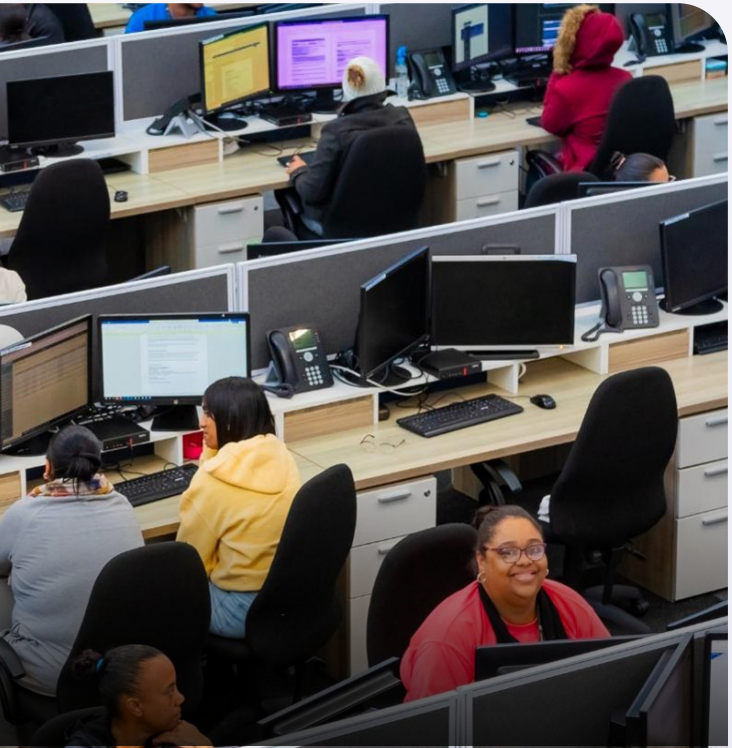




Sigma Connected

Customer experience. Done differently.

Complex customer interactions
Human connection. Better outcomes.



Bringing 15 years of experience to life



Different by design

Customer experience matters most when the conversation isn't straightforward.

A customer struggling to pay. A complaint that needs careful investigation. A service failure that needs putting right. A complex account query where getting the answer right really matters.

These are the interactions Sigma Connected was built to manage.

Established in 2011, Sigma Connected provides outsourced customer experience services for some of the UK's largest organisations, combining skilled people, intelligent technology and operational expertise to manage customer interactions across the full lifecycle.

Today, we have more than 5,000 people supporting over 40 client partnerships across the UK and South Africa. From Financial Services and Energy to Telecommunications, Water, Insurance and Government Services, clients trust Sigma Connected with some of their most important customer conversations.

Big enough to deliver. Proud in the difference we make.

Sigma Connected combines the capability, resilience and governance of a major outsourcing provider with something that can be harder to find at scale – agility, personality and genuine partnership.

The leadership team remains accessible. Solutions are tailored around each client. And unnecessary bureaucracy doesn't get in the way of doing the right thing. Because we aren't interested in being another BPO.

We're is interested in being the best.



What makes Sigma Connected different?

The difference is in how we do it

Technology changes. Customer expectations evolve. Regulations move on.

But after 15 years, three things continue to sit at the heart of everything we do.



People first

Great customer experience starts with great people.

We invest in recruitment, learning, wellbeing and career development because engaged, knowledgeable and experienced people create better customer conversations.

The Sigma Connected culture gives people the confidence to think, challenge and take ownership, particularly when an interaction doesn't fit neatly into a script.

Genuine partnership

We don't just want to sit on the other side of the table from our clients.

From implementation onwards, our teams work as an extension of our clients' team, with open communication, shared objectives and direct access to our senior leadership. We feel the high and suffer the lows with our clients in order to achieve the best result for them and their customers.

No cookie-cutter solutions. No unnecessary layers. Just people working together to get the right outcome.

Complex interactions

This is where Sigma Connected really comes into its own.

We specialise in customer conversations in regulated markets requiring **knowledge, judgement, empathy and emotional intelligence**, from complaints, collections and fraud to vulnerability, technical enquiries and complex account management.

Technology helps our people understand more and work smarter, but it doesn't replace the human connection those conversations often need.

When customer conversations get complicated, that's where we're at our best.

Everything your customers need

Supporting the entire customer lifecycle

One partner. Multiple channels. Every stage of the relationship.

