



Softcat Pay Gap Report:

Gender, Ethnicity, and Disability



Introduction

At Softcat, we remain focused on creating a fair and inclusive workplace. Over the years, our gender and ethnic pay gap report ensures accountability and promotes continuous growth. This year, we are also providing the pay gap data on disability, drawing on data from our employees.

The overall pay gap this year has shown some improvement, but continued focus and attention will be required in the future. We are dedicated to the initiatives in place to reduce the pay gap and ensure that inclusion is integrated into our business. Our seven employee networks have played a significant role in improving awareness through campaigns and programs. Their efforts help provide regular feedback on areas for improvement and create a safe space for collaboration, sharing experiences and foster a sense of belonging within the workplace.

Softcat is proud of the work we have achieved in creating an inclusive culture. Our culture is incredibly important to us, and having a diverse workforce who are happy, safe, and developed helps us serve our customers to the best of our ability. Diversity and inclusion are integral to how we operate as a business.

Over the last year, we have worked with partners and customers to better understand how other organisations are addressing their pay gaps. These collaborations are valuable for sharing ideas, best practices, and strengthening partnerships to enhance inclusion in organisations. We recognise that it is important for us to not only make internal progress but also collaborate with industry partners to create positive change across the IT sector.

Additionally, we have engaged with schools to increase outreach by inviting women and ethnic students to events, insight days, and work experience programs to provide them with more information about roles in tech.



Kirsty Smith
Head of Reward, Payroll and HR Services



Softcat's Gender Pay Gap

We are pleased to report that the mean pay gap has decreased by 6% this year, bringing it down to 32%. This improvement is partly due to an increase in female account managers being recognised as top performers, alongside women holding senior roles.

Our workforce at Softcat comprises of 35% women, and we are committed to achieving our goal of 40% across the organisation by 2030. Today our management team consists of 35% women, with gender balance reaching 44% within the Senior Leadership Team and 57% at Board level.

This year, we were honored to be ranked 1st in the UK's Best Workplace for Women, a significant achievement following our 6th place ranking the previous year.

This recognition reflects our dedication to:

- Ensuring gender balance across the organisation
- Removing barriers to women's career development
- Creating an inclusive workplace where all employees can thrive

We have devoted considerable effort to establishing policies beneficial to women, focusing on raising awareness about menopause to foster an open dialogue and supportive environment. Our collaboration with ITN Business on the campaign "The Future We Deserve" addressed various aspects of women's health, from menstruation to mature health conditions. This initiative reached all areas of our business and allowed women leaders to share their experiences regarding health, flexible working, and work-life balance. The involvement of our Chief People Officer, Head of Employee Engagement and D&I, and Senior Managers underscored the importance of these discussions at the highest levels of our organisation, demonstrating our commitment to supporting women.

Watch the ITN news programme [here](#)



“As the Supporting Women in Sales Network Lead, I'm pleased that our focused initiatives are fostering connection, and improving confidence among women in Sales. I'm keen to see how the new workstreams will further support the the development of women at Softcat.”

Mhairi Hannah
Supporting Women in Sales Network Lead, Softcat Sales Specialist

In a typically male-dominated sector, we are dedicated to enhancing the representation and support of women. This campaign highlighted our efforts to make health more accessible and equitable for women.

Additionally, we have refined our Supporting Women in Sales strategy to better align with the needs of our saleswomen. This year, we established four focused workstreams:



Networking and Enablement

Facilitating learning and confidence-building among saleswomen through collaboration.



Communication

Highlighting and celebrating customer success stories achieved by saleswomen.



Upskilling

Providing opportunities for saleswomen to gain technical skills, promoting collaboration with specialists to generate opportunities.



Giving Back

Engaging in charity and outreach initiatives to attract more women and girls into Sales.

