

littlefish
GROUP



**GENDER PAY GAP
REPORT 2025
LITTLEFISH (UK) LTD**

INTRODUCTION

■ This Gender Pay Gap Report, covering the year up to April 2025, explains our commitment to openness and fairness in the workplace. The gender pay gap refers to the difference in average earnings between men and women across our organisation, regardless of their specific positions. This is distinct from equal pay, which compares the salaries of individuals doing the same or similar jobs, or work of equal value.

We are pleased to present the gender pay gap report for the year ending April 2025. The proportion of female employees at Littlefish (UK) has decreased by 1%, now standing at 15%. We remain dedicated to our objective of increasing female representation to 20%. Overall headcount remained unchanged throughout the year.



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 (UK) 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, 5 April 2025, Littlefish (UK) Ltd has engaged Gallagher to facilitate compliance with our gender pay gap reporting obligations for 2025.

ABOUT LITTLEFISH GROUP

The Littlefish Group is a multi-award-winning provider of Cyber Services, Digital Solutions and IT managed services, built around people and powered by innovation. Trusted by over one million users, we help our clients create secure digital experiences where end-users are empowered to work faster, smarter and happier.

As a people-centred organisation, we are committed to creating an inclusive, fair and transparent workplace where everyone has the opportunity to thrive. Publishing our Gender Pay Gap Report is an important part of that commitment, helping us to understand where disparities exist, hold ourselves accountable, and continue to take meaningful action to build a more balanced and inclusive workforce across the Group.

This report reviews our gender pay gap, meeting legal and best practice standards. Our goal is to understand its extent, causes, and trends, and pinpoint areas for improvement.

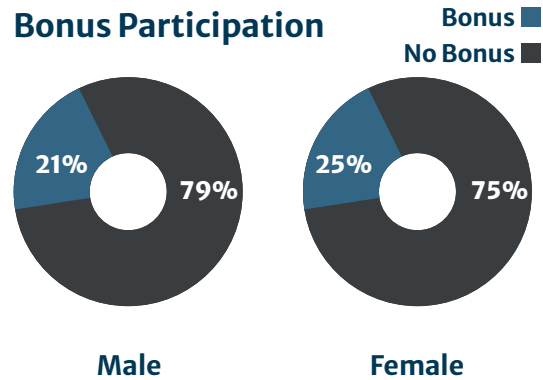




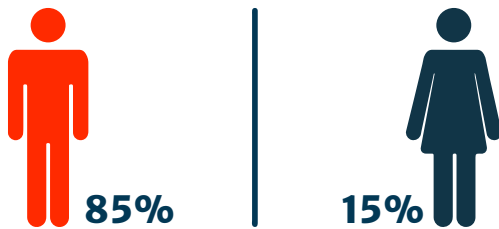
SUMMARY OF GENDER PAY GAP KEY FIGURES

	Pay Gap	Bonus Gap
Mean	1.02%	50.42%
Median	-3.98%	-100.00%

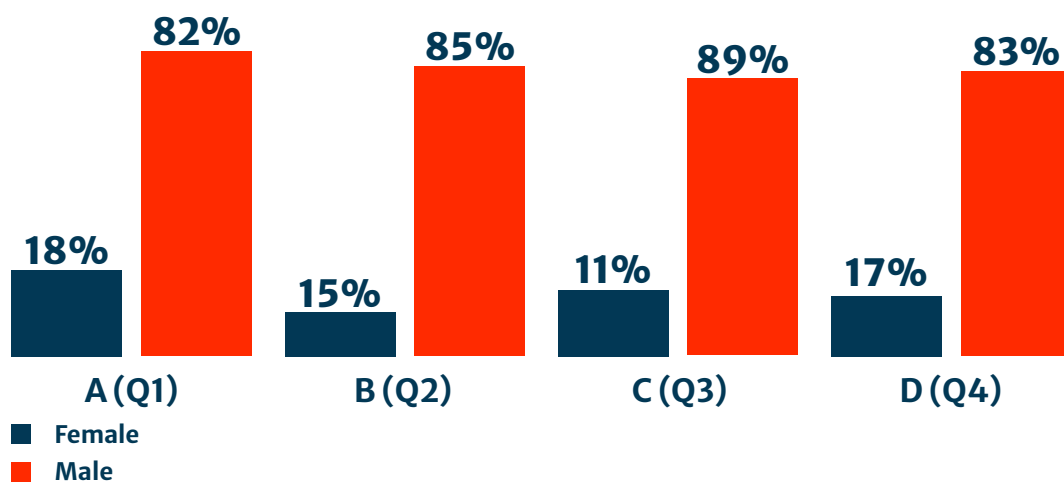
Bonus Participation



Overall Workforce Composition



Gender Distribution by Pay Quartiles



FEMALE REPRESENTATION AT LITTLEFISH (UK)

Women represent 15% of the Littlefish (UK) workforce, with 85% of roles held by men. This reflects the organisation's overall gender balance across operational and leadership roles.

