

Little Fish (UK) Limited S172 Statement

Engaging with stakeholders

The board of directors places significant importance on the strength of its relationships with all its stakeholders to promote the sustainable success of the Company. In order to fulfil their duties, the directors take care to have regard to the likely consequences on all stakeholders of the decisions and actions they take. Such considerations ensure the business is making decisions with a longer term view in mind and with the sustainable success of the business at its core.

Where possible, decisions are carefully discussed with affected groups and are therefore fully understood and supported when taken. Details of the Company's key stakeholders and how we engage with them are set out below.

Shareholder

The Company is privately owned and its ultimate parent company is LF (HoldCo) Limited. The directors of the Company are shareholders in LF (HoldCo) Ltd. The board of the Company meets on a monthly basis and discussions include a wide range of topics including financial performance, strategy, outlook, governance and ethical practices. Members of the Company board also attend monthly meetings of the LF (HoldCo) Limited board. In addition there are regular one-to-one meetings.

Our People

Our people are key to the Company's success and we want them to be successful individually and as a team. There are many ways we engage with and listen to our people including employee surveys, a works council, whole company briefings and newsletters. Key areas of focus include attracting, retaining and developing our talented workforce, promoting and supporting good health and wellbeing, driving employee engagement and building people practices that promote equality and inclusion. Regular reports about what is important to our people are provided to the board, ensuring consideration is given to colleague needs.

Customers

Our customers are at the heart of everything the Company does. Various methods are used to understand customer needs including Net Promoter Score, regular review meetings and feedback shared by customers directly with our service desk engineers. Regular reporting on customer feedback is shared at every board meeting and directly with our employees.

Society

We support local and national charities, chosen by our employees. The impact of decisions on the environment is considered such as waste disposal and transportation. We actively encourage our employees to minimise waste and provide cycle to work and tram to work schemes.

Decision making in practice

Stakeholder	Strategic issues	Engagement	Outcome
Shareholders	Delivering sustainable growth and considering the current liquidity and financial position of the business.	Monthly meetings and ad-hoc 1-2-1s	Concluded that the Company's continued growth means it is in a strong financial position and has more than adequate cash reserves to support its continued growth.
Our people	Company communication, Employee engagement, culture, performance, talent acquisition and	Regular company updates on the intranet, all company briefings, an elected works council, Employee survey,	Achieving a common awareness of financial and economic factors affecting the company's performance. Delivering positive change using

	driving inclusive working practices.	Recognition awards related to our Values, Annual performance appraisal linked to Company objectives and Values. Rewards linked to successful talent acquisition.	two-way feedback and recognition programmes. Building a culture that is inclusive for all and led by our Values.
Customers	Net Promoter Score, first contact resolution, customer satisfaction score	Every customer contact receives an invitation to complete a feedback survey. Monthly service review meetings are held.	The Company's Net Promoter Score is consistently above 75% which is widely accepted as a world class score. First contact resolution rate of over 80% and a customer satisfaction score of over 96%
Society	Commitment to protecting the environment.	Regular agenda item at senior management meetings	Provision of cycle to work and tram to work schemes for employees.