

Sigma Gender Pay Report

Snapshot Date:
5th April 2025

Sigma

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Executive Summary



Our People ambition at Sigma is to create a workplace where everyone is inspired to reach their full potential. We believe this can be achieved by promoting an inclusive and diverse environment.

In accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, all UK companies with over 250 employees are required to report and publish their gender pay gap data annually. As of April 5, 2025, Sigma employed more than 250 colleagues, making us subject to this reporting requirement.

This report outlines the gender pay gap statistics for Sigma Retail Solutions for the 2025 reporting year. The data has been calculated in compliance with the regulations and provides valuable insights into our current position. By understanding these figures, we can identify disparities and implement meaningful changes to further our commitment to diversity and inclusion.



The report covers:

- ✓ Our mean and median gender pay gaps
- ✓ The mean and median gender bonus pay gaps
- ✓ The percentage of male and female employees who received a bonus payment
- ✓ The percentage of male and females in each quartile

Sigma – Who we are and what we do



At Sigma, we bring together technical expertise, industry insight and complete project delivery under one roof. For more than 20 years, we have delivered thousands of new and refurbished retail spaces not only across the UK but worldwide. With warehouse operations in the UK, Holland and Australia, and fixtures shipped to over 37 countries, our teams support some of the world's leading retail and commercial operators to adapt, scale and future-proof their estates.



END-TO-END DELIVERY

- Turnkey Solutions across build, fit-out and logistics
- Integrated teams working across every project phase
- Consistent quality from planning to completion on UK and international projects



TECHNICAL EXPERTISE

- In-house M&E, energy, and compliance specialists
- Data-driven bureau support and asset monitoring
- Smart systems, automation, and energy optimisation applied across multi-country estates



RETAIL AND COMMERCIAL SPECIALISTS

- Over 20 years' experience across multiple sectors
- Trusted by leading brands and national operators in the UK and overseas
- Scalable solutions for high street and complex sites



SUSTAINABILITY AT THE CORE

- Focused on refurbishment, reuse and low-carbon delivery
- Supporting clients' sustainability targets and reporting
- Renewable technologies and circular logistics with international reach



The Gender Pay Gap

The gender pay gap is the difference between the average pay of men and women, expressed as a percentage. The gap is calculated across the entire workforce of an organisation.

The gender pay gap has many contributing factors which will differ from organisation to organisation, across sectors and across geographical locations. These factors may or may not be unlawful or discriminatory, guided by society or cultural aspects, or as a result of internal organisational practices.



**70% of Sigma
employees are
Male (2025)**



**30% of Sigma
employees are
Female (2025)**

In a sector that has historically been male dominated, this is clearly reflected in workforce gender percentages. According to the latest *Office for National Statistics* and industry data, women now represent approximately **15% of the UK construction workforce** as of 2025, a modest increase but still low compared with other industries. While this overall figure is similar to the 15% reported in Q3 2024, it is still significantly below gender parity, particularly in on-site and skilled trade roles where female representation remains around **1–3%**. Within our business, having **30% female representation** is therefore significantly higher than the broader construction industry average, which demonstrates positive progress and reflects our ongoing efforts to attract and retain more women across all roles, including leadership and professional functions.

Our approach to pay and reward

We use the Sigma Career Framework to promote fairness and consistency in reward decisions across the organisation. We remain committed to regularly reviewing both our Career Framework and reward practices to ensure they continue to support the attraction, development, and retention of a diverse and inclusive workforce. In addition, we have introduced a Performance Management matrix through Employment Hero to further strengthen fairness and objectivity in individual performance assessments, which are conducted on a bi-annual basis.



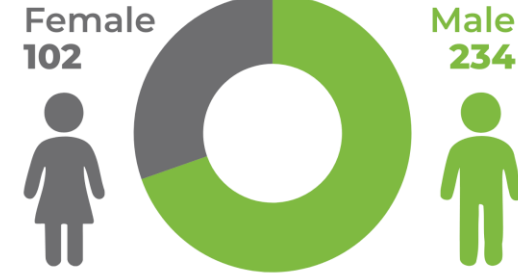
Pay Data Breakdown

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Pay Quarter breakdown data

The following table separates our entire workforce into four equal quartiles based on the salaries that are paid to these employees. These quartiles are then further broken down into the number and proportion, expressed as a percentage, of male and female employees in each quartile.

