

Gender Pay & Bonus Gap Report

2023



Introduction

Every day at Wasabi, we lovingly create and serve delicious Asian food to a busy nation.

We believe in fair and impartial pay and in giving access to development opportunities where everyone has an equal opportunity to achieve their potential.



Measuring the pay gap

Under the UK Government's Gender Pay Gap Regulations, employers in Great Britain with more than 250 employees need to report their gender pay gap.



Our people

At Wasabi, our people are at the heart of all we do.

Our culture is underpinned by the Wasabi behaviours. These behaviours define how we treat each other, our customers and suppliers every day. They help us understand what it takes to be a PART of the Wasabi family.

We actively embrace our differences and nurture an environment that builds trust and respect. We believe diversity is crucial to our long-term success. This includes the people we employ, our customers, our investors and the communities that we serve. Our men and women are given equal opportunity to grow and develop.

be P·A·R·T of the WASABI family



*we are
passionate*

about our food
about our customers
about our people
about the environment & our communities
about our quality & compliance
about delivering our results



*we are
adaptable*

embrace change
look for solutions not problems – be curious
grasp opportunities to improve & grow
leave things better than when you find them



*we are
responsible*

if something is not right, take action
do what you say you are going to do
keep each other & our customers safe
treat every pound as your own



*we are a
team*

support & challenge each other to be our best selves
speak up, be open & honest
embrace our differences
trust & respect those around us



Under the regulations there are two ways to measure the pay gap

1. Median pay gap

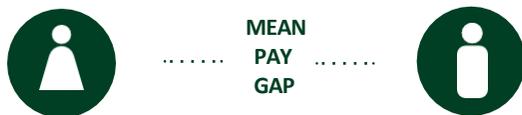
The median represents the middle point of a population.

If you lined up all the women at a company and all the men, the median pay gap is the difference between the hourly rate of pay for the middle woman, compared to the hourly rate of pay for the middle man.



2. Mean pay gap

The mean gender pay gap is the difference between the average hourly rate of pay for women, compared to the average hourly rate of pay for men.



Understanding Wasabi's pay gap – Median and Mean

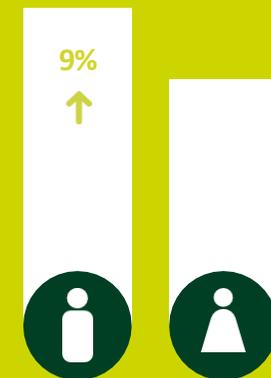
This data is a snapshot of our position on the 5th April 2023

Median hourly pay



Men earn a median pay of £11.20 per hour verses women who earn £11.00 - men earn a median pay of 2% more than women

Mean hourly pay



On average men earn £13.49 per hour verses women who earn £12.30 per hour - men earn an average of 9% more than women



The Quartiles

To understand the gap between male and female pay, we also consider our gender pay gap in quartiles. In a list of employees showing lowest to highest paid in Wasabi, Q1, lower quartile represents the lowest quarter and Q4, upper quartile represents the highest.

Overall, in April 2023 we had more men than women in the workforce, with 54% men and 46% women.

The graphic shows the proportion of men and women in the four different quartiles of pay

Proportion of males and females in each quartile

Q1 - Lower quartile



Q2 - Lower middle quartile



Q3 - Upper middle quartile



Q4 - Upper quartile





Gender bonus gap

The bonuses for the year leading up to April 2023 were divided into three different categories; one for our restaurant team members, one for restaurant managers and a scheme for our sales team in the Grocery department.