Gender Pay Gap

The average gender pay gap at Littlefish (UK) is 1.02%, while the median pay gap is -3.98%. These figures mainly reflect how men and women are distributed across various roles and levels within the organization, particularly in technical and senior positions. In comparison, the national average gender pay gap is 12.8% in favour of males. Littlefish Group's near-neutral mean pay gap suggests fair and consistent representation throughout the company. The organization has maintained consistency in this area and takes pride in these results.

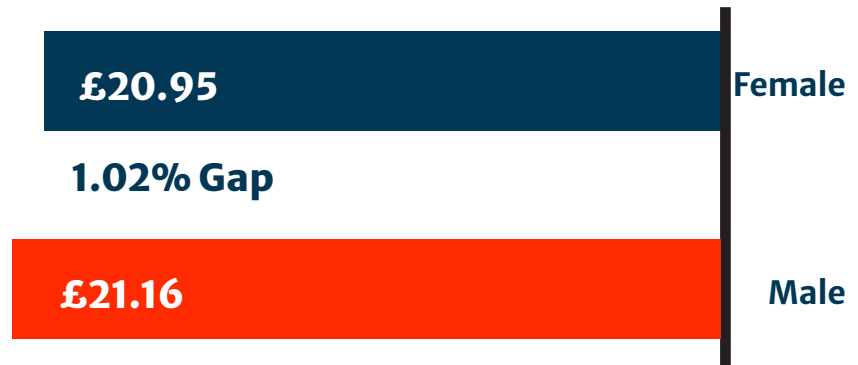
Bonus Pay Gap

The mean bonus pay gap is 50%, while the median bonus pay gap stands at -100%. During the reporting period, 25% of women and 21% of men received a bonus, which reflects both role eligibility and performance-based remuneration frameworks. The lower representation of females in the group has influenced the mean calculation; however, the median demonstrates a 100% advantage for female participants, indicating that although fewer women received bonuses, the values awarded were significantly higher.

UNDERSTANDING THE DATA

Mean Hourly Pay Rates:

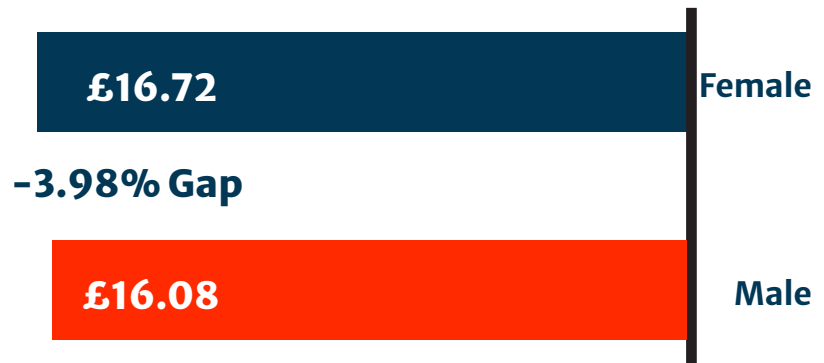
The mean hourly rates are currently favouring male employees by 1.02%, this is in contrast to the national mean favouring males of 13.9% according to the Office for National Statistics, 2022 (this is the most recent published data).



Median Hourly Pay Rates:

Currently, the median hourly rates at Littlefish (UK) favour female employees by 3.98%, which contrasts with the national median that favours males by 12.8%, as reported by the Office for National Statistics in 2025.

