










# GENDER PAY GAP REPORT

2024

# OUR VALUES

-  Only source the best beans in the world
-  Only hire the best baristas in town
-  Get rid of plastic
-  Support our homeless community
-  Never fear competition, open right next door instead
-  Leave the herd behind
-  Repeat





## WHAT IS THE GENDER PAY GAP?

The gender pay gap is the difference between the average (mean or median) earnings of males and females across a workforce. It is different to Equal Pay which is about males and females receiving the same pay for doing the same job.

The Government has asked companies with over 250 employees to calculate, report and publish these gender pay gap figures:

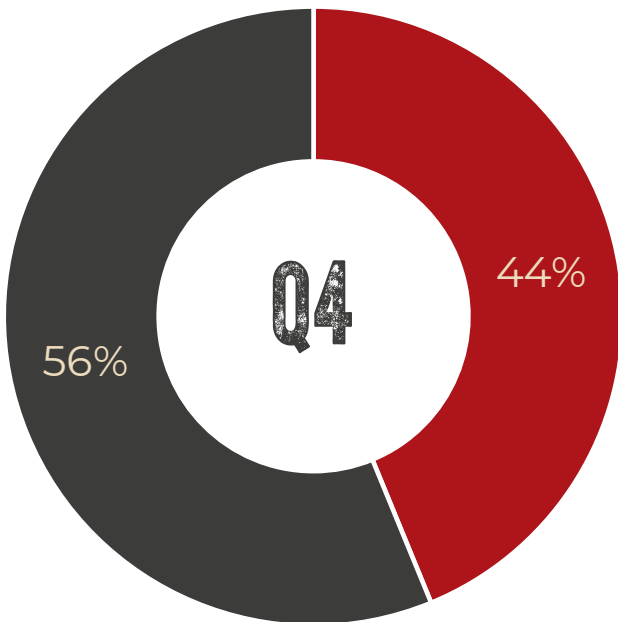
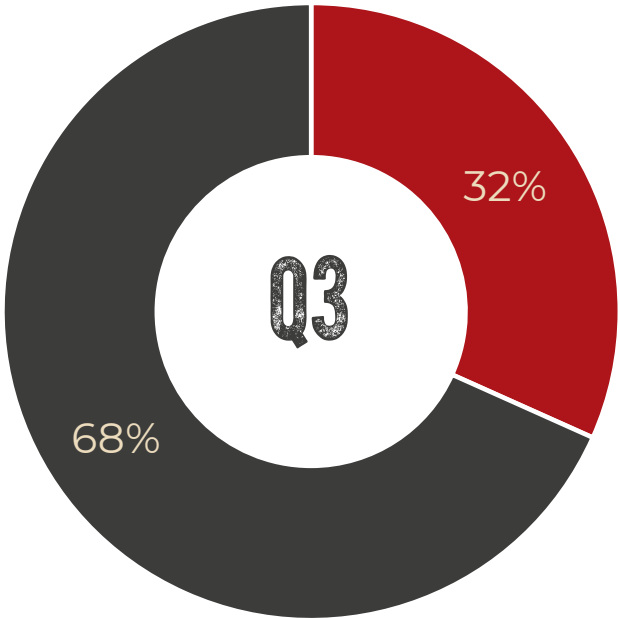
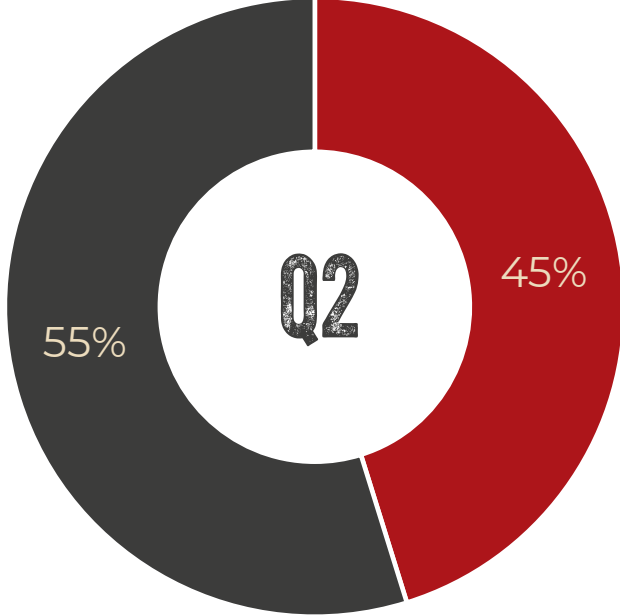
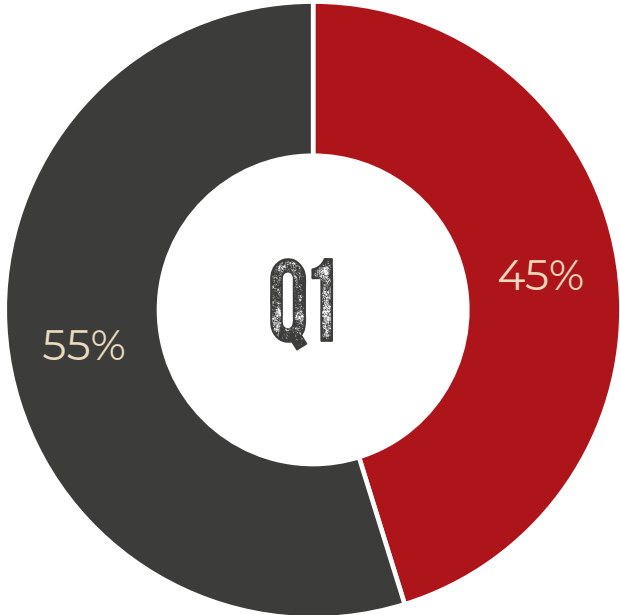
1. percentage of male and female in each earnings quartile
2. mean (average) gender pay gap, based on hourly pay
3. median (middle) gender pay gap, based on hourly pay
4. percentage of male and female employees receiving a bonus
5. mean (average) gender pay gap for bonus pay
6. median (middle) gender pay gap for bonus pay

The gender pay gap calculations are based on payroll data drawn from a specific date from each year. This specific date is called a 'snapshot'.



