

Gender Pay Gap Analysis – April 2026

26 October 2026

Introduction

At Digital Catapult, we are committed to creating a fair, inclusive and equitable workplace where everyone can thrive. Gender Pay Gap reporting remains an important part of that commitment, helping us understand where we are making progress, where disparities remain and where further action is required to support equal opportunity for all.

This report sets out our gender pay figures as of the government-defined snapshot date of 5 April 2026, explains the factors influencing our results and highlights the actions and initiatives we are taking to drive meaningful and sustainable change across the organisation.

Employee Funnel

On 5 April 2026 (our snapshot date), Digital Catapult employed 266 employees. Of these, 257 employees were classified as relevant employees for the purposes of calculating the gender bonus gap, using earnings data from the previous 12 months.

In accordance with statutory reporting requirements, only employees receiving their full pay during the pay period that included 5 April 2026 were included in the gender pay gap and pay quarter calculations. As a result, two men and four women were excluded from these calculations as they were on a period of reduced-pay leave.

This left 251 full-pay relevant employees, comprising 138 men and 113 women, representing an overall workforce balance of approximately 55% men and 45% women. Compared with April 2025, this reflects a 3% reduction in overall employee numbers, primarily as a result of organisational restructuring. Despite the reduction in headcount, the overall gender balance has shifted positively towards women by approximately 2 percentage points.

Building a More Balanced Workforce

Since the publication of our 2025 Gender Pay Gap Report, we have continued to invest in initiatives aimed at improving gender representation and reducing structural imbalances across the organisation.

Our Talent Acquisition team continues to utilise gender-decoding software when drafting job advertisements and role profiles, helping to ensure inclusive language and broaden the diversity of candidate pools. Particular focus remains on attracting women into technical and specialist technology roles, where the greatest gender imbalance continues to exist. Balanced interview panels

have also been maintained to help minimise potential bias throughout the recruitment process. We continue to train managers and interviewers in the organisation to ensure fair recruitment practices.

Career progression remains a key area of focus. During the 12 months preceding the snapshot date, 53 employees were promoted, of whom 33 were women and 20 were men. This means that 62% of promotions were awarded to women, demonstrating our ongoing commitment to supporting the progression and development of female talent across the organisation and increasing representation at more senior levels.

As an organisation operating in deep technology innovation, market rates for specialist skills vary considerably across disciplines. This can contribute to differences in pay between teams, particularly within our technology function, which remains predominantly male. To note, the proportion of men in our technology teams has reduced from 76% in 2025 to 73% in 2026, reflecting continued progress towards improving gender representation in areas that have historically been male dominated.

High-Level Results

Compared with 2025, our mean gender pay gap increased by 1.9 percentage points, while our median gender pay gap decreased by 4.1 percentage points.

The reduction in the median pay gap is encouraging and suggests that pay differences for employees at the middle of the organisation have improved over the reporting period. However, the increase in the mean pay gap indicates that higher-paid positions remain disproportionately occupied by men, which continues to influence average earnings across the workforce.

The organisational restructure undertaken during the reporting period is likely to have contributed to this movement. Changes to workforce composition, together with the departure of colleagues and consolidation of roles, can have a more significant impact on mean pay gap calculations, particularly within an organisation of our size. While these changes have affected the results, we remain focused on improving representation at senior levels and ensuring equitable opportunities for progression, development and reward across all areas of the business.

