

wagamama

gender  
pay gap  
results

2019



our purpose is to

**nourish modern**

**society**

which starts with

nourishing ourselves

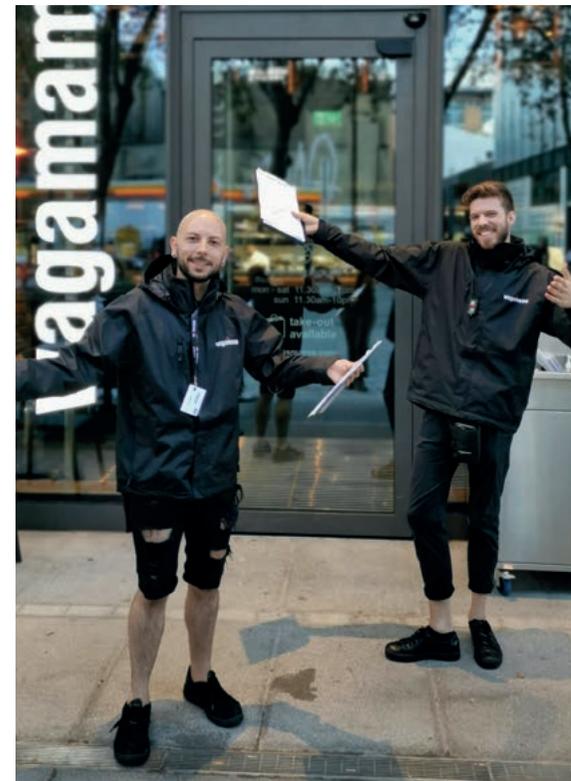
## a team that reflects modern society

wagamama has one mission. **to nourish modern society.** this mission is considered in everything we do. from our food, to our design, to most importantly, our people. because in order to nourish modern society, wagamama must represent it

today's modern society is diverse. it's busy, it's bold and it's unapologetic. it represents more people from more walks of life than ever before. labels aren't welcome and stereotypes are being challenged then thrown away. as a society, we still have a long way to go. but positive change is happening day by day and we're proud to say that wagamama is a part of that

our gender pay gap report for 2019 is representative of this positive change. today we employ over 6,800 people, with 111 different nationalities. our gender pay gap is significantly more positive than the national average and continues to remain skewed in favour of our female colleagues

having to report on gender is a legal requirement. however, we would like to make note that not everyone identifies as their legal gender status. we whole heartedly embrace and support our non-binary team members and guests. we hope that with continued positive change, there will be better representation for all groups



# our results

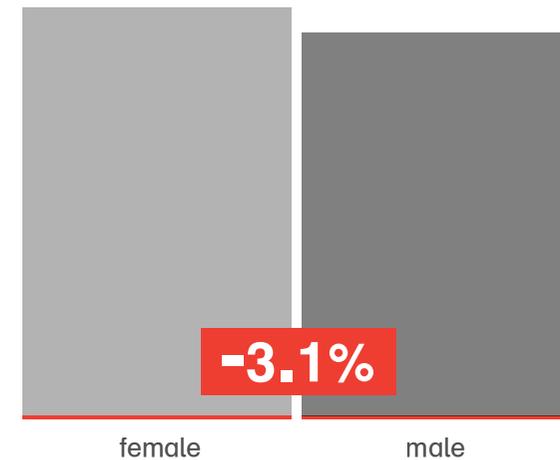
## gender pay gap

our mean gender pay gap for 2019 is **-3.1%**

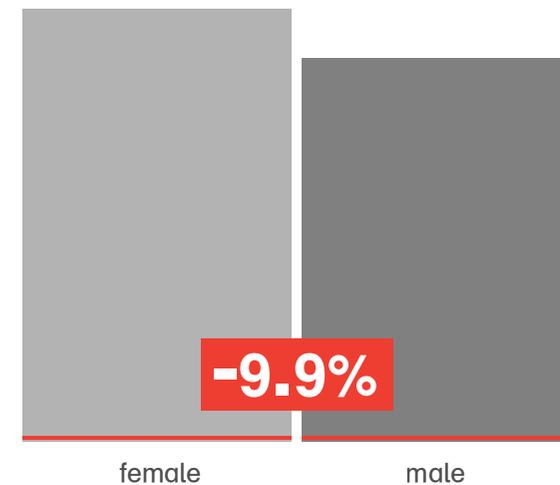
we continue to have a negative gender pay gap since reporting began, attributed mostly to our front of house teams of which 62% are female. we have continued to maintain a high proportion of females in senior management roles and on the executive board. both above the average for the hospitality industry and ftse 250. we're also proud to say that 50% of our restaurants are led by a female general manager

the median pay gap remains negative at **-9.9%**

mean



median

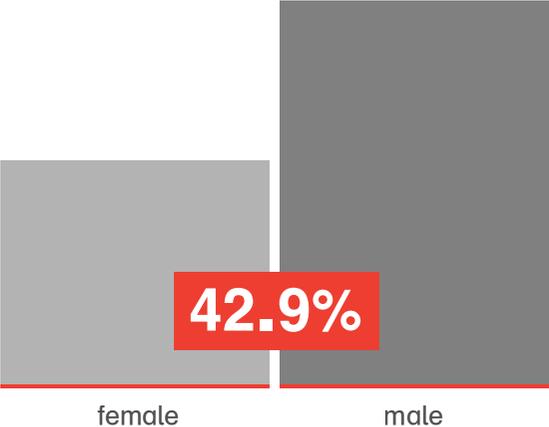


# bonus gap

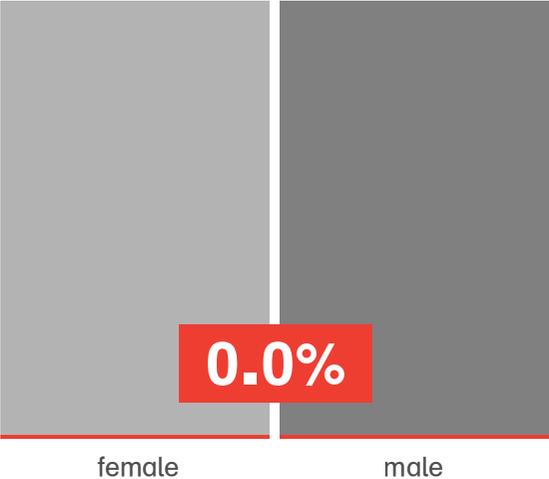
our mean bonus pay gap is 42.9%, which is largely attributed to share bonuses that were paid out when wagamama was acquired in late 2018. we expect this figure to reduce in the 2020 report

