



2025

Pay gap report

25

Introduction

At Softcat, we are committed to a fair, inclusive workplace. Going beyond gender pay gap disclosure obligations, our pay gap report covers gender, ethnicity and disability.

Pay gap reporting beyond gender

This report demonstrates our ongoing dedication to transparency and inclusion at Softcat, highlighting progress towards narrowing pay gaps. It offers a clear analysis across gender, ethnicity, and disability, using key metrics to track improvements and set future goals.

Moving forward, we will deepen our understanding of pay gap drivers and launch new initiatives to support career growth for underrepresented groups. We actively seek out and implement employee feedback to continually shape Softcat into a fairer, more inclusive workplace.

Pay gap reporting is important to us because we truly believe in:

Transparency: sharing our data builds trust and shows our commitment to meaningful change.

Accountability: analysing and regularly reporting on pay gaps enables us to identify areas for improvements, set meaningful goals, demonstrate genuine commitment to inclusion and fairness, as well as measure and refine progress over time.

Business performance: we know that diverse and inclusive organisations are more innovative and resilient.

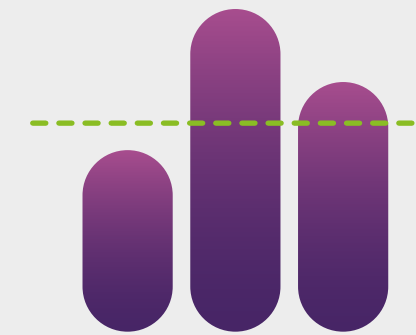


Kirsty Smith

Head of Reward,
Payroll & People
Services

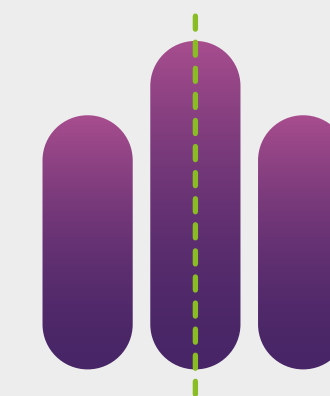
Key metrics explained

Collectively, these metrics enable us to pinpoint and monitor pay gaps, supporting our ongoing work to promote fairness and inclusion throughout Softcat.



Mean pay and bonus gap

This provides an overall sense of how pay differs between groups across the organisation, highlighting whether one group typically earns more than another.



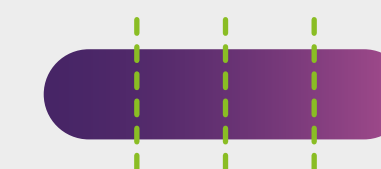
Median pay and bonus gap

This measures the difference in pay between the person in the middle of each group's pay scale. By focusing on the 'middle earner', the median offers a clearer picture of the typical difference in pay, as it is less affected by extreme values at either end of the scale.



Proportion receiving bonuses

This represents the percentage of people in each group who received any bonus pay during the reporting period. It helps identify if some groups have less access to bonus opportunities.



Pay quartiles

This highlights how different groups are represented at various pay levels, from the lowest to highest.

