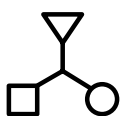
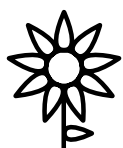




JIGSAW²⁴

SOCIAL & ENVIRONMENTAL IMPACT REPORT



Reporting on data from June 2020 to May 2021, with additions up to March 2022

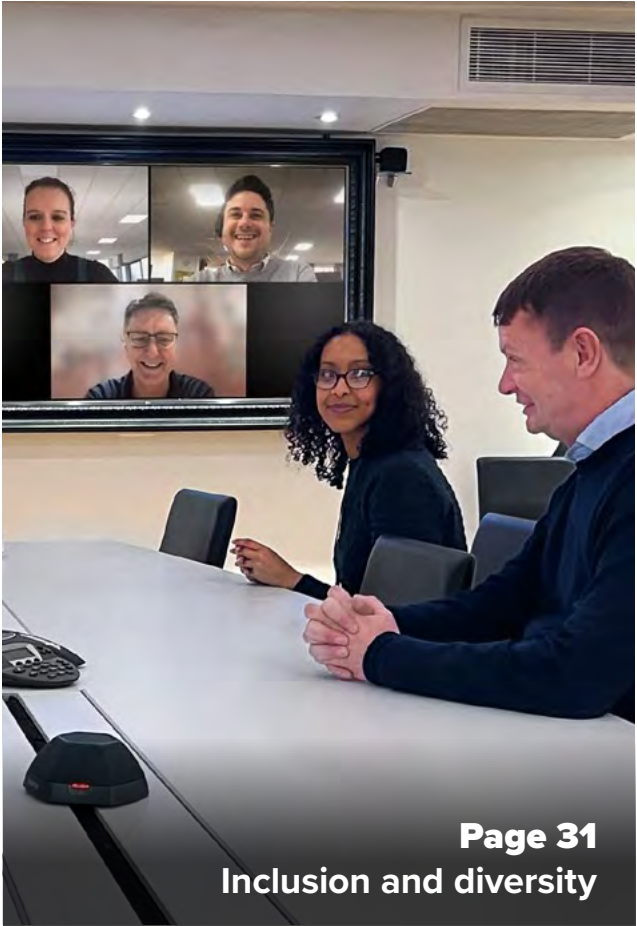
Welcome to our first Social and Environmental Impact Report

“Throughout our history Jigsaw24 has always been a caring, compassionate company. We have always taken great pride in how our business supports its employees, engages with our partners and plays a positive role in the communities that we work in.

“In recent years Jigsaw24 has continued to grow and enjoys an increasing profile within the IT and broader business community. We employ more people, have more customers, a wider range of supply partners and operate in more locations than ever before. With that growth comes increased responsibility to ensure that Jigsaw24 continues to have a positive and improving impact of the society and environment that we operate in.

“Our Social and Environmental Impact Report outlines our approach to driving that improvement and provides a way to share our thinking and approach with our partners. We would love to get your feedback on our approach and ideas on how we can improve. If you have a concern, please raise it with the team at SocialImpact@Jigsaw24.com.”

Louise Goldsworthy, Head of Social Responsibilities (ESG)





Working better together

As founders of Jigsaw24 we have been very lucky to have the opportunity to build a business that engages with a wide range of partners across so many different parts of the UK and beyond. Our business was founded on a 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.

In recent years, Jigsaw24 has grown faster than ever before, employing more than 300 staff, delivering revenue in excess

of £150 million, opening new locations and being named CRN Reseller of the Year (£101+ million turnover). As we grow, we are very conscious that Jigsaw24 has a greater impact on the society and environment in which we work, and as we gain a higher profile in our industry, we have greater responsibility and opportunity to make a real difference in the impact we make.

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. Therefore, we have adopted an engagement-led approach, which encourages our employees, and broader stakeholder groups, to steer our approach, ensuring that our actions are appropriate for the society and environment that we are each a part of. Central to this approach is the social impact steering team, which has been the driving force behind much of our progress so far. Our board decided early on that it was important that everyone had an equal voice and the team is made up from individuals from across the company to share ideas, build connections and move our strategy forward.

Our activity centres around four main pillars – the environment; inclusion and diversity; health and wellbeing; charities and community. Each of these pillars has an employee led team who are designing initiatives and driving activity. We actively encourage

them to look at best practice from other organisations and engage with professional help and guidance when needed. As you read through the report you will see that our teams are starting to make a real difference: reducing our carbon emissions, diversifying our workforce at every level, providing greater access to mental health support and connecting our charitable giving to our local communities, are just some examples of the progress we are making.

Of course, there are always more issues to be addressed and more improvements to be made, but in our usual style of continuous improvement we will see how far we can push ourselves. There's no such thing as too much progress, after all!

Thank you for reading this report.

Roger Whittle and John Hughes, Founders

One team. Four pillars. No limits.

At Jigsaw24, we're all in it together. That's the philosophy that has driven 30 years of growth. It's the philosophy that means our C-level team share the same office as everyone else. And it's the philosophy that underpins all our social responsibility initiatives.

We want everyone across the company to feel that they can advocate for change, whether they're a director or a new hire. Rather than enforcing a top-down or bottom-up approach to our social impact, we believe in creating opportunities for everyone to meet in the middle, share their ideas, and then tackle issues together. A good example of this approach is our approach to charitable giving, where our efforts are concentrated on causes that our employees are passionate about – not only are we supporting our employees, but we know that the combination of Jigsaw24 infrastructure and employee passion will drive even better result for the cause.



Our four pillars

Our current activity centres around four main pillars: the environment; inclusion and diversity; health and wellbeing; charities and community.

Within each pillar we want to make long-term, sustainable changes that are right for the company and its partners. We're taking an engagement-led approach focusing on how best we can concentrate on delivering improvement. Within that context, while we're absolutely looking to standards and frameworks to measure ourselves against best practices and identify blind spots, we're not chasing badges and accreditations for the sake of it. Plus, we think making our own path makes social and environmental activity more accessible and personal to individuals across the company, because they don't have to consider whether their ideas contribute to a formal standard.

But don't mistake this engagement-led approach for a lack of focus. We approached formalising our social and environmental plans the same way we approach anything new: by doing our research and practising good due diligence. This means we can be confident that we're partnering with the right companies and charities and channelling our resources into the most impactful initiatives.

We believe that awareness is absolutely critical to driving improvement. As we said above, we all have our unique perspective on society and environment, but it is essential that we each gain a better understanding of others' perspectives and the challenges they face – that will help each of us frame our own individual actions and approach. So, we have a policy of constant communication, with signage around our offices and messages on our company intranet. We celebrate different cultural holidays and events, providing background information and links to further reading. We advertise the latest initiatives and opportunities that people can get involved with, including a range of fundraising opportunities. We also encourage people to share their personal stories and experiences that can provide support and inspiration to others.

So, we have a social and environment structure of four pillars that we operate within but, as with everything we do in Jigsaw24, it's our people that bring it to life and put their own individual stamp on how we do things.



1. The environment

We're keenly aware that the industry needs to act fast to reduce its impact on the environment and keep our planet safe. That's why, alongside working with our supply chain partners to reach carbon net zero, we're alert to every opportunity to take action and make an impact on our environmental footprint, and we put pressure on our partners to do the same. We know the IT industry has contributed to global warming, and we want to be leaders when it comes to helping the sector find a new way forward.



3. Health and wellbeing

We want all our team to feel safe and supported when they're suffering from poor physical and mental health. From working with occupational health to training Mental Health First Aiders, we want to make sure that we have different and defined paths of support so everyone gets the help they need. But we know this needs to work at every level of the company – we want our managers to feel confident supporting their teams while safeguarding their own wellbeing.



2. Inclusion and diversity

We want to ensure our workplace and business feels as welcoming as possible to everyone, going further than acceptance to actually celebrate the differences that make our team stronger. But part of that means improving our hiring processes to root out unconscious bias, and ensuring we build a culture where people feel they can flag areas that need improving without suffering repercussions.



4. Charities and community

Over the years, individual team members have driven our charitable donations. While we want to make sure people can still promote causes they feel personally connected to, we want to formalise our giving so that it's clearer how and when individuals can access support for their cause. We also want to develop our community connections through volunteer work and local initiatives.

Our goals

The 17 United Nations Sustainable Development Goals (SDGs) were adopted by all UN Member States in 2015 as a universal call to action to end poverty, protect the planet and improve the lives and prospects of everyone, everywhere.

Our key goals for 2021

In 2021, we identified five key focus areas where we thought Jigsaw24 could have the most impact in the short term. However, alongside major projects focused on these five key areas (see boxes **3, 4, 8, 12, 13**), it is important to emphasise that we are also trying our best to engage with every single goal on an ongoing basis. Here are just some of our initiatives...



4
QUALITY EDUCATION

Goal number 4: Quality education

Diverse teams solve more problems, which makes diversity great for a services business like ours. But the IT industry has high barriers to entry, which can make getting started in a career a challenge. That's why we've partnered with Nottingham Trent University to offer a £12,000 bursary for a female computer science student from a lower socio-economic background – a unique approach for us. We've also started running our own apprenticeship programme to encourage new talent to enter (and stay in) the industry.

What's next? Continuing to develop our own internal training in line with academic best practice, and developing opportunities with local universities to offer professional development opportunities to our colleagues and customers.



3
GOOD HEALTH AND WELL-BEING

Goal number 3: Good health and wellbeing

2021 has been a challenging year for everyone, and we continue to support our colleagues with their wellbeing and create a positive and supportive environment for them to feel confident in seeking the support they need, when they need it. We have invested and trained seven Mental Health First Aiders (double the number recommended for a company of our size) who are accessible to all staff as well as other resources including company-funded counselling sessions.

To better support colleagues and constantly improve our policies, we've set up quiet rooms in all of our buildings, joined the Race at Work Charter and the government's Disability Confident scheme, and are reviewing our recruitment policies, disability access routes and internal communications plan to ensure everyone knows how to get the accommodations they need.

What's next? We're looking to further refine our approach using frameworks like Thriving At Work, and have formed a mental health steering group to spearhead new initiatives.



8
DECENT WORK AND ECONOMIC GROWTH

Goal number 8: Decent work and economic growth

We're expanding our apprenticeship training and putting more emphasis on developing a diverse cohort. We've partnered with a wider range of recruiters to ensure we're exploring every corner of the talent pool, and are continuing our 30 year record of creating more stable jobs each year.

What's next? We never use zero-hour contracts, have signed up to the Living Wage and are looking to formalise our taxation policies with the fair tax foundation.



12
RESPONSIBLE CONSUMPTION AND PRODUCTION

Goal number 12: Responsible consumption and production

Helping ourselves, our suppliers and our customers deal with their IT waste responsibly is one of our key goals. We've long worked to the WEEE hardware recycling standard, meaning we dispose of electronic waste cleanly on behalf of all our customers. As of this year, approximately 82% of our waste is recycled with Veolia, and the remaining 18% is incinerated to produce electricity. We also adhere to REACH, ESOS, MEES and SECR standards, and are working to eliminate printing and plastic waste from our organisation.

In addition to improving our own waste production, we've been working with local firms to reduce our delivery footprint, hire electric vehicles, and foster responsible partnerships with vendors.

What's next? We're removing the last single use plastics from our offices, and are moving to a 100% paperless business model. We're also looking to reduce the miles travelled by members of our supply chain, and provide potential customers with more transparency around the carbon footprint of any solution they require.

13
CLIMATE ACTION

Goal number 13: Climate action

A passion of our founders, preserving the environment is at the centre of how we work. We've switched our Nottingham premises over to 100% UK-generated renewable energy and have begun the transition in our other properties. We're working on electric vehicle schemes, improving the energy efficiency of our Head Office, and have offset 800 tonnes of carbon with the help of the Woodland Trust, with whom we've planted over 3000 native British trees.

We are aligning ourselves with The Greenhouse Gas Protocol (GHG) - the international standard for greenhouse gas reporting. We tackled Scope 1 (our direct emissions) and Scope 2 (indirect emissions) over the course of this year, and achieved an EcoVadis Silver Award, putting us in the top 10% of companies signed up to the programme.

What's next? We're looking to tackle GHG Scope 3 (supply chain emissions) in 2022, and improve our EcoVadis rating to gold.



But that's not all we're working on...

1. No poverty We pay a Living Wage, support a lower income student with our NTU bursary and donate every month to The Trussell Trust food bank organisation.

2. Zero hunger We're working with local food banks in Nottingham and London.

5. Gender Equality We've enrolled managers in a Women in Leadership course to encourage more female to pursue leadership positions, and are ensuring equal remuneration.

6. Clean Water & sanitation We donate every month to Toilet and Tap Twinning to generate funds for sanitation projects worldwide, and are also using a variety of water restriction methods in our offices.

7. Affordable & clean energy We constantly work on our EPC ratings, use the greenest hardware available and are updating our HVAC systems.

9. Industry innovation and infrastructure We're complying with ISO standards, and using our leadership position in the sector to help with digital transformation across the UK.

10. Reduced inequalities As well as working with Race at Work and Disability Confident, we're using internal training to lower the barriers for progression in the IT industry.

11. Sustainable cities and communities From bike sheds to subsidised tram tickets, we're encouraging greener commuting, and partnering with the Nottingham Green Alliance to support our community.

14. Life below water We're limiting our own waste, recycling plastics and partnering with manufacturers who are responsible about their own waste.

15. Life on land We've improved our carbon reporting, and are mitigating our impact on ecosystems through our 800 tonnes of carbon offsetting.

16. Peace, justice and strong institution We have dedicated compliance and governance roles in the business, are dedicated to providing an accessible workplace that uplifts and supports all our colleagues.

Key partners, accreditations and frameworks

We know we can't change everything on our own. But we also know that, when it comes to long term partners, quality is better than quantity. We've strategically chosen organisations, educational institutions and frameworks that we think we help us marry our unique vision to real world standards and accreditations, so we can achieve maximum results while staying true to our values. Here are just a few...

This one was requested by our customers. EcoVadis have a robust monitoring and reporting framework for energy usage throughout the supply chain. It's been used by such multi-national giants as Nestlé and Johnson & Johnson, and is one of the most trusted sustainability ratings providers out there. It's probably not surprising, then, that customers started asking us for our EcoVadis rating as part of their due diligence – and we're happy to say we're in the top 10%.

Like all IT companies of a certain size, we've worked with The International Organisation for Standardisation (ISO) to ensure our services and security were hitting the mark. To support our environmental efforts, we've renewed our ISO 50001 (Energy Management Systems) and ISO 14001 (Environmental Management Solutions) accreditations for another year, and will look to keep doing so.

As well as funding a Computer Science bursary, we've worked with Nottingham Trent University to ensure our training schemes and diversity initiatives are underpinned by the most up to date research and academic best practices. They've also helped our steering group get to grips with sustainable strategy development.



Key partners for environment



Key partners for inclusion and diversity



This independent report, commissioned by the UK government, is based on conversations with over 200 organisations. It provides valuable insight into the causes and costs of poor mental health in the workplace, and was a key reference point for us as we began building our own wellbeing strategy.

