

UNGLOBAI COMPACT COMMUNICATION ON PROGRESS

September 2011-12

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Statement of Support by the Chief Executive Officer

I am pleased to confirm that NorthgateArinso (NGA) reaffirms its support of the Ten Principles of the United Nations Global Compact in the areas of Human Rights, Labor, Environment and Anti-Corruption.

In our first Communication on Progress, we describe our actions to integrate the Global Compact and its principles into our business strategy, culture and daily operations. We also commit to share this information with our stakeholders through our CSR Report and other channels of communication.

Mike Ettling
Chief Executive Officer - NGA

Corporate Responsibility Review 2012

As a global business operating in 35 countries, NGA is committed to sustainable growth which promotes social, economic and environmental improvement. We aim to conduct our business in a socially responsible manner, to contribute to the communities in which we operate, to minimise our impact on the environment and to respect the needs of employees, customers and other stakeholders. Developing strong partnerships which generate growth and business success and deliver value are the pillars on which our corporate responsibility strategy and practice are based.

Our task is two-fold:

- To create business success for our customers through more effective processes and the intelligent use of people and technology
- To create wider value through innovation in HR service delivery to all of our clients and building better services for HR leaders for less

Improving organisational performance is at the core of what we do – at work, at home, in school and within the community. Combating climate change is integral to developing sustainable services for NGA customers in all sectors. Our business places a strong focus on improving our customers' environmental performance by enabling them to scale up their performance and make considerable savings. This includes comprehensive solutions that embrace design, procurement, implementation and ongoing support.

We are committed to ensuring that the services that we buy are sustainable. Our overall objective is to integrate sustainability issues into our entire procurement process; in the identification of needs, the evaluation of options and the evaluation of tenders and in post-contract management. We have integrated corporate responsibility criteria into group-wide procurement. Last year, we reached our target to survey all new suppliers on their corporate responsibility practice. We are now moving to extend this approach to all existing major suppliers. Through the Act Now programme every employee can do something now, however small, to help deliver value and build sustainable and healthy communities.

NorthgateArinso -Delivering HR Excellence

HR executives face three major challenges in provisioning services to employees and business leaders;

- Reduce the overall cost of HR services
- Extend the depth and quality of HR processes
- Quickly respond to an ever-evolving business demands

NGA leverages robust technology and process excellence to provide HR services in support of the entire employee life cycle and changing business requirements. The technology component incorporates both commercially available enterprise software as well as proprietary solutions.

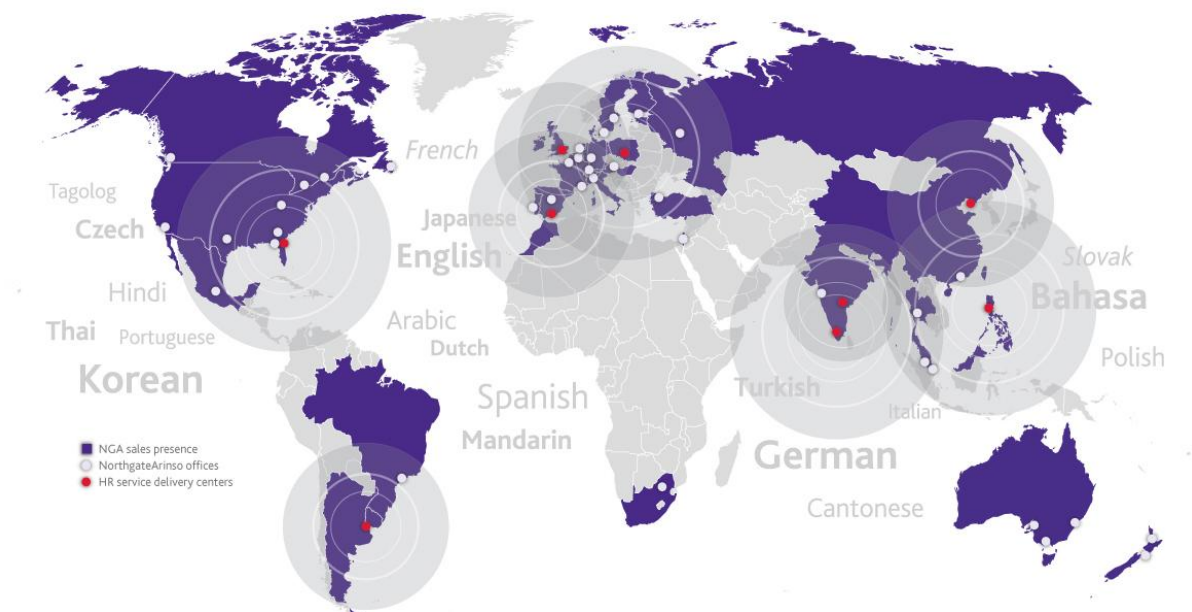
Our global delivery network enables us to address the needs of global clients, who are challenged with the subtle balance of local support and the relative cost of labour. This network balances services delivery, between locations, in order to deliver services according to the needs of our customers.

