



Gender Pay Gap Report

2025



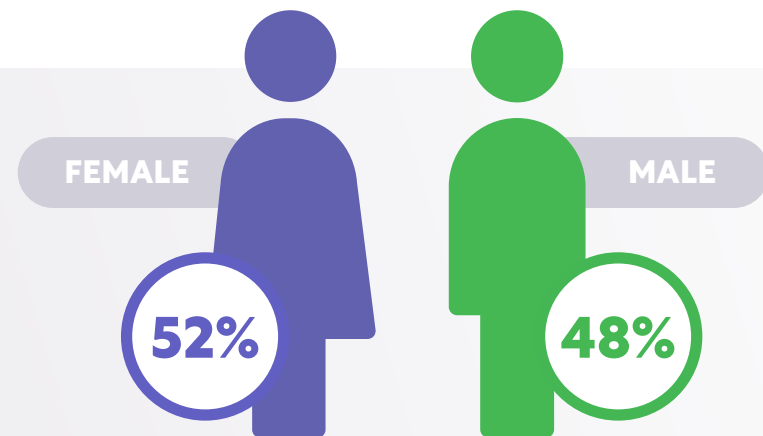
Sigma Connected's **standpoint on gender pay gaps**

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.

We benchmark all of our roles, and when new ones are created, we use a range of benchmarking methods to set fair salary levels before advertising them.

This year, our female:male ratio at Sigma Connected is 52/48%.



Our gender pay gap & bonus

Gender pay and bonus gaps		
	Mean	Median
Pay Gap	19.4 %	2.1 %
Bonus Gap	54.5 %	33.1 %

Over the last six years, we’ve made strong progress - reducing our gender mean pay gap from 33.1% in 2019 to 19.4% in 2025. While this is a slight increase on last year (17.0%), it reflects the lower representation in Upper quartile roles and impact of ongoing restructuring in lower quartiles rather than changes in how we reward people.

Our bonus mean gap has also risen from 31.3% to 54.5%, though it remains lower than in 2023 (57.8%).

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

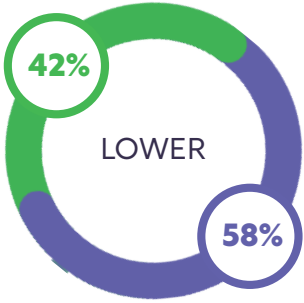
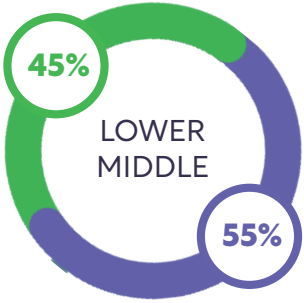
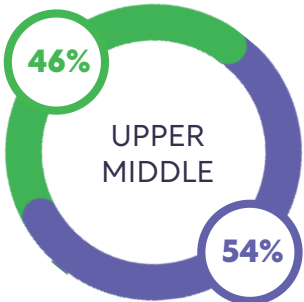
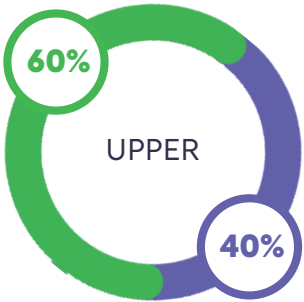
The key driver for our remaining gap, remains at upper management due to lower proportion of females in senior management roles in the UK.

If we look at our gender pay gap excluding Executives, our gender pay gap would be 11.8%.

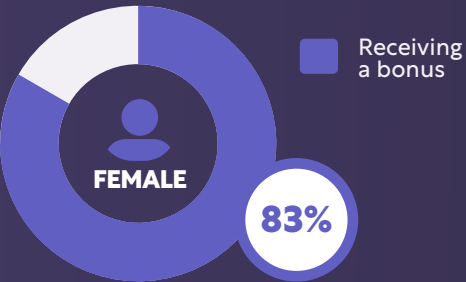
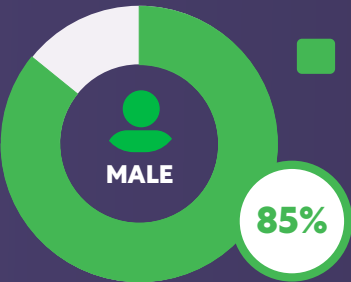


Pay quartiles

MALE FEMALE



Proportion of employees receiving a bonus in 2025



The percentage of females receiving a bonus has also increased again this year with 83% of females receiving a bonus (this was at 37% 3 years ago, demonstrating our commitment to reduce any gap).