Gender pay gap figures

Mean - pay and bonus

Pay gap

38%

Bonus gap

64%

Median - pay and bonus

Pay gap

23%

Bonus gap

50%

Proportion receiving bonus



Female



Male

Proportion in four quartiles

Q1 - Lower

40%

60%

Q2 - Lower middle

46%

54%

Q3 - Upper middle

36%

64%

Q4 - Upper

18%

82%

● Female ● Male

Ethnic pay gap figures

Mean - pay and bonus

Pay gap

31%

Bonus gap

60%

Median - pay and bonus

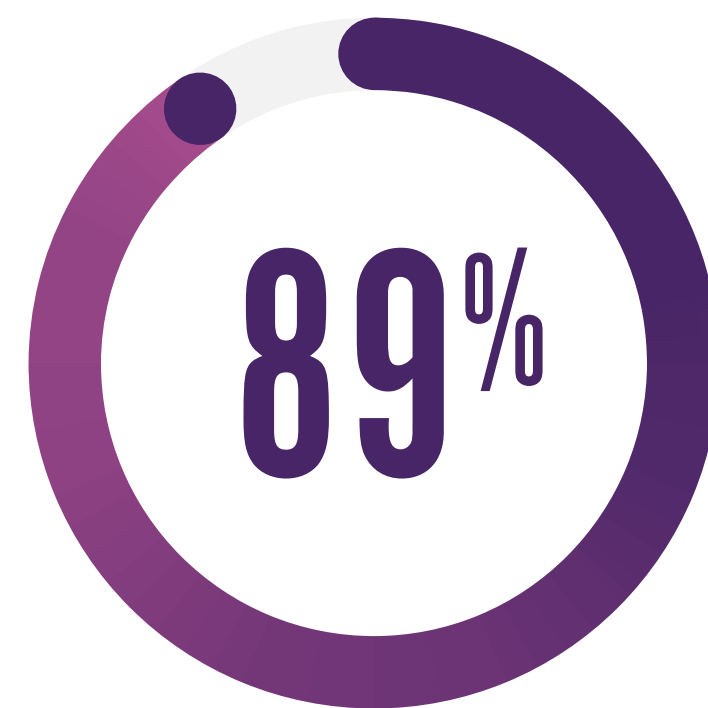
Pay gap

18%

Bonus gap

65%

Proportion receiving bonus



Ethnic



White

Proportion in four quartiles

Q1 - Lower

22%

78%

Q2 - Lower middle

22%

78%

Q3 - Upper middle

18%

82%

Q4 - Upper

12%

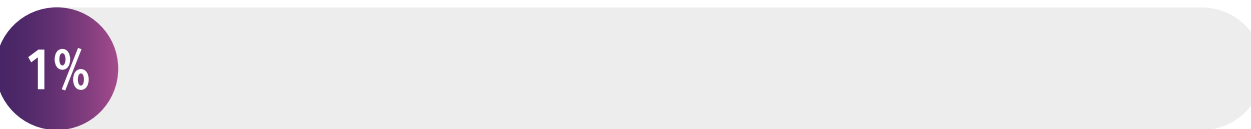
87% 1%

● Ethnic ● White ● Undisclosed

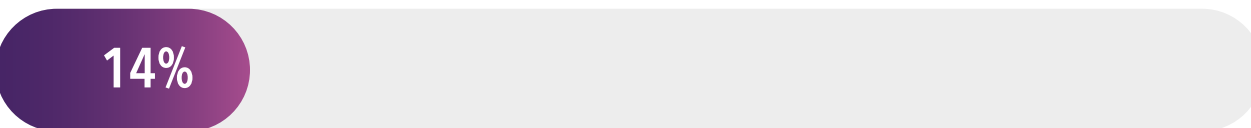
Disability pay gap figures

Mean - pay and bonus

Pay gap

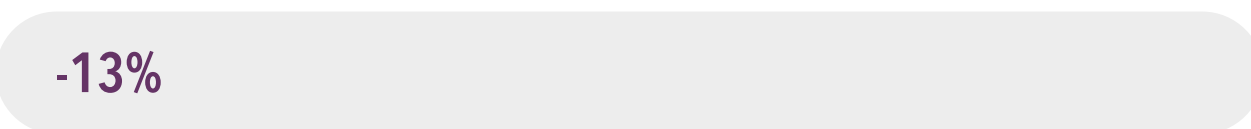


Bonus gap

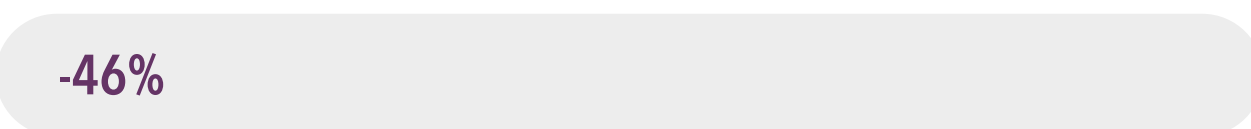


Median - pay and bonus

Pay gap



Bonus gap



Proportion receiving bonus



Disabled



Not disabled

Proportion in four quartiles

Q1 - Lower



Q2 - Lower middle



Q3 - Upper middle



Q4 - Upper



● Disabled ● Not disabled ● Undisclosed

Illustrating trends and understanding the data

Progress at a glance

We have chosen to include data from the last five years in recognition of the fact that addressing pay gaps is a long-term objective. By presenting trends over this extended period, we aim to provide a clearer picture of our ongoing progress and commitment to reducing gaps.

