

**OUR
INCREDIBLE
DIFFERENCES**

**ODEON UK&I
GENDER PAY GAP REPORTING
2022/2023**

ODEON CINEMAS GROUP
An **amc** company

WE PROMISE TO
CELEBRATE
YOUR INCREDIBLE
DIFFERENCES,
EMPOWERING
EVERYONE

AT ODEON CINEMAS GROUP

TO **STEP UP**
AND **SHINE**



A Note From **Suzie & Mark**

At ODEON Cinemas Group, everyone is welcome.

We celebrate our incredible differences, and we make sure that diversity, equity and inclusion are at the heart of everything we do.

We believe that everybody deserves to be given an equal opportunity to develop themselves and shape their careers, whatever their background or gender identity. And we're committed to building a culture where everyone can feel supported, valued and respected.

Our teams care deeply about our equity journey because we know that it's the only way we can succeed as a business and as individuals. Our annual gender pay gap report is a vital tool which helps our direction going forward.

A huge amount of work has been done over the last few years and, following the difficult impact of the pandemic, it's encouraging to see our efforts once more reflected in our reporting.

We recognise there are many more steps to take but we are optimistic about the future and confident in our trajectory towards a gender-equal ODEON.

Chief People Officer Europe

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. Beginning in 2022, Irish organisations with more than 250 people must also report their figures.

This number is a good representation of the difference in earnings between men and women in general terms. It is not a direct comparison between the pay men and women receive for doing the same job.

Both Government's reporting regulations require us to report gender in a binary way, categorising employees as either men or women. For this reason, this report uses the terms 'men' and 'women', whereas our internal communications normally use more open and flexible language that allows for a much more accurate reflection of the unique and personal ways our colleagues self-identify.

For the same reason, the data used in this report is drawn from our payroll records and refers to the sex a colleague was assigned at birth rather than their gender.

This report represents a snapshot of "ODEON UK" in 2022 and so won't have captured our most recent progress. In contrast, our Irish reporting must always reflect the year we are in and so will be a more accurate view of ODEON today.

When we publish our UK data externally, we report as two entities: ODEON Cinemas Limited and United Cinemas International (UK) Limited. For clarity, this report presents a combined picture of the UK and a separate picture of Ireland.

All information in this report is in line with Government requirements.

Mean

When we report the mean, we are sharing a simple average figure. When looking at the mean, please be aware that this number will be affected by the difference in earnings between our part-time hourly colleagues and our most senior directors. A large mean pay gap will suggest there are more men in senior positions within the business.

Median

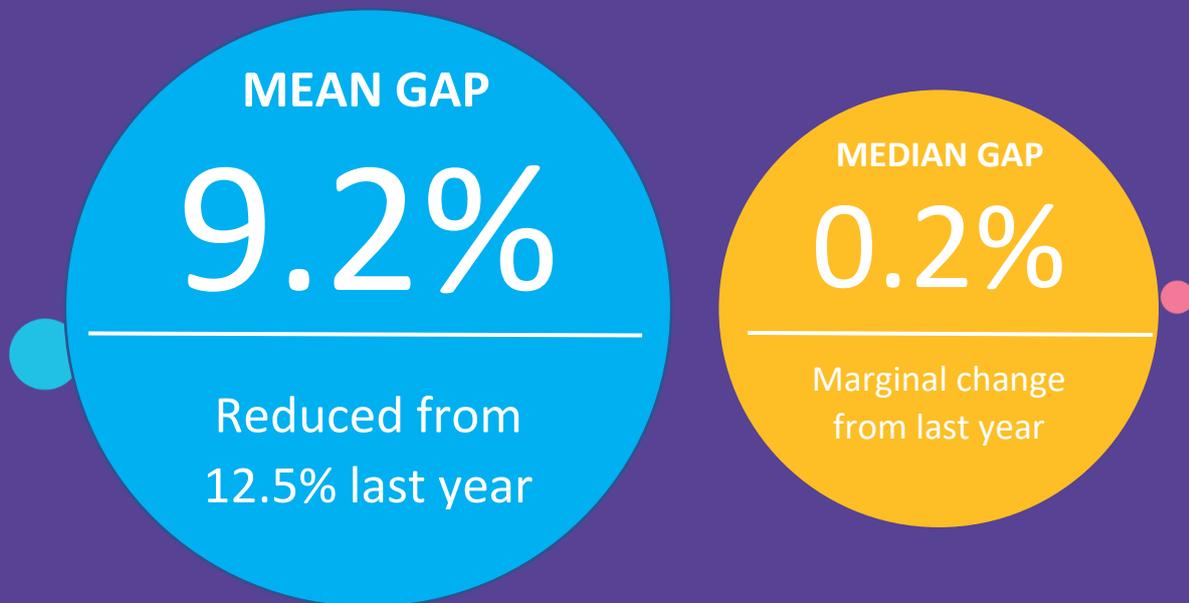
When we discuss the median, we are reporting the middle person in a list of colleagues ordered by earnings. A large number of part-time colleagues in our team means that the median is always an hourly-paid cinema colleague. Similarly, the middle or median bonus figure is likely to be a low-value incentive or voucher rather than a salary-based bonus.