We provide end-to-end customer experience and operational support across voice and digital channels, with services that can be delivered individually or combined into a complete outsourced solution.

Customer service

- inbound and outbound customer contact
- account enquiries and resolution
- technical support
- helpdesks and helplines
- out-of-hours and 24/7 support
- social and digital customer care

Acquisition, retention and account management

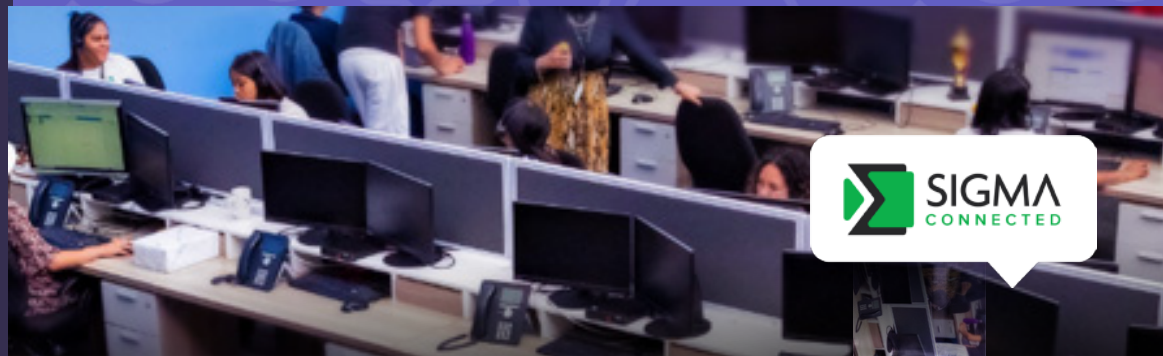
- inbound and outbound sales
- customer onboarding
- campaign management
- retention and win-back
- billing and account management
- proactive customer engagement

Collections and recoveries

- early and late-stage collections
- arrears management
- affordability conversations
- vulnerability-aware collections
- payment arrangements
- credit risk and recovery activity

Complaints handling

- first-contact and summary resolution
- complex complaint investigation
- final response
- Ombudsman and FOS case preparation
- backlog recovery
- root-cause analysis



Fraud, claims and specialist case management

- fraud prevention and investigation
- disputes
- claims management
- back-office case handling
- complex investigations

Vulnerability and specialist support

- vulnerability identification
- specialist customer support
- financial difficulty
- safeguarding and escalation
- signposting and support pathways

Added value

- quality assurance
- data, analytics and insight
- workforce management
- process optimisation
- automation and AI
- consultancy
- learning and development

From the everyday to the exceptional, we build the right people, processes and technology around the outcome each client needs.

Built around the industries we serve

Sector expertise. Shared experience.

Complexity looks different in every industry.

That's why we have combines specialist sector knowledge with experience gained across multiple regulated and essential service environments.

Energy

With more than a decade of experience supporting UK energy suppliers. We have supported across customer service, billing, collections, complaints, vulnerability, smart metering, emergency support and major transformation programmes.

Energy operations have scaled to more than **1,400 FTE** across major engagements.

Water and Utilities

We help providers balance essential service delivery with affordability, collections, vulnerability, billing, complaints and support for customers experiencing financial difficulty.

Government and Public Services

We support public bodies to deliver accessible, resilient and citizen-focused services, from information and guidance through to complex case management, complaints, collections and vulnerability.

Financial Services

Sigma Connected supports banks, lenders, motor finance and other Financial Services organisations across customer care, collections, complaints, fraud, financial difficulty and vulnerability.

We understand the importance of fair outcomes, regulatory compliance and getting sensitive financial conversations right.

Telecommunications

From customer service and technical support to outages, complaints, retention and large-scale transformation, Sigma Connected supports telecommunications providers through some of the sector's biggest operational challenges.

Experience includes digital switchover, legacy migration, vulnerability and 24/7 technical support.

Insurance

Sigma Connected supports complex customer journeys where accuracy, empathy and timely resolution are critical, including customer service, claims, complaints and specialist case management.

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Different industries. One common challenge: getting important customer interactions right.