Pay gap

	April 2021	April 2022	April 2023	April 2024	April 2025
Gender - mean	40% =	33% ↓	38% ↑	32% ↓	38% ↑
Gender - median	27% ↓	27% =	22% ↓	23% ↑	23% =
Ethnic - mean	26% ↑	23% ↓	28% ↑	23% ↓	31% ↑
Ethnic - median	3% ↓	11% ↑	21% ↑	16% ↓	18% ↑
Disability - mean	No data	No data	No data	11%	1% ↓
Disability - median	No data	No data	No data	0%	-13% ↓

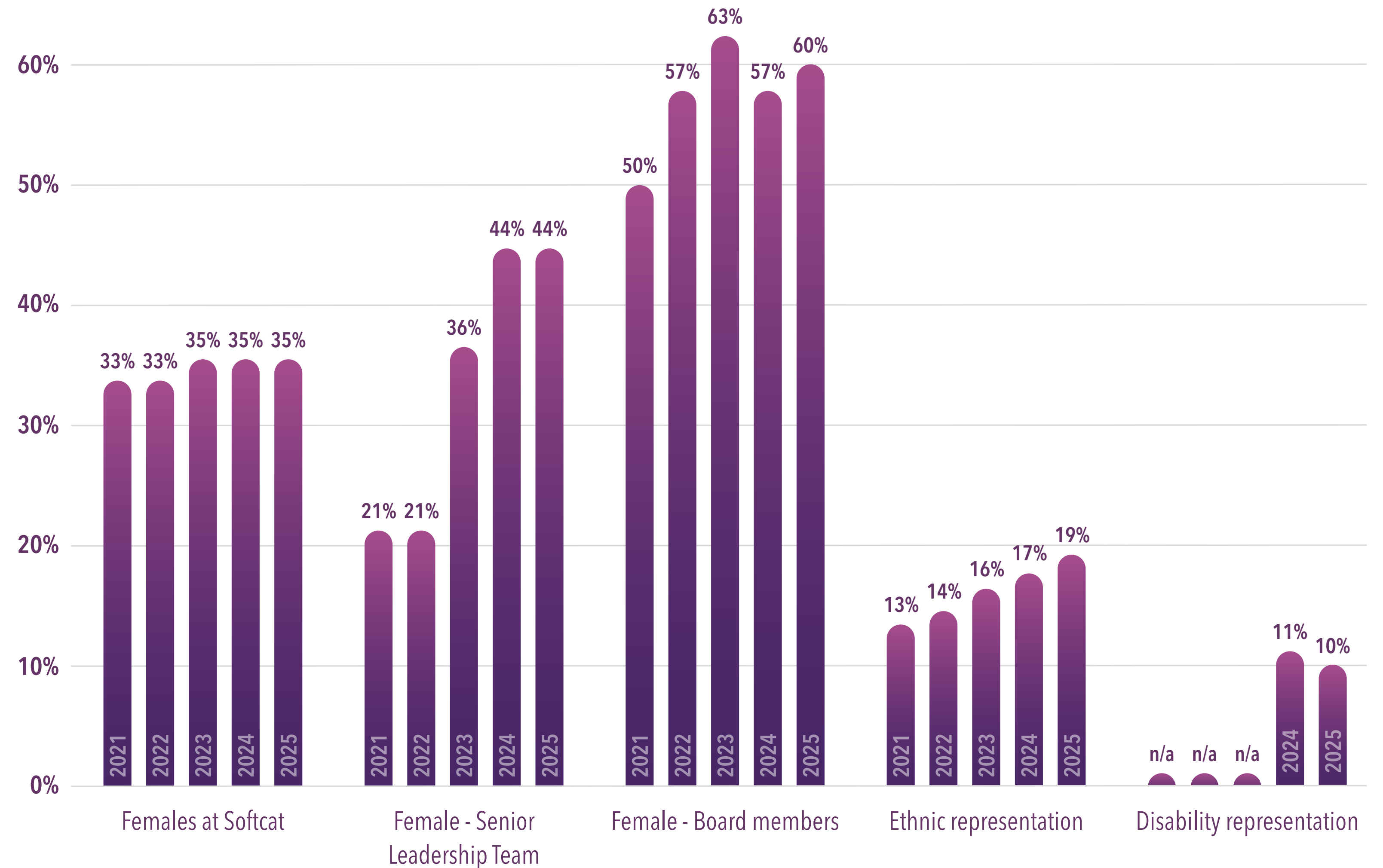
Bonus gap

	April 2021	April 2022	April 2023	April 2024	April 2025
Gender - mean	65% ↑	63% ↓	63% =	64% ↑	64% =
Gender - median	59% ↑	49% ↓	50% ↑	52% ↑	50% ↓
Ethnic - mean	46% ↑	51% ↑	55% ↑	58% ↑	60% ↑
Ethnic - median	51% ↓	81% ↑	73% ↓	68% ↓	65% ↓
Disability - mean	No data	No data	No data	23%	14% ↓
Disability - median	No data	No data	No data	-12%	-46% ↓

Illustrating trends and understanding the data

Population trends

The chart on the right shows the percentage over the last five years of different populations. Overall, pay and bonus gaps at Softcat are largely shaped by the distribution of employees in sales roles, which typically offer higher earnings through commission structures.



Illustrating trends and understanding the data

Proportions influencing pay gaps

This page illustrates how the proportions of sales and non-sales vs overall workforce influences pay gaps.

Gender pay gap

The gender pay gap is largely driven by fewer women in higher-earning, commission-based sales roles.

