

wagamama

gender
pay gap
2020



a team that reflects modern society

our gender pay gap report for 2020, reported in 2021, comes off the back of an exceptionally difficult time due to the impacts of the covid-19 pandemic. however, our mission today remains the same, to nourish modern society whilst standing as an active ally for radical inclusion

this years reportable gender pay is somewhat different from previous years where wagamama has been proud to report a negative mean gender pay gap this year. due to strict reporting requirements which meant that anyone who took a reduction in pay, as many of our teams did due to the pandemic, our actual reportable gender pay gap is reflective of <1% of our total population

in keeping with the spirit behind the principles of the gender pay, we have included an alternative gender pay gap which includes all employees as of february 2020 which we believe provides a more accurate picture of our true gender pay

having to report 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**

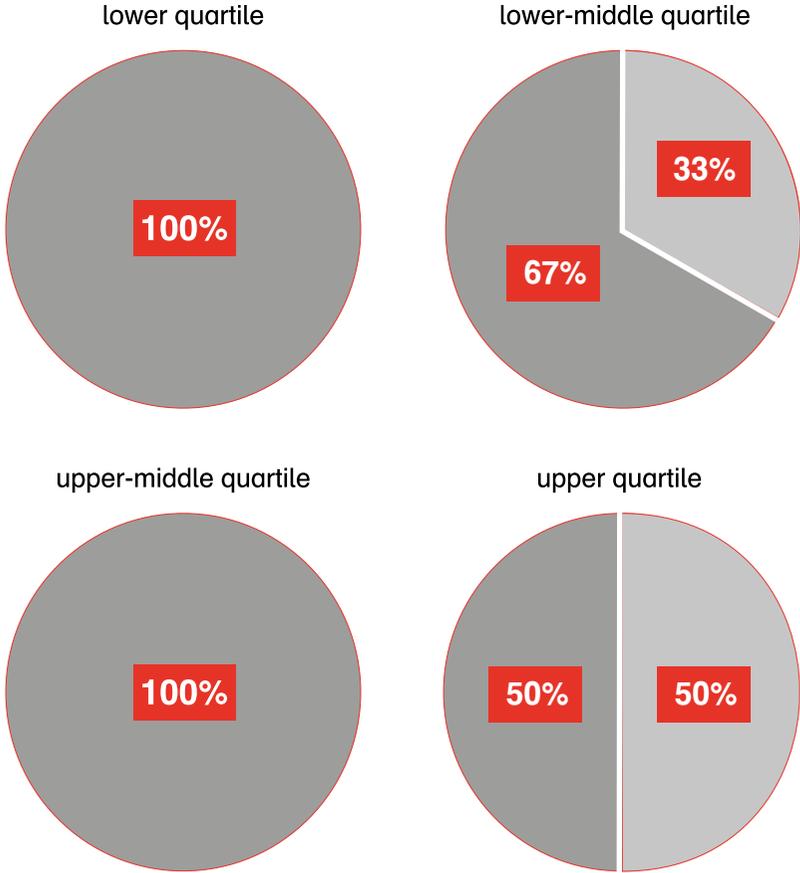
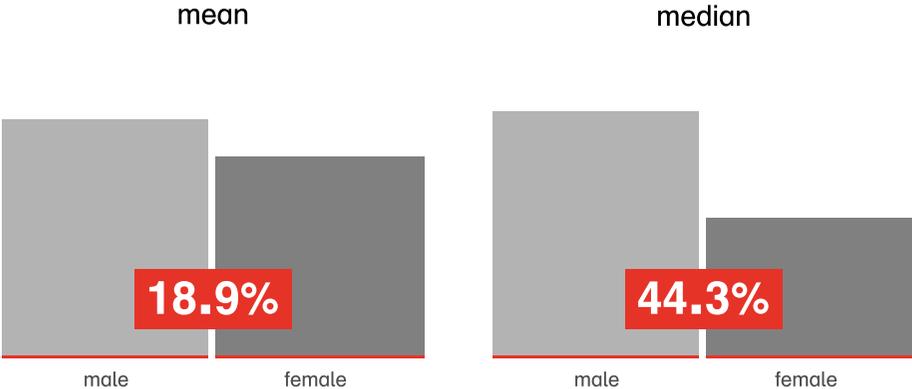


