

Gender Pay

CAFFÈ NERO

2023 Report

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 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.

We are pleased to see that our mean pay remains in a good place at 0.64%, and this represents a decrease vs 2022 which we believe is a strong result. Our median pay gap has decreased from 0.44% to 0.01% which we are extremely proud of (this represents a difference in mean pay of £0.01 per hour). Our mean bonus gap has decreased from 21.66% to 16.88% and our median bonus gap has increased slightly from 11.59% to 30.89%. The % of men vs women receiving bonus remains fairly consistent with 26.29% of women receiving a bonus vs 31.15% of men.

Our percentage of women in senior positions remains consistent (women 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 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 5 April 2023 and have been calculated according to the requirements of The Equality Act 2010 (Gender Pay Information) Regulations 2017.

Andreea Cooper

Group HR Director

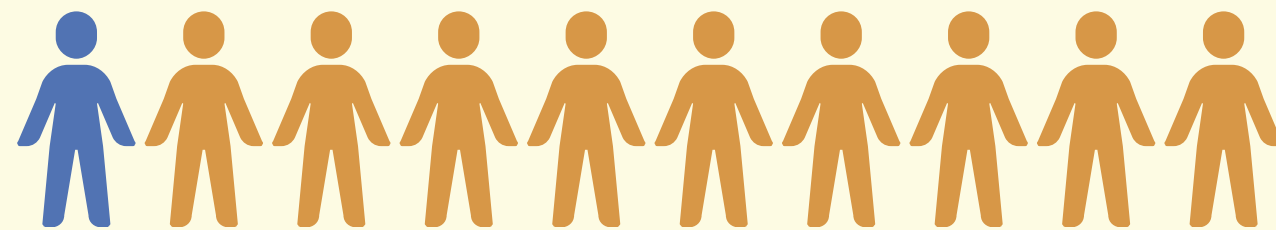
OUR RESULTS

	2018 (%)	2020 (%)	2021 (%)	2022 (%)	2023 (%)
Gender pay gap as a mean average (%)	10.9	29.0	36.7	11.43	0.64%
Gender pay gap as a median average (%)	2.0	6.2	0	0.44	0.01%
Gender bonus pay gap as a mean average (%)	20.9	21.2	9.7	21.66	16.88%
Gender bonus pay gap as a median bonus (%)	28.8	51.7	23.5	11.59	30.89%
Proportion of males receiving bonus (%)	34.5	27.4	6.9	28.85	31.15%
Proportion of females receiving bonus (%)	32.8	27.0	7.1	25.25	26.29%

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.