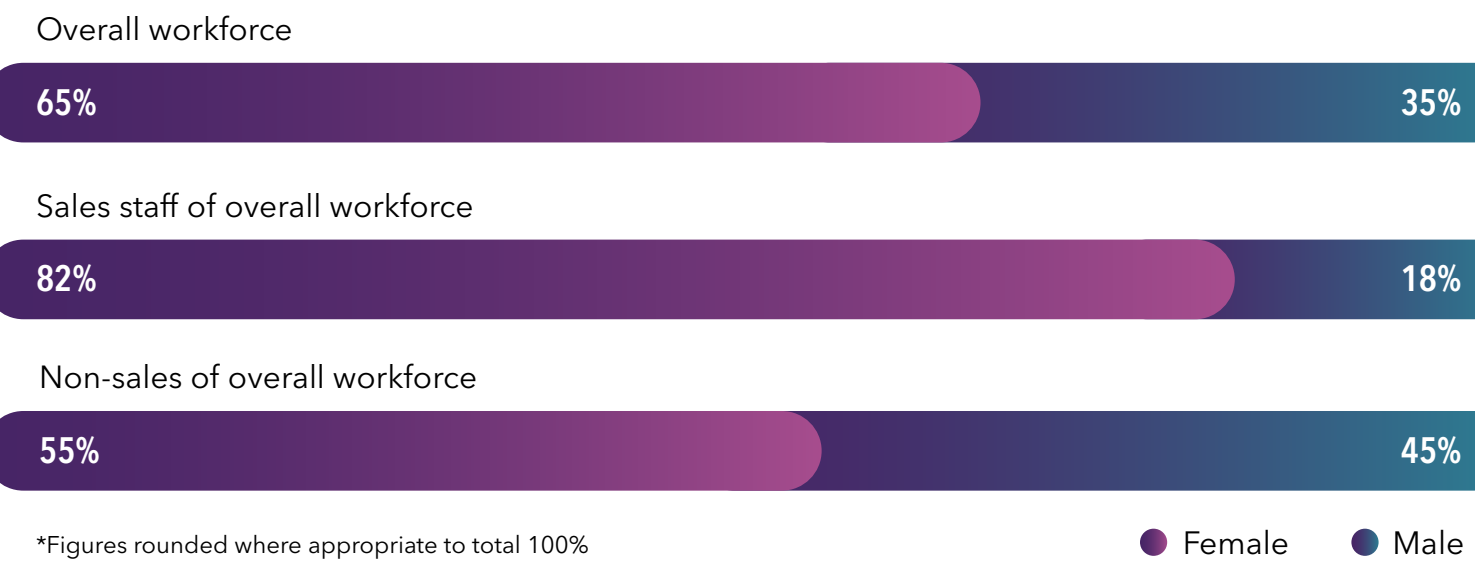
Ethnic pay gap

The ethnic pay gap is largely driven by fewer ethnically diverse employees in higher-earning, commission-based sales roles.

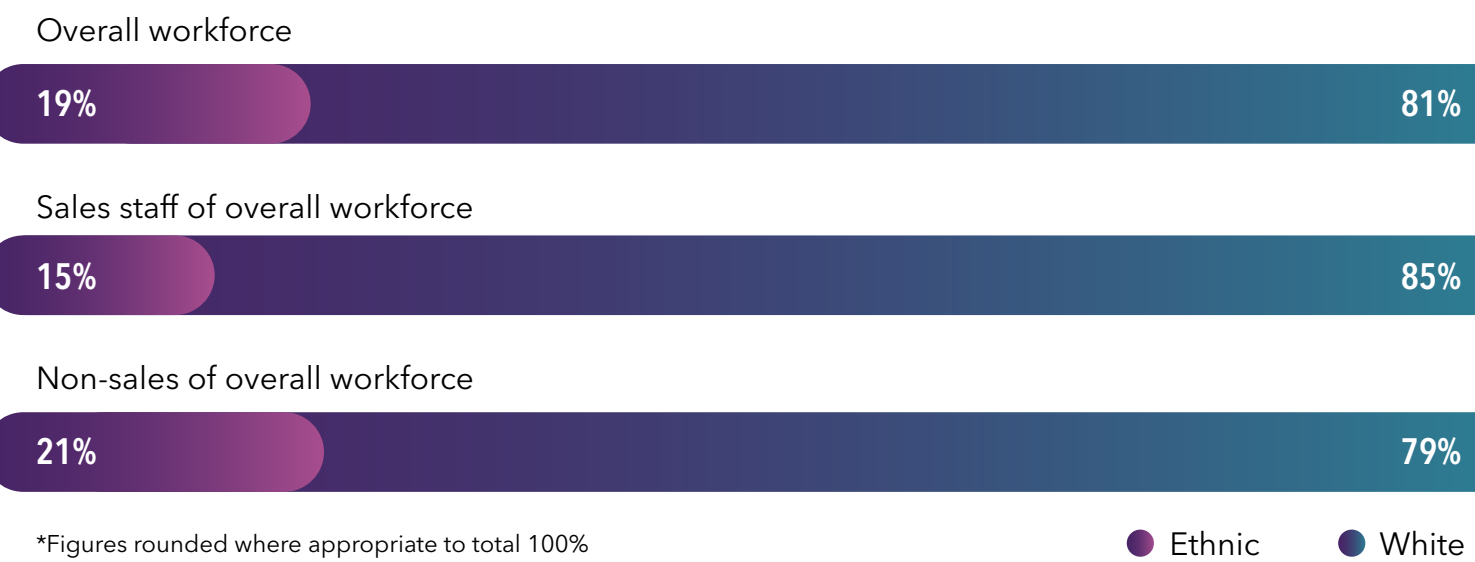
Disability pay gap

The disability pay gap would suggest that disabled employees in sales roles, while fewer than those who are not or have not disclosed, tend to have higher median earnings and bonuses than non-disabled employees. However, due to those that are undisclosed, this can affect accuracy of these findings.

