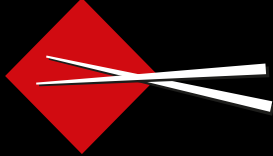


GENDER PAY GAP  UNITED KINGDOM

To fulfil the government's requirements for gender pay gap reporting, please see below a report based on a snapshot of our data from **5th April 2021**.

At this point in time, all our restaurants were closed for dine-in as the UK was still under a national lockdown due to coronavirus.

More than half of our team were still on full or flexible furlough.

Some of our restaurants were open for delivery/take away services so most of the team who were working at the time were chefs, who are mostly male, and our Head Office team which was male heavy at the time.

This means that, as in 2020, this year's report does not represent how we operate under normal circumstances.

GENDER PAY GAP REPORTING – TOTAL (SALARIED & HOURLY)

Pay Rate	Female	Male	Difference
Mean	£10.88	£10.61	-2.5%
Median	£9.70	£9.80	1%
Quarterly Pay Band			
Lower	40%	60%	
Lower Middle	29%	71%	
Upper Middle	23%	77%	
Upper	29%	71%	
Total	31%	69%	

GENDER PAY GAP REPORTING

Paid Bonus	Female	Male	Difference
Total employees Paid	5	9	
Proportion Paid	12%	9%	-25%
Mean	£1260	£1240	-1.6%
Median	£1000	£1500	40%

CLOSING THE GENDER PAY GAP

Although this year's report is not necessarily an accurate representation of our day-to-day gender pay, we are aware that there is still work to do in developing and recruiting more senior females.

Since 5th April 2021 we have hired two senior female employees in Head Office, and three more female General Managers, which was one of our aims from our 2020 report. This will have a big impact on the 2022 report in the coming year, particularly in the bonus discrepancies.

Below is an outline of the work we will continue to do throughout 2022 to close our gap.

Training & Development

We will continue to put time, effort and money into developing and growing our internal talent, particularly female chefs, in order to promote females into more senior kitchen roles.

Flexible Working

We are continuing to explore greater flexible working options for all employees (for example, 4 working days and 'core hours'), which we are hoping to implement later this year with the view that this will create a more equal gender balance across the business.

This report has been reviewed and approved by Andreas Karlsson, Sticks 'n' Sushi CEO

GENDER PAY GAP  DENMARK

GENDER PAY GAP REPORTING - DK

To streamline the data covering gender pay gap reporting across UK, DK and DE, please see below a report based on a snapshot of our data from **5th April 2021 (DK)**.

At this point in time, all our restaurants were closed for dine-in as Denmark was still under a partial lockdown (affecting the hospitality industry). However, most of our restaurants were open for delivery/take away services.

This didn't have a direct impact on the pay rate, due to reimbursement packages (Financial government support), but it wasn't until after the lockdown our minimum wage increased from 110,- pr. hour to 120,- pr. hour, which reflects on the pay level comparing this report to current numbers.

This means that this year's report does not completely represent how we operate and pay under current/normal circumstances.

GENDER PAY GAP REPORTING – TOTAL (SALARIED & HOURLY)



Pay Rate	Female	Male	Difference
Mean	DKK 141,8	DKK 163	-13%
Median	DKK 130	DKK 140	-7%
Quarterly Pay Level			Difference
Lower	DKK 112,93	DKK 115,08	-2%
Lower Middle	DKK 124,29	DKK 130,79	-5%
Upper Middle	DKK 135,79	DKK 151,53	-10%
Upper	DKK 193,48	DKK 253,73	-24%
Total	DKK 141,62	DKK 162,78	-13%

Note: The numbers are based on a total of 254 Female employees & 250 Male employees (Mixed Salaried and hourly)

Quarterly Pay Level: All employees are divided into 4 groups according to pay level. The calculation is based on the Mean (in each group and divided by gender)

GENDER PAY GAP REPORTING - HOURLY

Pay Rate	Female	Male	Difference
Mean	DKK 128,5	DKK 133,9	-4%
Median	DKK 125	DKK 130	-4%
Quarterly Pay Level			Difference
Lower	DKK 111,90	DKK 113,77	-2%
Lower Middle	DKK 121,94	DKK 124,68	-2%
Upper Middle	DKK 131,57	DKK 140,00	-6%
Upper	DKK 147,22	DKK 157,39	-6%
Total	DKK 128,16	DKK 133,96	-4%

Note: The numbers are based on a total of 217 Female employees & 194 Male employees (Hourly Employees Only)

Quarterly Pay Level: All Hourly paid employees are divided into 4 groups according to pay level. The calculation is based on the Mean (in each group and divided by gender)

GENDER PAY GAP REPORTING – SALARIED

Pay Rate	Female	Male	Difference
Mean	DKK 231	DKK 266	-13%
Median	DKK 187	DKK 249	-25%
Quarterly Pay Level			Difference
Lower	DKK 163	DKK 188	-13%
Lower Middle	DKK 180	DKK 228	-21%
Upper Middle	DKK 222	DKK 259	-14%
Upper	DKK 366	DKK 387	-5%
Total	DKK 232,75	DKK 265,50	-12%