Although increasingly known as an HR outsourcing provider, NGA provides HR services using a variety of delivery models and service components. We provide HR process improvement services and implementation services through our HR consulting arm. We develop and enhance HR technologies and provide them on a perpetual or subscription licensing basis. We host and maintain such technology on an outsourced services basis as well as providing comprehensive HR outsourcing services.

NGA at a Glance

- Offices in 35 countries on five continents
- Deliver services in over 100 countries
- Network of 30+ local and global Service Delivery Centres
- 8,500+ staff globally
- Largest SAP Human Capital Management (HCM) consultancy practice, with over 1,500 experienced SAP HCM consultants
- Over 20% of Global Fortune 500® companies serviced
- Over 40% of UK working population are paid by NGA's solutions

Global Services Local Delivery



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The Ten Global Compact Principles

At NGA we are committed to sustainable growth and working to integrate the Ten Global Compact Principles which promote social, economic and environmental improvement into our business as usual. We recognize that companies have a positive role to play in developing a society that meets the needs of the present without compromising the ability of future generations to meet their own needs.

Our mission is to develop sustainable, efficient and effective organizations in the markets in which we operate, to support progressive public services which break down inequalities and to reach out to those most disadvantaged in our communities.

Our objectives are to:

- Embed responsibility into the way we govern, manage and perform as a business
- To achieve the highest standards of integrity, ethical behaviour and corporate governance
- To conduct our business in a manner that is environmentally and socially responsible
- To develop solutions that increase business productivity and competitiveness
- To contribute to well-being through supporting services to the public that promote social justice

This document describes NGA's practical and policy response to the ten principles of the Global Compact:

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights

Principle 2: Make sure they are not complicit in human rights abuses

Labor Standards

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining

Principle 4: The elimination of all forms of forced and compulsory labor

Principle 5: The effective abolition of child labor

Principle 6: The elimination of discrimination in respect of employment and occupation

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges

Principle 8: Undertake initiatives to promote environmental responsibility

Principle 9: Encourage the development and diffusion of environmentally friendly technologies

Anti-corruption

Principle 10: Businesses should work against corruption in all its forms including extortion and bribery

Governance

The Corporate Responsibility Group (CRG) which has representation from all members of the Northgate group's businesses, takes direct responsibility for setting the group's corporate responsibility policy framework, establishing the parameters of governance, identifying and implementing group performance indicators, and receiving progress reports from the businesses on corporate responsibility matters.

Adel Al-Saleh group CEO, is executive sponsor of the CRG. The CRG meets on a bi-monthly basis. Each of our businesses has different challenges and their own corporate responsibility agenda that they pursue within the overall framework set by the CRG. The CRG is also responsible for ensuring that policies remain in line with practice and that practice is synonymous with policies.

