

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 is the second year of 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 there are 463 Nandocas (2.36% 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 2023).

Pay Gaps

	All Nandocas	Part-time Nandocas	Temporary Nandocas
Mean	-6.5%	0.6%	-1.3%
Median	0.2%	0.3%	-0.7%

MEAN PAY GAP

The Mean Pay Gap has decreased by 0.5% from last year. The negative percentage figure means that our gap favours female Nandocas. This is reflective of the higher representation of females we see across the business, which is driven by our desire to see representation across all levels that mirrors Nandocas in our restaurants.

MEDIAN PAY GAP

The Median Pay Gap has increased by 0.5% to 0.2%. We are pleased with this movement as a gap of almost 0% means that we have no gender median pay gaps in our ROI Nandocas.

Pay Quartiles

This year, representation of females across most levels of the business has slightly decreased. This is due to the ROI population being smaller, and therefore slight changes have more of an impact. Also, these numbers do not include those Nandocas who contribute to ROI business but are employed by Nando's UK.

	Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile
Females	52%	50%	47%	48%
Males	48%	50%	53%	52%

Bonus Pay Gap

MEAN BONUS	-29.3%	MEDIAN BONUS	-69.2%
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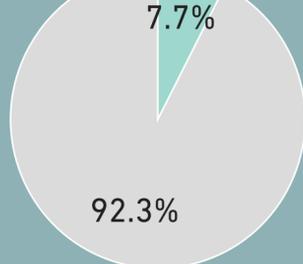
Our Bonus Gaps have decreased significantly since last year. Bonus Pay calculations include anything that was paid out either as part of our Bonus scheme (which is available to all salaried Nandocas) and dependent on restaurant success, or our Partnership scheme (our Long-Term Incentive Scheme where eligibility to participate is driven by level of role).

Our Bonus Gaps are negative which means that our gap favours females. This is because we have more females in our senior leadership team and these roles attract higher salaries and bonuses, which is reflected in our Bonus Gaps. Furthermore, we have more senior female Nandocas based in our Central Support Office, who earn a bonus based on their annual salary. Bonuses for our restaurant teams is dependent on the performance of the restaurant and therefore is subject to fluctuations.

BONUS

MALES

PROPORTION OF MALES RECEIVING A BONUS

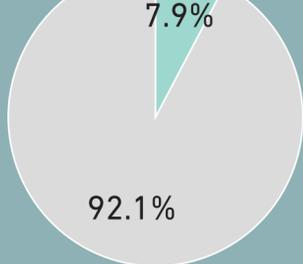


RECEIVED A BONUS

DIDN'T RECEIVE A BONUS

FEMALES

PROPORTION OF FEMALES RECEIVING A BONUS



RECEIVED A BONUS

DIDN'T RECEIVE A BONUS

Benefits in Kind

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.

% Receiving BIK

Male	Female
2.1%	3.9%

Action

Our Everyone is Welcome philosophy at Nando's remains a high priority for us, one that is imperative to our success. Inspired by our heritage, we continually strive to create a respectful and inclusive culture that is reflective of the Nandoca teams in our restaurants (50/50 sex and 30/70 ethnicity).

We continue to focus on inclusion, ensuring our Nandocas feel part of the family and can be themselves. As well as, focusing on ensuring our teams are diverse. With people and data at our core, we have been focusing on three key elements to drive change – inclusive, culture, education and awareness, and be the best me.



EDUCATION AND AWARENESS

We have refreshed our Everyone is Welcome e-learning module to upskill and educate all Nandocas across the business. We have celebrated Pride through events and reminding Nandocas about the ability to have pronouns on their name badges. Furthermore, we have capitalised on the increased representation of females through championing female Irish role models throughout Black History Month – highlighting the importance of intersectionality. In addition, we have enrolled our ROI Nandocas on external female leadership development programs such as; Ethnic Future Leaders and have received positive feedback from this.



INCLUSIVE CULTURE

Our leaders are key to creating and developing our culture for Nandocas. We continue to support them through our Inclusive Leadership Programme, which aims to educate and support leaders in building a culture of inclusivity, equity and belonging in their teams. We also collaborate closely with our leaders on their development journey and support them in fostering a culture of inclusion in their restaurants through, having great conversations and talent reviews. Another important aspect to embed a culture of inclusion is our Everyone is Welcome group. This is a group of Nandocas that are reflective of the business and key to informing our agenda, discussing issues, raising awareness, and advocating for change.



BE THE BEST ME

We encourage our Nandocas to be themselves and actively support individuality. We want our Nandocas to grow at their own pace and become the absolute best version of themselves. We provide learning sessions with group support and resources to help Nandocas progress. We continue to listen to Nandocas on how we can support them to be at their best. For example, after hearing from Nandocas on the parental leave experience, we are proud to launch changes to our processes including, new line manager support guides and our Nandino Starter Pack. Which includes helpful tips, information for the Nandoca and a Nandino (new addition to the family) gift – available to all new parents. Each gift supports our changing lives ambition through a donation to "the Door of Hope Foundation" in South Africa.

Our Plans For 2024

We are proud of the work we have done so far and remain committed to do more. We continue to collect and further understand our data to track our progress and understand what we could be doing better. We recognise the role that leaders play in creating an inclusive culture and therefore will continue to roll out our Inclusive Leadership training to our Patraos (general managers). We continue to celebrate events that are important to our Nandocas and showcase role models across the business.

We constantly review and actively address any barriers our current and future Nandocas face inside and outside Nando's through different initiatives such as; inclusion training for all Nandocas, self-mentorship for progression into all roles and development programs. We aim to build on the progress we have already made through ongoing listening to our Nandocas and focusing on inclusion for all.

REVIEWED AND APPROVED BY

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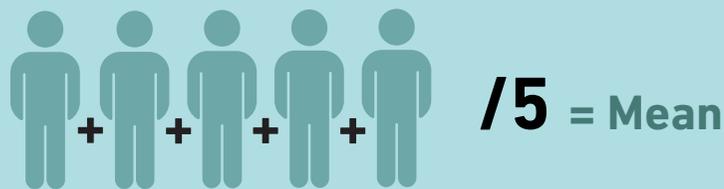
Glossary

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 legal regulations ask us to identify our Nandocas as men and women. However, we know that not all 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

Benefits in kind are benefits received which aren't included in salary or wages. For example, healthcare.