official gender pay gap 2020

the 2020 gender pay gap looks back at the 5th april 2020 as the snapshot date for hourly pay calculations + the relevant pay period that covers this date

on this date, due to the covid 19 pandemic, wagamama had to close all restaurants with over 99% of the workforce placed on furlough, this meant that they received less than their usual full pay. according to the gender pay gap guidelines, these employees could not be included as full pay relevant employees + therefore had to be excluded from all hourly pay calculations. therefore, these official results represent less than 1% of our total workforce + therefore we do not believe these results to be reflective of wagamama. our reportable mean gender pay gap is +18.9%. our median pay gap is +44.3%

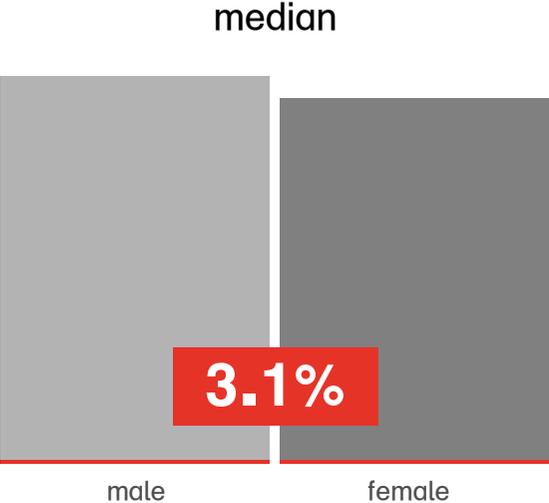
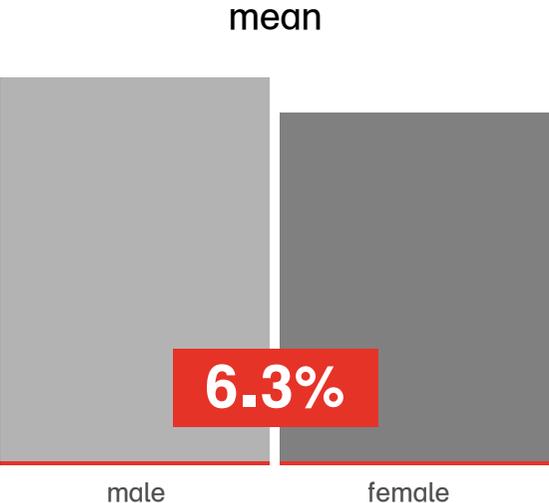
however, as wagamama still meets the headcount requirements, which includes all employees on the snapshot date, fully paid or otherwise, we are still required to report + publish these figures



bonus pay gap 2020

gender bonus gap calculations, however, can 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 6.3%. this represents total bonus payments received in the 12 months before the april pay period. the gap is in favour of males because there was a higher share of males in restaurant management roles which attracted a bonus payment



alternative gender pay gap 2020

in keeping with the spirit behind the principles of the gender pay gap, wagamama has conducted an alternative data gathering + calculation exercise to obtain a gender pay gap that is more representative of our workforce + to better understand where we are now + how far we have come