Data

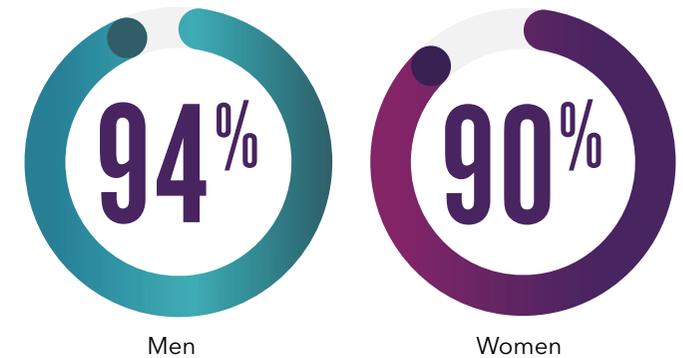
Gender pay gap

Year	Mean	Median
2024	32%	23%
2023	38%	22%
2022	33%	27%
2021	40%	27%
2020	40%	30%

Gender bonus pay gap

Year	Mean	Median
2024	64%	52%
2023	63%	50%
2022	63%	49%
2021	65%	59%
2020	64%	58%

Proportion receiving a bonus pay



Mean refers to the average of all the salary data
 Median refers to the value lying at the midpoint of the salary data
 Bonus pay gap refers to all variable pay including commission
 Calculations are based on data from April 2024

Proportion in each pay quartile

Bottom Quartile

2024	61%	39%
2023	61%	39%
2022	62%	38%
2021	64%	36%
2020	65%	35%

Third Quartile

2024	55%	45%
2023	59%	41%
2022	58%	42%
2021	59%	41%
2020	60%	40%

Second Quartile

2024	64%	36%
2023	63%	37%
2022	68%	32%
2021	69%	31%
2020	71%	29%

Top Quartile

2024	82%	18%
2023	83%	17%
2022	83%	17%
2021	87%	13%
2020	87%	13%

Men ● Women ●

Softcat's Ethnic Pay Gap

The data on our employees' ethnic backgrounds has enabled us to enhance our recruitment and retention strategies, aiding in the improvement of our pay gap. The ethnic pay gap report indicates the difference in the average hourly rate of pay between white and ethnically diverse employees within our business. This report follows the same statutory calculation process as the gender pay gap.

We observed a 5% reduction in the mean pay gap to 23%, and a 5% reduction in the median pay gap to 16%. Factors contributing to the pay gap include the composition of our sales force, where the majority are white employees, who are often higher earners. Currently, 17% of our organisation comprises individuals from ethnic backgrounds. The percentage of ethnically diverse employees being recruited into the company is gradually increasing, but there is ongoing work required to ensure that the management team and leadership team reflect this percentage.

Our priority is to attract and develop ethnically diverse talent at Softcat and to use our insights to drive progress within the industry. This year, Softcat significantly contributed to launching the first Race to Tech Summit, demonstrating our commitment to the Technology Community for Racial Equality (TC4RE). Members of the Softcat team hosted breakout sessions, participated as panelists, and engaged with students to highlight available roles in tech. This event will be held annually to ensure collaboration with our partners and maintain race as a priority focus across the tech sector.



Mean



Median

“ As co-lead for our Ethnic and Cultural Diversity Network, I am pleased with our ongoing efforts to enhance the experience for our ethnic employees at Softcat. A significant achievement this year was participating in the TC4RE Race to Summit Event, where we encouraged our channel partners to join TC4RE and advance racial diversity within our sector. ”



Muwa Oduwa-Malaka
Ethnic and Cultural Diversity
Network lead, Commercial Manager

Data

Ethnic pay gap

Year	Mean	Median
2024	23%	16%
2023	28%	21%
2022	23%	11%
2021	26%	3%
2020	25%	8%

Ethnic bonus pay gap

Year	Mean	Median
2024	58%	68%
2023	55%	73%
2022	51%	81%
2021	46%	51%
2020	40%	60%

