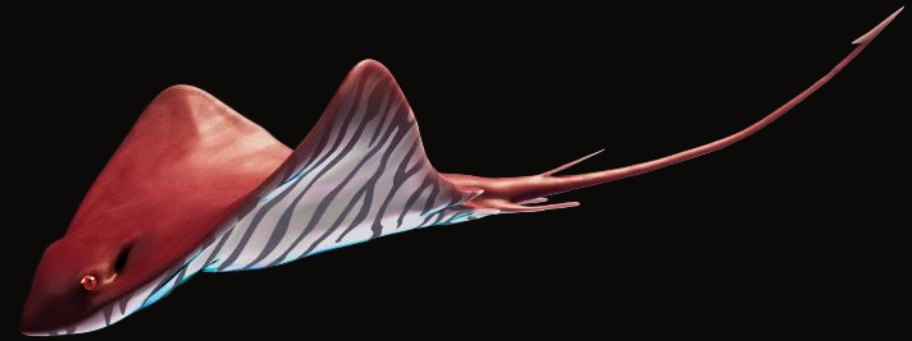


GENDER PAY GAP REPORTING

2023



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CEO STATEMENT



This report lives up to the requirements for gender pay gap reporting in the UK and depicts the accurate data. The report has been reviewed and approved by Andreas Karlsson, CEO.

BASIS FOR PREPARATION

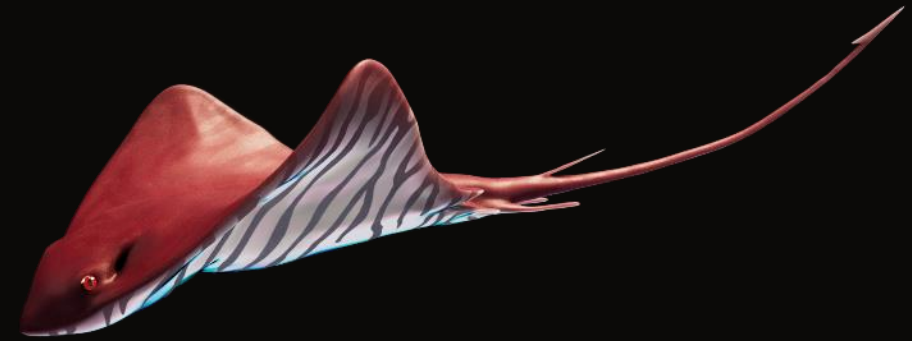


This Gender Pay Gap report has been made based on the requirements for gender pay gap reporting, required under UK law. These requirements have been applied to all operating countries in the group (DE, DK and UK). Sticks`n`Sushi UK Limited is subject to report on gender pay gaps as the company has more than 250 employees on the snapshot date and is a private limited company.

The reporting period covers the salaries as they were in the salary period (UK: 27/03/2023-23/04/2023, DE+DK: 15/03/2023-14/04/2023) including the snapshot date of the 5th April 2023. This makes the report comparable to that from 2022. Different from the reporting for 2022 is that ratios for hourly and salaried employees has also been disclosed separately as well as together for comparison to last year.

Reporting is made separately for each country as comparability is not possible between the different countries. For each reporting country a statement on progress and action plan has been made.

GENDER PAY GAP – UNITED KINGDOM



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PROGRESS AND ACTION PLAN (UK)



Progress in reporting period

The tendencies from previous years can be seen as well in this year's report. Currently men comprise a larger portion of our workforce, both in the lower quartile as well as the upper quartile. For hourly paid employees men are the largest represented gender, while the salaried employees are overall more equally divided between the genders.

The overall mean pay is not affected by this difference in proportions between the genders as this is almost the same when looking at all employees. Looking at the hourly paid employees, women in general have a higher pay, while this is opposite when looking at the salaried employees.

The gap on the mean pay for salaried employees, is mainly due to the majority of management roles currently are held by men.

Targets

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

PROGRESS AND ACTION PLAN(UK) - CONTINUED



Actions and resources

To reach the targets set last year, we will focus on promoting diversity and equality on our recruitment process, trying to find a healthy balance within the teams in each restaurant.

Furthermore, we will implement the Manager in Training Program for internal development and external hires. We will observe the effects and gain feedback on the impact of the program, to continue to develop the quality of the content and measure the effect on female promotions.

To support this, we are also going to set salary bands and a tronc point system for each position (regardless of gender), to support equal pay.

Finally, we will continue to look into a long-term plan that includes specific action points, based on a numeric setup, to be able to measure the progress more rapidly and create transparency.

