



Gender Pay Gap Report 2019

About SYKES

SYKES is a leading, global digital-marketing and customer-care outsourcer. SYKES provides differentiated, full lifecycle customer-engagement services to Global 2000 companies and their end consumers at key touchpoints. Headquartered in Tampa, Florida, SYKES' comprehensive suite of solutions addresses the needs of major companies around the world — serving such industries as communications, financial services, technology, healthcare, transportation and leisure, insurance, retail and energy.

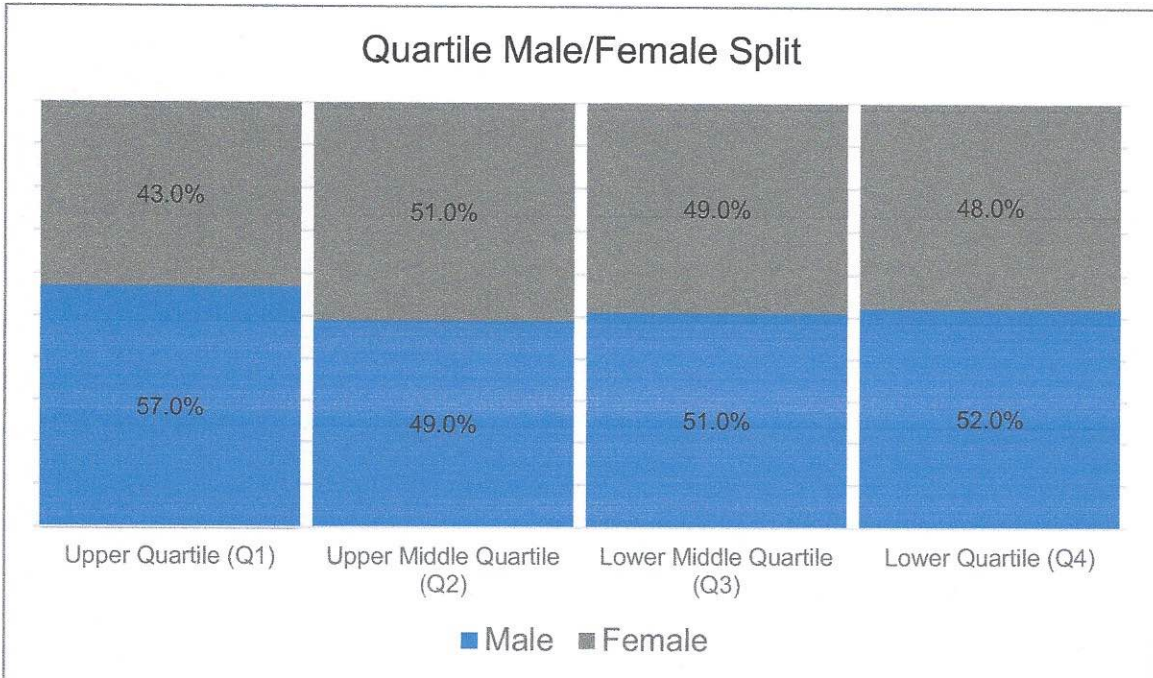
SYKES observes and supports all applicable laws and regulations concerning equal employment opportunities. We encourage individual growth for self-development and performance improvement and provide full equality for all employees through management practices and standard operational procedures.

SYKES welcomes the requirement for ongoing Gender Pay Gap reporting.

Our data was collected from 5 April 2019 when we had a total workforce of 1298 employees in the United Kingdom. Of those 1298 employees, 680 were male and 618 were female making a 52.4% to 47.6% male/female split.

Hourly Pay Quartiles

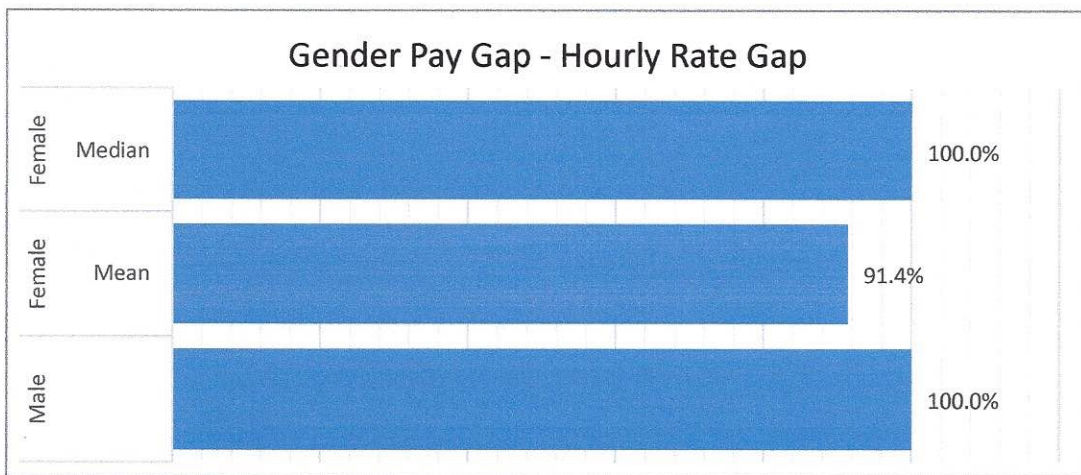
We continue to have a balanced distribution of male and female employees across our pay quartiles. We recognise that the upper quartile (Q1) has more male than female employees. The roles that fall into this quartile include positions in IT, Finance and Business Development. Historically more men than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