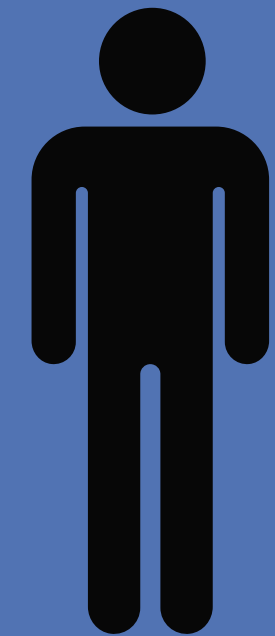
0.64%



GENDER PAY GAP AS A MEDIAN AVERAGE

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

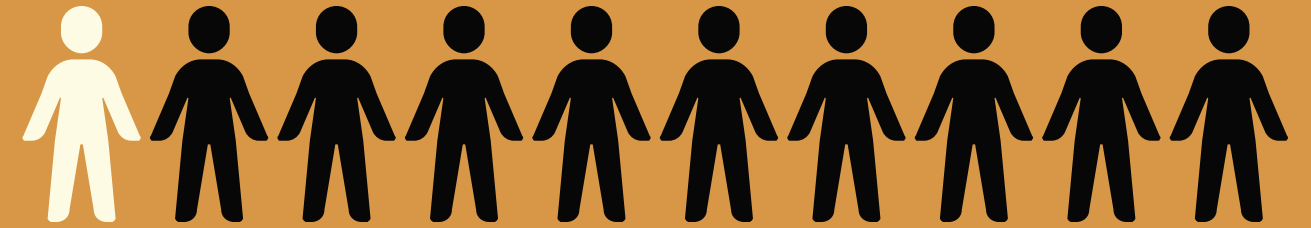
0.01%



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

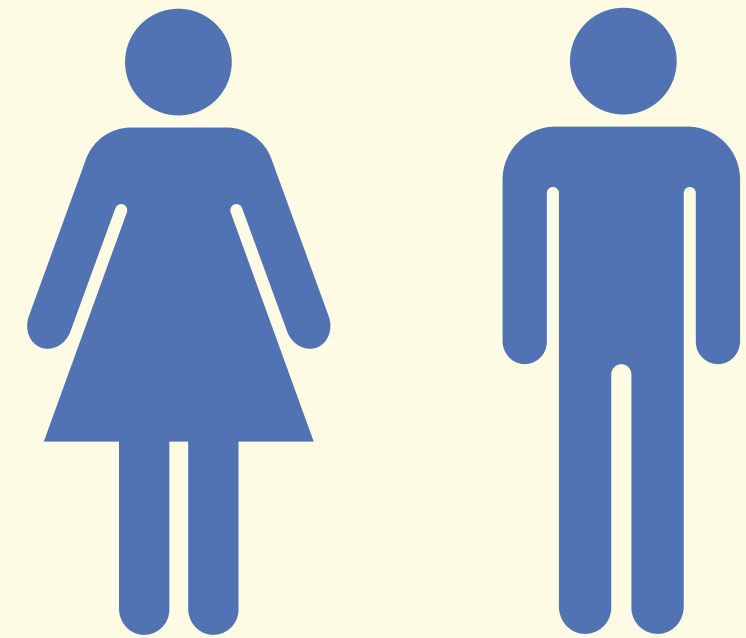
16.88%



GENDER BONUS PAY GAP AS A MEDIAN AVERAGE

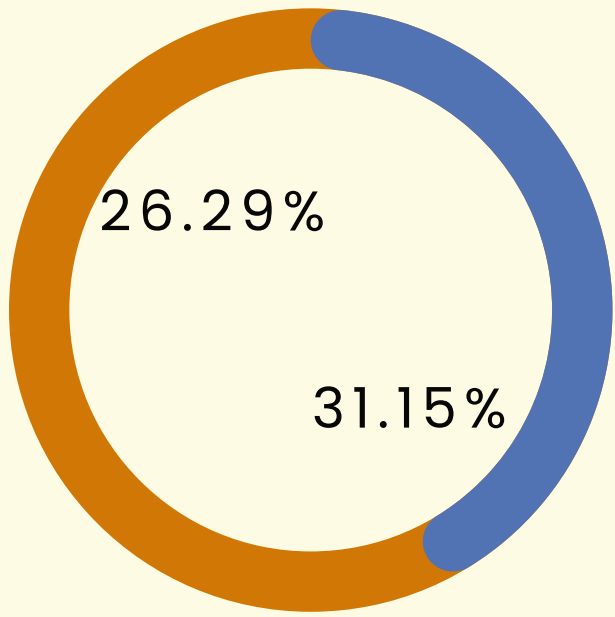
The difference in bonus pay between the middle ranking woman and the middle ranking man.

30.89%



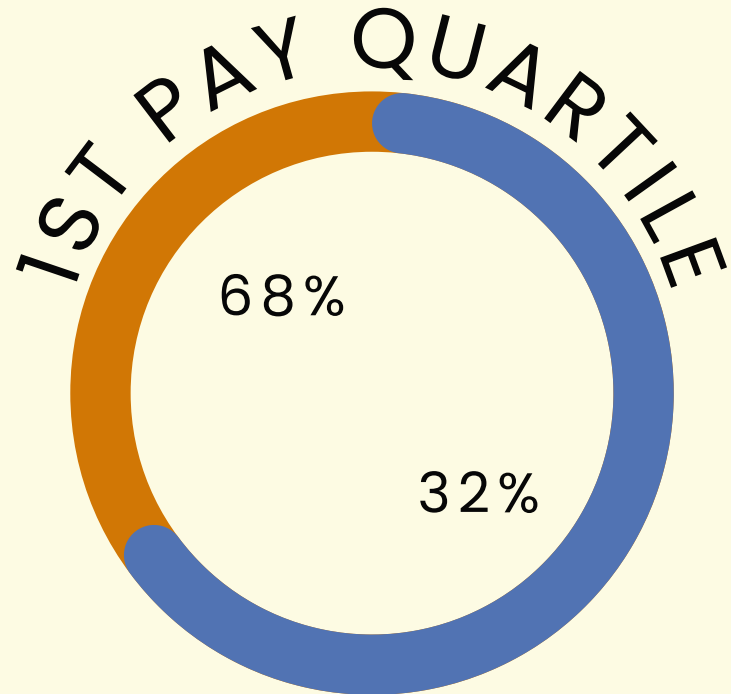
PROPORTION OF MALES & FEMALES BY PAY QUARTILE

(Lowest to Highest)

