



Softcat

SOFTCAT GENDER PAY GAP REPORT



AN INTRODUCTION



Rebecca Monk, HR Director

Rebecca

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The Board remains committed to making Softcat as inclusive a place to work as possible.

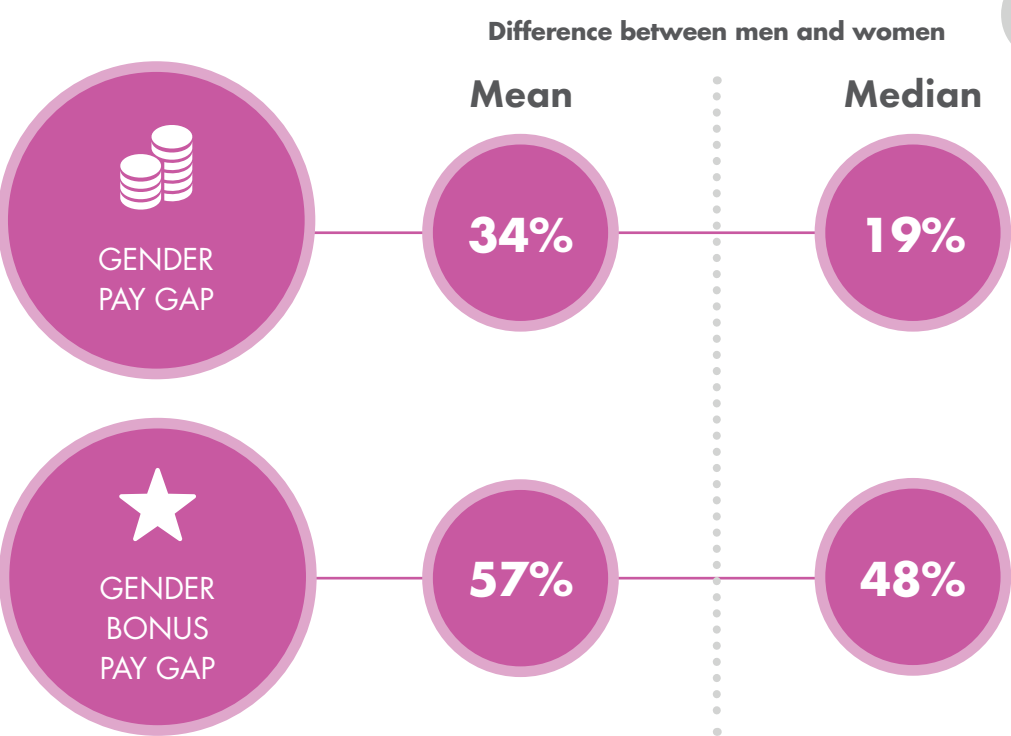
Softcat has progress to make on the gender pay gap and the wider issue of gender diversity. We are aware that it will not be an easy task due to the nature of our industry, but as I embark on my journey as Chairman, I will ensure that the Board remains committed to making Softcat as inclusive a place to work as possible. This is both the right thing to do and an essential business goal to attract a wider pool of talent into the organisation to fulfil our future growth ambitions. We have a clear focus on increasing the number of women in senior roles and across the entire business, fuelling our drive to reduce the gender pay gap over time.