The businesses manage their corporate responsibility operational plans to ensure that corporate responsibility is embedded into day-to-day practice. This involves engaging with employees directly and through the Employees' Consultation Groups which are consulted on all major business initiatives taken under their programs.

Corporate responsibility is integrated into the risk management process. This means that it has become more closely aligned to business needs and imperatives and forms part of the mainstream of managerial and operational activities.

Going Global

As a growing, global company NGA has to ensure that the policy framework is capable of responding to the particular legislative and cultural requirements at a countrywide level while supporting and sustaining best practice on a group basis.

In 2011, NGA developed a plan to move away from an individual country approach to corporate responsibility to delivering a robust global framework for action. As a first step, a global action plan has been created. This is initially focused on ensuring best practice in Group CR policy, on measuring carbon emissions, on promoting product innovation and establishing a global framework for community engagement.

A global action group consisting of representatives from all the key country locations of the business is being established as part of the action plan. This follows a global survey of country managers and employees to gather information about country initiatives.

To enhance communications, a dedicated website has been established to take the global program to its next phase and plans have been put in place to introduce a process for measuring energy emissions across NGA's largest global locations.

Act Now

Northgate group's Act Now program seeks to embed sustainable practice into the company's day-to-day activities through proactive communications and initiatives designed to strengthen our response to the sustainability challenge. Act Now is a program that believes each one of us can do something now, however small, to help deliver value and build sustainable and healthy communities. Act Now initiatives embrace sustainability, community involvement and engagement, partnership and policy making.

Engagement with Employees

At NGA, we firmly believe our employees are our greatest asset and an integral part of our success. We work hard to make sure we attract, develop, retain and motivate our people to ensure that they are inspired by our company and leadership.

The company aims to build an environment that promotes effective two-way communication with its team. We ensure employees understand the company's vision and purpose; are clear on their responsibilities; have the right information to execute their role effectively; are given the opportunity to give feedback; and submit ideas to drive ongoing improvement.

There are a variety of ways that the company encourages two-way communication; including regular team and site meetings, manager cascades, e-bulletins, access to the company intranet, senior leadership video / email broadcasts and access to ongoing feedback forums including focus groups and pulse surveys.

The company also conducts a bi-annual employee survey through a professional employee opinion consultancy. The survey facilitates employee dialogue and is a tool to assess the levels of employee engagement. The results are used as part of a process of continuous improvement. The next survey is due February 2013.

The results show that overall our colleagues have shown a very good level of satisfaction working for the company. Our people are loyal, motivated and willing to go the 'extra mile' to help drive the business forward. We have an excellent commitment to our customers. Colleagues are proud to work for the company and strongly believe that the company has a great future ahead. Improvement measures are also being introduced in response to employee feedback including increased access to learning and development, an enhanced performance management process and an imminent launch of an updated employee suggestion scheme.

NGA takes the results very seriously and ensures feedback is listened to and acted upon via action planning and reporting throughout the year. Regular pulse surveys are also distributed across the business to take a temperature check on engagement levels and assess progress against action plans.

Employment & Diversity

NGA aspires to be a global employer of choice, for people from different backgrounds and communities. Through our comprehensive policy on equality and diversity we promote and implement respect for the individual and equality of opportunity. NGA is committed to eliminating discrimination and encouraging diversity. Our aim is that our workforce represents all sections of the wider community in the catchment areas surrounding the various NGA sites across the world and each employee feels respected and able to give of their best.

Within NGA we foster respect for the promotion and protection of each individual's human rights. The Company promotes being at ease with all aspects of diversity, built on fairness and respect for all. NGA recognises that such a policy is not only good management practice, but that it also makes good business sense.

Our commitment to diversity and equality and the elimination of discrimination, harassment and bullying also applies throughout the employment relationship and to all aspects which applies to selection, recruitment, training, promotion, transfers, pay and benefits, terms and conditions of employment, performance appraisals, termination and all other aspects of the employment relationship.

