

GENDER PAY REPORT

2022/23

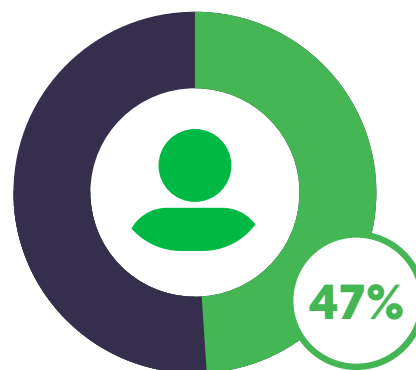


Here at Sigma Connected, we are committed to fighting against any gender pay gap. We don't just say we prioritise equality and diversity, it's who we are. We look for and promote people based on their talent and believe that the more diverse our team, the better it is.

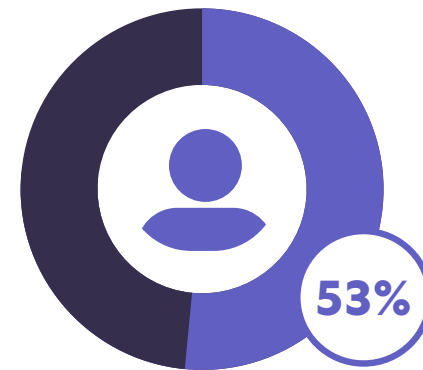
We make salary decisions based on what the role involves, not on gender, and are confident that the salaries of our people reflect that.

For any new person joining us, we have salary ranges approved ahead of meeting them, so know that this helps us to create consistency.

This year again, our female:male ratio is slightly more weighted to female at 53% of Sigma Connected.

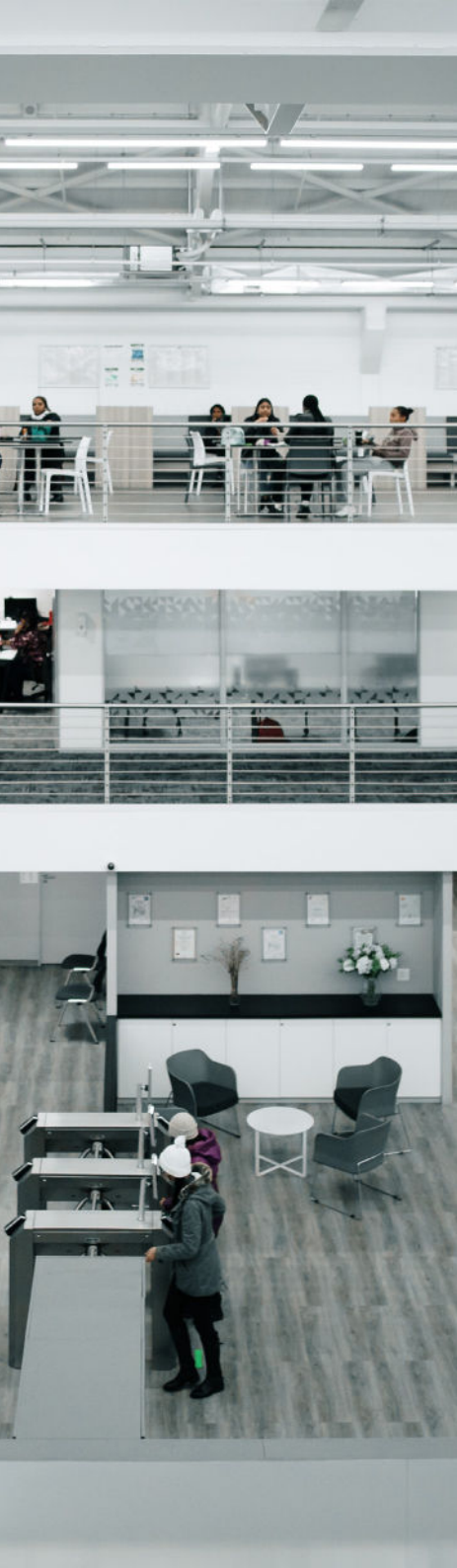


MALE



FEMALE





Gender pay gap & bonus

We are really pleased to report that our gender pay gap has reduced for the 4th year in a row, moving over last 12 months from 18.7% to 16.9%.

It is also great to say that our bonus gap has reduced over the last 12 months from 61.4% to 57.8%.

The percentage of females receiving a bonus has also increased with 58% of females receiving a bonus (this was at 37% 2 years ago, demonstrating our commitment to reduce any gap).