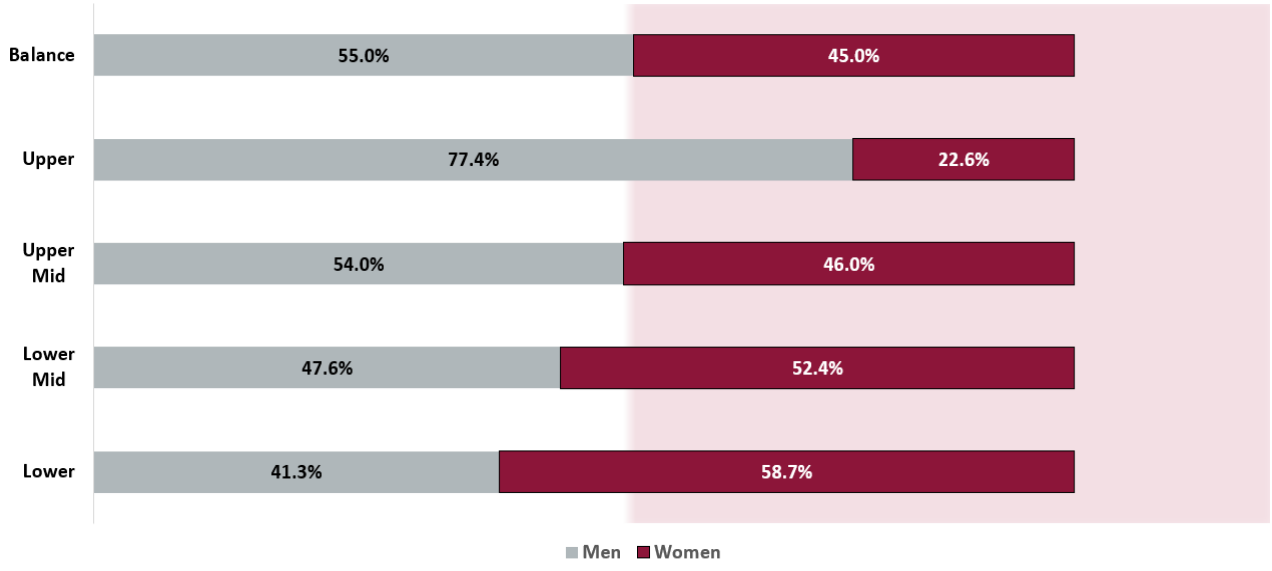
Through targeted attraction strategies, transparent pay frameworks and continued focus on career progression, we remain committed to reducing gender pay disparities and fostering a workplace where everyone has equal opportunity to succeed.

Distribution of employees across our pay range

The following chart shows our overall gender balance followed by gender distribution across the four quarters of the pay range (Upper, Upper Mid, Lower Mid, Lower). The background shading represents our current overall gender balance and allows us to see where we deviate from this balance in each pay quarter. Our two biggest imbalances are still in our upper and lower pay quarters. The overall gender balance has seen a slight shift by 2% points in favour of women.

Change in the shape of our data

While women represent 45 % of the overall workforce, their representation varies across the pay quarters. Women account for 58.7% of employees in the lower pay quarter, but only 22.6% in the Upper pay quarter. Compared with 2025, female representation in the Upper pay quarter has decreased by 2 percentage points, reflecting the departure of 10 employees from this quarter, including two women. Consequently, men now comprise 77.4% of employees in the Upper pay quarter, an increase of 2 percentage points since 2025. Encouragingly, female representation in the Upper Mid pay quarter has increased by 7 percentage points since 2025.



Our median gender pay gap

To calculate our median gender pay gap, we first rank all our people by their hourly pay, we then split them into two lines – men and women. Then we compare the hourly pay of the woman in the middle of her line v/s the man in the middle of his line. The difference is expressed as a percentage gap

between the man and the woman. We could also say, for every £1 the middle man receives, the middle woman earns 83p.

	Men	Women	Pay gap
Median Hourly Pay	£34.71	£28.85	16.9%

Our mean gender pay gap

To calculate the mean pay gap, we add together all the hourly pay rates that women were paid, divided by the number of those women. We then repeat this calculation for men. The difference between these figures shows our mean gender pay gap. Our mean gender pay gap means that for every £1 a man received, a woman received 82p.

	Men	Women	Pay gap
Mean Hourly Pay	£36.76	£30.21	17.8%

Why has our mean pay gap changed?

