

Gender Pay Gap Report UK

At Nando's we're all about the people and we see the Gender Pay Gap Report as a chance to review our progress and identify if there are areas where we can improve.

This Gender Pay Gap Report contains the data of Nandocas (what we call our people) of which there are 19,800 on the UK payroll dated 5th April 2025.

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 stand by our philosophy of Everyone is Welcome. 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.

Gender Pay Gap at Nando's

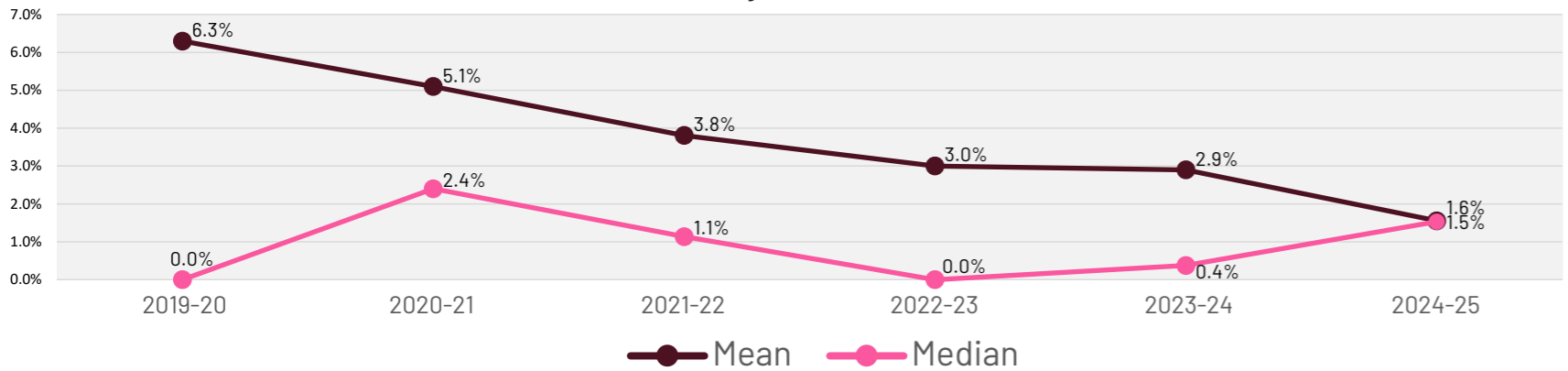
MEAN PAY GAP 1.6%

We are proud this year to see our lowest ever reported mean pay gap figure. This year there has been a continued decline in our mean pay gap from 2.9% to 1.6%. This is testament to our continued focus on inclusion and diversity through identifying and removing barriers for our Nandocas.

MEDIAN PAY GAP 1.5%

Our Median Pay Gap has increased this year. This measure can fluctuate annually due to the transient nature of our workforce. Whilst the increase is not substantial, a contributing factor could be due to the increase in maternity leave taken, notably in more senior positions compared to last year. We will continue to monitor the median pay for our Nandocas, however, this increase is not out of scope with expectations or previous years.

Pay GPG Year-on-Year
(Inc Furlough Nandocas 2022)



Pay Quartiles

	Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile
Female	54%	48%	50%	45%
Male	46%	52%	50%	55%

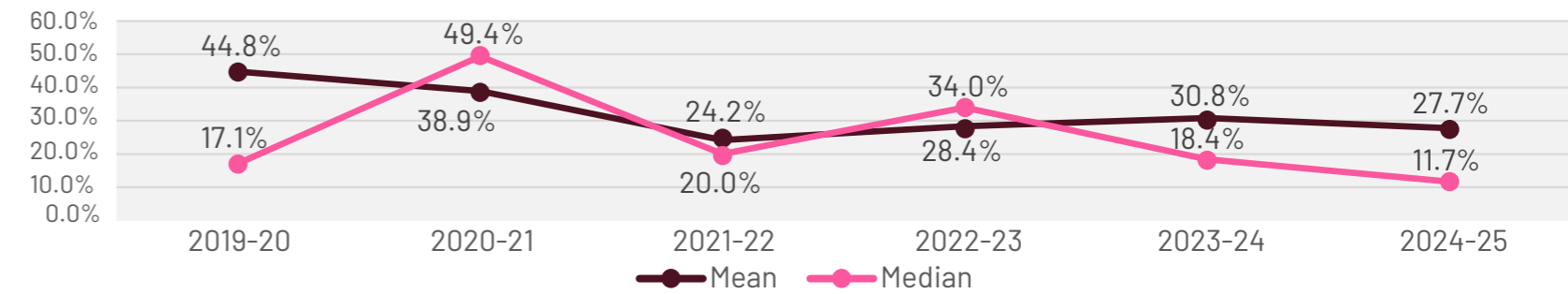
We have seen strong year on year improvement in the female representation for the lower middle quartile and upper middle quartile, which gives us confidence that our inclusion programmes are having a positive effect. The lower quartile for female representation remains steady year on year, and the upper quartile, although experiencing a slight decrease, still presents a very strong female representation. Furthermore, the female representation of our senior leadership makes up 45% of the upper quartile, which in turn provides great role models to inspire others and helps us build a strong pipeline for future female leaders. We continue to invest in the development of our female leaders with internal and external programmes that tackle barriers to progression, providing coaching and mentoring.

Bonus Pay Gap

MEAN BONUS 27.7%

MEDIAN BONUS 11.7%

Bonus GPG Year



Our mean bonus gap has decreased by 3.08%, while the median gap has reduced notably by 6.7%. Although we see a decrease and the gap moving in the right direction, we continue to work on getting more women into higher paid senior operational roles where currently the composition is more male dominated.

Received a bonus

Didn't receive a bonus

Female	12.3%	87.7%
Male	12.4%	87.6%

We believe in inclusivity and opportunity for all. We continue to work hard to maintain a respectful and inclusive culture while maintaining a team of Nandocas that is balanced in terms of gender and ethnic backgrounds that is reflective of society at large.

REVIEWED AND APPROVED BY:  Carol Sommerville, Chief People Officer

