



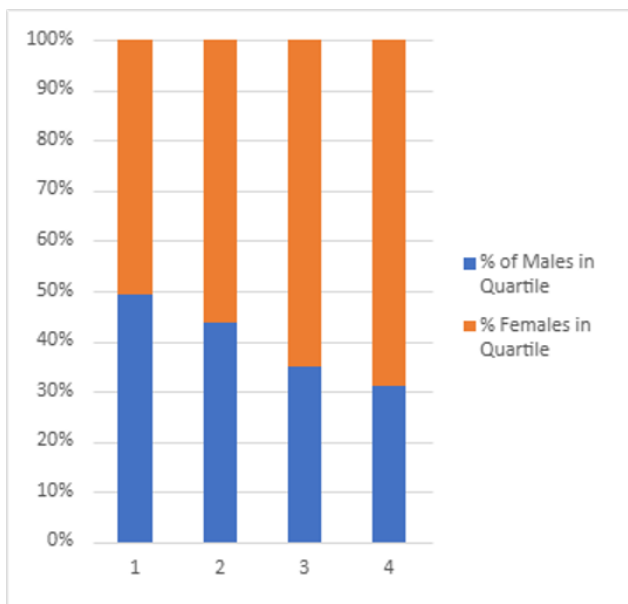
GENDER PAY GAP REPORTING

At Regatta Ltd, our values of Great Relationships and Entrepreneurial spirit are at the heart of everything we do. As a proud family-owned business, we believe in building a workplace where people are empowered to grow, contribute meaningfully, and thrive together.

We are pleased to report that, as of 5 April 2025, our mean gender pay gap was 14.8%, showing continued progress from 15.5% the previous year. Our median pay gap stands at 5.8%, reflecting a more balanced distribution of pay across comparable roles.



Percentage of men and women in each pay quartile



We are pleased that that 50.6% of our top pay quartile is made up of women, and that 8 of our top 20 salaried colleagues are women.

In terms of bonus payments, the mean gap was 61%, which is largely influenced by the current gender mix in our sales teams, where bonuses form a significant part of the reward package. The median bonus gap, which better reflects like-for-like roles, was 4.5%. Bonus participation remains high across the

board, with 94.4% of men and 93.4% of women receiving a bonus.

Our teams span head office, logistics, and retail, and we are proud of the diversity and dedication they bring. We continue to invest in creating opportunities for all colleagues to flourish, whether through learning and development, internal career opportunities, or open conversations that strengthen our culture of trust and innovation.

As we grow, we remain committed to nurturing an environment where great relationships matter, and where entrepreneurial thinking drives positive change, for our people, our customers, and our communities.

We continue to strive for further improvements in terms of gender pay and diversity, focusing on ensuring a fair, welcoming, diverse and empowering workplace with opportunities for all our talented people.

I confirm that the data published in the report is accurate.

– Joanne Black
Director