## CORPORATE RESPONSIBILITY



# Doing the right thing

Our cinemas sit right at the heart of every community we work in. So, our 'Doing the Right Thing' programme isn't just supporting ODEON's growth strategy – it's transforming the cinema experience of millions of guests right across Europe.

Our mission is to create inspiring entertainment experiences for every guest. Our Corporate Responsibility strategy is giving us the power to make a real difference in everything we do – meeting and exceeding the expectations of every colleague and every guest.

# A huge year

for Corporate Responsibility

In 2018, for the first time ever, we introduced our Corporate Responsibility programme across all our businesses in Europe, following the acquisition of Nordic Cinemas Group in 2017. In every country, our guests and colleagues have embraced our initiatives – we're incredibly grateful for all their support and energy.

### A bit of background

Our Corporate Responsibility team meets twice a year and reports to Kathryn Pritchard, Chief People Officer and Group Head of Strategic Programmes. The team is made up of colleagues from each of our territory brands, along with specialists from our Group functions. This Group-wide approach means our targets are bold and our local delivery is effective.

With operations in 13 territories, we know there are different priorities across the Group, depending on local cultures, infrastructures and economies. However, there is still plenty that unites us. Working together, we have agreed a long-term programme that focuses on three areas: Our People, Our Communities, and Our Environment. Together, they cover 11 areas.



### Focus for 2018

We made fantastic progress across each of the three areas in 2018. Working together, we prioritised initiatives across four specific areas:

#### Our People

**1.** Launch and embed our **Incredible Differences** programme

#### **Our Environment**

- 2. Increase recycling
- 3. Improve energy efficiencies

#### Our Communities

**4.** Drive more **proactive charity initiatives** 









We believe Diversity & Inclusion is everyone's responsibility. We are committed to tackling inclusion at every level and in all areas of our business. Our Incredible Differences programme has been a focus for every team in every territory.



### **Purpose**

To support a culture of inclusiveness for all our colleagues across our organisation, where opportunities are fairly and equally distributed. Personal and career development is also available to everyone.

#### Aim

An organisational culture that celebrates all our differences, so that we can achieve great results individually and together.

#### **Commitment**

Workshops held in every territory to cover gender, ethnicity and LGBTQ+.

# Achievements at a glance



1000 HOURS of Diversity & Inclusion training in 2017–2018



GENDER AND ETHNICITY WORKSHOPS (LGBTQIA in 2019)





with communication tools



FANTASTIC FAMILIES Parenting online info hub



**COMMUNICATIONS** through all channels



old Focus
in Mission,
Vision & Values
engagement
campaign

# Our people

## A closer look



Throughout 2018, we:

- Updated our policies and developed programmes for high-potential women (e.g. leadership, mentoring, public speaking).
- Enhanced tracking for recruitment, promotions and performance, and spent an initial 530 hours on raising awareness across teams.
- Developed our 'talent promises', showing our commitment to career choices for all.
- Created an 'Ultimate Hero' model to help identify leadership talent everywhere.
- Re-enforced grandparenting in the performance and recruitment process, to challenge unconscious bias.

Throughout the year, our executive team has supported the strategy development and received inclusion training.

In 2018, we were:

- The first to sign up to
   Diversity in Travel, Hospitality
   & Leisure charter.
- The first to ask McKinsey to split their engagement survey results by diversity strands.
- The only cinema chain in Returners Business
   Reference Group, a government initiative.



### In engagement

We know that ODEON colleagues have fantastic levels of engagement.

Our 2017 OHI (Organisational Health Index run by McKinsey) survey score was 78 (top decile) with **97% participation** 

In 2018, we were again placed **25<sup>th</sup> in Sunday Times** 

Best Big Companies to work for, and 15th in Ireland's Great Places to Work (up one from 2017).

## Results in numbers



The metrics tell us that 2018 was a year of real progress.

**IN GENDER BALANCE:** 

Women on the Executive team up from 9% to...

21%

More women in senior leadership roles, up from 19% to...

23%

Progress in our 7 senior teams – down from 4 all-male teams to...

of Brand Hero promotions were women

leaders making it onto Celluloid Junkie's 2018 International Women's Day lists







## Recycling

We're committed to reducing the amount of material we send to landfill and increasing the amount of recycling that happens in every cinema and every support office.

Often, we are reliant on our landlords and waste management partners to make sure our waste goes where it's supposed to. But that doesn't stop us from taking every opportunity to improve the process wherever possible, as we make sure we hit our targets.

# Achievements at a glance

In 2018 we focused on reviewing our existing recycling arrangements, standardising measurements and planning for the future. We reviewed:

#### Our supply chain

Aiming to reduce or replace items that are difficult or impossible to recycle.

## Our procedures and facilities in our cinemas and offices

We want to make it easier for guests and colleagues to recycle as much as possible.

# Our existing supplier arrangements across the group

We've also introduced new processes for measurement. Now, we're using all this information to plan more effective solutions for 2019 and beyond.



## A closer look



# IN THE UK&I, WE HAVE REPLACED PLASTIC STRAWS WITH PAPER

for all our dispensed soft drinks. This will remove 2.7m plastic items from our supply chain every year.

# IN SWEDEN, FILMSTADEN HAVE INTRODUCED CARDBOARD GIFT

**CARDS** to replace plastic versions, one of the first companies in Sweden to do this. This will reduce our use of plastic by 10 tonnes

IN GERMANY, WE ARE TRIALLING PAPER NACHO TRAYS IN FOUR CINEMAS replacing the current plastic trays.

