



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

At the time of the 2022 'snapshot', compared to 2018 (the last comparable year due to the impact of Covid and Furlough on the gender pay data) our median pay gap has reduced from 2.0% to 0.44% (this represents a difference in median pay of £0.04 per hour), while our mean pay gap has increased from 10.9% to 11.43% (this represents a difference in mean pay of £1.26 per hour). At the same time our median bonus gap has improved from 28.8% to 11.59%, while our mean bonus gap has increased slightly from 20.9% to 21.66%. The % of men vs women receiving bonus remains fairly consistent.

We have also made improvements in progressing more women into senior positions (women now represent 58.8% 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 are committed to reducing the gender pay gap in our organisation and these results allow us to recognise the progress we have made and where there is 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 2022 and have been calculated according to the requirements of The Equality Act 2010 (Gender Pay Information) Regulations 2017.

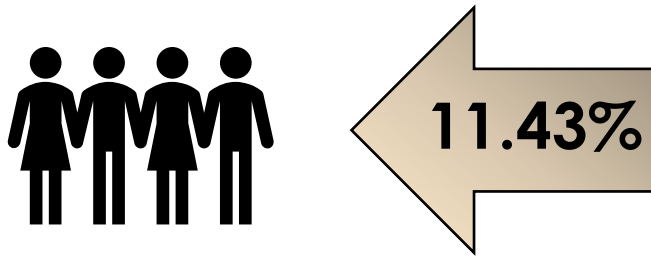
Andrea Cooper
Group HR Director

Our Results

	2018 (%)	2020 (%)	2021 (%)	2022 (%)
Gender pay gap as a mean average (%)	10.9	29.0	36.7	11.43
Gender pay gap as a median average (%)	2.0	6.2	0	0.44
Gender bonus pay gap as a mean average (%)	20.9	21.2	9.7	21.66
Gender bonus pay gap as a median bonus (%)	28.8	51.7	23.5	11.59
Proportion of males receiving bonus (%)	34.5	27.4	6.9	28.85
Proportion of females receiving bonus (%)	32.8	27.0	7.1	25.25

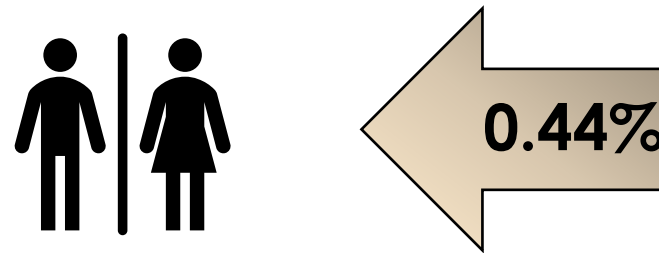
Gender pay gap as a mean average

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



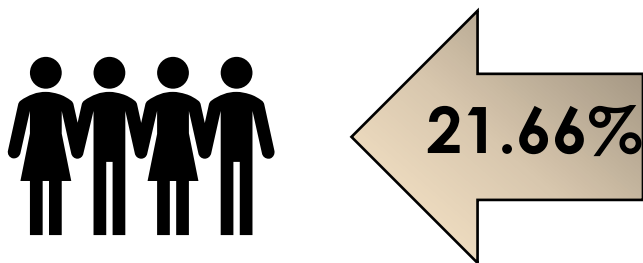
Gender pay gap as a median average

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



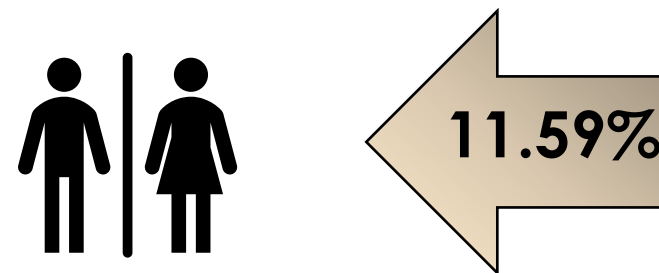
Gender bonus pay gap as a mean average

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



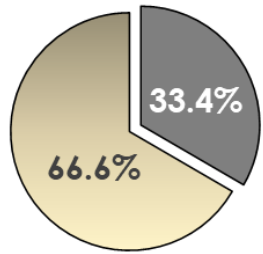
Gender bonus pay gap as a median average

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



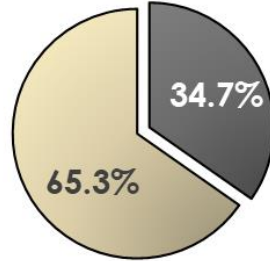
Proportion of Males and Females by Pay Quartile (Lowest to Highest)

1st Pay Quartile



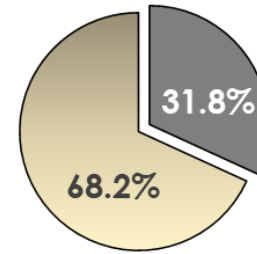
■ Males ■ Females

2nd Pay Quartile



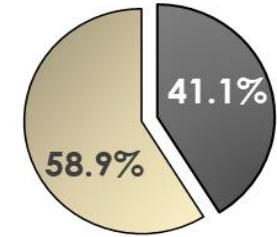
■ Males ■ Females

3rd Pay Quartile

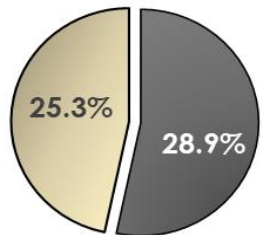


■ Males ■ Females

4th Pay Quartile



■ Males ■ Females



■ Males ■ Females

Proportion of Males and Females receiving bonus