



Corporate Social Responsibility



I

An innovative Human Resources policy

1. Employee development
 - A. Training university
 - B. Acknowledged and empowered managers
 - C. Youth integration and mentoring
 - D. Mobility package
2. Webhelp open to its employees
 - A. Employee satisfaction
 - B. Daily social dialogue
3. Motivating work conditions
 - A. High end infrastructures and work stations
 - B. Social benefits
 - C. Payment and assessment system
4. Risk prevention
 - A. Workplace health and safety policy
 - B. Enhanced prevention of psychosocial risks

II

Genuine care for equal opportunities

1. Non-discrimination
2. Professional equality
3. Disability policy
4. Youth integration
5. Senior integration

III

Acting ethically

1. Enhanced organisation security policy
2. Principles of responsible purchasing

IV

Visible corporate commitment

1. Charity and sponsorships
2. The Webhelp Foundation
3. Research Chair on human capital and performance

V

A responsible environment

1. Recycling, waste
2. Very high energy performance buildings
3. Energy saving
4. Carbon footprint
5. Saving paper

EDITO by Frédéric Jousset and Olivier Duha, co-founders of Webhelp

The two of us began writing Webhelp history on the 6th of June 2000. We have travelled a long way since. We laid the foundations of our Romanian branch before setting up our offices in Morocco, France, Algeria and more recently in Belgium and Great Britain. And this only the beginning!

We have surrounded ourselves with more than 16500 co-workers and we are proud of each and every one of them.

We are constantly seeking ways to satisfy our clients while believing that the well-being of our employees is the key to our success.

Webhelp is an organisation working to implement high level responsible practices whereby corporate social responsibility is everybody's business.

Experts or novices, is it necessary to remind you what being a 'responsible corporation' means:-

- Being responsible means first and foremost building a more solid and people-centric organisation which is constantly in touch with its employees. It also means supporting equal chances and developing diversity across all organisation levels.
- Being responsible means relying on corporate values which guide our business performances. These values shape our culture and contribute to our reputation.
- Being responsible also means an ethical conduct based on the organisation's enhanced security policy as well as on anti-corruption.
- Being responsible means promoting a sustainable development by controlling our energy consumption and by concrete actions for environment protection purposes.
- Being responsible means implementing a sound governance and best communication on all the organisation's initiatives.
- Being responsible means constantly challenging ourselves.

By implementing its Social Responsibility Policy, Webhelp underlines its commitment to a set of principles designed to guarantee and increase the confidence of its partners, of its clients, of its suppliers and its stakeholders so as to become more than ever an organisation inspiring confidence and respect to all. An employer of choice, an organisation encouraging the evolution of its employees!

We know that it is up to us to set an example and we are aware that you place your skills to the service of this organization.

We sincerely thank you for your dedication. Let us all be proud of Webhelp.

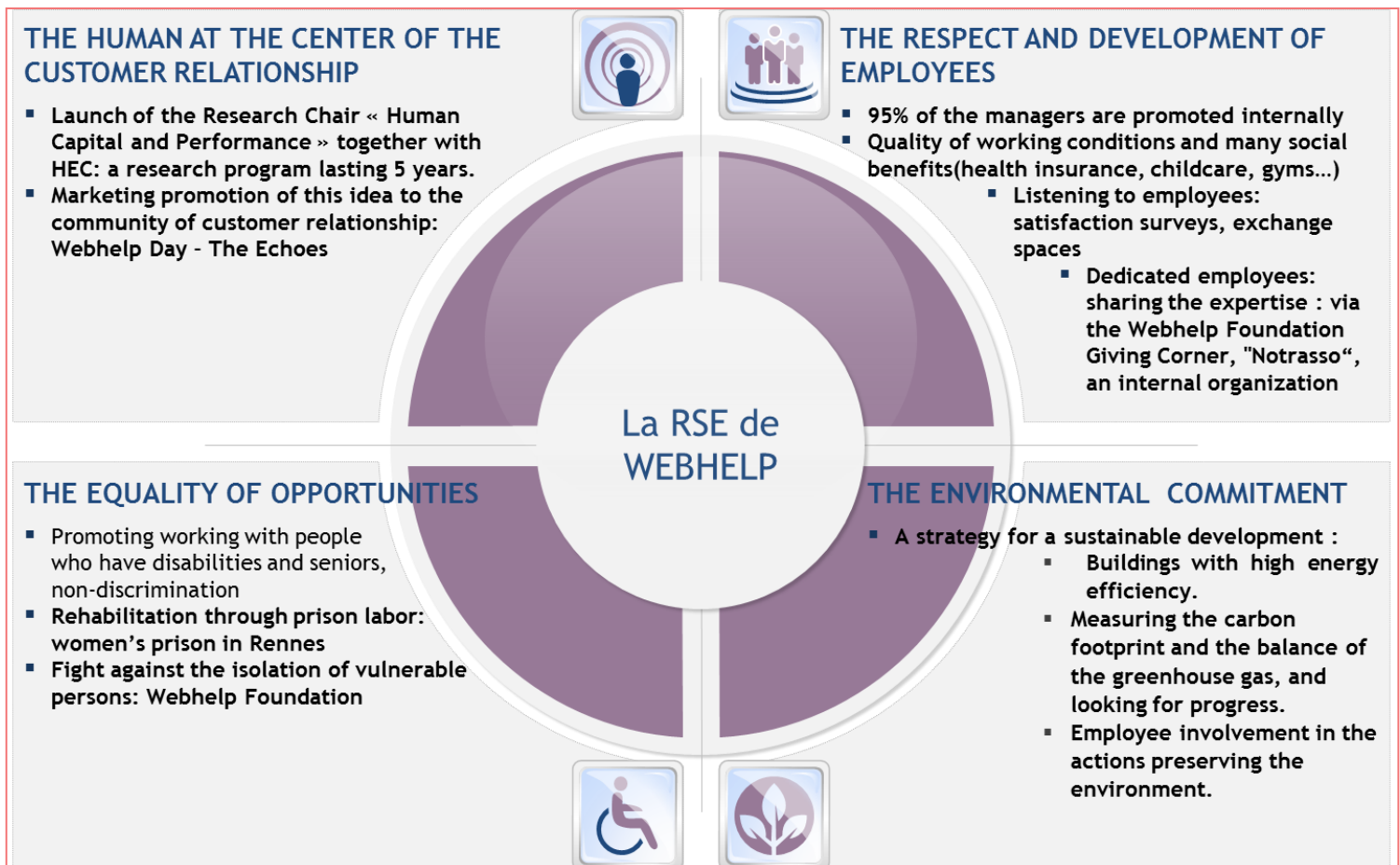
Olivier Duha and Frédéric Jousset

Corporate Social Responsibility is crucial to Webhelp's success. Ever since it has been established, Webhelp has placed people at the heart of its customer relationship activities. CSR policy represents a commitment to employees and to the community

Webhelp's vision for the years to come, « Becoming the reference customer service company in Europe, acknowledged for its quality performance and innovation », means being committed to clients, to partners and to society in general.

THIS AMBITION TRANSLATES INTO CONCRETE COMMITMENTS:

- > People at the heart of Customer Relations
- > Respecting employees and helping them grow
- > A commitment to the environment
- > Equal opportunities.



To respect its commitments, Webhelp implements an extensive structural approach supported by a close governance of CSR issues and a nurtured dialogue with stakeholders.

SINCE 2005, THE GROUP HAS BEEN BUILDING A SOLID SET OF FOUNDING VALUES TO GUIDE THE MAIN COMPANY ACTIVITIES.

During 2011, Webhelp and its partners worked towards 5 new values:

RECOGNITION

Respecting the contribution and promoting the success of everyone around us

UNITY

Placing our long term success before own ego or personal interests

COMMITMENT

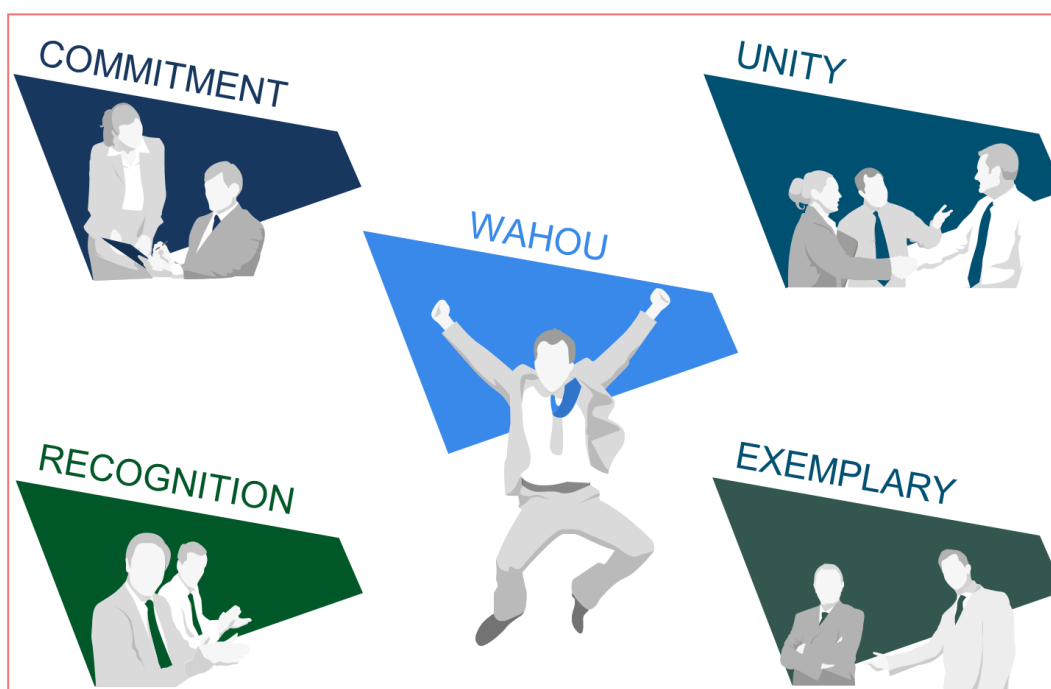
Always keep our promises towards our clients and co-workers

EXEMPLARY

Our attitude and integrity should be guiding us in leading by example at all times

WAHOU

Creating a pleasant surprise for all those working with us



OUR APPROACH WAS THE FOLLOWING:

- > Set up a workgroup of 200 partners to identify expected values
- > Set up a Codir Groupe workgroup and perform an analysis of employees' answers
- > Debate and agree on company values
- > Designate and train ambassadors to promote the values among co-workers
- > Hold 510 sessions of collective presentations in all countries and across all branches
- > Set up a workgroup to translate company values into practice taking into account job specificity so they may be meaningful and be used during daily activities across company levels.

