

ODEON IRELAND GENDER PAY GAP REPORT 2025

# **Zarah Doyle**

# People Director UKI & European Talent Director

At ODEON Cinemas Group, we are committed to celebrating Our Incredible Differences and creating a workplace culture which is inclusive for everyone.

We believe that regardless of our background, personal circumstances, or gender identity, we succeed when we are treated with respect and given equal opportunities to achieve our best outcomes.

Gender pay gap reporting is one of the many tools we use to assess the impact of our efforts and strengthen our culture.

This marks our fourth year of reporting the Irish gender pay gap. While our journey towards a truly inclusive culture continues, our report is a testament to the commitment to driving equality I see in our colleagues every day.

We are incredibly proud of the progress reflected in the results we continue to share.



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Zarah Doyle
Board Director, Ireland
People Director UKI &
European Talent Director

## AN EXPLANATORY NOTE

The Gender Pay Gap refers to the average difference in pay for men and women.

In Ireland, gender pay gap reporting has been mandatory for organisations with 250 or more employees since 2022, this reduced to 50 employees in 2025. The report compares the distribution of pay for men and women across different levels of seniority rather than that of men and women doing the same job.

In line with the Irish Government's reporting regulations, this report uses the terms 'gender', 'male,', 'female', 'men', and 'women', which categorise employees in a binary way. We recognise that these terms may not accurately apply for colleagues whose identity does not fall within this gender binary. Since 2023, report rules have allowed us to refrain from assigning a male or female label to those who do not identify in this way, however they are therefore not represented in this report.

Our results reflect the gender pay gap for the company UCI Ireland, known as "ODEON".

# our 2025 RESULTS

This year, our mean pay gap for full-time Irish employees has shrunk by 6.8 percentage points to -3%, remaining in favour of female colleagues. Our median gap also remains in favour of women, reducing to -2%. As noted in last year's report, this gap continues to be a result of several years of support for female career development with 8% more females than males occupying management positions.

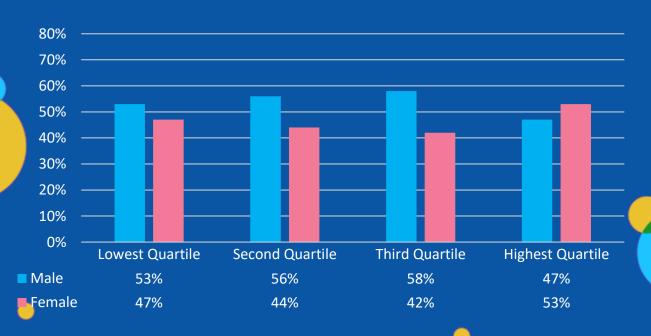


Our mean gap -9.7 2024 -2%

Our median gap

-3.8 2024

Our team of 317 Irish colleagues is 54% male and 46% female, making this the second consecutive year with a recorded increase in female colleagues. Our reporting highlights that several key senior leadership positions are occupied by women and that there are opportunities to further support female early career development and men at more senior levels.



As our business operates across the UK and Ireland, only a small number of senior managers are based here. Most of these senior managers are female, meaning that our mean full-time gap is heavily weighted in favour of women.

When looking at salaried colleagues alone, these effects are magnified further with a mean gap of -26.4% and a median of -0.0%.

Mean Median -28.5% -13.5%

Our gender pay gap for full-time colleagues

Mean Median 3.4% -2.2%

Our part-time pay gap

Since last year, our part-time mean pay gap has shrunk, moving by 9.6 percentage points to 3.4%, with both results closing matching those in the hourly paid category (3.7% mean and -1.7% median). 54.2% of our part-time colleagues are male, with a majority of the ODEON team currently as part-timers.

This improvement reflects our commitment to balanced and bias free recruitment amongst the varying ebb and flow of film releases across the year.

Our bonus structure varies by seniority and is dependent on many factors driven by KPI results and personal performance. Due to higher representation of female colleagues in managerial positions, our mean bonus gap of -116% and our median of -34.3% have moved in favour of women, with a higher percentage of female colleagues receiving bonuses.

Male Female 21.9% 24.8%

Percentage who received a bonus

Male Female

6.5% 6.2%

Percentage who received BIK

In 2025, 6.2% of female colleagues and 6.5% of male colleagues received benefits in kind. While there are now more men than women receiving benefits in kind, this year's result has moved to a more balanced gender split, showing an improvement from 2024 when 7% of female colleagues and only 5% of male colleagues received benefits in kind.

# 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.

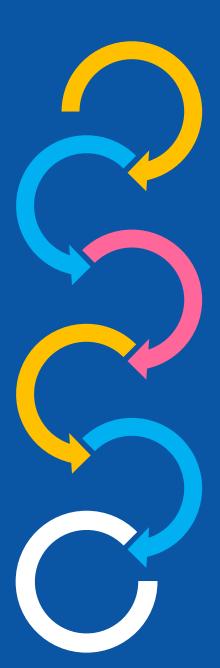
**Discussion & Understanding** — This is about coming together to share our views and sometimes having hard conversations that help all of us better support each other. Whether that's in a colleague led forum, a team room or at the F&B counter, we know it's important for all us to take part.

**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... Here are 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. 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 Irish gender equity gains as we continue 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 of are actively creating plans to improve our approach to gender equity, family leave policies and gender representation.

In 2023, we promoted our strategy at our cinema leadership conference, published our first ever internal gender pay gap report which included both Ireland and the UK, and 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 recognised as EDI Team of the Year at the Inclusion Awards, powered by WiHTL & DiR building further engagement and momentum in support of our plans.

In 2025 we've continued to strengthen our collaboration with external partners, deepening our education and awareness. For the second consecutive year, we've been recognised as a Leading Edge Employer in the WIHTL EDI Inclusion Maturity Curve Assessment, demonstrating consistent progress with a year-on-year improvement of 5 percentage points and positioning us 15 percentage points ahead of the industry average.

We are proud to have worked closely with external partners and thought leaders throughout our journey who have shaped our approach and offered 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 2026.

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#### Headcounts

Male		Female	
2024	2025	2024	2025
169	170	139	147

#### Pay quartiles

#### 2025

Lowest quartile
Second quartile
Third quartile
Highest quartile

Male	Female
53%	47%
56%	44%
58%	42%
47%	53%

### The mean and median total pay gap

Mean		Median	
2024	2025	2024	2025
-9.7%	-3%	-3.8%	-2%

## The mean and median pay gap for part-time colleagues

Mean		Median	
2024	2025	2024	2025
-6.2%	3.4%	-3.2%	-2.2%

### The mean and median pay gap for hourly colleagues

Mean	Median
2025	2025
3.7%	-1.7%

#### The mean and median pay gap for salaried colleagues

Mean		Median	
2024	2025	2024	2025
-19.9%	-26.4%	-0.1%	-0.0%

### The mean and median pay gap for temporary colleagues

Mean		Median	
2024	2025	2024	2025
0%	0%	0%	0%

### The mean and median bonus gap

Mean		Median	
2024	2025	2024	2025
-45.5%	-116%	-4.9%	-34.3%

# Percentage of male and female colleagues who received bonus pay

Male		Female	
2024	2025	2024	2025
19%	21.9%	31%	24.8%

# Percentage of male and female colleagues who received BIK

Male	Female
2025	2025
6.5%	6.2%