



STICKS|N|SUSHI

GENDER PAY GAP REPORTING

2026

DIRECTOR STATEMENT



This report addresses the requirements for gender pay gap reporting and accurately depicts the data.
I have reviewed and approved this report.

Kushal Banerjee, Director

16 September 2026

BASIS FOR PREPARATION (1/2)



This Gender Pay Gap report has been prepared based on the legislation for gender pay gap reporting under UK law. These requirements have been applied to all operating countries in the group (DE, DK and UK)*. Sticks'n'Sushi UK Limited will 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: 23/03/26-19/04/26, DE+DK: 15/03/2026-14/04/2026) covering the snapshot date of the 5th April 2026. The report is, in the preparation of data, comparable to the report of 2025, however data for 2025 included Tronc pay, which has not been included in the 2026 calculation, due to the allocation method of tronc**. Restatement of comparison numbers has not been made.

Reporting is presented separately for each country as direct comparison between these is not useful. This is due to various factors, including differing levels of minimum wages, living standards and country specific macroeconomics, making a direct comparison of the mean and median pay potentially misleading.

For each reporting country a statement on progress has been made along with a global action plan. To provide a statement on progress, we have performed analysis of each country to understand the underlying structures of the work force. The reporting builds on the identified characteristics from previous years, as well as an internal understanding of the workforce characteristics, including change of managerial positions.

**UK: Sticks 'n' Sushi UK Ltd (07307090). DK: Sticks 'n' Sushi A/S (73342619). DE: Sticks 'n' Sushi Potsdamer Straße 85 GmbH (HRB 170678), Sticks 'n' Sushi Kantstraße 152 GmbH (HRB 225001), Sticks 'n' Sushi Torstraße 171 GmbH (HRB 233875)*

***See page 4 for further description of this matter.*

BASIS FOR PREPARATION (2/2)

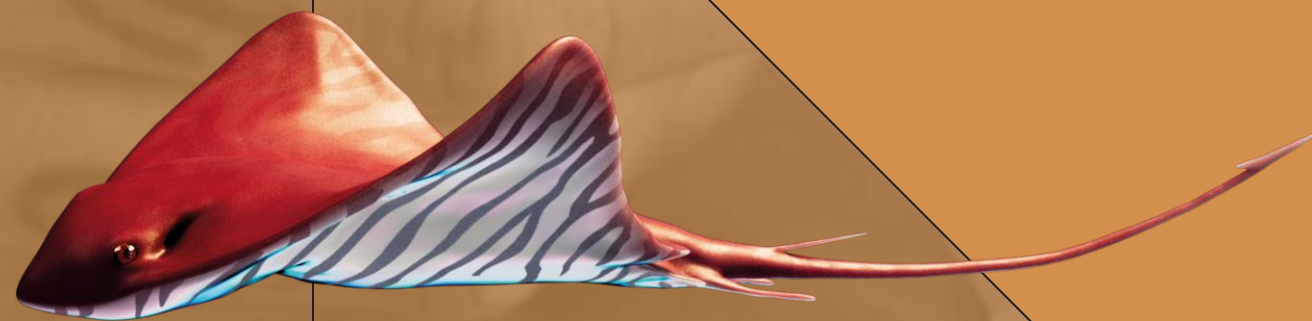


Difference in calculation of 2025 and 2026 numbers in the UK

In this year's report there is a difference in the calculation of the average pay of all employees in the UK which impacts the possibility of direct comparison between the 2025 and 2026 pay rates.

In the 2025 report, tronc payments (distribution of service charges which are allocated to all employees' base on position and seniority) were included in the total pay for employees. This has been removed from the 2026 calculations in order to provide greater clarity and transparency in the analysis.

