

Coffee#1 Ltd

Gender Pay Gap Report 2017



Introduction

Coffee#1 Ltd is an award-winning, family-owned private limited company founded in 2001. It consists of a coffee shop estate of 75 stores across Wales and the South West coast of England.

At Coffee#1 our aim is to attract, develop and inspire our people to fulfil their potential. This is regardless of gender or any other personal characteristic. I welcome the focus on gender pay as it forms a part of our overall strategy to enhance the remuneration and reward packages that we offer to all of our team members.

I am committed to working with the Board and Executive teams to continue our cultural journey, ensuring Coffee#1 is regarded as a fantastic place to work, providing equal opportunities in an inclusive environment.

Jon Bridge, Director of People and Culture

What does the Gender Pay Gap mean?

The gender pay gap is a point in time measurement of the difference in average earnings between men and women.

The gender pay gap is a separate topic to equal pay as it is concerned with the differences in the average pay, regardless of role.

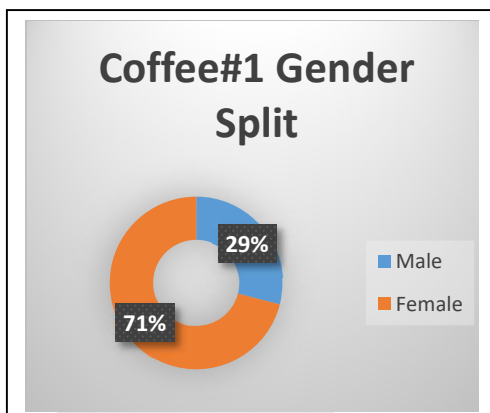


Gender Pay Gap results

Median Pay – this is determined by listing all hourly rates for our people in sequential order and selecting the middle number. Our Median Pay gap is **0%**

Mean Pay – this is determined by adding up all hourly rates and dividing the total by the number of people in the list. The data is based on actual data as of 5th April 2017. Our Mean Pay Gap is **0.1%**

Key information about our business



Our Company in numbers (as of 5th April 17)

75 Coffee shops

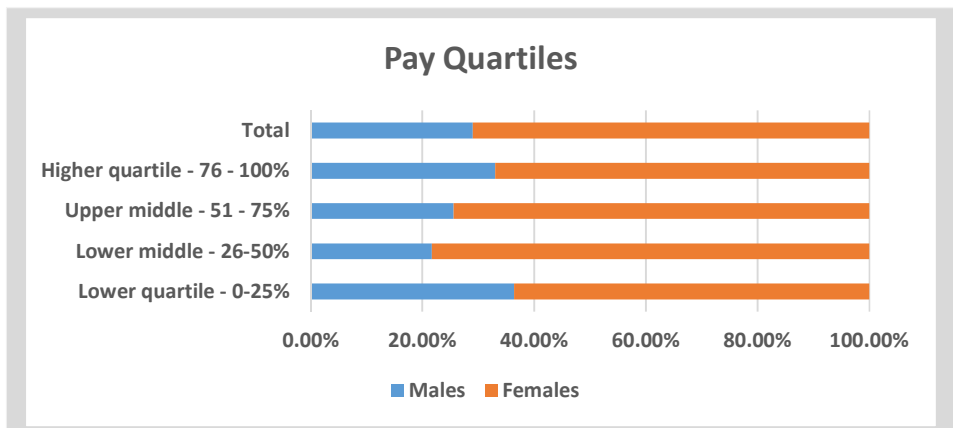
517 people working in our stores

The key factor influencing our Gender Pay Gap result is the high population of female team members throughout all levels in the business

'We attract, develop and inspire our people to fulfil their potential'



Coffee#1



Our Bonus Pay Gap

Salaried team members in our stores and team members working in our Support Centre are eligible to receive a bonus based on individual and business performance. Hourly paid team members are not eligible and are therefore not included in the data below.

Bonus recipients – The percentage of people who received a bonus during the period 6 March 16 – 5 March 17

- **Male – 14.57%**
- **Female – 16.94%**

Median Bonus Pay – Our Median Bonus Pay gap is **37.50%**

Mean Bonus Pay – Our Mean Bonus Pay Gap is **12.80%**

Our thoughts from this report

We are delighted that the results from the Gender Pay Gap report reflects the ethos and culture that has been fostered and maintained whilst the company transitions through a period of significant growth and expansion.

We have already introduced bonus schemes that are linked to our Company balanced scorecard aligned with individual KPIs. These robust measures ensure we are rewarding great performance, regardless of any personal characteristics, when determining bonus rewards for our salaried population. The figures published to the right relate to bonuses paid objectively as a direct correlation of individual store performance versus its KPIs.

We have made some significant progress in aligning pay rates and levels in recent years. This has been achieved through a robust benchmarking process and greater transparency of our pay bandings for our people. More recently, our learning & development interventions have a stronger emphasis on developing current skills, enabling future progression.

We will continue to engage with our people at all levels to understand the opportunities to further enhance our policies and processes. This will help to further develop our diversity to positively impact our culture.



Closing comments from our CEO Scott Waddington

It is encouraging to see the positive results of the Gender Pay Gap report for Coffee#1. Our business continues to grow at pace and we believe we have the right framework and principles in place to continue to report positively in this area moving forward.

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