

The background features a central blue area with abstract shapes in orange, black, and white. There are clusters of dots, wavy lines, and stylized plant-like motifs scattered throughout the design.

Gender Pay

CAFFÈ NERO

2025 Report

We continue to be extremely proud of our diverse teams working in our coffee houses, Head Office and Roastery for Caffé Nero, UK and Ireland. To support our work on driving equal opportunities 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.

Our gender pay gap for 2025 was 8.85% and represents a £1.18 difference in pay per hour between men and women. This is driven (as with previous years) by the upper quartile, although we expect this to reduce in the 2026 report due to the appointment of a number of females in senior roles in 2025. Our median pay gap has also slightly increased to 0.34% and this represents a difference in mean pay of £0.04 per hour. Our mean bonus gap has increased to 46.45%, and our median bonus gap has decreased to 18.01%. The % of men vs women receiving bonus remains balanced with 62.17% of women receiving a bonus vs 65.85% of men.

Women in senior positions remains high (women represent 58.79% of our highest pay quartile), and while our overall gender pay gap results outperform national benchmarks, this quartile continues to be the main contributor to our gender pay and bonus gap.

We have continued to taken steps to reduce the gender pay gap in our organisation and will 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 5 April 2025 and have been calculated according to the requirements of The Equality Act 2010 (Gender Pay Information) Regulations 2017.

A n d r e a C o o p e r

Group HR Director

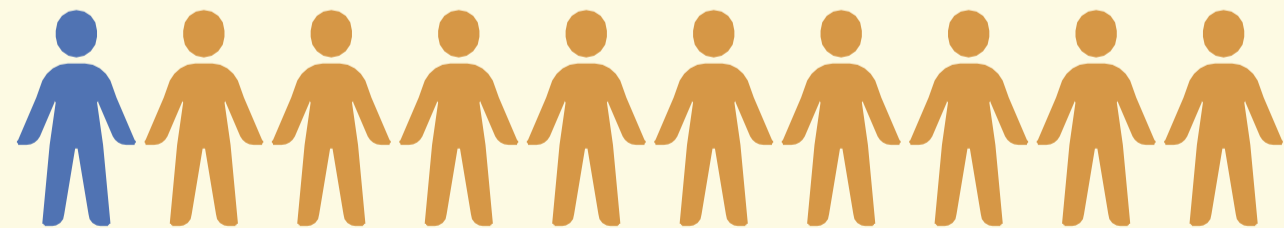
OUR RESULTS

	2020 (%)	2021 (%)	2022 (%)	2023 (%)	2024 (%)	2025 (%)
Gender pay gap as a mean average (%)	29.0	36.7	11.43	0.64	7.34	8.85
Gender pay gap as a median average (%)	6.2	0	0.44	0.01	0.19	0.34
Gender bonus pay gap as a mean average (%)	21.2	9.7	21.66	16.88	23.01	46.45
Gender bonus pay gap as a median bonus (%)	51.7	23.5	11.59	30.89	22.65	18.07
Proportion of females receiving bonus (%)	27.0	71	25.25	26.29	75.87	62.17
Proportion of males receiving bonus (%)	27.4	6.9	28.85	31.15	73.98	65.85

GENDER PAY GAP AS A MEAN AVERAGE

The difference in pay
between our total wage
spend per woman and our
total wage spend per man.

8.85%

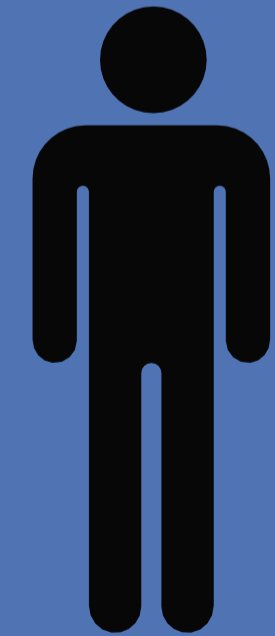




0.34%

**GENDER PAY GAP
AS A MEDIAN AVERAGE**

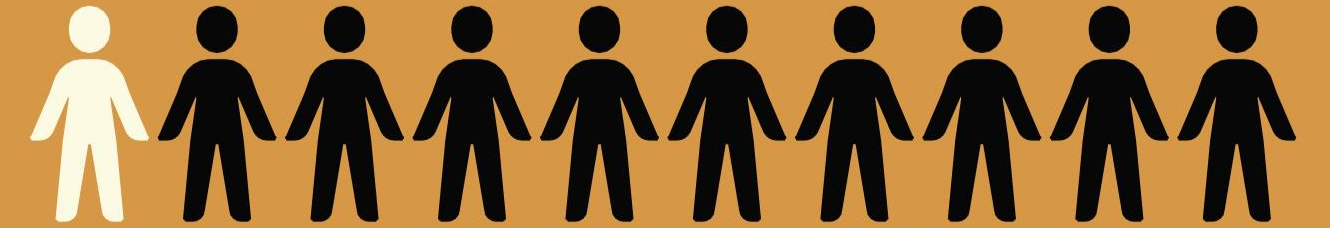
The difference in pay
between the middle ranking
woman and the
middle ranking man.