We're using the UN goals framework to guide our efforts across the board, and we know that the most important result of improving our accessibility, creating more opportunities for advancement and working hard to support staff wellbeing will be healthier, happier colleagues.

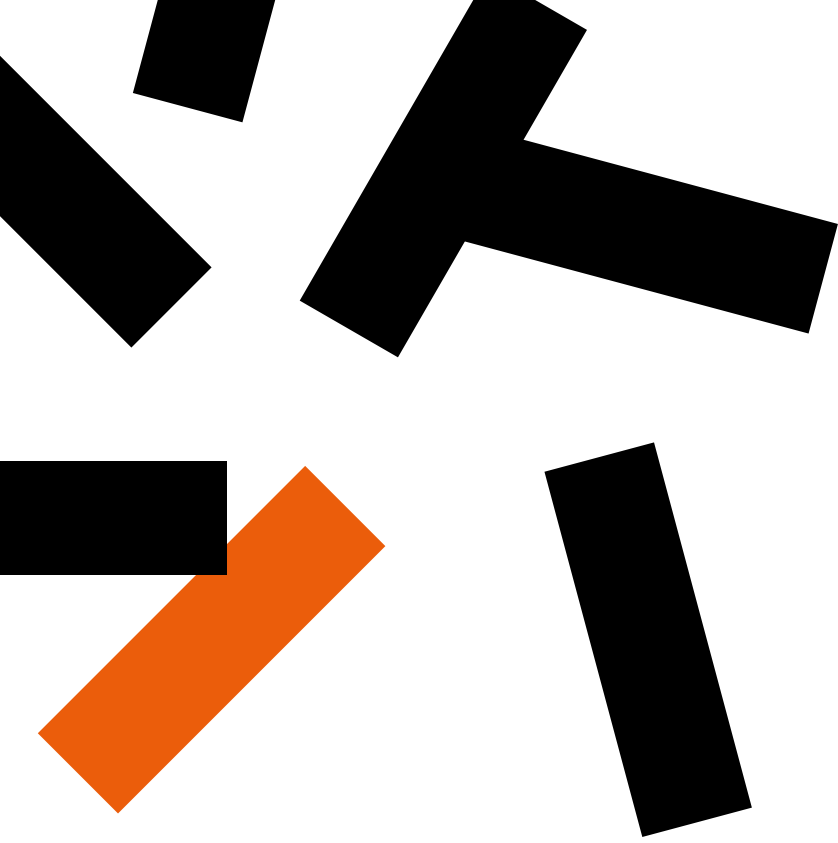
Because sanitation is linked to health, education and community prosperity, supporting sanitation initiatives is a fantastic way to improve the wellbeing of people around the globe and directly impact communities. It also provides opportunities for young people (particularly young women and girls) by making access to schools and workplaces more equitable. That's why we have donated the stipulated £60 to toilettwinning.org for each toilet in our company, and are also making monthly contributions to toilettwinning.org for investment in sanitation programmes.



Key partners for health and wellbeing



Key partners for charities and community




Want to know more?

We can provide more detail on our ongoing initiatives on request. If you'd like a copy of our Gender Pay Gap Report, Carbon Reduction Plan or other social impact reporting, please contact **SocialImpact@Jigsaw24.com**.

You can also find more information on **Jigsaw24.com/environment** and **Jigsaw24.com/accessibility**.

We also welcome recommendations from colleagues, suppliers and partners. If you think there is an area in which we can improve, have an initiative you'd like us to support or want to discuss opportunities to contribute, either as a colleague or as a partner organisation, please contact **SocialImpact@Jigsaw24.com**.

JIGSAW24

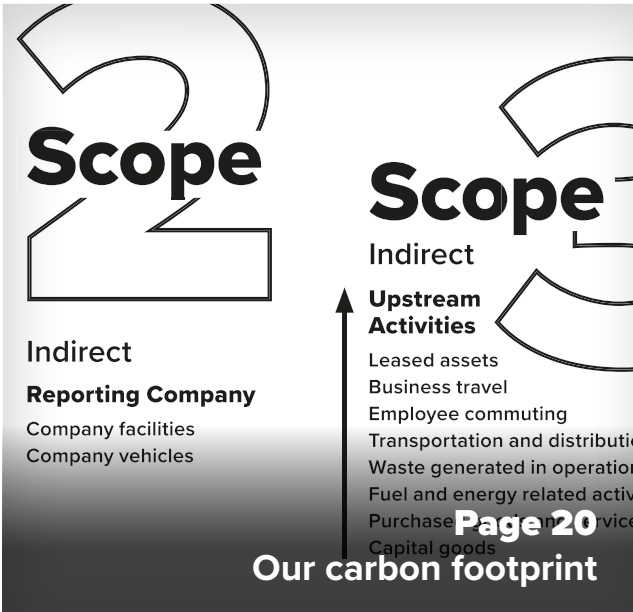


JIG
SAW
24

The
environment



Page 16
Our charter



Page 22
Our carbon reduction plan



Page 24
Our premises



Page 28
Partnering responsibly



“Firmly on the pathway towards achieving net zero carbon.”

A selection of our environmental steering committee, featuring: Founder, Roger Whittle; Chief Financial Officer, Rob Hicking; Head of Operations, Roland Boyer-Blanchard; Head of Social Responsibilities (ESG), Louise Goldsworthy and Facilities Manager, Karolina Le Tu.

“Direct CO2e emissions focus and reduction is the commitment the board and I have made to our Jigsaw24 colleagues and partners. If we want to arrest global warming – and there’s no more pressing mission for modern businesses – we need to make our processes, premises and practices cleaner and greener.

“While carbon offsetting is useful for correcting the mistakes of the past, it cannot solve the climate crisis alone. At Jigsaw24, we’re working hard to ensure our entire supply chain is net zero carbon, and are committed to reducing our footprint by using renewable energy wherever possible – including choosing partners who share our values and are moving to green energy themselves. We’ve worked hard to learn more about what we can do to help the environment, including joining local action groups, partnering with charities like the Woodland Trust and speaking at industry events. We want to encourage our suppliers to take up greener practices, and make it easier for our customers to hit their sustainability goals too.

“While sustainability is a personal passion of mine, I’m lucky to be backed by a board that fully supports Jigsaw24’s net zero carbon mission, and to work with colleagues who are as committed as I am to seeing the climate crisis reversed. We’ve seen fantastic initiatives driven by colleagues at every level of the company, from fundraisers to recycling schemes to lessons in how to grow your own veg. I couldn’t be prouder to work with such a committed and passionate group of people, and am excited to achieve our environmental goals together.” **Roger Whittle, Founder and CEO.**

“2021 has been transformative. Since creating the environmental team, we have invested a huge amount of time and effort in building the knowledge required for us to confidently calculate our carbon footprint, and have delivered several projects that will contribute to reducing it, including the installation of EV charging points at HQ, reducing the number of petrol and diesel company owned vehicles, and promoting an EV salary sacrifice scheme, which has been a tremendous success so far.


“We’ve also been working on opening up our new Service Centre office, which has presented many opportunities to improve. We considered the environment in every element, from the location, to the design and procurement of equipment, to the selection of energy provider, to committing to using local contractors for the ongoing maintenance of the building wherever possible. Now we have our most energy efficient and environmentally friendly premises yet: a great start to a new year for the business.”

Roland Boyer-Blanchard, Head of Operations.
“I’d been considering moving over to an electric vehicle but was waiting for the right time to do it. A combination of the company salary sacrifice scheme, car manufacturers such as Tesla, VW, Audi and BMW all introducing new electric vehicles and Roger’s enthusiasm bubbling over around the office accelerated my interest and decision to make the switch much sooner than anticipated. I’m now the proud owner of a fully electric vehicle and am happy to be contributing to our sustainability and environmental awareness values.” **Jon Royall, Head of Enterprise Sales.**

Our Environment and Sustainability Charter

At Jigsaw24, we want our customers to feel good about their choice of IT partner. We want to reassure customers that they've chosen to work with a responsible, sustainable solutions and services provider. And in order to do this, we all need to work together.

Teams need to work together, both internally and across departments, to explore opportunities to improve their sustainability. We refuse to give in to cynicism: we celebrate and share achievements both large and small, and model a philosophy of continuous, incremental improvement across the organisation.



While we've made great progress so far, there's still more to be done in order to address the climate crisis fully. With that in mind, we've introduced an Environment and Sustainability Charter to guide us on our sustainability journey. The charter has eight key points:

1. Environmental awareness and sustainable practices must be modelled at every level of the organisation. Our founders, Roger Whittle and John Hughes, are outspoken environmental advocates, and their work is supported by our C-suite and investors. Initiatives will be championed by a team of sustainability enthusiasts made up of colleagues from a range of departments, and progress will be verified by external industry experts.
2. We are committed to measuring all aspects of our carbon footprint and setting ourselves challenging new goals each and every year as part of our annual carbon reduction plan.
3. Team managers should look for opportunities to cut down their team's use of energy in operations or aid sustainable development on a daily basis.
4. We must create and perpetuate an environment where anybody who has an idea around sustainability feels confident communicating with our environmental and social impact group, no matter how big or small their suggestion. We encourage employees to call us out when they think we can do something better, whether it's buying more responsibly-sourced coffee in the kitchen or stopping heat loss in our Head Office.
5. We don't want to stop once we've hit our goals. Our ethos is to keep pushing for the best result possible, ensuring we act first, measure results and act again rather than delaying action.
6. But that doesn't mean we have no time to celebrate successes, be they large or small. We want everybody to talk about their latest environmental improvements and feel proud of what they've accomplished.
7. We'll always be honest about where we are and how much we have left to learn, publicly and objectively evaluating our actions and identifying areas where more effort is needed.
8. Ultimately, we aim to be a company that uses technology to help ourselves – and our customers – act more sustainably and choose more energy efficient solutions.

Updated every six months, the Jigsaw24 Tree visually captures the progress we have made on our accreditations, evangelisation, recycling, technology, transport, buildings, offices, food and drink, partnerships, energy and warehouse – plus future initiatives we have planned.

What did we do in 2021?

The climate crisis is a pressing concern, so we subscribe to an act first, measure second ethos. This means we've been quick to implement schemes to reduce our carbon footprint and are now monitoring

their effectiveness and tweaking our toolkit to deliver maximum benefit to ourselves, our customers, our supply chain and our planet. Here are just some of 2021's key activities...

Focus area	Example activity
Journey to net zero We have pledged to take our carbon emissions to net zero, giving ourselves challenging goals to ensure swift action and prevent complacency.	Full carbon footprint assessed by Carbon Footprint Ltd (June 20 – May 21). Our first carbon reduction plan published in September 2021.
Restoring our ecosystem It's important that we work together to help restore our natural environment. We actively look for the most trustworthy partners, where our donation can create the greatest impact.	We offset 800 tonnes carbon by planting 3413 UK-native trees with the Woodland Trust in July 2021, who were chosen as our partner because we believe they give trees the highest chance of reaching their fullest carbon-capturing potential.
Clean energy We have committed to move over to green energy where possible to align with Scopes 1, 2 and 3 of the Greenhouse Gas Protocol. This includes our own direct emissions and those connected to our business via partnerships or as part of our supply chain.	We have moved to 100% green energy in our Nottingham HQ, and will be 100% renewable in our London location by July 2022, subject to the termination of an existing supplier contract. In our latest location, we are in the process of removing any gas reliance and committing to green energy.
Responsible lifecycle partnerships We have identified the importance of analysing all partnerships in our upstream and downstream, and will favour partners with a focus on sustainability. We are actively developing sustainable procurement policies.	Our vendor partners, notably Apple, have strong commitments to sustainability, and we are prioritising vendor relationships on that basis, with a view to using our influence to ensure our partners develop and communicate a clear sustainability vision. We are actively connecting with leading green industry experts, and are part of the Nottingham Green Partnership.
Ingraining reduce, reuse, recycle in office operations We do not accept that any small effort to reduce, reuse or recycle is not worthy of effort or encouragement. We are proud of every incremental difference we make from one day to the next, and it's a journey that we plan to continue indefinitely.	We dispose of our electronic waste in line with the WEEE standard. We're looking to eliminate printing, but in the meantime we only use FCS recycled paper, and recycle 100% of what we do use. Over 80% of our total waste is recycled.
Awareness and Involvement We are committed to frequent communications that help to educate, inform and provoke conversation around the latest climate issues and innovations, within our business and around the local community.	We ran an internal Jigsaw24 Environment Week to coincide with World Environment Day, which included suggestions for colleagues in their work and home lives. We always cover environmental progress at our quarterly updates and company kickoff events.
Commuting Commuting is one of our major sources of carbon, so we're committed to getting more colleagues walking, cycling and using public transport and electric vehicles.	We've partnered with Octopus EV to launch a salary sacrifice scheme for any colleagues who want to purchase an electric vehicle. We're also investing in tram and cycle schemes.



We support the
Sustainable Development Goals

We can't change the past. But we can try to make up for it.

The average woodland cover per country in Europe is 38%. Worldwide, it's 31%. In the UK? A mere 13%. That's why we're supporting the Woodland Trust in their goal to quadruple the rate of forest creation in the UK.

