


SYKES[®]


Real People. Real Solutions.



GENDER PAY GAP REPORT 2017



SYKES is a digital marketing and customer service global outsourcer, providing customer-engagement services to Global 2000 companies. We provide services through multiple communication channels encompassing phone, e-mail, web, chat, social media and digital self-service.



SYKES observes and supports all applicable laws and regulations concerning equal employment opportunities.

We encourage individual growth for self-development and performance improvement and provide full equality for all employees through management practices and standard operational procedures.



SYKES welcomes the introduction of the Gender Pay Gap Regulations in April 2018



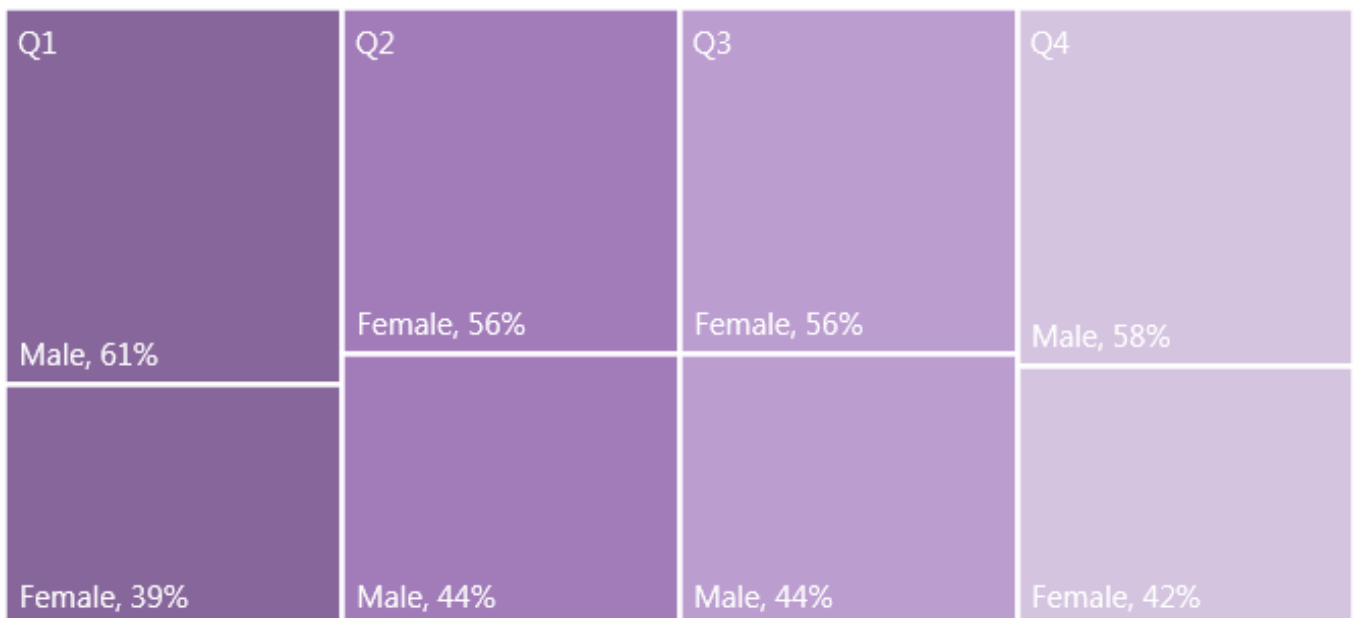
HOURLY PAY QUARTILES

Our data was collected from 05 April 2017 when we had a total workforce of 996 employees. Of those 996 employees, 514 were male and 482 were female making a 51.6% to 48.4% male/female split.



Quartile Male/Female Split

■ Q1 ■ Q2 ■ Q3 ■ Q4



We have a balanced distribution of male and female employees across our pay quartiles. We recognise that the upper quartile (Q1) has more male than female employees. The roles that fall into this quartile include positions in IT, Finance and Business Development. Historically more men than women have applied for and been hired into these functions and the relative retention rates are high.



