

Gender Pay Gap Report

At Nando's, it's the people that make the chicken and we are committed to creating an inclusive and respectful culture for all; one where every individual is valued, respected and can flourish.

This year is the first year that we are reporting on our Gender Pay Gap figures in the Republic of Ireland (ROI). This data only contains those Nandocas on the ROI payroll of which they are 470 Nandocas (2.35% of our population).

THE GENDER PAY GAP AT NANDO'S (Republic of Ireland)

The Gender Pay Gap Information Act 2021 requires all companies in the ROI who have 250 employees or more to publish their gender pay gap data. This includes:

- Mean and median gender pay gaps of full time, part-time and temporary Nandocas
- Mean and median gender pay bonus gaps
- The percentage of people by gender who received a bonus payment
- Pay quartiles by percentage of men and women
- Percentage of employees who received benefits in kind.

All Nandocas are included, even those on leave and the hourly pay calculation is based on all pay in the 12 months leading up to the snapshot date (5th June 2022).

Mean

-6.0%

All Nandocas

1.6%

Part-time Nandocas

1.5%

Temporary Nandocas

Median

-0.3%

All Nandocas

0.0%

Part-time Nandocas

0.1%

Temporary Nandocas

When looking at all ROI based Nandocas, both the mean and median pay gaps show a negative percentage figure. This means that our pay gap is skewed towards female Nandocas, which is driven by us having a higher representation of females across all levels of the business, which is in line with our desire to have a higher representation within our business that is reflective of the Nandoca teams in our restaurants (50/50 gender). Overall, the results are promising, and we are committed to continuously reviewing the data to understand any hot-spot areas that require further attention.

PAY QUANTILES

	Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile
Females	54%	49%	58%	54%
Males	46%	51%	42%	46%

Our pay quartiles are calculated by listing every Nandoca from the highest to the lowest paid. This is then split into four equal groups, and we look at the proportion of males and females in each group. From this we can see that we have an even representation of females across all levels of the business – something that we are proud of.

BONUS PAY GAP

MEAN BONUS 33.0%

MEDIAN BONUS 24.2%

RECEIVED A BONUS

10.6% MALES

11.9% FEMALES

Our bonus gap is higher than we would like, which is due to the most senior role being occupied by a male, who has extra responsibilities outside of the ROI. These extra responsibilities result in higher bonuses being paid and therefore, this anomaly skews the data for bonus pay.

Another factor which has impacted the bonus gaps is that around 11% of eligible females were on maternity leave during the bonus year. This meant that some of our female Nandocas may have received a pro-rated amount causing the bonus gap to appear slightly exaggerated.

10.6% of males and 11.9% of females received a bonus across the workforce. Eligibility to receive a bonus is driven by level of role, resulting in only a small proportion of the population being eligible.

BENEFIT IN KIND

A benefit in kind is any benefits received which are not included in salary or wages. For example; healthcare.

Eligibility to participate is driven by level of role and Nandocas must opt into this service. We see a higher % take up of this service with our female Nandocas compared to our male.

Males 1.8%

Females 3.6%

ACTIONS

Inspired by our heritage, creating a respectful and inclusive culture is a key business priority for us, one that is imperative to our success. It's part of our DNA and it's why people join our business and why they stay.

At Nando's, we're all about changing lives, together. We are striving for the makeup of our business to be reflective of the Nandoca teams in our restaurants, as well as the customers we serve, and our focuses are heavily informed by our data.

With people and data at our core, we have been able to identify two key opportunity areas – **inclusion felt and diversity seen**. From this we have been focusing on three key elements to drive change – **inclusive culture, education & awareness and be the best me**.

A key part to understanding our culture is our Everyone is Welcome Nandoca group. They are representative of our workforce and have a passion for valuing and respecting others. The team are key to informing our agenda and have been busy discussing issues, raising awareness, and advocating for change – all helping to embed a culture of inclusion with diverse voices at the table.

