



**OUR
INCREDIBLE
DIFFERENCES**

ODEON UK

GENDER PAY GAP REPORT 2024

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 continue to track the data and use it to help inform our business planning.

While the results we are reporting today have widened our gender pay gap, the insights gathered continue to support us in creating a truly equitable, diverse and inclusive culture. We recognise there is more work to be done and we continue to be 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 2024 RESULTS

Our mean pay gap has widened in favour of males by +6.3% to 11.6%. In the reporting period, this has been driven by a number of senior roles being filled by more males than females. When we look at the rest of our colleagues, our mean pay gap reduces to -0.1% in favour of female colleagues, demonstrating the need for our continued focus on equitable development and progression.

11.6%

Our mean gap

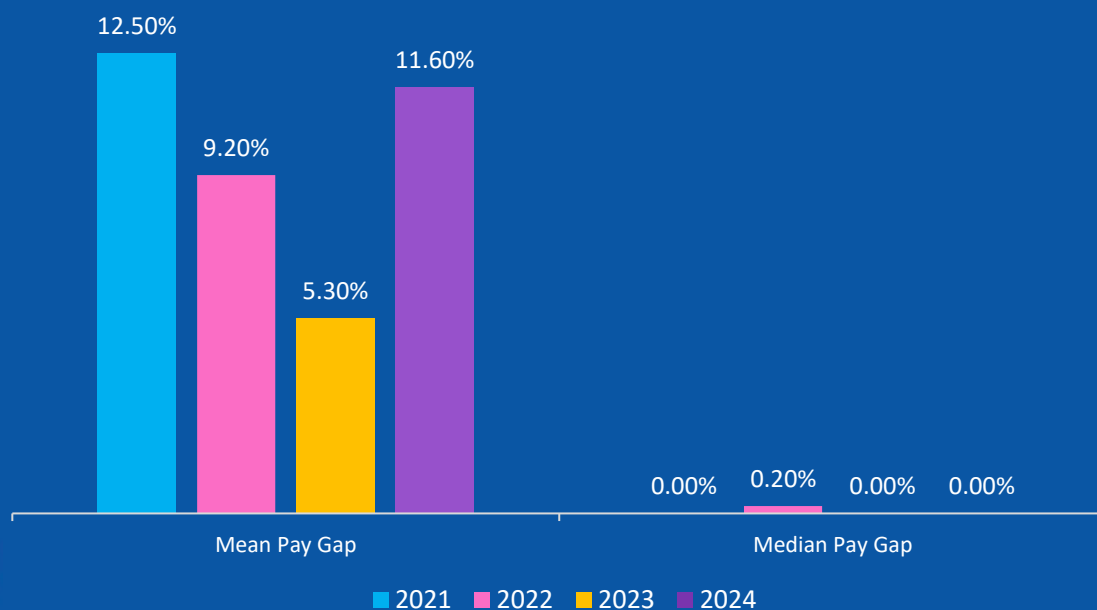
5.3% vs 2023

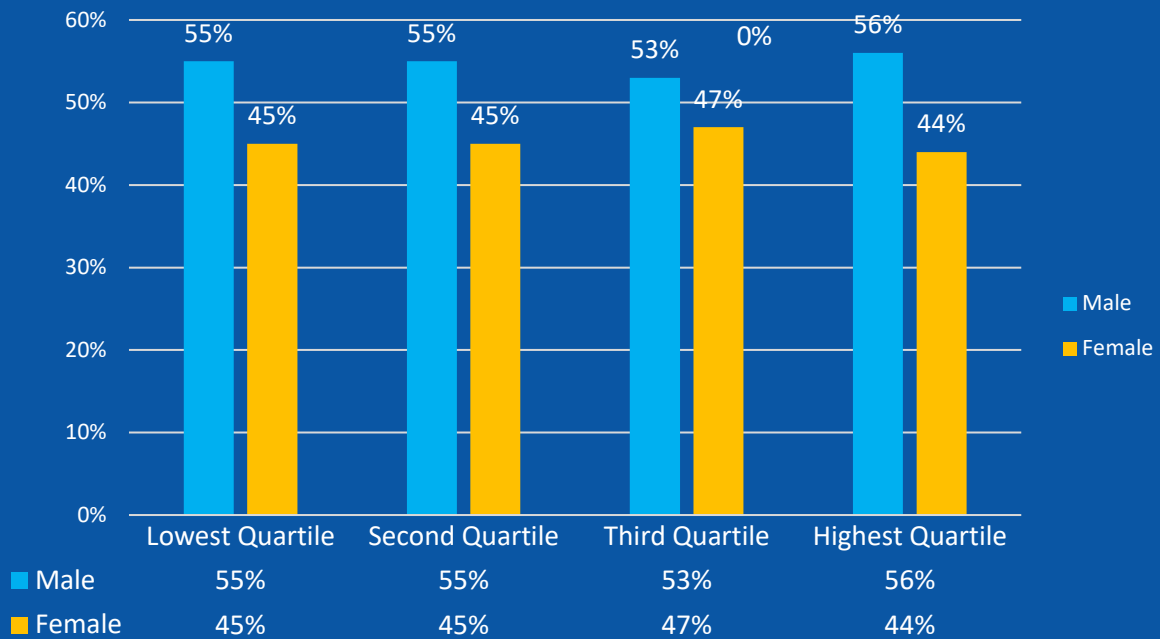
0.0%

Our median gap

0.0% vs 2023

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





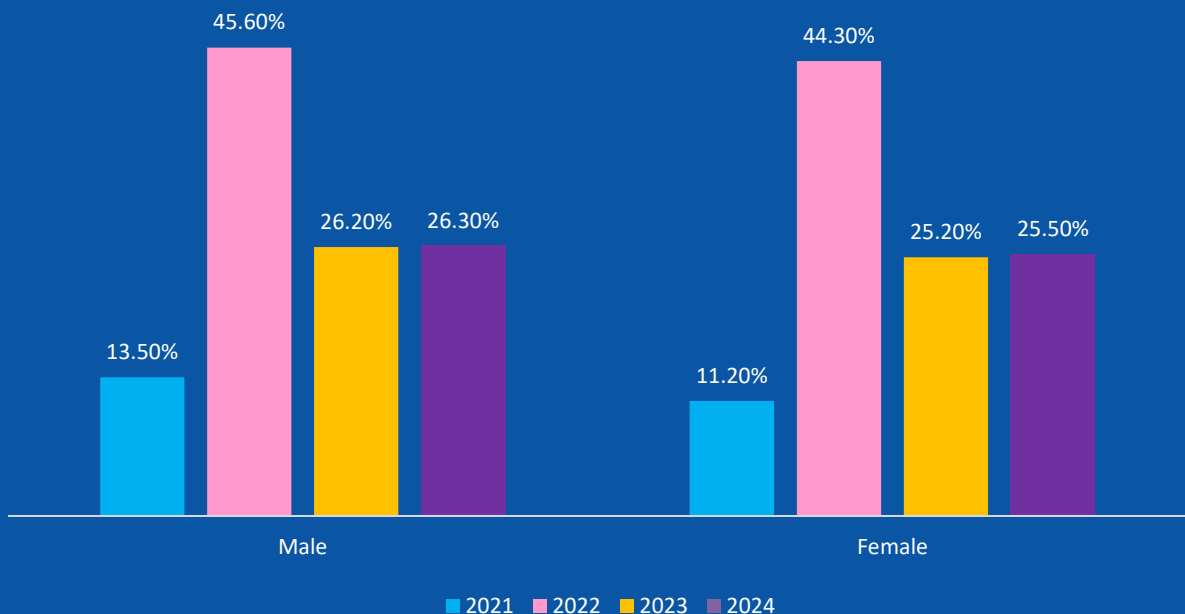
Hourly paid Cinema Hosts and Cinema Experience Managers represent 78.2% of our total workforce, making quartile comparison more difficult. Males make up 55% of colleagues across ODEON, which is reflected across all quartiles, with the upper quartile having +1%, upper middle having -2% from the average

