

GENDER PAY REPORT

2023/24



Sigma Connected's standpoint on gender pay gaps

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.

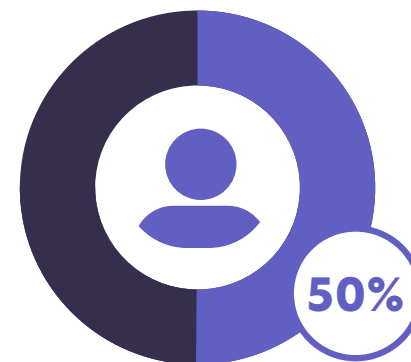
We make salary decisions based on what the role involves, not on gender, and are confident that the salaries of our people reflect that.

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, our female:male ratio is 50/50 at Sigma Connected.



MALE



FEMALE



Our gender pay gap & bonus

For four years in a row through to 2023, our gender pay gap reduced year on year to 16.9%. This year we are reporting a 17.0% gap which is a 0.1% increase from last year due to increased backfill recruitment in offshore centres of excellence. However, when we look across the last 5 years, we have seen a significant reduction from 2019-2024 (then at 33.1%).

We are delighted to report that our bonus gap has reduced for the second year in a row from 57.8% last year to 31.3% this year. We believe this again demonstrates our commitment to equal reward and pay.

The percentage of females receiving a bonus has also increased again this year with 77% of females receiving a bonus (this was at 37% 2 years ago, demonstrating our commitment to reduce any gap).

Our female population are represented at least 50% at every quartile apart from our Upper quartile.

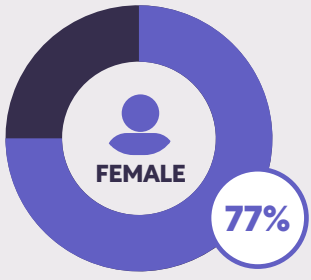
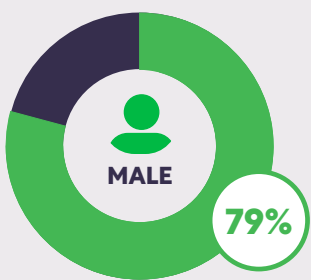
The key driver for our remaining gap, remains at upper management due to lower proportion of females in senior management roles in the UK.

If we look at our gender pay gap excluding this quartile, our gender pay gap would be 12.2%.

Gender pay and bonus gaps

	Mean	Median
Pay Gap	17.0%	4.6%
Bonus Gap	31.3%	26.2%

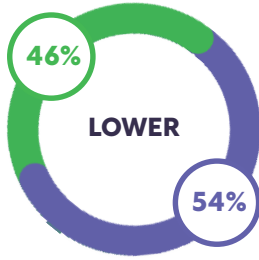
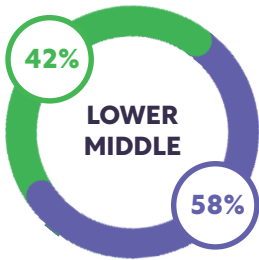
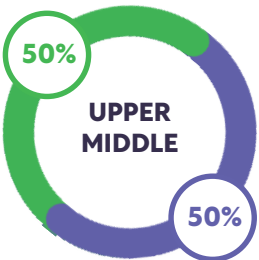
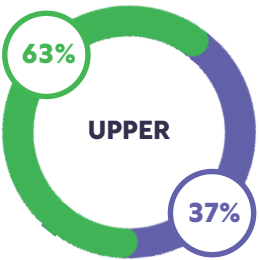
Proportion of employees receiving a bonus in 2023/24



Pay quartiles

Population of males and females in each pay quartile.

Each quartile contains 227 employees.



MALE FEMALE

What are we doing about it?

As we said last year, our goal is to continually work towards removing any gap.

