



Queensway Coffee Houses Gender Pay Gap Reporting

Snapshot date 5th April 2022

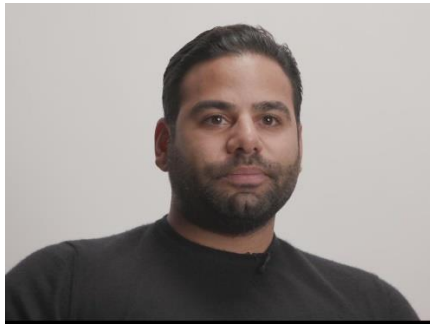
At Queensway Coffee Houses we are a family business of challenge-seekers, difference-makers, idea-generators, carers and sharers united by our values, We CHALLENGE EVERYTHING, we think differently, every day we look for new ways to be better. We WORK TOGETHER, we are team players. When we work together there is no limit to what we can achieve. We are KIND, we care for others. We are honest, ethical and give back to the community. We HAVE FUN, we balance work and play. Our best work happens when we're having fun. We want everyone in our Queensway family to be happy and succeed, so we keep an eye out for each other, inspire each other, and celebrate with each other. As a franchisee, we operate our own stores and hire our own teams, but we are guided by the Starbucks product, operating procedures and design. Of course, we like to add our magic Queensway sparkle in our stores! The day-to-day management of our businesses is a core part of the Queensway culture because we value transparency on progress, accountability for actions and recognition when things go well. We measure the delivery against our plan with our business metrics through the lens of our teams, customers, shareholders and franchisor. We are excellently placed to deliver our growth aspirations whilst staying true to our values, providing growth opportunities for our people as our business scales, and continuing to use our business as a force for good within the communities in which we operate.



Queensway Coffee Houses Gender Pay Gap Reporting

From 2017 onwards, any UK organisation employing 250 or more employees has to publicly report on its gender pay gap in six different ways: the mean and median gender pay gaps; the mean and median gender bonus gaps; the proportion of men and women who received bonuses, and the number of men and women according to quartile pay bands. The gender pay gap shows the difference in the average earnings between all men and women in an organisation. The mean gender pay gap is the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees. The median gender pay gap is the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.

In April 2022 we are delighted that we became an employer of over 250 employees and this is our first gender pay gap report.