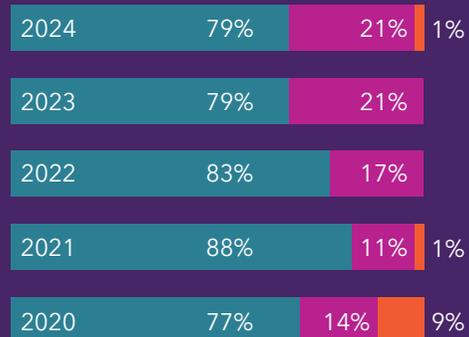
Proportion receiving a bonus pay



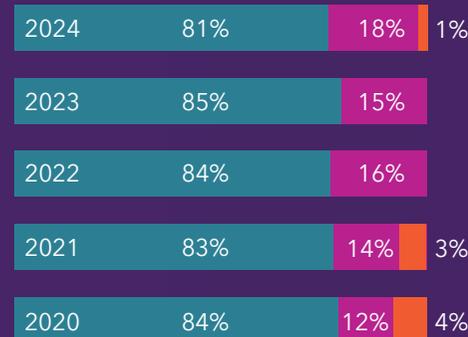
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Proportion in each pay quartile

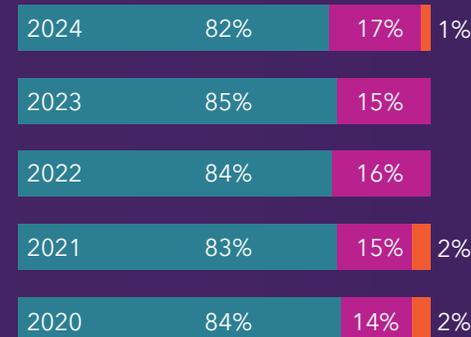
Bottom Quartile



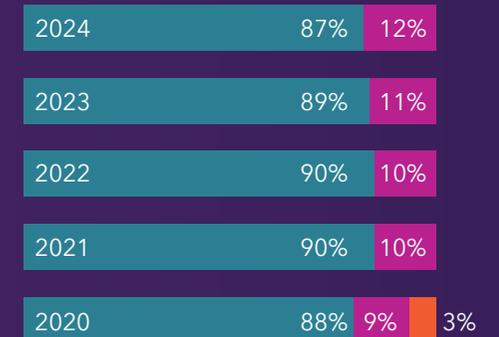
Third Quartile



Second Quartile



Top Quartile



White ● Ethnic ● Undisclosed ●

Disability Pay Gap

We are pleased to present our disability pay gap report for the first time this year. In 2023 we conducted an internal survey to collect data regarding our employees' disability status, and we have continued to gather this data from new employees who choose to disclose their status. This has provided us with a clearer understanding of our workforce demographic and its potential impact on their daily experiences at work, enabling us to offer better support.

We appreciate the openness of our employees, which has allowed us to obtain disability status data for 67% of our workforce. We believe this level of transparency is a result of the supportive environment we have cultivated, promoting a sense of psychological safety. Based on the data collected, 56% of our employees identified as not having a disability, 11% identified as having a disability, and 33% chose not to disclose their status.

Our Empowering Disability & Neurodiversity Network (EDN) plays a crucial role in fostering a sense of belonging within our organisation. The team works diligently to raise awareness of the lived experiences of employees with disabilities, contributing to our culture of allyship through "Day in the Life of..." stories and panel sessions that highlight individual experiences. Additionally, they provide invaluable feedback on our business policies and practices, including internal events, allowing us to continuously evolve our approach to be more inclusive.

To ensure positive experiences for candidates applying for roles, we conducted an audit of our recruitment processes through My Plus Consulting. The objective was to confirm that our procedures, materials, and stakeholders contribute to an accessible experience for all applicants. The audit report helped us identify priority areas such as team training on best practices for support and adjustments and disability awareness.

Furthermore, we aim to maintain consistency in managing support and adjustments required for the hiring process, focusing on improving our careers site and marketing collateral to make content more accessible.