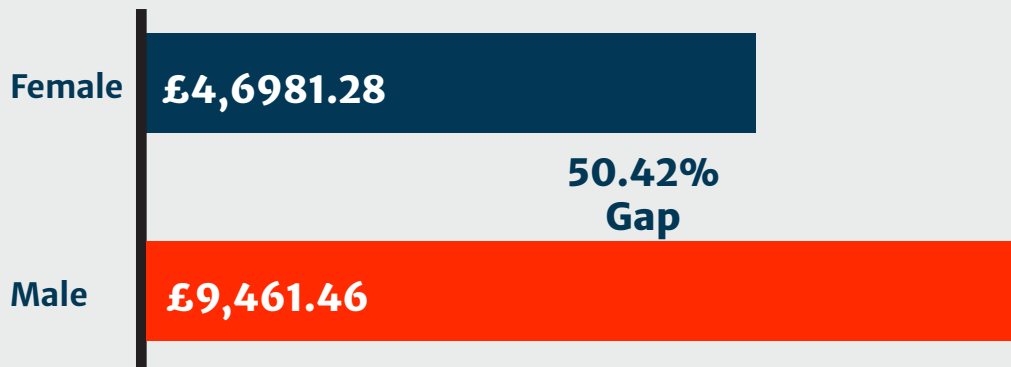
The median is widely regarded as a more statistically robust measure for assessing the gender pay gap, making this data point particularly relevant for comparative analysis. These figures indicate that Littlefish (UK) maintains a fair and equitable approach to remuneration.



BONUS PAYMENTS AND PARTICIPATION

■ The bonus gap at Littlefish (UK) is currently favouring male employees at the mean by 50.42%. This reverses to favour females at the median by 100%. This indicates that the