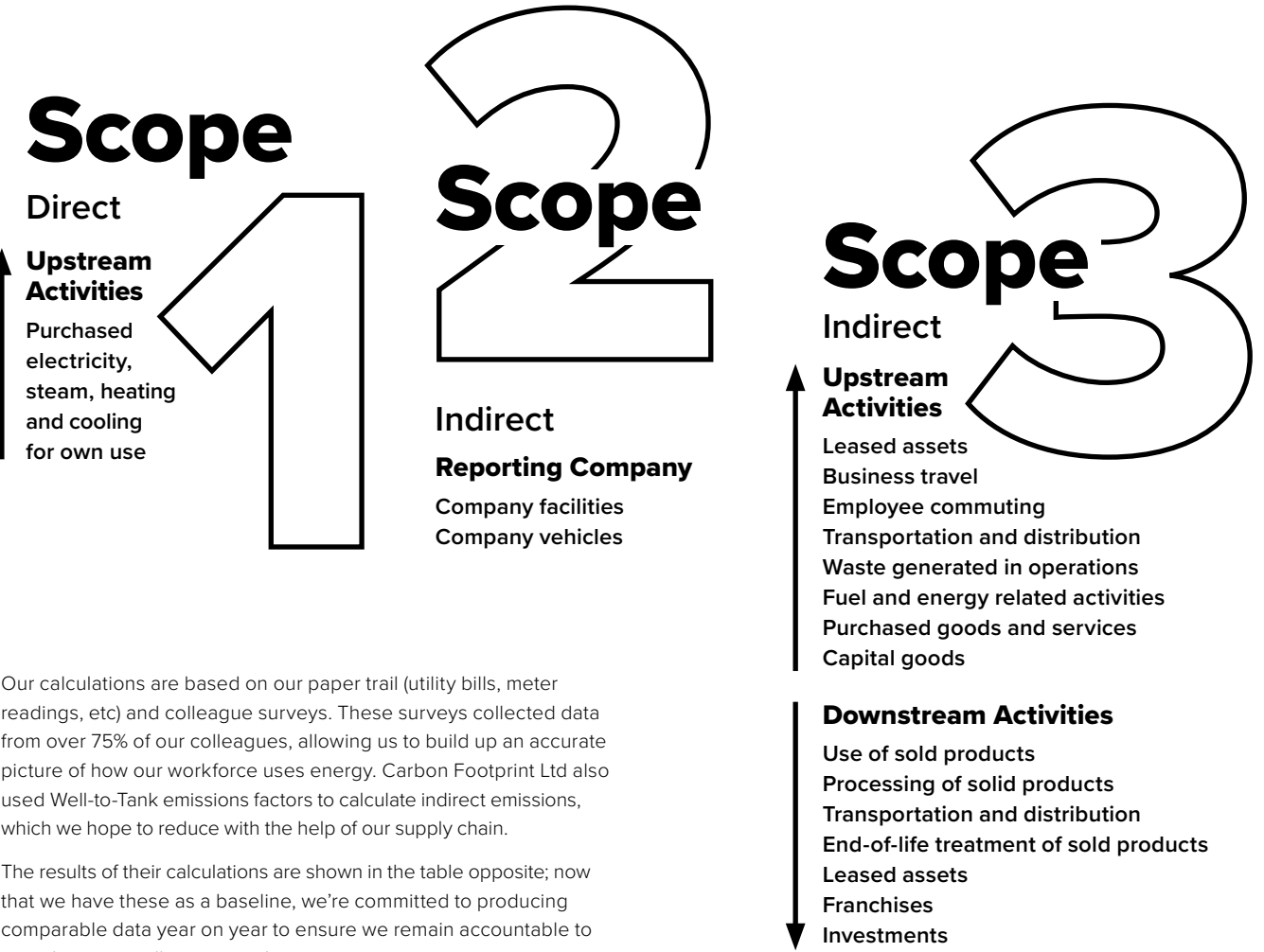
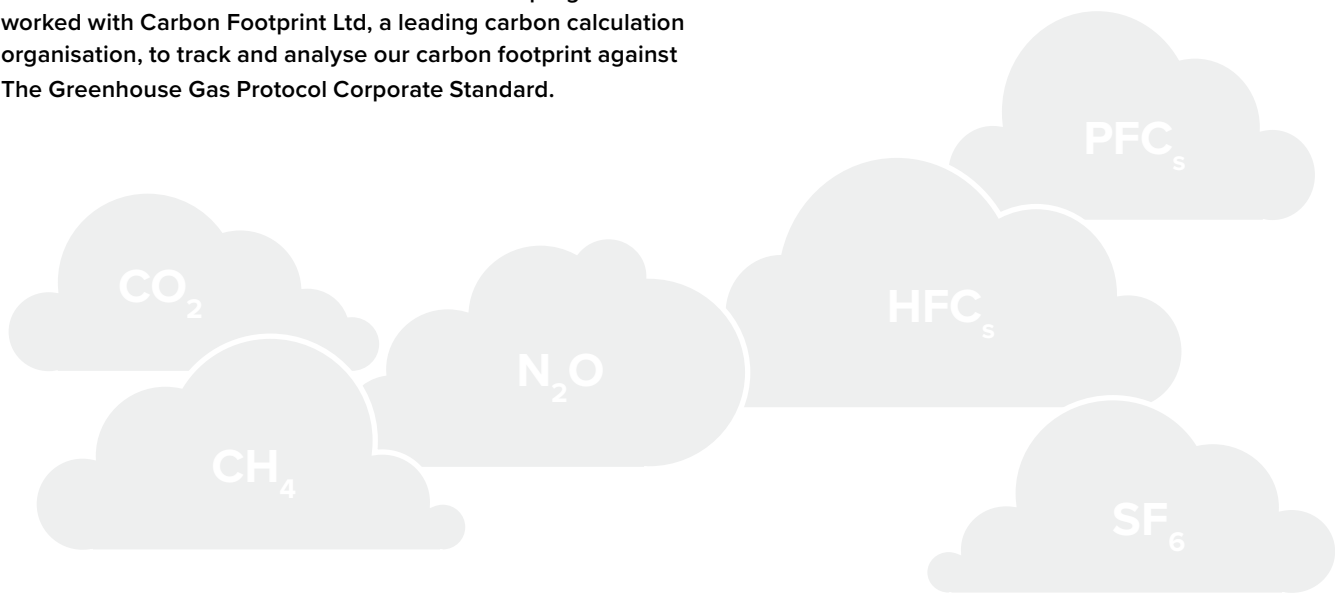
We've partnered with the Woodland Trust to plant over 3000 UK-native trees, offsetting over 800 tonnes of carbon. While carbon offsetting is not a long-term solution to the climate crisis by itself, offsetting can help us minimise the impact of previous practices while contributing to the UK's rich biodiversity.

Why the Woodland Trust? Well, the Woodland Trust are the UK's largest woodland conservation charity and they manage the land they plant on, so we believe their trees have a far greater chance of reaching maturity. In the five years prior to 2021, they planted 15 million trees in the UK.



Our carbon footprint

One of our key goals this year was to analyse our carbon footprint to ascertain where we needed to make the most progress. We worked with Carbon Footprint Ltd, a leading carbon calculation organisation, to track and analyse our carbon footprint against The Greenhouse Gas Protocol Corporate Standard.



Our calculations are based on our paper trail (utility bills, meter readings, etc) and colleague surveys. These surveys collected data from over 75% of our colleagues, allowing us to build up an accurate picture of how our workforce uses energy. Carbon Footprint Ltd also used Well-to-Tank emissions factors to calculate indirect emissions, which we hope to reduce with the help of our supply chain.

The results of their calculations are shown in the table opposite; now that we have these as a baseline, we're committed to producing comparable data year on year to ensure we remain accountable to ourselves, our colleagues and our customers.

Our measured emissions for 2020/21: 373.02 tonnes of CO₂e

Our total offset in 2021: 800 tonnes of CO₂e

Scope	Activity	Location-based (tCO ₂ e)	Market-based (tCO ₂ e)
Scope 1	Company car travel	2.81	2.81
	Van travel and distribution	2.55	2.55
	Site gas	0.34	0.34
Scope 1 subtotal		5.69	5.69
Scope 2	Electricity generation	56.95	19.57
Scope 2 subtotal		56.95	19.57
Scope 3	Employee-commuting car travel	90.53	90.53
	Home-workers	68.07	68.07
	Well To Tank	36.78	28.25
	Employee-owned car travel (grey fleet)	7.13	7.13
	Electricity transmission and distribution	4.90	1.52
	Employee commuting bus travel	2.45	2.45
	Cash opt out car travel	2.34	2.34
	Hire cars	1.69	1.69
	Water (and wastewater)	1.37	1.37
	Employee commuting taxi travel	0.74	0.74
	Waste	0.70	0.70
	Rail travel	0.59	0.59
	Taxi travel	0.53	0.53
	Employee commuting rail travel	0.25	0.25
	Flights	0.10	0.10
	Third party transportation	141.00	141.00
Scope 3 subtotal		359.17	347.26
Total tonnes of CO ₂ e		422.32	373.02
Tonnes of CO ₂ e per employee		1.53	1.36
Tonnes of CO ₂ e per £m turnover		3.03	2.68
Total Energy Consumption (kWh)*		321,195.92	321,195.92

Taken from our August 2021 Carbon Footprint Report.
* Total Energy Consumption includes UK Electricity, UK Site Gas, Company Owned Vehicles and Employee-owned vehicles (grey fleet).

Location-based vs market-based emissions

The GHG Protocol requires companies to report their emissions using both a location-based and a market-based approach where possible. The location-based number uses an average emissions factor based on the country's electrical grid, while the market-based number takes into account additional factors like which energy

supplier a company uses, if they're using green energy and the impact of various energy certificates. Because of this, the market-based number is generally held to be more reflective of the actual energy bought by any given company than the location-based number, and is the total we'll be referring to throughout this report.

Our carbon reduction plan

We're committed to achieving net zero carbon as soon as possible. In line with the GHG's carbon neutrality plan, we hope to have Scope 1 (direct emissions), Scope 2 (indirect emissions) and a portion of Scope 3 (travel emissions) at net zero in 2022, before achieving carbon net zero across the board.

While our baseline numbers for 2020/21 look promising (see previous page), we have to account for the fact that the COVID-19 pandemic and subsequent lockdown meant our emissions were reduced significantly, even though we factored in the energy use of our home workers. Our Scope 2 electricity consumption is 25%

lower than we'd expect in a standard year, and the lockdown meant that business travel in company-owned and privately-owned vehicles was reduced by 90%. Our energy consumption will also be affected by the opening of our new Service Centre and the installation of electric vehicle charge points at our HQ, both of which will drive up our electricity use.

However, we're hopeful that we can offset all these increases with a range of upcoming initiatives that target logistics, our buildings, our office management practices and our technology partners. These are summarised below, but take a look at pages 22-25 for more detail on individual areas.



Jigsaw24 sponsor a tram as part of Nottingham's carbon neutrality campaign.



22kW chargers at our Nottingham HQ.

Non-reportable emissions

While we've made significant strides in our reporting this year, there are still a number of areas where we cannot fully report emissions. Some of these reasons are straightforward – we simply don't have any leased assets, franchises or external investments to consider as part of Scope 1 and Scope 2 – but those related to Scope 3 are more complex.

We don't have emissions information for all our courier partners, and calculated our courier emissions based on

postcode mapping deliveries from four months' invoices and tripling it to get our estimate for the year. We're also unable to track the usage and disposal emissions related to each of our 15,000 active customers, although we do hope to increase the percentage that recycle with us over the coming year. Finally, while we're committed to using low energy hardware across the business, capital expenditures are significantly less than 1% of our turnover so are not reported.

Scope	Activity	5-year reduction plan (based on expected rise in 2022 post Covid)	Carbon Emissions Impact
Scope 1	Company car travel	No company owned cars by 2022, Two company vans to be replaced by EV's within 2 years.	Reduce to zero
	Van travel and distribution	Move to EV company van.	Reduction in company vehicle diesel emissions
	Site gas	Remove requirement for gas at Service Centre.	Reduce to zero
Scope 2	Electricity generation	Service Centre has just opened in Nov 21 which we predict will increase electricity consumption by an estimated 25%. Supply will be renewable 100% fully renewable to reduce market-based emissions.	Reduce market rate electricity emissions
	Employee-owned car travel (grey fleet)	Reduced by 75% during pandemic so expected to increase post pandemic but not to pre-Covid levels. Reduce requirement for travel through enhanced use of video conferencing through Zoom and Teams.	Reduce to electricity consumption emissions
	Cash opt out car travel	Reduced by 75% during pandemic so will increase post pandemic, however all cars will be electric or hybrid. Company cars will be moving to car allowances with emphasis on staff choosing electric vehicles where possible.	Reduce to electricity consumption emissions
Scope 3	Hire cars	Electric hire cars will be standard offering before ICE vehicles.	Reduce to electricity consumption emissions
	Rail travel	Will rise post-Covid but then a further reduction due to video conferencing.	Negligible change as VC is already widely used
	Taxi travel	Ad-hoc now, as more taxis become electric, we will be able to measure this as EV emissions.	Reduce to electricity consumption emissions
	Flights	Encourage train travel to near continent, very few flight outside of EU. Many conferences which will become virtual events.	Will be negligible due to low flight activity
	Home-workers	Post-Covid more home working will be the norm when appropriate to departments or individuals. Encourage use of domestic carbon footprint tools for colleagues. Staff numbers are expected to increase 10% year on year.	Emission factors should be revised based on greener homes and behaviours in future years
	Employee-commuting car travel	Commuting expected to be significantly higher post pandemic as main buildings were operating at 30 -50% capacity, encourage switch to EV's through salary sacrifice scheme and EV chargers, new office near to M1 will reduce inner city emissions in Nottingham. Continue to survey staff.	Will switch from ICE emission factors to EV factors over time
	Employee-commuting bus travel	Encourage public transport where possible.	Emission factors should reduce as buses switch to EV
	Employee commuting taxi travel	As more taxis become electric, we will be able to measure this as EV emissions and so we will favour electric taxis.	Reduce to electricity consumption emissions
	Employee commuting rail travel	Encourage public transport where possible.	Emission factors will only reduce as infrastructure is modernised
	Well To Tank	This will follow other factors and decrease as other emissions decrease.	Fall in line with energy consumption
	Electricity transmission & distribution	This will follow other factors and decrease as other emissions decrease.	Fall in line with energy consumption
	Water (and wastewater)	Will increase with the Service Centre. Jigsaw24 consume very little water, use rain collection for watering green areas and plants that require little water.	Negligible impact
	Waste	Jigsaw24 is becoming more services rather than product led. Ensure packaging continues to be FSC certified, more compact, re-usable and then recyclable. 100% landfill avoidance at all sites is in place. Colleagues encouraged to consume less, reuse and recycle more.	May rise depending on future business but metric to be put in place to reduce impact per £ of revenue

Adapted from our September 2021 Carbon Reduction Plan. At time of publication (March 2022) some of these initiatives have already progressed.

Our changing buildings

From our headquarters to our central London offices, we've been working hard to make our premises as sustainable as possible. So far, we've managed to bring our HQ up to an EPC C rating and transfer it to 100% renewable energy, but we plan to tackle more projects at each of our sites in 2022...

Key win: *Our kWh electricity consumption per head has halved since 2017.*

Opportunity	Impact	Activity so far	Timeframe	Progress
Increase use of automatic PIR lighting	Medium	In place at all relevant sites.	Ongoing	Part of BAU
Ensure energy management is a key consideration in any proposed office space	High	Factors considered when choosing our Service Centre premises include EPC rating, lighting, use of modern AC and electrics, availability of renewable energy and EV charging, access to public transport.	June 2021	Complete
Improve EPC certificates for all buildings	Low (on footprint); high on compliance	In place. Nottingham HQ review is 2022 and we are seeking to achieve a B rating rather than the current C-72. Our Service Centre is C-68.	2022	Ongoing
Insulate warehouse roof for improved thermal efficiency	Medium	Main office ceiling has been insulated; quotes have been obtained for the rear warehouse roof that currently has no HVAC.	2022	Upcoming
Remove gas supply from Service Centre	TBC. Consumption not known at this point, estimate 8000Kw PA	Service Centre has a gas boiler to heat water and power a few radiators, we will remove this if landlord agrees. Hot water will use in line electric heaters and replace gas radiators with electric.	2022	Upcoming
Move to 100% renewable purchased energy	High	HQ is 100% renewable; Service Centre will have 100% renewable electricity; London has four separate supplies, one of which is currently renewable and will be 100% renewable from August 2022 when current contract expires.	August 2022	Upcoming
Continued investment in air conditioning upgrades from R410 to R32 refrigerant	High	Five older units left at HQ. All units are on a 10-year renewal programme. Service centre air conditioning was installed in 2020, London in 2018.	2022	Upcoming

Adapted from our September 2021 Carbon Reduction Plan. At time of publication (March 2022) some of these initiatives have already progressed.

