

# 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.

We thrive on the richness that diversity brings to our restaurants and support offices, and work hard to create an environment that is reflective of the diversity of our customers and the communities in which we operate.

## THE GENDER PAY GAP AT NANDO'S

We are proud to welcome everyone who shares our values and attitudes. At the same time, we aim to create a place where our people feel they can be themselves, belong, grow and in turn deliver a great experience to our customers.

Now, in our sixth year of reporting, gender pay data has given us insight, made us challenge ourselves and put action in place to drive meaningful change. This data only contains those Nandocas on the UK payroll of which there are 20,315 Nandocas.

## Pay Gaps

### MEAN PAY GAP

3.8%

We are proud of the progress we've made in narrowing our mean pay gap year on year as we move closer to 0%. This positive trajectory is attributable to our focussed approach to driving an inclusive culture and equal representation across all levels, and our proactivity in supporting our leaders and minimising instances of bias across our people practises.

MEAN PAY	2018	2019	2020	2021
	6.5%	7.2%	6.3%	5.1%

### MEDIAN PAY GAP

1.1%

Our median pay gap has more than halved in comparison to the previous year, in which figures were affected by Covid with pay increases only issued to ensure all Nandocas received National Living Wage. The post covid gap of 1.1% represents positive progress.

MEDIAN PAY	2018	2019	2020	2021
	1.2%	1%	0%	2.4%

## Pay Quartiles

As a result of work to increase female representation in senior and leadership roles, this is the first year of reporting that we have seen higher representation of females across all quartiles. Our goal is now to maintain this, and are proud to have seen improvements in the highest paid quartiles this year compared to those prior.

	Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile
Females	56%	53%	51%	52%
Males	44%	47%	49%	48%

## Bonus Pay Gap

### MEAN BONUS

24.2%

### MEDIAN BONUS

20.0%

Our mean bonus has decreased by 14.7%, driven by greater representation of females in leadership positions; the payment of our Operations bonus at a fixed rate; and payment of the remaining half of Central Support offices' annual bonus.

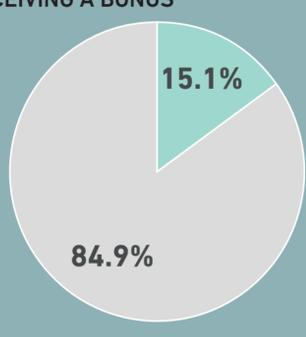
Although this is moving positively in the right direction, the mean bonus gap performance still remains higher than we would like. We are reviewing what steps need to be taken to reduce this further, including regularly refreshing our data to help make informed and data-led recommendations.

	2018	2019	2020	2021
Mean Bonus	41.1%	50.8%	44.8%	38.9%
Median Bonus	20%	19%	17.1%	49.4%

## BONUS

### MALES

#### PROPORTION OF MALES RECEIVING A BONUS

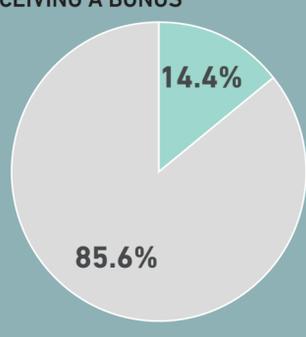


RECEIVED A BONUS

DIDN'T RECEIVE A BONUS

### FEMALES

#### PROPORTION OF FEMALES RECEIVING A BONUS



RECEIVED A BONUS

DIDN'T RECEIVE A BONUS

## Everyone is Welcome

Everyone is Welcome is part of our DNA, it's why people join our business and why they stay. At Nando's, we welcome people of every gender, from every country, every race, and every religion to work and eat together. We set out with an aim for the makeup of our business to be reflective of the Nandoca teams in our restaurants (50/50 gender split) and we are proud to see this across all quartiles.

We have made great progress over the past year by focusing on three key elements to drive change; inclusive culture, education & awareness and encouraging Nandocas to be the best versions of themselves.



### EDUCATION AND AWARENESS

We have seen great progress since we started reporting and critical to ensuring our long-term success has been our leaders. We have embedded representation conversations into all talent reviews, supporting and holding our leaders to account on the make-up of their talent pipelines. Furthermore, we have capitalised on the increased representation of females through spotlighting them as role models across all layers of our business. Through external partnerships we have also been able to put our females and leaders on female leadership development programs, and have seen a positive impact from this.



### INCLUSIVE CULTURE

Inspired by our heritage, creating a respectful and inclusive culture is key - where people can be themselves and have a voice. Our Everyone is Welcome Nandoca group continue to be critical to informing our agenda and holding us to account. This year they have helped to develop our Everyone is Welcome e-learning module, which is mandatory for every Nandoca in the business. They have also raised awareness and advocate for change in their local areas, which all helps to embed a culture of inclusion.



### 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 specific listening forum with our Nandocas to understand the maternity journey. The feedback has provided invaluable insights and has been instrumental in highlighting focus areas including more support for line managers and Nandocas returning to work.

## Our Plans Going Forward

Since we started reporting, 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, which have both had a positive impact on our pay gap. However, we know there is more we can do and we remain committed to creating a respectful and inclusive culture for all by continuing to:



### EDUCATION AND AWARENESS

We are expanding education across our Leadership teams by enrolling all our leaders and total Nandoca population onto our inclusion program. The program is building a culture of inclusion, equity and belonging. We also continue to share stories and champion role models to ensure everyone feels welcome, included and are able to grow.



### FAMILY FRIENDLY BENEFITS

We are improving our family friendly benefits by investing in the parental leave process. All Nandocas taking time out of the business to welcome a new Nandino will now receive more guidance and support, as well as a special handmade gift from South Africa (our motherland). Furthermore, we'll provide education for our leaders to support them through managing our teams through their family experience.



### DEVELOPMENT AND PROGRESSION

We encourage 'self sponsorship' across all our internal development programmes to support development, progression and retention of females into leadership roles. We will also strive to have a 50% representation of females across all development programs, e.g. apprenticeships.



### NANDOCA VOICE

Champion the voice of our Nandocas to understand what's working, what's not and therefore what actions we need to take. As well as sharing stories and highlighting role models from diverse voices.

### REVIEWED AND APPROVED BY

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