Relevant Employees included in Snapshot:

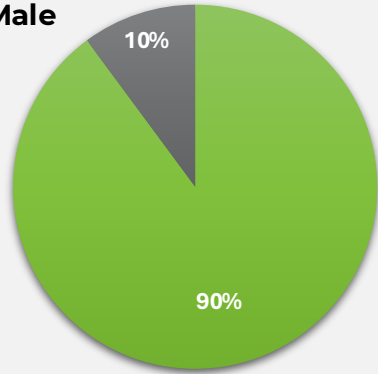


Mean Average Pay Gap: **32.32%**

Median Gender Pay Gap: **39.74%**

Upper Hourly Pay Quarter

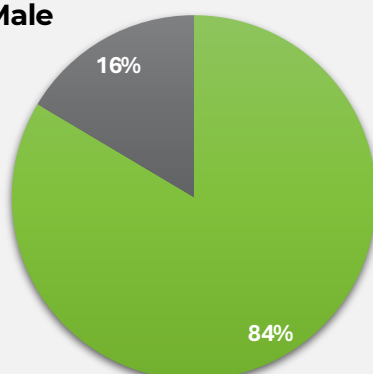
10% Female
90% Male



■ % of quarter male ■ % of quarter female

Upper Middle Hourly Pay Quarter

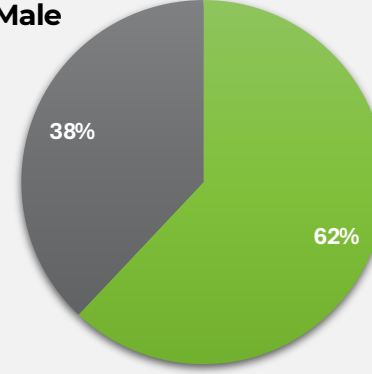
16% Female
84% Male



■ % of quarter male ■ % of quarter female

Lower Middle Hourly Pay Quarter

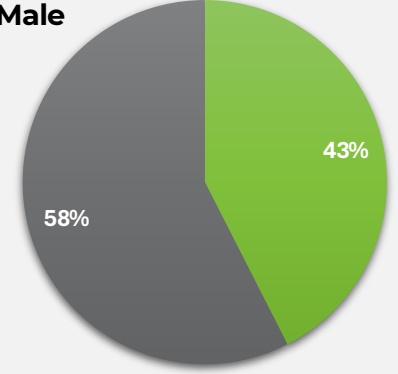
38% Female
62% Male



■ % of quarter male ■ % of quarter female

Lower Hourly Pay Quarter

58% Female
43% Male



■ % of quarter male ■ % of quarter female

This data indicates a lower proportion of women in senior leadership roles. As a result, the pay gap reflects that women are more frequently represented in roles with lower average hourly pay rates. Our leadership development initiatives are specifically designed to address this imbalance. While this pattern is common across the industry, we remain committed to building a genuinely diverse organisation and increasing the representation of women in leadership positions.



Gender Bonus Gap

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Sigma Bonus Scheme

The discretionary bonus scheme is open to all job levels and roles across the business. Colleagues at the same level have the same bonus opportunity regardless of gender. The gender bonus gap is greater currently due to having more men in senior leadership roles attracting the equivalent bonus level for the role than women.

Employees receiving a Bonus

Female



46%

Male



45%



2024 Median Bonus Gap

59%

2024 Mean Bonus Gap

49%

2025 Median Bonus Gap

43%

2025 Mean Bonus Gap

63%

Our Gender Pay Commitment



We are committed to reducing and ultimately eliminating any identified gender pay gaps. This commitment recognises the need for a phased approach and the implementation of targeted strategies to achieve this goal.