Getting greener in every location

While our London offices still use the most energy per employee, we've been able to reduce our overall energy use and carbon footprint by consolidating all our London operations into a single building, which we're in the process of converting to 100% renewable energy. And as we've been moving into our new Service Centre, we've been able to put everything we've learned into practice from day one, making it our greenest and most energy efficient premises yet.



Our transport initiatives

We calculated our market-based emissions total is 373.02 tonnes of carbon equivalent, with the biggest contributor being commuter emissions, accounting for 35% of the total. A staggering 96% of that is from car travel, so we're taking steps to encourage colleagues onto public transport, EV car schemes or even Zoom. And that's before we start work on our supply chain...

Key win: *One in ten colleagues have signed up to our EV salary sacrifice scheme.*

Opportunity	Impact	Activity so far	Timeframe	Progress
Offset carbon emissions from employee commuting	High	800 tonnes offset with the Woodland Trust (reported emissions for 2020/21 were 373 tonnes net).	June 2021	Complete
Encourage colleagues to consider electric cars for their next purchase.	Medium	Salary sacrifice scheme is at pilot stage, with strong interest from colleagues so far.	June 2021	Ongoing
Install EV charge points at HQ	High	Partnered with Chargepoint to install EV chargers at our HQ and Service Centre.	August 2021	Complete
Increased facilitation of home working post Covid pandemic lockdown.	Medium	We estimate that one Zoom meeting hosted in Nottingham per working day saving one employee visiting London or Nottingham saves 60,720 miles of train travel per annum.	From 2020	Ongoing
Encourage tram to work	Medium	Funding public transport use through the Work by Tram scheme and similar initiatives.	From 2021	Upcoming
Company car and van fleet fully electric	High	Company car fleet will be sold by 2022 replaced with electrified vehicles where possible. Company van will be replaced with EV when ready.	2022	Ongoing
Use partners that are progressively rolling out EV deliveries.	High	Both DPD and DHL are key partners, and all are increasing their EV presence.	2022	Ongoing
Implement a purchasing/procurement policy specifying that energy efficiency is considered in all purchasing decisions.	Medium	We request that all suppliers are environmentally responsible, but are extending and formalising this process.	2022	Ongoing

Adapted from our September 2021 Carbon Reduction Plan. At time of publication (March 2022) some of these initiatives have already progressed.

Hello, Octopus

For our colleagues who do have to drive, we want to lower the cost of access to electric vehicles. We've partnered with the Octopus Energy Group to offer an EV purchasing scheme. Staff can choose from a range of different electric vehicles for different needs and budgets, and then use a salary sacrifice scheme to spread the cost of purchasing a vehicle over several years. Three months in, one in ten colleagues have signed up for the scheme, and we hope there are many more to follow!



Our day-to-day challenges

While energy use and emissions are a key part of any environmental effort, it's important to pay attention to every aspect of our business. The way we manage our offices and run our teams can make a significant long term difference to our energy consumption, so it's important that everyone feels comfortable suggesting changes, is clear on our processes and knows how they can help. From accounts to the warehouse, here are just some of the ways we're making a difference...

How are we measuring change?

In our quest to reach net zero carbon, we're aligning our work with the Science Based Targets Initiative (SBTI), a data-driven business initiative designed to limit global warming to less than 1.5% and drive us all toward a future where the world with net zero carbon emissions.



Key win: Over 80% of our waste is recycled.

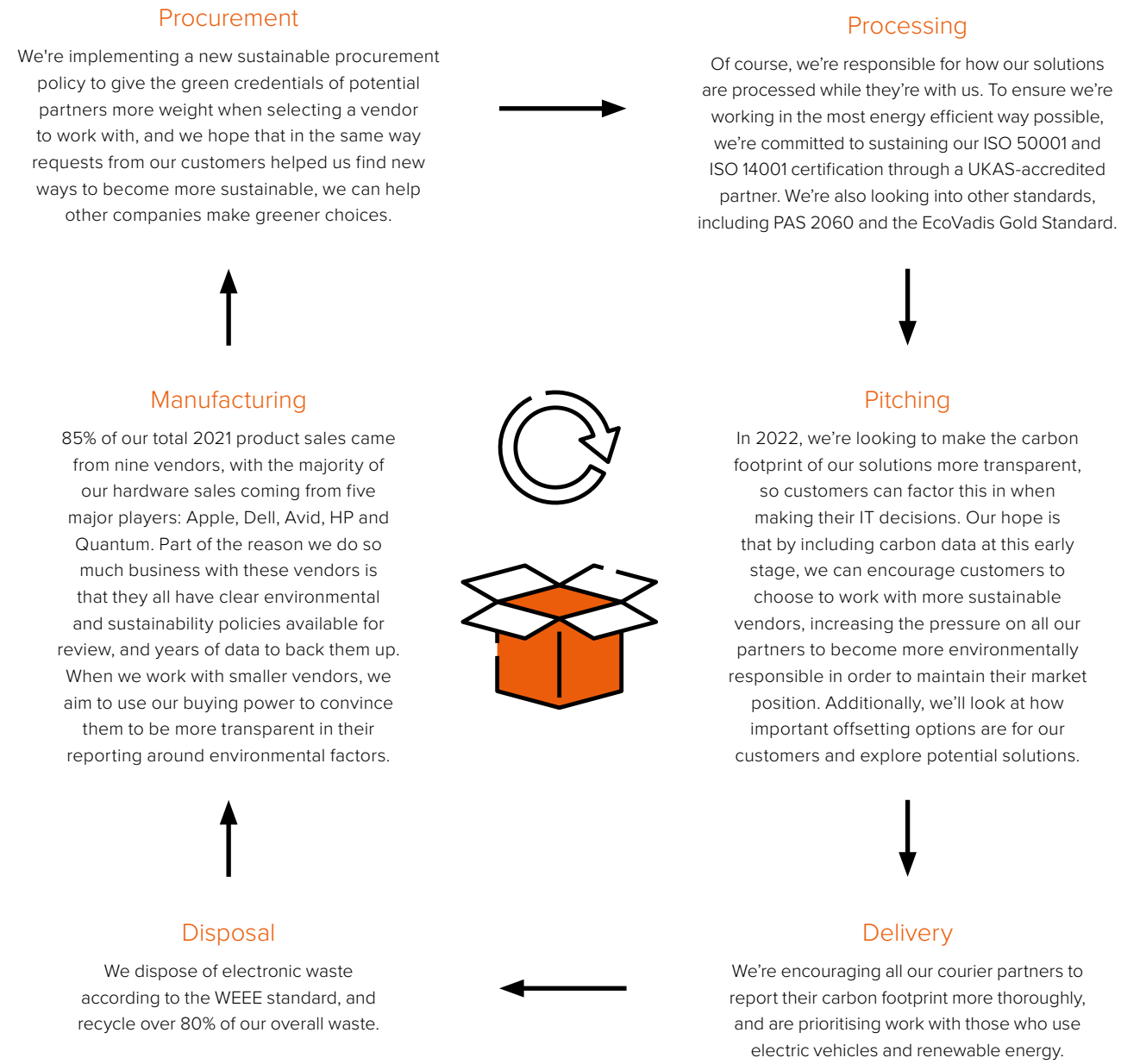
Opportunity	Impact	Activity so far	Timeframe	Progress
Go paperless	High	Our finance and marketing teams have converted to a 100% digital workflow. Any paper we do buy in is recycled paper, and it's recycled again after we've used it. Similarly, our delivery team have been able to eliminate printed delivery notes, and all the cardboard we use in our packaging is 100% FSC certified and re-used.	From 2021	Ongoing
Implement a training program to ensure all personnel who can control or influence energy efficiency are competent in their role	High	MD leading environmental training. World Environment Week events and other incentives are considered by the environmental and energy team monthly.	From 2021	Ongoing
Increase use of cloud-based systems to reduce on site server requirement	High	Implementation of cloud-based 3CX phone system, Salesforce and ServiceNow, which mean core work processes that need little or no on-site server usage.	From 2019	Ongoing
Going plastic-free	Medium	We've replaced plastic water bottles with water fountains and compostable cups, switched to a catering supplier who uses non-plastic products, and have instituted an in-office recycling scheme for plastics, paper and aluminium.	From 2021	Ongoing
Use sustainable technology ourselves	Medium	Our IT estate is 97% sustainable Apple hardware, from low-carbon-footprint desktop models to iPads made from recycled aluminium and tin. We've also chosen displays with a high eco rating.	Constant	Ongoing

Adapted from our September 2021 Carbon Reduction Plan. At time of publication (March 2022) some of these initiatives have already progressed.

Partnering responsibly

As a reseller and service provider, we have control over the carbon footprint of the solutions we design, build and install. But ultimately, we don't make every component

we use, which is why it's important for us to make careful choices about our partners at every stage of a product's lifecycle.





We support the
Sustainable Development Goals

Building a greener future, one Mac at a time

Apple hardware makes up around 70% of our product sales, which is why we're so pleased they're as passionate about the environment as we are.

Apple aim to be totally carbon neutral by 2030, powering 100% of their manufacturing effort with solar, wind and other renewable energies. And the devices they're manufacturing get greener with every passing generation, too: the latest iPhone packaging uses 90% recycled materials, while the phone itself uses 100% recycled gold in the plating of the main logic board and the wire in the front camera and rear cameras, 100% recycled rare earth elements in all magnets, 100% recycled tungsten in the Taptic Engine, and 100% recycled tin in the solder of the main logic board and battery management unit.

Meanwhile, the M1 generation of Macs use 25% the energy of a comparable PC, thanks to their ultra-efficient architecture and longer battery times, and the latest iMacs have a 20% smaller carbon footprint than the previous generation thanks to their low-carbon design.





UN Sustainable Development Goals

We've talked about wanting to be net zero carbon as soon as possible, but that's not the only important change we can make for our planet. The Sustainable Development Goals (SDGs) set out the UN agenda for people, planet and prosperity are designed to help us achieve a prosperous, inclusive and sustainable society for all by 2030. As we grow, we want to ensure we're furthering these goals at every opportunity, from our inclusion efforts to our educational initiatives.

Further details can be provided on request. You can also find more information at sdgs.un.org/goals.



We support the Sustainable Development Goals



Want to know more?

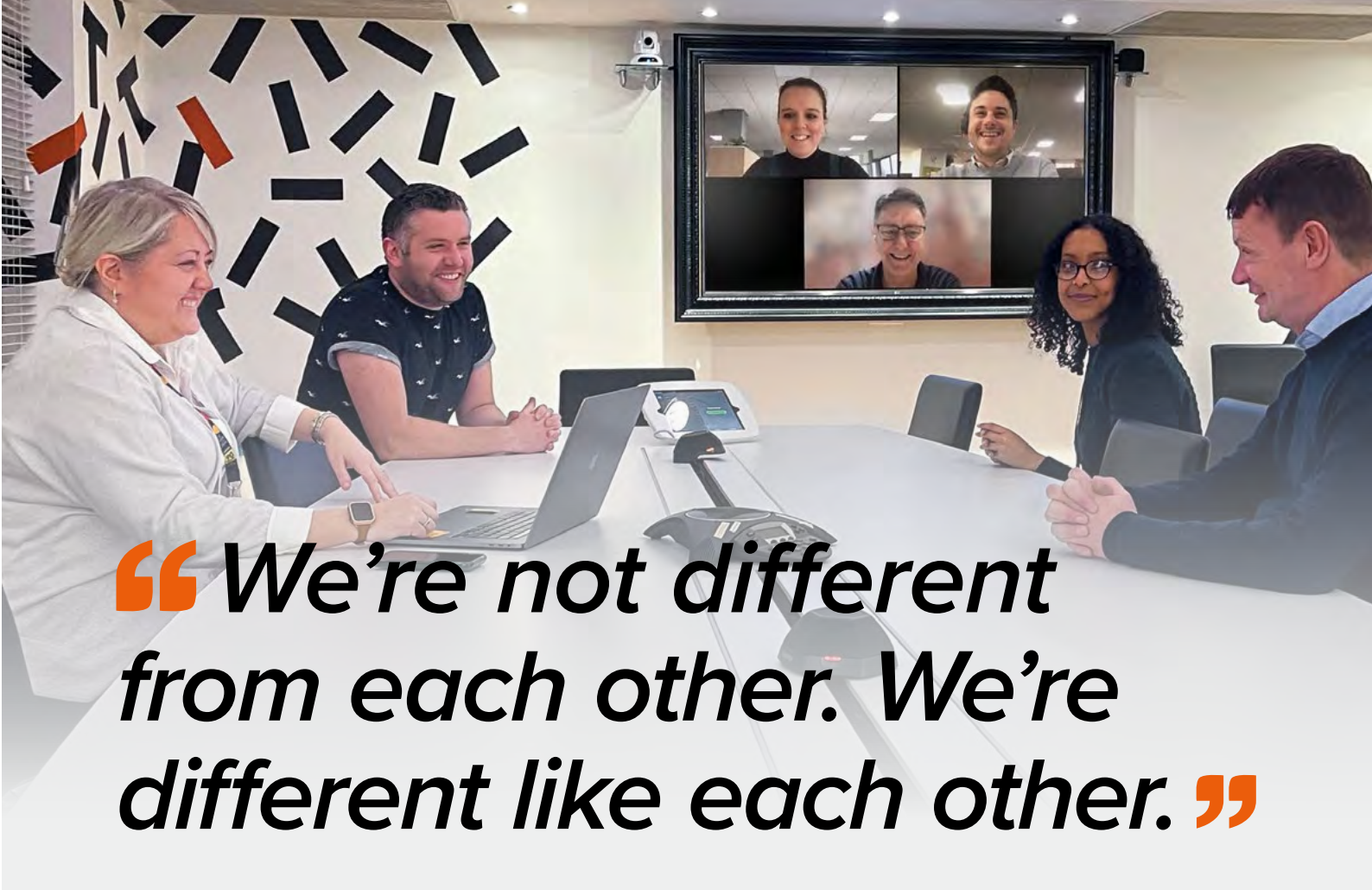
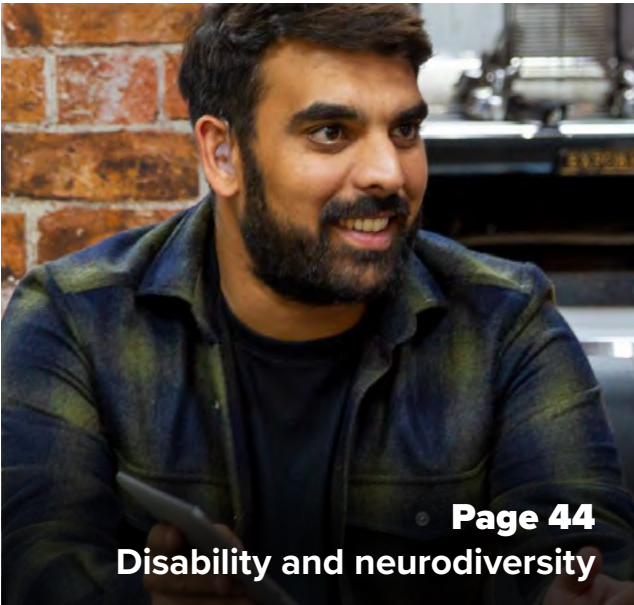
We can provide more detail on our ongoing initiatives on request. If you'd like a copy of our Carbon Reduction Plan, details of our electronic waste disposal scheme or any other social impact reporting, please contact SocialImpact@Jigsaw24.com. You can also find more information on Jigsaw24.com/environment.