HOURLY RATES

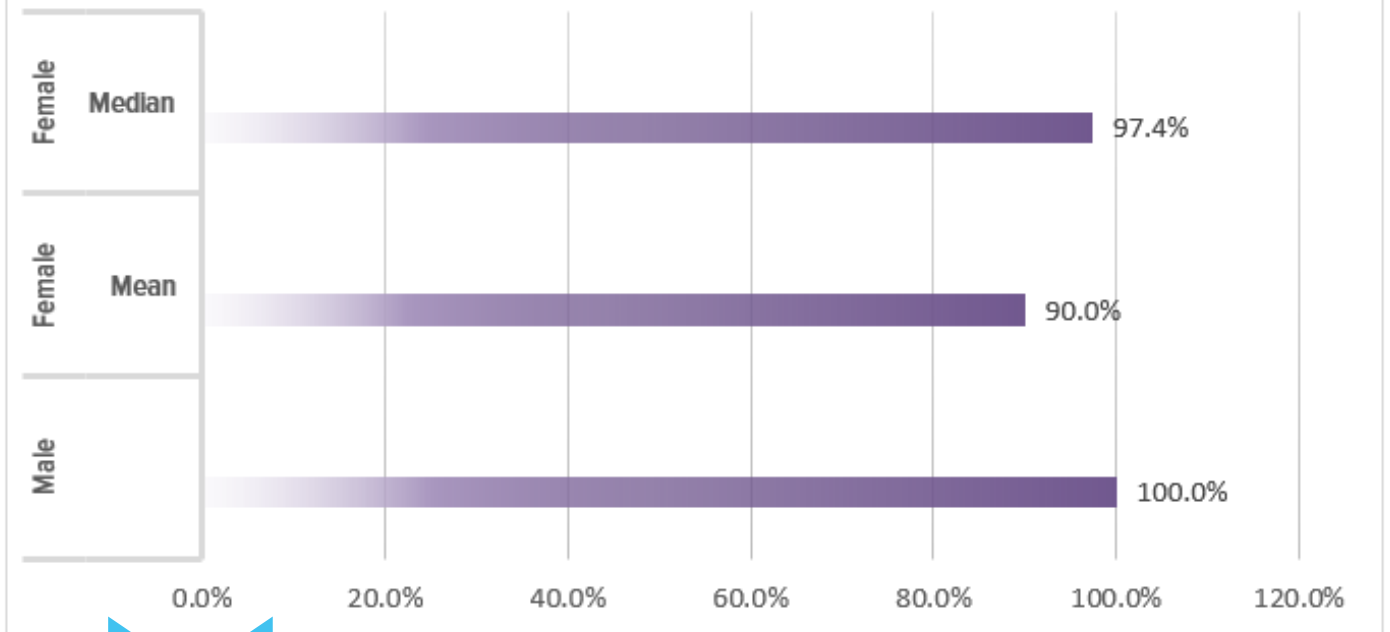


Mean Gender Pay Gap in Hourly Pay –
Average Mean GPG 10%

Median Gender Pay Gap in Hourly Pay –
Average Median GPG 2.6%



GENDER PAY GAP - HOURLY RATE GAP



Our median gender pay gap is 2.6% which is well below the UK national average of 18% (Office of National Statistics, October 2017). This is reflective of the fact that we strive to ensure that all employees are remunerated fairly and equally for the work they undertake.

The mean gender pay gap is accounted for primarily because there are more men in roles in IT, Business Development and Finance. Positions in these areas attract higher pay in the market.