These new values are now on display in all branches and are the very bases of Webhelp.



An Innovative HR Policy

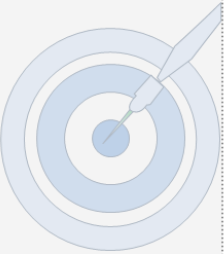






Webhelp believes people are a fundamental value of its call centers. Being a responsible company means acknowledging and supporting employees on a daily basis. Webhelp does its best to be a workplace of choice.

HR policy is a powerful lever of Webhelp's development strategy. It is innovative, reliable and sustainable.

TO THIS END, THE HR POLICY IS ORGANISED AROUND 4 BELIEFS:

- > **Integration** : attracting the best candidates and supporting them in their integration
- > **Development** : building employees' and company future through social innovation. It means proposing rich and diversified training programs
- > **Commitment** : proposing attractive salaries, paying attention and using constructive dialogue to work out concrete action plans
- > **Loyalty** : creating a genuine team spirit and the drive to succeed together in optimal working conditions

	RECRUITING	TRAINING	COACHING	EMPOWERING
 Objectives	<ul style="list-style-type: none"> ▪ Attract qualified profiles <ul style="list-style-type: none"> ▪ Multi-channel sourcing ▪ CV evaluation ▪ Specialized recruitment agencies 	<ul style="list-style-type: none"> ▪ Training agents all along <ul style="list-style-type: none"> ▪ Initial training ▪ Continuous training ▪ Complementary training modules ▪ Assessment centers 	<ul style="list-style-type: none"> ▪ Motivating the agents through incentives <ul style="list-style-type: none"> ▪ Attractive salaries composed of bonuses indexed on achievement of qualitative and productive metrics ▪ Social Advantages ▪ Good Career Perspectives 	<ul style="list-style-type: none"> ▪ Develop skills ▪ Give means to reach the targets ▪ Increase the loyalty of our best agents
 Means	<ul style="list-style-type: none"> ▪ A selective process <ul style="list-style-type: none"> ▪ Generate applications ▪ Selection of candidates ▪ Interviews ▪ Validation 	<ul style="list-style-type: none"> ▪ The WEBHELP University <ul style="list-style-type: none"> ▪ Improve the know-how ▪ Permanent Trainers ▪ Dedicated training rooms 	<ul style="list-style-type: none"> ▪ Better jobs than competitors <ul style="list-style-type: none"> ▪ Attractive salaries ▪ High bonuses ▪ Very high-standard work conditions ▪ Frequent career evolutions ▪ Employee Survey (SATSA/ENGMA) 	<ul style="list-style-type: none"> ▪ Give Permanent Attention <ul style="list-style-type: none"> ▪ Individualized follow-up ▪ Efficient Communication Tools
				

WEBHELP IMPLEMENTED A COMMITMENT CHART TO STRENGTHEN EMPLOYEE COMMITMENT

This chart includes the corporate values and it lists a set of individual behavior principles that each employee needs to respect. The chart is accessible to all so that employees may read it at ease.

« Respecter les personnes, les règles et nos valeurs, c'est tenir nos engagements »

Olivier DUHA
Co-Président

Frédéric JOUSSET
Co-Président

CHARTER D'ENGAGEMENT DU COLLABORATEUR

Les collaborateurs de Webhelp mettent les clients au cœur de leurs actions, visent l'excellence opérationnelle au sein d'un environnement de travail agréable et professionnel.

EN TRAVAILLANT CHEZ JE M'ENGAGE A :

- 1 RESPECTER LES PERSONNES AVEC LESQUELLES JE SUIS EN CONTACT**

 - Être attentif et courtois avec chacun de mes interlocuteurs
 - Communiquer clairement et efficacement
 - Prendre en compte positivement les observations qui me sont faites et rectifier mes erreurs
 - Être assidu et ponctuel
 - Faire preuve d'esprit d'équipe favorable à la performance de l'ensemble du projet/service
 - Considérer comme une richesse toutes formes de différences (âge, sexe, origine...) et les valoriser
 - Adopter un comportement irréprochable et responsable
- 2 RESPECTER LES RÈGLES QUI EXISTENT DANS MON ENVIRONNEMENT DE TRAVAIL**

 - Mettre en pratique et respecter les procédures de mon projet/service, le règlement intérieur, les chartes et normes en vigueur dans l'entreprise
 - Solliciter l'aide de mon manager en cas de difficulté
 - Ne pas divulguer ni utiliser d'informations confidentielles
 - Respecter le matériel et les lieux communs
- 3 ÊTRE UN MANAGER RESPONSABLE**

 - Motiver et fédérer mes collaborateurs
 - Assurer efficacement leur montée en compétence
 - Partager l'information et me rendre disponible
 - Fixer des objectifs clairs et ambitieux visant l'excellence opérationnelle
 - Prendre des initiatives, être proactif
- 4 RESPECTER LES VALEURS WEBHELP QUI INCARNENT LA CULTURE DE L'ENTREPRISE**

 - RECONNAISSANCE** : Respecter la contribution et valoriser la réussite de chacun autour de nous
 - UNITÉ** : Faire passer la réussite commune à long terme avant notre ego et notre intérêt personnel
 - ENGAGEMENT** : Tenir sans faille nos promesses envers nos clients et nos collègues.
 - EXEMPLARITÉ** : Par notre attitude et notre intégrité, montrer l'exemple en toute circonstance
 - WAHOU** : Créer l'heureuse surprise chez les personnes avec qui nous travaillons

1. EMPLOYEE DEVELOPMENT

WEBHELP MADE STRONG COMMITMENTS FOR :

- > Allowing employees to develop their skills and maintain their employability : specific training programs, more VAE, assessment centers
- > Supporting each employee in the long run : HR teams at their service, assessment meetings with their managers (at least twice a year)
- > Integrating the youth and facilitating apprenticeship : agreement with Greta in the context of workforce contracts, internal trainings to foster customer service learning
- > Encouraging evolutions within the group : assessment centers, promotion commissions, ranking commissions

A. TRAINING UNIVERSITY

Since training is a strong vector of development and employability, Webhelp established in 2010 a corporate university at group level, « **Webhelp University** », setting up eligible, efficient and innovative professional careers.

OUR UNIVERSITY BUILDS ITS AMBITIOUS OBJECTIVES ON 4 AXES :

- > Employee integration: an orientation and insertion seminar is delivered to each new employee
- > On job training to efficiently integrate new employees
- > Development and support against a backdrop of ongoing improvement
- > Management training: local managers are at the heart of the organization.





A team of trainers ensures day to day training activities and validates courses. The training team works closely with management teams aiming at ongoing improvement.

UPON JOINING THE COMPANY, EMPLOYEES FOLLOW A 3 TO 5 DAYS ORIENTATION AND INSERTION SEMINAR (INDUCTION PROGRAM) WHICH IS COUNTRY SPECIFIC:

- > Inspire and strengthen the pride of belonging to Webhelp Group
- > Define the rules of corporate life and become familiar with the professional jargon
- > Provide customer service training.

The seminar alternates theory and practice. During the seminar, employees also receive a wider topic training such as preventing harassment as well as information on security rules and regulations.

Presentation of induction training

 <p>OBJECTIVES</p>	<ul style="list-style-type: none"> ▪ Develop sense of pride in belonging to WEBHELP ▪ Learn interviewing techniques and integrate the expected level of service
 <p>DURATION</p>	<ul style="list-style-type: none"> ▪ 3 days (Romania, France) ▪ 5 days (Morroco)
<p>Key Points for a successful Induction Training</p>	<ul style="list-style-type: none"> ▪ WEBHELP Group activities, WEBHELP Values, Sexual and moral harassment, Sustainable development ▪ The job of customer advisor ▪ The key indicators of customer satisfaction ▪ Interview techniques training (incoming/outgoing calls)

Training courses for Customer Advisor

<p>Between 3 and 5 Days</p> <ul style="list-style-type: none"> ▪ Induction Training <ul style="list-style-type: none"> ▪ Interview structure for inbound calls ▪ Interview structure for outbound calls ▪ E-learning module <ul style="list-style-type: none"> ▪ Moral and Sexual Harassment ▪ Awareness of sustainable development ▪ Awareness Security 		<p>5 Days</p> <ul style="list-style-type: none"> ▪ Orders / New club members / Nursing BtoC ▪ Coffee training ▪ Machines ▪ NESPRESSO application: NESSOFT ▪ Scripts ▪ Internet orders validation
<p>Available Modules</p> <ul style="list-style-type: none"> ▪ Additional sale (3h30) ▪ Specific B to B (5h) ▪ B to B telemarketing (7h) ▪ Portfolio Management (7h) ▪ Write without error (1h30) ▪ Making appointments (3h30) ▪ Effectively respond to written consumer (7h) ▪ Optimize the use of the computer (1h30) ▪ Telesales Acquisition (7h) ▪ Retention (3h30) ▪ Workshop: flow, mannerisms, a successful home ... (45min) 		<p>1 Day</p> <ul style="list-style-type: none"> ▪ The top-of -the-range Customer relationship (3h) ▪ Manage stress (2h) ▪ Manage conflictive calls (2h)

Training courses for Supervisors

<p>6 days at the beginning</p> <ul style="list-style-type: none"> ▪ Supervisor missions (3h30) ▪ HR and Staff administration (3h30) ▪ CFE (1h) ▪ Quality process and control (5h30) ▪ Quiz 1 (4 modules = 30') ▪ Handle conflicts (3h30) ▪ Lead an evaluate interviews (3h30) ▪ Technical debriefing (3h30) ▪ Animate a team meeting (3h30) ▪ Motivate (3h30) ▪ Key Principles of time and priorities management (2h) ▪ Revisions ▪ Operational excellence managing (3h30) ▪ Strategy Value Vision (2h) ▪ Quiz 2 (8 modules = 1h30) 		<p>2 days at the beginning</p> <ul style="list-style-type: none"> ▪ Inbound activities <ul style="list-style-type: none"> ▪ Pilot the production (3h30) ▪ Solve production problems (3h30) ▪ Typical Planning (3h30) ▪ Quiz ▪ Outbound activities <ul style="list-style-type: none"> ▪ Commercial animation (7h) ▪ Typical planning (3h30) ▪ Key production indicators (3h30) ▪ Quiz
<p>3 days after 12 months</p> <ul style="list-style-type: none"> ▪ Prepare and animate Production and Steering committee (3h30) ▪ Animate occasional training (7h) ▪ Improve its professional writings (3h30) ▪ Speaking in public - level 1 (4h) ▪ Quiz 		<p>2 days after 6 months</p> <ul style="list-style-type: none"> ▪ Calibrate, motivate, congratulate (3h30) ▪ Managing emotions and stress (3h30) ▪ Quiz

Furthermore, there are similar courses for project managers, for trainers and for account managers.

