



An overview of Sigma Connected

Customer service plays a critical role in people's lives – often at moments of change, uncertainty or difficulty. Whether answering queries about essential services, managing a claim or complaint, or supporting citizens in vulnerable circumstances, the quality of each interaction matters.

Sigma Connected was established in 2011 to help UK organisations manage these complex interactions. Over 15 years, we've expanded our capabilities and become a trusted provider of high-quality, compliant, customer contact operations at scale. Today, we manage over 40 client contracts, from teams of 20 agents to thousands on our largest engagements.

We partner with government organisations and leading financial services, energy, water, and insurance companies to deliver accessible, resilient, and outcome-focused citizen experiences. These interactions demand more than process and technology - they require skill, empathy, and judgement from the people handling them.

Since 2021, Sigma Connected has been one of the fastest-growing outsourced service providers in the UK. Our client base and annual revenue has tripled to nearly £100m – driven by the consistently excellent performance and value clients tell us we deliver. We've helped clients navigate challenges from Covid-19 to the cost-of-living crisis and labour market shifts, while optimising service quality and efficiency through technology and insight.

What makes us different?

Sigma Connected combines financial strength with an approach to client relationships that clients themselves say sets us apart - collaborative, transparent, agile, and free from unnecessary bureaucracy, with direct support from our Executive Leadership team throughout the contract lifecycle. Our Co-Founders, Gary Gilburd (CEO) and Mike Harfield (COO), remain very hands-on in client partnerships and business development.

This means we offer the best of both worlds:

- ✓ **Scale and capability** to match any major provider, with robust governance and investment in innovation.
- ✓ **Agility and appetite** to deliver projects of any size or complexity, with the responsiveness and deep domain knowledge often associated with niche specialists.

We are also proud to be the only outsourced citizen experience provider included in The Sunday Times Best Places to Work list for three consecutive years. This recognition reflects exceptional employee engagement and wellbeing - resulting in more highly skilled, longer tenured, and better motivated teams than most service providers. Time and again, we have proven this translates into superior citizen experiences and outcomes, as validated by independent customer feedback, KPIs, and client testimonials.



Our specialisms & capabilities



Purpose-built for complex, sensitive and escalated citizen contact management

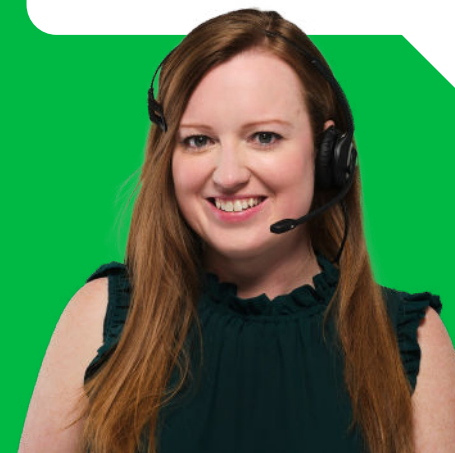
Sigma Connected specialises in customer interactions that demand high levels of knowledge, judgement, emotional intelligence, and accuracy – supported by technology that enhances, rather than replaces, human interaction.

Our frontline teams are trained and empowered to manage emotionally charged, factually complex, intricate, or sensitive conversations, as well as information and advice enquiries.

Core services

We provide end-to-end customer experience services across all voice and digital channels, managing every type of citizen and business interaction:

- specialist information, guidance and triage
- complaints handling and resolution
- claims management
- helplines and helpdesks
- fraud and financial crime reporting and investigation
- out-of-hours and extended support
- data management, analytics, and MI
- arrears management and collections



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Locations

Our **operating model** is purpose designed for flexibility and resilience, enabling rapid scaling and access to an extensive and highly skilled talent pool through a blend of office and home working across the UK:

- Birmingham city centre HQ – multi-floor office with production, training and meeting facilities
- Satellite offices
- Secure, GDPR-compliant homeworking with agents based nationwide
- Proven ability to establish local or regional hubs and take over existing client or supplier premises to facilitate TUPE transfers and manage site-based operations as part of strategic outsourcing programmes

Innovation, transformation and social value capabilities

Beyond core service delivery, Sigma Connected helps clients achieve operational and strategic goals through continuous improvement, technology-led innovation, advanced data analytics, and **social value initiatives**.

- Expertise in designing and implementing new platforms and systems to drive automation and replace legacy infrastructure.
- Strong partner network for systems, software, and hardware—including AI and automation solutions.
- Focus on process optimisation, automation, and intuitive self-service to reduce costs and enhance customer experience, while ensuring live-agent access for complex or sensitive interactions.
- Driving social mobility through impact sourcing – recruiting, training, and employing socio-economically disadvantaged individuals (especially in areas with high unemployment).
- Committed to achieving net zero by 2050

Social value by design

Sigma Connected is a community focussed company. One of our **four core values** is **#AlwaysTogether – because we're part of our community, not apart from our community**. It's a part of our culture to build as much social value into everything we do when working towards client key objectives.

