ROSA'S THAI

GENDER PAY GAP REPORT

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The following information is taken as a snapshot on 5th April 2024, and we're pleased to share that further improvements have been made since our last report.

We're especially pleased to share several key milestones that reflect our commitment to gender balance and inclusive leadership. At the end of 2024, we welcomed a new female CEO – Sarah Hills, a significant milestone for Rosa's. Our Executive Team now consists of more women than men, with a 5:1 female-to-male ratio. We also have more female Head Chefs in the business compared to the same time last year, and within our General Manager roles, women currently outnumber men. These achievements highlight the progress we've made in creating a more inclusive and representative leadership team.

Women currently make up 26.0% of employees in the highest paid quartile, with greater representation across other parts of the business — 43.0% in the upper middle quartile, 65.0% in the lower middle, and 59.0% in the lowest paid quartile. These figures reflect strong female presence across many roles, though we recognise there's still work to be done in achieving better gender balance at the highest pay levels.

Except for the median bonus payout — which is influenced by a smaller number of individuals receiving bonuses — we have continued to move in the right direction in reducing pay gaps across the business. We're proud of the progress so far and what this says about our culture and commitment to gender equality.

We've seen improvements over the past year, with more female Head Chefs in the business than at the same time last year. Attracting and supporting women into our Head Chef roles remains a key focus for us.

In 2023, we introduced several important initiatives that have already begun making a positive impact across the business. This included making a job-sharing scheme available for returning mothers in both Head Chef and General Manager roles, designed to offer greater flexibility and support during the transition back to work. We also improved our maternity leave policy to provide better support for working parents, and reduced salaried contracted hours without reducing pay to promote a healthier work-life balance for our team. These changes have been well received and are helping us create a more supportive and inclusive working environment. In 2024, we will continue to build on this progress. We will focus on celebrating and encouraging internal female promotions to Head Chef, clearly highlighting this as a defined and rewarding career pathway. We remain committed to creating a workplace where women are supported to grow, lead, and thrive at every level of the business.

WOMEN'S HOURLY PAY RATE IS

4.5%

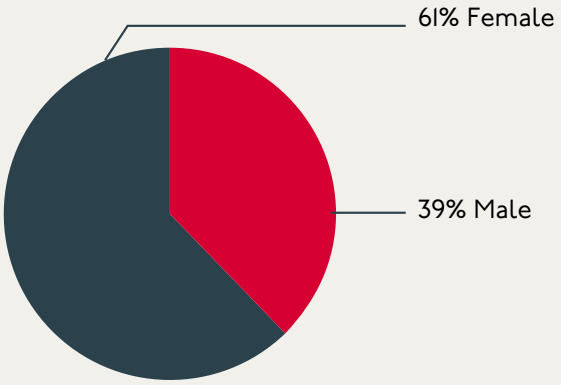
LOWER THAN MEN'S (MEAN)

AND

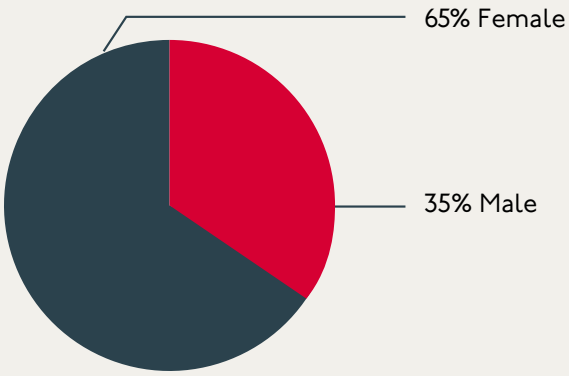
3.1%

LOWER THAN MEN'S (MEDIAN)

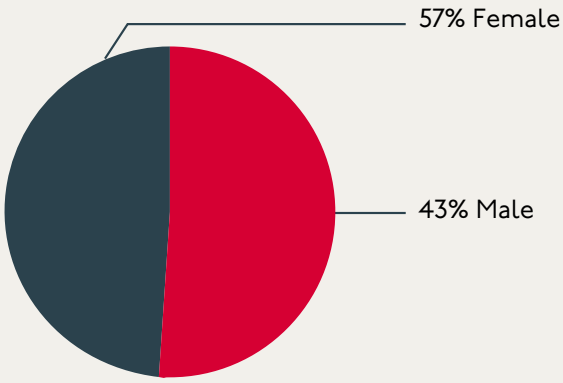
PERCENTAGE OF MEN AND WOMEN IN EACH HOURLY PAY QUARTILE



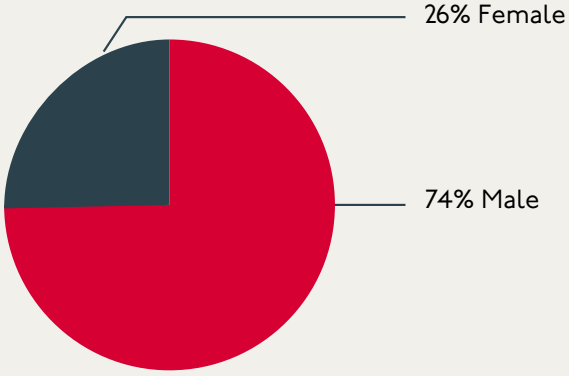
LOWER QUARTILE



LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



UPPER QUARTILE

% OF MALE AND FEMALE RECEIVING BONUS PAY

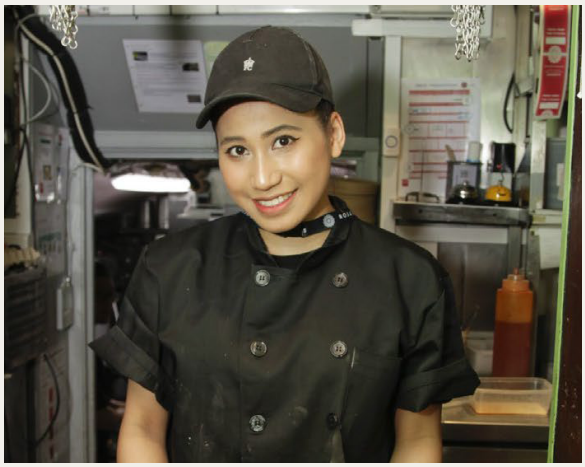
MEAN BONUS PAY:
WOMEN EARNED 5% MORE THAN MEN

MEDIAN BONUS PAY:
WOMEN EARNED 27.4% LESS THAN MEN

Although these figures show that Rosa's London Limited operates with a gender pay gap lower than the national average, we recognise there is more to do. We are actively working to reduce the gap even further and are committed to building a fair, inclusive workplace for everyone.

Still some way to go, but a solid year for improvements. I confirm this information is accurate.

Gillian Lambden
People Director



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