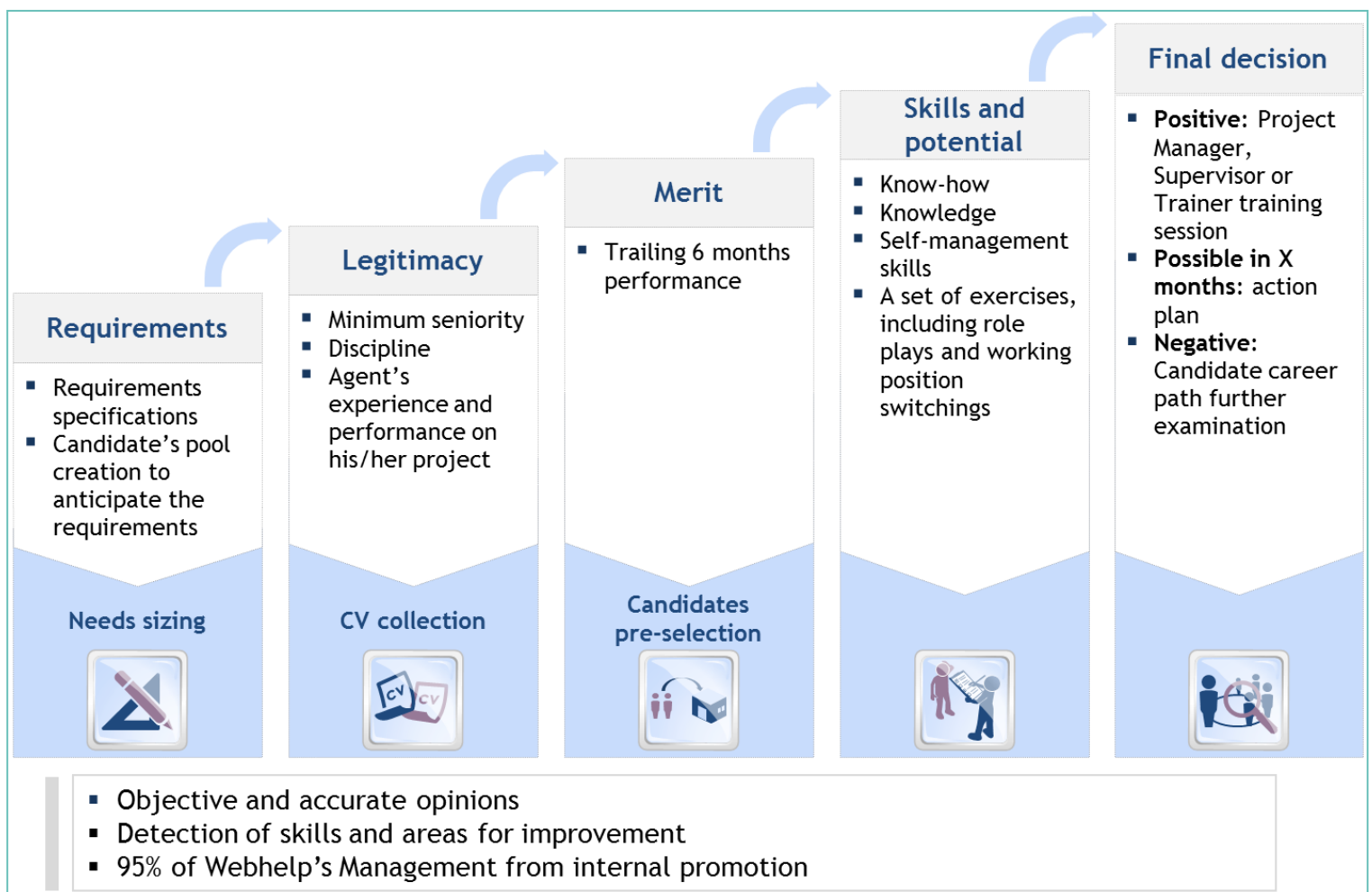
B. ACKNOWLEDGED AND EMPOWERED MANAGERS

As important vectors of Webhelp's success, managers play an essential role. They are the embodiment of group values, they ensure the functioning of the group and establish its objectives in line with group strategy.

Webhelp is particularly keen on promoting from within the organization. 95% of managers are promoted from among existing employees.

TO HELP MANAGERS SUCCEED, WEBHELP PUT IN PLACE A SET OF INNOVATIVE MEANS : THE ASSESSMENT CENTERS

- > A transparent and objective recruitment process of future **Supervisors, Senior Supervisors, Project Managers and Trainers.**
- > The selection of future managers is made via assessment centers. This allows for a viable link between a person's skills and behavior, their experience within and outside the company, as well as the requirements of their future assignments.

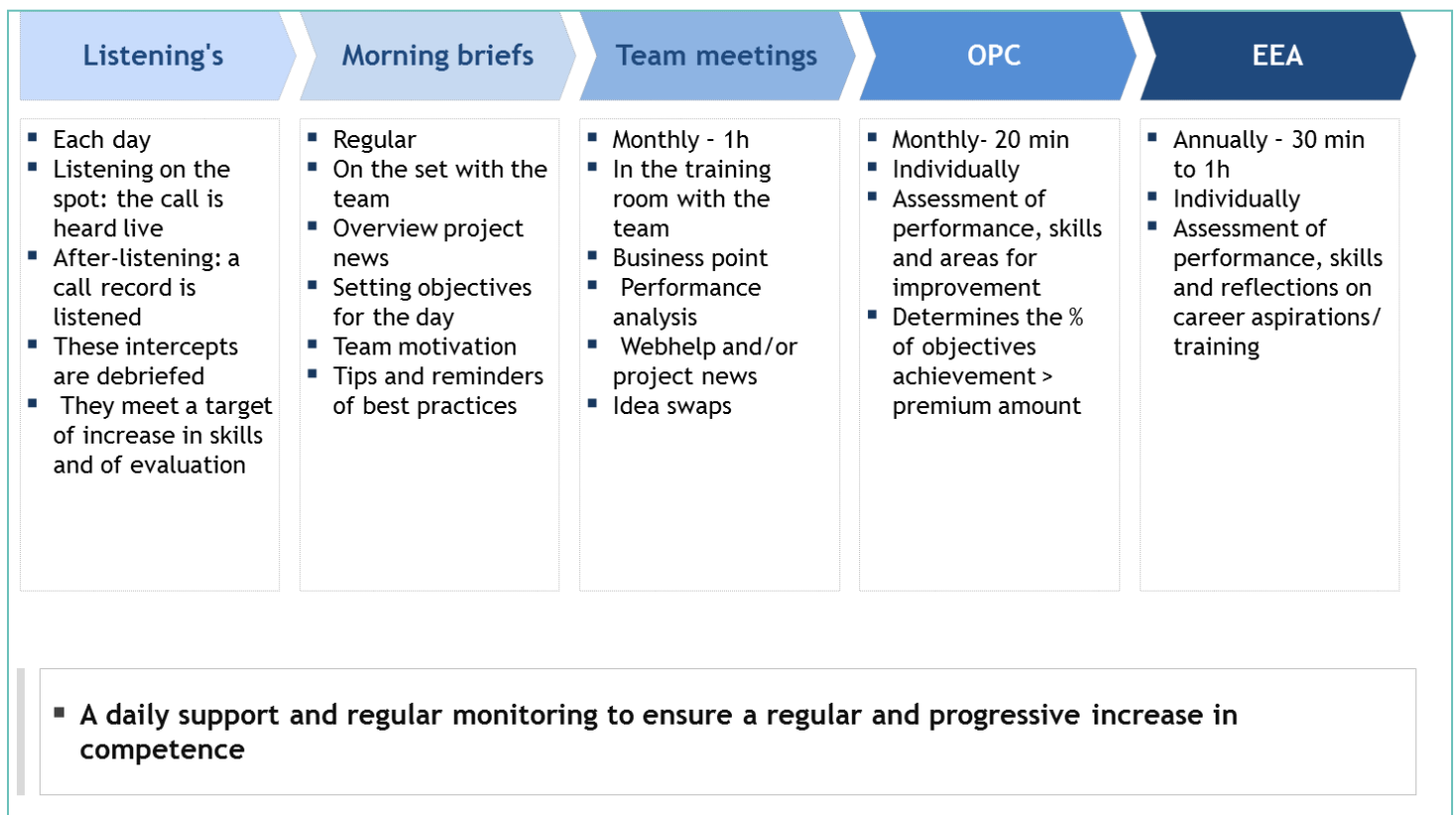


THE ASSESSMENT CENTERS FACILITATE :

- > Confirming employees' capacity to take on more complex assignments
- > Redirecting employees towards expertise assignments when they fail management assessments (and vice versa)
- > Building Individual Development Plans, (IDP's) on a determined time period so as to provide employees all the support and the trainings they need before clearing them for more complex assignments.