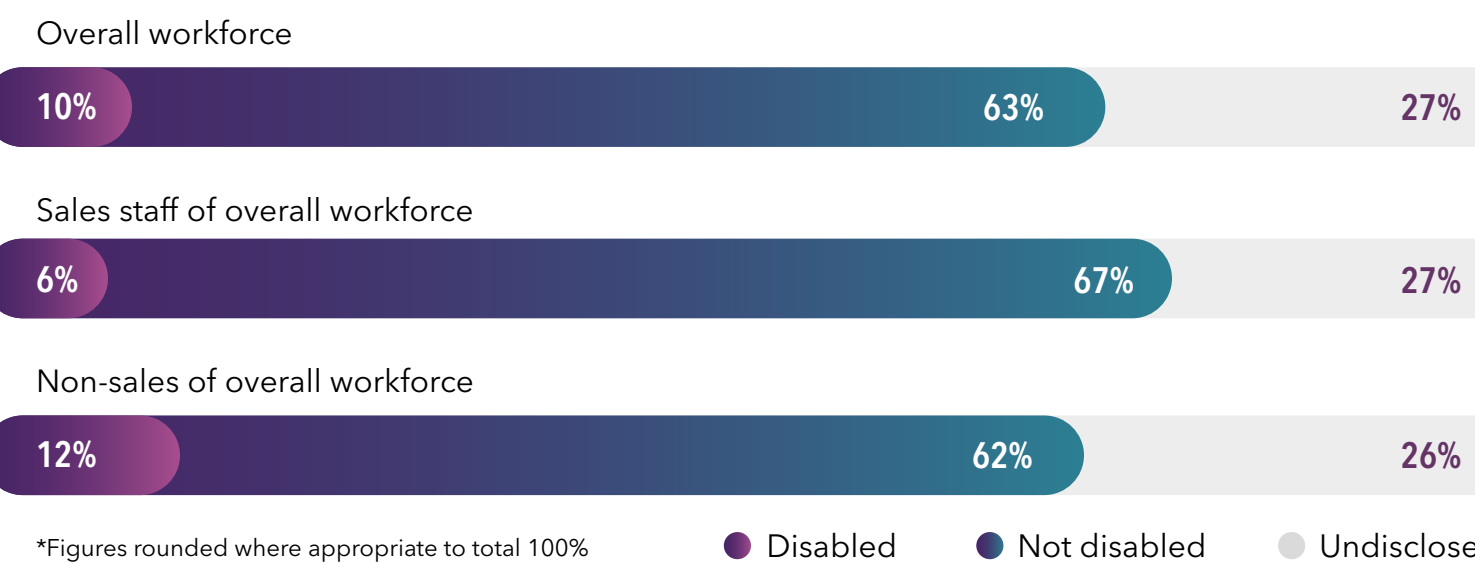
Gender representation



Ethnic representation



Disability representation



Gender pay and bonus gaps

	Sales	Non-sales
Pay gap	41% mean 26% median	24% mean 25% median
Bonus gap	50% mean 68% median	23% mean 23% median

Ethnic pay and bonus gaps

	Sales	Non-sales
Pay gap	41% mean 34% median	17% mean 10% median
Bonus gap	47% mean 67% median	65% mean 66% median

Disability pay and bonus gaps

	Sales	Non-sales
Pay gap	-20% mean -40% median	3% mean -1% median
Bonus gap	-21% mean -230% median	11% mean -58% median

What we've done to reduce the gap

Gender - pay and bonus gap

Gender pay gap and representation: gender pay gap trends over the last five years have fluctuated, however we have seen a slight reduction in the gap over the period. Women make up 35% of staff, with stronger presence in leadership and Board roles.

Most recent leadership development: women now comprise 60% of the Leadership Development cohort, up from 18% in 2019, further strengthening our leadership pipeline.

Partnerships and recognition: we partner with WORK180 and proudly received the 2024 WORK180 Equitable Workplace award, recognising our commitment to women in tech.

Women in Business network initiatives: our network supports gender equality through inclusive policies, awareness, and development opportunities.