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

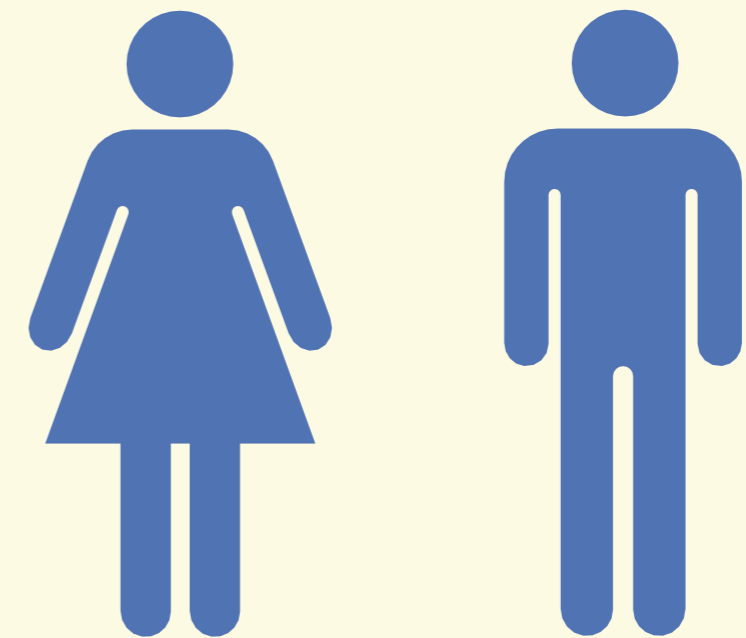
46.45%



GENDER BONUS PAY GAP AS A MEDIAN AVERAGE

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

18.07%



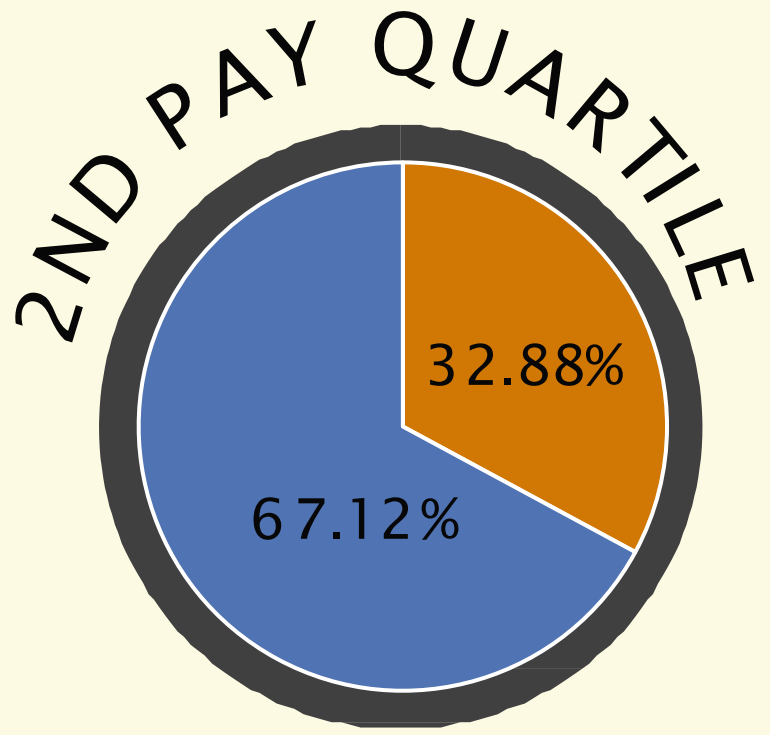
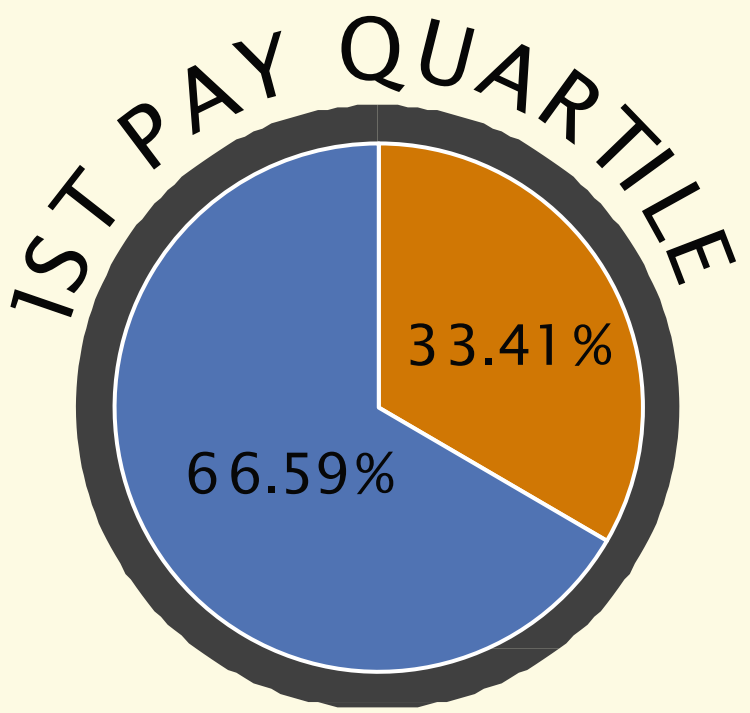
PROPORTION OF MALES & FEMALES BY PAY QUARTILE