EMPLOYEE LOYALTY, DEVELOPMENT AND SKILL ENHANCEMENT ARE FOSTERED BY SPECIFIC MANAGEMENT PRACTICES SUCH AS :

- > Monitoring live and recorded calls as means of detecting improvement axes
 - > Morning briefing sessions to recap objectives
 - > Team meetings to facilitate strong cohesion
 - > Monthly and yearly evaluations for an enhanced professional career
- Managers are available for employees as part of their daily assignments.

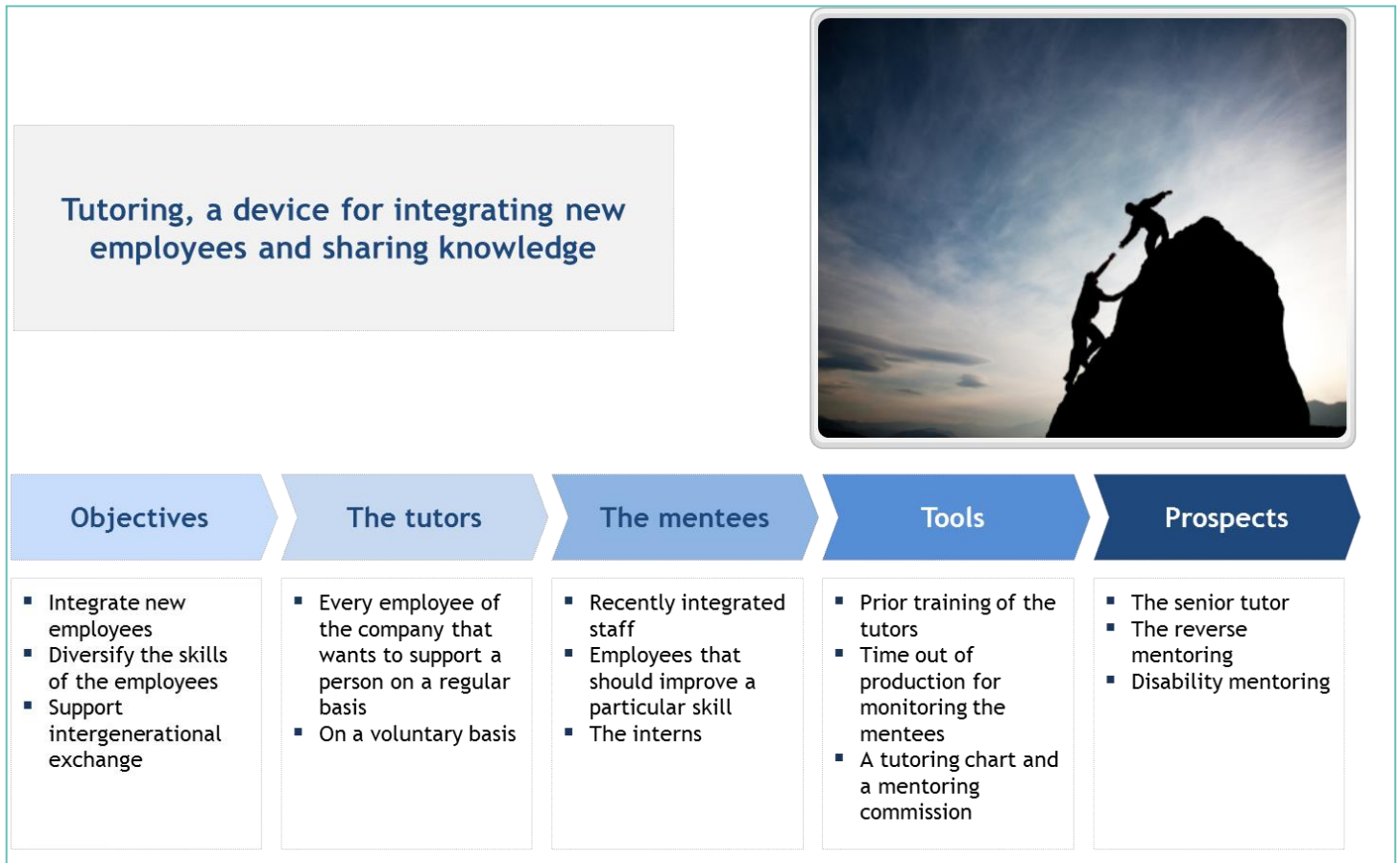


Webhelp understands social responsibility as the development of employee skills, the enhancement of their expertise, as offering career opportunities and helping company grow by applying the principle of fairness to all employees.

C. YOUTH INTEGRATION AND MENTORING

Mentorship responds nowadays to various stakes within Webhelp, including offering support to trainees in the context of a qualified training and / or a degree course.

A genuine leverage in the support and career development of employees, mentoring allows the transfer of knowledge, of know-how and the development of employees' skills.



Conscious of the benefits that mentoring can provide to its organization, Webhelp included it from the very beginning as a means of integration.

The group of new employees are exposed to a set of integration standards so as to be paid particular attention:

- Better dialogue
- Better training
- Better mentoring
- More skill improvement

Trainers and task specialists provide them expertise and support. They supply the necessary information and explanations in mastering platforms and they help new comers becoming more familiar with call center jargon.

Any volunteer employee wishing to support a person on a regular basis may be selected for mentorship. A mentor may be a recently integrated employee, an employee needing to improve a certain skill, or even a trainee.

IN ORDER TO BETTER ORGANIZE THE TRANSFER OF KNOWLEDGE WITHIN THIS TWOFOLD VENTURE, WEBHELP PROVIDES A SYSTEM THAT INCLUDES:

- A preliminary mentor training
- A guide to mentorship
- A meeting with HR officers
- Production time out for tutee monitoring
- In some cases, a mentoring commission and a mentoring charter

D. THE MOBILITY PACKAGE

The different jobs, units and production sites within Webhelp, foster the evolution and therefore the **geographical mobility of employees**. Internal mobility can be transversal or hierarchical, fixed-term or not. Based on the fact that the number of people switching from one site to another increased in recent years, and also given that it became more and more difficult to ensure consistent treatment of different files, Webhelp put in place a **mobility task package**.

The package provides a description of various mobility types. Access conditions, the impact on salary and the benefits are set by all entities. It can be a fixed term assignment, a change of position, a move responding to company needs or to a request from an employee.

A 4 level package allows to accurately associate benefits to each mobility type. A description of methods is also provided: addendum to employment contract, official letter detailing employee' tasks and variable pay processing for the month when the employee is on the move.

Mobility candidates may at the same time contact the HR teams on site for support. Housing support is also provided.



THE OBJECTIVES OF THE MOBILITY PACK:

- Provide vertical and horizontal opportunities for the Webhelp employees
- Help transfers of activity constituting a center of excellence for employees already trained on the project
- Specify to all employees the benefits under:
 - Missions
 - Versatility Intrasite
 - Intersites Mobility



The content:

- A kit of 4 packages tailored to different types of mobility
- Mission premiums and relocation aid
- House search assistance devices

2. WEBHELP OPEN TO ITS EMPLOYEES

A. EMPLOYEE SATISFACTION SURVEY

Webhelp has been emphasizing for several years the "voice" of employees. It is reflected in a survey carried out 1-2 times per year depending on employee position.

The objective is to identify the expectations of employees, to translate them into action plans, to monitor them on a regular basis and communicate based on these expectations. The goal is to improve the quality of life at work.

This social barometer called SATSA (for Employee Satisfaction) was therefore established in 2005 for all customer care employees. It aims to assess the satisfaction of Group employees and it is based on a set of very specific criteria designed to identify employee experience.

A survey manager called ENGMA (for Management Commitment) has been implemented since 2010 for the same purposes. This survey is conducted annually and it assesses the degree of satisfaction of managers as well as their commitment.

Certain items in these surveys are used to calculate the variable bonuses of all Group managers.



- **METHOD :**
 - Target: all the employees
 - Collection technique: Online form and anonymous
 - Schedule: Semi-annual for Customer advisors and Annual for Managers



- **OBJECTIVES :** In every site, **determine employee satisfaction** about :
 - Working conditions
 - Efficiency of the support services (technical assistance, administration, pay roll, training, HR...)
 - Quality of management (supervisors, project managers)
 - Global satisfaction about the company (NPS = Net Promoter Score).



- **ACTION PLANS :** after every survey, every site builds an action plan based on :
 - The results analysis for every site, project , team, and country
 - The Insatisfaction causes analysis

↓

 - Communication and action plans monitoring

Furthermore, Webhelp participated in the 2011 survey "Great place to work" assessing the quality of the internal environment of corporations.

The group was evaluated for the quality of the work environment at its headquarters in Paris. In this respect, the company ranked nine in the category of companies with less than 100 employees.

Webhelp stands out in this survey due to its actions aimed at enhancing the well-being of employees and its social commitment.

Entered into the TOP 10, Webhelp moves to the 9th position of the companies in which it is good to work.



*The list was established taking into account two surveys conducted in the company by an external jury. A staff party must answer 59 questions anonymously, these results represent 2/3 of the final grade. The second part is based on a qualitative assessment of the company's culture and its HR practices.

TO STRENGTHEN ITS CLOSE LINKS WITH EMPLOYEES, EVERY PRODUCTION SITE OFFERS DIRECT AS WELL AS VIRTUAL "SHARE ZONES":

- > Intranet
- > Common innovation platform
- > Breakfast and lunch with the site manager and HR officers
- > Speed meeting
- > Open Days
- > Chats with Management
- > Meeting of all managers on site at least once per year

Many tools available to employees for effective internal communication:



- A monthly internal newsletter which contains the highlights of the site



- A quarterly magazine called « What's Hot » which traces industry news in the Customer Relationship field Webhelp



- An intranet site and also an intranet of the project that includes information relevant to each employee



B. DAILY SOCIAL DIALOGUE

Social dialogue within different sites contributes to the economic development of the Group.