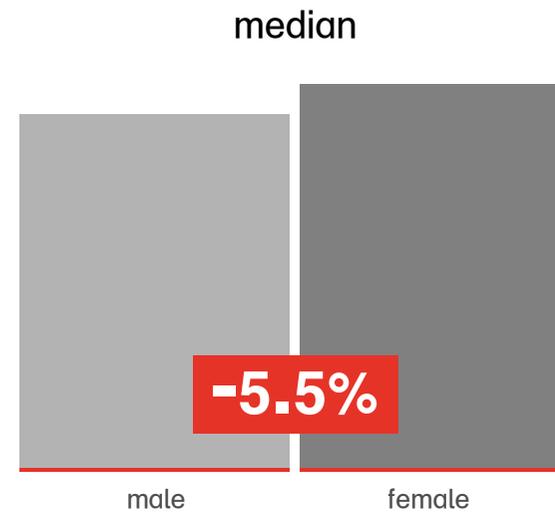
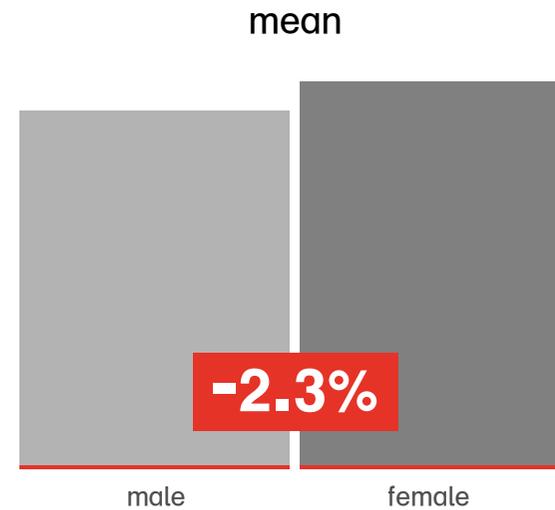
we have kept to official guidance as much as possible but instead used a snapshot date before the pandemic when we could include as many fully paid relevant employees as possible. therefore, instead of the official snapshot date of 5th april 2020 + the relevant pay period, we have used the 5th february 2020, the last normal, full pay period before the pandemic



hourly pay gap alternative

wagamama's official mean gender pay gap for 2020 is +18.9% with a median pay gap of +44.3%. as previously explained, these results represent <1% of the wagamama team. the alternative gender pay gap shows a mean of -2.3%

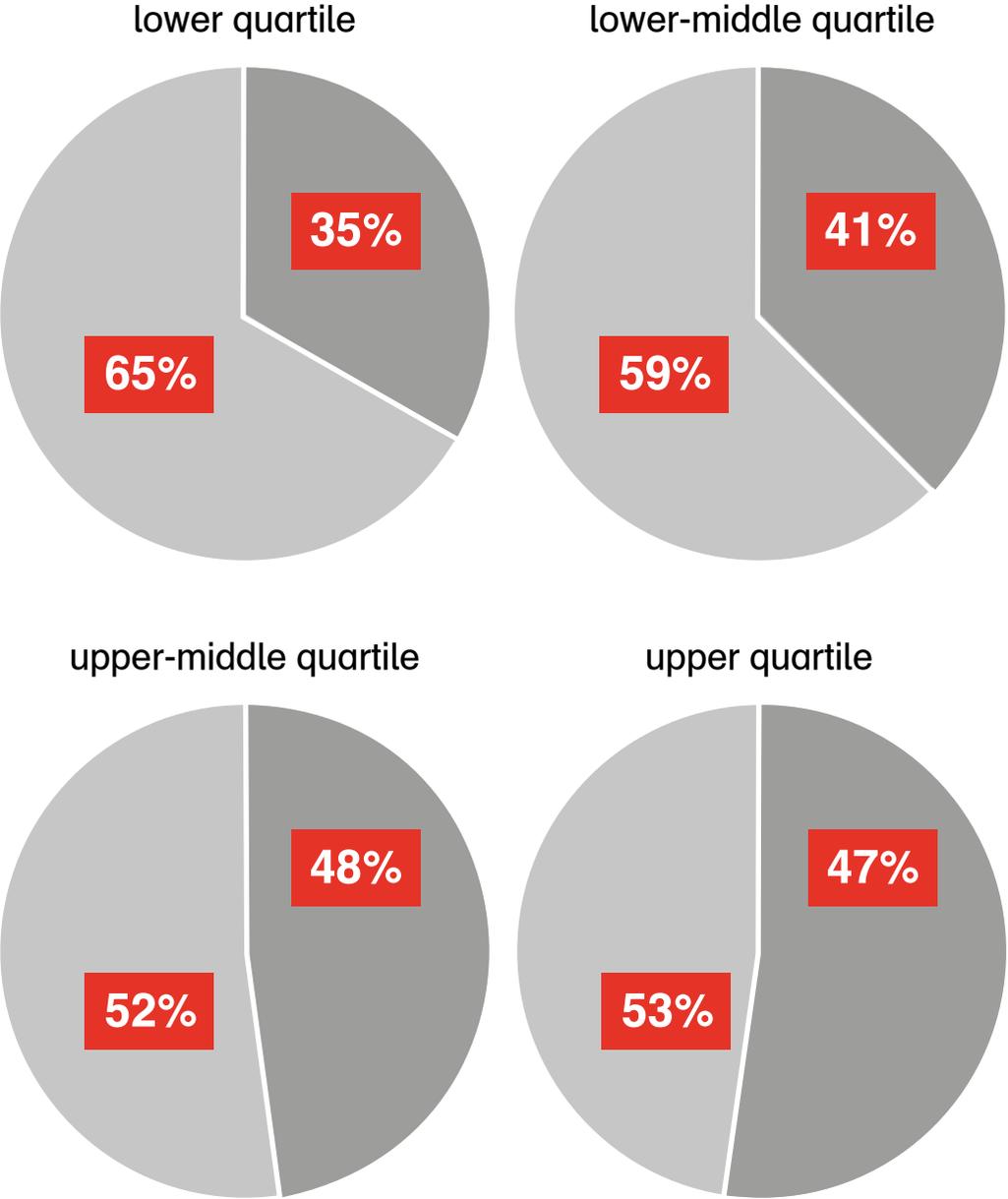
the median is -5.5% vs a reportable +44.3% which demonstrates the significance of the strict reporting criteria imposed on gender pay gap reporting + why we decided to analyse what we consider to be a true gender pay gap report