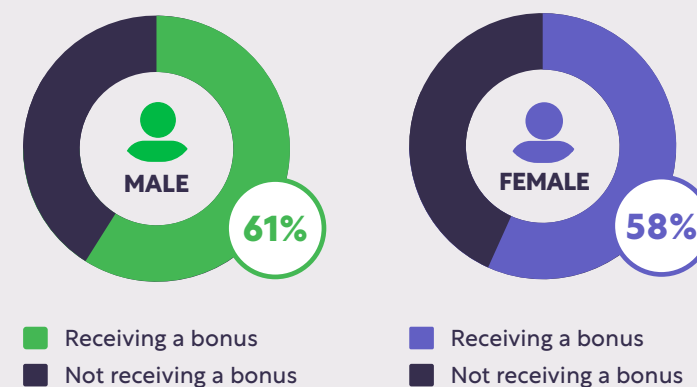
Our upper/middle management has increased female representation by 2 percentage points over the last 12 months.

The key driver for our remaining gap, remains at upper management due to lower proportion of females in senior management roles in the UK.

Gender pay and bonus gaps

	Mean	Median
Pay Gap	16.9%	3.3%
Bonus Gap	57.8%	10.2%

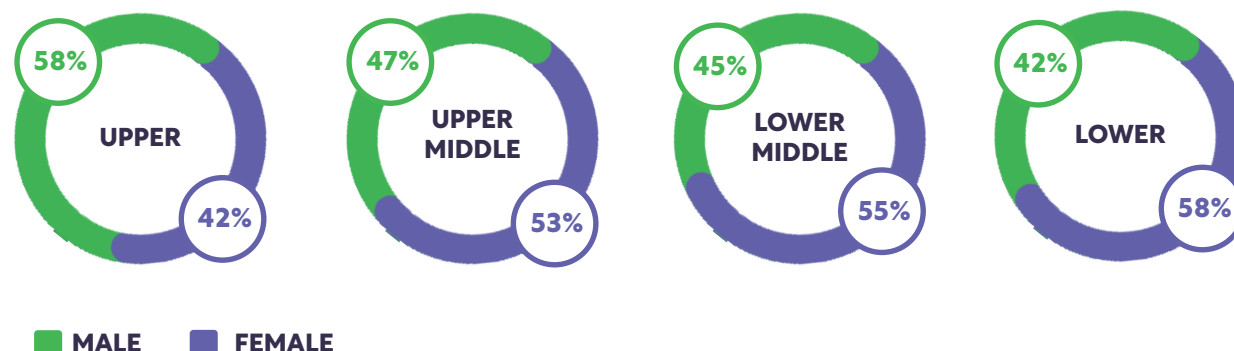
Proportion of employees receiving a bonus in 2022/23



Pay quartiles

Population of males and females in each pay quartile.

Each quartile contains 259 employees.



Plans for the future

Although for the fourth year in a row, it is really positive to be reporting a further reduction in our pay gap, we want to remove any gap, which we are set on doing. We are continuing to review and improve how we do things to make sure we offer the right flexibility and people focussed initiatives so that our people reach their full potential and grow with us, regardless of gender. We believe our people's testimonials speak to these efforts.

The key voice behind the diversity and inclusions changes we make, is our peoples, working alongside our People teams. This is particularly evident in our 'One Me, One Sigma' Diversity, Inclusion and Equality programme which is made up of employees, who help us to set the initiatives and drive the direction of changes.



We challenge ourselves on improving everything always, so are again reviewing our Family Friendly offering and female specific policies such as menopause to ensure the right support structures and remove any perceived stigma so that our female colleagues know they can open up about anything they need to help them continue to thrive in work. We developed our leadership training on unconscious bias with further training on this to come. Additionally, we are looking at further support and initiatives we can put in place, based on the voice of what our people tell us they need to help them develop, for example, tackling Imposter Syndrome. The majority of our workforce are working from home, increasing the flexibility we offer. We will continue to build on what we do and further improve how we attract, retain and develop our people to further close any gap.



Purpose

Sigma Connected is a place where people can be their authentic selves, and where respect is fundamental and heartfelt.

'One Me, One Sigma' is our Diversity, Inclusion & Equality programme, made up of our employees. As part of this, we have DNA (Definitions Not Applicable) Colleague Committees who lead on different Diversity, Inclusion and Equality focus areas and initiatives.



Its purpose is:

- To remain connected, outside of definitions and labels, as we are different and we know that this is what makes us who we are.
- To ensure our people, communities and ALL demographics are empowered, educated, represented protected and aligned to our core Values of Always Together, Always Learning, Always Adapting, Always Better and Always Sigma.

ONE ME
ONE
SIGMA

DEFINITIONS

This forum has representation across demographics and is one of our many platforms that holds us accountable to our commitment to ensure that we treat our people with dignity and fairness no matter their culture, pregnancy or maternity status, ethnicity, race, religion, gender identity, sexual orientation, age, marital status, or ability.

Our One Me, One Sigma group have set the strategy and initiatives for Diversity, Inclusion and Equality.

