



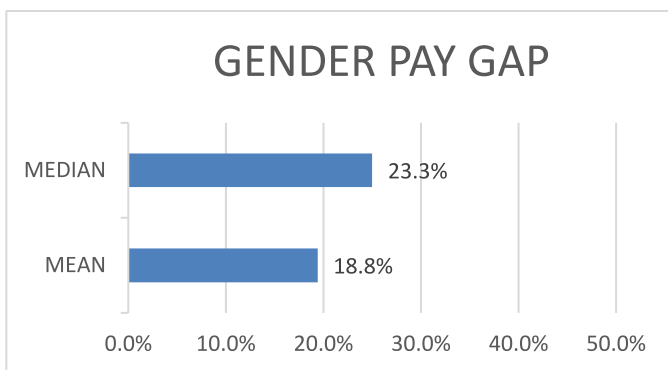
Columbia Pictures Corporation Limited UK Pay Gap Report 2025

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 ("CPCL" or the "Company") business units include Sony Pictures' film and television production and distribution businesses together with its related corporate functions.

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 CPCL, in line with reporting guidelines, and the data reflects payments made in April 2025 as well as bonus and commission payments received over the previous 12 months.

Our Gender Pay Gap results



The pay gap is a result of the fact that there are a higher number of men in senior roles within the Company which impacts the overall calculation. Across all our population, however, including within our senior leadership roles, the progression of women has been positive, with a higher proportion of both those being promoted and hired being women, as set out in more detail in this report.

Pay quartiles across the UK Workforce

Proportion of men and women in each pay quartiles, each quartile contains 86 employees.

Distribution by Pay Quartile	Lower	Lower middle	Upper Middle	Upper
Women	69%	66%	47%	48%
Men	31%	34%	53%	52%

Bonus Gender Pay Gap Results

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

In 2025, 100% of women and men who were eligible to receive a bonus under the rules of the Company scheme did so. The percentage of employees who received a bonus payment within the reference period is: 80% of men and 78% of women. Those who did not receive a bonus did not qualify under the rules of the scheme for the bonus reference year based on their joining date.

Bonus Gap Results: Mean: 52.7%; Median: 46.7%. This is largely due to the higher number of men in the most senior roles which statistically impacts the data.



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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 dedicated resources 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 by extending our reach to wider sources of talent, 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 to ensure that pay equity is managed effectively internally and externally when assessing promotion and equity requests.

Over the last year, we have continued to see the positive impact of the initiatives we have implemented to support gender equity and inclusion across CPCL. This is reflected in a number of key outcomes during the reporting period:

- Women represented the majority of promotions, accounting for 67% of all promotions awarded during the year
- 100% of women who were eligible to return from maternity leave did so
- All flexible working requests submitted during the period were supported with 100% resulting in an agreed accommodation to working patterns
- Recruitment outcomes also continued to demonstrate positive progress, with more women than men shortlisted for interview, offered roles and ultimately hired during the reporting period

These outcomes highlight the continued focus on progression, retention and flexible working, alongside efforts to support fair and inclusive recruitment practices. While these results are encouraging, we remain committed to monitoring our data and taking further action to continue improving gender balance across the organisation.

Learning & Development

We continued to have many internal personal development opportunities and external initiatives, aimed at creating and sustaining an inclusive and supportive environment for all. 69% of attendees of the voluntary training sessions offered in the UK in the last year were women.

Some examples of the training sessions offered include, in alphabetical order:

- Assertiveness At Work
- Avoiding Burnout
- Becoming an Ally - Active Support in the Workplace
- Boundary Setting in a Thriving Fast-Paced World
- Building Social Confidence
- Building Personal Success
- Collaborative Thinking
- Confident You: Taking Charge of Your Life
- Courageous Conversations
- Cultivate Your People's Careers
- Driving Equity & Systemic Change
- Emergenetics
- Financial Empowerment
- Generative Listening
- Get Curious Not Furious
- Giving and Inviting Feedback
- Great Conversations: A Managers Guide
- Growth Mindset



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- High Functioning Teams
- How to Receive Feedback
- Leading Others
- Leading Self
- Listen With Intent
- Neuro-Inclusivity
- The Neuroscience of Breaking Bias
- The Neuroscience of Inclusion
- Overthinkers Anonymous: Quiet the Chatter, Find Your Clarity
- Respect at Work Training
- Setting Goals
- Sleep, Performance and Wellbeing

Additional Development Offerings:

- One Sony mentorship programme: Took part again in the 7th cohort of The Positive Influence Programme, in partnership with the Creative Mentor Network, which was attended by twice as many women than men.
- One-to-one coaching programmes, with the majority of recipients being women.
- Events for Sony Diversity Month, including Standing Up and Speaking Out, Spotlight on Generations, and Initiating Difficult Conversations.
- Celebrating International Women's Day (IWD) and Women's History Month with our Employee Business Resource Group AGENDA – bringing together a female panellist event from each of our Sony Sister companies, celebrating 100 years of women in Hollywood, and a Women's Health Masterclass.

Benefits

- Further embedding the usage of a specialist online support for employees – Peppy - focussing on Fertility, New Parents, Menopause, Men's Health and Women's Health.
- Further education on Menopause, including sessions on the Impact in the Workplace; Nutrition for Menopause, and Lifestyle Essentials for Menopause.

Partnerships

- Partnering closely with our employee business resource group, AGENDA, dedicated to gender equality, to roll out a wide range of initiatives such as the role model Talking Heads sessions, a Quietly Confident Workshop, Financial empowerment masterclasses, Managing Quiet People session, and a space for supporting men to be powerful allies for Inclusion & Diversity and gender equality in the workplace including a 'Men's Health: Building the Foundations' workshop.
- Deepening our community partnership with Beyond Equality, a charity which engages men in a brave and transformative rethink of what being a male ally means for them and others, by holding further education sessions with them including a Foundations of Allyship workshop and a seminar on Men's Role in Gender Equality. Working with our partners Bright Horizons to hold sessions for working parents that focus on practical suggestions to balance work and caregiving responsibilities for children at all different ages.
- Continuing outreach work to engage and work with underrepresented groups through community partners such as The Andy Taylor Foundation, We Are Parable and Ghetto Film, as well as developing our internship programmes which targets a diverse pipeline of talent.
- Through the Sony Pictures Television Creative Diversity Fund, we partnered with Film London and C4 to create and run a Hair & Make-Up Aesthetics Academy for diverse hair and make-up artists to address representation and inclusion behind the scenes in the film & TV industry. 92% of the cohort were women.
- Working with the London Screen Academy and the Film Distribution Association to deliver internship programmes that support young diverse talent to establish a career in the industry.
- Continued work with organisations to support supplier diversity efforts, such as We Connect and MSDUK, being membership communities for women-led and/or minority owned businesses.



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Our Commitment

Having greater awareness of the gender pay gap enables us to take a holistic view of our Company and we use the results to shape and support initiatives and partnerships internally and externally. We continue to monitor our gender pay gap levels, focus on ways to attract, retain and develop diverse talent by supporting flexible working practices, encouraging diversity at higher levels of the business and actively supporting Company-wide initiatives fostering diversity and inclusivity.

At CPCL we believe that empowering women and promoting equity of opportunity across all groups are key to the success of our Company.

Rhona O'Shea

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