Departmental and regional support: dedicated forums, workshops, and regional champions ensure women feel supported and included in every office.

Ethnic - pay and bonus gap

Ethnic pay gap and representation: whilst over the last five years the ethnic pay gap mean and median have increased, we have seen ethnic representation growing to 19% from 13% five years prior, and we are committed to further progressing representation.

Diversity in leadership: we are focused on understanding the reasons behind a lack of ethnicity in management and leadership roles.

Partnerships and networks: we work with TC4RE and support its 'See It Be It' campaign to encourage greater ethnic diversity in the technology sector. Our Ethnic and Cultural Diversity network and Faith at Work network, now including a Sikh network, celebrate culture and connect colleagues across faiths.

Disability - pay and bonus gap

Disability pay gap and representation: the disability pay gap has been reported over the last two years, although there is a high number of employees who have undisclosed. More disclosure would provide a higher level of accurate insights. On this basis, over the coming years, we will review data and coincide this with efforts to increase and further enhance inclusion.

EDN network initiatives: Membership in our Empowering Disability and Neurodiversity (EDN) network now exceeds 220. Highlights include Neurodiversity Celebration Week and guest speaker sessions featuring paralympians and a celebrity ADHD advocate, which have helped drive awareness across the business.

Community engagement: we raised over £18,000 for Birmingham Children's Hospital and were named among their 100 Heroes of 2025, reaffirming our positive community impact.

Disability inclusion commitment: our partnership with the Business Disability Forum has supported us in sustaining a Level 2 Disability Confident status by giving us new insights and practical approaches to better support our people.

Accessible events: we have improved event accessibility with quiet spaces, ear defenders, reserved seating, and dedicated support teams for all colleagues and guests.

“As Chief People Officer, I'm proud that we voluntarily disclose our ethnic and disability pay gaps every year. Knowing our data helps inform us where to focus our efforts in the year ahead. Our partnerships and accessible initiatives are creating a workplace where everyone feels valued and inspired to make a positive change. We truly are a workplace that champions opportunity and belonging for all.”



Rebecca Monk
Chief People Officer

Looking ahead to closing the gap

Work experience and outreach: we are expanding our outreach by offering more work experience programmes, insight days, and employability workshops. Our focus is especially on schools and colleges within lower socioeconomic areas, using IMD decile rankings to target our support. We also plan to grow our impact through new partnerships and virtual opportunities.

Recruitment and retention: by working with partners like WORK180 and the Business Disability Forum, we will keep our policies robust and inclusive, ensuring candidates and employees have the best experience. Key initiatives include launching an accessibility toolbar, reviewing adjustment policies, and introducing the Women's Health Channel and Period and Menstrual Health Policy to further support our people.

Management and leadership: we will analyse data on ethnic representation in management to identify and address barriers, refining our succession planning and leadership development processes to promote internal mobility and diversity.

Allyship and training: our evolving Allyship programme will provide tailored support throughout employees' journeys, with updated workshops embedded into induction and ongoing development, plus specialist sessions from our external partners.

Recognition: our commitment to a positive, inclusive workplace has been recognised with awards such as the UK's Best Places to Work and Glassdoor Employees' Choice, plus honours for supporting women and wellbeing, demonstrating the value of our people-first approach.

“As CEO, I am so proud of how far we have come in driving gender, ethnicity and disability inclusion, engaging with our communities, and fostering an accessible and welcoming environment for all. The growth of our Employee Disability Network and our strengthened partnerships demonstrate our genuine commitment to supporting every employee. Our fundraising success and recognition as one of the UK's Best Places to Work highlight the positive impact we're making both inside and outside the organisation.

Looking forward, I am proud of our ongoing focus on outreach, recruitment, and retention – especially for those from underrepresented backgrounds. Our work to improve accessibility, champion allyship, and develop our leaders will help us continue closing the gap and create opportunities for everyone to thrive. Together, we are building a workplace where everyone belongs and succeeds.”

Declaration

The gender pay gap calculations in this report are accurate and meet the methodology set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Graham Charlton

Chief Executive
Officer



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Find out more www.softcat.com

