

# JIGSAW24

## Gender pay gap report 2020

Committed to equality







Introduction  
John Hughes, Jigsaw24 COO



**Generating our gender pay gap data is a key part of our journey to ensuring greater equality in employment throughout our business.**

The issues of diversity in the tech sector are well documented. As examples, only 19% of the digital tech workforce is female (compared to 49% if you look at all UK jobs) and BAME (Black,

Asian and minority ethnic) employees account for just 15% of digital tech workers. This flags the seriousness of the situation, reinforcing the importance of the industry's commitment to addressing inclusion and equality in tech companies.

At Jigsaw24, we passionately believe in promoting equal opportunity employment and will work to create an environment that provides a level playing field and gives everyone the same chances. Inclusivity is positively encouraged, and our approach is to be authentic and to integrate it into the way we undertake our business.

We believe that role models are important at all levels in our organisation and subscribe to the belief that you can't be what you can't see – which makes us acutely aware of the need to pursue greater equality at every level of our business.

In pursuing greater equality, we do not want to diminish the quality of the workforce, so we are not promoting positive discrimination in selection for roles. We will continue to select the best person for available roles, but we do 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 target high quality employees from those groups.

We increased our focus on inclusivity in 2019 and I am pleased with the progress that we have made as a business since then. Being inclusive is one of our values, and we know that to develop a fully inclusive environment will require ongoing commitment and persistence through 2021 and beyond.



Inclusivity in Jigsaw24  
Roger Whittle, Jigsaw24 CEO



**We are very much aware that the tech industry struggles with gender diversity and broader equality issues. We could choose to hide behind the industry issues, but we prefer to be proactive.**

We know that people of all genders can bring equal value to Jigsaw24, and particularly that if we fail to encourage the development of more female employees then the company will miss out on a stream of talent that can help grow and develop our business. Supporting a diverse workforce is a prerequisite for winning the battle to attract today's top female recruits.

A diverse workforce is also better placed to ensure new products and services appeal to their full, intended target markets. Our business is increasingly dependent on the delivery of solutions, and we need to ensure the design of our solutions works for all end users. Taking account of wider perspectives when designing solutions will improve the service we offer to customers and make us more relevant to our target markets.

Jigsaw24 is committed to creating greater inclusion and diversity across its workforce. To support this, we have developed six key actions to progress our approach to inclusivity. The statements below do not change anything in themselves, but they do clearly state our commitment not to merely accept the status quo, but to take action to affect change.

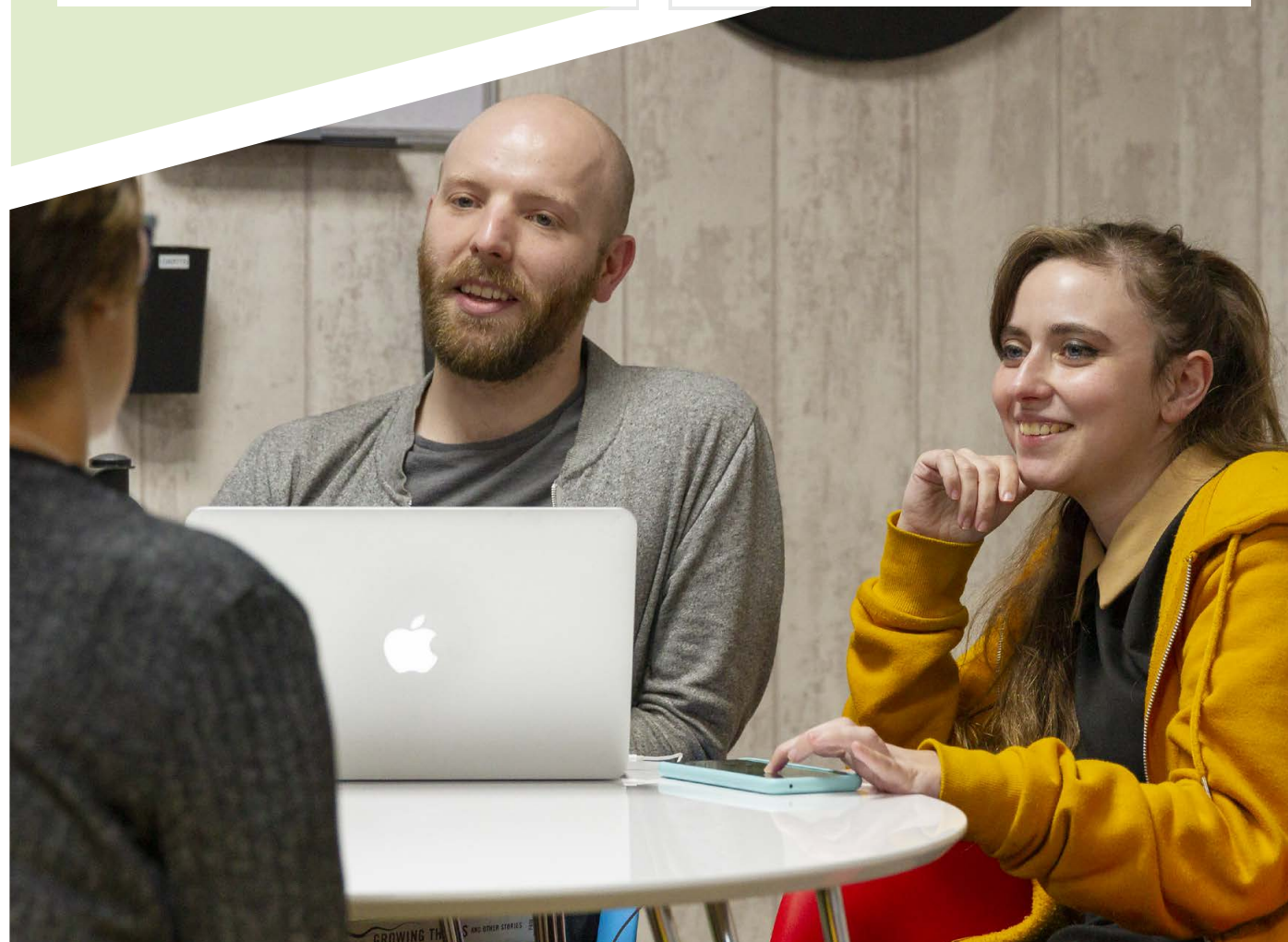
In financial year 2019/20, we have made improvements in many of the gender pay gap indicators, reflecting the increased attention that we have given to inclusivity across the business. Our challenge is to ensure that we maintain our focus and drive further improvements in future years.

