

Partnership Playbook





What is Partnership?

Partnership is made up of Leaders of the Nando's Family.

From the beginning our founders, Robbie and Fernando wanted to make money, have fun and change lives.

Partnership is an acknowledgement for the leaders that live and breathe our Compass and keep our business growing. Being a Partner is recognised and celebrated as an aspirational role at Nando's.

Partnership is also an opportunity where our founders and owners connect with our leadership community to hear and share thoughts on how to build and protect Nando's and our culture.

It's a space to have a say on what is important to our business. It celebrates the success of our teams; when we all win together, we share a part of the pot.



The role of a Partner is to:

- Knowingly protect our culture and Brand
- Deliver our strategic goals
- Help us successfully grow and change
- Be Shared Value creators





Purpose of Partnership

It's unique. It's special. It's Nando's.

Designed to celebrate and reward the Leaders who put their heart and soul into our mission, growing Nando's, our Nando's Family and our positive impact in the world.

But why do we have it?

Partners have the largest impact on the things that make us stand out as a place to work and drive our commercial success

Partnership is about keeping our brand and culture relevant, delivering high performance and driving the success of achieving our vision of Changing Lives Together. It's a privilege and a challenge. A commitment between Nando's and those leaders who are in this together. Those who go above and beyond their day-to-day every day to make Nando's a better place. The Leaders who role model performance and behaviour and inspire others to do the same.

It helps us:

- Nurture and protect our Brand & Culture
- Recognise and reward individual performance
- Create a collective focus on the things that are important to us.
- Create a high level of engagement

Mindset of every Partner | Patrão to LT

I **take ownership & responsibility** for the performance of my team/function/restaurant & the sustainable long-term success of Nando's.



Beyond this – I wholeheartedly believe in & am part of the Nando's Mission.
To be a **Shared Value Creator** & have a fundamental impact on the growth of Nando's beyond what is expected of me in my role.



I share the **Nando's Beliefs** & I actively look for ways to grow myself professionally and personally to become a more **effective & conscious leader**. I demonstrate humility and vulnerability on my growth journey.



I role model the what & how for the rest of the business. I actively look for opportunities to **grow those around** me – even when they are not in my direct team.





Because I role model making decisions like an owner – **I will always speak up when I feel there is a better way**, if our Nando's Brand & Culture is being impacted, and for the greater good of our Nando's Family.

I always try to see the **bigger picture** for Nando's & Nandocas.



I take responsibility

for my I space. How I show up in every big & small interaction as a Nando's leader & Partner.

I show up with curiosity, passion, looking to add value, taking ownership of what we are trying to achieve & playing a role in the success of the interactions.



I am a Pioneer – as Partners we galvanise energy, movement and results.



I recognise that I can have a big impact on the teams around me. I am conscious that I **lead by example** & I create the conditions for everyone to thrive and flourish around me.



Behaviours expected of Partners



I look out for **opportunities** to make Nando's a better place for Nandocas and customers – having Fun, making money & changing lives is part of what I do all the time.

I hold others **accountable** to achieving our Purpose of Changing Lives & look for ways to support & challenge this agenda.

I know & **understand** our Nando's Brand & Culture passionately & knowingly protect them. I can always evidence what I have done to drive the conditions to bring our internal brand pillars to life.

I **grow & mentor** those around me even those outside of my team.

I give up, down & sideways challenge, feedback & praise. I look to **recognise amazing performance & behaviour** and support those who need help.

I ask for **feedback** from others & actively listen to them.

I actively work to **learn from others wisdom**. No matter their role in Nando's.

I **challenge the status quo** – but I do this with insight and by building a solid case

I play an **active role** in all meetings, forums, courses, events looking at how I could add value. I am present & engaged. I recognise that to be a good Partner is participative.

I **get behind Nando's change**. If I don't agree with it – I find out more about it, I feedback, I commit to it & give it a chance & share my learnings.

I create **conditions** for people to feel included, a sense of belonging and physically & psychologically safe. As a Partner I am held to a higher expectation & this makes me want to be the best I can be; always!