Our location strategy

The right people, in the right place

Sigma Connected's delivery model gives clients the flexibility to choose the location strategy that works for them - **offshore, onshore or a blend of both.**

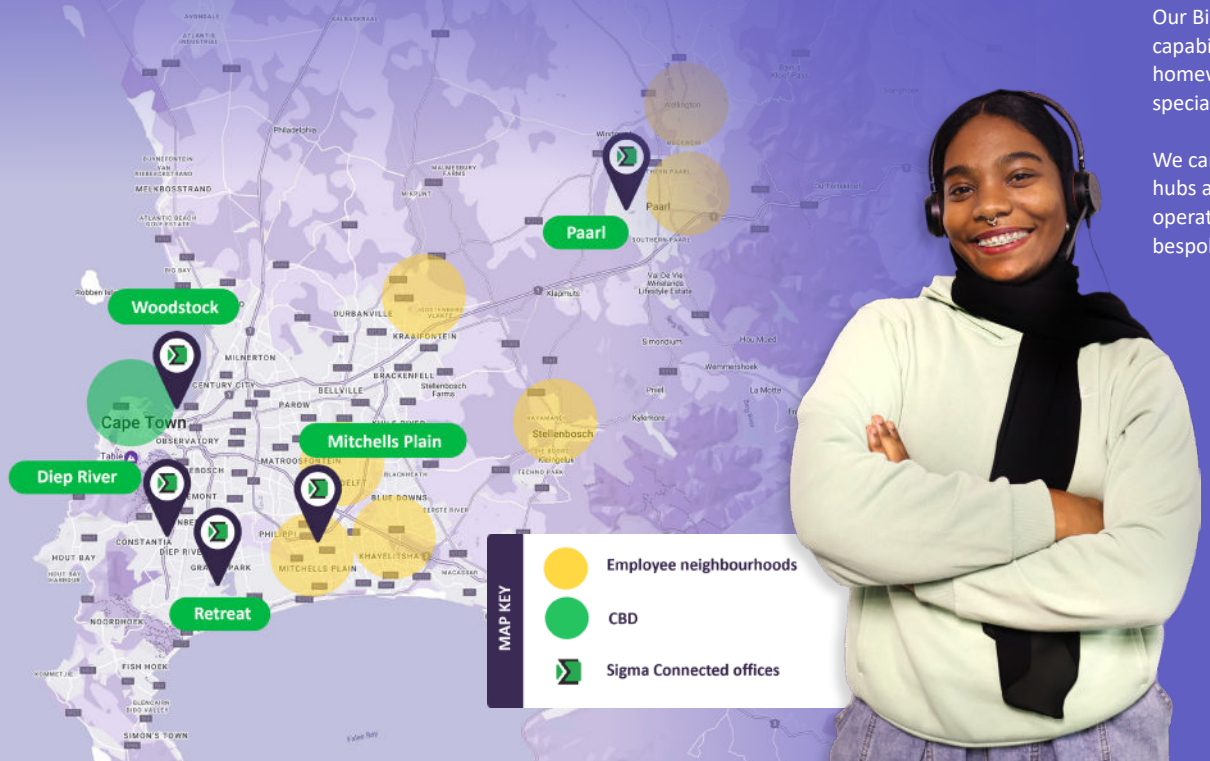
South Africa

Sigma Connected's Western Cape operations give clients access to a deep pool of talented, culturally aligned, English-speaking customer experience professionals, combined with significant operating efficiencies.

But our approach to offshoring is deliberately different.
Rather than concentrating operations in Cape Town's traditional CBD, we've built sites **closer to the communities where many of our teams live.**

This gives us access to different talent pools, makes employment more accessible and reduces commuting pressures. We also provides transport to and from our South African locations for members of our team who require it.

Our South African operation works to the same governance, quality, compliance and training frameworks as UK operations, helping clients benefit from offshore economics without compromising control or customer outcomes.





United Kingdom

Our Birmingham headquarters, satellite capability and secure nationwide homeworking model provide access to specialist talent across the UK.

We can also establish local or regional hubs and support the transition of existing operations where a client requires a bespoke delivery model.

