



wagamama[★]

2021

gender pay gap

a team that reflects modern society

our purpose is to nourish modern society from bowl to soul, standing as an active ally for radical inclusion. gender equality + supporting the women of wagamama achieve their goals remains a key priority for everyone at wagamama

our gender pay gap report for 2021 reported in 2022, used a snap shot date of april 2021 at a time when we were still at the height of the pandemic

in this report we will explain our results whilst committing to measurable actions to promote a safe + progressive environment for women + everyone at wagamama

this year's reportable gender pay is reflective of our use of the government's coronavirus job retention scheme (furlough) meaning the relevant individuals' included represent only a proportion of our teams, in accordance with the strict reporting requirements

reporting on gender is a legal requirement, however we value + appreciate anyone who identifies differently from their legal gender status + fully support our non-binary team members + guests. we hope that with continued positive change, there will be better representation for all groups

matt hudson (he/him) | **people director**



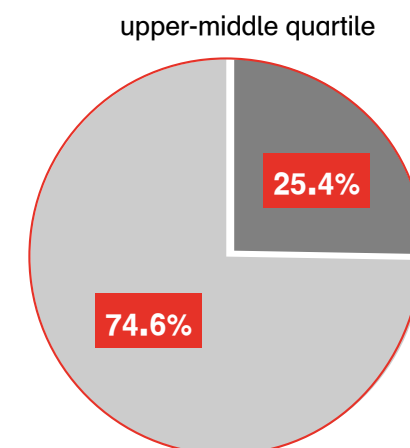
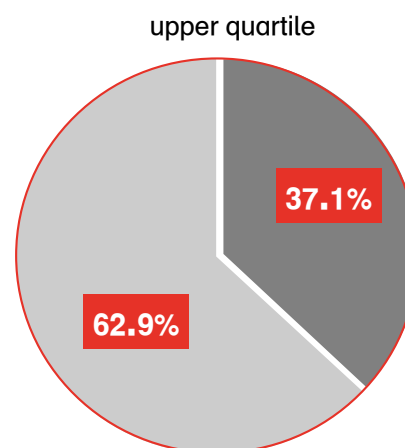
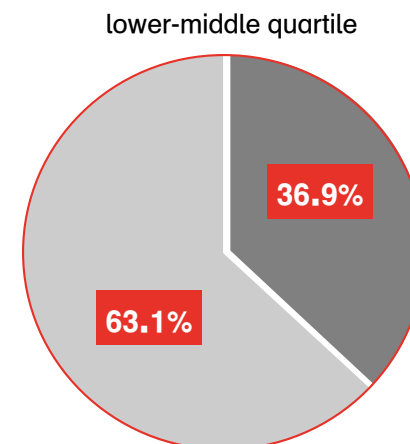
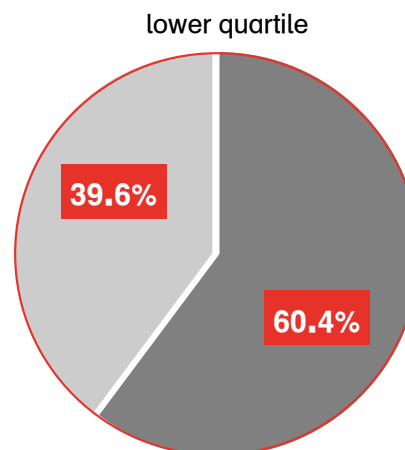
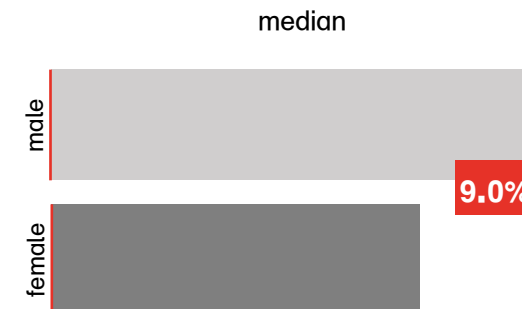
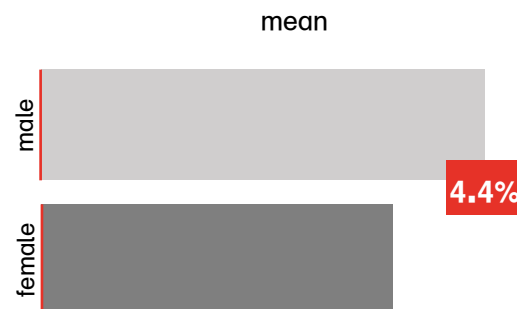
our gender pay gap results

our mean gender pay gap for 2021 is 4.4%. this has positively changed in favour of women by -14.5% since 2020

this positive shift highlights the 2021 data being a truer reflection of our teams whereas our 2020 data being reflective of <1% of our teams, due to the covid-19 pandemic + utilisation of furlough

additionally, our continued focus to maintain a high proportion of females in management positions leading our restaurant operations, central manufacturing kitchen + noodle hq head office teams has supported this movement in the gap

the median pay gap is 9.0%, again seeing a positive change in favour of women by -34.3% in comparison to 2020

