

★
gender
pay gap
2025





introduction

at wagamama, we're born to feed the people from bowl to soul, 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 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 gender assigned at birth, equal opportunities + pay.

our gender pay gap for 2025, reported in 2026, used a snapshot date of april 2025. with a view to have a unified plan across the uk + ireland, here is an overview of our key focus areas 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





introduction

evolving our current inclusion allies group into a more impactful true inclusion community to 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 (whitl) to guide how we can make more improvements in equity as the chief people officer 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

jacqui mcmanus (she/her) | **chief people officer**





our gender pay gap results

on average, male wagamama employees earn +0.4% more than females, this equates to +£0.06 more per hour

this is -0.3% less in favour of men than the mean gender pay gaps in 2024 & 2023.

our median gender pay gap has gone from 1.3% in favour of men to -0.2% in favour of women, an improvement of -1.5% since 2024, and -0.8% since 2023

on average, the median paid women employee earns 0.2% more than the median paid man, this equates to +£0.03 more per hour.

this shift has been influenced by changes in pay quartile representation:

- there has been reduced female representation in the upper pay quartile, down 2.2% since 2024, but indexation matches total company.
- women are still over-represented in the lower quartile, but a reduction of -2.7% seen since 2024.
- moreover, we have seen less female representation in the lower middle quartile, and more in the higher-middle quartile, indicating positive movement.

overall gender split – 46% female 54% male

male female

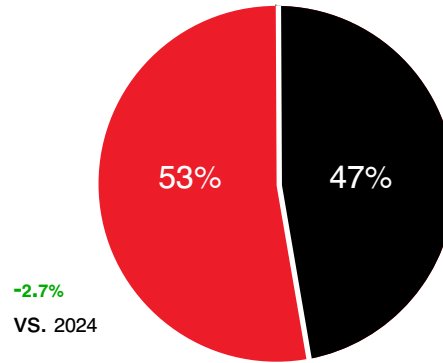
mean



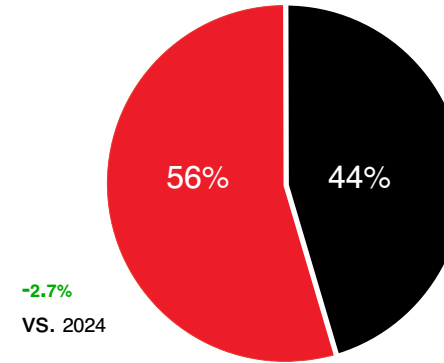
median



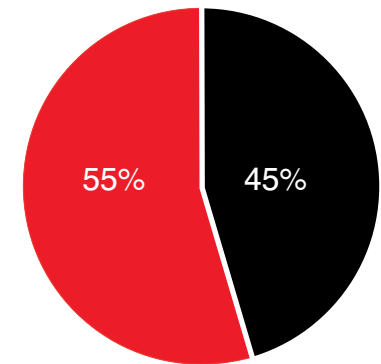
lower quartile



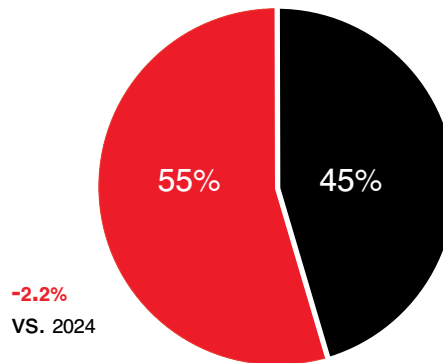
lower-middle quartile



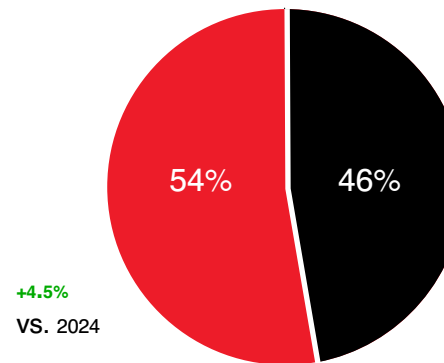
total company



upper quartile



upper-middle quartile





bonus pay gap

gender bonus gap calculations include all relevant employees, employed on the snapshot date and represents total bonus payments received in the 12 months before the april pay period



our mean bonus pay gap is -7.7%, on average women at wagamama earn £191 more in bonus than the average male worker. when comparing to 2024, our mean bonus pay gap has increased +2.7% more in favour of women, from -5.0% in favour of women.

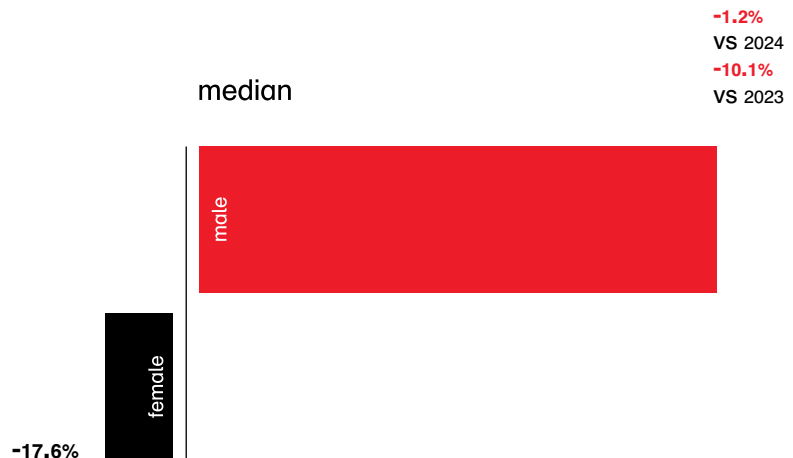
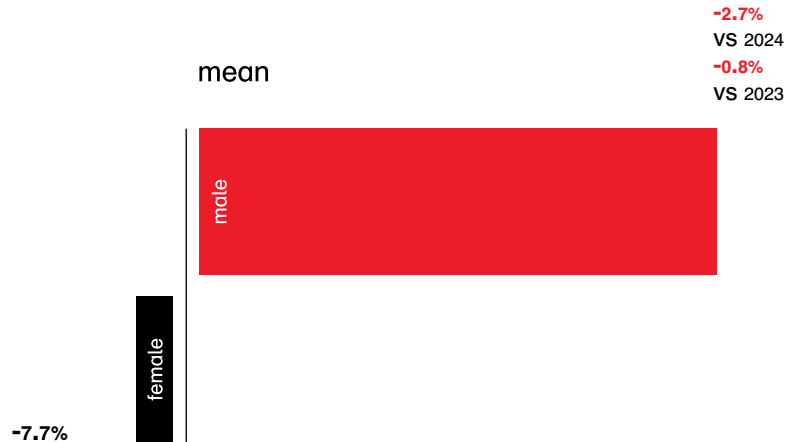
at wagamama, women earn **£1.18 for every £1 that men earn when comparing median bonus pay**. women's median bonus pay is 17.6% higher than men's, a +1.2% increase from 2024 median bonus of -16.4%, and a +10.1% increase from 2023 pay gap of -7.5% in favour of women.

proportion of team who received bonus pay:

female 98.6% - an increase of +2.6% VS 2024

male 98.6% - an increase of +2.8% VS 2024

 male  female





wagamama

lucy
elizabeth

wagamama
fabrizio

gabriel
gabriel