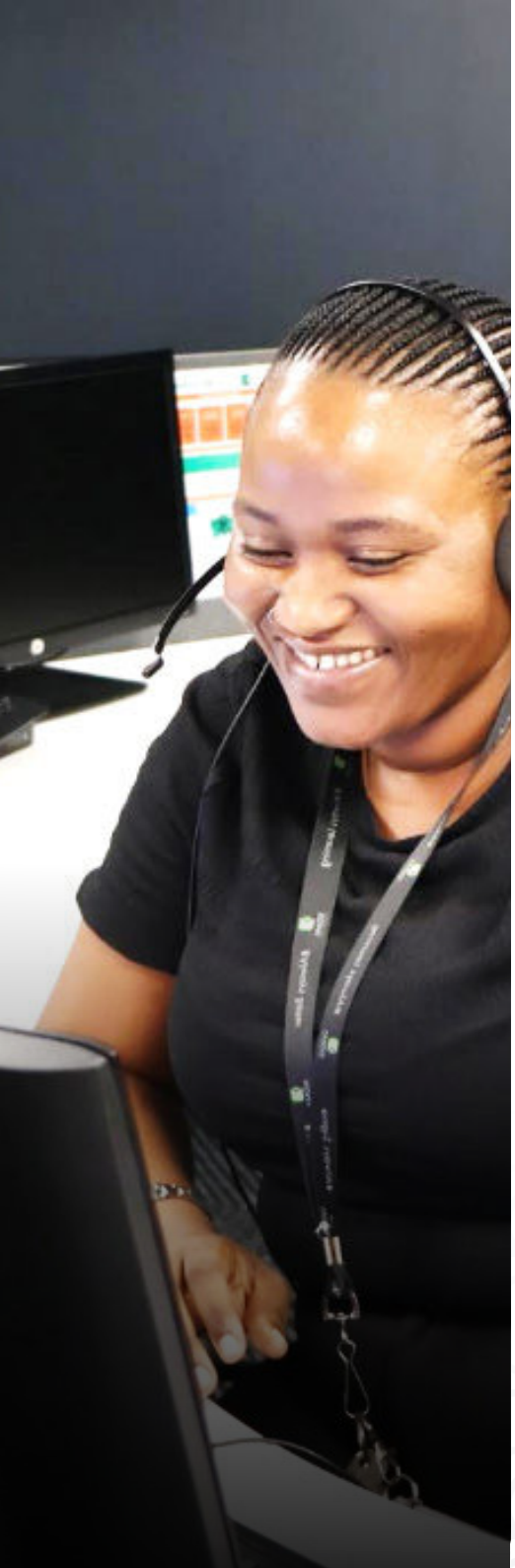


One Sigma Connected

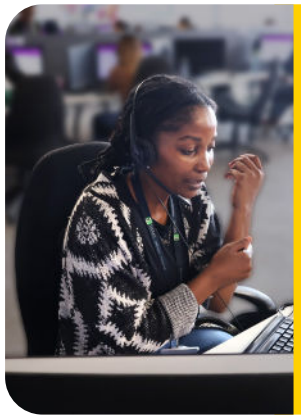
Wherever the interaction is handled, the expectation remains the same:

Great people. Strong governance. Consistent quality.

SIGMA CONNECTED



Human-led. Technology-enabled.

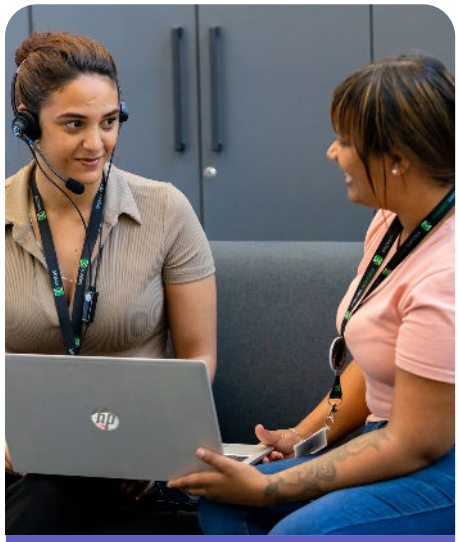


Making good people even better

We believe the future of customer experience isn't a choice between people and technology.

It's about **using technology intelligently** so people can spend more time doing what people do best.

Our teams use automation, analytics, omnichannel technology, AI and operational insight to simplify processes, improve efficiency and give advisors better information at the point they need it.



Turning data into action

Our analytics teams bring operational, customer and quality data together to identify trends, uncover root causes and highlight opportunities for improvement.

Because insight only matters if something happens next.

See more. Understand more. Improve more.

Introducing ServiceOne

ServiceOne
powering smarter service delivery

Developed entirely in-house, **ServiceOne** Sigma Connected's proprietary Business Process Management platform.

It brings customer and account management, workflows, automation, reporting, governance and AI-enabled capability together within a single connected environment.