CALCULATIONS OF GENDER PAY RATIOS (HOURLY+SALARIED)



Pay Rate	Female	Male	Difference
Mean	GBP 18,20	GBP 18,36	0,9%
Median	GBP 17,27	GBP 17,13	-0,8%

Quarterly Pay Band			
Lower	30%	70%	
Lower Middle	41%	59%	
Upper Middle	39%	61%	
Upper	33%	67%	
Total	36%	64%	

CALCULATIONS OF GENDER PAY RATIOS (HOURLY)



Pay Rate	Female	Male	Difference
Mean	GBP 18,30	GBP 17,99	-1,7%
Median	GBP 17,42	GBP 16,96	-2,7%

Quarterly Pay Band			
Lower	27%	73%	
Lower Middle	36%	64%	
Upper Middle	40%	60%	
Upper	34%	66%	
Total	35%	65%	

CALCULATIONS OF GENDER PAY RATIOS (SALARIED)



Pay Rate	Female	Male	Difference
Mean	GBP 17,84	GBP 20,28	12,0%
Median	GBP 16,90	GBP 17,90	5,6%

Quarterly Pay Band		
Lower	46%	54%
Lower Middle	59%	41%
Upper Middle	26%	74%
Upper	35%	65%
Total	42%	58%

BONUS PAY FROM LAST 12 MONTHS

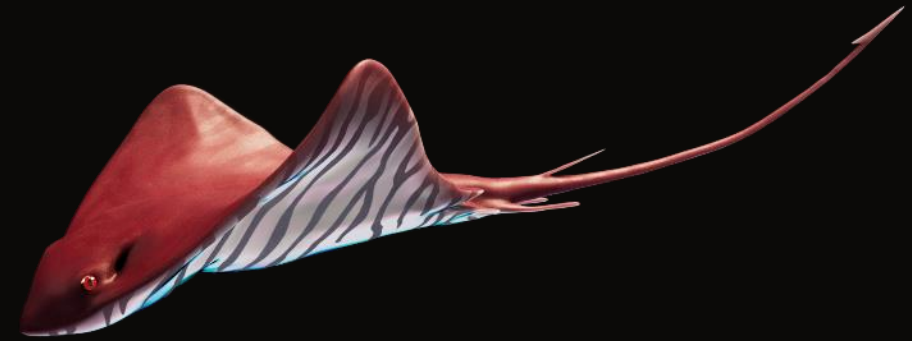
April 2022 – April 2023



Paid Bonus	Female	Male	Difference
Total employees Paid	35	29	
Proportion Paid	13,8%	9,4%	-47%
Mean	GBP 3.819	GBP 6.939	45%
Median	GBP 2.250	GBP 3.000	25%

In this reporting period, bonuses have been paid out to more employees than previously. This year, employees with administrative positions has also been included, as well as all levels of restaurant management.

GENDER PAY GAP – DENMARK



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PROGRESS AND ACTION PLAN (DK)



Progress in reporting period

The overall pay gap has maintained the same between females and male, though the average hourly pay has increased. The total distribution between the genders are still around 50%, but with women consisting a little more of the workforce (51%) compared to last year (48,5%). The mean pay has almost the same variance between the hourly and salaried employees. The median has overall fallen compared to 2022, but the division between hourly and salaried employees shows that the gap is higher between salaried employees. The pay for men is in general higher despite an almost equal distribution between the genders. This is a general depiction between the company as there is a majority of men who have been at the company several years, as well as more men holding management roles.

Targets

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

Actions and resources

To reach the targets set in 2022, we have developed a new Manager Training program, which we during the next year will put effort in implementing in our DK restaurants. We will observe the effects and gain feedback on the impact of the program to continue to develop the quality of the content and measure the effect on female promotions.

Furthermore, we will focus on promoting diversity and equality on our recruitment process, trying to find a healthy balance within the teams in each restaurant.

We will continue to look into a long-term plan that includes specific action points, based on a numeric setup, to be able to measure the progress more rapidly and create transparency.

CALCULATIONS OF GENDER PAY RATIOS (HOURLY+SALARIED)



Pay Rate	Female	Male	Difference
Mean	DKK 146,73	DKK 164,49	10,8%
Median	DKK 135,00	DKK 140,00	3,6%

Quarterly Pay Band			
Lower		58%	42%
Lower Middle		61%	39%
Upper Middle		48%	52%
Upper		35%	65%
Total		51%	49%

CALCULATIONS OF GENDER PAY RATIOS (HOURLY)



Pay Rate	Female	Male	Difference
Mean	DKK 134,55	DKK 139,66	3,7%
Median	DKK 130,00	DKK 140,00	7,1%

Quarterly Pay Band			
Lower		56%	44%
Lower Middle		59%	41%
Upper Middle		55%	45%
Upper		39%	61%
Total		52%	48%

CALCULATIONS OF GENDER PAY RATIOS (SALARIED)



Pay Rate	Female	Male	Difference
Mean	DKK 172,56	DKK 179,00	3,6%
Median	DKK 215,00	DKK 237,00	9,3%