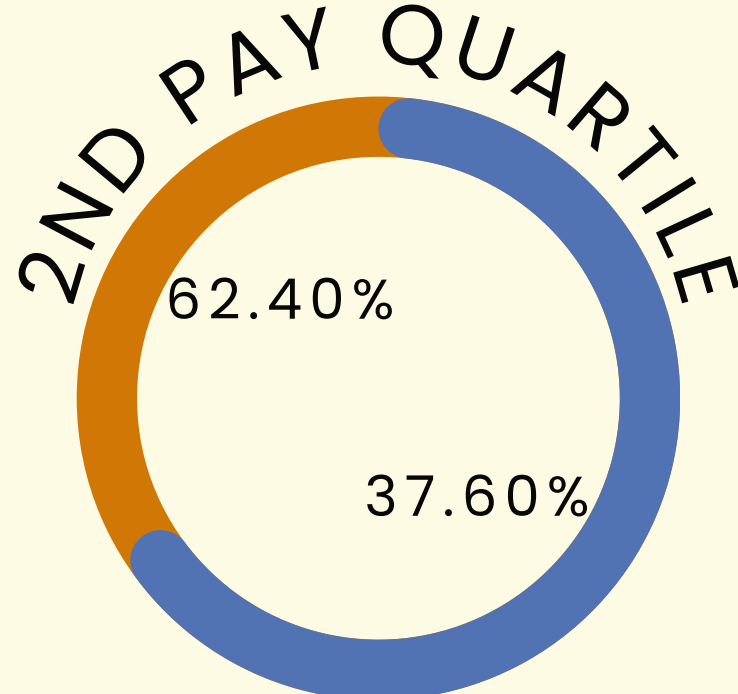


FEMALE MALE

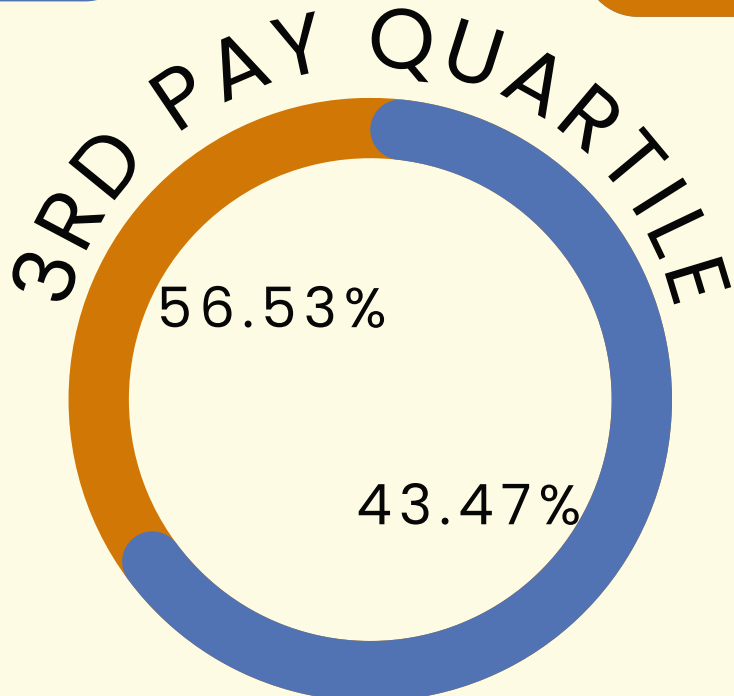
Proportion of
Males and Females
receiving bonus



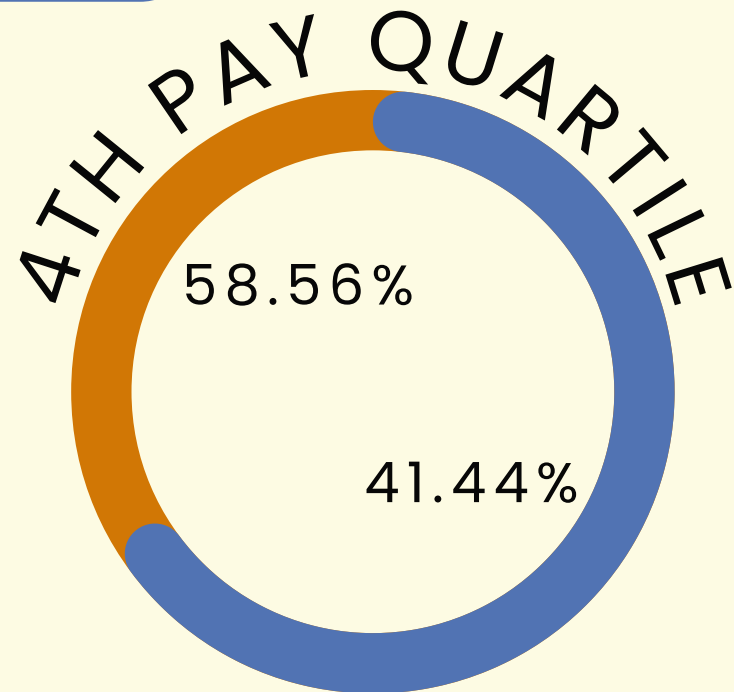
FEMALE MALE



FEMALE MALE



FEMALE MALE



FEMALE MALE

The background is a solid blue color with various abstract shapes and patterns. In the top left, there's a yellow circle with grey dots and orange wavy lines. In the top right, there's a black circle with white dots and a white leaf-like shape. In the bottom left, there's a black shape with white dots and a white leaf-like shape. In the bottom right, there's a yellow shape with a black outline and an orange leaf-like shape. In the bottom center, there's a cluster of orange dots.

CAFFÈ
NERO

Thank you!