Eradicating the gender pay gap will take time and requires a shift not only in Jigsaw24's approach, but across the tech industry and society as a whole. Although Jigsaw24 is relatively small within our industry, we are committed to playing our part in driving improvement – it is a challenge that our management team relishes and will address with the enthusiasm and passion that has characterised our success across the last 28 years.



## Inclusivity in Jigsaw24 – 6 Key Actions

- 1. Commitment.** Our commitment to inclusivity and diversity is led by the Jigsaw24 board, championed by Roger Whittle, Chief Executive Officer, with support from John Hughes, Chief Operating Officer.
- 2. Awareness.** We generate awareness throughout our business, ensuring our employees understand underlying issues with inclusivity and diversity, and encourage them to be proactive in addressing those issues.
- 3. Recruitment.** We adopt inclusive attraction and recruitment processes, working towards the goal that diverse talent is actively encouraged to apply for roles and interview shortlists contain a diverse mix of candidates.
- 4. Constant review.** We systematically review all aspects of our business to ensure that our company promotes and welcomes diversity and ensures that employees progress through their talent and ability.
- 5. Best practice.** We actively seek best practice for improving talent diversity and will work proactively with other organisations to continually improve.
- 6. Openness.** We encourage our employees to 'call out' where Jigsaw24 and its managers need to improve, and actively encourage employees to take initiative in driving change.



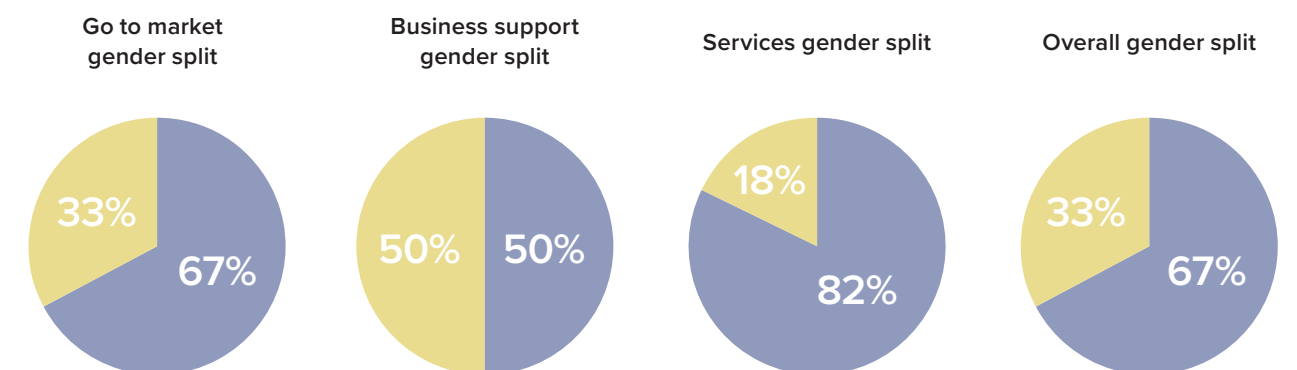
## Gender balance across Jigsaw24

The overall gender balance in Jigsaw24 is 33% female: 67% male (improved from 30%:70% in 2019). The balance varies across the company. In business support, we have an equal split between genders. Within our go to market team, the

split is 33%:67%, while services has a ratio of 18%:82%. Although services is our main area of concern, we have made improvement in 2020, but there is still significant work to do to address gender balance.

