



littlefish

GENDER PAY GAP REPORT 2025

INTRODUCTION

■ This Gender Pay Gap Report for the reporting year ending April 2024 outlines our transparency and equality measures at Littlefish. The gender pay gap measures the difference in the average pay between all men and women in our organisation, regardless of their roles. It is not the same as an equal pay comparison, which directly compares the pay of two or more people carrying out the same jobs, similar jobs, or work of equal value.

For the year ending April 2024, the percentage of females at Littlefish has increased by 2%, reaching 16% total. Headcount grew by 15% this year, contributing to the rise in female employees, and we are committed to our goal of increasing female representation to 20%.



Publishing Data on Gender Pay Gap

Since 2017/18, public and private sector employers with 250 or more employees have been required annually to publish data on the gender pay gap within their organisations.

The information submitted is then published on the government-sponsored website, <https://gender-pay-gap.service.gov.uk/>. Littlefish has reported for three consecutive years, as shown in this report.

Employers are required to publish the overall mean and median gender pay gaps, the difference in mean and median bonus payments paid to men and women, the proportion of male and female employees that received a bonus, and the gender distribution across the pay quartiles. The calculations make use of two types of averages:

- **A mean average** involves adding up all the numbers and dividing the result by how many numbers were on the list. This type of average places the same value on every number and so can be easily distorted by a small number of very high or low earners.

- **A median average** involves listing all the numbers in numerical order and taking the middle number. This indicates what the 'typical' situation is, as extremes of low and high pay do not affect the median.

As of the snapshot date, 5th April 2024, Littlefish (UK) Ltd has partnered with Gallagher to meet our gender pay gap reporting requirements for 2024.

ABOUT LITTLEFISH

Littlefish is an award-winning managed IT, cyber security, and Microsoft business solutions service provider. We deliver enhanced user experiences, improved customer satisfaction, and authentic business value to customers in both the public and private sectors, alongside a wide variety of industries, including financial services, Government, utilities, housing, charity, construction, and manufacturing.

Littlefish is committed to putting people at the heart of everything we do, redefining the employee experience through the delivery of end-to-end technology solutions and services that enable people to work in agile, productive, and secure ways. Our brilliant employees are made up of a ratio of 16% female and 84% male in our core staff who are based across our main offices in Nottingham and Sheffield, as well as client sites across the UK.