BONUS PAYMENTS

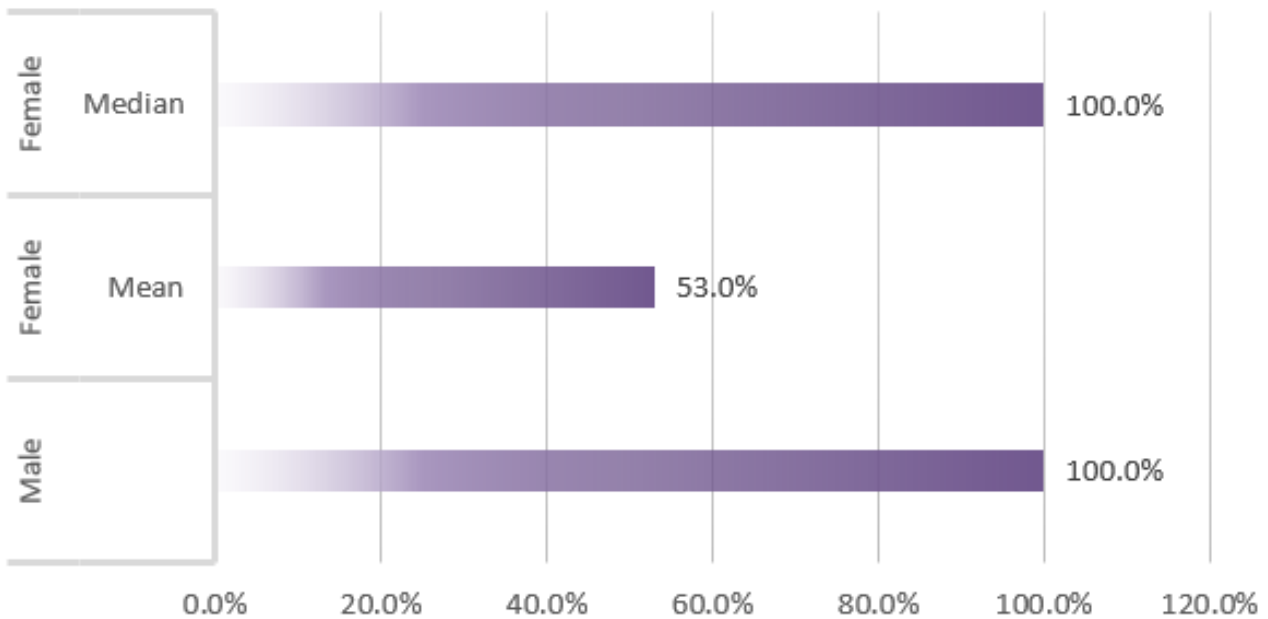
Bonus Payments



Mean Bonus Gender Pay Gap - Average Mean GPG 47%
Median Bonus Gender Pay Gap - Median GPG 0%



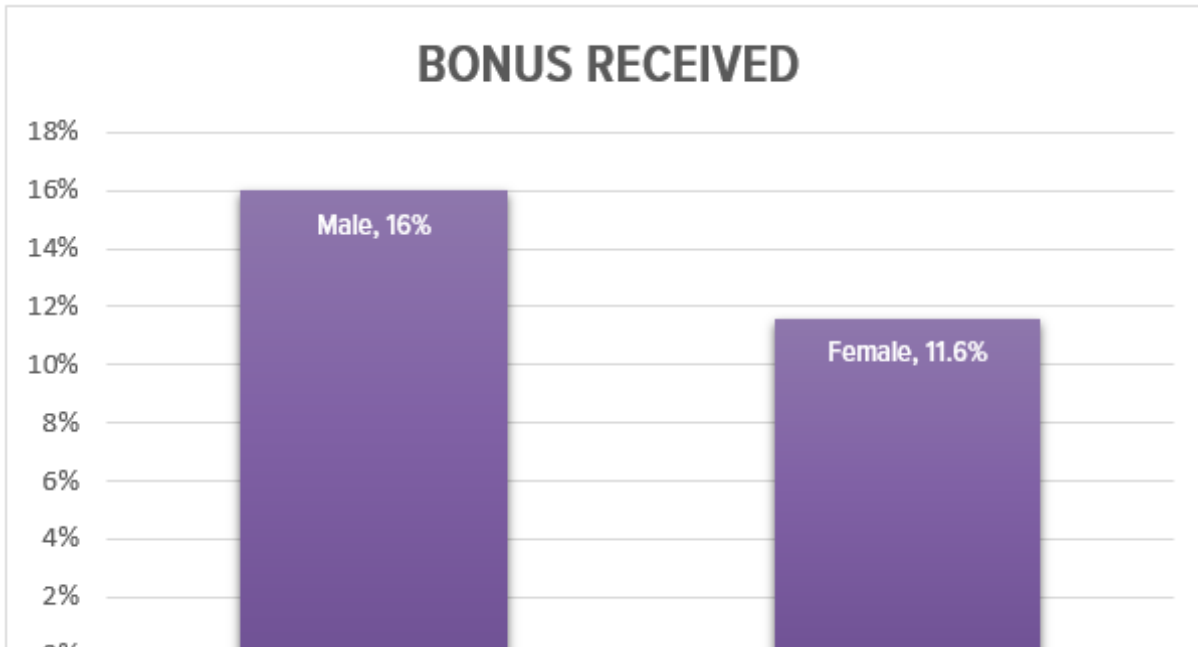
GENDER PAY GAP - BONUS GAP



The Mean Bonus Gender Pay Gap shows the difference in the average bonus payments paid to male and female employees. The gap is accounted for by the bonus payments made to Business Development employees who earn commission. At present, all our business development employees are male and long served. We are keen to make sure that we take steps to address any barriers, real or perceived, that prevent women for applying for or being recruited into these roles.



Proportion of Males and Females receiving a Bonus -
16% of Male employees - 11.6% of Female employees



When looking at the percentages of male employees who received a bonus compared to female employees who received a bonus, there is a small gap. As referred to above, this is explained by the fact that most bonuses are paid to our business development employees, all of whom are male.



CLOSING THE GAP

We will continue to have an open and diverse recruitment strategy which means we will select, employ and promote individuals solely on the basis of ability, experience, training, intelligence and integrity. We aim to review our recruitment practices in historically male dominated roles to help us to understand if there are any barriers to female participation in these roles. We will also continue to implement and enforce global best practices in sourcing, assessment and retention.

The data in this document is accurate and has been calculated in line with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in black ink, appearing to read 'David Grimes', with a long horizontal flourish extending to the right.

David Grimes

Senior Director – Regional Legal Affairs - EMEA