In fact, Webhelp has a particular interest in social dialogue and it is constantly trying to balance the satisfaction of employee expectations brought on by employees' representative bodies and the preservation of its competitiveness, an important factor of sustainable growth.

All sites have employees' representative bodies that play an important part in the company.

MULTIPLE NEGOTIATIONS SUCH AS:

- > Senior agreements
- > Yearly mandatory negotiations
- > GPEC agreements
- > Gender equality agreements
- > Trade union agreements
- > Freedom of speech agreements
- > Time management agreements

Negotiations were concluded in 2012 for all sites. The high number of signed agreements within a short period of time is also one of the indicators of a productive relationship with trade unions.

Other agreements will follow during 2013 on various production sites.

Webhelp correlates its social partners to social performance through monitoring goals/ indicators and through action plans.

Webhelp goes beyond the regulatory framework of negotiations in order to foster social dialogue.

Staff representatives are also part of the working groups on cross-functional issues such as values, SRAD (single risk assessment document), the PSR (psychosocial risk)...

3. MOTIVATING WORK CONDITIONS

Special attention is being paid to work conditions, benefits and friendly work environment .

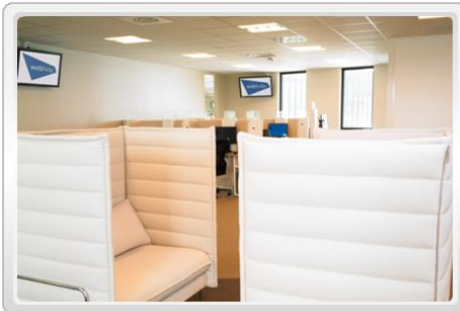
The goal is to offer employees a motivating work environment which allows them to perform their work enjoying full security and a serene atmosphere. Team spirit and mutual respect are two highly valued references of Webhelp Group.

Unity is one of the five values of the Group.

A. HIGH END INFRASTRUCTURE AND WORK STATIONS

WEBHELP IS COMMITTED TO PROVIDING AN ERGONOMIC WORKING ENVIRONMENT WITH :

- > High-end platforms especially designed for customer support representatives with:
 - > Soundproofing
 - > Solar protection
 - > Modular storage system
 - > Soundproof debrief area



Workspace details

- **Soundproofing**
 - False ceilings with acoustic tiles 600*600. Fireproof plates ensuring good acoustic isolation. Thick and dense carpet to absorb sound.
- **Access control**
- **Sun shading**
 - Awnings on S-E and N-E facades
 - Canopies on the S-W facades
- **Lighting**
 - Backlight to reduce glare on the PC
 - Low energy lighting
 - Sensors in common areas
- **Modular storage systems**
- **Wall screens** for disseminating any type of information (T2 2012)
- **Debrief soundproof areas** in the working space

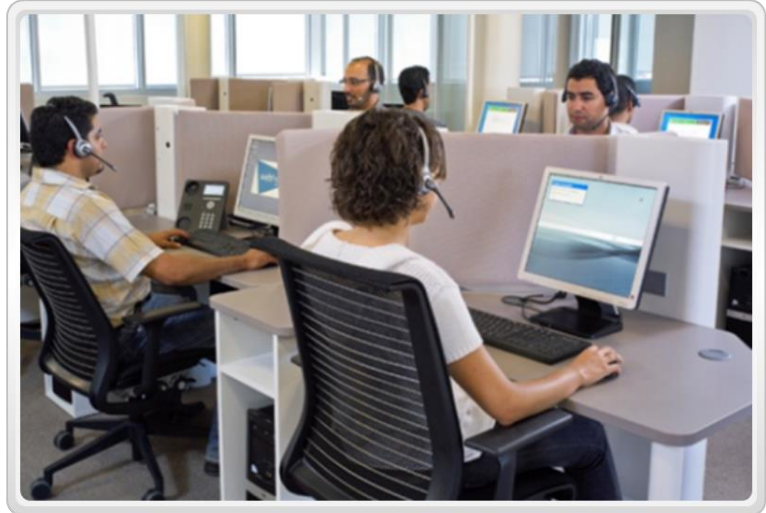
- **The architect designed the site to minimize disturbance to the agents and facilitate the work of the production team (many training rooms, debriefing areas, supervisors positions).**

- > Spacious and comfortable working positions:

- > flat screens
- > acoustic partitions
- > adjustable office chairs
- > footrests

The characteristics of the working place

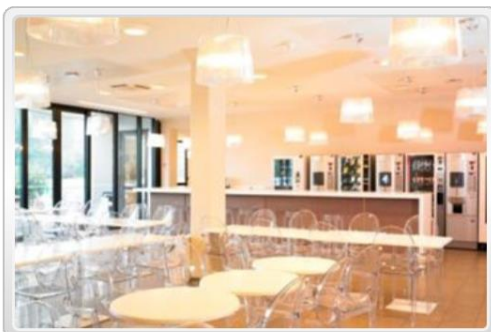
- **Adjustable** workingtop in height(73cm for the agents, 95cm for the supervisors), without a foot at the user's level to cause discomfort
- **Large working space** - 1m40- allowing the operation of a dual screen
- **Flat screens** 22"
- **Acoustic partitions** of 60cm to minimize the phenomena of acoustic reverberation
- **Ergonomic seats**, settings multi-points



- **Webhelp favored the comfort of its employees in bringing new ideas for an ergonomic working place**

> Fun and pleasant relaxation areas (depending on production sites) with:

- Break room
- Cafeteria
- Terrace
- Game area (billiards, table football)
- Gym with coach



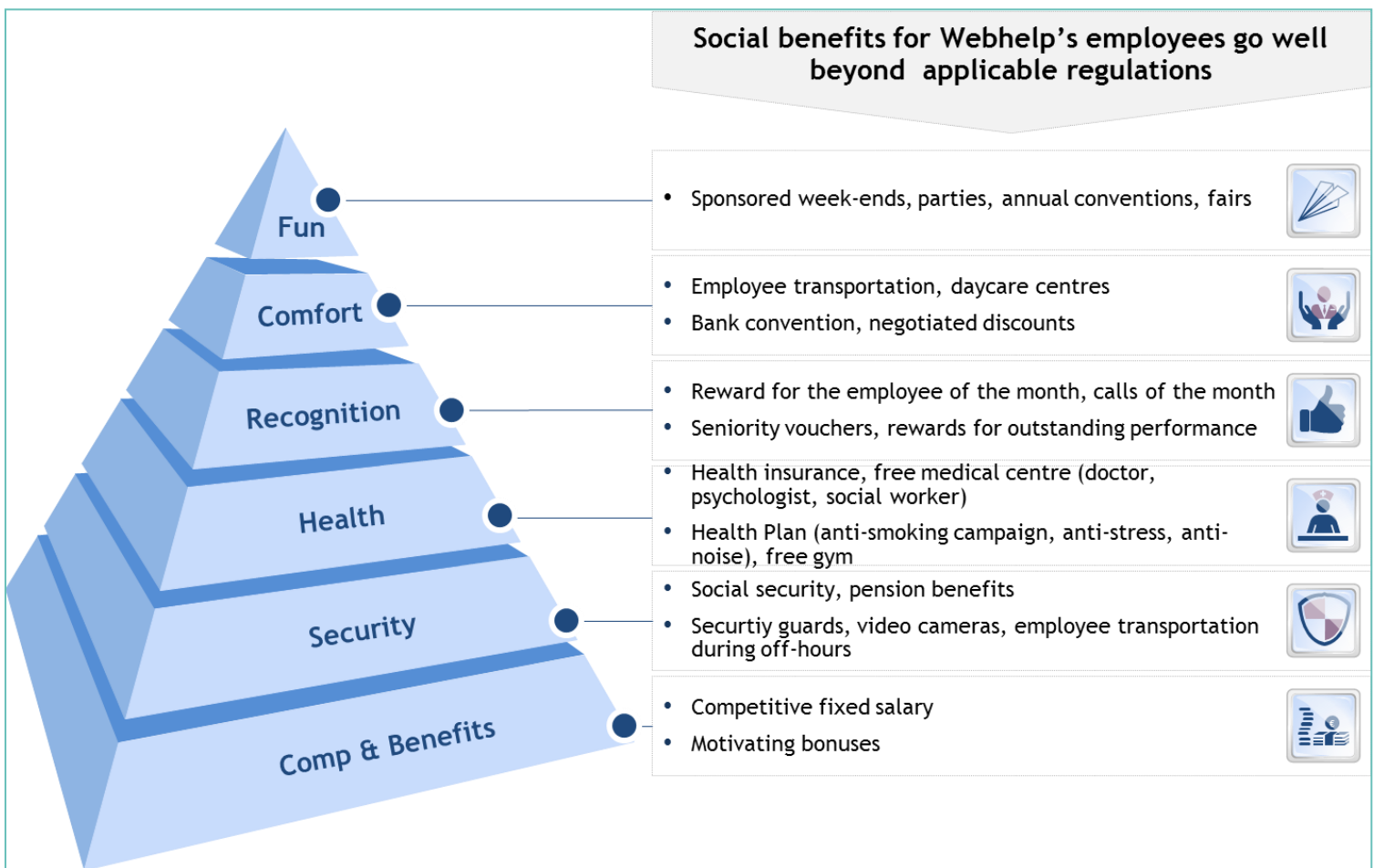
- **Un soin tout particulier a été porté aux espaces détente sur l'ensemble de nos sites de production**

B. SOCIAL ADVANTAGES

The Group takes care of the well-being of employees and of the friendly work environment.

MULTIPLE ACTIONS ARE TAKEN ON PRODUCTION SITES TO PROMOTE A FRIENDLY ENVIRONMENT:

- > Breaks rooms with billiards, games, television, internet cafe ...
- > An annual convention
- > Monthly events (Carnival, open place, Halloween, Pancake Day)
- > Open Days
- > Internal games and challenges: awards.