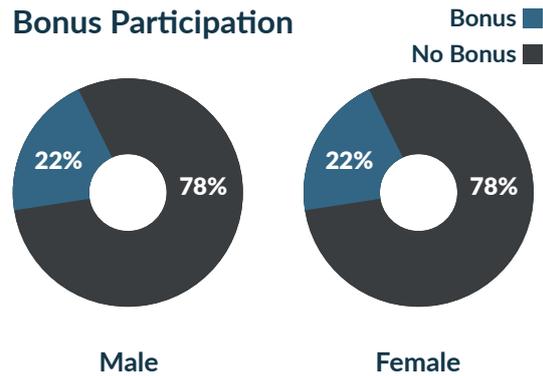




SUMMARY OF GENDER PAY GAP KEY FIGURES

	Pay Gap	Bonus Gap
Mean	6.54%	40.39%
Median	0.48%	-133.400%

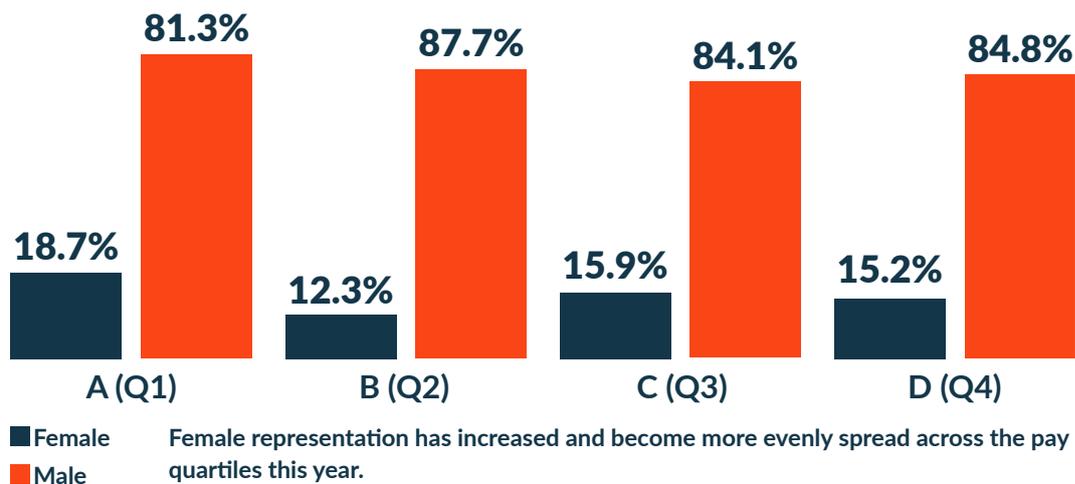
Bonus Participation



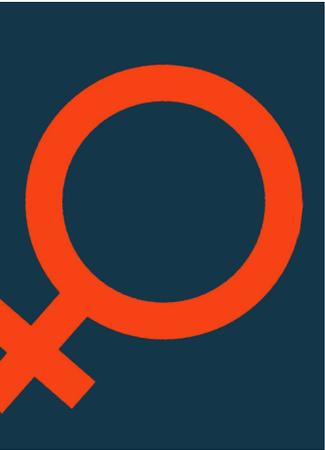
Overall Workforce Composition



Gender Distribution by Pay Quartiles



FEMALE REPRESENTATION AT LITTLEFISH



Historically, the IT/tech industry has a predominantly male workforce. According to the Office of National Statistics (ONS), in the UK, there has been a slight decline in the number of females choosing Tech as a career path. On average, this sector employs women in only 31% of roles.

At Littlefish, however, 85% of female employees are in tech roles. With a 20% annual increase in headcount across all functions – and we anticipate more females will join us each year. The challenge will be in sustaining this growth, but we believe our practices and culture – including our #PeopleMatter ethos – will continue to attract women in the tech sector.

23% *Of our management team are females.*

85% *Of females employed at Littlefish are in technical roles, up from 79% in the previous year.*

In the last 5 years we have doubled the number of females at Littlefish.

UNDERSTANDING THE DATA

Mean Hourly Pay Rates:

This year, the mean hourly rate gap favouring male employees is 6.54%, significantly below the national average of 13.9%. This reduction is an improvement from 9.04% in 2023 and 8.10% in 2022. This means that, on average, males are paid slightly more than females in Littlefish but being below the national average of 13.9% is very positive for us.



Median Hourly Pay Rates:

We're pleased to see the median hourly rate gap has almost been eliminated this year and now stands at 0.48% in favour of males. The national median favouring males is 14.3% according to the ONS (2023). This result is exactly what we were hoping for to better balance within the median pay rates.

Remember, it is widely agreed that the median is the more statistically reliable measure for gender pay gap and so this data point is more relevant when comparing pay. This shows that Littlefish is a fair and equitable employer.