We also welcome recommendations from colleagues, suppliers and partners. If you think there is an area in which we can improve, have an initiative you'd like us to support or want to discuss opportunities to contribute, either as a colleague or as a partner organisation, please contact SocialImpact@Jigsaw24.com.

JIGSAW24

A photograph of a group of people in an office setting. In the foreground, a woman with long brown hair and glasses, wearing a grey sweater, is smiling and clapping her hands. Behind her, a woman with blonde hair, wearing a black hoodie with "JIGSAW24" on it, is also smiling. To the left, the back of a man's head and shoulder are visible. The background features a brick wall and a window with a brick arch. A potted plant is visible on the right side. The text "Inclusion and Diversity" is overlaid in large white letters at the bottom.

Inclusion and Diversity



Our cross-company steering group brings together colleagues from a range of backgrounds to ensure our policies are inclusive and supportive of all.

That powerful idea underpins our approach to diversity at Jigsaw24. The more we embrace and understand each other’s differences, the more effectively we’ll work together and the more universal our solutions will be. Embracing diversity doesn’t just improve us as individuals – it’s a powerful tool for developing our business, too. That’s why we think it’s important to get buy-in at every level of the company, from our board to our team leaders to our apprentices. Read on to find out what we’ve done so far...

“We want to make Jigsaw24 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.

Diversity is complex – people have a wide range of differences and similarities. Our challenge is to embrace that complexity and avoid stereotyping. The key is for us all to understand, respect and celebrate differences, as well as being aware of our own unconscious bias. The more we all learn and understand what makes us different, the more we will be successful at creating an inclusive environment. That’s why we’re focused on raising awareness across the company, and have worked with Nottingham Trent University to ensure our team leaders are following current best practice. In this way we hope we’re not just preparing our workforce for a more inclusive future, but giving employees tools they can take into any organisation or role, and hopefully make things better across the entire industry.”
John Hughes, Founder and Director.

“At Jigsaw24, we believe in promoting equal opportunities within our business. We’re on an unremitting journey to make big changes to how we approach inclusion and diversity, and we aim to lead by example in the tech sector. Inclusivity is at the heart of our culture. We want to empower every person at every level of our business to achieve their ambitions. Within that context, ensuring that there are role models throughout our business is really important, because we believe that you can’t be what you can’t see.

When we’re recruiting, we aim to select from a pool of available candidates that includes full representation of women and minority groups. Internally, this means developing employees from underrepresented groups, giving them the maximum chance to grow into more senior roles. Externally, this means working harder to identify potential candidates for roles and working with recruitment agencies to positively target high quality employees from those groups.” **Sarah Wren, Head of HR.**

“Our initial inclusion and diversity focus areas are gender, ethnicity, disability and LGBTQ+. We are at a different stage in each area – further progressed in our approach to gender and LGBTQ+, with our approach to ethnicity and disability evolving rapidly – we are clear that our approach needs to be genuinely embedded into the company’s processes and culture, rather than paying lip service. I think having a cross-company steering group that brings in lots of different opinions is key to our success so far, because it shows our beliefs in practice – everyone is welcome, every idea is valued, and people are willing to come forward and share their lived experiences to help us all grow and adapt.”
Ed Reisner, Steering Group Member.

Our Inclusion and Diversity Charter

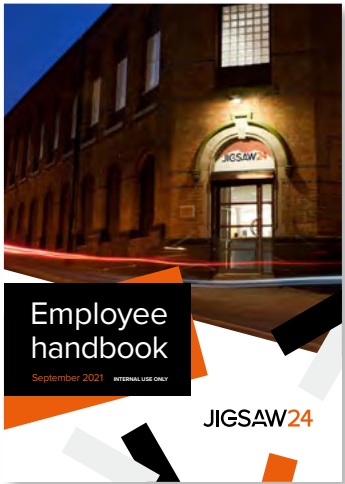
We want to ensure commitment to inclusion and diversity is embedded into every level of the company, which is why our Board have signed up to our Inclusion and Diversity Charter. The Charter guides our approach to inclusion and diversity, and keeps our focus on ensuring that everyone is welcome. It helps us create an environment that allows each person to be comfortable, develop in their career and contribute to the overall improvement of the company.



- Although we may specifically reference gender, ethnicity, disability and LGBTQ+, our drive to inclusivity is not limited to specific groups of people – it is an ethos under which we operate. Our charter has seven key elements:
1. Inclusion and diversity at Jigsaw24 is not just driven from the top down – led by John Hughes, our co-founder and director, and supported by our C-suite – but also from the bottom up, with individuals encouraged to share their stories and suggest improvements, regardless of their role in the organisation.
 2. We capture and publish data in key areas to help us better understand inclusion and diversity in our organisation and to track our progress – this includes information on gender and ethnicity. We're keeping a close eye on this by reporting figures monthly rather than annually.
 3. Supporting inclusion and diversity is the responsibility of all leaders and managers. We will provide guidance and training to assist their understanding and support improvement, and align our development plans with the latest research, frameworks and best practices.
 4. We ensure that all employees are aware of inclusion and diversity issues by promoting relevant content on our intranet site, giving the topic prominence in our employee events, and by our leaders personally inducting each new employee to the company.
 5. All of our HR policies and procedures are systematically reviewed to ensure they promote inclusion and diversity and support all individuals - this includes an absolute commitment to zero tolerance of harassment and bullying.
 6. We actively support career progression for everyone in our business, but are currently focused on supporting groups which are less well represented at more senior levels.
 7. We encourage our individuals to call out where Jigsaw24 and its managers need to improve, and actively encourage employees to take the initiative in driving change.

What did we do in 2021?

Because inclusion is at the heart of our culture, we have a clear framework that underpins our approach. While the process of formalising our social impact and progress goals means that we have spent much of the past 12 months embedding the framework across the business, we've also used this as a foundation for specific initiatives. Here are just a few of 2021's key activities...



Focus area	Example activity
Recruitment We've adopted inclusive attraction and recruitment processes, with the goal that diverse talent is actively encouraged to apply for roles at Jigsaw24, and interview shortlists contain a diverse mix of candidates.	Ongoing review of the end to end recruitment processes to ensure it is inclusive for all and that our recruitment partners understand our expectations of them.
Communication We ensure that our employment policies and practices support the development and retention of an inclusive and diverse workforce, and that this is communicated to employees from day one of their time with us.	Complete review and update of the Employee Handbook, ensuring that our policies and procedures, and the language used to communicate them, are inclusive.
Management awareness and training We support our managers by providing regular and updated information on inclusion and diversity issues and how to manage them effectively.	Managers attended inclusion and diversity awareness training workshops led by Dr Suzanne Ross of Nottingham Trent University. This was designed for senior leadership to develop content for inductions and create frameworks for future progress. We implemented a Learning Management System to facilitate ongoing, repeatable and consistent inclusion and diversity training for all of our colleagues.
Increase employee understanding We take every opportunity to raise awareness of inclusion and diversity across our business through our corporate events, our induction process and our internal communications.	The introduction of a Board-led induction process for every new employee to emphasise the Jigsaw24 culture and the importance of making our workplace welcoming for all.
Celebrate differences We actively look for ways to celebrate and promote differences amongst our workforce – we want our place of work to be inclusive to all.	The launch of the intranet hub as the home for all aspects of information on inclusion and diversity and to encourage employee participation.
Responsible partnerships We partner with organisations who understand and share our values, and aim to bring our whole supply chain with us on our journey.	We've created a multi-level partnership with Nottingham Trent University, which includes our colleagues attending focus sessions on inclusion best practice, getting student feedback on our environmental policy, and sponsoring a digital event during Black History Month. We've also signed up to the Race at Work Charter and the Disability Confident programme.



It's time to break down barriers to access

The IT industry is fast-paced, fast-growing and a fantastic place to build a career. However, barriers to entry such as the high cost of further education, the lack of visible diversity at the highest levels and recurring stories of working environments failing to welcome diversity mean that many talented young people choose not to pursue a career in the field.

We think we've missed out on enough promising talent.

That's why we've taken a unique approach to the problem, partnering with Nottingham Trent University to establish a £12,000 Higher Education Bursary for a female Computer Science student. The university makes bursaries available to students from lower socio-economic backgrounds, and has been offering ours since the September 2021 intake. It provides financial support for one student during their three years of study and one year in industry.

If this scheme is successful, we'll look at further ways to directly create career opportunities for underrepresented groups, and in the meantime maybe we can inspire other tech businesses to take a similar approach.



Nottingham Trent University

Gender

Gender imbalance exists across the UK IT industry, and as a growing company, we're committed to playing our part in driving improvement.

Recent research from TechNation indicates that while 49.8% of UK workers are female, only 25.5% of those in technology are women. By failing to encourage people of all genders to join the industry, we're missing out on a huge stream of talent that can help grow and develop our business and the industry as a whole.

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, we started to proactively address gender inclusivity in 2019 and have continued taking action each subsequent year. We have reviewed our working environment to ensure it was equally welcoming to both male and female employees. We have also reviewed our approach to recruitment to ensure that we're exploring the available talent pool fully, and have engaged recruitment agencies that are committed to diversity. In addition, we have put greater emphasis on supporting the development of women in our business through more focused training and a greater focus on promoting our existing female talent.

“There is a high proportion of female managers at Jigsaw24, which is a great source of inspiration.”

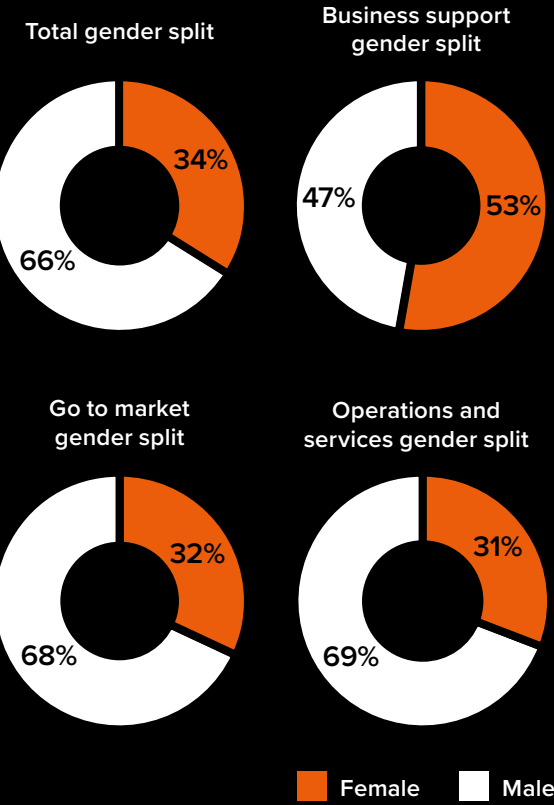
Lynsey, Partner Support Team Leader

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 (see opposite). Our challenge is to ensure that we maintain our focus and drive further improvements in future years.



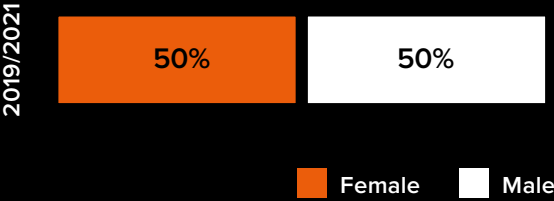
Our gender balance

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 32%:68%, while operations and services have a ratio of 31%:69%. Although go to market and operations and services remain areas of concern for gender balance, we have been making continual improvement since 2019.



Our recruitment strategy

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.



Our female leaders

Overall women occupy 33% of all management roles in Jigsaw24, similar to our overall gender split. Having women in management roles is critical as it creates role models for others. Our representation of females at the most senior level in the business remains low, but the number of women in wider management roles provides a strong pipeline of female management capability for the future. To encourage women to pursue higher-powered roles, fifteen of our managers have participated in a Women in Leadership programme run by Nottingham Trent University. Our aim is to help establish the next group of female leaders in Jigsaw24, and to support building our business network with women in leadership positions across other organisations.

Looking forward

Going into 2022, we intend to continue to delve deeper into our current key actions with initiatives such as developing more inclusive access to training within Jigsaw24, a further focus on recruitment led by our Head of HR Sarah Wren and her team, in addition to continued awareness initiatives throughout the year. In 2022 we'll also review gender identities outside of male/female, and how best to support colleagues who may identify outside of the binary. For more detail, please contact SocialImpact@Jigsaw24.com for a copy of our Gender Pay Gap Report.



“If you can't see it, you can't be it, so communication is important.”

“Part of improving our gender balance at Jigsaw24 has simply been making people more aware of the opportunities available to them, whether that means new roles, professional development or the chance to get involved in activism outside of work. We have a robust internal comms strategy that promotes our policies and values, but also highlights events like International Women's Day, the Women in Channel Awards, and men's health initiatives like Movember.”

Laura-Jane Turner, Sales Operations Director and CRN Women in Channel Executive Mentor of the Year.

Race and ethnicity

Understanding the different demographics that make up Jigsaw24 helps us to meet the needs of all our employees. Through this understanding we can identify areas of the business where we are lacking diversity and can provide better support and opportunities for specific demographics. This will help inform existing and new initiatives to help us create a more inclusive culture and environment.



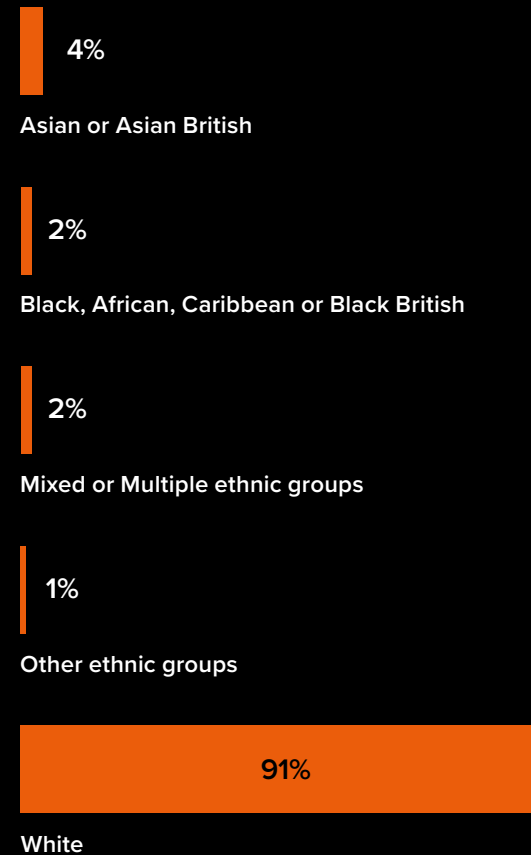
During 2021 we signed up to the Race at Work Charter, which will provide a basis for better understanding our ethnic diversity and identify areas for improvement. As part of this process, we began gathering ethnicity data from our employees. Providing information on ethnicity is purely voluntary and many organisations find it difficult to gather data from employees.