MANY ACTIONS ARE TAKEN TO ALLOW EMPLOYEES TO BEST RECONCILE THEIR PRIVATE AND PROFESSIONAL LIFE:

- > Carpooling, shuttle
- > SWAP: Employees may exchange schedules
- > Social assistant on some sites
- > Internal company nursery on some sites
- > Cross - company restaurant site size permitting
- > Concierge on some sites.

C. FAIR PAYMENT AND ASSESSMENT SYSTEM

Employees are motivated using a system of fair payment, acknowledging and valuing each other's work. The company has established a system of monthly, quarterly or biannual bonuses, based on clear and transparent goals.

Targets are set at the beginning of the time period and an assessment takes place automatically at the end of it. Customer Representatives also receive a monthly feedback from Management.

Bonus criteria may be revised at any time if they no longer reflect reality. The flexibility of our organization makes the criteria more relevant.

Webhelp links its employees to company performance by offering several solutions such as employee shareholding, participation, profit sharing ...

ADDITIONALLY, CERTAIN PRODUCTION SITES ARE SUBJECT TO:

- > Additional leave
- > Schedule arrangements during school year
- > Loyalty bonuses
- > Transportation bonuses
- > PEE
- >

Webhelp conducts yearly mandatory negotiations on its production sites in France.

Additionally, Webhelp offers a flexible healthcare coverage taking into account the family situation of employees as well as a prevention coverage to address potential work disabilities.

The Morocco branch offers private healthcare coverage (Wafa insurance) that is partially supported by Webhelp. It is offered to all employees in addition to the mandatory health insurance.

4. RISK PREVENTION

Webhelp pays special attention to risk prevention and health monitoring for a safe and secure work environment.

Webhelp initiated many actions and training in the field of stress management and prevention of psychosocial risks.

A. SAFE AND HEALTHY WORK ENVIRONMENT POLICY

WEBHELP HAS SET UP A SAFE AND HEALTHY WORK ENVIRONMENT POLICY WITH MULTIPLE PREVENTIVE ACTIONS IN TERMS OF INFORMATION, TRAINING AND SPECIFIC COMMITMENTS:

- > A Health Guide is available to employees to raise awareness on issues such as noise, work in front of a computer screen, on musculoskeletal disorders, stress and sleep
- > Posters displayed on production sites promoting the "right attitude" to adopt towards their position during work
- > Posters are regularly displayed to recall hygiene conditions
- > Free vaccination campaigns within the company, anti-flu and anti-smoking campaigns...
- > Training on stress management, conflict management, management of conflicting calls are provided by our corporate university
- > On-site training to ensure the safety of employees is regularly monitored (SST, file guide, fire wardens, fire extinguishers ...)
- > Social workers and / or nurses are present on our sites
- > Fire drills are performed on a regular basis
- > First aid trainings are also conducted by external providers
- > Regular revision of the single document for risk prevention to ensure the update in cooperation with members of the CHSCT.

ALONGSIDE THESE PREVENTIVE PRACTICES, MEDICAL SURVEILLANCE ACTIVITIES ARE CONDUCTED BY THE DEPARTMENT OF HEALTH

- > Employees are subjected to medical checks upon hiring, when recovering from an illness and on an annual basis
- > Interventions of occupational health physicians at every meeting of the CHSCT in France
- > Recommendation on work station characteristics (ergonomics)
- > Presence of a CARSAT controller at the meetings of the CHSCT
- > Intervention (on request) of an occupational therapist within occupational health services.

Webhelp regularly requests the services of occupational healthcare specialists in order to examine the premises (noise exposure, light exposure,, ...) and to advise on possible adjustments of the working position.

Health and safety at the workplace – employer's duties

Fire risk



- Fire alarms triggered regularly (at least once per year).
- Training available on-site to ensure the safety of employees (OHS, line guide, last paddler, extinguishers...)

DUER (France)



- Writing a DUER on each site in consultation with occupational physicians and CHSC
- Policy to improve working conditions conducted in partnership with the doctor and the HSC

Prevention of psychosocial risks (France)



- Project « Balanced Health at Work » initiated in 2010 in Caen now being deployed at all sites
- An agreement on the method of RPS (at Caen)
- Support by external stakeholders to achieve an RPS study
- Each RPS study fuels the DUER and needs an action plan

Sound, light and heat levels



- At each site, diagnosis of the noise and light levels, temperature readings
- These diagnostics are followed by work necessary to correct any discrepancies

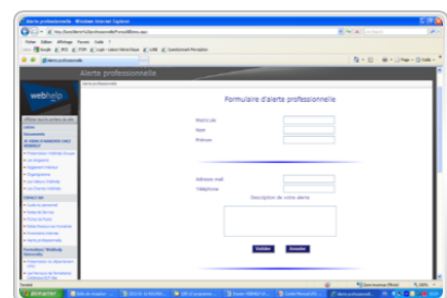
Health and safety at the workplace – employee's duties

- Medical visits recorded on our HRIS to follow up
- The occupational physician or nurse systematically inform employees of the specific risks of working in front of a screen
- Free medicine in the city available to employees in Morocco
- Satisfaction survey (SATSA) on working conditions deployed once or twice a year
 - Report and action plans made based on the results
- Advantageous health care on all sites
- Ergonomic workplace: reclining and height adjustable chairs, helmets changed regularly
 - Many work sites are new or recent
- Implementation of theme days (anti-tobacco day, hygiene, blood donation...)
- Massages performed by an outside speaker on some sites (St. Avold, Fontenay, Caen...)



Professional alerts

- Employee have at their disposal a system of professional alerts.
- This allows them to alert the HRD of abusive behavior and to back a complaint. This use is personal and it triggers a coordinated investigation by management.



B. AN ENHANCED PSYCHOSOCIAL RISK PREVENTION

On the basis of its commitment to social responsibility and in order to address the problems of occupational health, Webhelp established in 2010 a vast project of promotion and prevention, "Occupational Health and Work Balance". The company also has a dedicated project manager to carry out all missions.

THIS PROJECT HAS AS GOALS:

- > To improve the quality of services, taking into account the health and welfare of employees at work
- > To make the social innovation an advantage that distinguishes Webhelp from its competitors.

THE SUGGESTED APPROACH IS INTENDED PARTICIPATIVE AND AMBITIOUS ON ALL LEVELS:

- > Establishment of project committees comprising: executives, HR, employees, members of the CE, representatives, members of the CHSCT, occupational physician and / or nurse, Head of Occupational Health and Work Balance project .
- > Systematic involvement of social partners (the CHSCT, staff representatives, CE ...)
- > Project presentation
- > Overview of expectations
- > Working Groups
- > Individual meetings
- > Sharing the findings of the diagnostic
- > Co-build action plans and dashboards
- > Willingness to provide practical and operational changes that will improve the lives of customer consultants (within the constraints of the company)
- > Research of risk factors for customer projects and workplaces. Qualification and quantification of risk areas for accurate mapping and providing a quick and effective solution to the problems encountered.

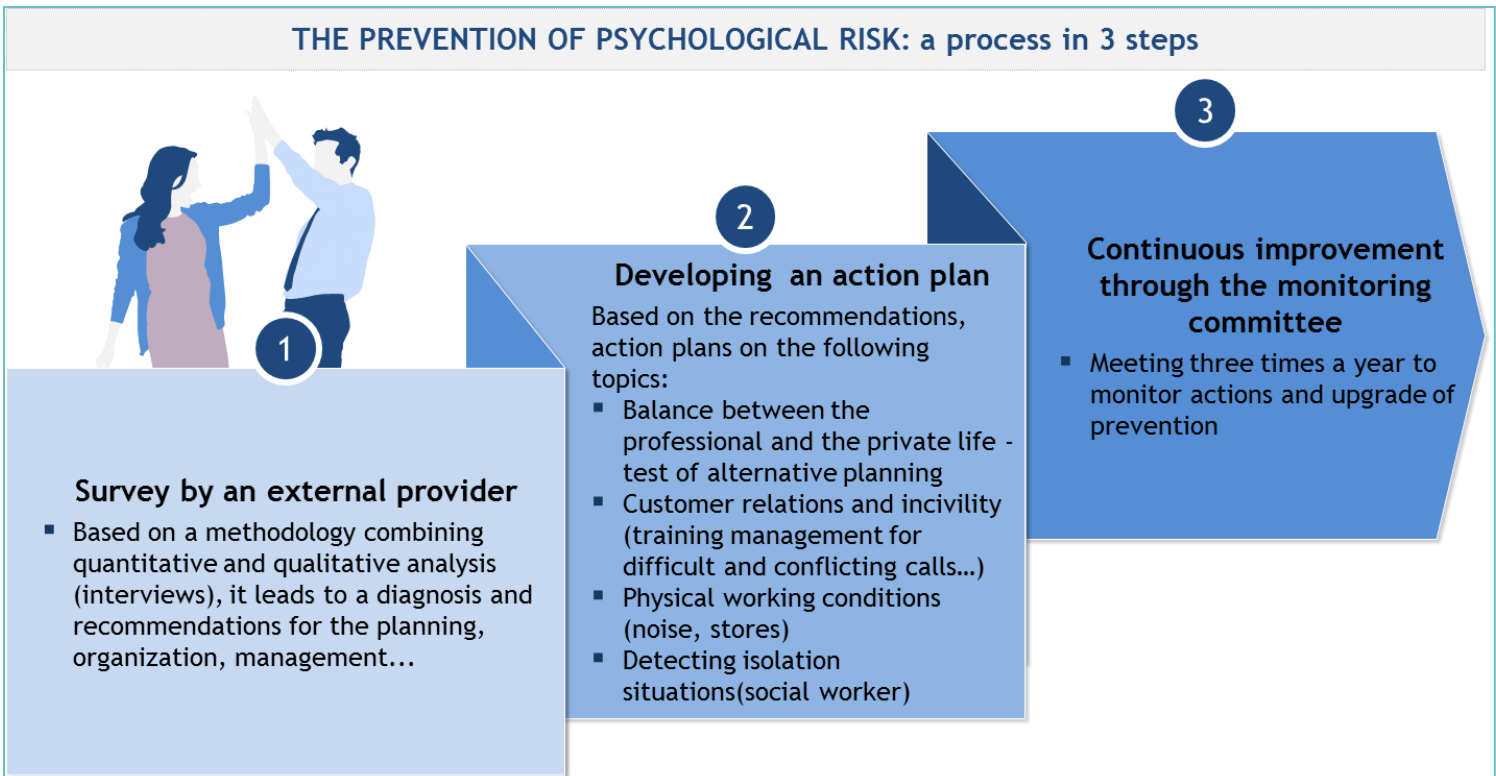
THE PROJECT "OCCUPATIONAL HEALTH AND BALANCE AT WORK" WAS LAUNCHED WITH A EXTERNAL CABINET, AUTHORIZED BY THE CHSCT AND FAMILIAR TO CALL CENTRES. THIS CABINET ACCOMPANIED WEBHELP AND HAD AS GOALS :

- > Conducting a psychosocial risks mapping and identifying the various obstacles to proper balancing employees
- > Establishing an active prevention policy, sustainable, and durable.