This year some of the initiatives One Me, One Sigma are leading on are: Menopause Awareness Month including policy updates and training for leaders, Neurodiversity (ensuring our leaders are educated and know how to lead and support their team members), Family Friendly policy refresh and training for leaders, Cerebral Palsy Awareness and education, LGBTQ Awareness including Pride month and Pride events as well as our recent partnership with Stonewall with initiatives and training coming on the back of this, Black History and Culture Month as well as Ramadan Diaries with a focus on how our people celebrate the season - and that's just to name a few!

Sigma Connected is a place where people are part of our community, have a genuine sense of belonging, and where we celebrate the fact that our diversity is what makes us strong and stand out from the BPO crowd.

I confirm the gender pay gap data to be accurate

Gary Gilburd, CEO
1 April 2024



What our Sigma Connected women have to say



I love working here. It's all about culture, and it's so important to us that we make sure new people who join us know this and align with what makes us different. A big part of our culture is 'no blame' which means that you feel you are able to be yourself and put forward ideas without fear of judgement. I feel acknowledged and valued for who I am.

Our People Teams are so passionate about making sure everyone feels seen here. We are committed to continuously improving how we do things to make Sigma Connected an even greater and inclusive place to be part of for everyone.

I have the best team and have the perfect balance of home and work life. I work from home, so I get to see my puppy Victor and walk him during the day. The hours I work also mean that I am able to have quality family time and I can 'switch off' when I'm not working.



Suz Richmond,
Head of People & Talent



I've been with Sigma Connected for a long time, and I get asked a lot why I've stayed for so long and why I haven't moved on elsewhere. My answer is always the same, progression and flexibility. I've been given some amazing opportunities here, I've been continually challenged and encouraged to develop and grow. During my time at Sigma Connected I've had two children. Balancing pregnancy, maternity leave and then being a working mum has been my biggest challenge so far – but I've been given a great amount of support and flexibility from Sigma Connected. This has allowed my career to still progress to where I am today. I have never felt that I need to choose being a mum or having a career, I've been able to do both. It's not always easy, in fact at times it's really hard, but I know I'm very fortunate to work for a business that values family and the importance of allowing flexibility.



Yasmin Neal,
Director of Learning & Development



Since I started working at Sigma Connected I have never felt like I am less for being a woman. I have always been treated equal to male colleagues and given the same opportunities. Everyone in the business is so kind and approachable which I really appreciate, having had not so positive experiences previous before I joined the business. I see how flexible we are everyday for others and that solidified why I want to remain here. My journey in the business has been nothing but phenomenal as I have not met a single person yet that doesn't show respect for me, even if it's someone I have only spoken to once. Everyone holds the company values as tightly as me and I am so excited to progress in the future and remain part of the family.



Heather Brownsiky,
Talent Specialist



When I joined Sigma Connected in 2017 I was looking for a role where I would be empowered to drive change and make a difference and an operating culture that was low on corporate politics and collaborative, and where employees were valued (regardless of gender or other characteristics) based on their contribution and behaviours. I was impressed from the initial meetings I had with the exec team that focussed on my skills and experience and placed weight on cultural fit aligned to values that were also important to me. I had experienced both casual misogyny and gender stereotyping in other organisations and it was clear from the transparency of those initial conversations that Sigma Connected was a much more inclusive organisation.

Throughout my career with Sigma Connected, I have felt valued and recognised for my contribution to the success of the business and empowered to innovate and drive positive change. The business has also provided me with the flexibility over the last two years to be able to work from a different remote location when needed in order to support my parents after one of them experienced a life changing medical event. This has been invaluable to me in terms of maintaining a positive work life balance.



Emma King,
Account Director



Working at Sigma Connected has been such a continuous improvement since I started. As an energy specialist there was a lot of support and training when I wanted to progress and improve, and I felt incredibly lucky to get some amazing guidance from my manager Chantelle who was progressing herself. As a manager, especially as one who experiences a lot of issues with their health, I've been fortunate to get a lot of flexibility to support me both inside and outside of work from my incredible SDM Jane Osborne, which in turn allows me to pass on that same support to my own team. Sigma Connected has in particular over the last couple of years put so much in place so support their colleagues, and while I can't speak for everyone, I can say how much of a difference that has made for me and my team. Truly #wearedifferent.

Many companies are unfortunately still very male dominated, even in 2024, and on my latest campaign in particular I have been surrounded by some of the most fantastic, knowledgeable and supportive women I have ever met. It's not an experience many companies will provide, so it's great to see all the progress Sigma Connected is making. Not once have I felt that I would be held back due to my gender at Sigma Connected, and hopefully that continues long into the future.



Alex Halliwell,
Team Leader



I have found working for Sigma Connected to be refreshing as the company truly values that work life balance. I work in a flexible back office team where if I have a spark of creativity, I can log on late at night, bank holidays and the weekend. I also know if my family needed me I could finish work early and work time back later on in the week. This has increased the happiness of my home life and my children see me as a present parent. This trust and flexibility encourages me to perform, as does it with my team.

