

Coffee#1

GENDER PAY REPORT 2025



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Gender Pay Report Statement – 2025

At Coffee#1, we remain committed to fostering an inclusive and equitable workplace where all employees are valued and rewarded fairly. Our 2025 gender pay analysis reflects the progress we continue to make in reducing the gender pay gap and promoting equal opportunities across all areas of the business.

Visible Female Leadership

We continue to demonstrate strong female representation within our leadership structure. Three of our five senior leadership team members are women, alongside two of the four senior operations leaders. This consistent representation highlights our commitment to diversity at the highest levels of the organisation.

Across the wider business, we maintain a strong gender balance, supported by clear and accessible progression pathways. We are committed to ensuring that all employees—regardless of gender, race, sexuality, or cultural background—have equal opportunity to develop and advance their careers with Coffee#1.

Developing Future Talent

Succession planning remains a key priority, enabling employees at all levels to progress within the organisation. At the time of writing, 49 employees are actively participating in our Store Manager in Training (SMiT) programme, preparing to move into higher-paid Store Manager roles. Notably, over two thirds of participants in this programme are female, further demonstrating the strength of our internal talent pipeline and our commitment to supporting women in progressing into leadership positions.

Family-Friendly and Supportive Working Environment

We recognise the importance of supporting employees both inside and outside of work. Our flexible, family-friendly working arrangements continue to include hybrid working, parental leave, and structured return-to-work support. In 2025, we further strengthened our wellbeing offering through the introduction of a menopause support programme. This initiative is designed to ensure that employees experiencing menopause symptoms feel supported, confident, and able to perform effectively in their roles.

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Listening to Our Employees

Employee voice remains central to how we shape our workplace. We have continued our bi-annual engagement survey to gather structured feedback, alongside launching a new listening forum, *“Grounds for Discussion.”*

This initiative has already seen participation from Baristas, Assistant Store Managers, and Store Managers, creating open and constructive dialogue across our store network. We are committed to expanding this forum to include non-store-based employees, ensuring all voices across the business are heard.

Fair Pay and Benefits

We are pleased to report that our 2025 analysis shows no mean hourly gender pay gap, with women earning a mean hourly rate that is 6.29% higher than men. In addition, our median hourly pay is fully aligned between men and women, reflecting a balanced distribution of pay across the organisation. We continue to carry out regular reviews of our compensation and benefits to ensure they remain fair, competitive, and transparent. These reviews are a key mechanism in identifying and addressing any potential disparities, while reinforcing our commitment to equitable pay for all employees.

Commitment to Progress

While we are encouraged by the progress made, we recognise there is always more to do. We remain focused on reducing the gender pay gap through targeted actions, including leadership development, equitable promotion pathways, and ongoing policy review. At Coffee#1, we believe that an inclusive and diverse workplace drives engagement, satisfaction, and business success. We will continue to take proactive steps to ensure a fair and equitable working environment for all employees.

Bruce Newman

Managing Director, Coffee#1
2025

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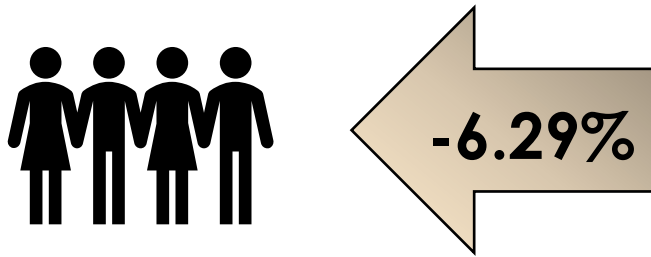
Our Results

	2021 (%)	2022 (%)	2023 (%)	2024 (%)	2025 (%)
Gender pay gap as a mean average (%)	14.2	9.3	-0.2	4.70	-6.29
Gender pay gap as a median average (%)	6	1.2	1.2	0.34	0
Gender bonus pay gap as a mean average (%)	27.6	45.1	75.4	76.15	13.07
Gender bonus pay gap as a median average (%)	4.1	16.0	92.6	19.33	50
Proportion of males receiving bonus (%)	16.3	66.9	51.1	50.45	22.51
Proportion of females receiving bonus (%)	11.6	68.0	45.9	45.26	16.64

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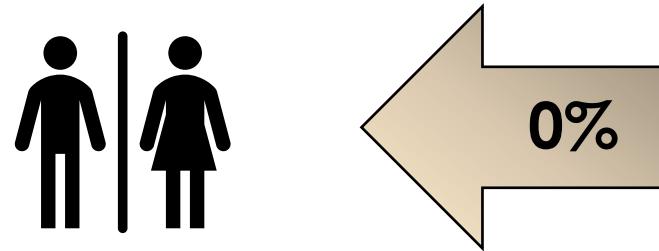
Gender pay gap as a mean average

The difference in pay between our total wage spend-per-woman and our total wage spend-per man.