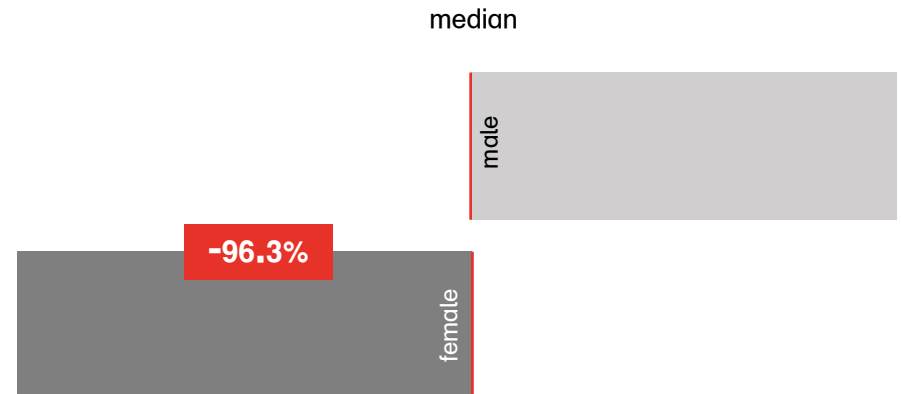
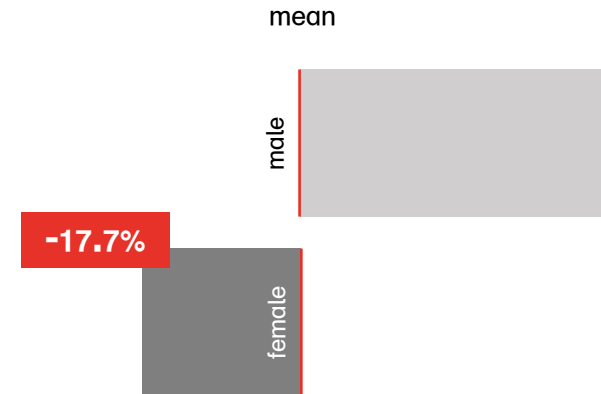


bonus pay gap

gender bonus gap calculations include all relevant employees, employed on the snapshot date, regardless of whether they received their usual full pay in the april period. therefore, we do believe these bonus gap results to be fair + accurate, wagamama's mean bonus pay gap is -17.7%. this represents total bonus payments received in the 12 months before the april pay period

wagamama's median bonus pay gap is -96.3%. this represents total bonus payments received in the 12 months before the april pay period

the mean + median gap is in favour of women due to reduction in bonus payments made to non-restaurant functions as a result of the pandemic. historically this attracted a comparable figure to restaurant bonus payments in previous years though to a higher proportion of males in senior management positions which impacted the gap



our commitments to positive change

to embody and move forward with our purpose of nourishing modern society, specifically in standing for being radically inclusive, our continued commitments are |

back of house representation

our industry is underrepresented when it comes to women chefs. often these roles attract a higher rate of pay than front of house positions due to the niche skills involved. we continue to focus on **encouraging more women to work in our kitchens**, having increased the number of women chefs by 3% in the last 12 months. we continue to look at ways our kitchen teams can work more flexibly + to understand the barriers that prevent women from working in these positions



supporting the women of wagamama

2022 will see the launch of our **no more** campaign, which looks to eradicate + reinforce a zero tolerance stance to sexual harassment. supported by male allies, the women of wagamama group will be a network of women from restaurants and noodle hq who will work together to recommend positive action, improve the talent pipeline and advance women into leadership positions; whilst being a safe place to express themselves + learn from one another



women leadership

maintaining an equal balance of women leaders continues to be an ongoing focus. data is collected and analysed at regular points so we have a constant understanding of our workforce demographics. where we are disproportionately skewed in a job role (such as head chefs) we are working to develop women leaders into those positions through our **dedicated development academy**