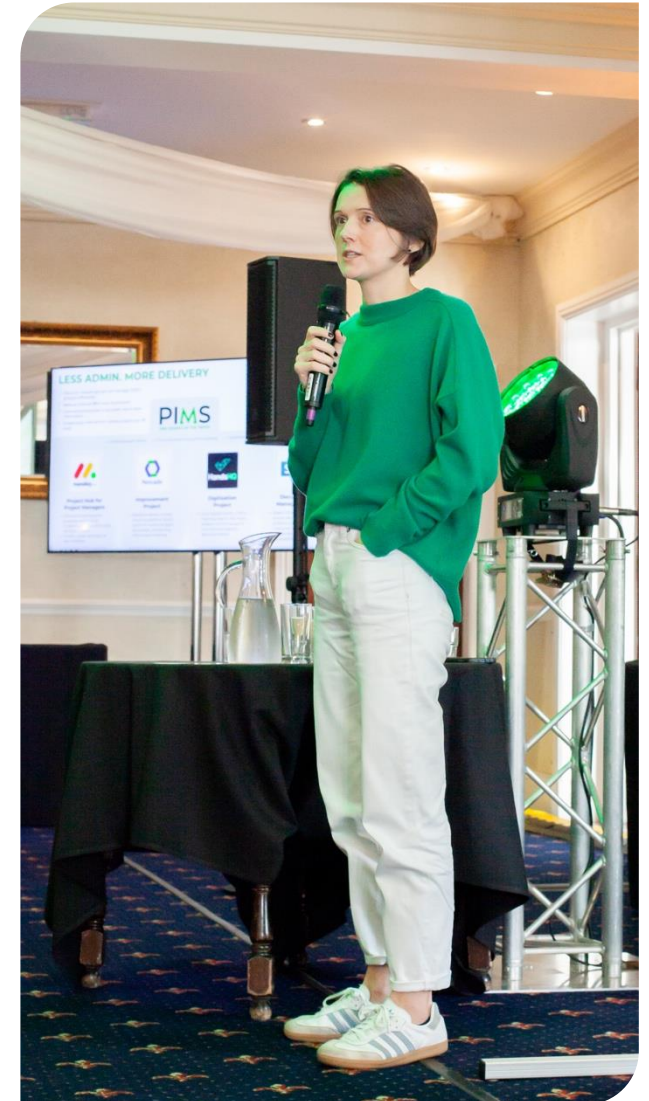
The gender pay disparity within our organisation is primarily influenced by the demographic composition of our workforce, with Senior Leadership roles currently predominately held by male employees. While this reflects wider trends across the construction and logistics industries, we are proud to have several female colleagues in Senior Management positions. Our remuneration structures are gender-neutral and underpinned by a transparent career progression framework, with base salaries benchmarked against industry standards and broad pay bands openly communicated. The introduction of the Sigma Career Framework further strengthens our commitment to fairness and consistency in pay and progression decisions.



We remain dedicated to regularly reviewing our Career Framework and compensation practices to ensure we attract, support, and retain a diverse and inclusive workforce. At Sigma, we are focused on building a sustainable business that champions diversity, inclusion, and respect for all individuals

How we will be supporting our Commitment

- Supporting the growth and development of our employees to ensure equal opportunities for progression into leadership roles, regardless of gender. We offer a range of development initiatives, including the Project Management Development Course and Sigma Group Leadership Fundamentals, and are exploring the relaunch of the Sigma Group Leadership Development Program with a focus on attracting diverse future cohorts.
- Strengthening our strategic approach by encouraging participation in strategy workshops and supporting future leaders of all genders in contributing to business direction.
- Reviewing and enhancing our recruitment practices to attract more women into roles at all levels, supported by our Talent and Development Manager.
- Mentoring and developing female future leaders for progression into Senior Leadership Team (SLT) roles.
- Actively promoting an inclusive and supportive workplace culture. We have an enhanced maternity benefit, menopause, fertility and domestic abuse policies, and we continue to review our flexible working arrangements to support employees' family and personal needs.
- With the introduction of the Talent & Development Manager we will be promoting equality and diversity through internal training programmes and by embedding our core PRIDE values across the organisation.



Declaration

Declaration:

I can confirm that the information reported is accurate and meets the requirements of the Equality Act in 2010 (Gender Pay Gap Information) regulations 2017.

David Dignam

Group CEO

Contact: Please direct any queries relating to this gender pay gap report to HR by contacting them on HR@Sigmagrp.co.uk.