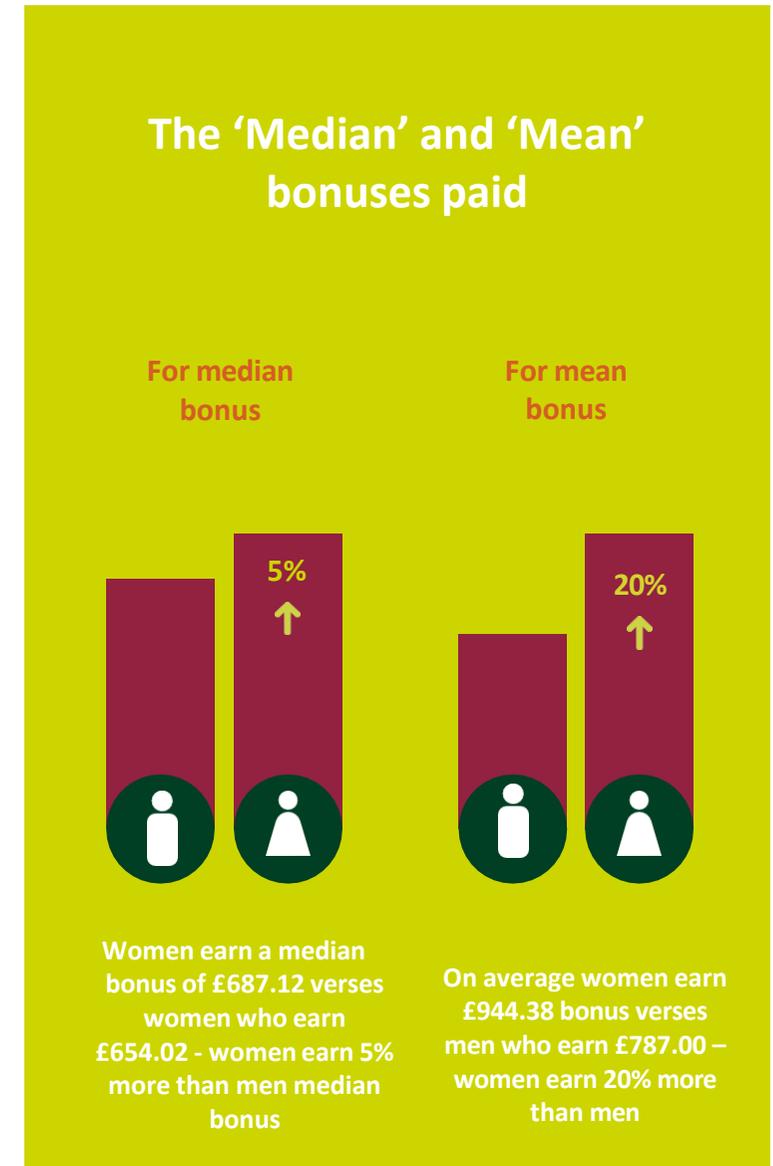
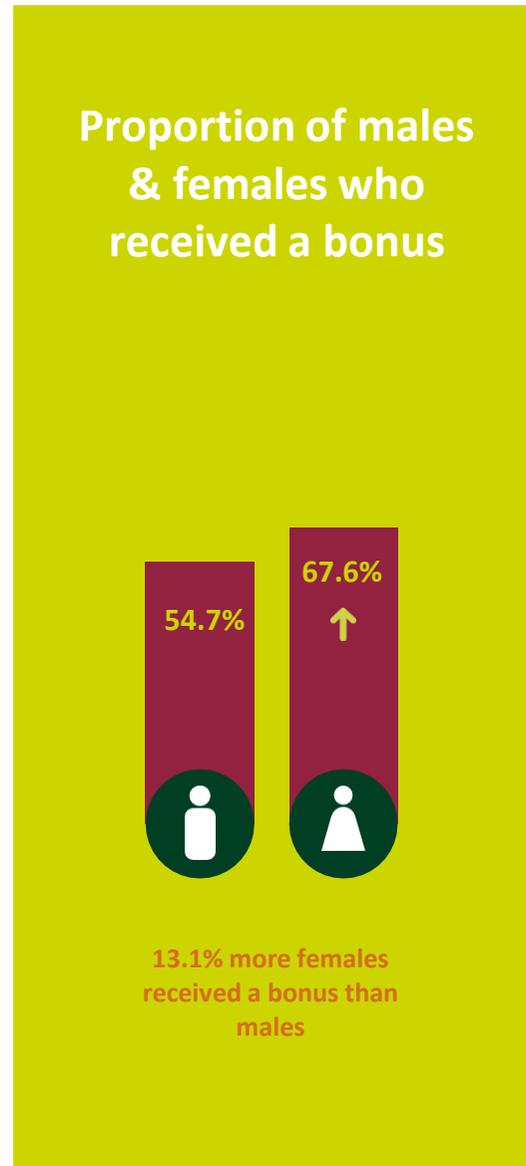
We launched a structured bonus scheme for all remaining salaried employees in April 2023 and so these figures will be reported in next year's Gender Pay Gap report.



Gender bonus gap

In April 2023 we had more men than women in Wasabi with men making up 54% and women 46% of the workforce.

The graphics show the percentage of men and women who received a bonus 2023 and the mean and median bonuses paid.



*This data is for 12 months ending on the 5th April 2023



Looking back, past successes

We are proud to have such a diverse team who bring knowledge and experience from many different backgrounds. It is important to us that employees have equal opportunities in all aspects of life at Wasabi.

Our policies and training reflect our passion for equal treatment, and we train our managers to ensure they create a working environment that is inclusive.

We strive to position ourselves as a great place to work for all, and a company where everyone can grow and develop.

✔ **Recruitment training**

Developing our managers to recruit the best talent regardless of gender including the consideration of unconscious bias in decision making

✔ **Job levelling & benchmarking investment**

Giving us access to data and the capability to determine the relative value of jobs purely based on the role content and the job contribution, ensuring fairness, consistency, and equality

✔ **Bonus Schemes**

Bonus schemes for our restaurant management teams and a mystery shopper bonus for hourly paid team members have been in place since 2022, with a structured bonus scheme for the remaining salaried employees introduced in 2023

✔ **Myperformance**

The introduction of performance reviews based on clear performance and behaviour goals. This has enabled us to measure and promote fairness and consistency regardless of gender



Looking forward, future successes

So that we continue to drive gender parity, we are evolving the initiatives and changes that support equality for men and women.