(Lowest to Highest)

MALE **FEMALE**

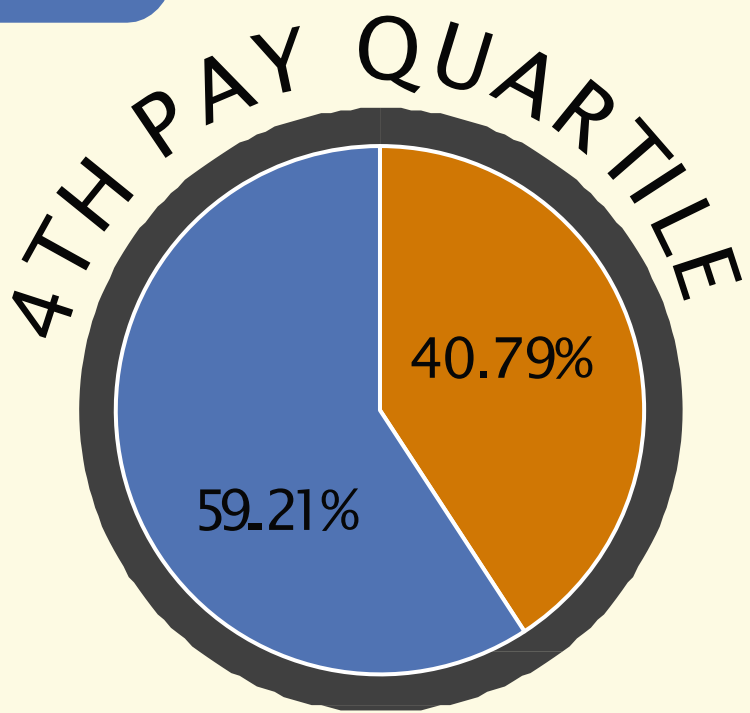
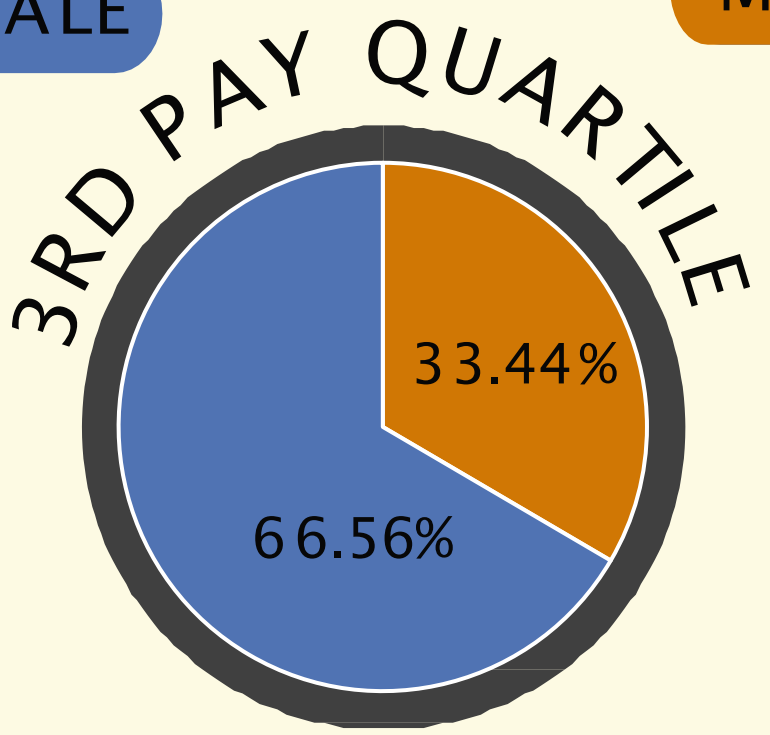
65.85% 62.17%

Proportion of
Males and Females
receiving bonus



MALE **FEMALE**

MALE **FEMALE**



MALE **FEMALE**

MALE **FEMALE**



CAFFÈ
NERO

Thank you!