Critical to driving long-term sustainable and meaningful change are our senior leadership teams. In 2021, we first launched our Inclusive Leadership Programme, to educate and support leaders in building a culture of inclusivity, equity and belonging in their teams. We also provide a monthly inclusion calendar where we educate and celebrate Nandocas on important days. This year we have together celebrated International Women's Day, Pride and Black History Month.

We encourage our Nandocas to be themselves and actively support individuality. We want our Nandocas to grow at their own pace and become the best version of themselves. We also provide learning sessions with group support and resources to help Nandocas progress.

We are actively addressing any barriers our current and future Nandocas face inside and outside Nando's through different initiatives such as;

improving our family friendly benefits, inclusion training for all Nandocas and self-mentorship for progression into all roles.

OUR PLANS FOR 2023

We are proud of the work we have done so far, but we know there is more we can do. We continue to collect and further understand our data to track our progress and analyse what we could be doing better. We are committed to creating a respectful, inclusive and representative culture for all by continuing to:

Continue to support leaders to build a culture of inclusivity through education and toolkits, including ways to support Nandocas throughout maternity leave.

Expand our mentoring scheme to create an environment of open dialogue and discussion to ensure diverse perspectives are heard and taken into key decision forums.

Explore ways to unlock flexibility through innovation of working patterns (e.g. flexible working conditions).

Refresh our inclusion training for all and provide new resources.

REVIEWED AND APPROVED BY



Colin Hill, CEO



Rob Bray, People Director



Alan Snyman, Regional Director for Ireland & Wales

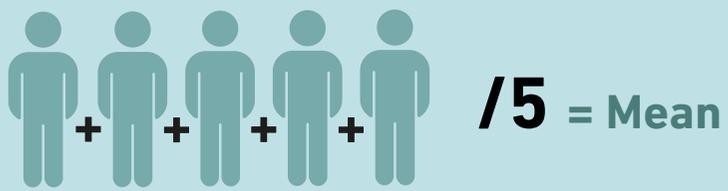


The Gender Pay Gap is a measure of the difference in the average pay of men and women across the business, regardless of the work they do and the role they play. It is different to Equal Pay which is about men and women receiving the same pay for doing the same job.

We acknowledge that for reporting purposes, legal regulations ask us to identify our Nandocas as men and women. However, we know that not all of our Nandocas identify themselves in this binary concept and we work hard to ensure all Nandocas are welcome, feel part of the family and can be themselves.

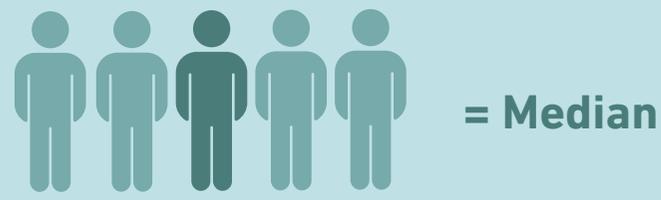
MEAN PAY GAP

This is calculated by comparing the average pay rate of men and women at Nando's. How we work this out is: we first add up the pay of all the male Nandocas at Nando's and divide this number by the total number of male Nandocas at the company. We then do the same thing for all the female Nandocas. The mean Gender Pay Gap is the difference between these two figures.



MEDIAN PAY GAP

If there were two lines of Nandocas, one of all our female Nandocas and one of all our male Nandocas, and each line went from the lowest paid to the highest paid, the median pay gap is the difference in pay between the middle Nandoca in the female line, and the middle Nandoca in the male line.



BONUS PAY GAP

Our annual bonus pay gap figures include anything that was paid out either as part of our bonus scheme (which is available to all salaried Nandocas), or our Partnership scheme (our Long-Term Incentive Scheme where eligibility to participate is driven by level of role).

The mean and the median are calculated the same way as both the mean and median pay gaps, but refer to bonus payments received.

PAY QUANTILES

Our pay quartiles are calculated by listing every Nandoca from the highest to the lowest paid. This is then split into four equal groups, and we look at the proportion of males and females in each group.

BENEFITS IN KIND

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