The action plan resulted from this research is monitored and updated every three months by the project board.

This study was conducted on some French production sites (Caen, Vitre, Gray, Montceau) and Webhelp is committed to developing this study on its other sites.

THE PREVENTION OF PSYCHOLOGICAL RISK: a process in 3 steps



Prevention against the RPS is part of a dual purpose:

- Improve the quality of services through better consideration of the health and welfare of employees at work
- Make social innovation advantage that distinguishes Webhelp its competitors

Webhelp focused on prevention of harassment by implementing an alert system. Employees who feel harassed are directed to the HR department.

Once a situation is brought to the attention of the HR department, the CHSCT is informed and an investigation is conducted. All parties have personal meetings with people in charge.

Webhelp also implemented an e-learning module on the topic of harassment, which is taken by all employees during the integration phase.



A genuine attention to equal opportunities



A GENUINE ATTENTION TO EQUAL OPPORTUNITIES

Webhelp is committed to promoting equal opportunities through the integration of disabled workers, of seniors and of unqualified young people, as well as in terms of men / women parity.

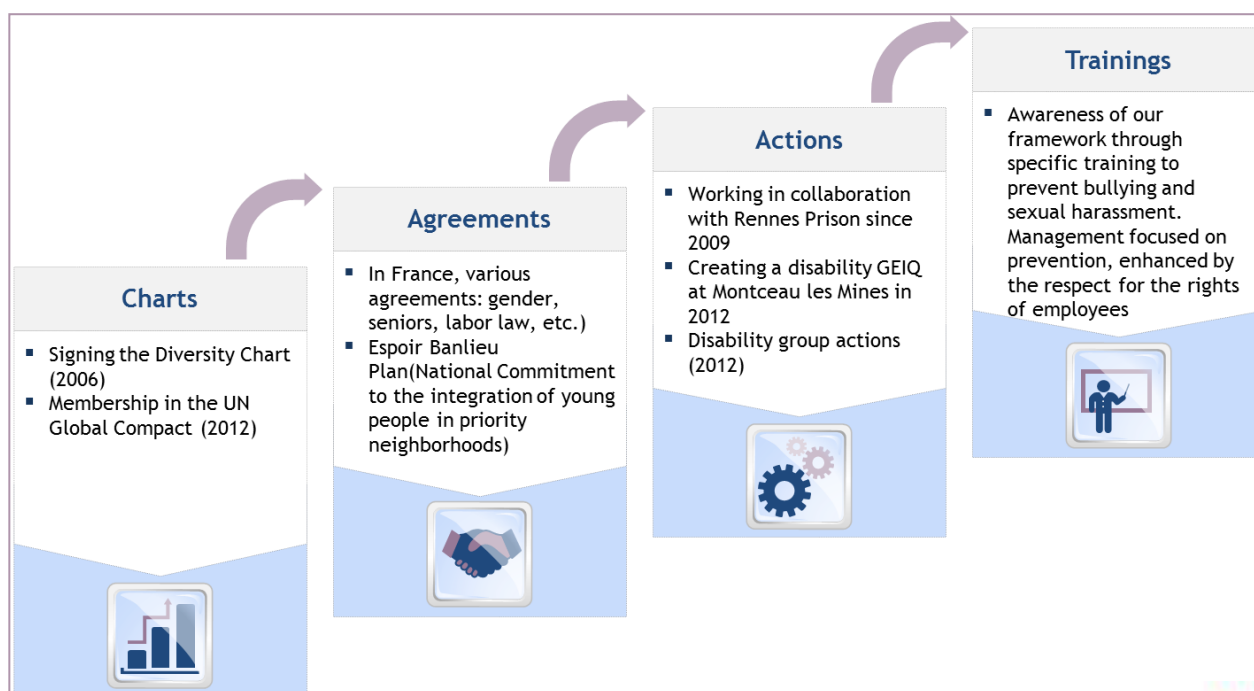
In strict compliance with the rules of non-discrimination, equal opportunities are a Group asset.

This commitment to promote equal opportunities meets the values, culture and beliefs of the Group. Diversity contributes to the Group's value, performance, innovation.

THE DIVERSITY POLICY OF THE GROUP REVOLVES AROUND ISSUES SUCH AS:

- > The fight against all forms of discrimination
- > Equal opportunities
- > The equality of Men and Women
- > Integration of disabled people
- > Integration of young people
- > The employability of seniors

Webhelp is committed to providing diversity beyond legal requirements:



Within this framework the Group Management signed on 15 June 2006 the **Diversity Charter of the Montaigne Institute**, indicating Webhelp's commitment against all forms of discrimination.



WEBHELP IS COMMITTED TO:

- > Educate and train its managers and employees involved in recruitment, training and career management on non-discrimination and diversity issues
- > Respect and promote the implementation of these principles in all their forms
- > Seek to reflect the diversity of society, especially its cultural and ethnic diversity
- > Communicate its commitment to non-discrimination and diversity
- > Make the development and implementation of diversity policy a topic for debate with employee representatives
- > Include indicators of non-discrimination and diversity in its HR reporting.

1. NON-DISCRIMINATION

The Webhelp group is very much involved in the fight against discrimination of any kind on its sites, either in the recruitment process or during the time employees spend with the organization.

Webhelp places the emphasis on applicants' potential and skills during the recruitment process.

In France, the method of recruitment via simulation is heavily used to recruit customer care representatives.

THIS METHOD CONSISTS IN REAL-LIFE PROFESSIONAL SIMULATIONS PERFORMED THROUGH:

- > Direct recruitment teams. In this case, a recruiter, a manager and a trainer are members of the jury
- > In cooperation with employment centers.

Following the tests, candidates are selected based on their skills, not only on their qualifications or experience.

As far as internal promotion is concerned, this method is fully integrated in the assessment center.

Webhelp also emphasizes potential and skills. The Group focuses on recruiting and training of recruiters and assessors. An e-learning training on non-discrimination is taken by all HR and supervisors right from the start. It is mandatory for all those involved in recruitment.

The fight against all forms of discrimination in the company requires for employees to be constantly made aware of diversity issues. In 2012, Webhelp placed disability related posters and set up a foundation to fight exclusion.

Non-discrimination also means equality between men and women, a group disability policy and the inclusion of people in difficulty.

2. EQUAL EMPLOYMENT

Gender diversity is treated as a priority in favor of equality on all Webhelp centers

The 2011 comparative remuneration analysis shows that women and men are treated equally if holding equivalent positions within the same geographic site.

Men / women agreements were signed on almost all of our French sites.

When it comes to the 10 highest salaries in the company, 40% include women in France. This proportion ranges from 25% in Morocco to 70% in Romania.

TO REACH THESE FIGURES, WEBHELP DEPLOYS ACTION PLANS IN EACH COUNTRY, SUCH AS:

- > Promoting women's access to leadership positions through equal treatment between men and women when hiring and when promoting.
- > Establish a payment equity between men and women
- > Implement measures to reconcile family and professional life:
 - > Webhelp tries to respond favorably to requests for part-time work and telecommuting, project permitting
 - > Parents may take time off in the vent of child sickness
 - > In France, women entering their fifth month of pregnancy are entitled to supplementary leave
 - > In Morocco, women returning from maternity leave, have one hour per day paid by Webhelp for nursing their children, in the year following the leave

To promote a balanced private and professional life, the Group has established a transversal project on teleworking (implementation tools, training, specific recruitment grids, solutions for hardware ...).

Webhelp provides its employees on certain sites in France the possibility of using telework. Specific training is provided to teleworkers.

This project is the start of a long process of reconciling private and professional life.

The objective is to consider personal constraints as much as possible in the work organization of each employee in accordance with the needs of the Group.

