



**OUR  
INCREDIBLE  
DIFFERENCES**

**ODEON UK**

**GENDER PAY GAP REPORT 2025**

# A Note From Suzie & Mark

At ODEON Cinemas Group, we believe that we are at our best when everyone is given an equal opportunity to build their future.

We're committed to celebrating Our Incredible Differences, and creating a workplace culture where every colleague, no matter their background, circumstances, or gender identity, knows they are valued, respected and empowered to succeed.

Our gender pay gap reporting is one of the many tools we use to assess our impact as we continue to track the data and use it to help inform our business planning. We know that our equity journey is vital to our success as individuals, and as a business. The work we do to affect our gender pay results is one important way we shape our future path.

While we recognise there is more work to be done to achieve a truly equitable, diverse, and inclusive culture, 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

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## AN EXPLANATORY NOTE

The gender pay gap refers to the average difference in pay for men and women.

UK organisations with more than 250 colleagues must report this difference as a percentage. This calculation is a measure of whether gender distribution is equal across varying levels of seniority, and doesn't directly compare men and women doing the same job.

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. We recognise that these terms may not apply to colleagues whose identity does not fall within this gender binary. Report rules allow us to refrain from assigning a male or female label to colleagues who do not identify in this way, however this means they are not represented in this report.

# OUR 2025 RESULTS

Since 2024, our mean pay gap has reduced by 0.1% but remains in favour of male colleagues. This result is driven by senior roles in the business, which are occupied by more men than women. If we exclude senior roles and look at the rest of our colleagues, our mean pay gap reduces to -0.6% in favour of female colleagues, demonstrating the need for our continued focus on equitable development and progression.