The mean hourly pay for women has decreased because two female employees in the upper pay quarter have exited the business. This decreased the overall average pay for women more than normal. Since the mean pay gap is calculated by comparing the average hourly pay of men and women, the decrease in women's average pay increased the difference between the two figures. In short, the pay gap changed because women's pay dropped at the higher end of the pay scale, widening the gap with men's average pay.

Our commitment to improvement and addressing our Gender Pay Gap

We remain committed to understanding and addressing the factors that contribute to our gender pay gap and to creating a fair, inclusive and equitable workplace for all employees. Through ongoing monitoring of our gender pay data, workforce demographics and people practices, we are able to identify trends, target interventions and assess the effectiveness of the actions we are taking.

Whilst we recognise that further progress is required, we are encouraged that despite a reduction in headcount over the past year, Digital Catapult's overall gender pay gap has improved in 2026. This demonstrates the positive impact of the steps already taken and reinforces our commitment to maintaining focus on gender equity across the organisation.

Pay & reward

We continue to be a Real Living Wage employer, ensuring all employees are paid at least the Real Living Wage regardless of role. We also regularly benchmark salaries against relevant market and sector data to support fair, competitive and consistent pay decisions. Apprentices are paid in line with the Real Living Wage, with annual salary increases applied throughout their apprenticeship programme.

We have also maintained our enhanced family-friendly policies, including maternity, paternity and shared parental leave provisions, recognising the important role these benefits play in supporting employees through different life stages and enabling a more balanced approach to caring responsibilities.

Pay transparency

As part of our commitment to greater pay transparency and fairness, we have taken the important first step of publishing salary ranges within our job advertisements. This helps ensure that all candidates have access to the same information from the outset of the recruitment process, supports informed decision-making and reduces the potential for bias in salary negotiations.

We recognise that greater transparency can play an important role in reducing gender pay disparities by promoting consistency in pay decisions and enabling more objective recruitment and progression practices. Publishing salary ranges also demonstrates our commitment to fairness and helps build trust with both current and prospective employees.

Future Leaders Programme

The Future Leaders Programme was launched in April 2024 as a key initiative to support greater gender balance across our leadership pipeline. To address some of the challenges identified through our Gender Pay Gap analysis, we took the bold decision to run our first cohort exclusively for women, recognising both the challenges of attracting senior women from the external market and the opportunity to develop talented women from within the organisation. The programme is designed to identify, develop and prepare high-potential employees for future leadership roles through a combination of career development, skills building, experiences and targeted support. We aspire to increase diversity and representation within our leadership population and create clearer pathways for progression.

The first cohort included 12 participants and delivered strong outcomes, with 4 participants being promoted, representing a promotion rate of 33%, alongside a 75% retention rate over a two-year period. Building on this success, the second cohort commenced in April 2025 and includes 14 employees (9 men and 5 women) at mid-career level who demonstrate leadership potential. Through

this programme, we aim to develop more effective leaders, strengthen succession planning, improve promotion readiness and create a more diverse pipeline of future senior talent. Over time, we anticipate that these outcomes will contribute to a more balanced representation of men and women in higher-paying leadership roles across the organisation.

Manager Capability Programme

Recognising the critical role that managers play in creating an inclusive and equitable workplace, we launched our Manager Capability Programme to strengthen the skills, confidence and effectiveness of our people managers. The programme provides managers with practical development in core areas such as inclusive leadership, performance management, coaching and feedback, career development conversations, employee engagement and supporting wellbeing. By equipping managers with the tools to identify and nurture talent fairly and consistently, we aim to create a more supportive environment in which all employees can thrive and progress.

The programme is intended to improve the quality and consistency of people management practices across the organisation, ensuring employees have equitable access to development opportunities, constructive feedback and career progression discussions. We believe that investing in managerial capability will help support talent retention, increase internal mobility and strengthen succession planning. In turn, this will contribute to improving representation at more senior levels and support our longer-term ambition of reducing the Gender Pay Gap.