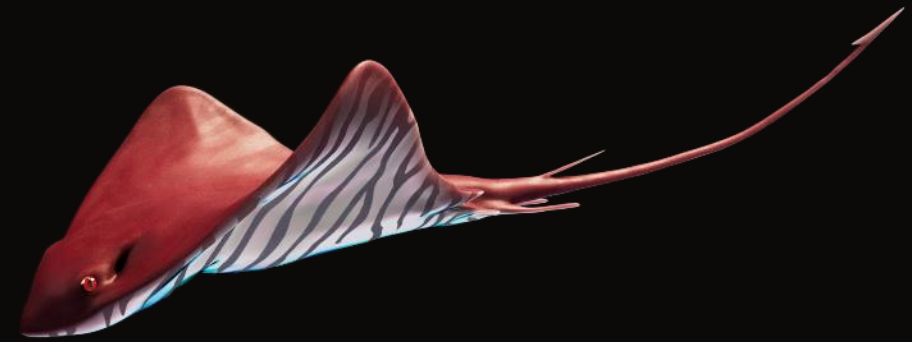
Quarterly Pay Band		
Lower	69%	31%
Lower Middle	37%	63%
Upper Middle	30%	70%
Upper	31%	69%
Total	42%	58%

BONUS PAY FROM LAST 12 MONTHS



Paid Bonus	Female	Male	Difference
Total employees Paid	4	8	
Proportion Paid	1,0%	2,1%	51%
Mean	DKK 21.250	DKK 53.575	60%
Median	DKK 15.000	DKK 22.500	33%

GENDER PAY GAP – GERMANY



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PROGRESS AND ACTION PLAN (DE)



Progress in reporting period

The overall pay gap has increased in the reporting period. Due to employment of male employees with higher salaries, a gap has occurred. Looking at hourly paid employees, there is a small, almost non-existent gap, between the mean salary of the genders with men a little higher. This group mostly consist of employees in roles with less responsibility. Looking at the salaried employees, this gap is significantly larger. This is mainly due to this group currently consisting of more men with management responsibilities.

Targets

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

Actions and resources

To reach the targets set in 2022, we will invest in training specific DE staff members in owning and carrying out the new Manager Training program. Furthermore, we will put an effort in implementing the program in our DE restaurants. Finally, we will focus on promoting diversity and equality on our recruitment process, trying to find a healthy balance within the teams in each restaurant.

We will continue to look into a long-term plan that includes specific action points, based on a numeric setup, to be able to measure the progress more rapidly and create transparency.

CALCULATIONS OF GENDER PAY RATIOS (HOURLY+SALARIED)



Pay Rate	Female	Male	Difference
Mean	EUR 15,25	EUR 16,55	7,8%
Median	EUR 14,00	EUR 14,00	5,4%

Quarterly Pay Band			
Lower	22%	78%	
Lower Middle	41%	59%	
Upper Middle	41%	59%	
Upper	26%	74%	
Total	32%	68%	

CALCULATIONS OF GENDER PAY RATIOS (HOURLY)



Pay Rate	Female	Male	Difference
Mean	EUR 13,79	EUR 13,83	0,3%
Median	EUR 13,25	EUR 14,00	5,4%

Quarterly Pay Band			
Lower	14%	86%	
Lower Middle	59%	41%	
Upper Middle	14%	86%	
Upper	43%	57%	
Total	33%	67%	

CALCULATIONS OF GENDER PAY RATIOS (SALARIED)



Pay Rate	Female	Male	Difference
Mean	EUR 21,12	EUR 27,07	22,0%
Median	EUR 21,83	EUR 21,83	0,0%

Quarterly Pay Band			
Lower	40%	60%	
Lower Middle	33%	67%	
Upper Middle	50%	50%	
Upper	0%	100%	
Total	32%	68%	

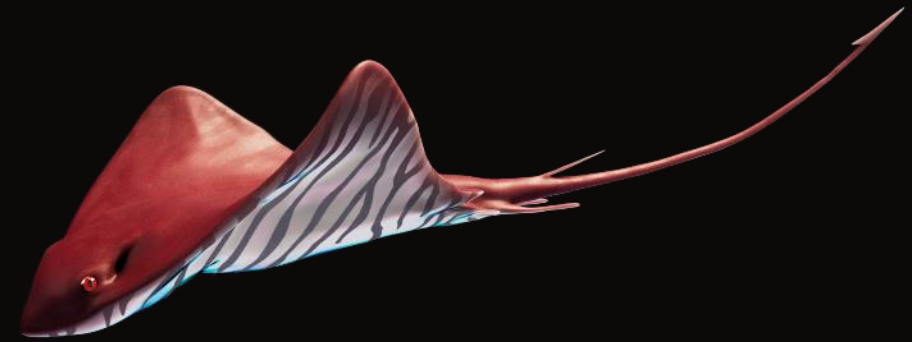
BONUS PAY FROM LAST 12 MONTHS



Paid Bonus	Female	Male	Difference
Total employees Paid	0	0	
Proportion Paid	0%	0%	0%
Mean	EUR 0	EUR 0	0%
Median	EUR 0	EUR 0	0%

In the 12 months up until the snapshot date, no bonuses were paid to employees in Germany.

NOTES



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NOTES TO THE REPORT



We have a split employment of one member of the executive management, why 50% is represented in UK, and the other 50% in Denmark. At the same time other executive management members are all fully employed in just Denmark. This has the potential to portray a discrepancy in the overall pay rate, as the pay of the upper quartile will be higher than an average hourly paid employee. This effects Denmark proportionally more than UK and Germany.