GENDER PAY GAP: UNITED KINGDOM





GENDER PAY GAP RATIOS

	2026			2025*		
Pay rate	Female	Male	Difference	Female	Male	Difference
Mean	GBP 13.33	GBP 13.75	3.0%	GBP 18.15	GBP 18.03	-0.7%
Median	GBP 12.57	GBP 12.57	0.0%	GBP 18.05	GBP 17.86	-1.1%

Pay bands						
Lower	44%	56%		29%	71%	
Lower middle	33%	67%		39%	61%	
Upper middle	35%	65%		36%	64%	
Upper	40%	60%		44%	56%	
Total	38%	62%		37%	63%	

* Pay numbers and calculated gaps include tronc, which was not included in the 2026 calculation. This is the reason for what looks like a drop in the mean and median pay from 2025 to 2026.



BONUS PAYMENTS

	2026			2025		
Paid Bonus	Female	Male	Difference	Female	Male	Difference
Total employees paid	34	33		25	27	
Proportion paid	11.3%	6.6%		9.0%	5.7%	
Mean	GBP 3,894	GBP 9,576	59.3%	GBP 5,084	GBP 8,792	42.2%
Median	GBP 3,163	GBP 3,300	4.2%	GBP 4,375	GBP 8,175	46.5%



PROGRESS AND FUTURE ACTIONS

Progress

Looking at the development of the mean and median pay in 2026 compared to 2025, the median pay has reached a difference of 0.0%. This is driven by the fact that 75% of the workforce is paid the national minimum wage. The mean pay of all employees or the median pay of each of the four pay brackets is therefore a better indicator of how we do as a company. Given that the mean pay for all employees is higher, both for females and males, than the median pay, shows that there is a concentration of higher pays in the top of the upper quartile to lift the 75% that is paid less than or equal to the median pay.

Analysis of the mean and median pay of each pay bracket, shows that there is a noticeable difference of the mean pay in the lower and upper quartile while the lower middle and upper middle is equal. The median pay is almost the same across the first three quartiles with the upper quartile showing the largest difference. Here the mean pay is in favour of men, while the median pay is in favour of women. This indicates a higher gap between the bottom and top pay to men in that quartile, and a more equitable female pay base. When including the mean pay, this shows that it is men who are receiving the highest pay, and that it's here the immediate pay gap is biggest. It's not possible to determine this solely based on the simplified pay brackets, as more nuance is needed, but it indicates that this is where the company could consider action to lower any potential pay gaps.

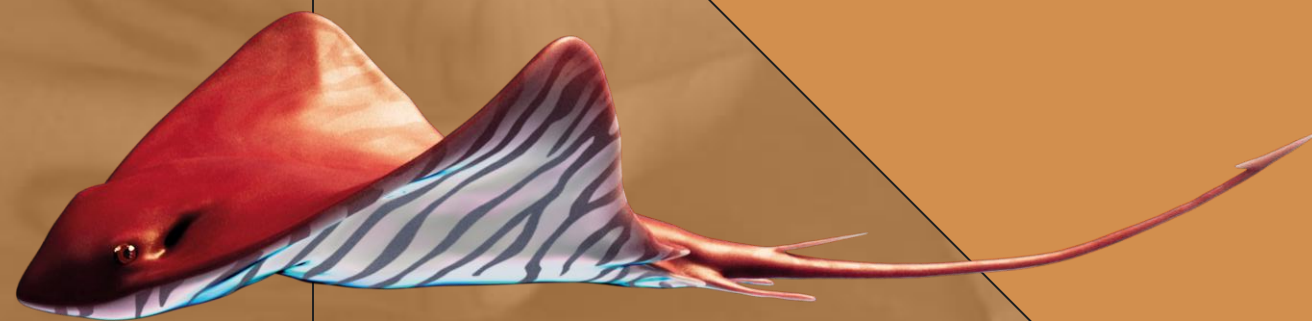
In 2026 the mean bonus pay saw an increase in the pay gap and a decrease in the median pay gap. This development was driven by a higher bonus pay to a male dominated minority which increased the mean bonus pay, but at the same time the vast majority of bonuses paid were in a tight band across our restaurants and administration lowering the median bonus pay significantly compared to 2025. To note there was one non-recurring bonus payment relating to a historical event which contributed to the increase in the mean bonus pay gap in this analysis. The pay gap highlights that there is a higher bonus pay among some employees, and that higher bonus payments to a small number of employees can influence the gap, however, this doesn't take into account the basis for the bonus payment, so this should be the focus for any future actions to ensure proportionality.