Working with many different stakeholders during my time at Sigma Connected I get the same feeling across the board for all genders.



Jenni Kwiatkowski,
Service Delivery Manager



Sigma Connected have always been totally supportive of my career journey, they have funded training courses for me which have really helped me develop as a person, they have also actively encouraged me to be part of an external mentorship programme which helped navigate my professional journey and helped when having to have difficult conversations. 2 years ago the exec team nominated me for Women in Credit Awards which is testament to how they recognise my development and all that I bring to Sigma Connected. It's evident to me that Sigma Connected value women at all levels within the business and will support anyone who wants to enhance their career regardless of gender.



Joanna Watts,
Director of Implementation



I started at Sigma Connected 8 years ago, fresh out of uni. I had no intention of staying long term however accidentally stumbled into a career! The progression opportunities were great when I first started and have only improved as the business has grown over the years. I work with so many amazing and accomplished women here at Sigma Connected and feel empowered to excel in my role daily.



Fozia Fiaz,
Service Delivery Manager



L&D is often a very female environment and for once Sigma Connected are not bucking the trend! I love working with such bright, driven, and caring women here at Sigma Connected and the support we provide to each other allows us to continually improve personally and professionally.

Sigma Connected have always shown an unwavering commitment to deliver exceptional learning. The sponsorship of my skills to deliver best-in-class training material has allowed me to excel in my role, pushing boundaries and consistently delivering my best work. This commitment to skill enhancement has not only elevated the standard of our training materials but has also allowed me to secure a role that aligns seamlessly with what I enjoy doing the most.

And all of this happening as I navigated menopause and the many joys that this stage of life brings! Thank goodness I've been lucky enough to be part of a supportive L&D team that has allowed me to manage the physical and mental health changes I've been through. Although sometimes difficult I've continued to grow my skills, maintain my productivity, and take care of my well-being. I know that this isn't possible for every woman, in every role, but it is here at Sigma Connected.

I'm grateful for my positive experience as I've felt genuine concern for my wellbeing, and I've been valued and supported not only for my contributions at work but as an individual.



Vivianne Harries,
Career Development Design Lead



From the minute I joined Sigma Connected I felt supported not only professionally, but the flexibility I was offered being a working mum was fantastic - from the tiniest details to making sure I never miss a school show or sports day. I'm super lucky that my partner is a stay at home dad but it's so lovely that I never miss out on the little things! Not only do I get to enjoy this in my position - but I can give my team and my campaign the same opportunity. I've never worked in an environment so supportive of peoples family lives and it's super empowering and one of the reasons that motivates me to turn up and give my role my best efforts every single day! My journey or progression has never been hindered by the fact I have other responsibilities - I even progressed from SDM to OM less than a year after returning from maternity leave! Being a woman or a parent has never stopped me at Sigma Connected.

Here at Sigma Connected I'm surrounded by so many inspiring individuals from so many backgrounds - loads of those are female, and as someone who has struggled and felt overlooked in the past - it's one of the reasons why I love working at Sigma!



Laura McGoldrick,
Operations Manager



I am a mum of five children ranging from 10-26 and I have to say the support I have from my team and the company is second to none – I am a strong woman and I like to think a strong leader and Sigma Connected have been a huge part of helping me balance my life at home and at work.

I love the Taylor Swift song ‘The Man’ (full on Swiftie and I make zero apologies!) But I would welcome Taylor to come work for Sigma Connected. Taylor asks ‘would I get there quicker if I was a man?’ – and here at Sigma Connected she would know that we value strong women and treat them equally to our strong men – and we both get there at the same time. She asks ‘how much of this do I deserve?’ – but here at Sigma Connected I know that I deserve my position and my standing within my team and the company – I am valued and supported in my role and the company are understanding of my commitments to my family. I never question if I would get there quicker if I was a man – because I know here at Sigma Connected it makes absolutely no difference whatsoever!



Fiona Baxendale,
Training Design Manager



During my time at Sigma Connected I have always felt supported and empowered as a female. When applying for new roles, I have never felt that my gender has even been a factor that would be looked at, and the only focus is whether I am the best fit for a role.

There are many women across the business who I believe are well respected, and I know that often it can be the case that the more senior roles in a business are very male dominated, but as someone who has started as an advisor and looked up to many women across the business, I do not feel this is the case within Sigma Connected at all. I am currently pregnant and the support I have received from my managers during this time has been amazing; they genuinely care and want the best for you, rather than just focusing on the needs of the business. I also have had some personal issues where I have had to be a big support for my family over the last 12 months, and again the support provided to me by Sigma Connected was incredible. They really go above and beyond for their people, regardless of your position, gender, race, or any other factor.



Megan Cradden,
Talent Manager



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