What are we doing about it?

Our goal remains 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 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.

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.

I confirm the gender pay gap data to be accurate

Gary Gilburd, CEO
1 March 2026

We are proud of the steps we have taken and continue to take, and we will keep accelerating our efforts to ensure everyone at Sigma Connected is empowered, represented and supported to succeed.

Supporting women at Sigma Connected and addressing the Gender Pay Gap remains a core part of our ED&I strategy. This year, OMOS is leading a number of initiatives and awareness events that directly contribute to gender equality, career progression, and a culture that enables women to thrive.

International Women's Day

A global celebration of women's achievements and a platform to spotlight career pathways and women leaders at Sigma Connected. This includes showcasing role models, running development sessions, and creating open forums for discussion to inspire others.

Mother's Day & Family-Friendly Support

Alongside recognising the importance of maternal and caregiving responsibilities, we are refreshing our Family Friendly policies and providing enhanced leader training. This includes raising awareness of the specific barriers women may experience related to maternity, caring responsibilities and flexible working - ensuring leaders are confident in supporting colleagues through these life stages.

Neurodiversity Celebration Week

We continue our commitment to support and educate line managers on neurodiversity. We have dedicated a week to celebrating neurodiversity by sharing stories and raising awareness. This forms part of our wider strategy to remove unseen barriers to career progression.

International Transgender Day of Visibility

This event reinforces our commitment to creating a workplace where all gender identities feel seen, supported and safe - an essential foundation for equal experience and opportunity.

Human Rights Day & Zero Discrimination Day

These events reinforce our commitment to fairness, equal treatment and anti-discrimination. They ensure our policies and behaviours continue to support women and underrepresented groups by challenging bias and creating inclusive systems.



What our Sigma Connected women have to say



Suz Campbell,
Head of People & Talent

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.



Yasmin Neal,
Director of Learning
& Development

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.





Emma King,
Account Director

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.



Joanna Watts,
Director of Implementation

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.



Heather Brownsiky,
People Specialist

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.



Katy Tulips,
People Manager UK

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!





Vivianne Harries,
Career Development
Design Lead

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.



Laura McGoldrick,
Operations Manager

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 people's 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!



Louis Gillard,
Junior Executive
Assistant

I genuinely love working at Sigma Connected and a big part of that is down to the people and the culture. From day one, I've felt supported, valued, and trusted, and it's clear that the company truly has my interests at heart. Sigma Connected actively encourages me to grow, develop, and become the best version of myself, always supporting my learning, progression, and personal development. I've been here for nearly three years now, and throughout that time I've continued to feel motivated, encouraged, and proud to be part of the business. It really is the best place I've ever worked.



Katy Nye,
Commercial Finance
Business Partner

I joined Sigma Connected in October 2025 as a Commercial Finance Business Partner after being made redundant from a previous company. From the moment I arrived, the culture stood out - it's genuinely supportive, collaborative and inclusive. As a fully qualified accountant, it's important to me to work somewhere that values both professional development and flexibility. At Sigma, I feel trusted to do my job and I'm treated like an adult, with the flexibility to work in a way that allows me to perform at my best.

In the time I've been here, I've already seen how quickly the business is evolving. The progress our team has made over the last few years has been phenomenal, and there is still so much opportunity ahead. It's the kind of place where you can genuinely contribute, challenge ideas and make a real impact.

What really makes the difference, though, is the the people. My colleagues are approachable, supportive and invested in each other's success, and I know that during both the good times and the tougher moments, I'd have a team around me.





Debbie Bowen,
Executive PA

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 Connected 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.





We are



We are Sigma Connected

www.sigmaconnected.com

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