Ethnic identity at Jigsaw24

The 2019 Annual Population Survey of the UK population indicated that 11% of those employed were Black, Asian or part of another ethnic minority group. In 2019 the Office of National Statistics published that the IT industry included 18% minority employees, in comparison to 8% of Jigsaw24 employees – which means most minority groups are significantly under-represented in Jigsaw24.

The distribution of minority representation is broadly similar at management level – if anything, there is a greater representation of managers who identify as white. The lack of senior level role models in wider minority groups undoubtedly inhibits the ambition of our business to be more reflective of the society that we operate in, and is something we must strive to address in 2022.



Developing our facilities

We're aware that creating a welcoming environment isn't just about atmosphere – we want to create spaces that support a diverse range of needs. Our first step has been to convert meeting rooms in our Nottingham offices to quiet rooms for prayer, reflection and to aid wellbeing, with plans to add them to our London offices as soon as possible.

Looking forward

In 2022, we will be looking to identify specific areas within the company that are less diverse to try to identify underlying causes that we need to address. In the meantime, a key focus will be on improving the diversity of our recruitment process. In 2019 our focus on gender resulted in a more balanced recruitment outcome, and in 2021/22 we hope to have a similar impact on our ethnic diversity.

We also want to ensure that our events and communication reflect the multicultural nature of the UK and our colleagues. Our internal communications team are working to create awareness around major cultural and religious events and festivals that our colleagues, customers, friends and family celebrate. We will also expand our promotion of Black History Month (see below).

All of our work will be underpinned by the Race at Work Charter, against which we'll measure our progress to ensure that we remain focused on learning from best practices and delivering against each component of the charter.



In our calendar...

Helping our employees understand more about ethnicity issues helps them respect the challenges that their colleagues face. In the last 12 months our internal comms team have launched internal awareness campaigns on a range of topics. To promote greater understanding of black history we used Black History Month to highlight the origins of the event, how it is being marked in 2021, and information about the diverse communities in Nottingham, where the majority of Jigsaw24 employees work.

We also aimed to give our employees a greater understanding of Ramadan and increase the respect and consideration for Muslims, be they colleagues or customers. We outlined what Ramadan is, why it is holy, what happens throughout the month and how everyone in Jigsaw24 could show support to others.

Role models are incredibly important in life and become particularly influential when you're able to relate to those people – whether it's due to their background, their story or their approach. During Black History Month we profiled 15 role models in business and technology, to give our employees and our company something to aspire to.



It's time to radically rethink apprenticeships

Apprenticeships have long had a bad rep. The government tried to overhaul the scheme six years ago, but for various reasons the changes didn't have the impact people had hoped for.

Our Head of Professional Development, Dave Dudman, is working to change that.

"We've identified the skills that we need from the next generation of consultants and engineers and are working with colleges to make sure students are learning those skills during the 18 months of their apprenticeship," explains Dave. "The Infrastructure Technician apprenticeship gives students a good cross section of IT skills, but no specialist Apple knowledge. That's where we step in, making sure that our apprentices carry out Mac OS Essentials training, Jamf training and even an ITIL course in addition to the work they're doing at college."

The first year of our apprenticeship has been a huge success, both for the students and in terms of developing our in-house training capabilities. That's why we're looking to expand to more departments, and ensure that there is more gender diversity in future cohorts.



Disability and neurodiversity



Jigsaw24 has always cared for the people in its business, but there is a growing awareness that we need to be more proactive in supporting employees, and potential employees, who have specific needs. We are committed to providing a culture and environment where people who have a disability are supported through their career with us, from application through to employment, and during 2020/21 we have given this area increased focus.

One in five people in the UK have a long-term illness, impairment or disability and many more have temporary disabilities. As an organisation we want to ensure that we are able to take appropriate action to support people wherever possible.



To that end, we have signed up to the Disability Confident employer scheme, which provides a framework that we can use to review our processes and policies and create a formal plan to improve how we support people with disabilities. Through signing up to this scheme, we are also publicly acknowledging various commitments that we have made as an organisation. We have initially signed up to Level 1 of the scheme – "Disability Committed" – and hope to progress over the coming year.



Accessibility at Jigsaw24

There are a huge range of disabilities, and our approach is a combination of being proactive in identifying changes that we can make to support a wide range of disabilities, while supporting the individual accommodations needed by any given colleague or job applicant. We believe this approach will address the majority of the barriers to disabled people being successful at Jigsaw24. The barriers that we need to address generally fall into three areas – structural issues (for example inaccessible buildings and services), organisational issues (inflexible policies, practices and procedures) and people's attitudes (stereotyping, discrimination and prejudice). Through addressing each of these areas systematically we will ensure that Jigsaw24 is increasingly inclusive.

“Working here has been perfect. They’ve tried to make it very easy for me to fit in as a deaf person, and recently paid for a teacher to improve my colleagues’ sign language skills. I feel totally accepted and part of the Jigsaw24 family.”

Ravi, Designer

Recruitment

Working with the support of the government Work at Health Programme, we have reviewed and amended our recruitment processes to ensure that disabled employees have every opportunity to join Jigsaw24. We have taken action to ensure that our job vacancies can be accessed by a wider range of potential employees and to encourage potential interviewees to disclose any support that would help them in the interview process, to enable us to be proactive in helping them be successful.



New employee personal support

We are at our best as an organisation when we can make solutions personal. If a new employee declares a disability we will have a proactive discussion to establish how we can support them in being successful. We will make any reasonable adjustments (such as changes to working patterns, adaptations to premises or equipment and provision of support packages) to ensure disabled workers are not disadvantaged. Our approach is modelled on our support for Ravi Hundal, who joined Jigsaw24's marketing department in 2018 as a designer. Ravi was born Deaf.

“Jigsaw24 has made it very easy for me to fit in. The company paid for a sign language teacher to come in and teach my colleagues simple sign language and Deaf awareness. This helps people understand the different ways they have to communicate with me. They also will talk to me after meetings one to one, which means they can ensure I have all the information I need in meetings where lots of people talk. People in the team know to talk with a clear and natural mouth, as it makes it easier for me to read their lips. Some of my colleagues have learnt simple sign language, too, and will talk to me to make sure I understand everything, which is really good when my interpreter isn't available.”

Facilities assessment

Having identified the most common types of disability we have assessed our offices to understand whether our facilities are supportive of disabled people. We have then undertaken an assessment on what could be sensibly improved immediately and what would need to be improved should we employ someone with a specific disability. The assessment has also helped educate us on some of the design choices we need to make when changing our existing offices or introducing new working locations, such as our new Service Centre.

Systems accessibility

When we consider the requirements of disabled people, we need to be thinking of everyone with whom our business comes into contact. Our website is used by tens of thousands of people each

year and providing a website that is easy to use and navigate is essential. In May 2021 our team of designers and web developers started working towards achieving Web Content Accessibility Guidelines Level A.

Similarly, we are reviewing our internal systems and intranet to ensure they are easy for all users to navigate and operate.

Looking forward

During the next 12 months we are addressing a range of issues that were identified in our facilities assessment – everything from more flexible office lighting to wheelchair access throughout our locations.

We also want to get more insight into our current colleague makeup. Gathering information on employees' disabilities requires them to be confident that we will use the data appropriately. One of our goals is to create an environment where our employees feel safe sharing disability information with us. We are also conscious that an individual's situation may change over time, so we are ensuring that our processes and systems make it easy for employees to raise both existing and recently acquired disabilities.

For existing employees, we believe that we have not been proactive enough in providing support. When people have asked for support, we have always responded positively, but we realise that we need to extend our efforts. Therefore, for those existing employees that declare a disability, we will introduce a proactive discussion to discuss how we can support them to perform well at work and progress. Ideally (subject to the employee's agreement) we would then like to publicise the support that we are giving them in internal communications, in order to encourage others to come forward to request support themselves.

On a regular basis we will review our progress against the Disability Confident framework to ensure that we remain focused on learning from best practice, delivering against each part of the framework, and progressing.

Educating each other

Many of us have a superficial understanding of disability – by sharing more information we aim to support our employees in being able to assess how they can support others. In the last 12 months we have published internal comms for events like Autism Awareness Week and Deaf Awareness Week, with colleagues sharing resources, facts and personal stories to help their colleagues gain a deeper understanding. We've also shared links to support networks, BSL tutorials and other key information sources.

LGBTQ+

We are confident that we provide an environment where LGBTQ+ employees can be comfortable, with representation at every level of management. While some LGBTQ+ colleagues may not want to be out at work, we want to create an environment where those who wish to can be. We are confident that creating an environment where employees can be more open about their identities will improve their physical and emotional wellbeing.

Since 2020, our approach to supporting LGBTQ+ colleagues at Jigsaw24 has been to raise awareness internally and externally. This has predominantly been achieved through sharing the lived experiences of colleagues at Jigsaw24 who identify as part of the community, the stories of role models in the IT industry, and information about LGBTQ+ history.

“ I am completely confident in talking about myself regardless of who I’m talking to – whether that’s new contacts at vendors or new members of the wider Jigsaw24 team who have come from other businesses. It comes from a feeling of standing on safe ground – I know I have the backing of Jigsaw24 to be myself. ”

Ade, Director of Marketing

Giving a voice to LGBTQ+ employees

We wanted to let our employees share their experiences of working in Jigsaw24 and more broadly in the business arena. We published “A look inside: Experiences of LGBTQ+ people at all levels in Jigsaw24” featuring interviews with a cross section of our LGBTQ+ employees to help raise awareness and promote understanding.



Looking forward

Our best source of information is our existing employees: they can help us understand what we do well, what we need to do more of and which areas we need to improve on. Engaging through our Social Impact Group is key to driving improvement.

We are carrying out research with external LGBTQ+ organisations in order to create an action plan for implementation through 2022. Although we don't want to prejudice the content of the plan, we expect it to include a review of our policies and procedures – both content and tone. We will also build into the plan an assessment of how we can improve Trans support to ensure we are being more inclusive.



Silence doesn't lead to change

Through raising awareness on LGBTQ+ issues we aim to create an environment where everyone is welcomed. In the last 12 months our internal comms team have celebrated a number of LGBTQ+ events, including Pride Month. We created a series of banners which each raise awareness on a particular LGBTQ+ topic. Our employees were invited to download the banners and show their support by posting an advocate banner on their personal LinkedIn page. We also shared content about the more political side of Pride and its history of protest and progress, and highlighted role models in STEM, as well as an overview of Stonewall UK's top 100 LGBTQ+ employers in the UK (and how many of these are actually customers of Jigsaw24!).



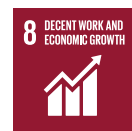
UN Sustainable Development Goals

We've talked about wanting to be net zero carbon as soon as possible, but that's not the only important change we can make for our planet. The Sustainable Development Goals (SDGs) set out the UN agenda for people, planet and prosperity are designed to help us achieve a prosperous, inclusive and sustainable society for all by 2030. As we grow, we want to ensure we're furthering these goals at every opportunity, from our inclusion efforts to our educational initiatives.

Further details can be provided on request. You can also find more information at sdgs.un.org/goals.



We support the Sustainable Development Goals



Want to know more?

We can provide more detail on our ongoing initiatives on request. If you'd like to request a copy of our Gender Pay Gap report, more detail on the work we're undertaking in line with the Disability Confident and Race at Work initiatives, or any other social impact report, please contact SocialImpact@Jigsaw24.com.

You can also find more information on Jigsaw24.com/accessibility.

We also welcome recommendations from colleagues, suppliers and partners. If you think there is an area in which we can improve, have an initiative you'd like us to support or want to discuss opportunities to contribute, either as a colleague or as a partner organisation, please contact SocialImpact@Jigsaw24.com.

JIGSAW24



Health and
wellbeing



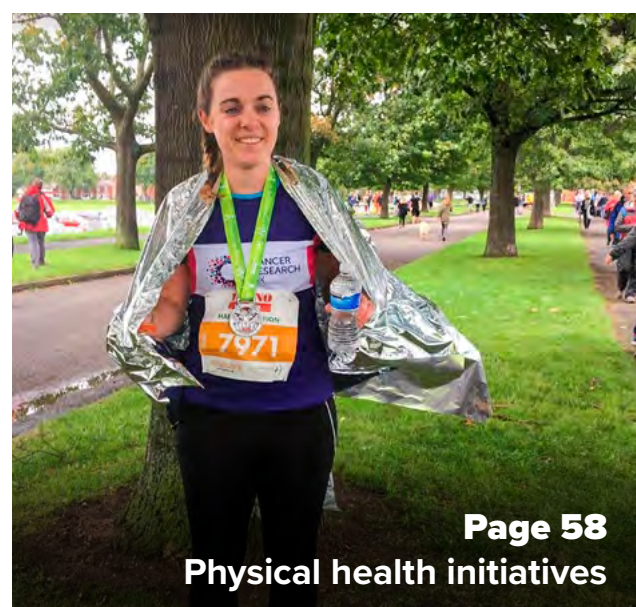
Page 52
Our charter



Page 54
Our mental health first aiders



Page 56
Mental health initiatives



Page 58
Physical health initiatives



“The more personal we are, the more effective we’ll be.”

Just some of our Mental Health First Aid team with John Hughes, Co-Founder

“Wellbeing, at its simplest level, is perhaps ultimately about personal happiness – feeling good and living safely and healthily. At the very least Jigsaw24 must ensure that work does not undermine our employees’ overall wellbeing, and our intention is that we should enhance it, actively contributing towards improving how our employees feel.

A core part of wellbeing is mental health. One in four of us will experience a mental health issue in any given year. The human cost is huge, with poor mental health having an impact on the lives of many individuals and those around them. The cost to business is also high with organisations being impacted by absenteeism and reduction in productivity.

We all have mental health, just as we all have physical health. As individuals we can experience temporary, fluctuating or ongoing mental ill health, with triggers covering a number of areas ranging from money worries, bereavement and work stresses to childhood trauma and body chemistry. So, providing help and support on mental health issues to our employees is critical to their wellbeing.

“Therefore, we have started to focus on wellbeing, and in particular mental health issues during 2020/21. As a business we strive to provide working conditions where our employees feel valued and cared for, and now we are expanding and formalising our activity. During the year we have concentrated on three areas. We have created increased awareness of the topic amongst our employees, making sure people can recognise potential issues. To build on this we have developed management awareness training that we will roll out during 2021/22. Then, to ensure that managers and employees have access to help when they need it, we have developed a range of internal and external support networks.” **John Hughes, Founder and COO**

“2020/21 has seen greater attention to mental health in society, partly driven by the impact of COVID-19 on our daily lives. As we all move back into the office, it is increasingly important that we recognise the mental health issues that could have affected people both during periods of lockdown and may affect them as we emerge to resume previously normal activity. That’s why we’ve invested in the training of Mental Health First Aiders and in support training for our management team, so that they can support individuals across the business in their return to work, while also safeguarding their health.