Recruitment

NGA's recruits staff based solely on the necessary and justifiable job requirements and the individual's ability and fitness for the work. When posts are advertised externally, consideration is given to the most appropriate outlets to ensure that a wide range of potentially suitable applicants have the opportunity to apply. Selection methods, including interviews and job and personality tests are conducted in accordance with documented and standardized procedures to ensure that our recruitment is free from any form of undesirable discrimination. Each appointment is made on the basis of selecting the most suitable candidate for the post.

Full and fair consideration is given to applications for employment made by disabled persons and adjustments are made to the recruitment process, the job or the workplace for candidates as required. NGA actively encourages and assists in the employment, training, retraining and career development of disabled persons whenever possible.

NGA regularly reviews its recruitment and selection practices to identify and remove barriers to the establishment of a diverse workforce.

Learning & Development Opportunities

Learning and development is an important factor leading to opportunities at work. Learning and development is intended to develop employees and improve their skills. All employees are eligible to participate in appropriate learning and development programs. NGA ensures that all employees have opportunities for regular learning and development and monitors the level of employee attendance.

Through its performance review and appraisal schemes, NGA ensures that employees are given an opportunity to take part in both job specific training and have individual performance plans designed to promote their opportunities and career advancements. The performance management process is carried out in accordance with clear and laid down criteria to ensure that its application is free from discrimination at every stage.

NGA provides a range of flexible working and leave arrangements, to meet business needs and employees' needs in balancing work and home responsibilities. Employees working under these arrangements are treated fairly and consistently in comparison to full time, permanent employees and are provided with the same opportunities for development.

The HR department is responsible for monitoring compliance with this policy and any incidents or complaints of harassment, discrimination or bullying. Employees have recourse to a comprehensive grievance procedure which is available on the company intranet or through an internal helpdesk service.

HR monitors employee diversity every two years and carries out a comprehensive survey: all employees, workers and job applicants will be asked to complete an anonymous form denoting their sex, sexuality, religion, race, ethnic origin, age and any disabilities. This form is used only for the purpose of monitoring the effectiveness of the company's Diversity policy. Where such analysis indicates that a particular area or department has a disproportional representation from a particular group, the circumstances of this will be investigated.

NGA recognises the right to collective bargaining and censures all forms of forced, child or compulsory labor practices.

NGA takes a very serious view of any and all discrimination, bullying or harassment and breaches of policy are deemed as misconduct. Any such actions will be investigated in accordance the company's disciplinary procedure and where an allegation is upheld, will often result in dismissal.

Engagement with Customers

NGA puts its customers at the heart of everything we do. Customer feedback is absolutely essential to help us understand and exceed expectations. NGA engages with customers in a number of different ways to improve on our products, services and sustainability by asking for feedback at our events and through communications such as the annual CSR report.

The Pulse Check Survey

To improve the customer experience NGA has introduced Pulse Check; an online satisfaction survey open quarterly to customers. Through Pulse Check customers are able to rate NGA's performance in regard to performance, relationship, expertise, and quality of products and services. To provide a balanced view; NGA client managers are also asked to complete the survey in relation to the customer's experience.

The Pulse Check creates transparency and provides a customer communication channel that quantifies and formalizes the customer's communication with NGA. Based on the results of this survey, NGA is able to react quickly on any outstanding issues and put action plans in place to address customer needs. NGA is deeply committed to create a better overall customer experience for each customer.

NGA Customer Conferences

NGA runs an annual user conference in the UK for customers. During the conference there are ample opportunities for customers to engage with their peers, NGA employees and business partners. The conference provides opportunities for customers to provide feedback on the company and the products and learn about new developments at NGA. The conference is popular with customers who use the two days as an opportunity to meet and exchange ideas with their peer group. The conference is sponsored by NGA and managed by an independent user group committee. The conference is well attended; last year over 270 delegates joined NGA for the event in the UK.

In addition to the UK conference, NGA provides regular opportunities for customers to engage either by attending one of the Special Interest Groups (SIGs) which are held regularly throughout the year. Or by logging their requirements on the NGA support portal and accessing NGA's extensive support network.

