

Gender Pay Gap Report

Inspired by our Southern African heritage we know and value the richness that diversity brings, not just in running a successful business, but in creating a better world for us all to live in. We believe in inclusivity and opportunity for all and live the philosophy of Everyone is Welcome for our current and future Nandocas and the communities we serve.

Gender pay data gives us insight, makes us challenge ourselves and puts action in place to drive meaningful change. We are proud of the work we have already done and are committed to driving more action over the coming years. We know that by empowering and enabling everyone to flourish and thrive, we grow our business and deliver on our purpose of changing lives together.

THE GENDER PAY GAP AT NANDO'S

The data in this Gender Pay Gap Report only contains those Nandocas on the UK payroll of which there are 19,259, and the snapshot date of this data is the 5th April 2023.

We acknowledge that for reporting purposes, 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.

Pay Gaps

MEAN PAY GAP 3.0%

Our deliberate approach to driving an inclusive culture and equal representation across all levels has contributed to a continued decrease in our gender pay gap. 2024 marks our fourth consecutive year of reduction and we are proud of the progress we've made and continue to make in closing the gap.

	2019	2020	2021	2022
Mean Pay	7.2%	6.3%	5.1%	3.8%

MEDIAN PAY GAP 0%

We are proud to have a 0% median pay gap as a result of our continued focus on driving our Everyone is Welcome agenda. Furthermore, this strengthens our confidence in our reward principles and practices.

	2019	2020	2021	2022
Median Pay	1.0%	0.0%	2.4%	1.1%

Pay Quartiles

When reviewing diversity across the business, we continue to broadly see equal representation of females across all levels. This shows the positive steps we have taken to progress and retain females in senior and leadership roles. As part of this commitment, we have reviewed and updated our Senior Leadership Program to better support our leaders' growth and development. Clearer benchmarking has been introduced alongside support for self-sponsorship, resulting in our talent pipelines for Senior Operational roles favouring women 60/40.

	Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile
Females	55%	49%	51%	48%
Males	45%	51%	49%	52%

Bonus Pay Gap

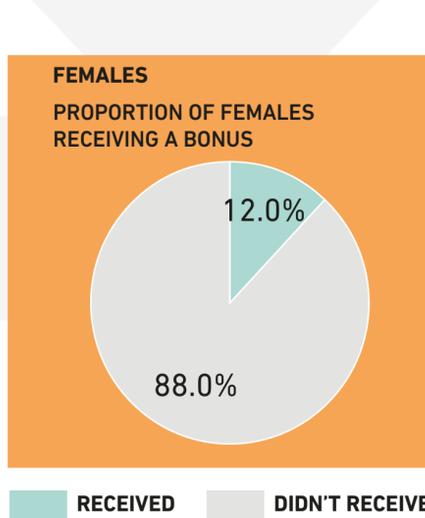
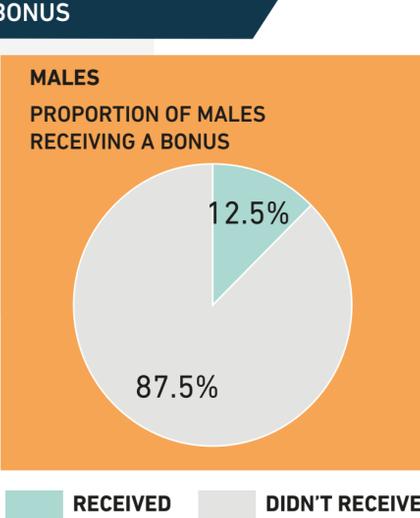
MEAN BONUS 28.4% MEDIAN BONUS 34.0%

Our mean bonus pay gap has increased slightly from last year, due to bonus payments for management and leadership positions being performance related and therefore subject to fluctuation. However, this remains significantly decreased compared to prior years.

The bonus pay gaps remain higher than we would like, due to a greater proportion of male representation in senior leadership positions across operations and central support roles that correlate with higher bonuses. To address this, we continue to focus on growing our people into leadership roles, ensuring they have the right level of skills to progress and develop into these roles.

	2019	2020	2021	2022
Mean Bonus	50.8%	44.8%	38.9%	24.2%
Median Bonus	19.0%	17.1%	49.4%	20.0%

BONUS



Everyone is Welcome

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 both join our business and it's why they stay. We want 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 broadly across all quartiles. We have made great progress over the past year by focusing on four key foundations to drive change.



LEADERSHIP

Our leaders are key to creating an inclusive culture for their teams. We continue to educate and support them in building a culture of inclusivity, psychological safety and equity in their teams through leadership training. We are currently rolling out training to our Patraos (General Managers) on how to create psychologically safe environments for all Nandocas. Not only do we want our leaders to foster safe spaces for their teams, we actively create an environment where leaders can learn, grow and develop through our career leadership pathways. Our support includes quality career conversations and participation in our updated Senior Leadership Program.



INCLUSIVE CULTURE

Creating safe and inclusive environments for our Nandocas is key to driving our Everyone is Welcome Agenda forwards. By fostering a culture of inclusion for Nandocas, we can support their development. Critical to informing our agenda and helping us to embed a culture of inclusion, is our Everyone is Welcome Nandoca group. They advocate for change, provide insight and help to raise awareness across the whole business. They have recently supported us with ideas on how we can improve the reach of our inclusion events across all our restaurants and later this year we plan to run an engagement campaign to celebrate Everyone is Welcome.



PEOPLE PRACTICES

Improving our processes helps guide and support our managers and Nandocas. We have reviewed our recruitment and onboarding processes with an inclusion lens, ensuring fairness across our practices. We recently updated our parental leave 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.



DATA

Data provides valuable insight to help shape our Everyone is Welcome Agenda and guide our thinking. Alongside pay gap data, representation and inclusion data allows us to prioritise, track and measure our progress. It has helped us spot opportunities to drive change and identify areas of support. For example, improving the parental journey was developed from Nandoca insights. In addition, we have evolved the way we share and cascade our data and insight. Leaders are now provided with specific information for their areas of responsibilities to support data informed decisions for hiring and promotions.

Our Plans Going Forward

Since we started reporting, 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:

- Analyse and collect data** We plan to expand the responsible collection of personal data to include social inclusion data, as this will enable us to spot more opportunities to drive change.
- Education and awareness** We will be rolling out a companywide educational intervention to upskill our teams on how to create psychologically safe environments. This will focus on the behaviours and expectations that create a safe space and enable people to be themselves, treated with dignity, respect and humility. We have also created an accessibility toolkit for leaders to help them to support current and future Nandocas who have accessibility requirements or disabilities.
- Development and progression** We continue to encourage 'self-sponsorship' across all our development programmes aided by technology, to support development, progression and retention of females into leadership roles.
- Nandoca voice** We will continue to share stories of role models across the business and highlight the opportunities available for all Nandocas. We aim to do this through our new internal companywide newsletter, the PERi Post, which helps to communicate and engage with Nandocas across the business.
- Family friendly benefits** We will continue to embed the parental packs and guides across the business to ensure that Nandocas feel informed and appreciated.

REVIEWED AND APPROVED BY

Maria Horn, Chief People Officer