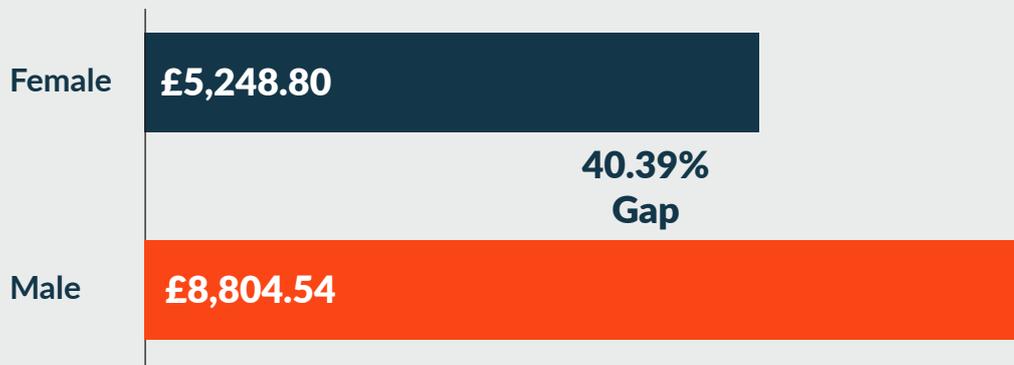


BONUS PAYMENTS AND PARTICIPATION

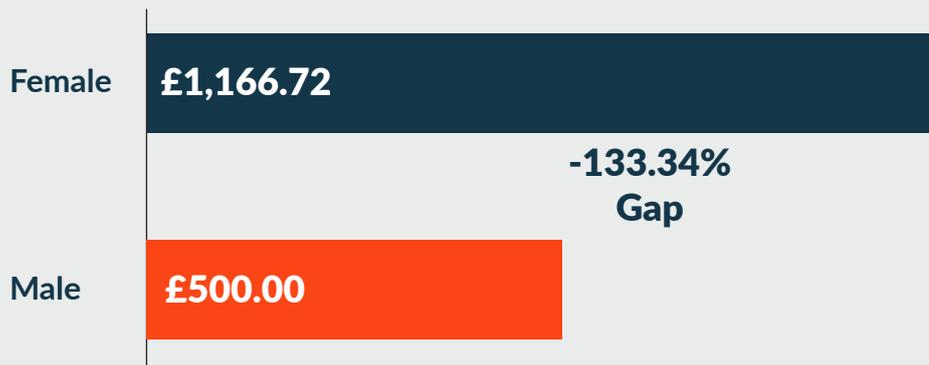
■ Bonus participation in percentage terms is very equal across both genders at Littlefish. Currently, the bonus gap favours male employees at the mean by 40.39%, which is an improvement on 2023 data by 15%. The median, though, favours females significantly. When we look year on year, the mean continues to decrease which is positive. It has decreased by 16% in the last three years, proving we are on the right path.

It is worth reiterating that the median is the most statistically reliable measure (see definition of calculation above). Additionally, the median is skewed towards female due to the smaller sample group where higher bonuses were paid at that time compared with a larger group of males with more varied bonus remuneration. Note that all bonuses are included in this calculation, including LF Academy, commission, and performance related variable pay, so there is large variety in the type of bonus received and some will naturally be higher value than others.

Mean Bonus Payments:



Median Bonus Payments:



Bonus Participation

The total population in receipt of a bonus has declined but the positive is that this now has better balance between the two genders.

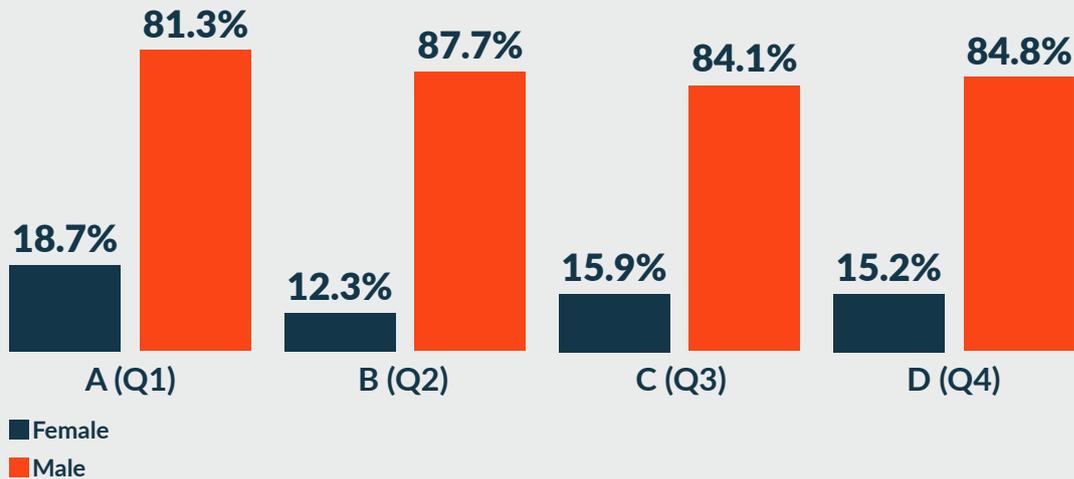
Males receiving bonus	59.68%	42.92%	22.31%	-20.61%
Females receiving bonus	51.39%	52.63%	21.65%	-30.98%

