



ROI gender pay gap 2025

wagamama





introduction

our purpose is **‘to inspire positive living through positive eating’** and we live by our mantra **‘come as you are, eat how you want, leave feeling nourished’** for our guests but also for our teams. we want everyone, from all walks of life, to feel they can bring their whole self to work and be at their best every day, walking away feeling nourished from their time with wagamama

inclusion has always been part of our dna. we strive every day in small ways, for wagamama, to be a truly inclusive place for our teams + guests, where people feel represented and belong. this is not something we take lightly. it’s at the core of our strategic imperatives and our guiding light

we’re excited to have recently entered a new market in the republic of ireland and look forward to replicating the great work we are doing across our restaurants in the uk. our inaugural ROI 2025 gender pay gap report, uses a snapshot date of 13 june 2025

we really believe in the power of reporting on gender pay gap. whether it be a legal requirement or not, for us we see it as an imperative to do everything we can to give women, including anyone who identifies differently from their legal gender status, equal opportunities + pay





with a view to have a unified plan across all the different markets we operate in, here is an overview of our key focus areas 2025 |

- ensuring that all of our leadership development programmes will be anchored in our leaders having a 'kaizen mindset'. this will mean our leaders will have the skills, behaviours + most importantly, mindset, to think differently + challenge the status quo when it comes to how we attract, select, develop and grow all our teams across wagamama
- making learning accessible to all through the launch + embedding of our learning experience platform 'sodatsu'
- focusing on creating greater opportunities for diverse representation in our wokstars final (our internal back of house recognition scheme)
- promoting female head chefs in our external attraction campaigns to inspire more female chefs of the future to join us, recognising the importance role models play in equal representation
- evolving our current inclusion allies group into a more impactful true inclusion community focused on **education + development | systemic change | engagement**, with each of these having a dedicated exec sponsor. this will create more meaningful change at wagamama in a streamlined way of working so that our leadership community have the right information + tools alongside brand-wide initiatives to make sure our team always feel part of a truly inclusive culture
- continuing our partnership with women in hospitality leisure and tourism (whittl) to guide how we can make more improvements in equity

as the people + culture director at wagamama, with a dedicated team and a strategic focus on inclusion, i genuinely feel optimistic about what the future holds for all our teams, whoever they are or choose to be. everyone is welcome here

vicky hall (she/her) | **people + culture director**







our gender pay gap results

on average, male wagamama employees earn +7.8% more than females

our median gender pay gap is +6.6% in favour of men

this relative shift towards men has been driven by less female representation in the upper middle pay quartiles, and more female representation in the lower middle pay quartile

overall gender split
52.3% female 47.7% male

 male  female