We are now exploring other HR-related processes to better support employees with disabilities, including role-specific adjustments and upskilling our managers in disability awareness. To achieve this, we are considering external partnerships with disability specialists to enhance our expertise and receive tailored advice.

We will also continue to audit our performance annually against the Disability Confident scheme. Currently, we hold Level 2 status, recognised as a Disability Confident Employer, and we aspire to progress to Level 3 once we have further developed our processes as outlined above.

56% of our employees identified as not having a disability



33% chose not to disclose their status



11% identified as having a disability




“As our Empowering Disability and Neurodiversity Network Lead, I've been pleased with the progress we have made over the years. Witnessing our employees bravely share their personal journeys and challenges has been truly inspiring. Their courage has paved the way for others to feel safe and supported when sharing personal insights, fostering a more inclusive and supportive environment within our network and at Softcat.”

Phil Lowe
EDN Network Lead, Technical Product Owner - Services, Dev Ops

Data

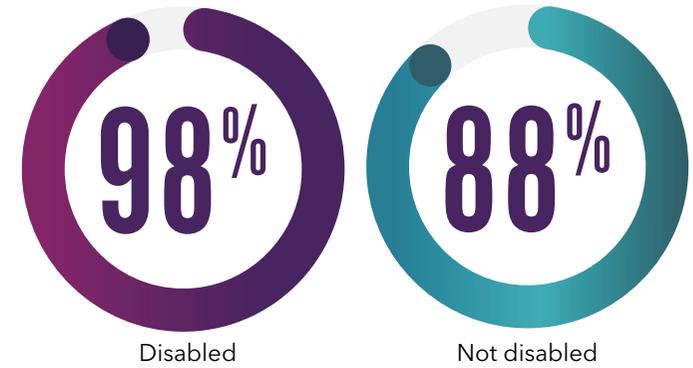
Disability pay gap

Year	Mean	Median
2024	11%	0%

Disability bonus pay gap

Year	Mean	Median
2024	23%	-12%

Proportion receiving a bonus pay



Mean refers to the average of all the salary data
 Median refers to the value lying at the midpoint of the salary data
 Bonus pay gap refers to all variable pay including commission
 Calculations are based on data from April 2024

Due to over a third of the organisation yet to disclose their disability status, we expect the proportion of employees receiving a pay gap to close once we improve the disclosure rate.

Proportion in each pay quartile

Bottom Quartile



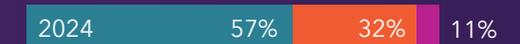
Third Quartile



Second Quartile



Top Quartile



Not disabled ● Undisclosed ● Disabled ●



Understanding the data

This year, we analysed the pay gap by comparing sales (quota-bearing) roles and non-sales roles. The overall mean gender pay gap is 32%, with the sales mean pay gap at 24% and the non-sales mean pay gap at 26%. The median is lower at 17% for sales but higher in non-sales at 28%.

The average Sales Account Manager at Softcat earns 46% more than the average non-sales role due to commission-based pay. 52% of male employees at Softcat are in sales roles, compared to 22% of female employees, leading to a higher overall company gender pay gap despite smaller department-level gaps. Sales roles at Softcat typically earn more because of the commission structure, highlighting the need to attract and develop more women in sales.

Regarding the ethnic pay gap, the overall company mean pay gap is 23%. In sales, the mean pay gap is larger at 32%, while it is much lower in non-sales roles at 12%. The median pay gap is 31% in sales versus 16% across the organisation and significantly lower at 2% in non-sales roles.

The company's ethnic balance is 17%, with the Tech and Services division having the highest percentage at 29%, which helps reduce the non-sales pay gap. However, the Sales division has a 14% ethnic balance, and fewer ethnic employees are top earners in sales. Reducing the sales pay gap will require time and investment in recruiting and developing ethnic talent.

11% of our organisation has self-identified as having a disability (visible and hidden). The data shows a 9% mean pay gap in sales roles and a 4% mean pay gap in non-sales roles. The median pay gap is -10% for sales and 2% for non-sales. We have more top earners in sales who have identified as having a disability, which has decreased both the mean and median pay gaps.