Future actions

The 0.0% median figure does not mean we have no gap to close. Most of our team are on the national minimum wage, so the average and quartile figures tell us more, and they show where to look. Here is what we will do:

- **Look closer than the four pay brackets.** We will look at pay by job role, especially in the top quartile, taking account of the type of job, the level, and how long someone has worked here. This will tell us whether there is a real gap or just a difference in the jobs people do.
- **Focus on the top quartile.** This is where the average pay gap is biggest, and where the highest salaries go to men. We will check how senior pay is set, and whether starting pay and pay rises on promotion are fair and the same for everyone.
- **Work to have more women move into senior roles.** Women are paid well in the lower quartiles but there are fewer of them at the top. We will look at how people move up, and whether training and career planning support women as much as men.
- **Check how bonuses are paid.** The average bonus is higher than the median, which means a few large bonuses were paid to males. We will make sure the rules for who gets a bonus are clear, fair, and based on the job and the work done whilst also ensuring, as noted above, that women have every available opportunity to move into senior roles.

GENDER PAY GAP: DENMARK





GENDER PAY GAP RATIOS

	2026			2025		
Pay rate	Female	Male	Difference	Female	Male	Difference
Mean	DKK 162,9	DKK 178,2	8.6%	DKK 162.8	DKK 174.2	6.6%
Median	DKK 146.7	DKK 150.0	2.2%	DKK 146.4	DKK 150.0	2.4%

Pay bands						
Lower	53%	47%		41%	59%	
Lower middle	46%	54%		50%	50%	
Upper middle	41%	59%		43%	57%	
Upper	36%	64%		40%	60%	
Total	44%	56%		44%	56%	



BONUS PAYMENTS

	2026			2025		
Paid Bonus	Female	Male	Difference	Female	Male	Difference
Total employees paid	28	32		12	32	
Proportion paid	11.6%	10.3%		4.9%	10.1%	
Mean	DKK 29,909	DKK 51,660	42.1%	DKK 48,525	DKK 112,765	57.0%
Median	DKK 23,147	DKK 41,986	44.9%	DKK 51,269	DKK 88,950	42.4%



PROGRESS AND FUTURE ACTIONS

Progress

Comparing this year's pay gap with that of last year, there are no material deviations. Despite the median pay decreasing by 0.2% points, the mean pay has increased by 2.0% points. This development is despite women being in favour in the lower middle and upper middle quartiles, and the lower quartile being close to equal. This points the light towards a larger pay gap in the upper quartile which drives an overall pay gap. The analysis also shows that there is a significant difference between the median and mean pay in the upper quartile, where the other quartiles have a difference which isn't significant. This difference between mean and median pay, indicates some significantly larger pay in the top of the quartile than in the bottom.