the median is at 0% as all employees with one years' service or more received a special bonus as part of the acquisition which was paid at the same value

mean



median



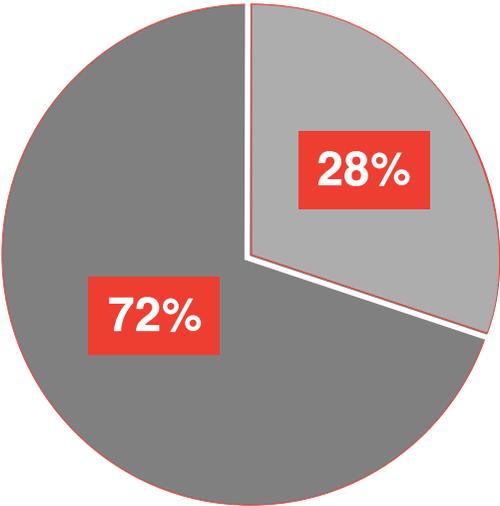
# pay quartiles

we calculated these quartiles by listing every member of the wagamama family in order from highest to the lowest paid. we then split this into four equal groups and looked at the proportion of men and women in each group

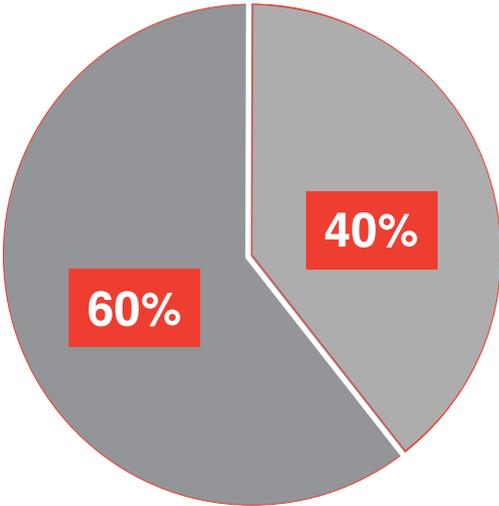
there has been a slight shift in the upper quartile in favour of men with a 4% swing. the upper middle quartile has seen a 3% swing towards males with the lower middle quartile seeing 13% more females than the 2018 report. the lower quartile has seen a 4% swing towards males



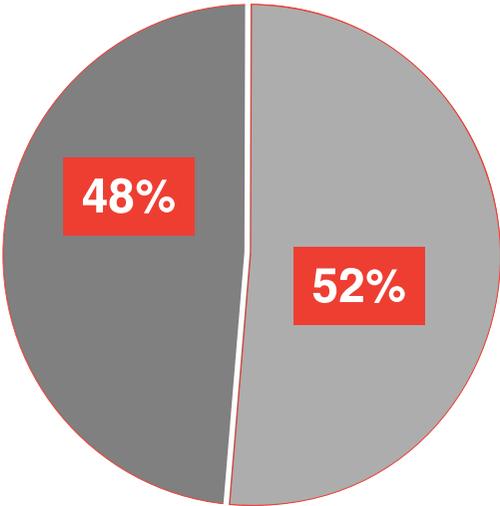
lower quartile



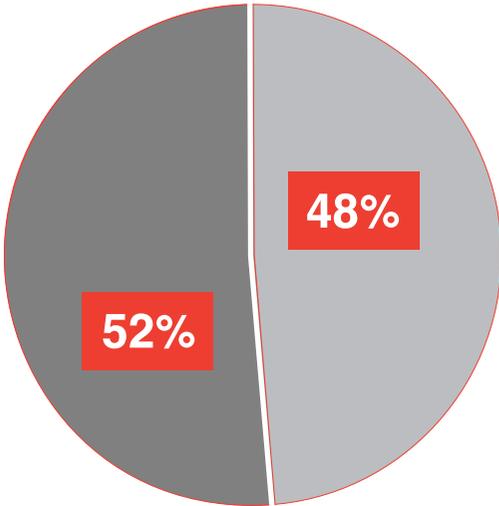
lower-middle quartile



upper-middle quartile



upper quartile



# our commitments to positive change

## maternity + adoption

this year we launched an **enhanced maternity + adoption provisions policy**, making ours one of the best in the industry for colleagues who take time out to start or grow their families. we will continue to review and enhance our family policies, where possible, in order to attract and retain working parents

## female career progression

as members of women in hospitality, we will continue to **provide mentors to support females in the workplace**, as well as mentoring our own people to aid their career progression

## back of house balance

one of our biggest priorities this year is **attracting more females to back of house positions**. we want to see more women in chef whites! we plan to do this by overhauling our applicant attraction strategy and working with partner organisations to source more female talent

## diversity, inclusion + belonging

we are proud of how diverse we are and the sense of belonging that our teams feel. as the wagamama family, we will continue to create an environment where **people can be themselves and free from judgement** which creates **true inclusiveness**. we will monitor this through our workforce demographics and engagement surveys





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