Pay Quartiles

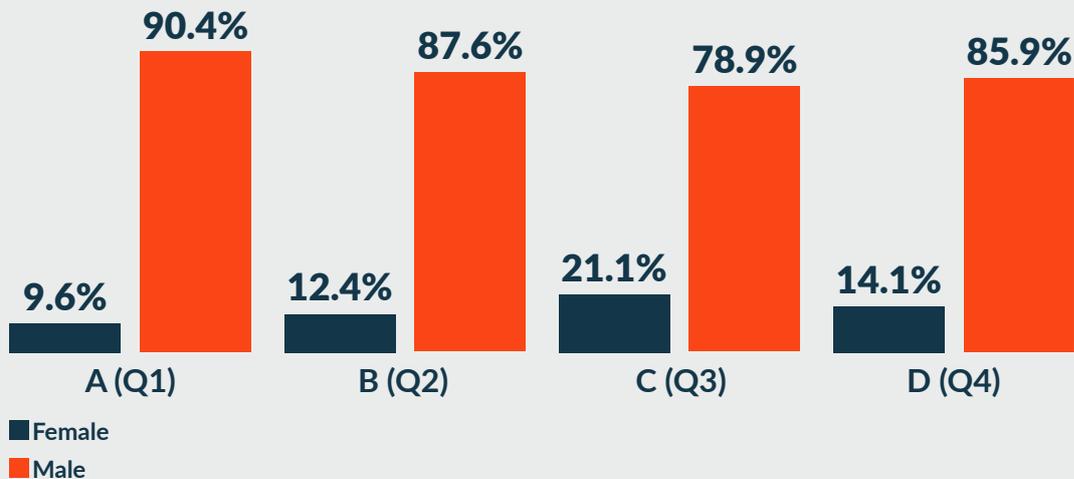
When we observe the distribution of female and male employees within the quartiles, as shown in the bar chart below, we can see that female employees are underrepresented across all the pay quartiles. However, there has been an increase across the first and fourth pay quartiles, so this is an improving picture.

Our aim remains to have 20% of the workforce as female by 2028.

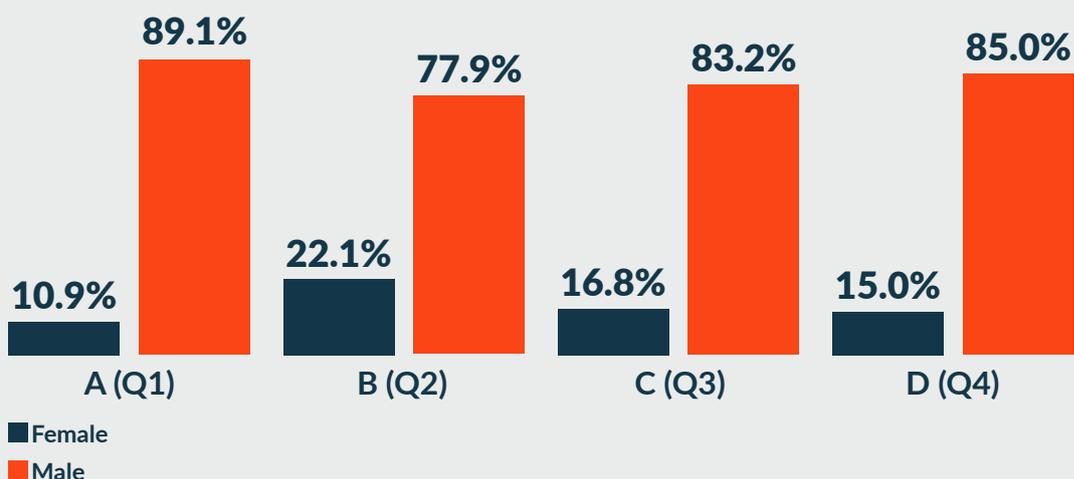
Gender Distribution by Pay Quartiles 2024