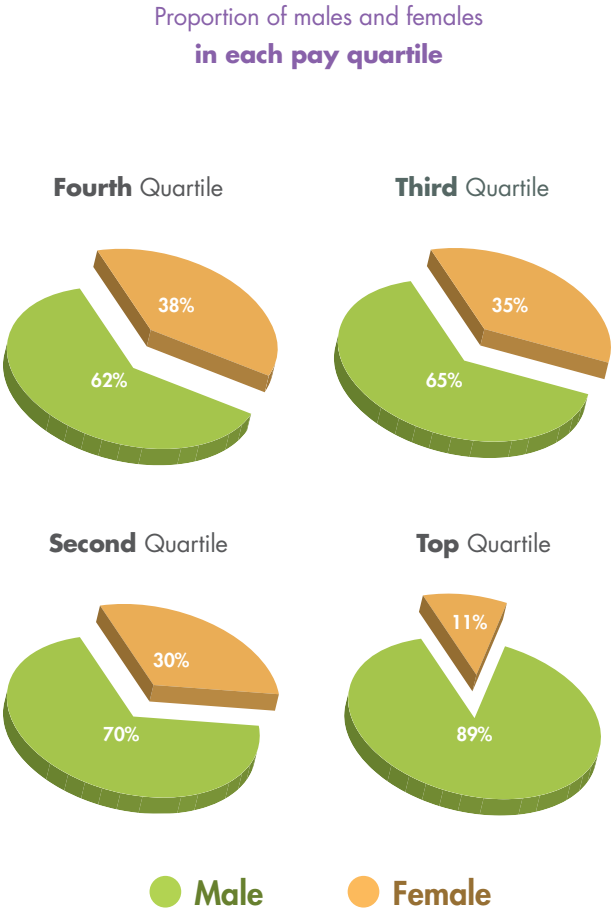
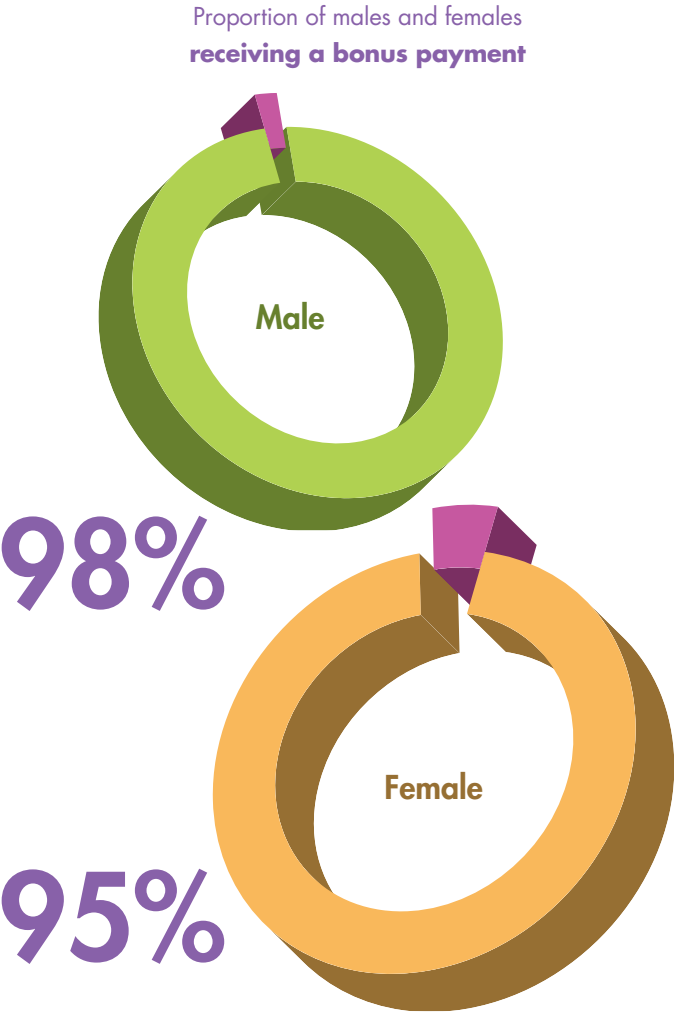
Martin Hellawell, CEO

Martin

SOFTCAT'S GENDER PAY GAP

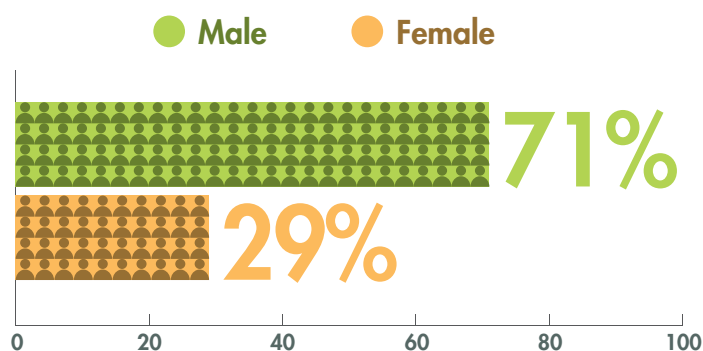


- NB:**
- Mean refers to the average of all the salary data.
 - Median refers to the value lying at the midpoint of the salary data.
 - Bonus pay gap refers to all variable pay including commission.



