

We continue to be extremely proud of our diverse teams working in our coffee houses and Head Office and Roastery for Caffé Nero, UK and Ireland. To support our work on driving equal opportunity for all at every level, we pay all our employees fairly, according to their job role and based on benchmarking against similar roles in comparable organisations across our industry.

We remain committed to reducing the gender pay gap in our organisation and will continue to monitor, review and seek further opportunity to improve. We believe that all individuals, regardless of gender, can build a successful career within any of our brands.

I am confident that the data and information reported are accurate as of the snapshot date of 28th June 2024

Andrea Cooper

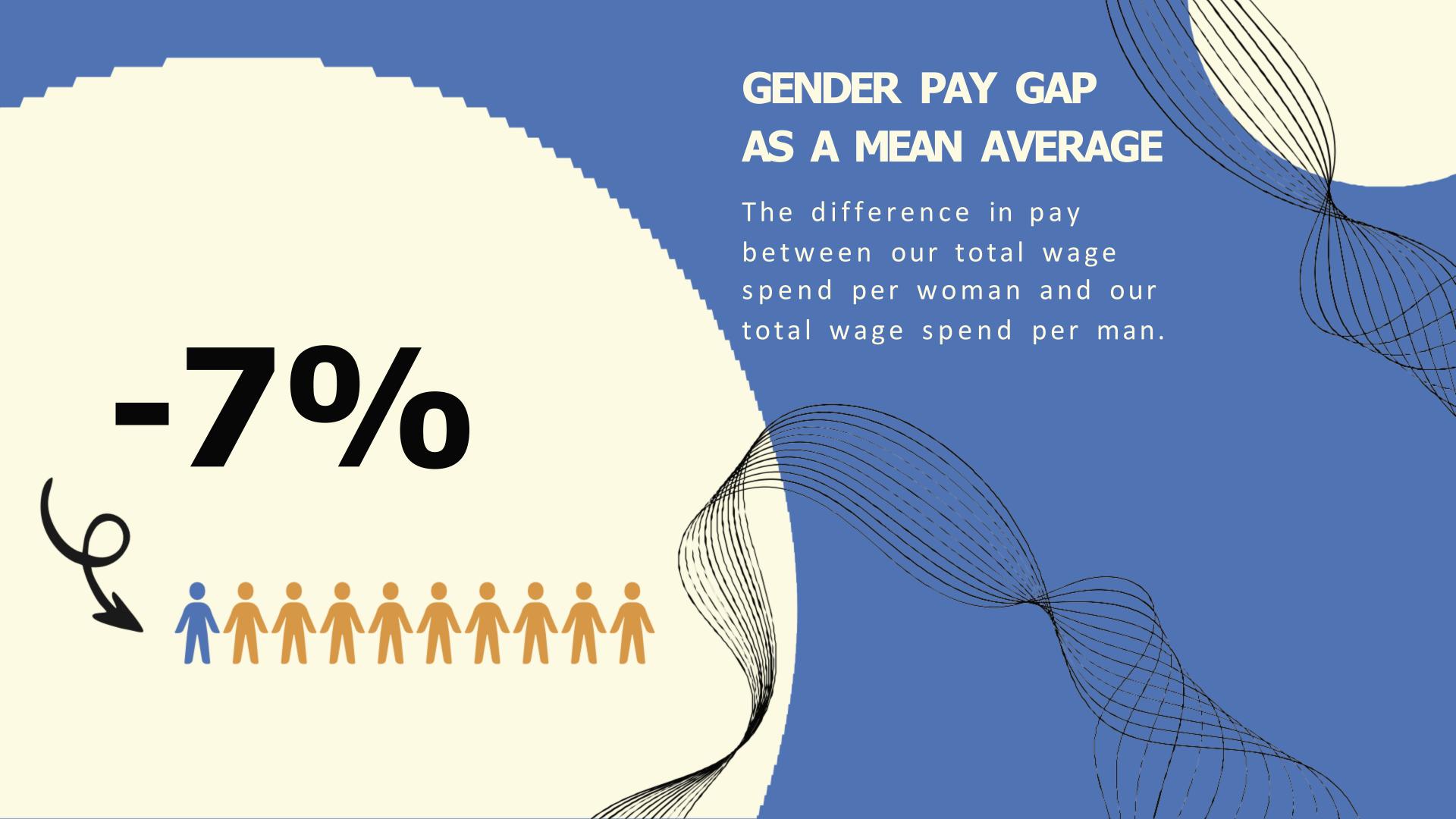
Group HR Director



OUR RESULTS

	2024 (%)
Gender pay gap as a mean average (%)	-7
Gender pay gap as a median average (%)	-1
Gender bonus pay gap as a mean average (%)	-172
Gender bonus pay gap as a median bonus (%)	-50
Proportion of males receiving bonus (%)	92
Proportion of females receiving bonus (%)	95







GENDER BONUS PAY GAP AS A MEAN AVERAGE

The difference in bonus between our total bonus paid per woman and total bonus paid per man







The difference in bonus pay between the middle ranking woman and the middle ranking man.



