

JIGSAW²⁴

Gender pay gap report 2021

Committed to equality





Gender imbalance exists across the UK IT industry, and as we grow it becomes increasingly important that we commit to playing our part in driving improvement within our industry. Recent research from TechNation indicates that while 49.8% of UK workers are female, only 25.5% of those in technology are women.¹

We know that people of all genders can bring equal value to Jigsaw24 and that if we fail to encourage the development of more female employees, we will miss out on a stream of talent that is fundamental to the growth and development of our business and the IT industry as a whole.

Supporting a diverse workforce is a prerequisite for winning the battle to attract today's top female recruits. A diverse workforce is also better placed to ensure new products and services appeal to their full, intended target markets. Our business is increasingly dependent on the delivery of solutions, and we need to ensure the design of our solutions work for all end users. Taking account of wider perspectives when designing solutions will improve the service we offer to customers and make us more relevant to our target markets.

Against this background, Jigsaw24 started to proactively address gender inclusivity in 2019 and have continued to take action in each subsequent year. We have reviewed our working environment to ensure it was equally welcoming to both male and female employees. We have also improved our approach to recruitment to give both males and females an equal chance of being recruited – and we are delighted that this has resulted in a significant improvement in the number of women we recruit. In addition, we have put greater emphasis on supporting the development of women in our business.

“There is a high proportion of female managers, which is a great source of inspiration.”

Lynsey, Partner Support Team Leader

A key part of our journey to ensuring greater equality in employment throughout our business is the generation and publication of gender pay gap data. The data creates a focus on gender and ensures that we identify key areas that we need to address to drive increasing equality.

We believe that we have made considerable progress in recent years, and this is reflected by an increase in the number of women we employ, and a steady improvement in gender pay gap indicators and other key gender balance indicators that are reported below. Our challenge is to ensure that we maintain our focus to drive further improvements going into the future. Improving gender inclusivity and eradicating the gender pay gap will take time and requires a shift not only in Jigsaw24's approach, but across the tech industry and society as a whole. At Jigsaw24 we are determined to continue to play our role in driving that change.

John Hughes, Founder & Director



1. <https://technation.io/report2021/#key-statistics>

Gender inclusivity – Our five key actions

On the journey to greater gender inclusivity at Jigsaw24, we've committed to taking five key actions to drive change. Below are the specific initiatives we've been implementing to further invest in women and raise the profile of our female talent.

1. Inclusivity and diversity-led recruitment

We use inclusive talent attraction and recruitment processes, working to ensure that a diverse range of candidates are actively encouraged to apply for roles and appear on interview shortlists. To bring about a more equal representation of genders across all levels of seniority, we have begun to take an inclusivity and diversity-led approach, measuring gender inclusivity in our current teams and the selection pools we hire from, to see how we can improve diversity and remove bias at every stage of the hiring journey.

Our progress – Net recruitment

After reviewing our approach to recruitment in 2019 to ensure it was more gender-inclusive, across the subsequent years, our recruitment of females has significantly increased. Net recruitment across the last two years was 50% female and 50% male during a period of rapid growth in our business. Women have always been under-represented in the tech sector, so we are delighted to be attracting more female talent at Jigsaw24.



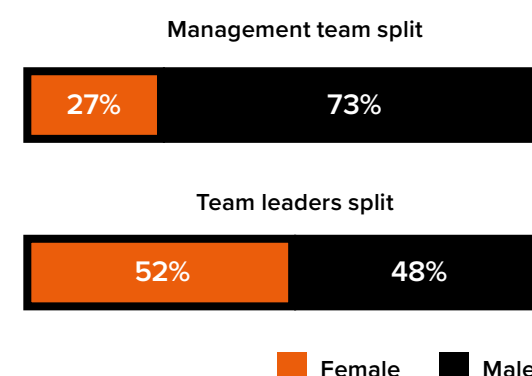
2. Quality education and bespoke training

We are developing a more inclusive pool of home-grown talent and giving entry-level career opportunities to school leavers through our bespoke in-house training and the expansion of our apprenticeship scheme. We are also providing our female employees with access to continuous professional development through courses to help our female talent develop in their careers and equip them to effectively manage and lead.