alternative gender pay gap 2020

when separating these employees into pay quartiles, we can see that despite male employees making up 57% of the workforce, they are over-represented in lower paid roles (65% lower, 59% lower middle) + under-represented in higher paid roles (52% upper middle, 53% upper)

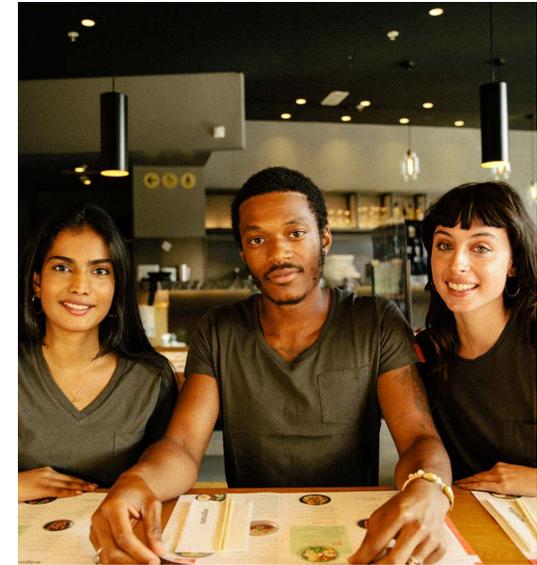
without troncs/tips these pay quartiles look very different, with males instead over-represented in higher paid roles



our commitments to positive change

whilst our 'true' gender pay gap shows as negative, we are committed to positive change, therefore our continued commitments are:

- 1 | **female career progression** - as members of women in hospitality we will continue to champion + support female career progression through development opportunities + activities promoting flexible working practices
- 2 | **back of house balance** - we continue to focus on encouraging more females to work in our kitchens. we are actively working on how our kitchen teams can work more flexibly + to understand the barriers that prevent females from working in these positions
- 3 | **maintaining an equal balance of female leaders** - we continue to strive for equality, continuing to ensure that wagamama has an equal balance of female + males in leadership positions both in restaurant management positions + in noodle hq



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