data set is significantly skewed, with a wider range in the bonus amounts found in the larger male data set (n = 106) compared to a narrower range in the much smaller female data set (n = 23) who are in receipt of bonuses.

Mean Bonus Payments:



Median Bonus Payments:



Bonus Participation

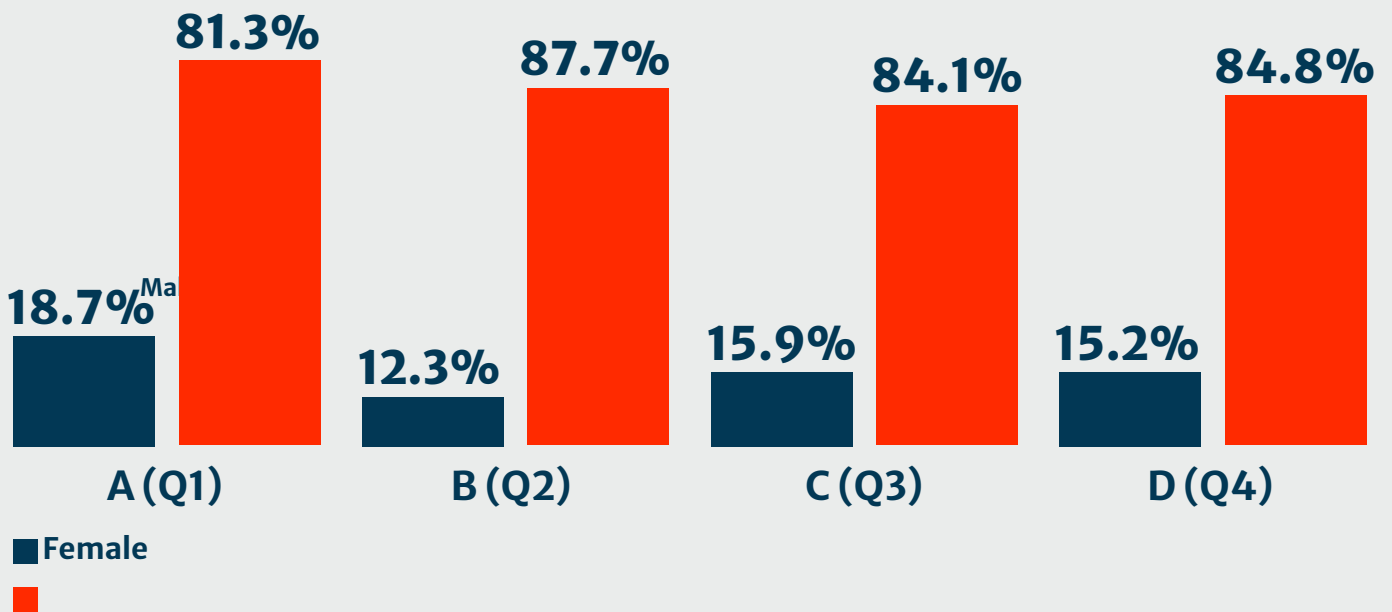
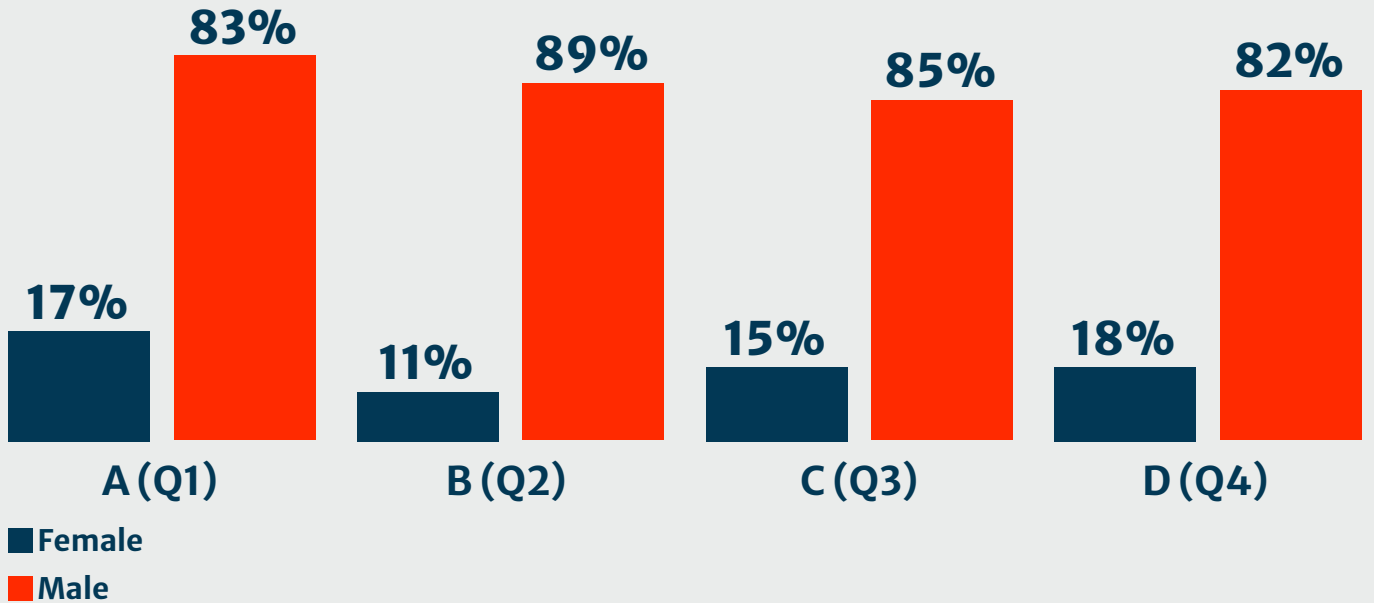
The overall number of individuals receiving a bonus has stabilised over the past two years, with comparable proportions of male and female recipients.

