

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 our reported government figures have been affected by furlough meaning that they only reflect a small population (2,985) of our workforce. Therefore, as we had 14,575 Nandocas working in the UK as of the snapshot date of 5th April, we have chosen to share our data with and without furloughed Nandocas included.

THE GENDER PAY GAP AT NANDO'S

Our mean pay gap

5.1%

Including furloughed Nandocas

11.8%

Excluding furloughed Nandocas

The gap has decreased from last year by 1.2%. This is mainly due to new pay practices addressing and reducing pay differentials at Nandoca level. We have increased female representation across senior levels of the business which has also positively impacted our gap.

We are 9.8% below the UK average and 2.3% below industry average (14.9% UK average and 7.4% industry average: based on Office for National Statistics).

Mean pay	2018	2019	2020	2021
	6.5%	7.2%	6.3%	5.1%

Our median pay gap

2.4%

Including furloughed Nandocas

6.3%

Excluding furloughed Nandocas

This has increased from the previous year, due to the figure last year being affected by coronavirus. During the pandemic, pay increased due to changes in National Living Wage. This created a very shallow pay structure resulting in limited pay differentials between the Nandoca role and the next role for progression, the Buddy role. In order to reduce this compression, we invested more at Buddy level to reflect the additional responsibilities of the role. However, as we have more females (53%) at Nandoca level this has increased the median pay gap.

This figure is much lower than the average median Gender Pay Gap for the UK which is 15.4%, but higher than the median in our industry, which is 0% (according to the Office for National Statistics).

Median pay	2018	2019	2020	2021
	1.2%	1%	0%	2.4%

PAY QUARTILES

	Upper quartile	Upper middle quartile	Lower middle quartile	Lower quartile
Reported Figures – including furloughed Nandocas				
Males	52%	50%	46%	46%
Females	48%	50%	54%	54%
Reported Figures – excluding furloughed Nandocas				
Males	59%	53%	49%	45%
Females	41%	47%	51%	55%

Comparing this years figures (including furloughed Nandocas) to last year, we have an increase of males in the lower quartile and the upper middle quartile. The upper middle quartiles have remained the same and we have seen an increase of females in the lower middle quartile.

BONUS PAY GAP

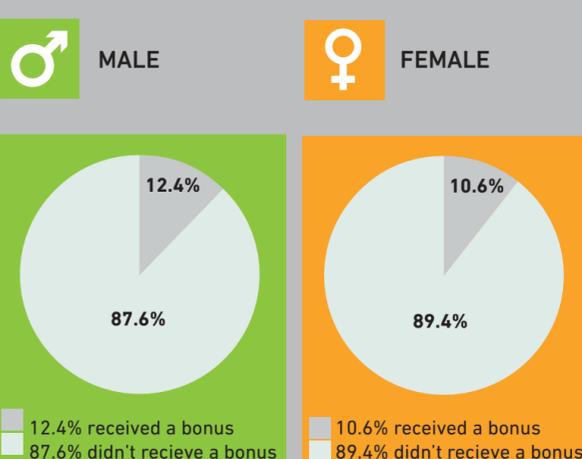
MEAN BONUS

We are proud that our mean bonus gap has decreased from 44.8% to 38.9%. The decrease is due to the fact that our female Nandocas have received greater amounts in bonus than in the previous year in comparison to male Nandocas. Whilst our gap is still quite large, we are pleased with the direction this is moving.

MEDIAN BONUS

The median is calculated by considering two lines of Nandocas, one for our female Nandocas and one for our male Nandocas, and each line goes 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. This year, the median for the male bonus has landed on a Nandoca that received a higher bonus compared to where the median has landed for the female Nandocas. However, we know that the male bonus landed on an anomaly and is not reflective of our gap, as when we look at the mean pay gap we are proud of our progress.

MEAN BONUS	38.9%
MEDIAN BONUS	49.4%



BONUS PAY	2018	2019	2020	2021
MEAN	41.1%	50.8%	44.8%	38.9%
MEDIAN	20%	19%	17.1%	49.4%

PROGRESS

Everyone is Welcome is part of our DNA, it's why people join our business and why they stay. We are striving for the makeup of our business to be reflective of the Nandoca teams in our restaurants (50/50 gender and 30/70 ethnicity). We have made great progress over the past year by focusing on three key elements to drive change.

INCLUSIVE CULTURE

We continue to create the conditions of an inclusive culture and a sense of belonging - where people can be themselves and have a voice. One key success of this has been to expand the diversity and representation of hourly paid Nandocas in our Everyone is Welcome group. This group have been key to informing our agenda, holding us to account, providing feedback and shaping upcoming activities.

EDUCATION & AWARENESS

Ensuring everyone feels welcome and included is everyone's responsibility and key to this is educating and raising awareness of diversity and inclusion across our Nandoca population. We launched our Everyone is Welcome e-learning module, which is essential for every Nandoca in the business. We raised awareness by sharing stories and highlighting role models across the business - the latest being a panel event for International Women's Day. As well as Nandoca education, we ran our Inclusive Leadership Programme for all our senior leaders, to help them build a culture of inclusivity, equity and belonging in their teams. We have seen the success from this through an increase in our inclusion measure which has increased by 17% since last year.

BE THE BEST ME

We encourage our Nandocas to be themselves and feel empowered to be their best. We continue to listen to our Nandocas and to understand any barriers they may be facing. We recently held a large listening forum with our female Nandocas which has provided invaluable insight into the female experience at Nando's. This has been instrumental in highlighting focus areas including; flexibility, reproductive journey's and navigating career pathways. We have seen great progress in the work we have done to improve our people practices including; diverse shortlists, interview panels and more recently our potential model and we are seeing representation of senior females increasing.

OUR PLANS FOR 2022

We are proud of the work we have done so far and we have seen increases in both our inclusion measure and diversity representation across the business. However, we know there is more we can do. 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.

Launch 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 by trailing job share and part-time work for Patraos.

To refresh our inclusion training for all and provide new resources.

REVIEWED AND APPROVED BY

Colin Hill, CEO

Rob Bray, People Director