Equality, Diversity and Inclusion Strategy

The introduction of a clear strategy setting out our standards and guiding our path of continuous improvement

Wasabi Behaviours

Embedding our Wasabi behaviours in all that we do; setting standards and expectations in how we want people to achieve results

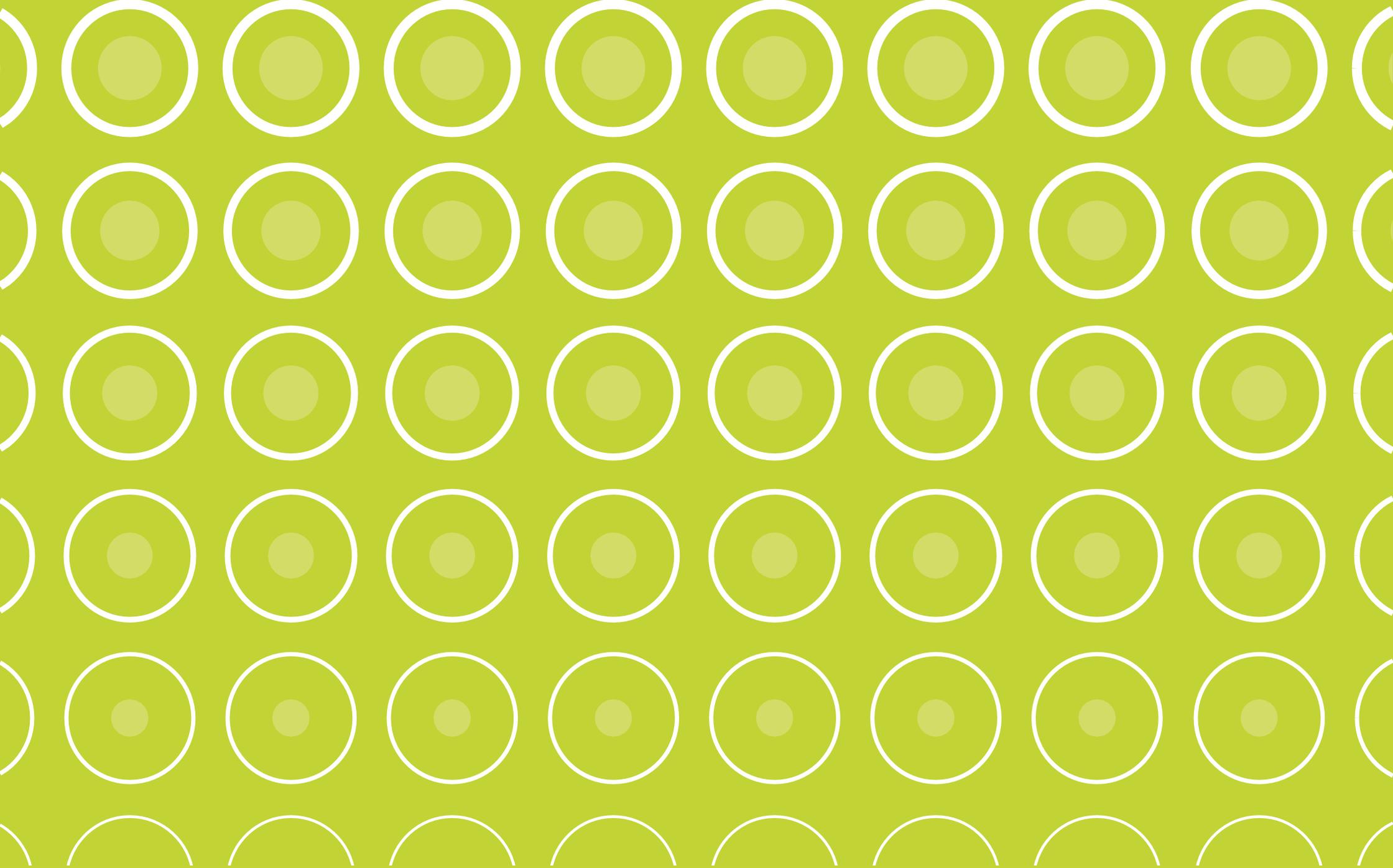
Benchmarking

Using the benchmarking investment to support pay reviews, bonuses and benefits to ensure fairness, consistency, and equality

Salaried Bonus Scheme

Salaried bonus scheme fairly and consistently applied based on job levelling and benchmarking data





For more information, visit our website
wasabi.uk.com