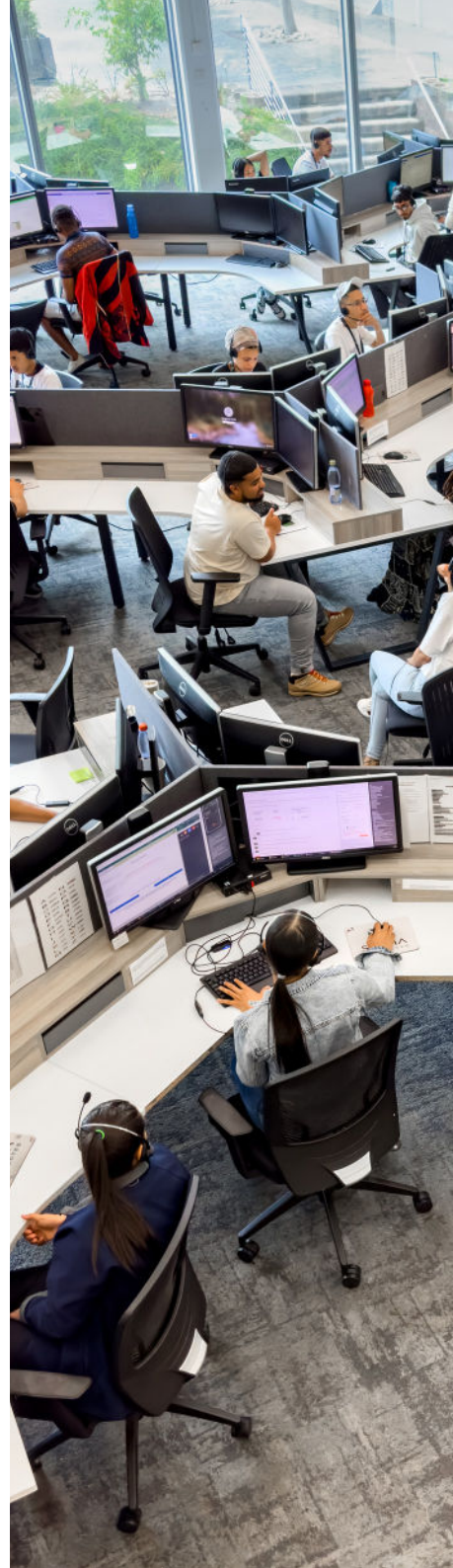
We are continuing to review and improve how we do things to make sure we offer the right flexibility and people focussed initiatives. Our goal is to ensure that our people reach their full potential and grow with us, regardless of gender.

We believe our people's testimonials speak to these efforts.

The driving force behind our diversity and inclusion changes is our people, working closely with our People teams. This collaboration is most evident in our "One Me, One Sigma" Diversity, Inclusion, and Equality programme, which is led by employees who play a key role in shaping initiatives and guiding the direction of change.



We constantly challenge ourselves to Improve Everything Always, and last year, we achieved all our set goals and more. We introduced our dedicated Menopause policy, which outlines the support available within Sigma and raises awareness among all people. This initiative included interactive sessions to discuss menopause and how we can best support our colleagues during this phase of life.



We streamlined our Flexible Working Process so our people are able to submit and keep track of their requests directly through our People system. Additionally, we trained our leaders to better recognise unconscious bias and their crucial role in fostering a diverse and inclusive culture. We also introduced training on preventing sexual harassment, launching a policy that educates colleagues on our zero-tolerance approach and outlines the process for reporting such incidents.

We of course celebrated International Women's Day which included celebrating stories of female leaders in our business and launched our first Mentoring Initiative, featuring two senior female colleagues as mentors.

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.

This year, we have another exciting year planned.



Our ongoing commitment to ED&I

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 NOT APPLICABLE

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: HIV Awareness and education for our people to help remove any stigma, ADHD foundation working with a UK charity to help support line managers understand new ways of supporting their team as well as signposting colleagues on how to get a formal diagnosis, Neurodiversity (ensuring our leaders are educated and know how to lead and support their team members), Family Friendly policy refresh and training for leaders, International Women's Day celebrating our key women, LGBTQ Awareness including Pride month and Pride events, Black History and Culture - and that's just to name a few!

I confirm the gender pay gap data to be accurate

Gary Gilburd, CEO
1 March 2025



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 Campbell,
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



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,
Health & Safety Associate





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,
People & Talent Change Specialist



I started working with Sigma Connected around 2 and a half years ago and the progression, support and development I have received has been second to none. Both my direct line manager (another amazing female in Sigma Connected) and all our incredible supporting teams we have, have given me the confidence and ability to take on two promotions in this time and I can truly see the impact that I make within the business.

I have been luckily enough to support the development of others in my team, and this is what I love about Sigma Connected - we support each other, we want each other to grow, and our people are at the heart of what we do. I have achieved so much in my time with Sigma Connected but I am still able to have a life outside of work with the tools available to me allowing me to do my job to the best of my ability.

Sigma Connected supports everyone, we are different, and I can't wait to continue my career here and see what is next!



Katy Tulips,
People Manager UK



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,
Operations 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,
Operations 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



Working at Sigma Connected has been truly transformative for my personal growth. From day one, I've felt a sense of belonging that I've never experienced in previous workplaces. What sets this company apart is the genuine team spirit that runs through every department. It's not just talk—you can feel it in our daily interactions and see it in how we tackle challenges together. Everyone here is aligned toward the same goals, creating a unified purpose that makes coming to work each day meaningful and energising. The collaborative culture is something I particularly value. There's an authentic "we're all in this together" mentality where colleagues readily offer support without hesitation. Whether you need technical assistance, a fresh perspective on a project, or simply someone to bounce ideas off of, help is always available.

Perhaps most importantly, Sigma Connected understands that employees are people first. The excellent work-life balance provided here has allowed me to thrive professionally while still having time and energy for my family life. This balance isn't an afterthought—it's built into how the company operates.

I can honestly say that joining Sigma was one of the best decisions I've made. It's not just a place to work; it's a community where I can contribute, grow, and feel valued every single day.

Debbie Bowen,
Executive PA





We are



We are Sigma Connected

www.sigmaconnected.com

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