Gender Distribution by Pay Quartiles 2023



Gender Distribution by Pay Quartiles 2022



TREND COMPARISON

When we consider comparison between this year and the most recent reporting cycle in 2023, we see positive trends in the form of a narrowing gender bonus pay gap at the mean, with the median being consistently eliminated over the last three reporting cycles.

We also observe a much more balanced bonus participation for both genders. We recognise that bonus pay, as defined by the regulations, includes a wide-ranging suite of awards including amounts relating to profit-sharing, productivity, performance, incentives, and commission plans – all of which can help drive a corresponding wide range in individual amounts reported.

We are proud of the progress we are making across a range of these results. Our aim continues to be to work with all teams within the business to ensure fairness and equity continues.

	2022	2023	2024	2023 vs 2024
Mean Gender Pay Gap	8.10%	9.04%	6.54%	-2.50%
Median Gender Pay Gap	1.18%	-18.3%	0.48%	18.50%
Mean Gender Bonus Gap	56.91%	55.31%	40.39%	-14.92%
Median Gender Bonus Gap	0.00%	0.00%	-133.34%	-133.34%
Males Receiving Bonus	59.68%	42.92%	22.31%	-20.61%
Mean Gender Pay Gap	51.39%	52.63%	21.65%	-30.98%



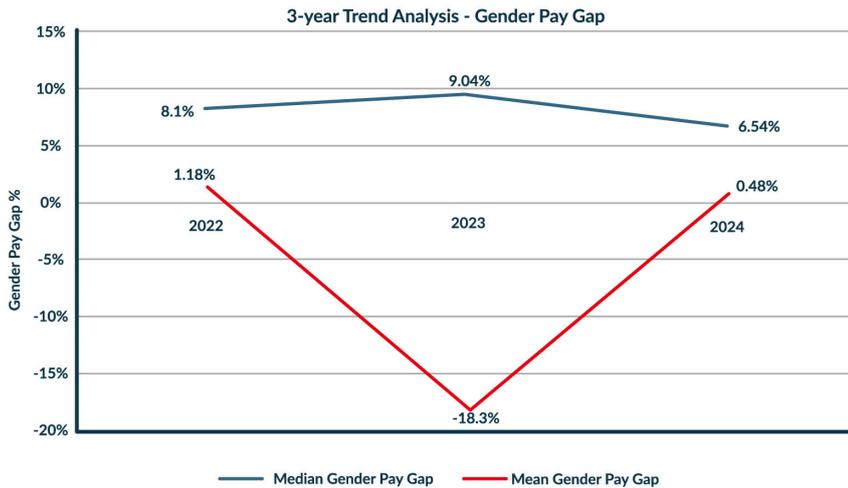
OUR WORK SINCE 2023

■ In order to address the disparity in the amount of male versus female workers at Littlefish and actively recruit more women, since 2023 we have:

- Focused on creating inclusive workplaces by enhancing benefits for maternity, paternity and adoption pay.
- Continued to offer a high level of flexibility to our teams, including hybrid working with a reduced office presence of 2 days per week.
- Recognised the importance of STEM education for females in their early careers and supported academic outreach events across schools, colleges, academy trusts, and universities.
- Our Littlefish Academy aims to upskill our people in an 'earn as you learn' methodology which is self-directed and so can be fit into any lifestyle, irrelevant of gender.
- Provided placements for 5 female interns at Littlefish as part of their undergraduate degree programs.
- Offered opportunities through a female leadership mentoring programme, with members of the Executive Team acting as mentors. Female colleagues in tech roles have also been entered into this mentorship programme.
- All of these are endorsed by our new female CEO, Ursula Morgenstern, who is a positive role model for all females.