We have made changes in our volume recruitment and the impact we can make through hiring apprentices and students via our early career programmes. The number of employees we hire for our apprenticeship programme increases each year. This year we recruited 67 employees, of which 43% were women and 30% were from ethnic backgrounds. This shows a positive change compared to the diversity data in our 2021 cohort. In 2021 we recruited 44 apprentices, of which 22% were women and 18% were from ethnic backgrounds. Each year as our apprentice cohort has increased, our diversity data has also improved due to more focused attention working with schools who have students from more diverse communities

The reasons for the positive progress include:

-  Removing CVs and a lengthy application process to simplify the application for students.
-  A brand refresh, creating new materials used on our website, advertisements, and leaflets, focusing on diverse representation.
-  Prioritising assessment of candidates from minority groups for Assessment Centre bookings and panel interviews, instead of booking candidates on a first come first served basis.

We are committed to continuing our collaboration with schools and colleges to expose students to roles at Softcat. We currently work with several schools to offer work experience programmes to Year 10 students and Insight days to Year 12 and 13 students to consider apprenticeship programmes. Additionally, we have focused on schools from lower socio-economic backgrounds to ensure students are informed about potential career opportunities in IT.

“ This year, we have made progress in improving gender and ethnic balance. By collecting data on disability, we can enhance the employee experience and review our processes to ensure roles at Softcat are accessible for everyone.

We recognise that diversity and inclusion are essential for a positive workplace culture and innovation. Our efforts focus not only on gender and ethnic diversity but also on understanding challenges faced by individuals with disabilities. By gathering and analysing data, we aim to identify barriers and implement strategies that promote equal opportunities. ”



Rebecca Monk
Chief People Officer

What are we doing to close the gap?

Work Experience and Outreach

We will offer more opportunities for students to attend insight days, ensuring they can learn about available roles at Softcat and within the tech sector.

Recruitment and Retention

We will continue to review our recruitment processes and the methods by which our leadership team identifies talent for our leadership development programs, with a focus on advancing employees from minority groups into management and leadership positions.

Allyship and Training

Our Allyship Programme remains a priority for all employees. We will persist in training our managers to foster a safe and inclusive culture within their teams. Throughout the year, our networks will raise awareness and provide learning opportunities for Softcat employees.

Founding Organisations

Softcat is a founding member of the Technology Channel for Racial Equality and Tech Channel Ambassadors, collaborating with key IT partners to drive change and encourage individuals from ethnic backgrounds and students to join the tech sector.

Collaboration with Partners

Learning from our partners and collaborating on initiatives is crucial for a unified approach to creating change. We value our time with ERG leads from other companies to review and enhance our diversity and inclusion strategies.

Celebrating Our People

This year, we had 13 women shortlisted for the CRN Women and Diversity in Channel Awards, and we were shortlisted for two company awards. We were delighted to retain the Cultural Inclusion Company Award and celebrated three individual awards: Debra Coady (Woman of the Year), Fiona Cooke (Marketing Employee of the Year), and Julian Cabral (Apprentice of the Year). Additionally, three women received high commendations in three categories: Helen Gidney (Technical Employee of the Year), Alice Barker (Role Model of the Year), and Alix Whiteway (Manager of the Year). Softcat was also honored to win the CRN Diversity Initiative of the Year Award for our collaboration with ITN on Fertility and Menopause.

“ Our networks are taking proactive steps to organise initiatives that raise awareness across the company. Their efforts give everyone the opportunity to learn and expand their knowledge. Addressing the pay gap will take time, but the Leadership team and I acknowledge the progress made as a company and recognise the responsibility we all share in being proactive for long-term change.

A diverse workforce enriches our company and helps us better serve our customers. Moving forward, we will continue to prioritise these initiatives, set measurable goals, and collaborate with external partners to benchmark progress and share best practices within the industry. ”



Graham Charlton
Chief Executive Officer