

CAFFÈ NERO GENDER PAY REPORT 2020





At Caffè Nero, we believe in an inclusive and supportive culture, where every team member feels valued and fairly treated. We encourage diversity and appreciate the unique contribution that everyone brings to our business. We work together as one team, because we know it makes us stronger and, like a family, we respect and take care of one another. It is important, therefore, that all our people policies, for example recruitment, pay & reward and development, are fair and equitable.

As part of the Gender Pay Reporting Regulations, for 2020, we are required to report on our pay data based on a 'snapshot' date of the 5th of April 2020. We are advised to exclude anyone who was on furlough on that date, which was more than 96% of our people. The Caffè Nero 2020 'snapshot' relates to a small number of employees and excludes most of our store teams. The bonus pay gap data includes all relevant employees, including those on furlough and relates to bonuses paid in the 12 months prior to the snapshot date.

We will review the snapshot data and take positive action, where necessary, to address any gender pay gap issues.

I am confident that the data and information reported are accurate as of the snapshot date of 5 April 2020 and have been calculated according to the requirements of The Equality Act 2010 (Gender Pay Information) Regulations 2017.

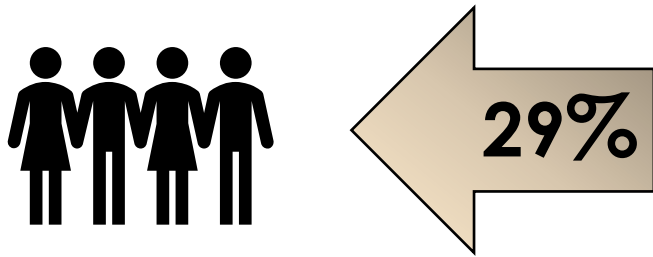
Andrea Cooper
Group HR Director

Our Results

	2018 (%)	2020 (%)
Gender pay gap as a mean average (%)	10.9	29.0
Gender pay gap as a median average (%)	2.0	6.2
Gender bonus pay gap as a mean average (%)	20.9	21.2
Gender bonus pay gap as a median bonus (%)	28.8	51.7
Proportion of males receiving bonus (%)	34.5	27.4
Proportion of females receiving bonus (%)	32.8	27.0

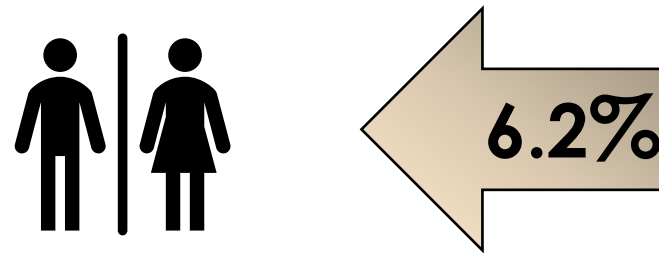
Gender pay gap as a mean average

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



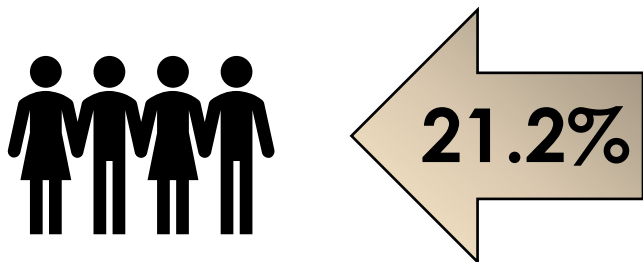
Gender pay gap as a median average

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



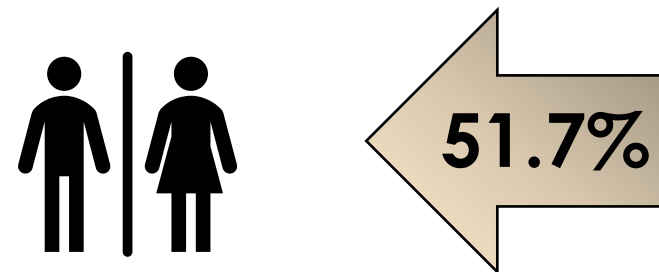
Gender bonus pay gap as a mean average

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



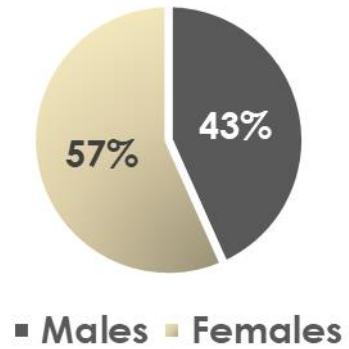
Gender bonus pay gap as a median average

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

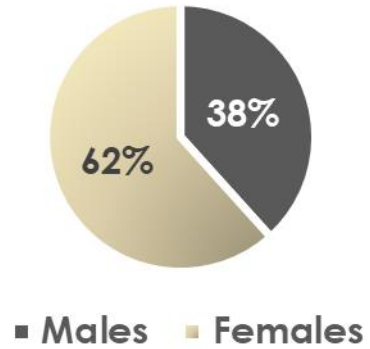


Proportion of Males and Females by Pay Quartile

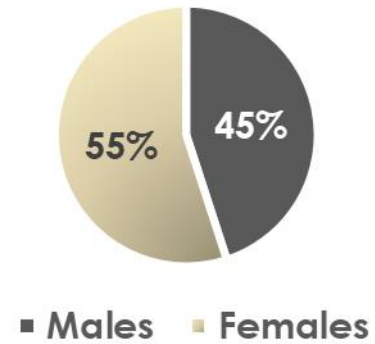
1st Pay Quartile



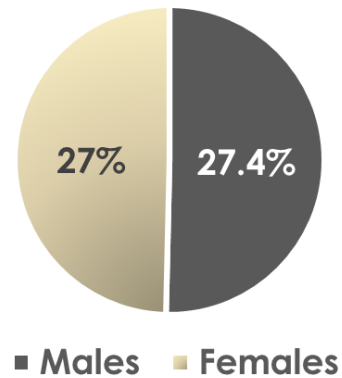
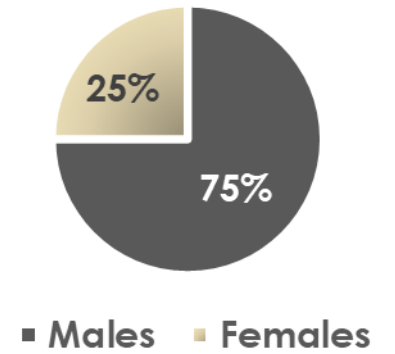
2nd Pay Quartile



3rd Pay Quartile



4th Pay Quartile



Proportion of Males and Females receiving bonus