



**OUR  
INCREDIBLE  
DIFFERENCES**

**ODEON IRELAND**

**GENDER PAY GAP REPORT 2023**

# Zarah Doyle

## People Director UKI & European Talent Director

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.

This is our second gender pay gap report in Ireland and I continue to be proud of the results we are sharing today.

We know that creating a truly equitable, diverse and inclusive culture takes time, but I am encouraged by the numbers we track and inspired by the passion and effort I see from our colleagues every day.



A handwritten signature of Zarah Doyle in white ink, featuring a stylized 'Z' and 'D'.

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

## AN EXPLANATORY NOTE

The gender pay gap is the average difference between pay for men and women.

Beginning in 2022, Irish organisations with more than 250 people must report their figures. 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 Irish 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 but for colleagues who do not identify within this gender binary, these terms may not be accurate. From 2023, report rules allow us to refrain from assigning a male or female label to those who identify in another way; however, this means that they are not represented in this report.

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

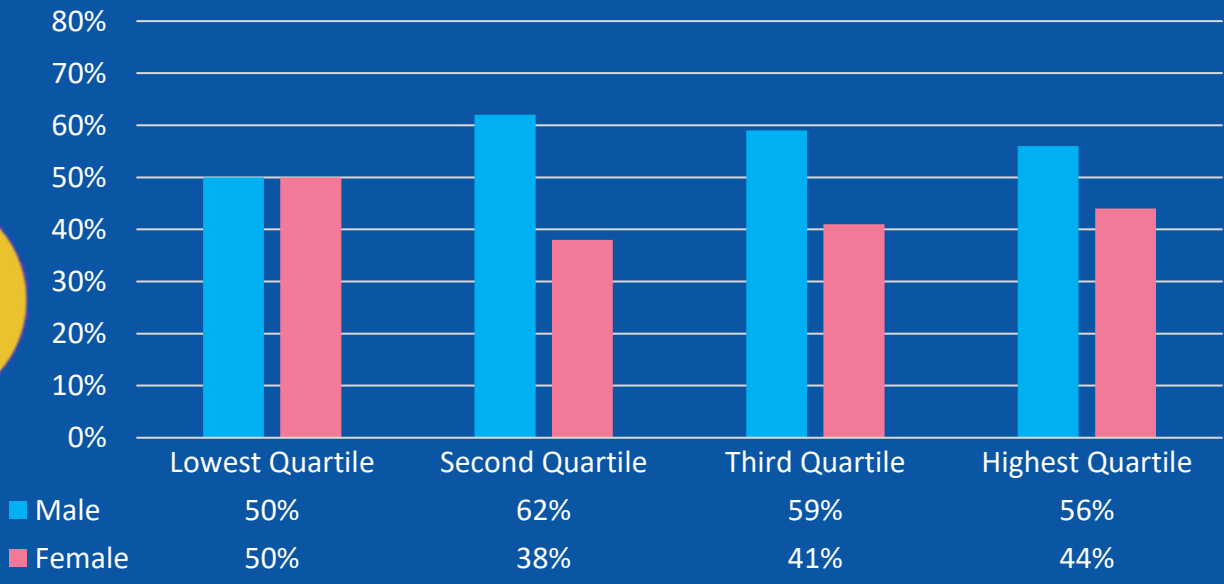
# OUR

# 2023 RESULTS

This year, our mean pay gap for full-time Irish employees has widened to -5.8% in favour of female colleagues. Our median is -0.6% which is 1.3 percentage points wider in favour of women. Last year, we explained our gap as the result of several years of support for female career development and this year's reporting reflects the ongoing progression of many of our colleagues in this category.

