



2018 GENDER PAY GAP REPORT

OUR
INCREDIBLE
DIFFERENCES

ODEON[®]



WELCOME

From Mark Way,
MD ODEON Cinemas Group

Welcome to the 2018 Gender Pay Gap report for “ODEON UK” (a combination of ODEON Cinemas Ltd and United Cinemas International (UK) Ltd), which outlines our continued progress in reducing the gender pay gap as part of our ongoing commitments to equality, diversity and inclusion. As in 2017, we have published individual separate reports for ODEON Cinemas Ltd and United Cinemas International (UK) Ltd on the UK Gender Pay website and at the end of this report. We have also produced combined figures to represent our UK team as a whole.

Our colleagues tell us ODEON UK is a great place to work. We passionately promote a culture of fairness and equality across all levels of our organisation, with clear opportunities for progression and development.

We're committed to reducing the gender pay gap and have made good progress in 2018 to ensure that we pay equally for equivalent roles.

We are pleased to report that ODEON UK has a median gender pay gap of 2.7%, down from 3.4% in 2017 and still considerably lower than the national average. Whilst we're pleased to be making progress, we continue to work on our action plans to make further improvements.

Our specific programme to promote inclusion across our Group, called **“Our Incredible Differences”**, has built momentum in 2018. We hosted more colleague workshops, embraced all of the resulting feedback and launched new initiatives to support all our colleagues and promote inclusion.



OUR 2018 COMBINED RESULTS FOR "ODEON UK"

We are pleased to be making sustained progress in reducing our gender pay gap. In 2018 the pay gap was 8.4% (mean) and 2.7% (median). These have both improved by 0.7 percentage points since 2017.

In our lower pay quartiles, there is little difference in our pay gap and it continues to reduce (1.1% in 2018 vs 1.4% in 2017). The difference remains greater in the upper quartiles because there are proportionately more men in the senior roles, but this continues to reduce as we employ more women in these leadership roles.

There has been a bigger reduction in our bonus pay gap, which has dropped from 69.8% to 36.4% (down 33.4 percentage points) due to ongoing improvements in gender balance.

Gender pay and bonus gap

Pay – Hourly rate

Difference between men & women

2018 **8.4** % Mean **2.7** % Median

2017 **9.1** % Mean **3.4** % Median

Bonus pay

Difference between men & women

2018 **36.4** % Mean **11.1** % Median

2017 **69.8** % Mean **16.7** % Median

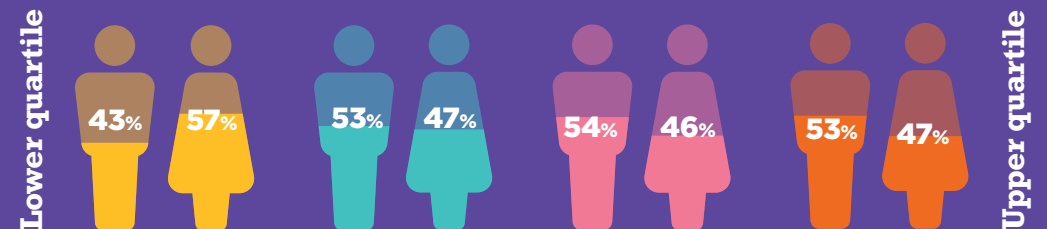
OUR 2018 COMBINED RESULTS FOR "ODEON UK"

Our business operates as one team across the UK.

Having two employment entities (United Cinemas International UK Ltd and Odeon Cinemas Ltd) makes no difference to the way we operate, but it does cloud the transparency of our gender pay gap reporting. For example, in this 2018 report, the results for Odeon Cinemas Ltd give an inaccurate reflection of our results across the wider UK team.

To improve the transparency of our statutory reporting and reinforce our commitment to driving accountability and change in our business, we are moving to one employment entity which will provide one all-encompassing set of data. This work has started, and in the meantime, the fairest representation of our progress is the data on the whole organisation, as represented in this report as "ODEON UK".

Across our UK business, our biggest opportunity to continue closing pay and bonus gaps is through encouraging and promoting more women in our business. This work is underway and gaining momentum.



Proportion of male & female colleagues in each pay quartile. Each quartile contains approximately 1400 employees.

OUR COMMITMENTS

Our colleagues are at the heart of our business. Our people strategy is designed to improve career development opportunities, learning and development, and we work hard to understand and address barriers to career progression.

We continually invite feedback from our colleagues. We combine all their ideas and data to implement change programmes that support our people to progress their careers and make the most of every opportunity.

Building on our existing policies of flexible working, parental leave and talent progression, we have recently introduced:

Extensions to ‘Our Incredible Differences’ programme to promote diversity and inclusion. In 2017 we focused on identifying barriers to career progression and actions to address them. In 2018 we added a greater focus on families and support for parents.

A drive to increase recruitment of women in leadership positions. We've opened up vacancies, with regular job postings across the UK Group, leading to more applications from women and more women being promoted.

Greater focus on development of women. As a result of our initiatives, we've seen a big increase in the number of women participating in our development programmes such as Brand and Experience heroes. Graduates of these programmes achieve faster promotion and demonstrate greater retention across our company. We have also seen an increase in female representation across all three of our leadership levels.

In our support offices – more women have achieved senior leadership roles. In our “departmental leadership” grade, which sits in the upper quartile – we have achieved a 50/50 gender balance for the first time.

Our continued commitment is to achieve an even distribution of men and women within different types of roles in our Group. We are confident that as we make progress towards this, our gender pay and bonus gap will reduce further.

We are pleased to provide information in line with UK Government requirements that is accurate as at 5 April 2018, and we look forward to reporting further progress next year.

Mark Way

MD ODEON Cinemas Group
March 2019

APPENDIX

FIGURES SPLIT BY LEGAL EMPLOYING ENTITY

ODEON Cinemas Ltd

Headcounts

	2017		2018	
	Male	Female	Male	Female
Volume	583	598	316	332

Difference between male and female

	2017		2018	
	Mean	Median	Mean	Median
Hourly rate of pay	12.5%	0.8%	27.4%	3.8%
Bonus pay	52.3%	81.2%	49.0%	88.4%

Pay Quartiles

	2017		2018	
	Male	Female	Male	Female
Lowest Quartile	42%	58%	37%	63%
Second Quartile	52%	48%	54%	46%
Third Quartile	46%	54%	43%	57%
Highest Quartile	58%	42%	63%	37%

Proportion of Employees receiving Bonus Payment

	2017		2018	
	Male	Female	Male	Female
	45.1%	37.6%	66.8%	65.4%

United Cinemas International (UK) Ltd

Headcounts

	2017		2018	
	Male	Female	Male	Female
Volume	2272	2220	2279	2199

Difference between male and female

	2017		2018	
	Mean	Median	Mean	Median
Hourly rate of pay	8.1%	3.9%	4.7%	3.6%
Bonus pay	73.6%	20.0%	32.8%	6.7%

Pay Quartiles

	2017		2018	
	Male	Female	Male	Female
Lowest Quartile	43%	57%	44%	56%
Second Quartile	52%	48%	54%	46%
Third Quartile	54%	46%	56%	44%
Highest Quartile	55%	45%	52%	48%

Proportion of Employees receiving Bonus Payment

	2017		2018	
	Male	Female	Male	Female
	55.9%	53.9%	61.6%	60.8%