Community Engagement

Through the Act Now program every employee can do something now, however small, to help deliver value and build sustainable and healthy communities. The program's initiatives embrace sustainability, community involvement and engagement. We work with a range of local and national partners to strengthen our corporate responsibility. Through our volunteering activities our employees have taken part in painting, renovation and gardening activities in local schools and organisations. Through our Young Apprentice programme there are currently over 80 apprentices working across the group delivering a range of services and learning new skills.

Share and Care – Joy of Giving

Just a few kilometers from Mumbai, there are tribal communities of people living below poverty line. The government has various programs (medical centers, educational centers) for their welfare. However, the financial aid is not adequate. NGA India and Rave teamed up to deliver as part of our annual community activity – 'Share and Care', it was decided that we would focus on the schools in tribal areas. We located an Educational complex called *Gram Bal Shiksha Kendra* in the tribal area of Kosbad. This educational complex is solely dedicated to the education of children.

It was established in 1945 by Tarabai Modak, who later was joined by Anutai Wagh who worked with Tarabai to empower the children through education. In the early days, these ladies knocked on doors and explained the importance of education. They would conduct classes in the complex, or in the field with shepherds. Now, it is a large educational college with 10 nurseries and creches, a primary school, and has become an D.Ed (Diploma in Education) centre. The centre trains new primary and pre-primary teachers and Anganwadi workers who are taught about basic hygiene and healthcare concepts. They visit the villages, go door to door and talk to women, teaching them how to take care of basic hygiene of the family, and counsel pregnant women and young mothers.



We asked the school what we could provide and the activity was carried out quickly: two weeks of planning, organising and implementation. We announced the commencement of the project and boxes were kept in the canteen for employees to donate their contribution. During interaction with the project and support teams, it was decided that the managers would also consider this as a team initiative and get the team to contribute together. On behalf of our employees, we gave our donations in the form of food, stationery and medicines to the organization. The staff delegation visited the educational complex at Kosbad on 16th December 2011, to deliver the items collected for "Share and Care - Joy of Giving" mission.

Engagement with our Supply Chain

It is a fundamental element of policy that NGA always behaves ethically and with integrity in all its activities. We seek to improve our performance through effective supply management. We use our influence and our buying power positively to encourage our suppliers to carry out socially responsible practices and use energy and resources efficiently. We aim to introduce sustainable procurement practices gradually throughout our procurement operations.

NGA avoids using companies that exploit child or sweat shop labour, that disregard basic health and safety provisions, that 'pirate' the intellectual property of others, or that wilfully and avoidably damage the environment or otherwise act in contravention of applicable laws.

NGA requires that suppliers shall not engage in or condone the use of child labour and shall conform to the provisions of:

- SA8000 (a standard relating to the social accountability developed by Social Accountability International)
- International Labour Organisation Convention 138
- And be consistent with the United Nation's Convention on the Rights of the Child

NGA prefers to work with suppliers that share a commitment to preserving world natural resources. As far as is reasonably practicable, procurement choices will favour products showing clear environmental advantages and NGA seeks to use suppliers having similar policies and practices. NGA procurement intends to further integrate sustainable procurement criteria into its activities on an ongoing basis.

Environment and Sustainable Services

NGA has chosen to focus their environmental activities in two areas: NGA's own operations that provide products and services to deliver HR & payroll and creating products and services that can deliver HR & payroll in a way that reduces the organizations environmental impacts.

Sustainable Services

NGA places a strong focus on improving our customers' environmental performance by providing them with opportunities to grow their businesses whilst reducing or mitigating their environmental impacts. This includes comprehensive solutions that embrace HR & payroll delivery and solutions that provide innovative ways of delivering software such as fully hosted or Cloud services.

Environmental sustainability is fully embedded into service delivery methodology. There is a clear focus both on reducing the number of assets required and reducing the environmental impact of the procurement of such assets, as well as ensuring that the energy consumption of such assets is considered favoring energy efficient models.