# Our environment

# Recycling



### **Results in numbers**



#### **ODEON UK&I**



Working with waste management partner BIFFA. Our material diverted from landfill has increased from 9% from last year to:

#### **CINESA SPAIN & UCI PORTUGAL**



of our projector lamps are now recycled, a 30% increase from 2017.

#### **FILMSTADEN SWEDEN**



In three of our biggest cinemas, we have removed all traditional rubbish bins and now recycle every kind of material.

We have set ourselves 50% of all PET the target of recycling

#### **UCI ITALY**



We now recycle 65% of all approximately waste.

## Our environment

## Energy

We know that energy is one of our Group's biggest consumables. This gives us a huge opportunity to reduce our environmental impact.



### **Achievements** at a glance

As with recycling, our new Group Procurement team are introducing standard reporting and measurement tools throughout the Group. This not only helps us understand how much we're using, but also means we can set targets for efficiency and reduction.

In the UK, we are proud to have held the Carbon Trust Standard for Carbon since 2015. We're now looking at how to use what we've learned right across the Group.



### Results in numbers



**WE CAN NOW MEASURE OUR ENERGY CONSUMPTION AT 95% OF OUR SITES.** 

This has helped us to achieve a 5% reduction in 2018. In 2019, we want to achieve Level 3 accreditation in the Carbon Trust Standard.

#### **CINESA SPAIN & UCI PORTUGAL**

**WE HAVE SET A REDUCTION TARGET** OF 5-10% ACROSS ALL SITES;

the biggest reduction came in at 17.5%.

#### **FINNKINO FINLAND**

WE HAVE SET A TARGET OF REDUCING **CONSUMPTION BY 4% BY 2020.** 

To help deliver this, we have digitalised our POS in cinemas, removing the need for posters and paper banners.













Our cinemas have always been at the heart of their local communities. As well as having partnerships with national charities, we partner with specific organisations at a local level, making a real difference. ODEON teams across Europe are dedicated to helping others and raising money for good causes.

#### A closer look

In each of our territories, we've looked to deepen the relationship we have with the groups we support. This has meant having a single charity partner that colleagues can really get behind. Where possible, we set a fundraising target and channel all our efforts into supporting this one partner. We give cinemas guidance on supporting local initiatives and, where possible, we look at opportunities to volunteer in our local communities.

### Results in numbers



#### **UCI GERMANY**

WE SUPPORT THE GERMAN RED **CROSS,** a nationwide partner that provides welfare and support on social issues, providing free advertising and promotion space. We also held free screenings for migrants and refugees.

#### **ODEON UK&I**

**WE HAVE RAISED OVER £260,000** for MIND (England & Wales), SAMH (Scotland), Inspire (Northern Ireland) and Aware (Ireland) in 2018, supporting Mental Health Awareness Week, World Mental Health Day, sponsored bike rides, sky dives, a pantomime and lots more!

THE TARGET FOR 2019 IS £350,000.

We have also supported the Costa Foundation through our Costa Coffee franchises, and in 2018 we won the Costa CSR Partner Award as **Costa** Foundation's largest fundraiser.

#### FILMSTADEN SWEDEN

WE SUPPORT FRIENDS, offering places to meet and cinema screenings for children they support.

#### **UCI ITALY**

WE PARTNER WITH MEDICINE **SANS FRONTIERE,** and have raised €50,000 so far. Every cinema also has the opportunity to support local causes, with activities including food donations. hosting community screenings, and bringing cinema to children in hospital.

#### **FINNKINO FINLAND**

WE RAISED €10,000 FOR

**TUKIKUMMIT,** a charity that supports children from disadvantaged families to pursue hobbies. Part of this support included giving individual colleagues paid leave to take four young people each to one of our cinemas and ensure they had a great time!



## **Responsible Business**

Acting responsibly as a business is an important part of the Our Communities pillar. Our achievements in this area include:

#### **Energy drinks**

In the UK, we introduced age restrictions on the sale of energy drinks, in line with British Soft Drink Federation guidelines. Since March 2018, we have not sold energy drinks to people under 16.

#### Supply chain risk

We introduced a programme to improve awareness of our supply chain in order to 1) Identify risks, 2) Ensure compliance with legislation and codes of conduct.

#### Safety & Security

- We introduced an improved crisis management and business continuity plan across our wider Group.
- As part of LUXE refurbishments in our cinemas, we're reviewing and upgrading our security systems, including CCTV – increasing guest and colleague security.
- We work with industry peers and industry bodies to make sure we stay up to date with current thinking on security and counter terrorism controls.



#### Focus on Leicester Square

Our flagship cinema, ODEON Luxe Leicester Square, reopened in December 2018, having made significant accessibility improvements. The first floor Oscar's cocktail bar, Royal Circle and Royal Box were made accessible for the first time in the building's 80-year history, thanks to the installation of a new lift and two escalators. Wheelchair spaces (each with a companion seat) were also added to the Royal circle, along with a host of state of the art assistive technologies for Audio Description and Hard of Hearing support via a Dolby Fidelio Hearing System.

#### Accessible cinemas

We want to make our cinemas accessible to as many people as possible. We host regular autism-friendly screenings and use assistive technologies to make that happen.

ODEON UK&I hosted over 23,000 subtitled screenings in 2018, and over 4,400 autism-friendly screenings.

The year ahead

In 2019, we're taking our Corporate Responsibility activities even further.

As well as continuing with our four main priorities, we'l focus on Safety & Security, and wider Group initiatives (i.e. packaging reviews and accessibility upgrades).

Communication is key to our success, so we'll be improving the way we share news and updates with our guests and colleagues.

**ODEON** 