Future focus

We remain committed to progressing our wider pay transparency agenda through the development of a formal pay banding framework across the organisation. A clear and consistent pay structure will further support transparency, fairness and accountability by providing employees with visibility of pay ranges and career progression opportunities, while enabling more robust analysis of pay outcomes across different employee groups.

Whilst this remains an important strategic priority, progress has been slower than anticipated due to the need to prioritise other urgent organisational and people-related activity during the year. We continue to benchmark our pay structure against recognised market data and organisation specific pay data to ensure compliance with UK reporting requirements. We consistently include salary ranges in every role advertised on all job boards, as we strengthen our approach to pay equity and prepare for future legislative developments, including the introduction of Equality Action Plans under the Employment Rights Act 2025.

By continuing to develop our approach to pay transparency, reward governance and workforce equality, we aim to create a workplace where employees can be confident that pay decisions are fair, consistent and based on objective criteria, regardless of gender.

Gender pay gap

The following table shows the mean and median percentage differences between the hourly rates paid to each gender over a period of 4 years since we began reporting our gender pay gap.

It is an aggregated, blunt tool and while the mean may tell us about the dominant gender of the highest paid employees, the median is no substitute for the full representational picture.

Pay Gap	2023	2024	2025	2026
Mean	23.0%	17.2%	15.9%	17.8%
Median	22.4%	22.3%	21.0%	16.9%

Gender bonus gap

The table below shows the mean and median percentage differences between the bonuses paid to each gender in the preceding 3 years to 5th April 2026.

From April 2025, an all-employee bonus plan was introduced, linking bonus payments to company performance, team performance, and key business objectives. We believe having a performance bonus for all contributes to increased engagement and motivation, a greater sense of inclusion, improved financial wellbeing, and increased staff retention, rewarding collective success.

The organisation has seen a significant improvement in both mean and median bonus pay gaps. The mean bonus pay gap reduced from 29.7% to 15.6%, while the median bonus pay gap reduced from 60.5% to 18.9%. While this is a positive outcome, it is important to recognise that the most significant driver of this change has been the introduction of the company-wide bonus scheme. By extending bonus eligibility beyond a smaller group of employees and creating broader participation across the workforce, bonus payments have become more evenly distributed between men and women.

The substantial reduction in the median bonus pay gap is particularly encouraging, as it indicates that the bonus experience of the typical employee is considerably more equitable than in the previous reporting period. The reduction in the mean bonus gap also suggests a more balanced distribution of bonus payments across the organisation overall. During the reporting period, 78.6% of women received a bonus versus 89.3% men. The difference in bonus payment by gender is due

to employees hired on or after 1 July 2025 not eligible to receive a bonus for having held less than 6 months of service. The total hires during the period 1 July 2025 to 31 March 2026 are made up of 39% men and 61% women.

Bonus Gap	2023	2024	2025	2026
Mean	40.5%	47.7%	29.7%	15.6%
Median	66.7%	50.0%	60.5%	18.9%

Bonuses Paid	2023	2024	2025	2026
Men	21.9%	33.5%	20.5%	89.3%
Women	26.3%	37.8%	23.1%	78.6%

Compliant Information

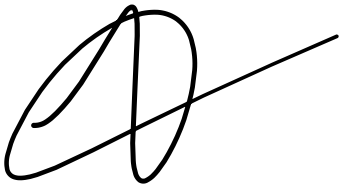
Category	Relevant Employees	Full-pay Relevant Employees
Male	140	138
Female	117	113
Total	257	251

Pay Quarter	%	%
Overall	55.0%	45.0%
Upper	77.4%	22.6%
Upper Middle	54.0%	46.0%
Lower Middle	47.6%	52.4%
Lower	41.3%	58.7%

Pay Gap	Mean	Median
	17.8%	16.9%
Bonus Gap	**Mean**	**Median**
	15.6%	18.9%
Bonuses paid	**%**	**%**
	89.3%	78.6%

Confirmation statement

I confirm that the information contained in this report is accurate.



David Bletso

Interim CEO

Analysis by