### Gender split

Men Women





## Gender pay gap data

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

For financial year 2020, some gender pay gap calculations have been affected by the impact of COVID-19. The gender pay gap and salary quartile bands are calculated based on full-pay relevant employees. In Jigsaw24, circa 15% of the company were on furlough at the point of calculation and are therefore excluded. Although this results in slightly skewed calculations, some clear conclusions can nevertheless be drawn.

The gender pay gap data shines a bright light on the key issue within Jigsaw24: there is a shortage of women in senior level roles, and the vast majority of roles eligible for bonuses are filled by men. This high proportion of males in higher-earning roles results in

highly divergent figures for the gender pay gap mean and median figures, and also the gender bonus pay gap mean figures.

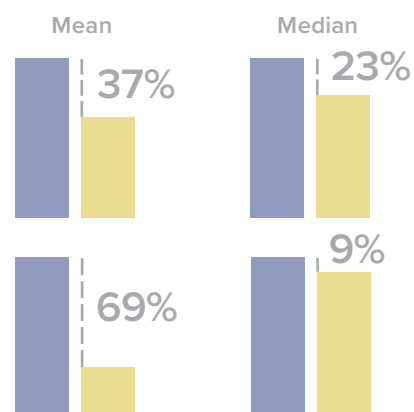
Our results are heavily influenced by the fact that significantly more men work in our sales account teams, where they have a higher earning capacity due to uncapped commissions and other incentives tied to performance. While a relatively large proportion of women receive bonus payments, those bonuses are often smaller because non-sales roles do not attract commission.

In 2019, we undertook an external review of our reward approach. This review confirmed that we treat men and women performing the same job equally in terms of salary and bonuses. This confirms that our key challenge is to continue to employ and promote women to more senior roles.

### Gender pay gap

Men Women

Gender pay gap – difference between men and women

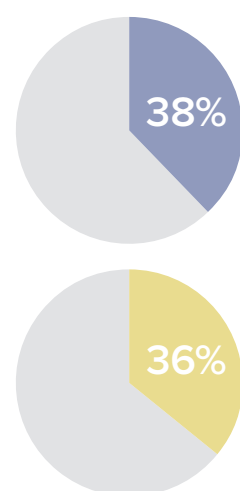


#### Notes:

All information accurate as of April 2020.  
Mean refers to the average of all the salary data.  
Median refers to the value lying at the midpoint of the salary data.  
Bonus pay gap refers to all variable pay including commission.

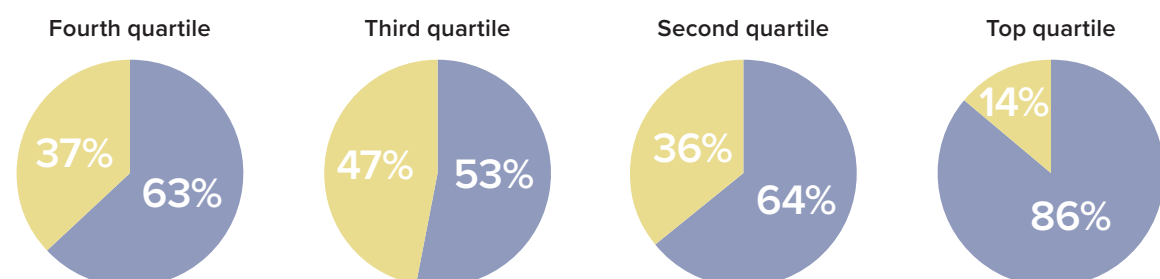
### Proportion receiving a bonus

Men Women



### Proportion of employees in each pay quartile

Men Women



## Have we made progress?

- In 2019, we developed **six key actions** to ensure increased focus on inclusivity. We have used these actions to promote discussions with all of our managers, who have committed to our approach and to being diversity champions in their areas of the business.
- In the last two years, we have **promoted five women to the management team** – women now hold eight of the 32 roles, creating role models for others.
- At the next level of management, **57% of Team Leaders are women**, providing a strong pipeline of female management capability for the future.
- In 2019, we began **participating in the Women in Leadership programme**, an EU initiative run by Nottingham Trent University. Five of our managers completed the programme that year, and a further 10 completed it during 2020. Our aim is to establish the next group of female leaders in Jigsaw24, and also help to build our business network with women in leadership positions across other organisations.
- We have introduced **focus groups** to recommend how we need to change as a business on all aspects of inclusivity and ensure that we are continually focused on improvement.



## Declaration

We confirm that these calculations have been made in accordance with and are accurate to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 as taken on the snapshot date of 5th April 2020.

John Hughes – COO

Roger Whittle – CEO



JIGSAW24