In 2019, we began participating in the Women in Leadership programme, an EU initiative run by Nottingham Trent University. Five of our managers participated in the programme in 2019/20, and a further 10 participated during 2020/21. We aim to help establish the next group of female leaders at Jigsaw24, as well as building our business network with women in leadership positions across other organisations.

Our progress – Female leaders

Having women in management roles is critical as it creates role models for others. Overall, women occupy 27% of management roles at Jigsaw24. Although our representation of females at the most senior level in the business remains low, the number of women in team leader roles provides a strong pipeline of female management capability for the future.



3. Responsible partnerships

As part of our ongoing efforts to tackle diversity inequalities in IT, we have invested £12,000 in establishing a Jigsaw24 Higher Education Bursary with Nottingham Trent University (NTU) for the September 2021 intake. The bursary provides financial support for one student throughout their three-year Computer Science course, and one year in industry. As with other NTU bursaries, the recipient is from a lower-income background, and we also ensured that the recipient was female. We believe that tackling the issue of gender inequality early on will make a difference and we're hopeful that other businesses in our industry will follow this approach.

4. Policies and procedures

We systematically review all aspects of our business to ensure that we promote and welcome diversity so that all employees have a fair chance of progressing according to their talent and ability. We have refined our employee handbook to include procedures and policies that provide extra transparency, and are underpinned by progressive work policies. We also encourage our employees to 'call out' where Jigsaw24 and its managers need to improve, and actively advocate for them to take initiative when it comes to driving change.

Our progress – Pay parity

In mid-2021 we undertook an external review of our reward approach (previously reviewed in 2019). This review confirmed men and women performing the same job are rewarded equally in terms of salary. We are confident that at Jigsaw24, women and men earn the same when engaging in similar work with comparable experience and performance. The review will be regularly repeated to ensure that Jigsaw24 remains a fair employer, rewarding men and women similarly for their contribution to our business.

5. Increased awareness and involvement

We generate awareness throughout our business, ensuring our employees understand underlying issues surrounding inclusivity and diversity, and encourage them to be proactive in addressing these issues. We also provide information around gender equality to help managers support their teams and provide a safe space for individuals to get involved in spreading awareness and celebrating differences across the business.

Our progress – Greater recognition

We want to help make the IT industry more representative of society as a whole and bring greater recognition to our female employees. To achieve this, we participated in the Women in Channel Awards to celebrate and highlight the contributions of women in the IT channel. In 2020 we had four employees shortlisted for awards from 10 nominations. For the 2021 awards, Jigsaw24 submitted 12 nominations and are delighted to have received four shortlisted nominees, with one of our employees, Laura Jane Turner, taking home the award for Executive Mentor of the Year Award.

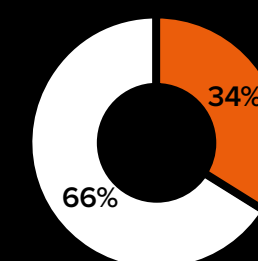


Gender analysis of Jigsaw24

The overall gender balance in Jigsaw24 is 34% female: 66% male (improved from 33%:67% in 2020 and 30%:70% in 2019). This balance varies across the company. In business support, we have a greater representation of females than males. Within our go-to-market team, the split is 34%:66%, while operations and services has a ratio of 29%:71%. Although go-to-market and operations and services remain areas of concern for gender balance, we have made continuous improvements since 2019.

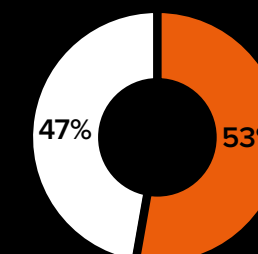
Female Male

Total gender split

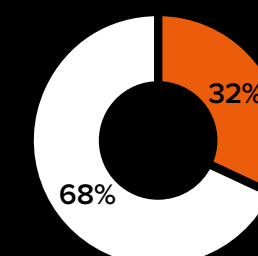


2020 – 33% Female 67% Male
2019 – 30% Female 70% Male

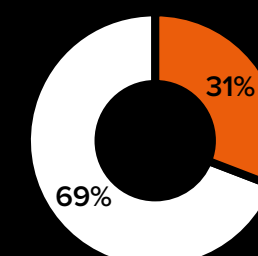
Business support gender split



Go to market gender split



Operations and services gender split



Gender pay gap data

The gender pay gap shows the difference in average pay between men and women. This is different from equal pay, which refers to receiving the same pay for the same work or work of an equal value.