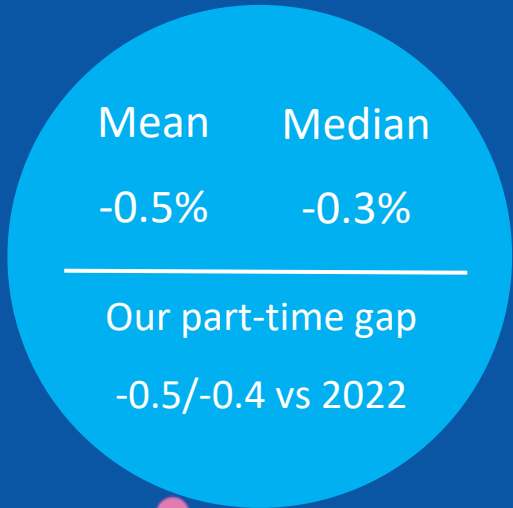
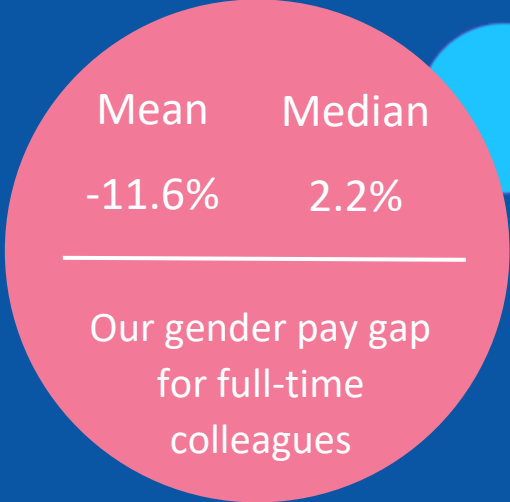


Our team of 310 Irish colleagues is 57% male and 43% female. Men are overrepresented in all quartiles apart from the lowest. Our reporting highlights the fact that a number of key senior leadership positions are occupied by women and that there are opportunities to further support female early career development and men at more senior levels.



Our business operates across the UK and Ireland and so only a small number of senior managers find their base here. The majority of these senior managers are female and so our mean full-time gap is heavily weighted in favour of women.

These effects are magnified further when we look at salaried colleagues alone. In this category, the mean gap is -22.1% and the median is -0.6%

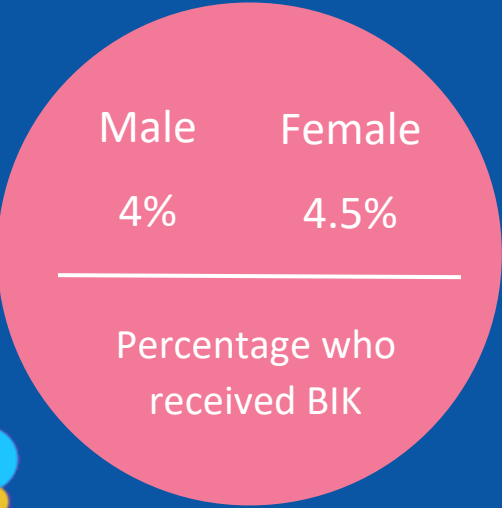
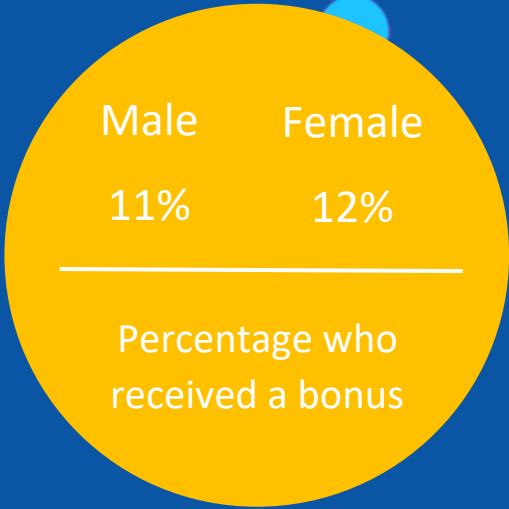


A reflection of the peaks and troughs in film releases across the year, the vast majority of our team are part time colleagues. We offer a range of flexible shifts including short, evening shifts which attract a large number of students and other people who are seeking a part-time role.