“In developing our approach, we are looking to best practice, but it is critical that what we do is relevant to the people in our business. We actively encourage input from anyone in Jigsaw24. The more personal we are, the more effective we will be.” **Angela Wake, HR Development Officer**

“I want to support my Jigsaw24 colleagues with an empathetic ear, and a non-judgemental understanding and appreciation for how tough it can be to get through a working day when you’re battling with anxiety and/or depression.

As well as now being trained to help steer our colleagues towards more professional help when required, I’m also full of simple techniques that we can all implement into our daily routines to promote a healthier state-of-mind, and will always be willing to have an informal conversation with my colleagues (or anybody else) about such things - maybe I can learn something from you guys too!” **Matt Nowak, Procurement Team Leader and Mental Health First Aider**

Our Health and Wellbeing Charter

At Jigsaw24, we want to have a positive effect on the mental and physical wellbeing of our colleagues. While everyone has a right to privacy and to live their lives free of paternalistic interference, we do feel it is important to

create an accepting work environment where people can be open about their struggles and confident that they will be supported when asking for accommodations. To that end, we've drawn up our Health and Wellbeing Charter:

1. Health and wellbeing is driven by John Hughes, our founder, with support from the our growing HR team. Wellbeing is cared for by many volunteers including first aiders, mental health first aiders and fire wardens – all trained and assessed in line with the latest standards.

2. We align ourselves to the leading standards that help progress us in this area internally. We are currently guided by the government-based Thriving at Work framework (with mental health as a focus), and more broadly by the UN's global goals highlighting health, wellbeing and decent work.

3. It is every team manager's responsibility to be perceptive of the wellbeing of their team on an overall level, as well as connecting individually at a more private level in regular 1-2-1s. It's important to understand the current status of an individual's health and wellbeing.

4. We encourage anybody in the business to seek support through HR, their manager, or our trained mental health

support network in the first instance. Whether their own or their colleagues' health is being impacted by work or home, we want them to know that there will be no repercussions on their career at Jigsaw24.

5. As health and wellbeing is a key pillar in our social values as a business, we ask each manager and team leader to continuously push to develop in this area, with suggestions for initiatives that could improve the wellbeing of their teams and the wider company.

6. We aim to break stigmas and taboos by providing information and resources on our intranet site and other communications channels, and aligning with outside events like Mental Health Awareness Week where beneficial.

7. We encourage employees to call us out where they think we can do something better, and are committed to developing a structured system of monitoring of health across the business outside of the regular, team-based temperature checks and 1-2-1s.



What did we do in 2021?

With many of us locked out of the office in 2020/21, it was perhaps inevitable that we'd end up focusing more on mental health this year than the physical side of things. However, we think we've made great progress in laying the groundwork for future development, including training specialist colleagues, increasing our knowledge base and preparing our premises for the future...



Focus area	Example activity
Workplace and Environment We are committed to creating a safe and inspirational place where everyone can work to their best and feel accepted for who they are.	We've converted meeting rooms into designated quiet spaces for prayer, reflection and to act as a sanctuary in moments of crisis. We have a range of different environments within our offices to aid different ways to work, with social zones, homely areas and spaces for screen breaks. We've also added hundreds more plants indoors and out, which improves air quality and has been shown to have a positive effect on employee wellbeing.
Leadership It's important for senior members of the company to set an example, creating a safe environment for colleagues to talk about their health, putting it on the agenda where possible and checking in regularly on team members.	At the very top of the organisation Roger, our founder and CEO, shared coping strategies he used following the death of his daughter Rose from cancer. We hope this will encourage more open dialogue. A section on the importance of good health has been added to an induction for news starters delivered by the two founders of Jigsaw24.
Lifestyle It's important for our managers to look for ways to encourage a healthy work/life balance through team activities and initiatives, including finding ways to socialise and have fun for relief from the hard work colleagues put into their daily jobs.	We ran an awareness campaign during Stress Awareness Month (April '21) with advice for managing your stress levels, among other things. We also organised a Veganuary event. Our resident Jogsores running team also hold lunchtime group runs around the area local to our HQ.
Health training We need to equip colleagues across our three premises with knowledge they need to safely assist their team members, while giving them the support they need to support the colleagues who may need many types of health assistance, whether temporarily on an ongoing basis.	We have trained seven people in Mental health first aid, and they are available to anyone in the company. We are also trialling basic mental health first aid training for managers.
Awareness and Involvement Creating channels for colleagues to gain information and engage should they feel comfortable to, all with the aim of helping to break down stigmas and bring about an open culture around health, particularly mental ill health.	We have developed a self-care hub on our intranet so those who might not feel comfortable speaking to their managers can still access information. To try and create a more open dialogue, colleagues have submitted their own stories around their mental health experiences for inclusion on internal comms.
Responsible partnerships We are committed to looking out for leading health and wellbeing specialists and companies to enhance support for all individuals across our organisation.	We are finalising a new health partnership with Health Shield as part of all employees' core benefits.



**SUSTAINABLE
DEVELOPMENT
GOALS**

We support the
Sustainable Development Goals

You don't want to give someone the wrong advice

CIPD's research into mental health in the workplace concluded mental health issues were the number one cause of long term absences from work, with the impact of mental health issues being felt particularly acutely during the height of COVID-19. They noted that organisations were doing more to combat stress, but that there was a lack of support for individuals in management in particular.

Our team of seven mental health first aiders, trained by MHFA England, contains people of different genders, working at different sites, from different levels of the company hierarchy, so everyone can find someone they're comfortable talking to.

Having a dedicated point of contact for mental health support ensures that when an individual does reach out, they can feel confident that they're speaking to someone who is happy to give their time to help in a crisis situation, and who is up to date with the latest professional information and advice. Our MHFAs are there to immediately provide safety to any individual in crisis, and then help them find right support channel for them in the longer term, and also to bolster any colleagues who have been providing informal support and have found that experience stressful.

We currently have more than double the number of MHFAs recommended for a company our size, and are looking to add more as more volunteers emerge.



MHFA England

Adult MHFA
Course Manual



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What does ‘Thriving at Work’ really mean?

Our approach to mental health is guided by the October 2017 Thriving at Work Report generated by the Stevenson/Farmer review. The report is hopeful that by 2028 employees in all types of employment will have “good work”, which contributes positively to their mental health, our society and our economy; that each of us will have the knowledge, tools and confidence to understand and look after our own mental health; and that all organisations, whatever their size, will be well-equipped to address mental health issues and accommodate colleagues with mental health conditions.

The overall goal is to dramatically reduce the proportion of people with a long term mental health condition who leave employment each year, and ensure that all who can benefit from the positive impacts of good work.

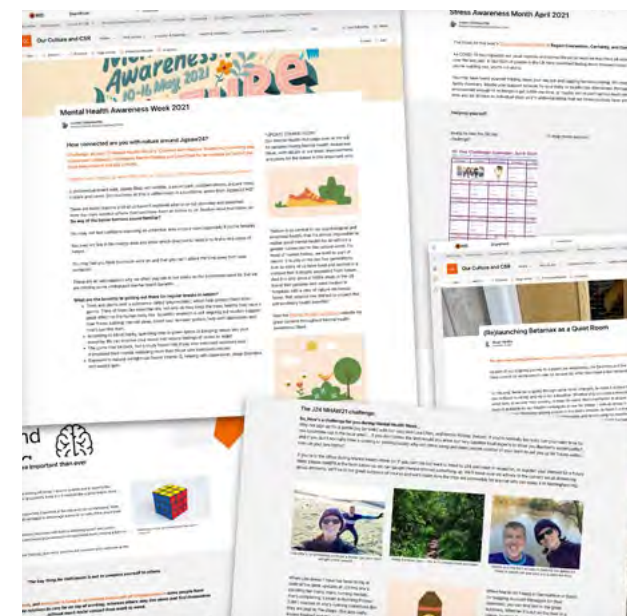
To deliver the vision, the report draws on best practice to define six “mental health core standards” which it recommends all companies should work towards:

1. Produce, implement and communicate a mental health at work plan.
2. Develop mental health awareness among employees.
3. Encourage open conversations about mental health and the support available when employees are struggling.
4. Provide employees with good working conditions and ensure they have a healthy work/life balance and opportunities for development.
5. Promote effective people management through line managers and supervisors.
6. Routinely monitor employee mental health and wellbeing.

At Jigsaw24 we have built our approach around these standards and are systemically reviewing it on a regular basis, and are always pushing ourselves to support new initiatives...



Julia, our HR specialist, and one of our MHFAs



Transparency from leadership

During the year we have encouraged people at Jigsaw24 to share their own stories and reflections openly. Our employees may have coping strategies that have worked for them and could work for others, or they may have personal experiences they wish to share. To date, three colleagues have shared experiences, which has helped others realise that they are not alone – we are hoping that other employees will come forward with more help and advice.

One of the colleagues who shared their experience was Roger Whittle, our founder and CEO. In sharing his personal story and coping mechanisms, Roger is reflecting the Jigsaw24 culture that he has helped build: one that values being open and leading by example.

Supporting the support staff

Everyone should feel at ease in their work environment. However, unless you have experienced mental health issues at firsthand, they can be difficult to recognise and even more difficult to deal with. It is critical that our managers and team leaders can recognise potential issues and feel confident that they have a basic level of mental health training to support their team and themselves, as well as knowledge around how best to seek further support.

We have put together a programme of mental health awareness training, which will be rolled out to our managers and team leaders during 2021/22 in order to improve the support they can offer their teams. These online training sessions are designed to allow attendees to engage closely with the topic and explore issues in their own time and at their own pace. It will ensure that managers have up to date information and know what support is available, both within Jigsaw24 and externally.



Looking forward...

We’re refining our mental health work plan We’ll be putting together a mental health plan for 2022 that’s more aligned with the Thriving at Work enhanced standards.

We’re connecting with external support It’s important that our employees can reach out beyond the Mental Health First Aiders if they want support that is independent from Jigsaw24. In 2022 we’ll be launching extended external support through our Health Shield employee health package.

We’re building more quiet rooms Sometimes people just need a quiet space to be in. This is especially true in open plan offices, where there is a risk that people can feel that they are always on show. This year we’ve introduced quiet rooms in our Nottingham premises, and are looking to do the same in our London space.

We’re expanding our mental health and wellbeing communications Our internal comms will be focusing on a different social impact area for each quarter of 2022, beginning with health and wellbeing. We’re using employee surveys to find out which resources people are aware of and where they’d like the company to do more work. We’re also gathering feedback on the idea of introducing a more formal mental health disclosure process.

We’re making wellbeing part of everyone’s core benefit package We’re partnering with Health Shield to offer Health Cash Plans to our employees. These include unlimited 24/7 GP appointments (including prescriptions), 24/7 personal help (including counselling and health assessments), free subscriptions to the NHS Thrive app, cashback on various health costs and more.



Supporting a safer, healthier workforce

While mental health has been at the forefront of our efforts over the last year, we also want to safeguard our employees physical health. Part of this is purely practical – do we have enough fire exits? Are people lifting properly? – but we also want to make sure colleagues who want to exercise during their breaks feel safe and supported while doing so.

“Jigsaw24 provides all the support needed to keep improving in the health and safety field – it feels amazing to work for company that actually takes it seriously!”

Karolina, Facilities Manager



Preparing for any eventuality

With the opening of our new Service Centre, we've had to assess and plan for the safety of colleagues at an entirely new site. We've taken the opportunity to review our approach to health and safety generally, working more closely and continuously with assessors to mitigate risks before they arise, and to ensure we are always prepared for any changes in best practice.

We've recently taken the step of adding defibrillators to our London premises and training colleagues in how to use them, so they're prepared for any eventuality. Cardiac failure accounts for between 15 and 20% of deaths in the UK each year, with 55 out of every 100,000 people experiencing an out-of-hospital cardiac arrest. We want to ensure we're actively taking steps to counter this risk, and will be rolling out the scheme to our other locations in the near future.

Meet Jogsore24, our lunchtime running club

Over the years, Jigsaw24 colleagues have participated in innumerable funruns, sponsored marathons, half marathons and 10Ks – so it's no surprise we ended up with our own running club. Designed to provide some group encouragement for new runners and a sense of safety for those who'd prefer not to jog alone, the Jogsore24 team have led lunchtime runs and walks of varying speeds and intensities all over the local area. As well as helping our colleagues improve their cardio, it's a great opportunity to build ties between teams who wouldn't otherwise interact.



And for those who like a steadier pace...

Our founder, Roger, has started a 'park and walk' team to encourage colleagues to cut miles from their commute. Rather than drive all the way to the office, Roger is encouraging colleagues who live further away to leave their car outside the city at the local Park & Ride, then walk the rest of the way into work. Walking is the greenest way to travel, after all, as well as being good for your health and giving our growing team a chance to get to know each other outside the office.



Getting back in the saddle

cycle2work

Cycle to work schemes allow colleagues to purchase a bike of their choice, for a discount and through a salary sacrifice scheme, in the hopes that it encourages more people to cycle to work. While we've had a cycle to work option as part of our employee benefit pack for some time, the scheme hasn't had the support it deserves, and in 2022 we're planning on relaunching cycle to work with more fanfare, better communications around people's options, and more transparency about the difference it can make to our carbon footprint. We've also updated our showers and lockers to make the whole process easier for our greenest commuters.

Looking forward

Our next step? We'll be partnering with Health Shield to offer Health Cash Plans to our employees. While we're still developing the finer details of the programme, everyone will have access to a range of services and benefits which include, but are not limited to:

- 24/7 counselling and support helpline.
- Virtual GP surgery.
- Private prescription service.
- Employee assistance programme.

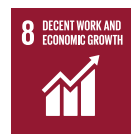
UN Sustainable Development Goals

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Further details can be provided on request. You can also find more information at sdgs.un.org/goals.



We support the Sustainable Development Goals



Want to know more?

We can provide more detail on our ongoing initiatives on request. If you'd like details of our wellness initiatives or any of our other social impact reporting, please contact SocialImpact@Jigsaw24.com.

You can also find more information on Jigsaw24.com/accessibility.

We also welcome recommendations from colleagues, suppliers and partners. If you think there is an area in which we can improve, have an initiative you'd like us to support or want to discuss opportunities to contribute, either as a colleague or as a partner organisation, please contact SocialImpact@Jigsaw24.com.

JIGSAW24



Charities and
community



Page 64
Our charter



Page 66
Our company efforts



Page 68
Our colleagues' choice projects



“We want to support our colleagues’ individual passions and our communities’ needs.”

Digital Marketing Manager Alexandra (centre right) hosting an Oxfam pop-up shop in our Nottingham HQ, along with some of other fundraising champions.

“We have some extraordinary people working for us, and we’ve always been supportive of their charitable efforts, whether they’ve been running marathons, bake sales or charity raffles. However, as the company grows, we recognise that this ad hoc support strategy needs to evolve. While supporting individuals is always going to be important, we want to support key charities on a more ongoing basis.