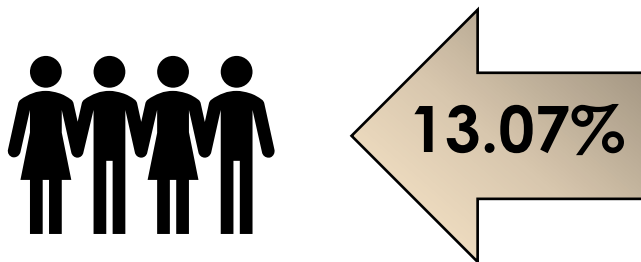
Gender pay gap as a median average

The difference in pay between the middle-ranking woman and the middle-ranking man.



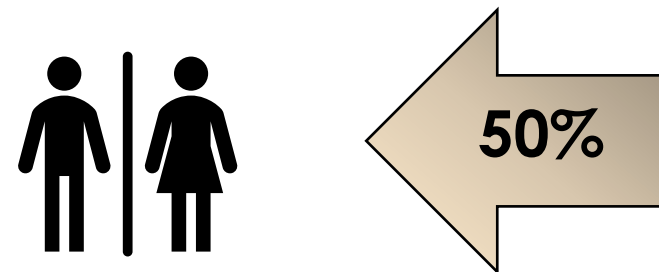
Gender bonus pay gap as a mean average

The difference in bonus between our total bonus paid-per-woman and total bonus paid-per-man



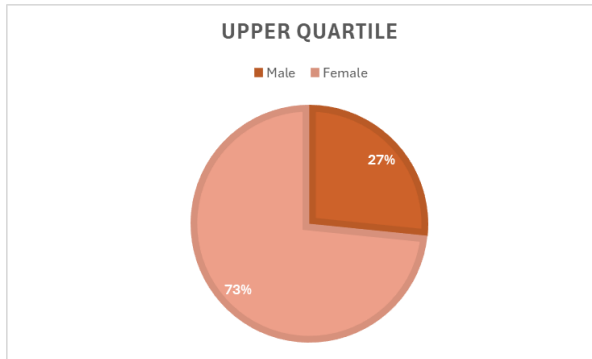
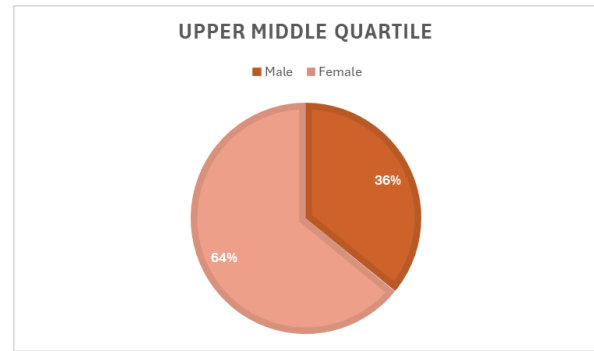
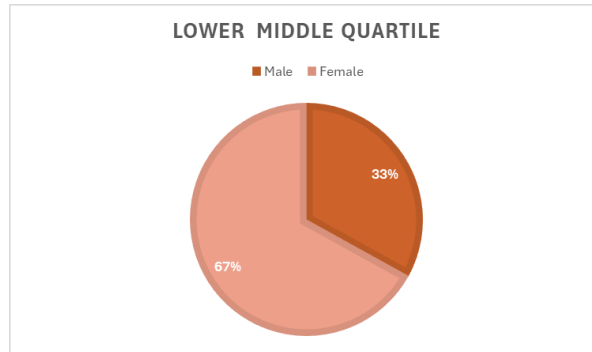
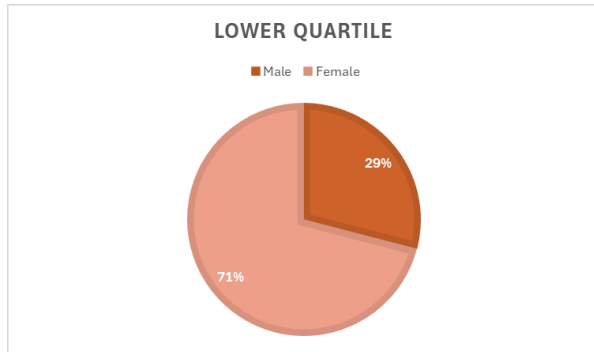
Gender bonus pay gap as a median average

The difference in bonus pay between the middle-ranking woman and the middle-ranking man.