The 2021 report is our third year of producing gender pay data and across the three years of reporting, we have shown continued improvement in the difference between men and women. Each year we have seen a narrowing of the gap between men and women in both mean and median calculations across pay and bonus.

Across the two years, we have also seen a marked increase in the percentage of women in each of the top two pay quartiles.

However, although the second quartile is representative of our overall gender balance, females remain underrepresented in the top quartile.

Two themes underlie these results. First, although women are well represented across our wider management group, they remain less well represented at the highest, and most well-rewarded levels. Also, significantly more men work in our sales teams, where they have a higher earning capacity due to uncapped commissions and other incentives tied to performance. While a relatively large proportion of women receive bonus payments, those bonuses are often smaller because non-sales roles do not attract commission.

| Gender pay gap | | Mean | Median |
|---|------------------|------|--------|
| Gender pay gap – difference between male and female | As of April 2021 | 39% | 21% |
| | As of April 2020 | 40% | 28% |
| | As of April 2019 | 45% | 34% |
| Gender bonus pay gap – difference between male and female | As of April 2021 | 60% | 7% |
| | As of April 2020 | 69% | 9% |
| | As of April 2019 | 73% | 17% |

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.

| Proportion of employees in each pay quartile | | Fourth quartile | Third quartile | Second quartile | First quartile |
|--|------------------|-----------------|----------------|-----------------|----------------|
| Female | As of April 2021 | 43% | 42% | 36% | 11% |
| | As of April 2020 | 40% | 43% | 33% | 12% |
| | As of April 2019 | 41% | 48% | 22% | 3% |
| Male | As of April 2021 | 57% | 58% | 64% | 89% |
| | As of April 2020 | 60% | 57% | 67% | 88% |
| | As of April 2019 | 59% | 52% | 78% | 97% |

In 2020 the original calculations for "gender pay gap" and "proportion of employees in each pay quartile" required us to exclude employees on furlough and taking reduced salaries due to the impact of Covid-19. We believe that these exclusions did not fairly represent the true position in our business. Therefore, in this report we have recalculated the figures (to include previously excluded employees) – the original calculations can be seen in the Gender Pay Gap Report 2020.

How we intend to close the gap moving forward

Constantly reviewing the way we work at Jigsaw24 has taught us that the changes we implement as a company can help make a real difference. From inclusive provisions and policies to extra support, providing work-life balance and more – all these things help women to thrive both inside and outside our company.

In 2021, Jigsaw24 signed up to the Tech Talent Charter, an initiative addressing inequality in the UK tech sector – we will use their insights to inform our strategy going forward. Some of our specific areas of focus will include developing more inclusive recruitment practices, more inclusive access to training within Jigsaw24, and continued awareness initiatives throughout the year.

Female representation across the business

We will look to develop a plan to successfully recruit female talent across the business, but we will be particularly focused on our senior leadership, go to market and operations and services roles. Externally, this has already involved us assessing our recruitment channels and talent pools to ensure that these are representative. Internally, this will mean preparing our next generation of rising female talent by offering opportunities to access relevant training. With the right foundations in place, we believe this will give us a higher chance of success in the future.

Generations and families

We will add a specific focus to our existing inclusivity and diversity values (Race & Ethnicity, Disability and Neurodiversity, LGBTQ+ and Gender) under the category of 'Generations and Families'. We will focus on a range of subjects that can help provide support around challenges that women can face generationally, such as menopause and family commitments that can often prevent female employees from 'taking that job' or growing within a company. Moving forward, it is a priority for us to seek feedback and develop strategies in this area.

Understanding wider gender identities

We understand that the concept of binary gender – having to choose to express yourself as male or female – is constraining for some people. In 2022 we will review gender identities outside of male/female, and how best to support colleagues who may identify outside of the binary.



Declaration

We confirm that these calculations have been made in accordance with and are accurate to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 as taken on the snapshot date of 5th April 2021.

Date: January 2022

John Hughes –
Founder & Director



JIGSAW24