UNDERSTANDING THE FIGURES

Softcat has always approached business growth organically and we pride ourselves on developing our people from the ground up. We hire the majority of our workforce at graduate and entry-level, winning multiple awards for our apprentice programme. Most of our roles are in sales or technical areas and we know from our own experience, as well as industry research, that typically more men seek out these types of roles. Softcat's overall gender balance currently stands at 71% male and 29% female, compared to the IT industry norm of 17% female (Chartered Institute of IT: Diversity Report).



SOFTCAT GENDER BALANCE 2017



A female has been the top performing salesperson of the year on **3 occasions in the last 10 years**

Outside of the senior leadership team, which we recognise is too male-oriented, the highest earners in the company are in sales roles, where the largest part of their compensation is based on commission. During the last ten years, a female has been the top performing salesperson of the year on three occasions. Individual sales performance is typically linked to tenure, whereby earnings increase significantly each year. It is therefore our goal to see an increase in the tenure and overall number of females in the upper quartile of sales performers.

Our technical and services departments comprise billable consultants and technical architects, who are highly accredited in technical areas. There is a recognised skills shortage in the industry for these employees. The vast majority of applicants for these roles are male.

SKILLS SHORTAGE



THE ACTIONS WE'RE TAKING TO CLOSE THE GAP

The figures show that there is work to be done in reducing our pay gap. We are examining the structure of our workforce and how we can bring more women into entry-level, management and senior management roles. As a large recruiter within both our industry and local communities, we want to play our part in closing the gap. We believe it is imperative for the business to have a larger proportion of females across all levels of our company, but specifically in senior positions. We will proactively nurture female talent, encourage more females to apply for more senior roles and in our efforts to provide a more balanced senior team, will look favourably on female applicants in the selection process.

WE WILL FOCUS ON ATTRACTING, DEVELOPING AND ENABLING OUR FEMALE WORKFORCE TO SUCCEED IN THE FOLLOWING WAYS:

BRINGING IN DIVERSE TALENT

Expand our recruitment communications to encourage more female applicants in sales and technical roles. Extend our current awareness campaigns, which include entering the Women in Sales awards.

PROGRESSING FEMALE TALENT

Take gender into consideration in succession planning activities, ensuring women are included on Leadership and Management Development programmes. Include diversity awareness in leadership and management training modules. Support our female employees with internal and external female mentors.

HELPING WOMEN RETURN TO WORK

Coaching to women before, during and after maternity leave to retain talent in our business, including assignment of a 'buddy' who has been through the same journey. More roles to be available with flexible or home-working as an option and managers trained on the importance of flexibility.

SOFTCAT MUMS AND DADS

We have introduced a new networking group for Softcat parents, providing a buddy scheme, relevant talks and information sharing. We have reviewed and upgraded our maternity and flexible work policies to a similar offering to comparable FTSE 250 companies to retain female employees.

SOFTCAT WOMEN IN BUSINESS

We have reignited our female networking group. We will continue to invite internal and external speakers. Promote success stories of female role models. Taking place annually on March 8th, International Women's Day includes Q&As with senior employees and sharing content from other industries and companies.

NURTURING FUTURE GENERATIONS

We will consider introducing Bring Your Child to Work Day to encourage younger people to consider sales and technical careers. We will also review and look to expand our current apprenticeship programme to place more focus on opportunities for female students.

LOOKING TO THE FUTURE

To achieve our goals, we need to ensure we have programmes and initiatives that attract the very best talent at the earliest opportunity, while continuing to foster a culture that gives every employee the opportunity to progress and succeed. We must aspire to attract future generations of female students into sales and STEM careers through work with our partners and engagement with our employees and local communities.

We do not see this as a short-term fix and only through years of proactive endeavour in this area will we make a significant impact. We are committed to doing just that.



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