



Gender pay gap report 2022

Committed to equality

JIGSAW24

Gender imbalance exists across the UK IT industry, and as Jigsaw24 grows in size and influence it becomes increasingly important that we remain committed to playing our part to drive improvement within our industry. Recent research from TechNation indicates that while women represent 50% of workers in the overall labour market, they only represent 26% of those employed in tech.¹

At Jigsaw24, we place great importance on inclusion and diversity. We want to make our business a place where everyone is comfortable to work. That means creating an inclusive environment that ensures that diverse groups are welcomed, and everyone is able to reach their potential regardless of age, gender, ethnic background, disability, sexual orientation, beliefs or any other characteristic. You can find a comprehensive view of our culture and approach to equality in our Social and Environmental Impact Report, which contains details of our activity and achievements across a broad range of topics.

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 works 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 has continued to take action in each subsequent year. We have reviewed our working environment to ensure it is equally welcoming to all employees, improved our approach to recruitment to give everyone an equal chance and in addition, we have put greater emphasis on supporting the development of women in our business.

During the 2021-2022 financial year there has been significant recruitment into Jigsaw24. Recruitment has been balanced between genders in our business support team but recruiting women into our more technical areas continues to be a challenge. The majority of our 2021-2022 recruitment has been in our technical teams, and this has been predominately male, reflecting the available talent within the industry – the lack of available female talent continues to impact our efforts to achieve a more balanced workforce.

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 increase equality.

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/diversity-and-inclusion-in-uk-tech/#key-statistics>

Actions to improve gender inclusivity

During the 2021 and 2022 Jigsaw24 has continued to be proactive in driving inclusivity.

We have recently signed up to the Tech Talent Charter (TTC), a government-supported, industry-led membership group that brings together a broad range of organisations and equips them with the networks and resources to drive their diversity and inclusion efforts. The TTC's goal is to support the creation of a diverse and inclusive community where people from all backgrounds are welcomed and valued for their contributions. As a TTC member, Jigsaw24 is required to have a plan to improve diversity in our own workforce and in the partners we work with, to share best practice with other TTC organisations and to provide our employment diversity data to enable greater insight for the industry as a whole.

A key driver to increasing diversity in our workforce is improving our recruitment processes. In the last 12 months, we have implemented a new recruitment platform that integrates to a variety of job boards, giving us access to a wide range of candidates through universities, government initiatives and online recruitment sites. The platform allows us to monitor the effectiveness of each recruitment channel in providing a diverse range of candidates, enabling us to analyse the diversity of the candidates applying to specific roles and departments and how well we convert those candidate applications into job offers.

This recruitment data, together with the insight we gain from being a TTC member, enables us to produce comprehensive diversity reports to the Board. We analyse this information to target future initiatives that support inclusion in all aspects of our business, and in particular our recruitment processes.



Working better together – Jigsaw24’s Social and Environmental Impact



Jigsaw24 was founded on the principle that we'll never put profit ahead of our responsibilities, and those responsibilities very much include the social and environmental impact of our business. As a business we have always introduced and supported a range of activities to support employees and protect our environment, but in recent years have evolved our approach to engage the wider Jigsaw24 community more proactively and to create a more embracing programme of activity.

Our activity centres around four main pillars – the environment, inclusion and diversity, health and wellbeing, and charities and community. Central to our approach on inclusion and diversity is our approach to gender equality. Our Social and Environmental Impact Report summarises our activities in each of these pillars and is available on our website, [Jigsaw24.com](https://www.jigsaw24.com).

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 2022 report is our fourth year of producing gender pay gap data and across the four years of reporting we have shown steady improvement in our gender pay gap mean figures and in the number of women in our top pay quartile. However, in some areas progress

has been limited – notably the median calculation for gender pay gap and both the mean and median calculations for gender bonus pay gap.

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.

Gender pay gap	Mean	Median
Gender pay gap – difference between male and female	36%	36%
Gender bonus pay gap – difference between male and female	69%	58%

Proportion receiving a bonus	
Female	29%
Male	38%

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	48%	44%	24%	12%
Male	52%	56%	76%	88%



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 2022.

Date: 19th December 2022

John Hughes –
Founder & Director