

# GENDER PAY REPORT 2021





In the Caffé Nero Group, we are extremely proud of the diverse teams that we have, the work we do across all of our brands and all of the territories that we operate in. By continuing to work on driving equality, diversity and inclusion at every level across our organisation, we ensure that we pay all our employees fairly according to their job role, based on robust benchmarking against similar roles in comparable organisations across our industry.

Despite our 2020 and 2021 data being impacted by the Pandemic, we recognise that we can do more to address gender inequality in our business, particularly by ensuring more women progress into senior positions, and by actively encouraging women into traditionally male dominated roles.

We are committed and passionate about continuing to reduce the gender pay gap in our organisation and 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 2021 and have been calculated according to the requirements of The Equality Act 2010 (Gender Pay Information) Regulations 2017.

*Andrea Cooper*  
**Group HR Director**

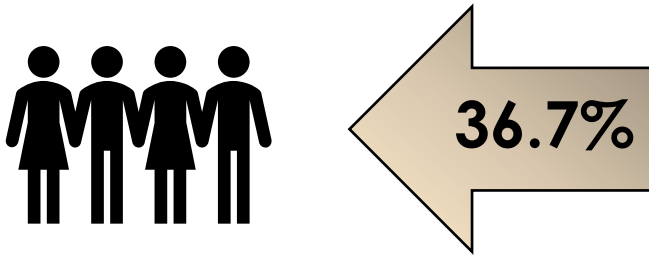


## Our Results

	2018 (%)	2020 (%)	2021 (%)
Gender pay gap as a mean average (%)	10.9	29.0	36.7
Gender pay gap as a median average (%)	2.0	6.2	0
Gender bonus pay gap as a mean average (%)	20.9	21.2	9.7
Gender bonus pay gap as a median average (%)	28.8	51.7	23.5
Proportion of males receiving bonus (%)	34.5	27.4	6.9
Proportion of females receiving bonus (%)	32.8	27.0	7.1

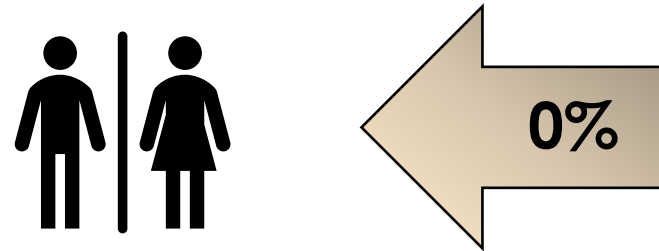
## Gender pay gap as a mean average

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



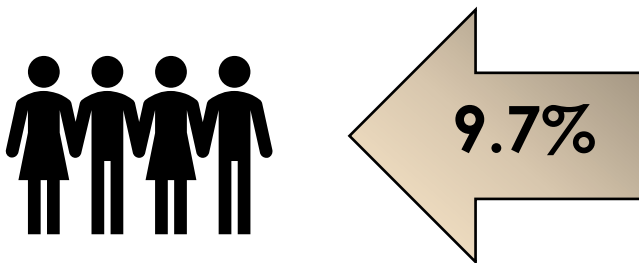
## Gender pay gap as a median average

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



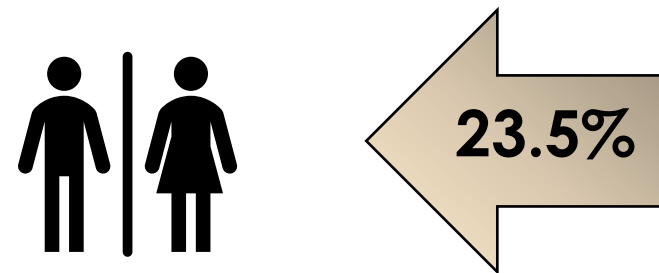
## Gender bonus pay gap as a mean average

*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

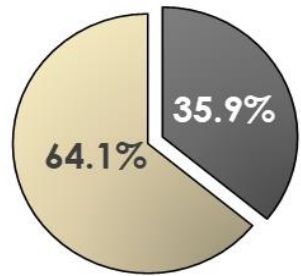
*The difference in bonus pay between the middle-ranking woman and the middle-ranking man.*





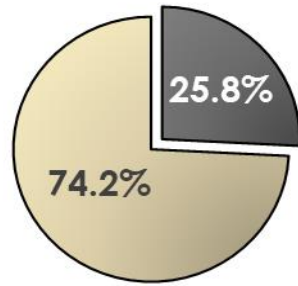
## Proportion of Males and Females by Pay Quartile

### 1st Pay Quartile



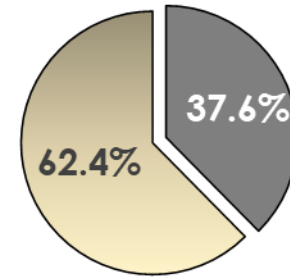
■ Males ■ Females

### 2nd Pay Quartile



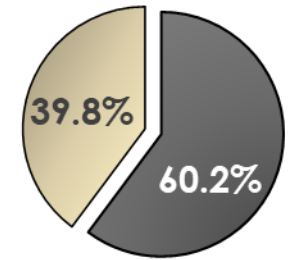
■ Males ■ Females

### 3rd Pay Quartile

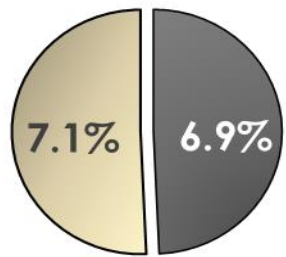


■ Males ■ Females

### 4th Pay Quartile



■ Males ■ Females



■ Males ■ Females

## Proportion of Males and Females receiving bonus