

WAHACA



GENDER PAY GAP 2024

Snapshot date: 5th April 2024



GENDER PAY GAP REPORTING AND CALCULATIONS

We welcome the opportunity to share our Gender Pay Gap as part of our commitment to fostering an equitable and inclusive workplace.

The Gender Pay Gap measures the difference in average pay between males and females across all roles, distinct from Equal Pay, which ensures equal pay for performing the same work.

This report complies with legal reporting requirements and is based on legal gender status. We are proud to support a diverse workforce, encompassing a wide spectrum of gender identities.

The data reflects a snapshot of our workforce as of 5th April 2024, analysing the pay of 647 full-paid employees. Bonus data covers 717 employees on the payroll as of the same date, including bonus payments made over the previous 12 months.

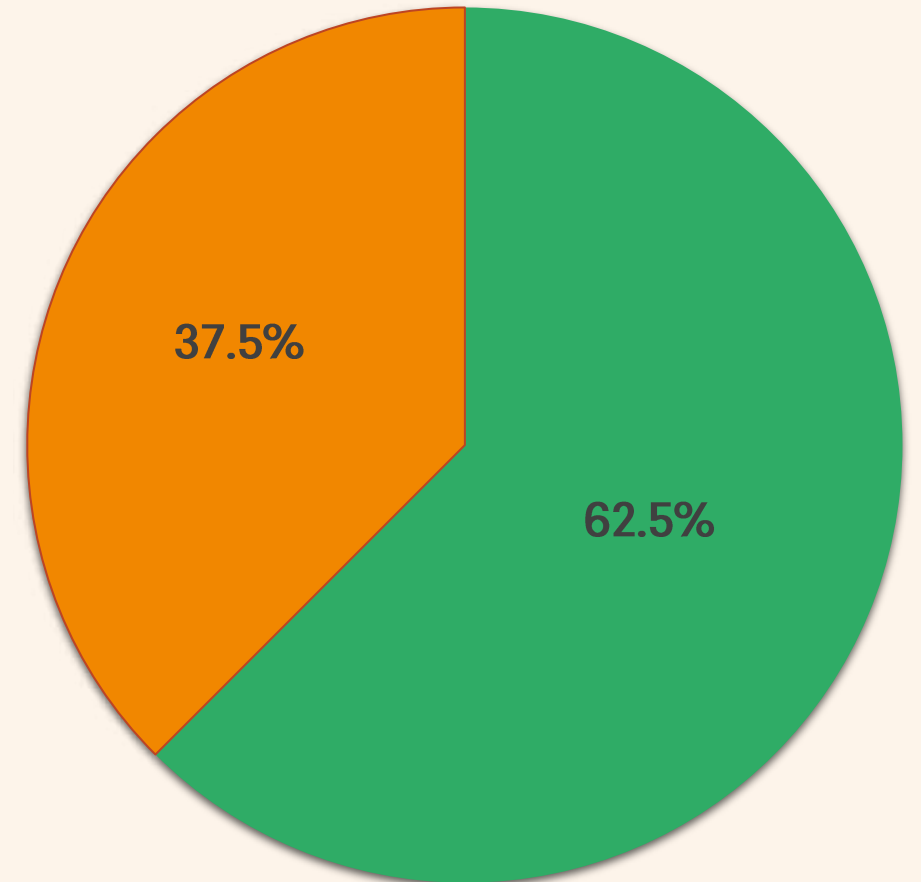


OUR TEAMS

Driven by our core values, we are committed to fostering an inclusive environment that offers equal opportunities for all employees.