I build great **relationships** across CS & Ops

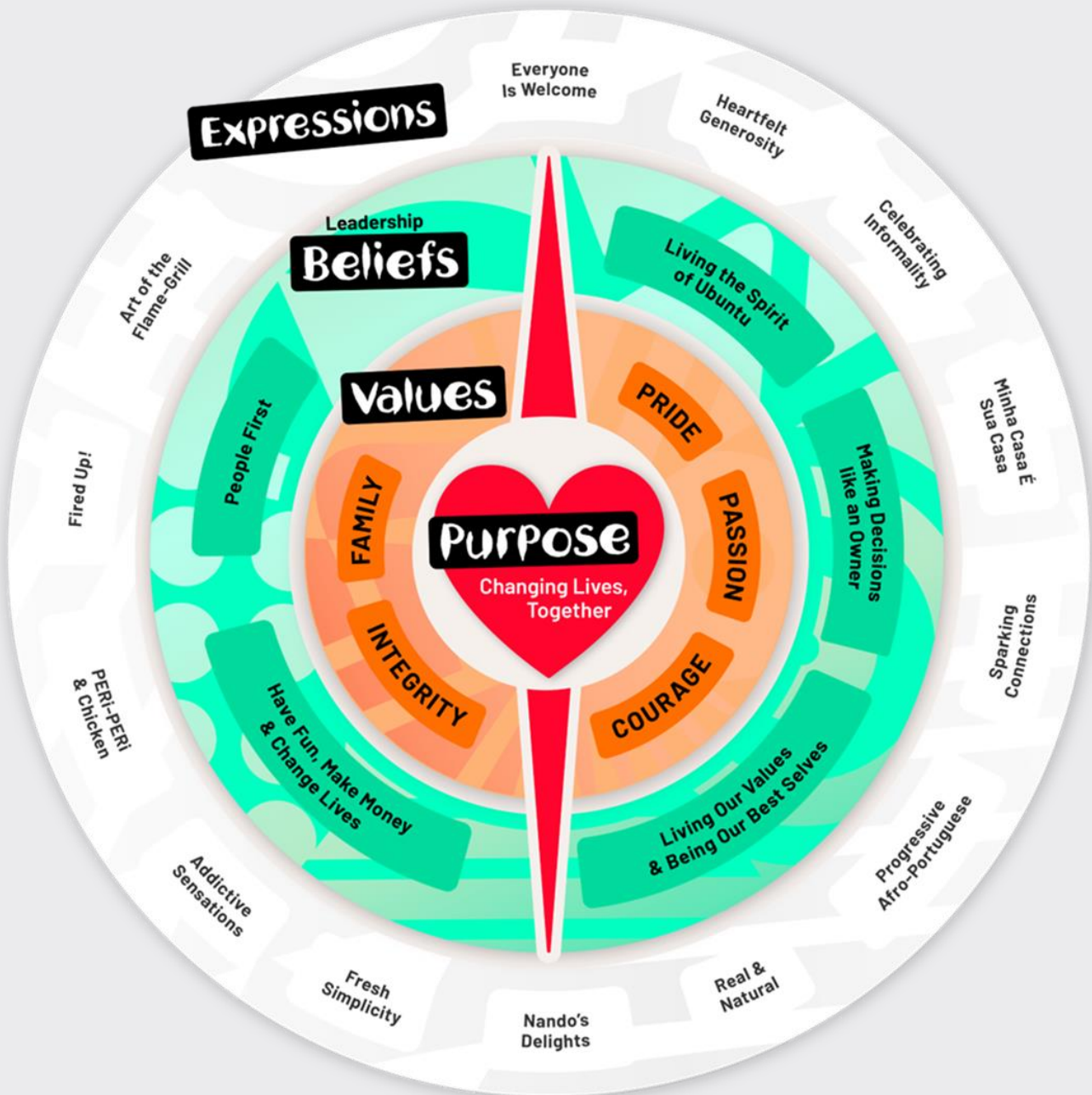
I **support** Potential Partners by getting to know them, giving them support and feedback.

I take my role in the **Partnership Voting Process** very seriously. I understand what it means to put my hand up. Saying I will champion, support & hold this person accountable as a fellow Partner & challenge those I don't feel are ready, I use the right channels, I own my feedback & I ensure the 5 Nando's values are at the heart of all my challenge and support.



How does Partnership fit into our culture

Our Compass



Every single Nandoca needs to live and breathe compass...

What role do we all play in living and breathing Compass ?

All Nandocas

Nando's Partners are inducted on our Values – it's what we recruit on and review against. Feedback should always reference our Values in action and being done well or focus areas needed.

Patrões, CS Leaders & 92

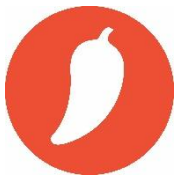
Nando's Partners are immersed in our Leadership Beliefs as well as our five Values. Potential Partners should demonstrate active growth and development around these. Any 1st Assistant or CS Nandoca working on growing into an internal role should focus on the Leadership Beliefs and Values. They've completed or are about to complete our Leading in the Nando's Way workshop to get educated, upskilled and immersed in our Leadership Beliefs.

Partners

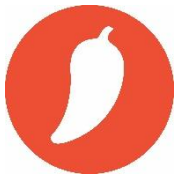
Being a Partner isn't just about consistent high performance and being an Extra Hot people and cultural leader. It's being a daily brand guardian and Shared Value Creator. Partners are role models. They should continue to grow and develop based on our Leadership Beliefs and play an active role in growing and mentoring others, in and out of their team. They take ownership and drive the 'What' and 'How' of our long-term strategy to grow Nando's and our Family with compass at the heart of this Spirit of Nando's.

Accountability

What I will be accountable for.



