



**2021 GENDER  
PAY GAP  
REPORT**

OUR  
**INCREDIBLE**  
DIFFERENCES

**ODEON<sup>®</sup>**



# WELCOME

**With the spotlight on diversity, equity and inclusion work magnified this past year, it has been essential we maintain our energy in reducing the gender pay gap, as we have been doing year-on-year.**

Honouring the *Incredible Differences* of our colleagues has been hugely important in a time when many have felt vulnerable and isolated due to the circumstances of the COVID-19 pandemic.

2020 was the most challenging year we have faced in our business. Our people are always our top priority, even as we closed our cinemas and placed most colleagues on furlough due to the global pandemic. Mindful of the impact, we monitored our furlough figures to ensure our women and other minority groups were treated fairly and not overrepresented. We had regular wellbeing check-ins with colleagues, adapted our working hours to suit personal commitments such as childcare, and encouraged connection and wellbeing through fun engaging activities via our internal communication channels.

**Despite being closed for long periods we continued our commitment to reducing our gender pay gap and supporting and promoting women.** In the Financial Year 2020/21, we focused on developing women and providing opportunities for their voices to be heard in our workplace and beyond, reviewing our people policies for any unintended bias, and placing a stronger emphasis on ethnicity inclusion to support the development of women of colour.

Over the past few years, we have made great strides in reducing our gender pay gap. Whilst the pandemic may have slowed our progress, our commitment is supported by the passion colleagues have shown this past year in ensuring diversity, equity and inclusion remains prominent on our agenda.



# AN EXPLANATORY NOTE

**The gender pay gap is the average difference between pay for men and women.** UK organisations with over 250 people have to report their number (shown 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.

The UK 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.

**This 2021 Gender Pay Gap report is for "ODEON UK", a combination of our two entities: ODEON Cinemas Limited and United Cinemas International (UK) Limited.** Our business operates as one team across the UK. Having two employment entities has made no difference to the way we operate, but it has clouded the transparency of our gender pay gap reporting. For example, in this 2021 report, the results for ODEON Cinemas Limited only give an inaccurate reflection of our results across the wider UK team.

We continue to add all new starters into the ODEON Cinemas Limited entity but still report as the two entities and share a combined picture here for clarity. The information in this report is in line with UK Government requirements and accurate as at 5 April 2021.

In line with Government guidelines, the figures in this report are based on calculations which take into consideration those on furlough and not paid 100% of their salary (relevant employees) and those that were paid 100% of their salary (full-pay relevant employees).

# OUR 2021 COMBINED RESULTS FOR “ODEON UK”

**Based on the calculations for our full-time relevant employees, our 2021 mean pay gap is 12.5%.** Our median has returned to the 2019 level of 0%, back down from 1% last year.

This slight adjustment in the mean is due to our cinema closures resulting in a reduced cinema workforce in 2020/2021, due to the COVID-19 pandemic restrictions. With a significant reduction in operations, only an agile team of essential colleagues continued to work full-time and in turn receive full pay. Most of our workforce, notably those in our lower pay quartiles, were furloughed and receiving furlough pay for a considerable period, which has impacted our mean gender pay gap.

The difference remains greater in the upper quartile, where there are more men in our senior-most roles. However, this has reduced by 4% in comparison to last year, demonstrating the progress being made by our actions in developing and recruiting women into leadership roles.

## Gender pay and bonus gap

### Pay – Hourly rate

Difference between men & women

2021	12.5	% Mean	0	% Median
2020	8	% Mean	1	% Median

### Bonus pay

Difference between men & women

2021	52.1	% Mean	19.7	% Median
2020	50.2	% Mean	31.7	% Median

# OUR 2021 COMBINED RESULTS “ODEON UK”

Due to the challenges the business faced as a result of the COVID-19 pandemic, bonus coverage was significantly reduced, with only 13.5% of men and 11.2% of women across our workforce receiving a bonus, in comparison to 48% of colleagues in 2020. Our mean bonus pay gap has risen to 52.1%, whilst our median shrank to 19.7%. This disparity continues to be a result of factors including the larger proportion of men at the very top levels with greater variable pay.

**The work we have done over the past few years in developing and hiring women to roles in our upper pay quartiles is making an impact.** As we move through the pandemic, we hope to continue to further reduce our gender pay gap using the strong talent pipeline we have built.



Proportion of male & female colleagues in each pay quartile. Each quartile contains approximately 500 employees.

# WORKING TOWARDS A GENDER-BALANCED WORKFORCE

**The events of the past year have had a significant impact on our ways of working, making a diverse, equitable and inclusive culture more important than ever before.** Our commitment to keeping our colleagues at the heart of everything we do and celebrating *Our Incredible Differences* has not wavered; we have been conscious to minimise the impacts of the pandemic.

With our cinemas and offices closed and working from home (for those in roles where this was possible) became the 'new normal', all our colleagues worked differently to how they had previously – be that in a new environment, with a new pattern or not at all, and with support from the Coronavirus Job Retention Scheme.