**THE RESULTS**

# PERCENTAGE OF MEN AND WOMEN IN EACH EARNINGS QUARTILE



We divided employees into pay quartiles.

There is an equal number of employees in each quartile, ranging from the lowest paid in quartile 1 to the highest in quartile 4.

Female Male

# GENDER PAY GAP BASED ON HOURLY PAY

Median  
gender pay  
gap hourly  
pay



The median pay gap difference is 0.9%, meaning the middle-earning female employee earned 0.9% less than the middle-earning male employee.

Mean  
gender pay  
gap hourly  
pay

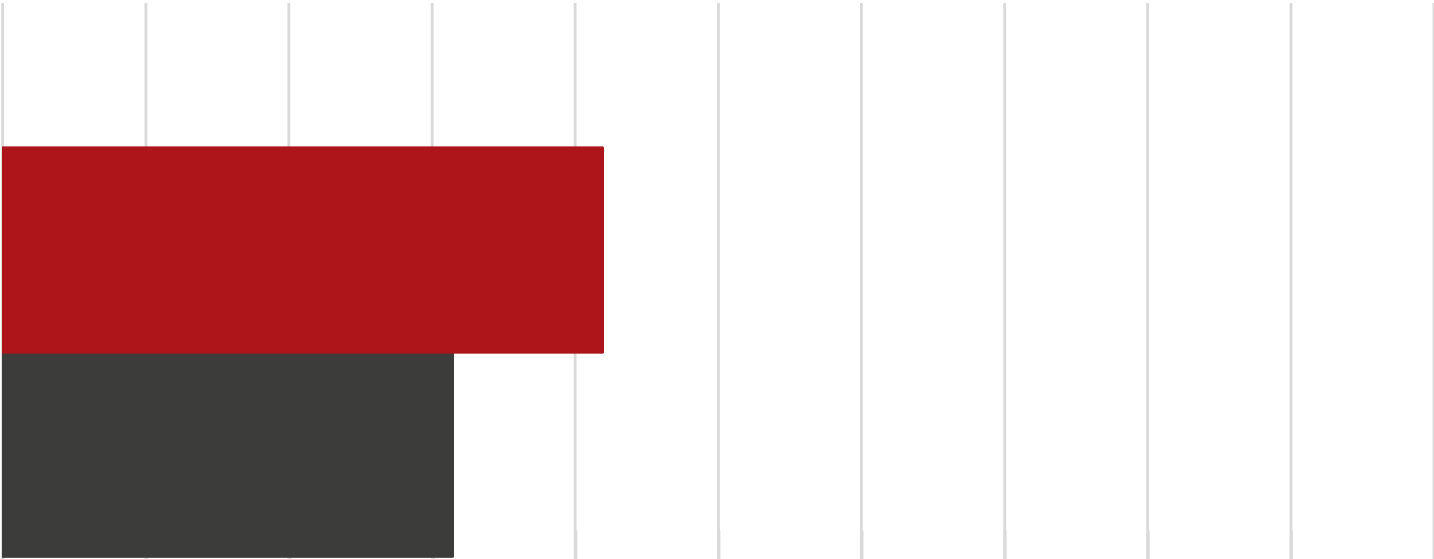


The mean pay gap difference is 7.3% meaning the average female employee earned 7.3% less than the average male employee.

Female Male

# GENDER PAY GAP BASED ON BONUS PAY

Median  
Gender Pay  
Gap Bonus  
Pay



Mean  
Gender Pay  
Gap Bonus  
Pay



At the time of the snapshot, 92% of all staff had received a bonus in the previous 12 months.

3.9% more females received a bonus than males.

The median bonus paid to male employees was 33% higher than female employees.

The mean female employee bonus was 24.4% lower than the mean male employee bonus.

Female Male

# SUPPORTING NARRATIVE

As a hospitality business the biggest percentage of our workforce are Baristas, who are paid hourly and typically employed at just above the National Minimum Wage. This is reflected in the median hourly pay gap which showed female employees and male employees received a similar amount.

The gap between males and females for the mean hourly pay is down from 12.8% last year to 7.3% this year. This shift is evident when looking at the quartiles, where the percentage of females in this quartile three has increased by 9%.

There is still a variance between the mean hourly pay as there are still more males in senior management roles within the Support Office function, where the average pay overall is higher than within our stores. This is also reflected within the median and mean bonus averages, where the median and mean bonus payouts for males, were higher than females.





# ACTION PLAN

The results highlight that we need to continue to focus on further supporting females with their career development, particularly when it comes to working towards more senior roles in the business, which are still weighted in favour of males over females.

In 2024 there will be a more clearly defined succession plan in place. We report quarterly on internal promotions for both males and females.

We want to achieve an increase in applications from females for vacancies at a more senior level, which we will report on to track and measure success.



**LEAVE THE  
HERD BEHIND**