OUR UK 2022 RESULTS

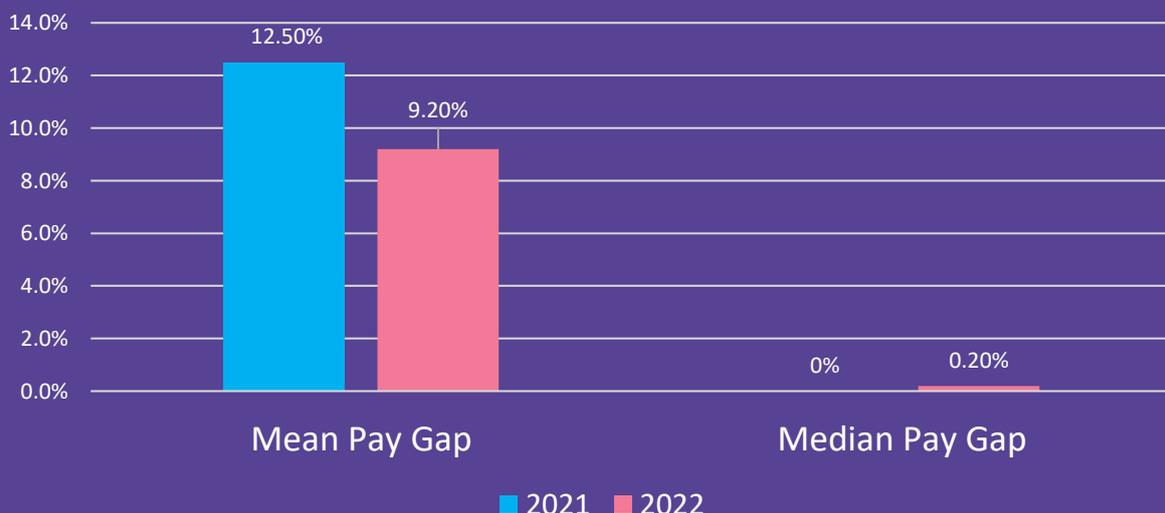
We're pleased to share that our mean gender pay gap has improved significantly since our last report, moving from 12.5% to 9.2%. Last year, we reported challenging results which were heavily affected by the pandemic, the impact of furlough and a reduced workforce. With these impacts now behind us, we're encouraged to once more see the positive impact of our focus on gender equity within our team.

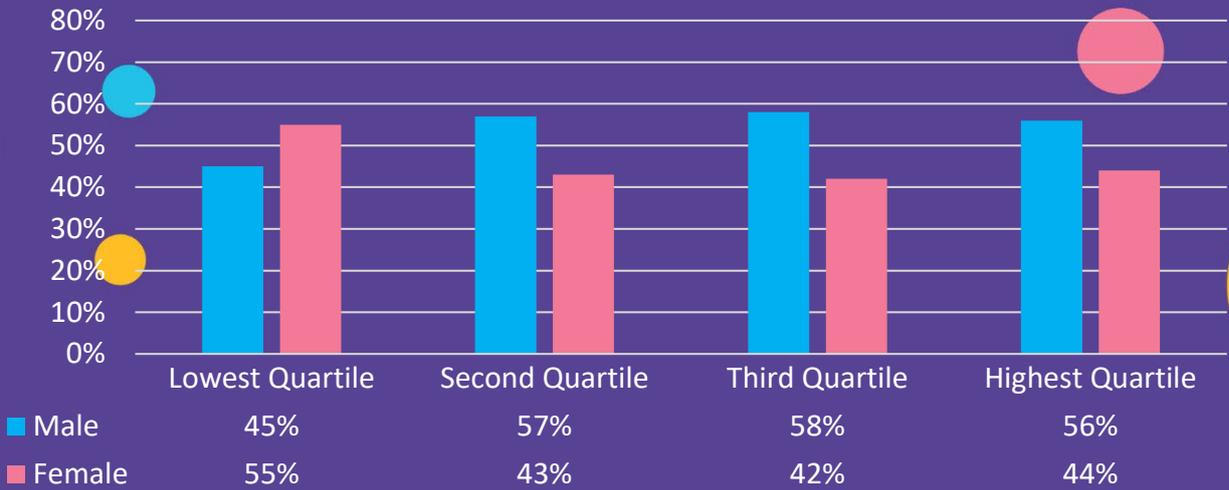
Our mean gender pay gap is heavily affected by the top quartile of earners in our business which includes all cinema and support office leaders and managers. Removing the highest earning quarter of our population reduces our mean gap to 4.1%.