Hourly Rates

Median Gender Pay Gap in Hourly Pay: 0%

Mean Gender Pay Gap in Hourly Pay: 8.6%



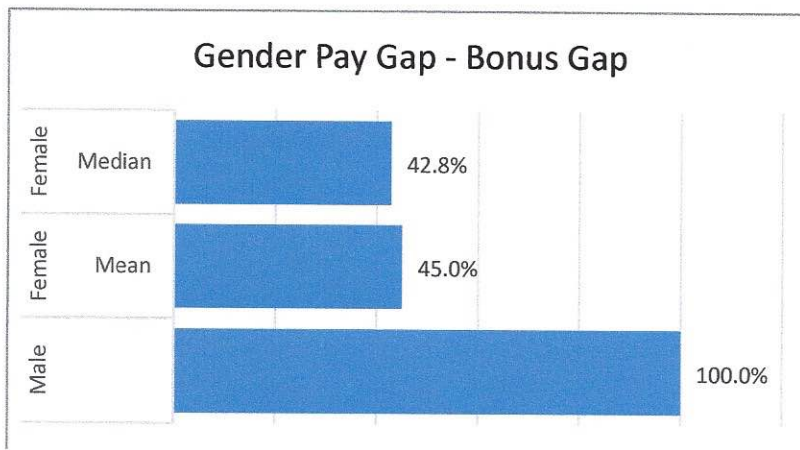
Our median gender pay gap is 0% which is well below the UK national average of 17.3% (Office of National Statistics 2019). This is reflective of the fact that we strive to ensure that all employees are remunerated fairly and equally for the work they undertake.

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

Mean Bonus Gender Pay Gap – 55.0%

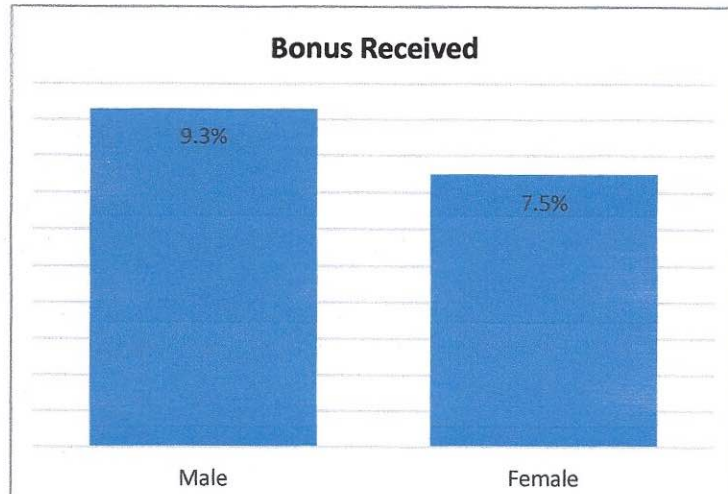
Median Bonus Gender Pay Gap – 57.2%



The Mean Bonus Gender Pay Gap shows the difference in the average bonus payments paid to male and female employees. The gap in the Mean Bonus Gender Pay Gap can be attributed to the bonus payments made to Business Development employees. These roles traditionally have more opportunities to receive a bonus payment given the additional business streams brought online as a result of successful business development strategies. At present, all our business development employees are male which explains this gap. We are keen to make sure that we take steps to address any barriers, real or perceived, that prevent women from applying for or being recruited into these roles.

The Median Bonus Gender Pay Gap shows the difference in the mid-point of all male bonuses and all female bonuses. Again, the gap in the Median Bonus Gender Pay Gap can be attributed to the bonus payments made to Business Development 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 continue 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) Regulations 2017

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