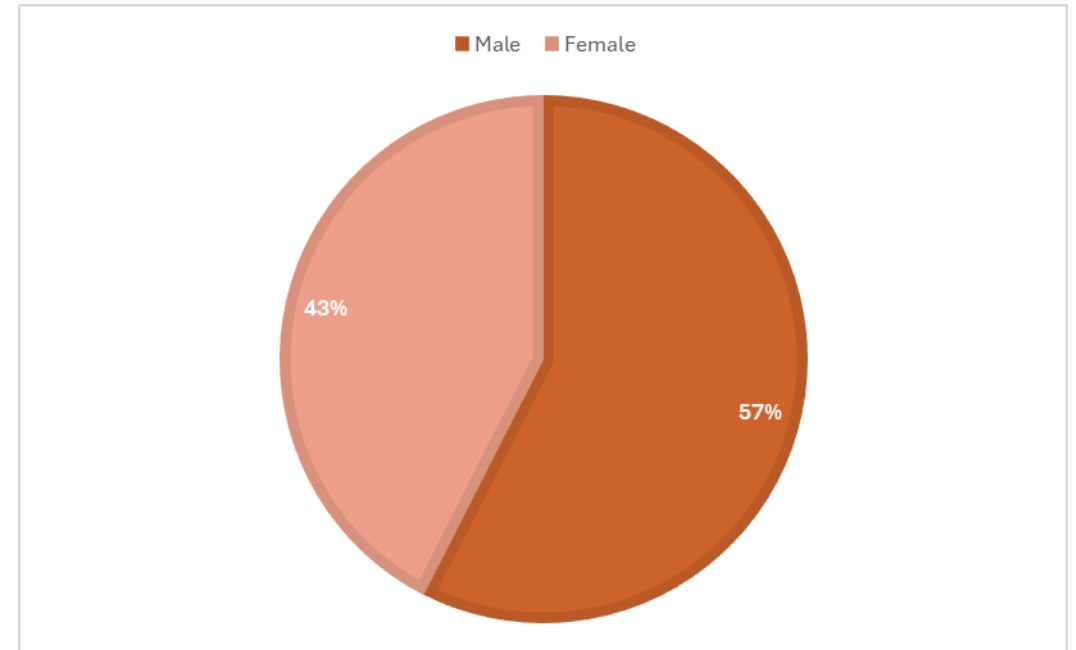


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Proportion of Males and Females by Pay Quartile



Proportion of Males and Females receiving bonus



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Coffee#1 2025 Statement

At Coffee#1, we remain committed to fostering an inclusive, merit-driven workplace where diverse perspectives are valued and every employee has the opportunity to grow. In 2025, we are proud to have fully closed our gender pay gap for the first time, with median pay now entirely aligned between male and female employees. Additionally, the mean hourly pay rate for female employees is now 6.3% higher than that of their male counterparts—reflecting the positive impact of our continued focus on fairness and progression.

We believe in recognising and rewarding talent equitably, while supporting professional growth so that our people can progress in both their careers and compensation. With a growing and diverse workforce of over 1,000 employees, maintaining a strong connection with our teams is a priority. We host regular listening forums designed to understand employee perspectives, providing valuable insight into how our compensation and benefits programmes are experienced, while ensuring leadership stays closely connected to the needs of our organisation. These forums are central to sustaining our inclusive culture and high levels of employee support.

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Coffee#1 2025 Statement

Our focus for 2025 includes:

Ongoing review of pay and benefits, ensuring fairness and competitiveness

Expanding development programmes to support career progression at all levels

Transparent reporting on pay and progression, reinforcing trust and accountability

Merit-based progression, driven by skills, contribution, and performance

Continued employee listening initiatives, strengthening engagement and inclusion

Family-Friendly and Supportive Working Environment, continue to build our family friendly policies and build more support into our menopause programme.

With **80% of surveyed employees recommending Coffee#1 as a great place to work**, we are proud of our culture and remain committed to building an environment where everyone can succeed and be rewarded equitably for their contribution.