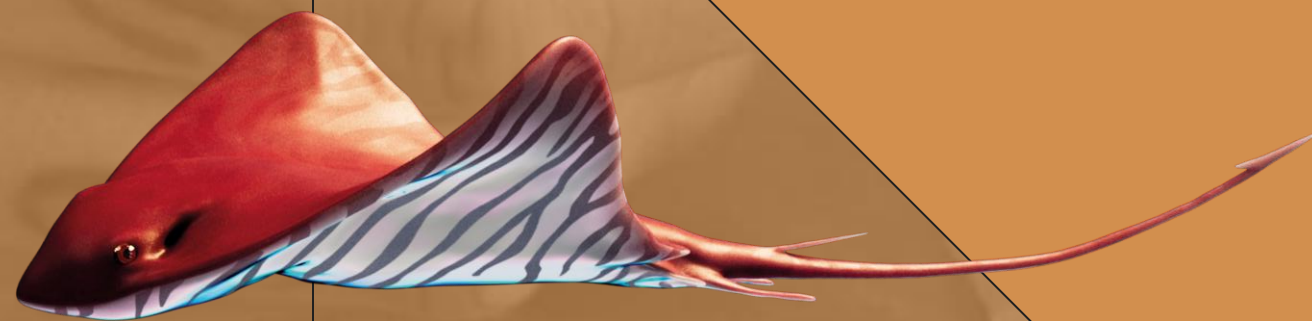
Despite the difference in the mean bonus pay going from 57.0% (2025) to 42.1% (2026), the differences are still large, and there is a significant difference in the bonus payments, which both favours men, but where some individuals from both genders receive a proportionately higher bonus pay than others of the same gender. A positive note on the bonus pay is the relatively fairer distribution of bonus pay between the genders. That more women than last year have received bonus pay, but that men are still favoured in such a way, still raises some questions that we will investigate. However, a definitive answer on this is hard to give, without distinction of roles and responsibility between those having received bonus pay.

Future actions

From the 1st January 2027, the EU Pay Transparency Directive will come into effect in Denmark, requiring clear definitions of pay brackets and equal pay for equal work. Work is being done to prepare for this, outlining pay brackets within the pay gap can be measured and explained. This will make it possible to dive further down into any pay gaps, especially in the upper quartile.

Towards the next report, we will investigate the bonus payments of men and female to understand what creates the gaps and identify if any changes should be made once the pay brackets of the EU Pay Transparency Directive come into effect.

GENDER PAY GAP: GERMANY





GENDER PAY GAP RATIOS

	2026			2025		
Pay rate	Female	Male	Difference	Female	Male	Difference
Mean	EUR 16.38	EUR 16.67	1.7%	EUR 17.24	EUR 16.70	-3.2%
Median	EUR 15.00	EUR 15.00	0.0%	EUR 14.44	EUR 14.60	1.1%

Pay bands						
Lower	46%	54%		15%	85%	
Lower middle	25%	75%		48%	52%	
Upper middle	38%	62%		40%	60%	
Upper	38%	62%		27%	73%	
Total	36%	64%		32%	68%	



BONUS PAYMENTS

	2026			2025		
Paid Bonus	Female	Male	Difference	Female	Male	Difference
Total employees paid	3	3		0	6	
Proportion paid	8.6%	4.9%		0.0%	9.1%	
Mean	1,379	10,925	87.4%	EUR 0	EUR 2,513	100.0%
Median	1,606	10,313	84.4%	EUR 0	EUR 2,125	100.0%



PROGRESS AND FUTURE ACTIONS

Progress

The median pay gap has this year decreased to 0%, indicating a change towards a more equal pay between the genders. Looking at the different pay brackets, it is however clear that some gaps on mean and median pay still exist, and that these doesn't necessarily favour men or women. The overall mean pay gap is however in favour of men, a change from last year, which is primarily driven by a change in the management level. At the management level, despite the median pay being in favour of women, the mean pay is in favour of men. This indicates that the pay to women in the top quartile is more equal, where men span the quartile more.

A change in some roles at the management level of the company has resulted in more women receiving a bonus pay surpassing the proportion of men paid a bonus. Despite the change in more women being paid a bonus, the pay gap of both the mean and median bonus pay is still significant, despite being down from last year where no women were paid a bonus. As the number of employees included in the reporting in Germany is low (less than the EU Pay Transparency threshold of 100 people) the numbers can seem extraordinarily high as it's only a small amount of the employees who are eligible for bonus payments.

Future actions

As of the time of reporting, the EU Pay Transparency Directive has not fully been implemented into national law in Germany, without any expected date for this to happen. Despite this, the full requirements of the directive is expected to be implemented why work is being done to create pay brackets. This will allow for better analysis and understanding of any potential pay difference amongst the brackets, and the mean and median pay of all employees.

As the gap in bonus pay is still significant, work will be done to understand why these occur and any corrective actions that can be implemented to minimize it.