With care and parenting responsibilities often disproportionately affecting women, we strongly encouraged colleagues of all genders to make use of flexible working hours that were introduced with the national lockdown, to allow for easier management of their commitments. A group was set up on Workplace (our internal communications platform) for the parents of primary school children to share

resources with one another, seek support from others, and even run some activity sessions for their children.

Due to the temporary closure of our cinemas, the needs of our business shifted significantly, leading to structural changes in how we operate and the evolution of many job roles. We actively monitored these changes with gender pay parity in mind, careful to minimise the erosion of any progress made in the last few years. A key factor throughout this process was consciously continuing to deliver a diverse and inclusive workplace, notably considering where any gendered barriers to promoting women could be mitigated in the presence of any opportunities.

**We continued to strive to create equal opportunity for the promotion of women when vacancies became available, particularly into more senior roles.**

Where these roles were not available, we worked to create stretch opportunities in current roles, expanding remits to encourage development and career readiness. For International Women's Day, we profiled women working in leadership roles across the Group, sharing the diverse career journeys they had taken and advice they would give to

others and their younger selves. Telling these stories is a key foundational step in shaping ODEON as a workplace where women can advance in their careers. Colleagues being able to see examples of how our leaders have progressed can inspire those who may not have done so otherwise, begin leadership journeys themselves.

**Maintaining and advancing our work in providing mentoring and development opportunities to women is essential to further reducing our gender pay gap.**

We have continued to partner with external organisations this year to do so. It is important to understand how gender can intersect with other facets of identity, and through participating in an Ethnic Minority Future Leaders Programme, two women of colour from ODEON have been partnered with mentees to develop their leaderships skills and share their experiences.

We have also invited colleagues to webinars and digital conferences hosted by a number of organisations during this past year. Several of these events featured ODEON colleagues as speakers, panellists and facilitators. This created opportunities to listen to and participate in

conversations about how we can shape a more inclusive culture, considering gender and beyond.

**We have increased our commitment to, and focus on, prioritising diversity, equity and inclusion (DEI) beyond gender.**

DEI became a formalised part of local People (HR) team roles, interweaved throughout the work they do, and a dedicated Group Diversity & Inclusion Manager was recruited this year to work on furthering this agenda. Their remit includes:

- Overseeing the development and implementation of the DEI strategy for the whole of ODEON Cinemas Group; covering not only our colleagues in the UK, but also the rest of our European business
- Acting as subject matter experts, championing DEI and working with senior leaders across the business (particularly those in the People team) to drive this strategy to further a culture of inclusion and belonging and to help us to think differently
- Working with leaders to identify priorities, plan, develop and implement programmes to enhance DEI within our business and analyse their impact

Additionally, with the evolution in our business structure and strategy came the opportunity to begin reviewing our policies and procedures to ensure the use of more inclusive language. This includes not only second-person and collective terms, but also moving to gender neutral language choices, particularly in our documentation relating to family leave.

**Whilst 2021 continued to be a challenging year, we endeavoured to sustain a focus on our DEI strategy and make steps towards growth where we could.** As we look to the year ahead, we will continue our work to reduce our gender pay gap; there is still a way to go, and we will continue to put actions into place to mitigate this disparity. We look forward to further broadening the DEI lens of the business and striving towards equity for all colleagues in terms of pay and beyond.

**Mark Way**

Managing Director, ODEON Cinemas Group  
March 2022

**Carol Welch**

Managing Director, UK & Ireland  
March 2022

# APPENDIX

## FIGURES SPLIT

### BY LEGAL EMPLOYING ENTITY

#### ODEON Cinemas Limited

##### Difference between male and female

	2020		2021	
	Mean	Median	Mean	Median
Hourly rate of pay	11.4%	5.0%	20.7%	0.0%
Bonus pay	58.4%	32.3%	32.9%	29.3%

##### Proportion of employees receiving bonus payment

	2020		2021	
	Male	Female	Male	Female
	29.3%	28.6%	13.5%	11.2%

##### Pay quartiles

	2021	
	Male	Female
Lowest quartile	46%	54%
Second quartile	53%	47%
Third quartile	52%	48%
Highest quartile	54%	46%

##### Headcounts

	2021	
	Male	Female
Volume	419	401

#### United Cinemas International (UK) Limited

##### Difference between male and female

	2020		2021	
	Mean	Median	Mean	Median
Hourly rate of pay	5.4%	0.0%	6.2%	0.0%
Bonus pay	43.4%	23.6%	61.3%	-0.1%

##### Proportion of employees receiving bonus payment

	2020		2021	
	Male	Female	Male	Female
	54.9%	57.5%	8.0%	6.9%

##### Pay quartiles

	2021	
	Male	Female
Lowest quartile	47%	53%
Second quartile	54%	46%
Third quartile	58%	42%
Highest quartile	50%	40%

##### Headcounts

	2021	
	Male	Female
Volume	632	538