



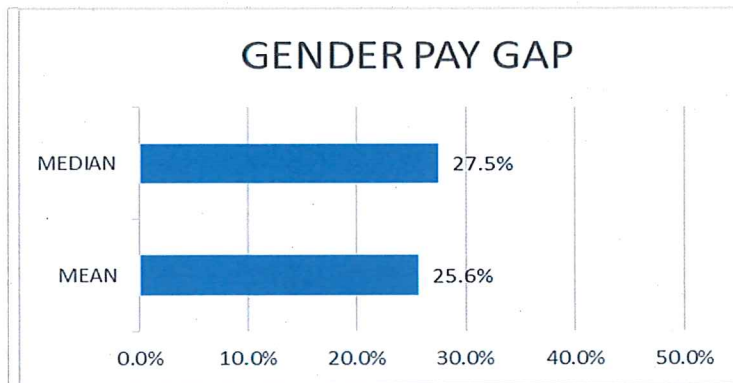
## Columbia Pictures Corporation Limited UK Pay Gap Report 2018

This statement has been published in accordance with the Gender Pay Gap Reporting regulations under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 which came into force on 6th April 2017. This legislation requires UK employers with 250 or more employees to publish annual statutory calculations showing the pay gap between male and female employees. Columbia Pictures Corporation Limited's business units include movie production and distribution, television networks, television production and distribution and related corporate functions. At Columbia Pictures Corporation Ltd (CPCL) we believe that empowering women and promoting equality of opportunity are key to the success of the company.

### Our Report

The gender pay gap is not the same issue as equal pay, as equal pay relates to wages paid to men and women performing equal or similar work, whereas the gender pay gap is the output of a statistical calculation of an entire organisation, across all categories of jobs at all levels, which makes no allowances for demographic and gender balances or job role differences. The data provided within this report covers Columbia Pictures Corporation Limited (CPCL), in line with reporting guidelines, the data reflects payments made in April 2018 as well as bonus and commission payments received over the previous 12 months.

### Our Gender Pay Gap results



The overall average gender pay gap is largely a result of a higher number of men in our senior leadership roles. This isn't representative of the split throughout the organisation at different levels, nor does it provide insight into internal movements and promotions. By way of example, in the period October 2017 to October 2018, 56% of promotions into all roles were female, with 50% at Director level and above.

### Pay quartiles across the UK Workforce

Proportion of males and females in each pay quartiles, each quartile contains 106 employees

| Distribution by Pay Quartile | Lower | Lower middle | Upper Middle | Upper |
|------------------------------|-------|--------------|--------------|-------|
| Females                      | 61%   | 53%          | 48%          | 34%   |
| Males                        | 39%   | 47%          | 52%          | 66%   |

### Bonus Gender Pay Gap Results

2017 bonus refers to annual bonus, commission & local variable incentives + LTIPs

Percentage of relevant employees that received a bonus payment within the relevant period is: Male: 78% Female: 75%. Bonus Gap Results: Mean: 47.2%; Median: 29.4%. This is predominantly explained by having fewer women than men working in our most senior positions which statistically impacts the data.



## Columbia Pictures Corporation Limited UK Pay Gap Report 2018

### Inclusion at Columbia Pictures Corporation Ltd How we are making a difference

CPCL is committed to equality of opportunity in all its employment practices, policies and procedures. We have a dedicated resource in EMEA, focusing on diversity, inclusion, and people development. We have a robust recruitment strategy that actively promotes an equal representation of men and women, e.g. by extending our reach to wider sources of talent, including by working with trusted partners, and tackling potential sources of unconscious bias through training and supporting recruiting managers through the process. We use published market benchmark data and internal equity analysis in assessing compensation packages. We recognise the importance of flexibility, and promote a flexible working environment, as evidenced by agreeing to both informal and formal flexible working arrangements (94% of flexible working requests were approved between 1 Jan-31 Dec 2018) and 90% of our female employees returned to work after maternity leave in the same period.

We have rolled out several internal and external initiatives and continue to make this a priority. For example, our suite of internal programmes includes:

- Targeted training, including diversity and inclusion sessions, a new inclusive leadership programme, and career development workshops;
- mentoring and role model initiatives;
- one-to-one coaching;
- apprenticeship and internship programmes;
- supporting our employee business resource group, AGENDA, dedicated to gender equality;
- promoting and supporting diversity programmes, including events for Sony Diversity Week, International Women's Day and Women's History Month.

CPCL also participates in external programmes and organisations to support its diversity efforts, such as Film London's Equal Access Network, supporting parents returning to work as well as new entrants to our industry.

### Our Commitment

Having greater awareness of the Gender Pay Gap has enabled us to take a holistic view of our company, and we will use the results to support initiatives over the coming years. We will continue to monitor our gender pay gap levels, focusing on ways to attract, retain and develop our diverse talent by supporting flexible working practices, encouraging more diversity at higher levels of the business and actively supporting company-wide initiatives fostering diversity and inclusivity.

Gemma Isaac

Vice President People & Organisation, EMEA

Darren Hopgood

Corporate Finance Director, UK