

# Pay gap analysis 2025

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We are pleased to share this year's Gender Pay Gap Report, which accurately reports our progress in addressing our gender pay gap and promoting fairness across our organisation. The results demonstrate the effectiveness of the measures we've implemented in our recruitment and compensation strategies and reinforce our dedication to creating a workplace where everyone is rewarded fairly for their contributions.



**Brian Moran**  
Group Chief Executive

The information below details the reportable Gender Pay Gap data for financial year 2024-25, which has to be published by 4th April 2026.

For the Group's own purposes, pay gaps have been calculated for employees of a UK minority ethnicity and those with disabilities.

## 1. Reportable data

### 1.2 Hourly Pay Gap

|                    | Male          | Female        | Gap          |
|--------------------|---------------|---------------|--------------|
| <b>Mean 2025</b>   | <b>£21.36</b> | <b>£20.01</b> | <b>6.3%</b>  |
| Mean 2024          | £20.90        | £19.40        | 7.2%         |
| Mean 2023          | £20.03        | £18.86        | 5.8%         |
| Mean 2022          | £18.19        | £17.57        | 3.4%         |
| <br>               |               |               |              |
| <b>Median 2025</b> | <b>£19.74</b> | <b>£17.73</b> | <b>10.2%</b> |
| Median 2024        | £19.32        | £16.92        | 12.4%        |
| Median 2023        | £18.58        | £16.27        | 12.4%        |
| Median 2022        | £16.47        | £15.60        | 5.3%         |

**1.3 Bonus Pay Gap**

|             | Male    | Female  | Gap    |
|-------------|---------|---------|--------|
| Mean 2025   | £372.94 | £365.47 | 2.0%   |
| Mean 2024   | £356.27 | £369.69 | -3.77% |
| Mean 2023   | £361.99 | £349.01 | 3.6%   |
| Mean 2022   | £352.20 | £334.76 | 5%     |
| Median 2025 | £400    | £400    | 0%     |
| Median 2024 | £400    | £400    | 0%     |
| Median 2023 | £400    | £400    | 0%     |
| Median 2022 | £400    | £400    | 0%     |

**1.4 Bonus Pay Gender Proportion**

|      | Male  | Female |
|------|-------|--------|
| 2025 | 92.9% | 88.6%  |
| 2024 | 92.2% | 85.4%  |
| 2023 | 96.4% | 96.4%  |
| 2022 | 93.7% | 88.8%  |

# 1.5 Proportion of males/females within each quartile 2025

Overall Reportable gender split - 44.0% women (2024: 42.8%) and 56.0% men (2024: 57.2%)

| Quartile     | Gender | 2025 Percentage | 2024 Percentage |
|--------------|--------|-----------------|-----------------|
| Lower        | Female | 54.1%           | 55.6%           |
|              | Male   | 45.9%           | 44.4%           |
| Lower Middle | Female | 41.6%           | 40.2%           |
|              | Male   | 58.4%           | 59.8%           |
| Upper Middle | Female | 42.4%           | 39.4%           |
|              | Male   | 57.6%           | 60.6%           |
| Upper        | Female | 37.7%           | 36.1%           |
|              | Male   | 62.3%           | 63.9%           |

## 2. Further diversity pay analysis

### 2.1 Employee ethnicity data

The analysis is based on the employees within the reportable gender pay gap group (i.e. employees of the Group parent).

#### Hourly Pay Gap

|             | White British | UK minority ethnicity | Gap   |
|-------------|---------------|-----------------------|-------|
| Mean 2025   | £20.82        | £20.72                | 0.5%  |
| Mean 2024   | £20.39        | £19.28                | 5.4%  |
| Median 2025 | £19.24        | £19.70                | -2.3% |
| Median 2024 | £18.75        | £17.93                | 4.4%  |

## 2.2 Disabled employee data

The analysis is based on the employees within the reportable gender pay gap group (i.e. employees of the Group parent).

|             | Employees without a disability | Employees with a disability | Gap   |
|-------------|--------------------------------|-----------------------------|-------|
| Mean 2025   | £20.81                         | £20.78                      | 0.1%  |
| Mean 2024   | £20.38                         | £18.72                      | 8.1%  |
| Median 2025 | £19.44                         | £18.38                      | 5.8%  |
| Median 2024 | £18.75                         | £16.87                      | 10.0% |

## 3. Pay Ratio

The ratio of the highest hourly pay to that of the median.

The analysis is based on the employees within the reportable gender pay gap group (i.e. employees of the Group parent).

|            |     |
|------------|-----|
| percentile | 50  |
| 2025 ratio | 7.7 |
| 2024 ratio | 7.8 |

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