



GENDER PAY GAP REPORT 2021





ABOUT GENDER PAY GAP REPORTING

We welcome sharing our Gender Pay Gap Report as an opportunity for us to challenge ourselves to create an even more inclusive place to work.

Gender Pay Gap reporting highlights the difference between the average pay of men and women (regardless of the job they do) which reflects whether both are equally distributed across levels of seniority. This is different to Equal Pay, which is about men and women being paid the same for the same job.

This report has been produced in line with the legal guidance and is based on legal gender status. We are incredibly proud to support the diverse group of people who work for us across the spectrum of gender identity.

THE 2021 CALCULATIONS

The information presented in this report reflects a snapshot of our employee data on **5th April 2021**. The presentation of bonus data is based on the 12 months prior to this date.

Our report this year is impacted by COVID-19; as a significant number of employees were on furlough on the 5th April 2021 and are therefore – in line with Gender Pay Gap guidelines - not included in the calculations. This report analyses the pay of the 232 full paid employees in the business at the time of the snapshot. The bonus information is based on the 441 employees who were on the payroll on 5th April (but may be on furlough or otherwise not working) and it looks at the preceding 12 months.

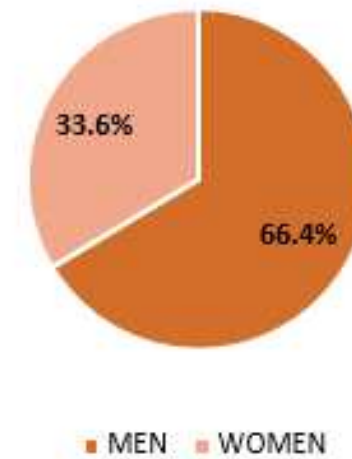
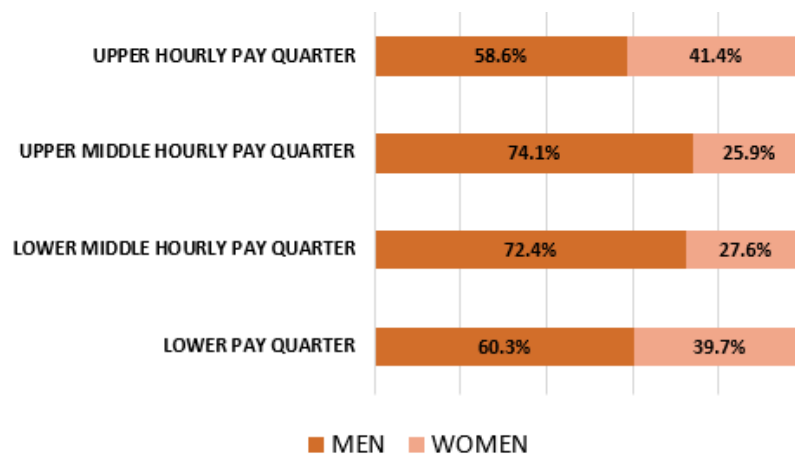


OUR FAMILIEE

We are driven by our Familee values and committed to creating a diverse and inclusive environment that provides freedom of expression and equal opportunities for everyone. We take pride in our differences, learn from each others cultures and experiences, respect and look out for each other and are always mindful of our individual circumstances.

We are confident that we pay men and women undertaking the same roles equally. However we acknowledge a higher male representation within our teams (66.4% men vs 33.6% women).

Our **Pay Quarters** highlight a significant number of women in leadership, especially in Head Office roles and at Senior Management levels.



The lowest percentage of women is in both the middle quarters (Upper Middle and Lower Middle) which represent most of our Supervisors, Junior and Mid-Management levels.

We are proud of our women represented across the entire business including our Back of House teams (which typically have very low numbers of women represented in our industry). However, our Front of House team has more women represented and this is unfortunately not reflected in these results. This is due to the fact that at the time of the snapshot we were mostly operating delivery/take away services with most of our Front of House team members on the furlough scheme.



PAY GAP RESULTS

MEAN (Average) -13.32% MEDIAN (Middle) 1.22%

We have a reverse mean gender pay gap (-13.32) which means that women on average earn more than men.

Our median average is 1.22% which is much lower than the UK average of 15.4% (Office for National Statistics).

Although this is the case on a total level; there are still areas of the business, i.e. Back of House where women are under-represented at middle-management and senior levels.

BONUS

During the Pandemic we did not pay performance related bonuses; with only two exceptional bonuses paid outside our normal scheme. The result shows an exaggerated gap which is not representative of our usual performance related bonuses.

Of employees paid a bonus (percentage)

Men – 0.36% Women – 0.62%

Bonus Mean 70% Bonus Median 70%

OUR COMMITMENT TO POSITIVE CHANGE

We believe in hiring a diverse workforce, including with reference to gender, to create a rich and vibrant culture and best reflect the customers and communities we serve.

Recruitment and attraction

We will continue working to break the bias in our industry by attracting more women to our Familee, particularly in our kitchens.



Training and development

We will continue to ensure there is equal opportunities for anyone in our Familee seeking progression.

Our Senior Managers will continue to actively invest time and efforts supporting women within our teams, mentoring them and supporting their growth. We will be re-launching our internal development programmes within the next few months which will seek to have a balanced representation of genders on the programme.

Furthermore, our newly launched Apprenticeship programme is mainly supported by women mentors.

Pay Structure and Bonus

We are proud to operate a fair and transparent pay structure and bonus scheme, with pay aligned to roles and not individuals, this removes pay disparity based on gender or any other characteristic and will continue to be so.

We are launching an additional training-based bonus scheme for our hourly paid team members which will also create more opportunity to develop new skills and progress within the business.

Leadership

We are extremely proud of the high percentage of women in leadership positions within our company; particularly in our Management Team. Women are now the majority in our Head Office having increased over the last few years, with currently around 65.5% of roles performed by women. We will strive to continue balancing our fair gender representation across all roles within the business.

Tommi Miers and Mark Selby
Co-Founders

SEE OUR PREVIOUS GENDER PAY GAP REPORTS

2020 report

<https://www.wahaca.co.uk/propeller/uploads/2021/10/Gender-Pay-Gap-Report-5th-April-2020.pdf>

2019 report

<https://www.wahaca.co.uk/propeller/uploads/2019/05/Gender-Pay-Gap-Report-2019.pdf>