Further reductions are gained by encouraging more flexible forms of working and mobile working. Assets are reused wherever possible and where assets are beyond economical repair, they are recycled in accordance with the Waste Electrical and Electronic Equipment Directive (WEEE).

NGA has introduced a number of initiatives designed to reduce carbon emissions and improve the efficiency and effectiveness of HR systems. These include online pay slips, recycled payslips, self-service HR and the development of a carbon emissions calculator that enables employees to calculate their CO₂ emissions for business travel. The Hyde Group Housing Association has saved 95,000 sheets of paper annually, resulting in reduced environmental impact and costs through the implementation of paperless HR by using self service and online payslips.

Environment

NGA is an Information Technology Solutions Provider and as such recognises that its activities will have an influence on the environment. NGA has implemented an environmental policy to ensure its employees and all those who may be affected by NGA's activities observe and adhere to the policy which is designed to reduce NGA's environmental impact.

Environmental Policy in brief:

- NGA will meet all the relevant statutory requirements related to environmental legislation
- Recycle as much of NGA's waste products as practically and economically possible
- Discourage the use of non-renewable resources and dispose of waste that cannot be recycled in accordance with legislation and the policy
- Ensure competent advisors are available to provide guidance on environmental issues
- Carry out risk assessments in accordance with legislation and this policy.
- Provide relevant training and instruction to all employees on environmental issues and the policy requirement
- Record and investigate all environmental incidents
- Ensure that Approved Suppliers comply with NGA's policy and procedures

NGA expects that all employees behave responsibly and observe the policy and its requirements.

Business Ethics and Anti-Corruption

NGA maintains the highest standards of ethics, professionalism and business conduct and ensures that we act in compliance with the law at all times globally across our business. We will not tolerate any behaviour or practice that compromises the company's integrity and honesty. All decisions will be fair and based on transparent processes.

In 2010, NGA quickly responded to the UK government's Bribery Act 2010 on a global basis. The company already had robust procedures in place to prevent bribery and corruption. However, it took the opportunity to affirm its support for the Act. The executive issued a statement on the Act, with an endorsement from the Group Chief Executive. All customer-facing staff across the company's global operation received mandatory training on the Act and its implications. This has been supplemented by an ongoing training program for all employees on data compliance and information security.

Compliance

The company maintains high ethical standards in carrying out its business activities, practices of any sort that are incompatible with NGA's principles and policies will not be tolerated. Strict adherence to these supporting policies is a condition of employment and employees undergo an annual rigorous training program to ensure they understand their responsibility and the consequences of non-compliance. Responsibility for compliance is with individuals and at board level.

Independence and Objectivity

All NGA staff are required to act in a way that is unbiased, and must not be subject to any influence financial or otherwise which may lead them to act in a way that favors any particular person or organization. Other than the salary paid by NGA employees may not directly or indirectly accept any form of payment or material benefit from third parties for services they perform on behalf of NGA.

Unethical Behavior and Whistle Blowing

The company promotes a working environment which encourages all members of our team to express their concerns about behavior or decisions which they perceive to be unethical without fear of reprisal and victimization. Any member of staff who needs guidance or advice on business ethics can speak to their manager or any level above.

Employment Policies

NGA is committed to maintaining the highest standards of employment practice and to be recognised as an employer of choice to attract and retain talented individuals. It is committed to communicating its strategy and objectives to employees and acting on employee feedback received as to how the company can continuously improve. We support and promote the ethos and principles of equal opportunities and diversity in employment striving to create a culture where every member of our team is treated fairly with access to development and opportunity.

Suppliers and Agents

NGA insists on ethical standards from its suppliers, and in turn NGA must exhibit the highest ethical standards itself. Procurement activities must not only be fair and above board, but avoid any conduct which may be perceived as influencing judgment or impartiality or is capable of having an adverse interpretation put on it. NGA aims to develop mutually beneficial relationships with its suppliers and agents based on mutual trust and fair dealings.

