



GENDER PAY GAP REPORT



5TH APRIL 2020



Wahaca was born out of inspiration of the flavours, colours and vibrancy of the Mexican markets. We wanted to prove we could build a sustainable and credible business where people, sustainability and delicious food were priority over profit. This ethos remains still to this day and DF Tacos share the same values at its core.

From day one, 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 revel in our differences, learn from each others' cultures and experiences, respect and look out for each other, always mindful of our individual circumstances.

We believe sharing our annual gender pay gap data helps us all as employers to consider the impact our decisions can make on our people. Ensuring our teams are in a supportive environment which strives for equality and fair opportunity for all. Whilst this years hourly pay gap data does not reflect our workforce with 99% sadly furloughed at the time, it gives a chance to reflect on where we can continue to improve.

Thomasina Miers & Mark Selby
Co-Founders





HOURLY PAY

Number of full pay relevant employees: 3/988

Mean: 9.26%

Median: 9.26%

Pay Quartiles: *Insufficient data*

Due to the Covid-19 pandemic closing all of hospitality on 23rd March 2020, there were only 3 critical roles considered as full pay relevant employees for the snapshot date of 5th April 2020.

Therefore, with only 3 employees in the data set, the mean and median gap is unrepresentative of our workforce. As a result we have insufficient data to report on pay quartiles.

In the previous year our gap was 3% (mean) and 0.1% (median).





BONUS

Mean: 42%

Median 56.3%

Bonus Proportions: 14.6% (F) v 13.4% (M)

Whilst we have similar proportions of males and females earning a bonus, this shows a disparity in the amount being paid. We have taken time to analyse the factors behind this gap.

Our restaurant bonus scheme is a fixed amount dependent on role and is based on operational KPI's. This allows everyone to have the same bonus earning potential. When looking in to the data, we found that in the year this reflects, a high proportion of females in management had moved sites including promotions which disproportionately affected their bonus earnings. This is something we will now take in to consideration.

We also considered the impact of which roles females were in and found that due to there being a larger majority of males occupying the most senior restaurant roles (General Manager and Head Chef) this affected the amount of bonus they were able to achieve.

We will be ensuring that when our management positions in restaurants become available that our internal and external pipeline has females in the selection process.





OUR COMMITMENT TO POSITIVE CHANGE

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

Whilst the results for hourly pay do not represent the majority of our workforce this does not change our unwavering commitment to maintaining fairness throughout Wahaca and DF Tacos. We continue to ensure there is fair opportunity for anyone in the Familee seeking progression and support their growth.

We have taken note of the results of our bonus data. Our current scheme is based on performance and KPI targets deemed fair for all sites and will continue to be so. With respect to closing the gap between male and female here, we will still align roles to individuals but are far more aware during our recruitment and internal promotion process of the importance of complete and fair representation for both men and women in our business. There are steps in place to monitor this which we will continue to review.