Throughout 2022, we want to strengthen our ongoing support for major projects, and develop our community strategy to ensure we’re giving back to the places that made us.”

John Hughes, Founder and Director

“Myself and the HR department have been involved in helping people organise their fundraising efforts and we absolutely love to see new ideas for projects coming through. We’ve supported individuals with collection boxes, posters and internal comms to rally people, whether it’s letting them know about a new donation drive or pop-up shop, a co-ordinated effort like the Account Managers’ Movember campaign or an individual

effort like a marathon. The company is full of incredibly generous people and it’s a pleasure to help their great work.”

Louise Goldsworthy, Head of Social Responsibilities

“I chose to raise money for The Trussell Trust as during COVID it has sadly become the norm for people to need the help of food banks. We may not have realised, but people have been using food banks for years and COVID-19 has caused a huge rise in demand for their services. I visited the food bank in Arnold last year, which was heart breaking; seeing people queueing at Christmas just to make sure they had food to last over the holiday break. It makes you realise how lucky we are!

“This year I suggested we raise funds again and Roger was 100% behind me. They pushed the charity fundraising too, which was amazing. But on top of that, Jigsaw24 promised that if we raised £1,000 they would match it, so our target was set! Jigsaw24 staff were amazing with their donations too: we smashed the target, raising £1,250 from colleagues and then £1,000 from the company. Jigsaw24 are also going to support The Trussell Trust with £100 a month going forward.”

Abigail Gavigan, Accounts Payable Supervisor

Our Charity and Community Charter

We understand that when it comes to launching a successful fundraising scheme, passion matters. Our colleagues come from many different walks of life and all have their own causes close to their hearts, so while we choose focus charities each year, we want to be guided by our colleagues, and invest our time, money and energy into projects which mean the most to them.

In fact, the only rule we have is that charitable giving needs to align to our core values of inclusion, sustainability and wellbeing, and that the organisation's business ethics are in line with our own. Outside of that, when our colleagues, customers and community bring their ideas to us, Jigsaw24 promise to match their effort. To make sure everyone is aware of the fundraising opportunities available to them, we've established the following charter:

1. Charity and community giving is enthusiastically endorsed from the top of the organisation by Roger Whittle, but charitable colleagues are encouraged to seek support for any cause close to them.
2. We set a charitable and 'social good projects' budget each financial year, where we pledge a minimum contribution to charity. There are separate budgets allocated for our colleague-directed projects, those suggested to us by customers or suppliers, and those that come from the community, as well as a pre-determined amount set aside for monthly contributions to our 'charities of the year.' This information is available for all colleagues on our company intranet site.
3. We are committed to documenting support for individual charities throughout the financial year, ensuring we are as transparent as possible about our chosen charities and the amount raised on their behalf. This will also help us celebrate our colleagues' achievements and be honest about the areas where we can improve.
4. Team managers should encourage their departments to get behind business-wide fundraising by joining in and supporting the cause with their job skills where they can, as well as encouraging team members when they are developing ideas for charity fundraising or community support projects.
5. We have assigned a charities caretaker for FY21-22 and have created and publicised a Social Impact Group, designed to support colleagues who want to start an initiative of their own.
6. We are committed to communicating our enthusiasm for and belief in charitable and community work, through methods such as regular intranet updates, in-office advertising, events and more.
7. We will measure the success of our charitable support framework through yearly reviews of our processes, commitments and budget; through staff surveys and workshops, or any other avenue deemed appropriate.



What did we do in 2021?



Alongside our employee-driven initiatives, we're committed to supporting one key charity in each of our focus areas (inclusion and diversity, the environment, health and wellbeing) with continuous, monthly support, so we know we're providing the kind of predictable income charities rely on. But we've also followed the passions of our colleagues, customers and community to find one-off projects for the social good which we can support with money, time or publicity.

Focus area	Example activity
Charities of the Year In January of 2021 we launched our 'charities of the year' initiative, which commits monthly funding to a key charity in each of our focus areas: inclusion, sustainability and wellbeing.	Inclusion: Fighting hunger and poverty with The Trussell Trust, providing current continued support to food banks near our Nottingham and London offices. The environment: Improving infrastructure by investing in sustainable and safe water projects around the globe. Wellbeing: Using toilet twinning to guarantee regular contributions to sanitation projects worldwide. For more information on our key projects, see the following page.
Colleagues' choice We pledge a minimum annual budget to help our colleagues to do good. Employees can submit their ideas through our Social Impact group or directly to our Social Impact champions, and Jigsaw24 will match or contribute to their fundraising efforts.	So far this year, we've supported colleagues taking part in the Great North Run for blood cancer research, the sales team's Movember efforts, a Christmas Shoebox appeal for under-privileged children, Trussell Trust food banks and England Deaf Futsal.
Customers and suppliers We get many imaginative and exciting requests for support from our customers and suppliers, and have an annual budget set aside for projects which align with our values.	We've supported supplier initiatives from Nutanix (who were supporting United World Schools), Marsh McLennan (who are supporting Ambitious About Autism) and ATOS (who encourage localised fundraising as part of their apprenticeship programme).
Community We're committed to actively looking to our local communities (Nottingham and London) for ways in which we can support our friends with projects for social good.	We sponsored a digital 'History of Racism' event at Nottingham Trent University during Black History Month. This is a more undeveloped area for us and something we'd like to expand further in 2022, exploring services such as volunteer days.
Awareness, involvement, promotion We are committed to frequent communications that show the good work our team do and promote more involvement.	For Movember we placed a collection box in reception, posters on our walls, distributed fake moustaches and have posted weekly updates throughout the month with progressive Moustache mugshots.

Our charities of 2021

We love to fund one-off projects, but we know that what many charities really want is predictable, consistent income. That's why we chose key three initiatives to invest in every month throughout FY21-22, each closely aligned with our values and ethics. We have a total of £40,000

set aside for charitable giving in 2021/22, with half of that going toward our work with the Woodland Trust to offset carbon and support biodiversity in Britain's woodlands. The other £20,000 is split between initiatives chosen by our colleagues, and three key charities of the year...



To improve health and wellbeing: Toilet twinning

Under this scheme, we donate to toilettwinning.org for each toilet our company has, and they invest that money in a sanitation programme somewhere around the globe. We're also providing ongoing monthly donations to help maintain the charity's ongoing projects.

Because sanitation is linked to health, education and community prosperity, supporting sanitation initiatives is a fantastic way to improve the wellbeing of people around the globe, providing opportunities for young people (particularly young women and girls) by making access to schools and workplaces more equitable.

What does our support do? Our investment pays into a Community Led Total Sanitation (CLTS) programme, in which communities and families are presented with resources and given a choice as to how best to use them, selecting their own materials and style of latrine. This means we can be sure families are getting the most out of the money we invest, wherever they may be and whatever challenges they may be facing.

Where are our toilet twins? We've currently got 38 toilet twins across the world, with projects in Katete and Kagoro in Zambia, Kindu on the Democratic Republic of Congo, and the Bangui district of Central African Republic all benefiting from our lovely loos. These projects all allow people to dispose of their waste appropriately and safeguard their health and reduce the spread of disease.



“On a personal level, I think this is a fantastic thing we are doing. It shows an awareness of both our immediate environment and support of our fellow human beings’ environment.”

Katy, Bid Co-ordinator

To improve inclusion and diversity: The Trussell Trust

Meeting everyone's basic needs, like food and sanitation, is a vital first step along the road to increasing social mobility and fairer access to opportunities and resources. That's why as well as investing in global projects, we're partnering with The Trussell Trust to support food banks close to our premises in Nottingham and London.

What does our support do? The Trussell Trust runs foodbanks nationwide, including some that are local to our premises. We're donating to the Trust every month to support these banks, as well as doing donation drives at times of peak demand.

Our promise: "I think we can all agree that UK hunger, especially among children, is a societal problem which is not going away any time soon and needs our support. The Trussell Trust have 1200 foodbanks and distributed 2.5 million food parcels to people in crisis in the year to 31/03/21.

Last year Abigail managed to raise £760 from colleague donations that went towards The Trussell Trust's Christmas

appeal to help fight hunger and poverty in the UK. This was an amazing achievement! So when she said she would like to do a similar fundraiser this year we couldn't be happier. We know after speaking to a selection of people across the company that the basic human needs of food, water, shelter and warmth are something that resonate with many of us.

With this in mind we decided to match the effort across the company in fundraising for this fantastic organisation... so if Abigail raised £500, the company would contribute £500, if she reached £1000, we'd match £1000 too. In the end, a total of £2250 was raised to buy online vouchers to be given to the Trussell Trust to be spent in one of their West London and Nottingham/East Midlands foodbanks." **Roger Whittle, Founder and CEO.**



To improve our environment: Tap twinning



Not everything is about our carbon footprint. Water scarcity can have a huge impact on the environment, causing crop failures, famines, desertification and more. We're donating every month to help finance clean, sustainable water projects.

Why is it important? Not everything is about our carbon footprint. Water scarcity can have a huge impact on the environment, causing crop failures, famines, desertification and more. We're donating every month to help finance clean, sustainable water projects around the globe.

Unsafe water leaves people at high risk of water-borne diarrhoeal diseases. Water scarcity, made worse by climate change, means crops fail, food supplies dwindle and people remain trapped in poverty. Tap twinning is our chance to help change this.

Why work with twinning schemes? We love the community focus of twinning schemes. The charity works with local partners to build strong relationships with local communities, ensuring their full participation and ownership of every project. Local residents are involved at every stage of decision-making, from choosing the type of water system, to identifying where best to site the water point.

SUSTAINABLE DEVELOPMENT GOALS
We support the Sustainable Development Goals



Our colleague choice project

Our colleagues are a talented and generous bunch who raise money for numerous causes each year. Here are just some of our 2021 highlights...



Dear Jigsaw24,

Thank you so much for donating AirPods Pros to our Marsh McLennan Charity Fundraiser.

The AirPods were our top prize in the raffle, which encouraged many people to buy tickets. Thanks to your generosity, in just a week, we managed to raise a total of £3,225 for Ambitious about Autism!

Ambitious about Autism is an amazing charity supporting children and young people with autism. They deliver support to young people at all stages of their lives, from early education right up to employment. They also aim to promote awareness of autism and provide an invaluable platform for young people to speak out about autism in society.

The money we've raised will go directly towards Employ Autism, the charity's award-winning employment programme which helps young people entering the world of work secure experience and placements.

Thank you again,

Marsh McLennan Charity Team



Making the Great North Run even harder...

Running 13 miles across hill country would be challenging enough for some of us, but Senior Contracts Manager Martin Findlay decided to do the whole thing while weighed down by a 12kg keg in order to raise money for Blood Cancer UK.

"I survived 13.1 miles with my beer barrel, so a huge thank you to all who supported me with your kind words and donations to Blood Cancer UK. The total is currently at £1,206.00 and rising still.

The run was incredibly hilly, hot and hard. However, I was lucky enough to have a minutes break at half-way and be interviewed by the BBC. To see that many runners (57,000), working so hard for so many good causes is humbling. It's a most amazing event, and I would encourage anyone capable of jogging round the block to get an entry in, train up and discover your potential."



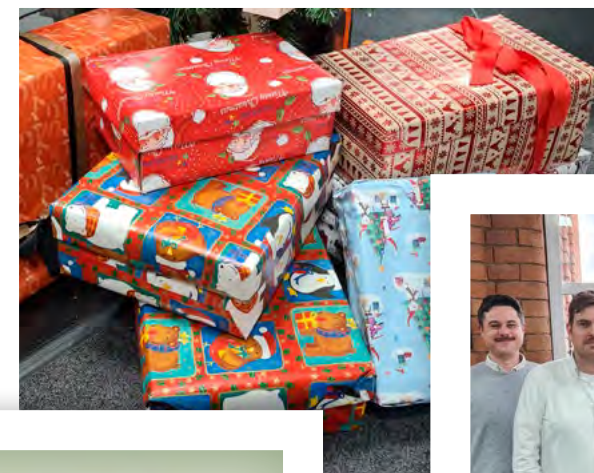
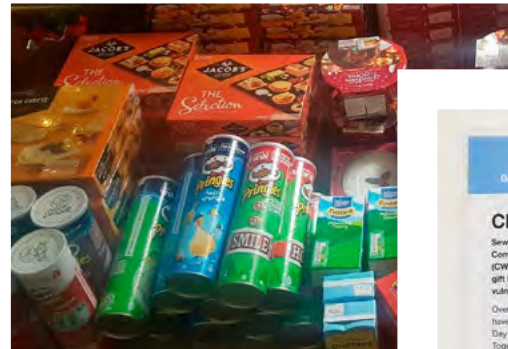
OXFAM

The Christmas Shoebox appeal

In 2021 two local charities, Sewa Day Nottingham and Communities Working Together, joined forces for the second year to launch the Nottingham Christmas Shoebox Appeal, which directly benefits:

- Children who are vulnerable.
- Survivors of domestic violence.
- Men (homeless).
- Teenagers (care leavers, vulnerable).
- Homeless people living in hostels.

Not only do these people face physical danger to their health and wellbeing, their mental health is also at risk - so this small act of kindness can go a long way in providing them with necessary items and simple joys to get through the holidays. We were one of 15 businesses involved in sponsoring this year's project, which saw 1300 gift boxes go out in time for Christmas." **Tori Shell, Marketing Manager**



Making mo' of Movember

Our team of desk-based account managers set themselves the ambitious goal of raising £1000 this Movember – and exceeded it by almost 50% for an impressive total of £1455! "This is the second year we have run the Movember challenge. Just like last year, it was great fun and thanks to the support of Jigsaw24 and the HR team, it created a great buzz within the business all while supporting a fantastic cause."

Michael Craven, Head of Desk-Based Account Management

Getting together for the Woodland Trust

On 22nd July 2021 we hosted our annual company kick-off event – the first time we'd all been together post-lockdown. Aside from a day of presentations and talks, we held a charity raffle that raised over £2000 for the Woodland Trust.



UN Sustainable Development Goals

We've talked about wanting to be net zero carbon as soon as possible, but that's not the only important change we can make for our planet. The Sustainable Development Goals (SDGs) set out the UN agenda for people, planet and prosperity are designed to help us achieve a prosperous, inclusive and sustainable society for all by 2030. As we grow, we want to ensure we're furthering these goals at every opportunity, from our inclusion efforts to our educational initiatives.

Further details can be provided on request. You can also find more information at sdgs.un.org/goals.



We support the Sustainable Development Goals



Want to know more?

We can provide more detail on our ongoing initiatives on request. If you'd like to know more about how we choose our annual charities and our budget for charitable donations, please contact SocialImpact@Jigsaw24.com.

You can also find more information on Jigsaw24.com/about.

We also welcome recommendations from colleagues, suppliers and partners. If you think there is an area in which we can improve, have an initiative you'd like us to support or want to discuss opportunities to contribute, either as a colleague or as a partner organisation, please contact SocialImpact@Jigsaw24.com.

JIGSAW24