Year on year, our mean bonus gap has increased by +8.2% to 47.1% in favour of males. This is again driven by more male colleagues being in senior roles as these attract a higher bonus payout. We remain committed to addressing this disparity and promote fairness and understand that due to the small number of these roles, this will be reflected over a longer timescale.

Mean	Median
47.1%	4.6%

Our bonus pay gap

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. Colleagues from every part of our business come together in these to actively participate in shaping ideas and actions to ensure we have a diverse approach to our D,E&I planning.

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.

In 2024, we have continued to work closely with external partners to broaden our education and understanding. As part of this we were delighted to be recognized as EDI Team of the Year at the Inclusion Awards, powered by WiHTL & DiR building further engagement and momentum in support of our plans.

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
2023	5.7%	0%
2024	9.4%	0%

Bonus Pay Gap

	Mean	Median
2023	39.6%	15.1%
2024	37.3%	9.6%

Percentage of colleagues receiving bonuses

	Male	Female
2024	18.8%	17.0%

Pay Quartiles

	Male	Female
Lowest Quartile	54%	46%
Second Quartile	54%	46%
Third Quartile	52%	48%
Highest Quartile	57%	43%

Headcount

	Male	Female
2024	1572	1441

United Cinemas International (UK) Limited

Pay Gap

	Mean	Median
2023	4.1%	-10.5%
2024	15.5%	0%

Bonus Pay Gap

	Mean	Median
2023	37.9%	-1.37%
2024	57.1%	0.1%

Percentage of colleagues receiving bonuses

	Male	Female
2024	52.4%	57.1%

Pay Quartiles

	Male	Female
Lowest Quartile	61%	39%
Second Quartile	51%	49%
Third Quartile	54%	46%
Highest Quartile	58%	42%

Headcount

	Male	Female
2024	453	385