Males receiving bonus	42.92%	22.31%	21.46%	-0.85%
Females receiving bonus	52.63%	21.65%	24.73%	3.08%

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 similar to last year, female employees are underrepresented across all pay quartiles, though encouragingly the proportion of females has increased in the highest quartile (D). Our aim is still to have 20% of the workforce as female by 2028.

Gender Distribution by Pay Quartiles 2025



TREND COMPARISON

Comparing this year with the previous 2024 reporting cycle, we've identified positive developments: the average gender pay gap is shrinking, though there's a slight increase at the median that favours females. The median bonus gap is closing, while the average bonus gap is widening in favour of males.

It's encouraging to see more women participating in bonus schemes, even as male participation has decreased somewhat. Bonus pay, based on regulatory definitions, encompasses a variety of awards—including profit-sharing, productivity, performance, incentives, and commissions—which can lead to considerable variation in individual payouts.

We take pride in these achievements and remain committed to collaborating across all teams to promote ongoing fairness and equity within the company.

	2023	2024	2025	2024 vs 2025
Mean Gender Pay Gap	9.04%	5.71	1.02%	-4.69%
Median Gender Pay Gap	-18.3%	-2.97%	-3.98%	-1.02%
Mean Gender Bonus Gap	55.31%	40.39%	50.42%	10.03%
Median Gender Bonus Gap	0.00%	-133.3%	-100%	33.34%
Males Receiving Bonus	42.92%	22.31%	21.46%	-0.85%
Mean Gender Pay Gap	52.63%	21.65%	24.73%	3.08%



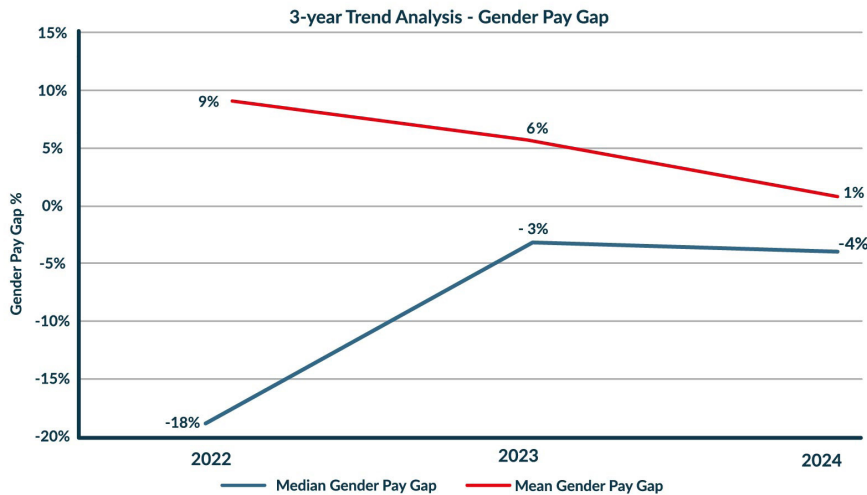
OUR WORK SINCE 2024

■ In order to address the disparity in the amount of male versus female workers at Littlefish (UK) and actively recruit more women, since 2024 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 6 female interns at Littlefish (UK) as part of their undergraduate degree programs.
- For the second year, we have 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.
- Established a women's extended leadership forum, chaired by our CEO, to provide enhanced access to her expertise and relevant industry insights.

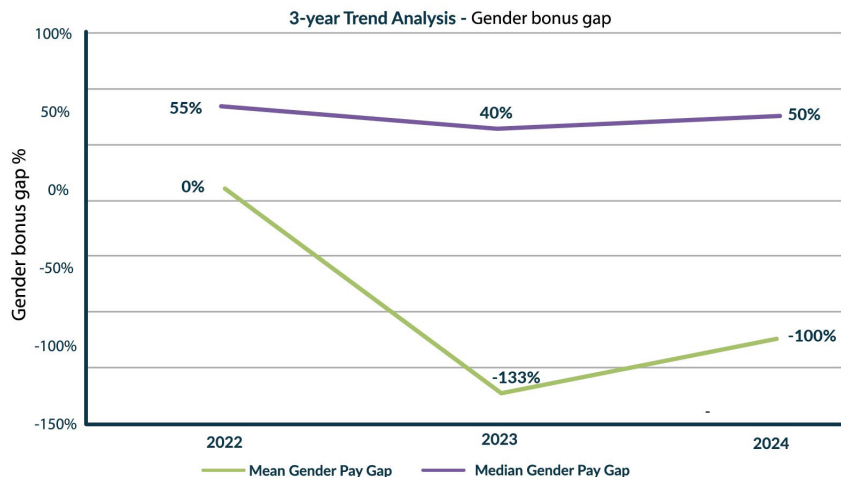
Three Year Trend Analysis Chart

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 (UK) continues to make positive progress in understanding and addressing its gender pay gap. Our 2025 data shows a near neutral mean gender pay gap of 1.02% and a median pay gap of 3.98% in favour of women, reinforcing our confidence that pay is broadly equitable across comparable roles. These results compare favourably with national benchmarks and reflect our continued commitment to fair and consistent reward practices.

However, we recognise that our overall gender pay gap is still influenced by low female representation, particularly across senior and technical roles, with women making up 15% of our workforce. As an IT services organisation operating in a sector that continues to face challenges in attracting and retaining women, we understand that sustainable progress requires long term, deliberate action. Over the past year, we have continued to invest in inclusive recruitment, flexible working, early career outreach, female leadership development and mentoring initiatives. These actions are designed not only to improve representation over time, but also to create an environment where women can grow, progress and thrive at Littlefish (UK).

Addressing the gender pay gap remains both a fairness commitment and a strategic priority. By building a diverse and inclusive workforce, we strengthen our ability to innovate, attract talent and deliver outstanding outcomes for our people and our clients. We remain committed to transparency, data-led decision making and continuous improvement as we work towards our target of 20% female representation by 2028 and further reductions in our mean pay and bonus gaps.

Together, we will continue to create a workplace where everyone feels valued, supported and able to succeed.