Note: The numbers are based on a total of 37 Female employees & 56 Male employees (Salaried Employees Only)

Quarterly Pay Level: All Monthly paid employees are divided into 4 groups according to pay level. The calculation is based on the Mean (in each group and divided by gender)

GENDER PAY GAP REPORTING – DK RESTAURANT MANAGERS

Paid Bonus	Female	Male	Difference
Total employees Paid	2	46	-95,65%
Mean	DKK 18.500,00	DKK 16.465,90	12%
Median	DKK 18.500,00	DKK 15.375,00	20%

CLOSING THE GENDER PAY GAP - DK

Although this year's report is not necessarily an accurate representation of our current day-to-day gender pay, we are aware that there is still work to do with regards to balancing out the pay gap – especially between male and female Salaried employees, as well as recruiting and developing more senior females.

Below is an outline of the work we will continue to do throughout 2022 to close our gap.

Training & Development

We will continue to put time, effort and money into developing and growing our internal talent, particularly female employees, in order to promote them into more senior roles – both FOH and BOH

Maternity Leave

In 2022 we are introducing a new improved Family and Friendly Policy that follows the 24/24 model, to ensure better equality between the parents and also to offer better employment benefits than standardised terms. This will hopefully attract more female employees to stay and grow within our business.

GENDER PAY GAP BERLIN

GENDER PAY GAP REPORTING - DE

To streamline the data covering gender pay gap reporting across UK, DK and DE, please see below a report based on a snapshot of our data from **5th April 2021 (DK)**.

At this point in time, we only operated one restaurant in Berlin, which can have an impact on the percentage gap seen in the report. Furthermore, the Salaried wages are subject to minor inaccuracies.

This means that this year's report does not completely represent how we operate and pay under current/normal circumstances.

GENDER PAY GAP REPORTING – TOTAL (SALARIED & HOURLY)

Pay Rate	Female	Male	Difference
Mean	€ 141,8	€ 163	-13%
Median	€ 130	€ 140	-7%
Quarterly Pay Level			Difference
Lower	€ 10	€ 10,1	-1%
Lower Middle	€ 10,5	€ 10,5	0%
Upper Middle	€ 11,7	€ 11,96	-2%
Upper	€ 21,98	€ 21,87	0%
Total	€ 13,54475	€ 13,3075	0%

Quarterly Pay Level: All employees are divided into 4 groups according to pay level. The calculation is based on the Mean (in each group and divided by gender)

Note: Only employees in Potsdamer = Wider percentage gap (Salaried = 12 Female & 22 Male)

GENDER PAY GAP REPORTING - HOURLY

Pay Rate	Female	Male	Difference
Mean	€ 10	€ 10,5	-5%
Median	€ 10,44	€ 10,63	-2%
Quarterly Pay Level			Difference
Lower	€ 10	€ 10	0%
Lower Middle	€ 10,25	€ 10,50	-2%
Upper Middle	€ 10,5	€ 10,625	-1%
Upper	€ 11	€ 11,375	-3%
Total	€ 10,4375	€ 10,625	-2%

*Quarterly Pay Level: All Hourly paid employees are divided into 4 groups according to pay level. The calculation is based on the Mean (in each group and divided by gender)
 Note: Only employees in Potsdamer = Wider percentage gap (Salaried = 8 Female & 16 Male)*

GENDER PAY GAP REPORTING – SALARIED

Pay Rate	Female	Male	Difference
Mean	€ 19,76	€ 20,78	-5%
Median	€ 15,16	€ 21,88	-31%
Quarterly Pay Level			Difference
Lower	€ 13,125	€ 15,46	-15%
Lower Middle	€ 13,125	€ 18,75	-30%
Upper Middle	€ 17,187	€ 21,88	-21%
Upper	€ 35,625	€ 25	43%
Total	€ 19,7655	€ 20,2725	-3%

*Quarterly Pay Level: All Monthly paid employees are divided into 4 groups according to pay level. The calculation is based on the Mean (in each group and divided by gender)
 Note: Only employees in Potsdamer = Wider percentage gap (Salaried = 4 Female & 6 Male)*

CLOSING THE GENDER PAY GAP

Although this year's report is not necessarily an accurate representation of our current day-to-day gender pay, we are aware that there is still work to do with regards to balancing out the pay gap – especially between male and female Salaried employees, as well as recruiting and developing more senior females.

Below is an outline of the work we will continue to do throughout 2022 to close our gap.

Training & Development

We will continue to put time, effort and money into developing and growing our internal talent, particularly female chefs, in order to promote females into more senior kitchen roles.

Bonus Scheme

As we continue to grow in DE and hire more managers, we aim to have a bonus scheme implemented this year for our senior leaders. This will have a big impact on the 2022 report in the coming year and we are hoping this will create a more equal gender balance across the business.