KARIM JIVRAJ – MANAGING DIRECTOR



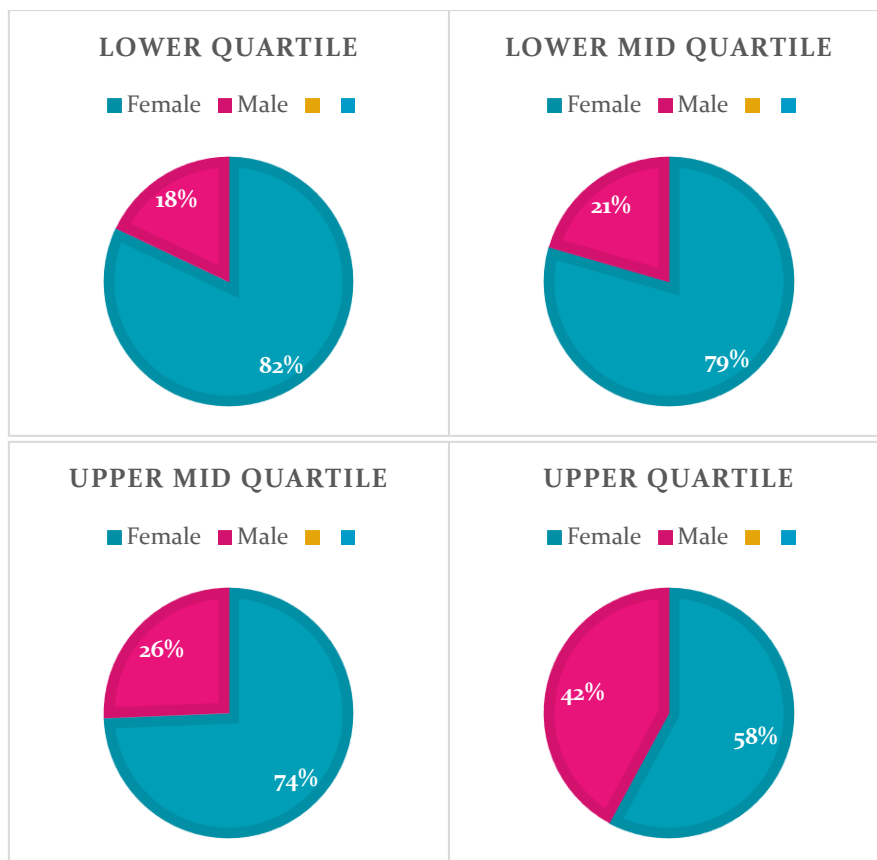
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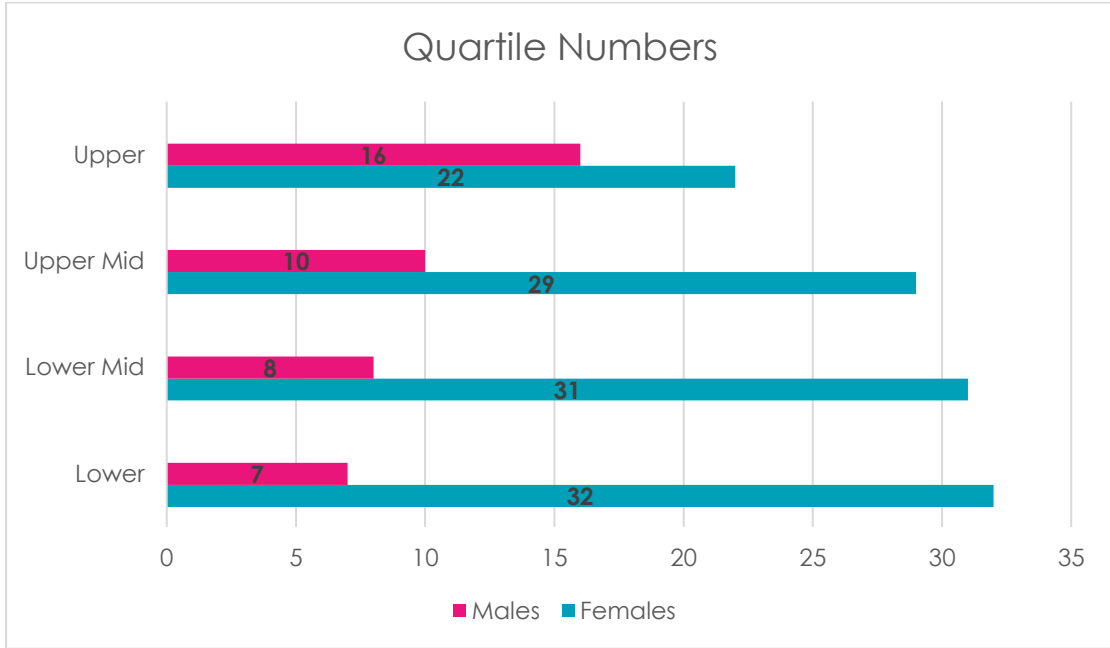
OUR GENDER PAY GAP DATA

We collected our data on 5th April 2022, when we had 306 people working for us, 232 of whom were female and 74 were male. The figures show that Queensway Coffee Houses has a mean gender pay gap of 22.9% and a median pay gap of 0.2%.

Women's earnings are:	
Mean gender pay gap in hourly pay	22.9% lower
Median gender pay gap in hourly pay	0.2% lower
Difference in mean bonus payments	3.7% higher
Difference in median bonus payments	35.5% lower

Our organisation is predominantly female, 76% of our workforce is female and 24% is male. Women also outnumber men at every level. However, the fact that there are a greater proportion of men in the upper pay quartiles compared with the lower pay quartiles and a greater proportion of women in the lower pay quartiles compared with the upper quartiles, has an impact on the gender pay gap.





However, having a predominantly female workforce means that even small fluctuations in the male workforce can have a significant impact on our gender pay gap.



6.5% of females received a bonus



16.2% of males received a bonus

The mean (average) gender pay gap for bonus was **-3.7%**

OUR ACTION PLAN

We will be prioritising the following areas as part of our action plan in response to our gender pay gap report.



We will continue to use our reporting and tools to ensure that we are using gender pay gap analysis thinking through our people processes for their employee lifecycle. We will use these tools to ensure that there is no bias in any stage of this lifecycle.



We will explore how we can have more flexibility in our roles to ensure that we are attracting and developing a more diverse workforce, this includes the contracted hours that we offer and re-emphasis of our flexible working policy.



We will explore how we ensure that we have a more balanced workforce within each quartile, including our talent attraction tools and how people can progress in the organisation. We will continue to ensure that our Ladder to Leadership programme, which is the development solution to support moves into the Store Manager role has a diverse group on it, currently over the last 12 months we have had 70% female and 30% males on it. We will always appoint the best candidate into the role, regardless of their gender or other factors covered by the Equality Act.