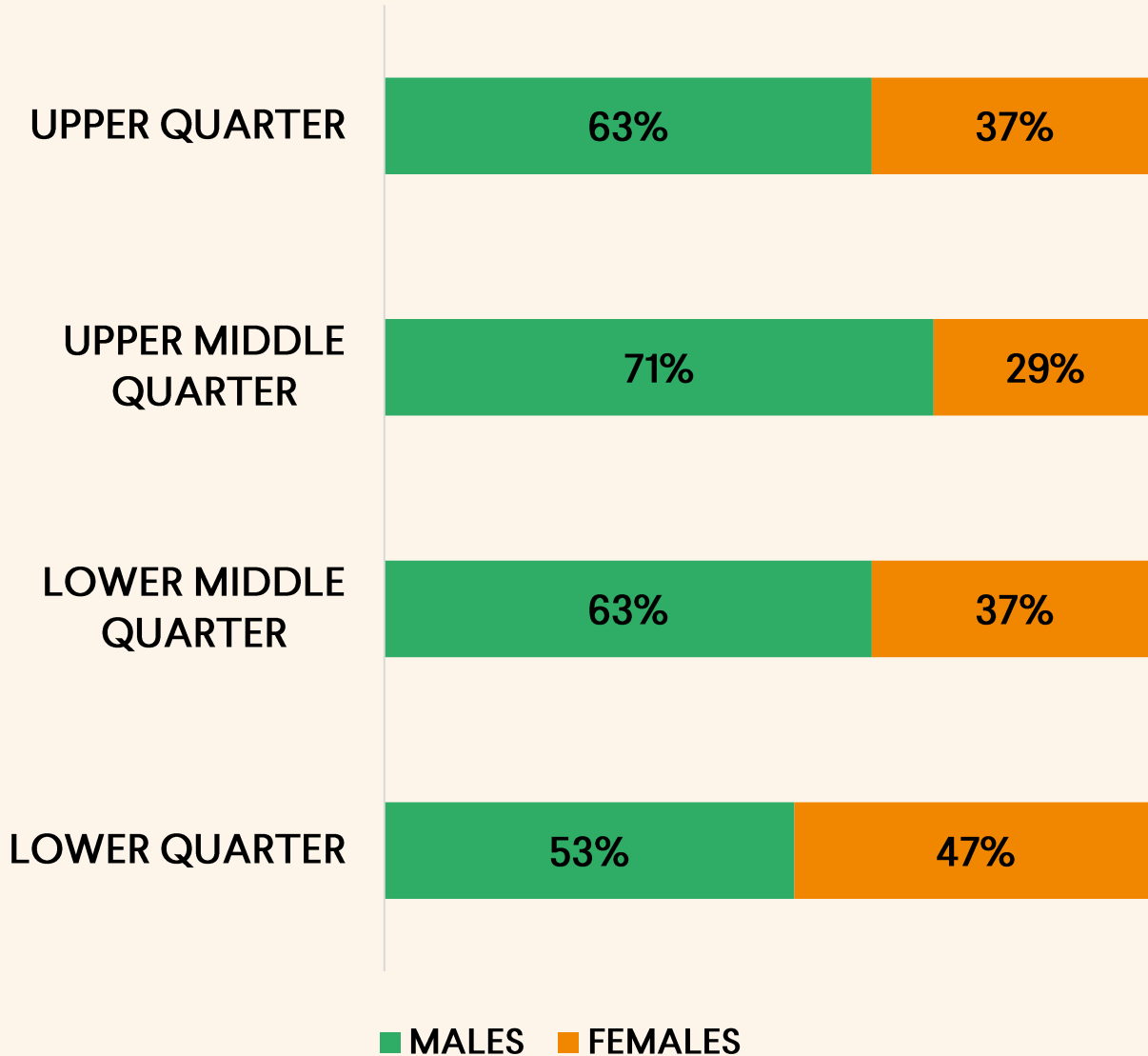
We pay males and females in the same roles equally. Hospitality has traditionally had a lower proportion of females which is also reflected in our results (62.5% males vs. 37.5% females, similar to last year).

Despite this trend, we are pleased with the representation of females across our business in comparison with our competitors.



■ MALES ■ FEMALES

PAY QUARTERS



The **Upper Quarter** includes a range of positions; senior roles in Central Support; all levels of Site Management including Supervisors. We are proud of the strong female representation in our Central Support (61% female), which contrasts with more traditional hospitality roles, particularly in back-of-house managerial positions, where males are more prevalent.

Females are predominantly represented in the **Lower Pay Quarter**, while the **Upper Middle Quarter** has the least female representation. These 2 quarters, along with the **Lower Middle Quarter** account for most of our hourly restaurant positions.

PAY GAP RESULTS

The **MEAN** (average) calculations are a result of adding all females' wages and dividing them by the number of females, then comparing that to the same figure for males.

We are pleased to report a reverse mean gender pay gap of -6.3%, meaning that, on average, females earn more than males. This result is driven by the higher representation of females in senior roles within our Central Support teams.

The **MEDIAN** is the value in the middle when all employees' wages are ranked from lowest to highest.

0% indicates that the median pay for males and females is exactly the same.

MEAN
-6.3%

MEDIAN
0%

BONUS

We are committed to creating an environment where equal opportunities are available to all employees, including bonus schemes across every level.

Our results show that a higher proportion of females received a bonus in the 12 months preceding the snapshot date (69/278 females vs 87/439 males).

Our mean and median bonus gaps show that on average, females received higher bonus amounts than males. This is primarily due to the strong representation of females in key leadership roles within our Central Support teams.

**BONUS
MEAN
-4%**

**BONUS
MEDIAN
-20.5%**

% OF EMPLOYEES PAID A BONUS



We offer competitive bonus schemes at all levels

Operational sites: Our Managers have access to a transparent and competitive bonus scheme based on clear performance targets. At this level, a higher proportion of males received bonuses, particularly in back-of-house managerial roles, where men are more prevalent.

Hourly Team Members: All hourly employees can access both the "Refer a Friend" and "Training" bonus schemes. Although we have a lower number of females in hourly paid roles, more females than males earned these bonuses during the period.

OUR COMMITMENTS

OUR CULTURE

We strive to provide equal opportunities across all parts of our business, actively listening to (and acting on) team feedback to ensure everyone feels valued.

We have introduced training for all employees on embracing differences and fostering inclusion. The 'Respect for Everyone' framework is embedded alongside our values to reinforce the behaviours expected in daily interactions. This creates the foundation of safety and understanding from which an equitable work environment where everyone can thrive is built.

Our commitment to diversity spans across gender, age, nationality, belief, sexual orientation, and all other aspects of identity.

FAIR PAY AND ACCESSIBLE BONUSES

We operate a transparent pay structure with competitive bonus schemes to reward outstanding performance. Managers are rewarded based on clear performance targets, and bonus schemes are available to all employees.

IMPROVING OUR POLICIES

Last year, we enhanced our family-friendly policies to better support new parents, recognising that females, often the primary caregiver, will benefit most. We will continue offering flexible and part-time opportunities to support work-life balance, with the goal of increasing the representation of females across all levels.



GEMMA GLASSON
Managing Director