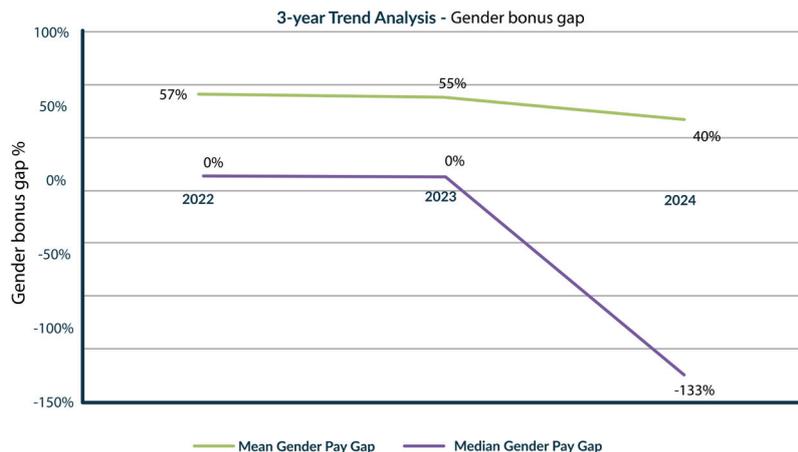
Three Year Trend Analysis Chart

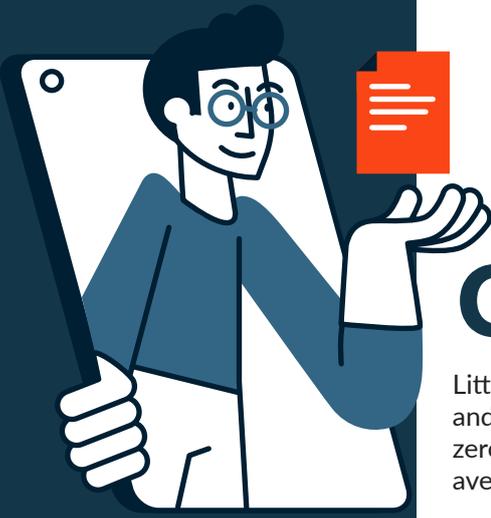
This shows the eliminated gap at the median and the almost flat mean



Three Year Trend Analysis - Gender Bonus Gap

Showing the constant reduction in the mean bonus gap and the median in favour of females – which we need to work on to eliminate (as per the above)





CONCLUSION

Littlefish continues to see higher than average growth at circa 20% year on year and we have also managed to eliminate our median gender pay gap to almost zero (0.48%)! This means males and females are paid equally at Littlefish, on average.

We are proud of this positive change, especially knowing that we still work in an industry that struggles to attract female workers – a challenge we are committed to addressing proactively.

Addressing the gender pay gap is not only a matter of fairness but also a strategic imperative for our organisation. By fostering an inclusive and equitable workplace, we can attract and retain top talent, drive innovation, and enhance overall performance. Our commitment to transparency and continuous improvement will ensure that we make meaningful progress in closing the gender pay gap. We encourage all employees to engage in this ongoing dialogue and contribute to creating a more equitable future for everyone. Together, we can build a workplace where every individual is valued and has the opportunity to thrive.

Our goals are to maintain the eliminated median gender pay gap at Littlefish, reduce the mean pay and bonus gap, and ensure everyone thrives in an inclusive environment.