11.5%

Our mean gap

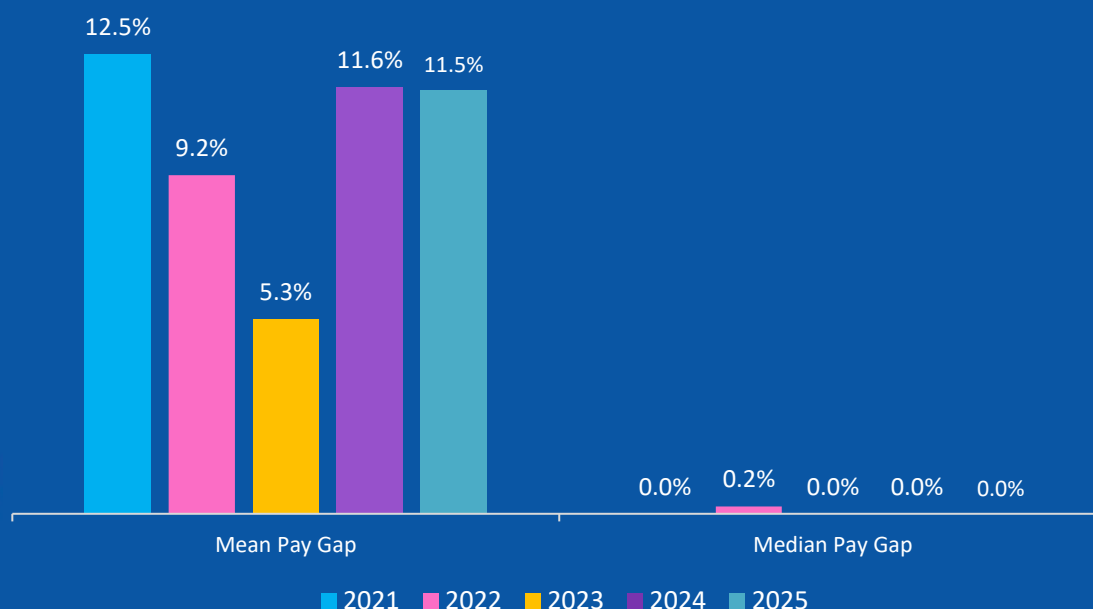
11.6% 2024

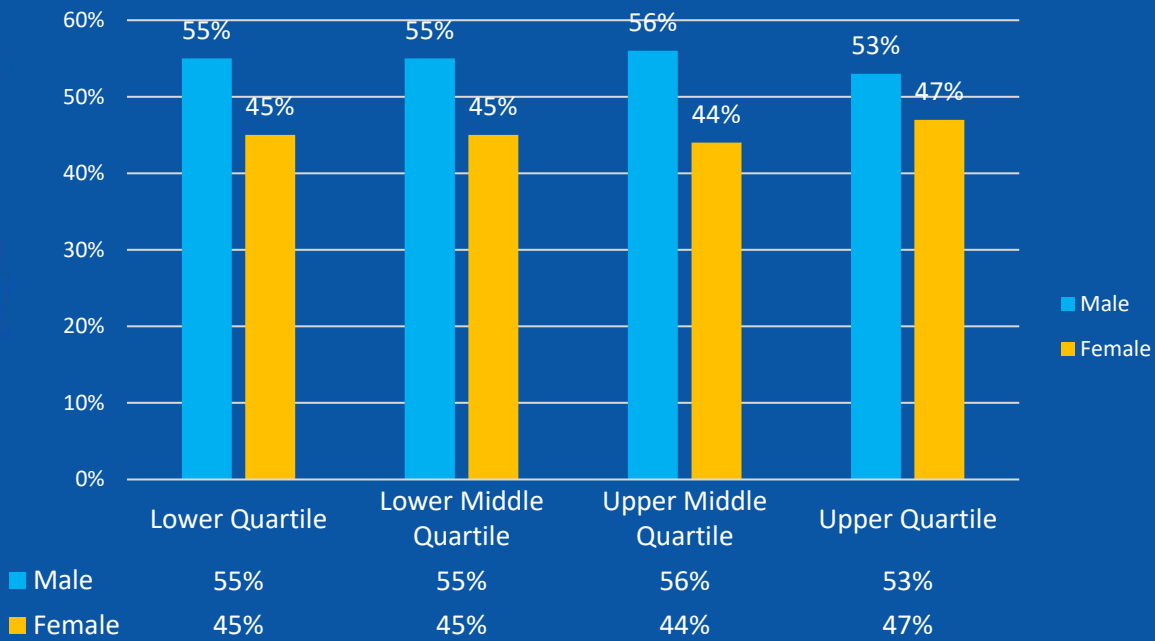
0.0%

Our median gap

0.0% 2024

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.





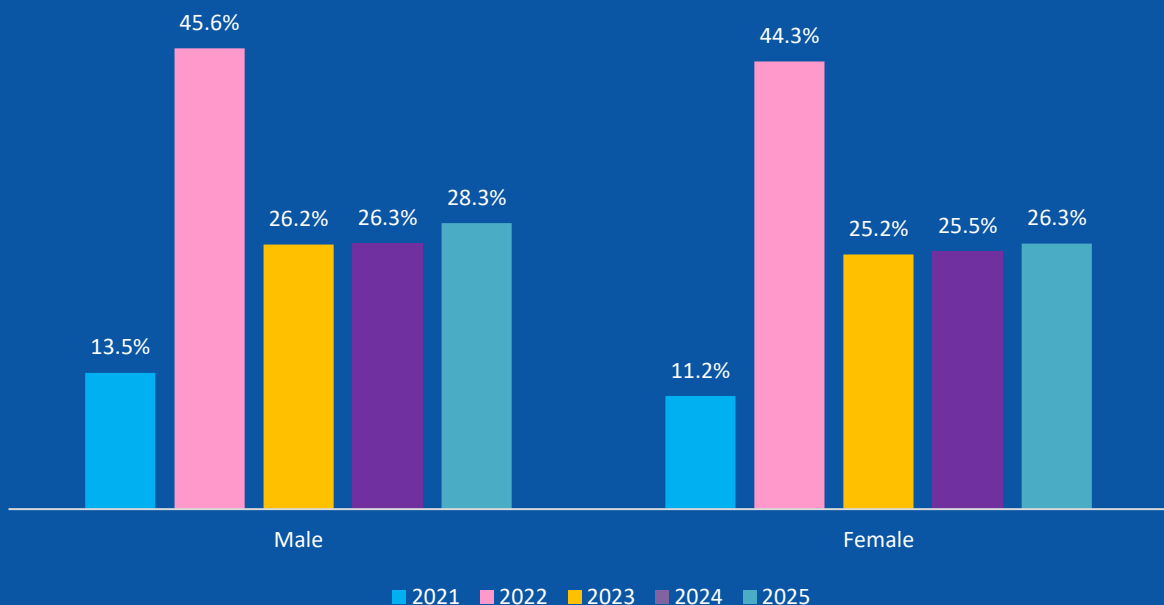
Hourly paid colleagues represent 88.1% of our total workforce, a 10.1% increase from last year. This is an ongoing challenge which makes quartile comparison difficult due to the nature of our business. Males make up 51.8% of colleagues across the business. While this is a 3.2% decrease from last year, the proportion of males and females in the lower and lower middle quartiles remaining largely the same between 2024 and 2025.