Because Sigma Connected owns both the technology and its roadmap, ServiceOne can evolve around client requirements rather than asking clients to adapt around the technology.

ServiceOne supports:

- CRM and case management
- intelligent workflow and task automation
- operational reporting and analytics
- complaints and quality management
- governance and auditability
- AI-powered insight
- workforce intelligence
- real-time advisor support

The result is greater visibility, stronger control and faster operational change, helping clients move from **hindsight to foresight.**



SIGMA CONNECTED

Social value that creates value

Better connections should create better outcomes for everyone

Being responsible isn't something Sigma Connected bolts onto the business.

It's built into how Sigma Connected recruits, where Sigma Connected operates and the services Sigma Connected creates.

Connecting *with people*

Through **Impact Sourcing**, Sigma Connected creates employment opportunities for people who may otherwise face barriers to work.

Sigma Connected doesn't simply create jobs. Employment is combined with structured learning, development and progression so people can build long-term careers.

Connecting *with places*

Sigma Connected's location strategy deliberately takes employment closer to communities.

In South Africa, this has included becoming the **first BPO in the Western Cape to open a contact centre within a community**, helping make opportunities more accessible while bringing economic activity closer to where Sigma Connected people live.

Connecting *with the planet*

Sigma Connected continues to reduce the environmental impact of its operations and build sustainability into the way the business grows.

Sigma Connected is committed to becoming **carbon net neutral by 2030.**



Our people make the difference

A great customer experience starts with a great employee experience



Processes matter. Technology matters. Governance matters.

But ultimately, customer experience still comes down to people.

That's why Sigma Connected has built an environment where people can learn, develop and build careers.

We recruit with attitude, behaviours and capability in mind, then we support people through structured induction, ongoing coaching and clearly defined development pathways.

The learning model is deliberately close to the frontline. Client Trainers continue working within live operations alongside their training responsibilities, helping ensure learning remains practical, credible and reflective of the conversations people actually have with customers.

And development doesn't stop after induction.

Our HIVE learning framework provides pathways from personal development through first-line leadership and into senior operational leadership, helping us develop and retain the people who will lead the business tomorrow.

THE SUNDAY TIMES Best Places to Work 2023 BIG ORGANISATION

THE SUNDAY TIMES Best Places to Work 2024 BIG ORGANISATION

THE SUNDAY TIMES Best Places to Work 2025 BIG ORGANISATION

Culture you can feel

Sigma Connected's values were created by its people and continue to shape how the business works:

#AlwaysSigma

#AlwaysTogether

#AlwaysLearning

#AlwaysAdapting

#AlwaysBetter



That culture has helped us earn recognition in **The Sunday Times Best Places to Work for three consecutive years Between 2023 and 2025.**

Because when people enjoy where they work, feel supported and see a future for themselves, they bring more of themselves to every customer conversation.

The people behind Sigma Connected

Experienced leadership with a hands-on approach

Mike Harfield

Chief Executive Officer



Mike co-founded Sigma Connected in 2011 and brings 25 years' experience across the customer experience industry. Since the business began, he has played a central role in shaping its growth, building on a strong commitment to people, clients and doing things differently.

With extensive experience in customer operations and business leadership, Mike has helped establish Sigma Connected as a trusted outsourcing partner, combining operational expertise with a genuine focus on building long-term relationships and delivering better outcomes.

As Chief Executive Officer, Mike leads Sigma Connected into its next chapter, focusing on sustainable growth, operational excellence and strengthening client partnerships. He is passionate about protecting the culture that makes Sigma Connected different, creating opportunities for people to develop and ensuring the business continues to evolve while staying true to its values.

Peter Doveren

Chief Growth Officer



Peter brings extensive experience in customer service, customer experience and leading change across large commercial operations, with a strong focus on business growth and innovation.

Since joining Sigma Connected in 2022, Peter has played an important role in developing the company's growth strategy, strengthening client partnerships and exploring new opportunities to evolve its services and capabilities.

As Chief Growth Officer, Peter brings together growth strategy, innovation and the development of new client solutions. He believes successful partnerships start with understanding each client's challenges and combining the right people, technology and operational expertise to deliver meaningful results.

A passionate advocate for human connection, Peter believes empathy should remain at the heart of customer experience, particularly as technology and AI continue to transform the industry. His focus is on building lasting partnerships that deliver better customer and commercial outcomes.