A prime example is **ReachOut** - a pioneering service we developed that reimagines debt management by engaging customers and supporting their financial, mental, and physical wellbeing. This approach improves client financial performance while transforming lives for those in vulnerable circumstances. (see case study below)

reachout
BY SIGMA CONNECTED



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Our key personnel

Gary Gilburd

Chief Executive Officer



Over a 30-year industry career, Gary has performed every contact centre role there is, starting as an agent. He regularly spends time on the frontline – the most critical job in the business – to stay connected and understand the customer management challenges our advisors face every day.

A passionate advocate of Sigma Connected's mission to Improve Everything Always, Gary loves being hands on with clients, regularly attending strategic business review meetings to provide his own insights and shaping service improvements. This commitment extends to all new public sector clients joining via the GCA RM6295 Framework.

Peter Doveren

Chief Innovation & Transformation Officer



Peter brings 20 years' of senior leadership experience in both in-house and outsourced environments for organisations operating in complex, regulated environments, including 5-years as Managing Director of one of the UK's largest government contact centre providers where he was responsible for overseeing multiple strategic contracts.

His expertise spans service transformation and operational alignment with business strategy – with a particular focus on helping clients optimise the efficiency and value for money of their service provision through leveraging best practice process, analytics and innovative technology. At Sigma Connected, Peter drives innovation and transformation for all client partnerships, including public sector engagements.

David Murphy

Director of Public Sector Clients & Contracts



David leads Sigma Connected's public sector engagement and manages our relationship with CCS under the RM6295 Framework. With over 30 years in global BPO environments and nine years at Sigma Connected, during which time he's managed contracts for several of the largest Government departments, he supports clients through procurement, mobilisation and service delivery.

Passionate about social value, David help clients deliver measurable community and environmental impact alongside operational goals – exemplified by his pivotal role in co-designing and launching our ReachOut service, which transforms debt management into a customer-centric, socially responsible solution. (see case study below)

Rachel Ord

Head of Client Management or Operations



Rachel joined us in early 2025 bringing 18 years of experience in the client and supplier side of customer service operations. Her most recent role was Head of Operations at a major government contact centre services provider, where she oversaw the delivery of operational excellence and growth in four high profile public sector client contracts.

Expert in senior stakeholder management, multi-site operations and process transformation, and a champion of continuous improvement in both client delivery and employee development, Rachel leverages combines communication frameworks that align teams and accelerate performance with strategic vision and hands-on leadership to optimise KPI adherence, value for money and business outcomes for clients.

Our leadership team

These key personnel are supported by a highly tenured and experienced senior leadership team. Our Directors of UK Operational Delivery, Implementation & Change, and Client Management have all been with Sigma Connected since its inception and each brings over 20 years of expertise in customer experience operations.

*This document supports the the RM6295 Outsourced Services Framework agreement



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Case studies

Tier 1 UK energy supplier

- This partnership began in 2017 and continued through competitive tenders in 2021 and 2024 that saw the scope and scale of outsourced services entrusted to Sigma Connected grow exponentially as we have repeatedly proven our ability to deliver projects whatever the complexity, timeframe and volume.
- The 2021 tender entailed implementation of a strategic transformation programme centred on migration to an innovative technology platform and operating model. Agents work in autonomous Families empowered with the authority and means to take full ownership and resolution of any enquiry for a specific group of customers.
- The client operates a multi-partner outsourced estate, allocating work packages and/or volume based on performance. Sigma Connected's share of work has increased dramatically to the point we are the largest partner. We currently deploy 1,400 FTE on front and back office services spanning the full customer lifecycle from supplier switching to service, complaints and retention.

Tier 1 UK bank

- In a 14-year partnership, the scale and scope of services entrusted to Sigma Connected has grown from a 30-strong team managing a single workstream to over 600 FTE managing customer care, complaint resolution, collections and fraud investigation across multiple voice and digital channels for all the Bank's product lines (cards, loans, motor finance).
- As a result, we now deliver the bulk of the Bank's operational estate.
- This includes estate-leading and record breaking performance against key metrics. In 2025, we have:
 - › Achieved average NPS score of 24 vs target of 21, setting a record in June
 - › Exceeded the results achieved by the in-house operation in the Bank's principal metrics of Conduct and Customer Score, as assessed through its own QA.
 - › Completed an unprecedented volume of 5,000 Complaint cases.
 - › Delivered 100% green SLA scorecards alongside best ever quality scores in our Claims and Care teams

ReachOut within local authorities

- Many of our clients, including Local Authorities, struggle to engage indebted customers through traditional collections methods – partly due to low levels of trust. Customers remain unaware and miss out on the support our clients and charities offer – they remain unable to pay.
- Recognising that earlier intervention and support improves outcomes – and that life events like illness, bereavement, mental health and addiction impact ability to pay – we created ReachOut.
- ReachOut is an impartial, confidential service that triages customers and connects them with free financial, emotional, physical, and mental wellbeing support, including income maximisation. Importantly to build trust and engagement, ReachOut doesn't collect debt.
- By supporting customers through underlying causes of debt, ReachOut improves client financial performance whilst improving the lives of customers – delivering enhanced social value.
- Winner of 7 Customer Experience and Innovation awards. Working with numerous Local Authorities, Tier 1 Banks, Energy and Water companies.

Find out more

Sigma Connected partners with government organisations to deliver reliable, citizen-focused services. If you have any questions or want to find out more about us, click the link below:

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