so far. Below 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. By this time, our UK & Ireland senior leadership team were nearly 50% split between male and female.

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

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

In 2023, we began the year promoting our strategy at our cinema leadership conference and published our first ever internal gender pay gap report which included both Ireland and the UK. We've focused on fostering grassroots participation alongside the business interventions which have created so much positive change to date.

Throughout, we have been working closely with external partners and thought leaders who 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 building an even more inclusive ODEON and we look forward to sharing an update on our progress in 2025.

APPENDIX

DATA TABLES

ODEON Cinemas Limited

Pay Gap

	Mean	Median
2022	10.7%	0.8%
2023	5.7%	0%

Bonus Pay Gap

	Mean	Median
2022	36.6%	-20%
2023	39.6%	15.1%

Percentage of colleagues receiving bonuses

	Male	Female
2023	15.8%	14.4%

Pay Quartiles

	Male	Female
Lowest Quartile	55%	45%
Second Quartile	54%	46%
Third Quartile	53%	47%
Highest Quartile	55%	45%

Headcount

	Male	Female
2023	1641	1417

United Cinemas International (UK) Limited

Pay Gap

	Mean	Median
2022	4.9%	0%
2023	4.1%	-10.5%

Bonus Pay Gap

	Mean	Median
2022	43.5%	29.5%
2023	37.9%	-1.4%

Percentage of colleagues receiving bonuses

	Male	Female
2023	57.8%	59.2%

Pay Quartiles

	Male	Female
Lowest Quartile	56%	44%
Second Quartile	57%	43%
Third Quartile	53%	47%
Highest Quartile	54%	46%

Headcount

	Male	Female
2023	543	451