As a comparison, BBC reporting this month has concluded that the mean GB gender pay gap is 9.4%. 0.2% wider than ours in favour of men.



Hourly paid Cinema Hosts and Cinema Experience Managers represent over 89% of our full team. If we to consider this group alone, our mean gap would be 3.2%.





With UK furlough fully closed at the reporting period, our data represents more than twice as many colleagues as last year's report. This makes quartile comparison more difficult. Since 2019, the closest comparator year in terms of workforce size, the representation of men at all levels of the business has increased slightly.

Our mean bonus pay gap in the UK has decreased by 10.4% to 40.2%. While there is more work to do, this is great progress which we expect to continue.

Regular, small bonuses such as instant recognition prizes make up the majority of our bonus payments, which has resulted in a median gap of 0%

Overall, the percentage of those receiving bonuses has significantly increased for both men and women with slightly larger growth for women.

Mean	Median
40.2%	0%
Our Bonus Pay Gap	

Percentage of Males & Females Receiving Bonuses



OUR IRISH 2022 RESULTS

We're delighted to share that our mean pay gap for full-time Irish employees, is -3% in favour of women and our median gap 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.

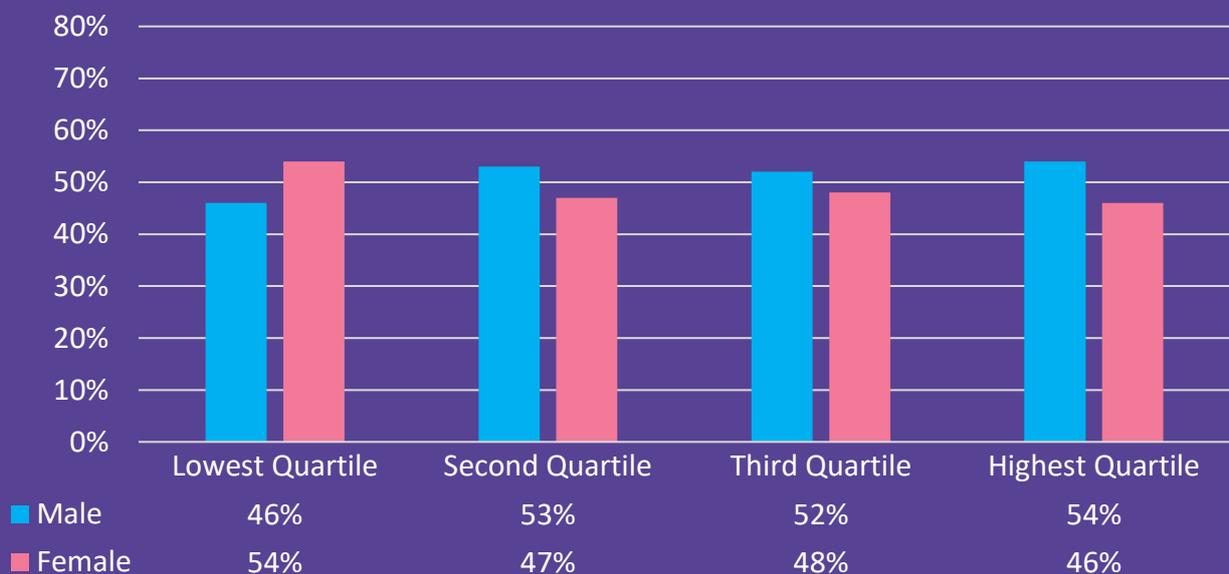
-3%

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 a balance of talent in this quartile.

Mean	Median
6.34%	5.17%

Our benefit-in-kind gender gap

Mean	Median
0%	0.2%

Our part-time gender pay gap

A significant portion of our team 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 reflects the balanced and fair approach our local hiring managers are applying when assessing candidates and offering roles.

Our Irish bonus pay 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 quartile and improve our balance.

Mean	Median
-46.7%	15.1%

Our bonus gender gap

Mean	Median
0%	0%

Our temporary colleague pay gap

At present, we have no temporary colleagues employed in Ireland. 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.

WORKING TOWARDS 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've seen this heavily affect our historical gender pay gap reporting. In 2023, we are reviewing our flexible working options, policies and processes so that we can promote even greater balance at every level of our business.

We continue to strive to create equal opportunities 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.

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.

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 join conversations about how we can shape a more inclusive culture.

This year, we are delighted to appoint a dedicated DE&I and Wellbeing Manager for the UK and Ireland. They will lead our accelerating progress in this space and our commitment to this role follows the appointment of a Group Diversity & Inclusion manager in 2020.



OUR JOURNEY

SO FAR

We are excited about the next steps on our journey and are proud of everything we have achieved so far. Highlights from the last few years include:



In 2017, we began thinking about Diversity, Equity and Inclusion 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 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 are actively creating plans to improve our approach to gender equity, family leave policies and gender representation.

We are as committed as ever to playing our part in shaping a more equitable community at ODEON.