Governance and Financial Matters

NGA will:

- Comply with all laws, rules and government regulations applicable to the company in all regions
- Maintain accurate business records following best practice in all respects
- Maintain financial statements and accounts in a manner that is: accurate, accountable and publicly available

NGA is committed to meeting its contractual commitments and builds relationships with suppliers, agents, service providers and customers based on excellent delivery and mutual trust. All members of staff are expected to understand and comply with the terms of contracts for which they have responsibility.

Balancing Transparency with Confidentiality

NGA acts with transparency in all of its operations except where it is constrained by issues of confidentiality. NGA complies with the provisions of the Data Protection Act in the UK and equivalent legislation worldwide. NGA has procedures and policies to ensure data security for internal and client data and maintains ISO27001 certification. The company strives to communicate clearly and succinctly in order to minimize complexity in our business dealings and communicate our strategy.

Measurement of Outcomes

NGA has selected Key Performance Indicators material to its business that will be of interest to stakeholders. NGA is refining its global approach to the Ten Principles of the UNGlobal Compact. As part of this process, NGA has chosen its KPI's and outlined some immediate actions. NGA will provide a more detailed report on its KPI's and an update on progress in their next Global Compact Communication on Progress report due in 2013.

Key Performance Indicators

Economic Performance

- EC1: Direct economic value generated and distributed, including revenues, operating costs, employee compensation, retained earnings and payments to capital providers and governments

Market Presence

- EC6: Policy, practices and proportion of spending on locally based suppliers at significant locations of operation
- EC7: Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation

Environmental Performance: Energy

- EN3: Direct energy consumption by primary energy source
- EN6: Initiatives to provide energy efficient based products and services and reductions in energy requirements as a result of these initiatives
- EN7: Initiatives to reduce direct energy consumption and reductions achieved

Labor Practices and Decent Work Performance Indicators

- LA1: Total Workforce by employment type, employment contract and region broken down by gender
- LA5: Minimum notice periods regarding operational changes, including whether it is specified in collective agreements
- LA10: Average hours of training per year per employee
- LA12: Percentage of employees receiving regular performance and career development reviews by gender

Actions

Here is an overview of some of the actions that NGA will be taking over the next year to implement the principles of the UNGlobal Compact:

- NGA is undertaking a review of its procurement policies and will create a comprehensive approach to responsible procurement. To facilitate tracking, reporting and analysis NGA is implementing a new procurement system
- NGA ensures that all employees have regular opportunities for learning & development and will measure the uptake of L&D courses by employees
- HR measures employee diversity every two years and carries out a comprehensive survey: all employees, workers and job applicants will be asked to complete an anonymous form denoting their sex, sexuality, religion, race, ethnic origin, age and any disabilities
- NGA ensures that new employees receive training on anti-corruption policies and understands their obligations
- NGA is establishing a process and evaluating the feasibility of measuring scope 1 & 2 direct energy emissions at NGA's significant locations, based on the number of employees
- NGA is carrying out a project to facilitate flexible working for staff to enable them to become "location independent workers". It is anticipated that this project will increase efficiencies and help reduce energy emissions from buildings and travel
- NGA regularly reviews its recruitment and selection practices to identify and remove barriers to the establishment of a diverse workforce.
- NGA is developing a global approach to sustainability which will form the basis of the strategy and an action plan to integrate the principles of the global compact into business as usual

More information

Please refer to the Northgate Information Solutions Annual Report online at <http://www.ngahr.com/nga-at-a-glance> for more information on the Northgate Group and NGA:

- Economic, financial performance and organisational strategy
- Operational structure of the organization: main divisions and group structure
- Financial report: Direct economic value generated and distributed, including revenues, operating costs, employee compensation, retained earnings and payments to capital providers and governments and information concerning ownership and investment

For more information regarding NGA and the contents of this report, please contact:

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