Since 2024, our mean bonus gap has decreased by 4% to 43.1% but remains in favour of males. Once again, this is driven by more male colleagues occupying senior roles which attract a higher bonus payout. Due to the small number of these roles, we understand changes will be reflected over a longer period of time, however we remain committed to promoting fairness and addressing this disparity.

Mean 43.1%  
Median 5.3%

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

Over the past few years we've taken steps to proactively address inclusion across our business. While we know that there is still more to do to create a truly inclusive workplace, we are proud of all we have achieved so far and excited for the steps ahead of us. Below are just some of highlights from the last few years:



Between 2017 and 2019 we began thinking about Diversity, Inclusion, and Belonging with a particular focus on gender, bringing to life our gender diversity framework, concentrated on mentoring, panel discussions, measuring metrics and unconscious bias training.

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 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.

Close work with our external partners and thought leaders creates an opportunity for us to share our learnings and successes within our industry and help shape our journey towards a workplace and a society that is equitable for all. This year, our focus remains on expanding our local partnerships to drive inclusive recruitment of under-represented groups reflecting the communities that we serve. We are also actively developing the use of data and insight across our colleague journey to effectively manage equitable pay and progression across ODEON.

We look forward to sharing an update on our progress in 2026 and gender action planning for 2027, and our commitment to our efforts remains strong.

# APPENDIX

# DATA TABLES

## ODEON Cinemas Limited

	Pay Gap	
	Mean	Median
2024	9.4%	0%
2025	8.6%	0%

	Bonus Pay Gap	
	Mean	Median
2024	37.3%	9.6%
2025	31.8%	5.7%

	Percentage of colleagues receiving bonuses	
	Male	Female
2025	20.9%	18.5%

	Pay Quartiles	
	Male	Female
Lowest Quartile	54%	46%
Second Quartile	54%	46%
Third Quartile	52%	48%
Highest Quartile	55%	45%

	Headcount	
	Male	Female
2025	1581	1504

## United Cinemas International (UK) Limited

	Pay Gap	
	Mean	Median
2024	15.5%	0%
2025	16.4%	-0.7%

	Bonus Pay Gap	
	Mean	Median
2024	57.1%	0.1%
2025	55.6%	2.4%

	Percentage of colleagues receiving bonuses	
	Male	Female
2025	57%	60.1%

	Pay Quartiles	
	Male	Female
Lowest Quartile	58%	42%
Second Quartile	58%	42%
Third Quartile	57%	43%
Highest Quartile	56%	44%

	Headcount	
	Male	Female
2025	407	346