An annual Partnership commitment. (playing Padrinho role, MD Regional Group Objectives, Shared Value projects, playing a role in wider region that focuses on Brand, Customer, People and Leadership, driving performance and Shared Value Targets).



I attend all the Partnership Meetings unless I am out of the business. These include the national meetings, votes, regional or functional meetings.



I pay it forward by being or growing to be a Padrinho.

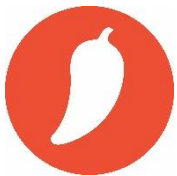


I look for active roles to play in the wider Nando's where applicable and appropriate. This could be anything from volunteering for trials, attending listening forums, taking on wider roles in my regions continued performance.



If I line manage Partners

At the end of year reviews, we include their role as a Partner. Reviewing their previous year's Partnership Objective and setting the next years. We challenge and feedback and discuss their I, We and It space in the context of Partnership. We continuously ask: "if you were up for the vote now, would you get in?"



If I line manage potential Partners, I ensure the following:

- Communicate effectively with them at **12 weeks check-in** about the What, the why, the how and when of Partnership and what is expected of them.
- I ensure they have a Padrinho
- I have constant check ins that include support, challenge, feedback on their journey into Partnership
- I canvass feedback from PP's stakeholders and take timely action
- I apply rigour and care during the nomination process
- I celebrate them properly when they get in
- I have a support and action plan if they do not or if they decide they are not ready yet.



Commitment principles



Be set and reviewed annually

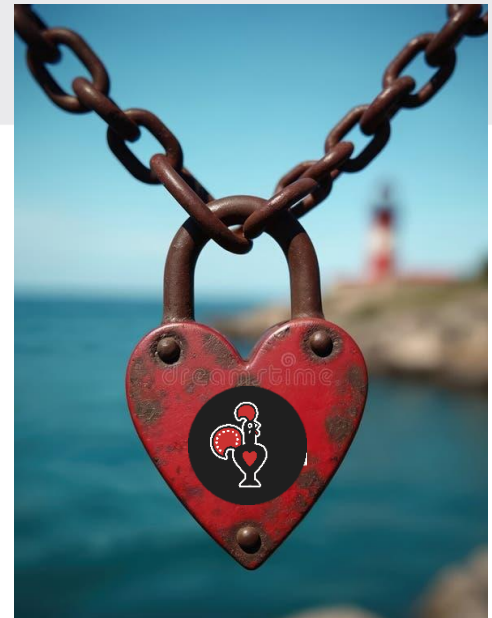


Create accountability & drive success for wider Nando's vs Individual Performance



Be transparent

- All Partners from FY26 onwards should have a **minimum of one Partnership commitment**. These will change each year, and the setting and alignment will be part of End of Year conversations.



- As Partners, we know you will deliver continued business and personal performance. This is the base expectation of a Partner and being in Partnership. **Partnership objectives are in addition** to role objectives/KPIs, Leadership shifts and personal development goals.
- A Partnership commitment should **define what you want to aim to achieve, as a Partner**. It enables and enriches not only Nando's but you and others you meet and interact with. It aligns our collective efforts, it encourages personal accountability and should be something that inspires and motivates

- **Partnership builds, protects and grows our business and our culture and drives Shared Value.** Your commitment (s), demonstrates how you do this as a Partner.
- This **commitment will be visible to all other Partners to encourage conversation and shared knowledge** but also a space where we hold ourselves and each other accountable.
- The achievement of the **Objective is linked to you remaining in Partnership vs Payment of your Pot.**
- This should not be a tick box or drive a false industry. It should be **driving true value for Nando's.**

**In your regional / departmental
Teams, discuss & start
to agree your individual
Partnership Commitments**



Padrinhos

Padrinho (Godfather in Portuguese) or a Madrinha (Godmother in Portuguese).

Like Godparents/guardians/mentors, the Padrinho is someone in addition to the heads of your family who guide, role model and support you through the beginning of your Nando's life.

They are there to support potential Partners navigate their way whilst onboarding through our culture and adopt how to lead in the Nando's way. They play this role until they become fully fledged Partners ready to pay it forward to the next generation of potential Partners.

They do this through:

- Telling stories
- Role-modelling
- Translating things that don't make sense yet
- Being a sounding board
- Giving you feedback and a different perspective
- Helping you build connections outside of your immediate Nandoca Family
- Giving you a nudge and pointing you in the right direction when needed
- Being encouraging when if and when times get tough or the potential partner realises how much they have to learn as they transition.
- Talking you through the practical steps of joining Partnership.



Who can be a Padrinho?

Any Partner can be a Padrinho,
after 1 year of Partnership.

We do encourage Partners to only be a Padrinho to **one person** at a time to be able to give their full attention to our potential partner.

We would recommend looking outside your immediate team. This really allows the focus to be on behaviours and culture rather than 'day job' and KPI's.

You can access the Padrinho playbook on the portal or alternatively, scan this QR code:



