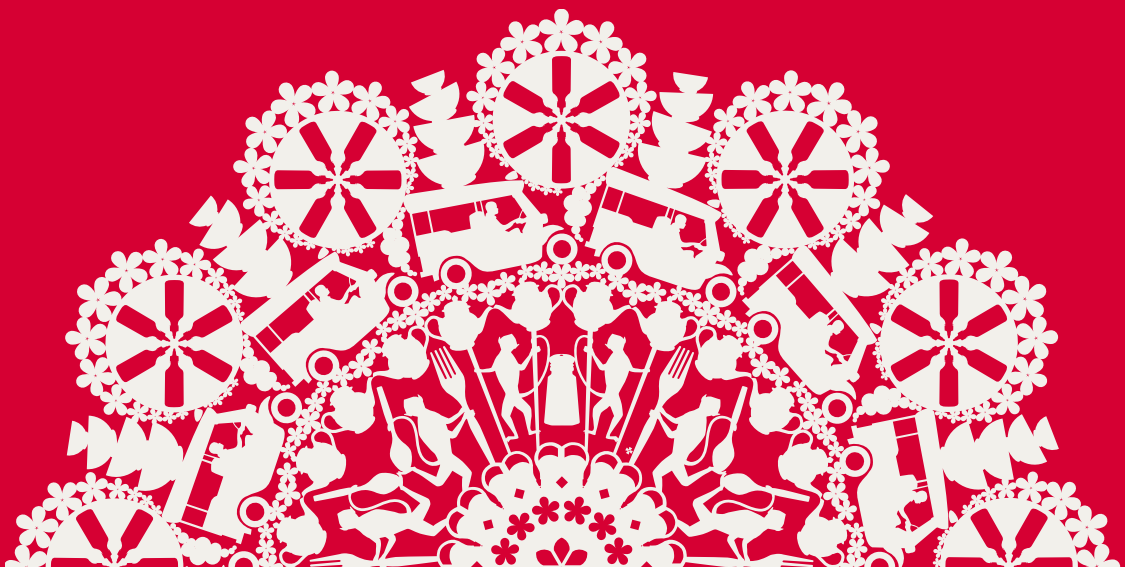


ROSA'S THAI
GENDER PAY GAP REPORT



GENDER PAY GAP REPORT

The following information is taken as a snapshot on 5th April 2022, and we're pleased to share that considerable improvements have been made since our last report. Our Board of Directors, Senior Operations Team and our cohort of General Managers are all now a 50/50 split of male/female. We're hugely proud of these developments and what this says about our culture and commitment to gender pay equality.

There's still work to be done however, and we've identified Head Chefs as a key area of focus for us. We struggle to attract enough females into our Head Chef roles. There are several reasons for this and we're working hard on the following:

- Ensuring our external job ads are female-led
- Celebration of internal female promotions to Head Chef, to clearly highlight as a career pathway
- Much improved maternity leave policy
- Exploration of other initiatives that might improve the appeal of this role (job sharing, flexible hours etc)



WOMEN'S HOURLY PAY RATE IS

9.8%

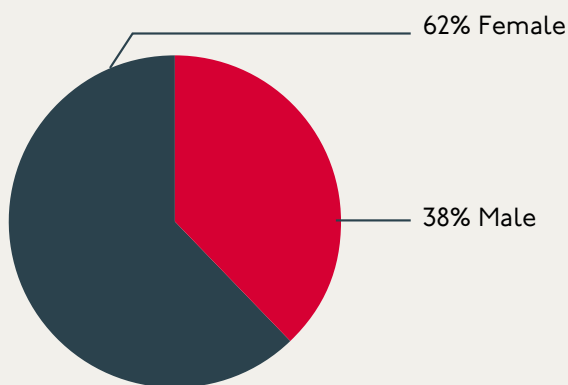
LOWER THAN MEN'S (MEAN)

AND

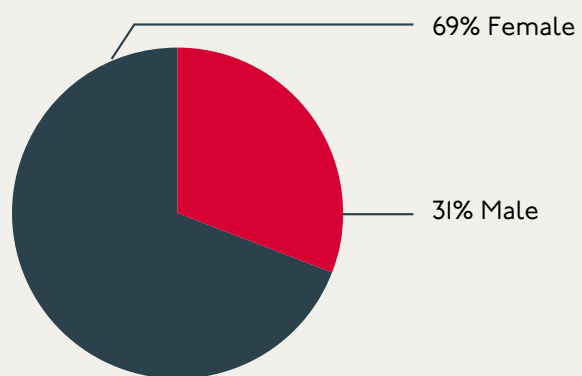
12.4%

LOWER THAN MEN'S (MEAN)

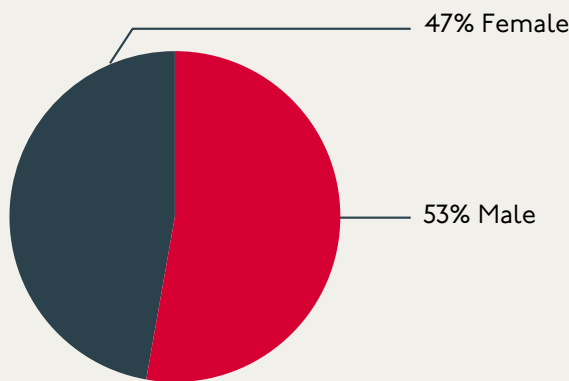
PERCENTAGE OF MEN AND WOMEN IN EACH HOURLY PAY QUARTILE



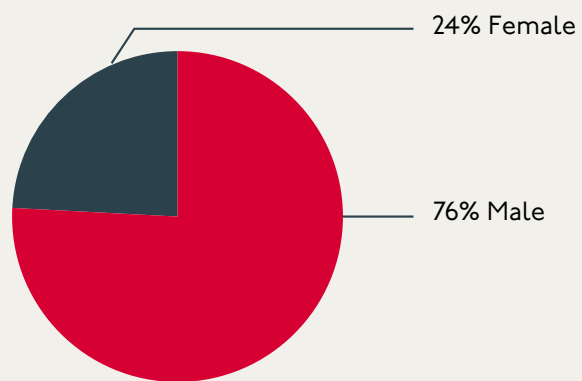
LOWER QUARTILE



LOWER MIDDLE QUARTILE

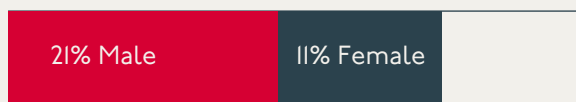


UPPER MIDDLE QUARTILE



UPPER QUARTILE

% OF MALE AND FEMALE RECEIVING BONUS PAY



MEAN GENDER PAY GAP USING BONUS PAY

-12%

MEDIAN GENDER PAY GAP USING BONUS PAY

11.5%

Although these figures show that we operate slightly higher than the national average gender pay gap, we feel confident that having identified the Head Chef role as our focus area, we are well-equipped to redress this imbalance. Our female employees have earned bigger bonuses per head this year, but we undoubtedly need more females in the bonus scheme. Since our last report, we have introduced more development programs for both Head Chefs and Restaurant Managers, directly linked to pay and performance.

Our top three chef roles in the company are all held by females, and with the 50/50 gender split of our Exec team, senior operations and restaurant managers, we're immensely proud of the incredible female role models we have in our business.

Still a long way to go, but a solid year for improvements. I can confirm this information is correct.

Gillian Lambden
People Director



ROSA'S THAI