Both our mean and median gaps in this category have remained close to 0% which reflects the continued focus on balanced and bias free recruitment at each of our 11 cinemas. This result closely matches the gap for hourly paid colleagues (mean -0.5, median -0.4)

The percentage of colleagues who received a bonus this year has increased by 2% for men and 2.5% for women. Bonuses are available to all managers and the results here illustrate that there is good gender balance in terms of representation at these levels.

Our mean bonus gap was -26% and our median was 21%. Once more, this reflects the seniority of a number of female colleagues.



In a trend matching our salaried reporting, the percentages of colleagues in the reported genders who have received a Benefit in Kind are quite balanced.

In terms of actual value, seniority affects the value of these payments and has a strong lean in favour of women.

# 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.

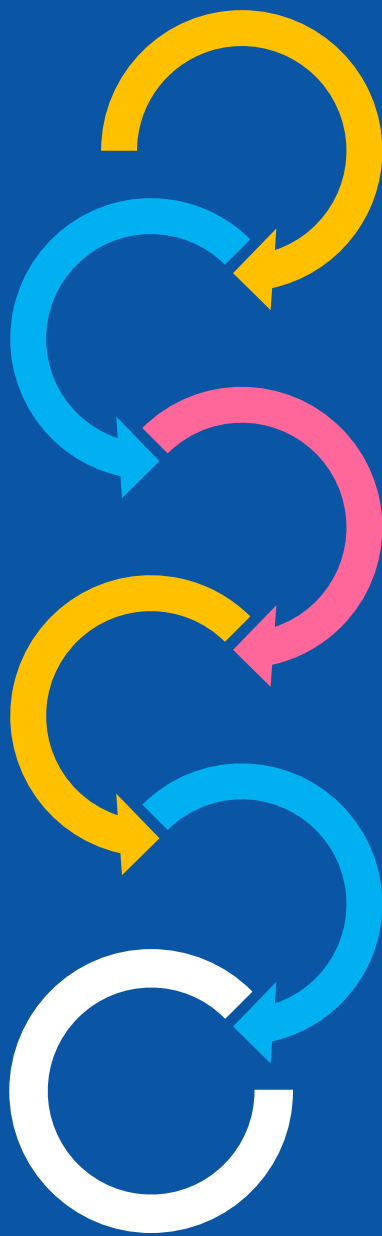
**Discussion & Understanding** – This is about coming together to share our views and sometimes having hard conversations that help all of us better support each other. Whether that's in a colleague led forum, a team room or at the F&B counter, we know it's important for all us to take part.

**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. 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 D,E&I forums. These colleagues represent every part of our business and they are actively creating plans to improve our approach to gender equity, family leave policies and gender representation.

In 2023, we began the year promoting our strategy at our cinema leadership conference and published our first ever internal gender pay gap report with 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.

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 2024.

## APPENDIX

# DATA TABLES

### Headcounts

Male		Female	
2022	2023	2022	2023
205	176	174	134

### Pay quartiles

	2023	
	Male	Female
Lowest quartile	50%	50%
Second quartile	62%	38%
Third quartile	59%	41%
Highest quartile	56%	44%

### The mean and median total pay gap

Mean		Median	
2022	2023	2022	2023
-3%	-5.8%	-0.3%	-0.3%

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

Mean		Median	
2022	2023	2022	2023
0%	-0.5%	0.2%	-0.3%

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

Mean		Median	
2023		2023	
-0.5%		-0.4%	

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

Mean		Median	
2022	2023	2022	2023
-23.0%	-22.1%	-0.6%	-0.6%

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

Mean		Median	
2022	2023	2022	2023
0%	0%	0%	0%

### The mean and median bonus gap

Mean		Median	
2022	2023	2022	2023
-46.7%	-26%	15.1%	21%

### Percentage of male and female colleagues who received bonus pay

Male		Female	
2022	2023	2022	2023
9%	11%	9.5%	12%

### Percentage of male and female colleagues who received BIK

Male		Female	
2023		2023	
4%		4.5%	