William Brown

Director of Sales Enablement



Will brings more than 25 years' experience in customer operations, with extensive knowledge of managing complex services, operational performance and outsourced partnerships.

Since joining Sigma Connected in 2020, he has used that experience to help shape solutions around the real challenges clients face, combining operational understanding with a clear focus on better customer and commercial outcomes.

Having worked both with and alongside outsourcing providers throughout his career, Will understands what makes successful partnerships work and, importantly, where they can be better.

Today, he uses that insight to help ensure Sigma Connected delivers practical, flexible solutions that connect operational performance with wider client objectives.



Proof of how Sigma Connected works

Different isn't something we say. It's something we can prove.

Strengthening operations through specialist support

A year into delivering customer operations from South Africa for a UK debt collection business, Sigma Connected's First Line of Defence specialists carried out an in-depth review to identify opportunities to strengthen performance, governance and customer outcomes.

Following assessment across 36 operational areas, the team worked alongside operational leaders to improve complaints and disputes handling, vulnerability awareness, coaching, quality and management routines. **On reassessment, 23 of the 36 areas were fully effective, up from 15**, while governance **performance reached 92%** across key measures.

The programme delivered stronger leadership capability, improved operational consistency and greater visibility, giving the client increased confidence in how customers, particularly those in vulnerable circumstances, are supported.

Turning Telecommunications complaints around

A major UK telecommunications provider approached Sigma Connected while facing high complaint volumes, poor customer experience and significant regulatory pressure.

Rather than simply adding more people to handle the symptoms, Sigma Connected worked in partnership with the client to understand and remove the causes of avoidable contact.

Within 18 months, the provider moved from the **bottom to joint top of the Ofcom complaints league table**, NPS improved from **-30 to +15**, and weekly complaint volumes reduced from more than **6,000 to around 3,200.**

Sometimes the best way to handle more complaints is to stop them happening in the first place.

Building trust through complex offshore fraud delivery

When a major financial services organisation chose to offshore around **50 FTE across fraud prevention, detection and disputes**, Sigma Connected built a new Cape Town operation from the ground up. Working within the client's systems and compliance framework, our teams developed the specialist capability needed to manage sensitive, high-pressure customer interactions while delivering greater cost efficiency.

When a large-scale fraud attack occurred, Sigma Connected rapidly adapted processes and redeployed skilled colleagues to help maintain service continuity and support the client's response.

Within 15 months, the operation was stable and consistently performing within the client's **fraud loss risk appetite, with SLAs on target** and performance matching, and in some areas exceeding, UK benchmarks. What began as a cost-driven outsourcing decision has developed into a trusted strategic partnership.

Ready to transform your operation around?

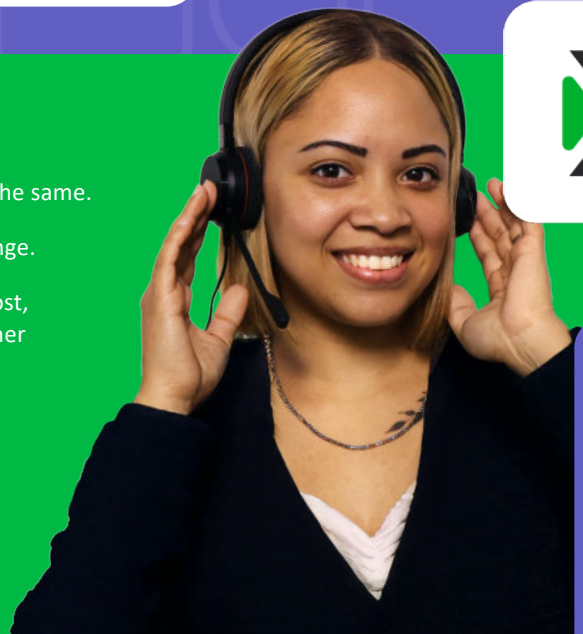
Every organisation has customers. But no two organisations, and no two customers, are ever the same.

That's why we don't start with an off-the-shelf solution. We start by understanding the challenge.

Whether you need to transform an existing operation, improve customer outcomes, reduce cost, access specialist skills, scale quickly or find a better way to manage your most complex customer interactions, Sigma Connected is ready to help.

Get Connected

LinkedIn | Website | Newsletter



SIGMA CONNECTED

Different people.
Different thinking.
Better connections.
Better outcomes.