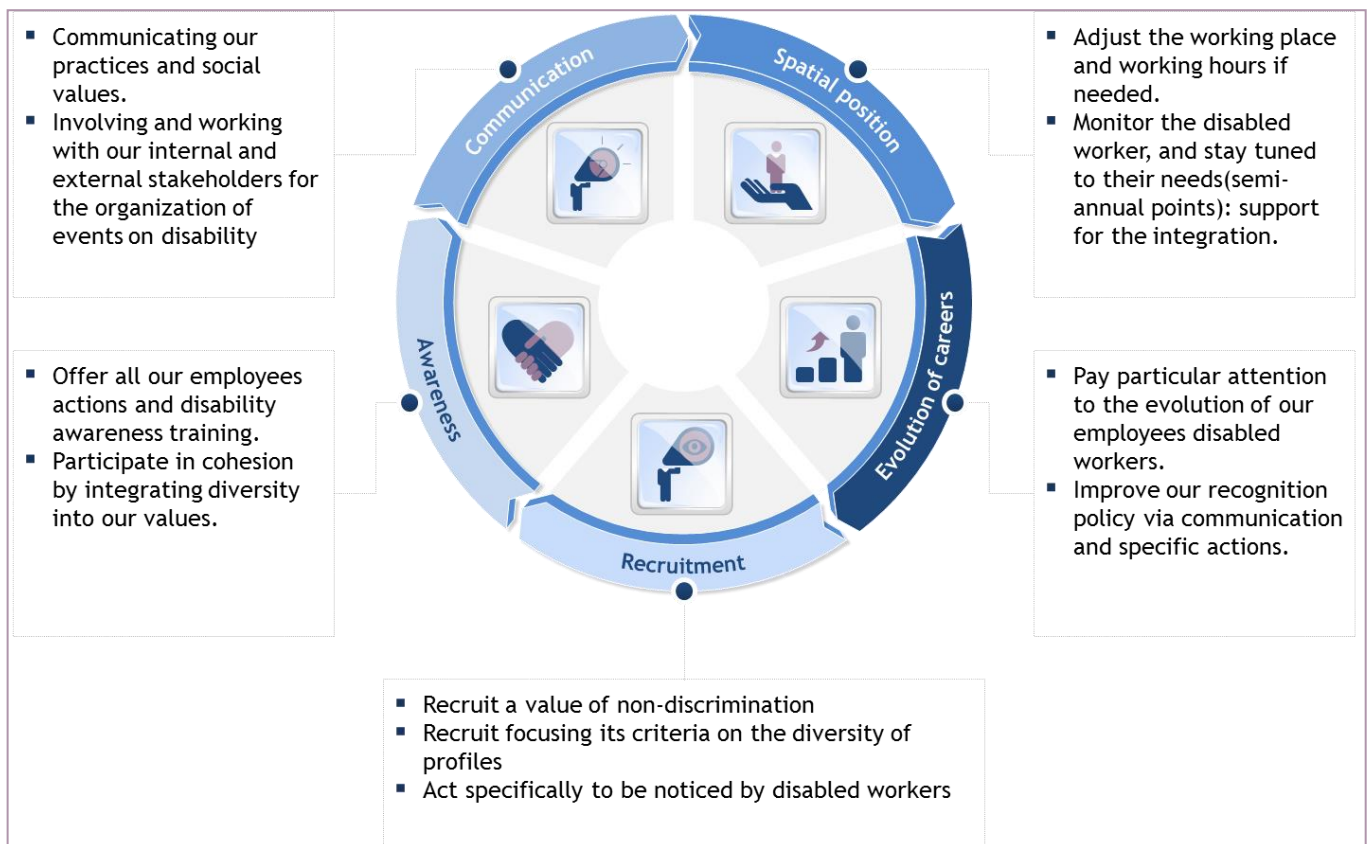
3. DISABILITY POLICY



To help change the perception on disability in the company, Webhelp has established a Disability policy within the group.

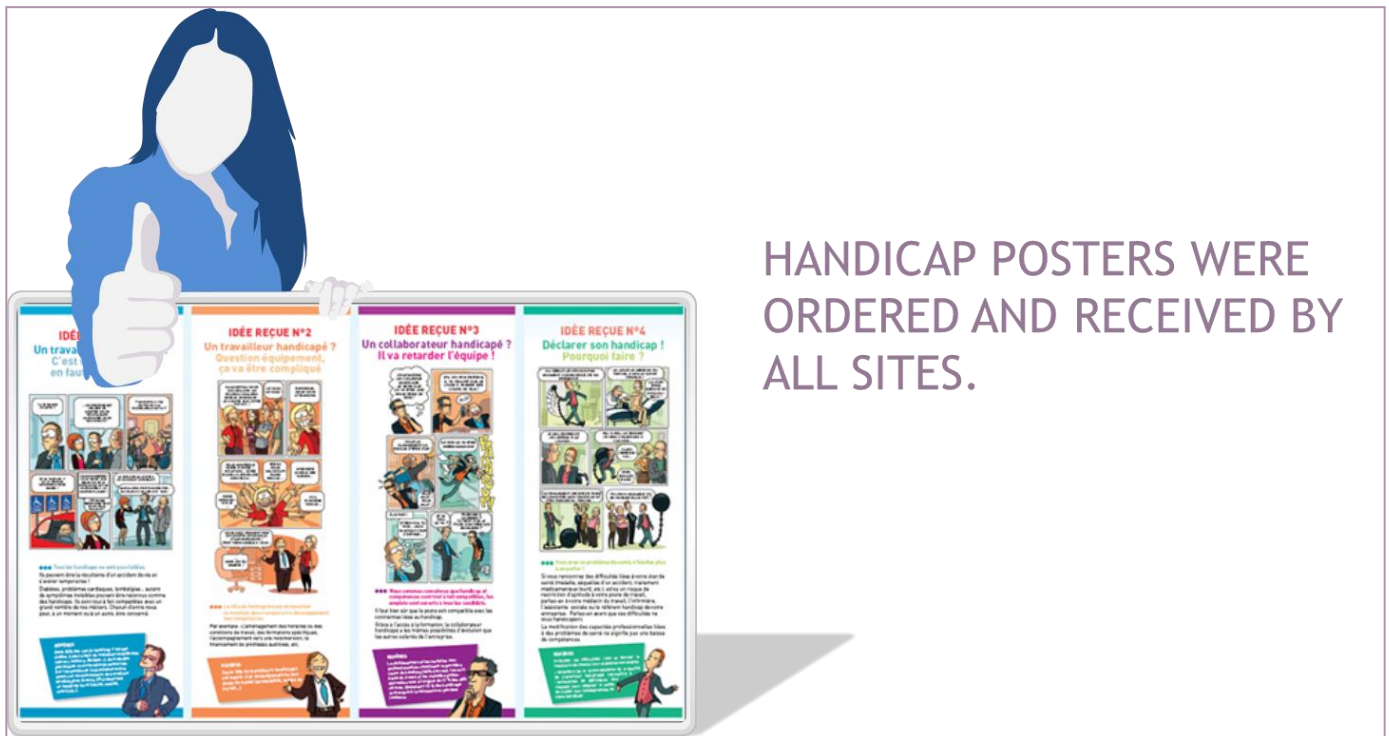
THIS POLICY IS BASED ON FIVE MAIN AXES:

- > Recruitment
- > Awareness
- > Career Development
- > Communication
- > Reorganization of workstations



Throughout the year, Webhelp organizes major campaigns helping to motivate employees. In fact, employees play a key role in the integration and well-being of employees with disabilities.

This also helps overcome stereotypes and helps remove psychological barriers especially those preventing some employees to declare their disability.



HANDICAP POSTERS WERE ORDERED AND RECEIVED BY ALL SITES.

Additionally, Webhelp makes every year the necessary arrangements to honor the World Disability Day so as to become a major company event.

A drawing competition was the highlight of this action in 2012. It helped raise awareness on disability in all countries and sites.

Beyond the competition, a dedicated entertainment was organized on all the sites allowing the involvement of organizations such as the paralyzed of France. Participating employees took quizzes placing them in the same position as the disabled in order to increase awareness of the issues that our disabled employees are likely to encounter.

This policy is also reflected in the **external recruitment of people with disabilities**.

Another priority of the Group is to fight against the physical barriers that may limit access to the workplace. Webhelp is therefore committed to ensuring accessibility of its facilities for disabled people.

All our sites are equipped for the access of people with disabilities and facilitate their working conditions. In fact, elevators, especially equipped toilets, gentle slopes access, walkways, equipped workstations are all made available to employees.

To prepare for the negotiation of an agreement on disability, the Group approached Agefiph in 2012 in order to sign an agreement in the first half of 2013.

After a pre-diagnosis, Webhelp has the support of an outside firm specializing in the diagnostic phase. A working group made up of France site managers, HR, HRM, Managing Director and employees was established. Interviews are scheduled at three sites.

All these actions are carried out in close relationship with Agefiph.

4. YOUTH INTEGRATION

TO SUPPORT YOUTH EMPLOYMENT, WEBHELP CONCLUDED PARTNERSHIPS WITH MANY SCHOOLS AND UNIVERSITIES SUCH AS:

- > In France, ESC Compiègne, E2C (school of second chance)
- > In Morocco, the ISTA (The Specialized Institute of Applied Technology), the IBU (International University of Rabat)
- > In Romania, the universities of foreign languages in Bucharest and Galati.

Webhelp is involved in the integration of vulnerable populations from suburban programs.

In France a Hope Township Plan was signed and helped integrate in our centers many young people from vulnerable neighborhoods.

OUR FRENCH PRODUCTION SITES ALSO TAKE MANY ACTIONS AT REGIONAL LEVEL TO PROMOTE EQUAL OPPORTUNITIES ALONG WITH ASSOCIATIONS SUCH AS :

- > FACE (Foundation for Action Against Exclusion)
- > Agencies reaching out to people excluded from labor
- > Local assignments as part of recruitment.

In Morocco, Webhelp is the first partner of ANAPEC (the equivalent of an employment center in Morocco) for its training program CALL ACADEMY.

In this long-term training program, Webhelp, as a benchmark employer, is committed to recruit a specific number of program graduates.

5. SENIOR INTEGRATION

Webhelp places a great emphasis on the integration of seniors as part of its diversity policy. In France, senior agreements are signed on all sites.

MANY COMMITMENTS ARE MADE TO SUPPORT INTEGRATION AND RETENTION OF SENIORS, SUCH AS :

- > Discussions on the second part of their careers. From the age of 45, seniors initiate a dialogue with the HR department which allows them to share their expectations, to explore the possibilities of evolution towards a possible arrangement concerning their working conditions.
- > Seniors have priority for DIF and VAE requests. In addition, seniors are offered training sessions on adjustment, job retention and skill development as part of the training plan.
- > Skill assessments are available for seniors to support their professional development.
- > At age of 55, employees benefit of support in:
 - > Developing the final part of their career
 - > Preparing for the transition from work to retirement.
- > Part-time work is facilitated, regular updates are made on actions to be taken in terms of improvements or adjustments.
- > Seniors are considered to be a point of reference for the other employees of the Group. They are the primary target of the tutoring policy of the Group. Webhelp needs to recognize their professional value and improve the transfer of knowledge.



Acting ethically

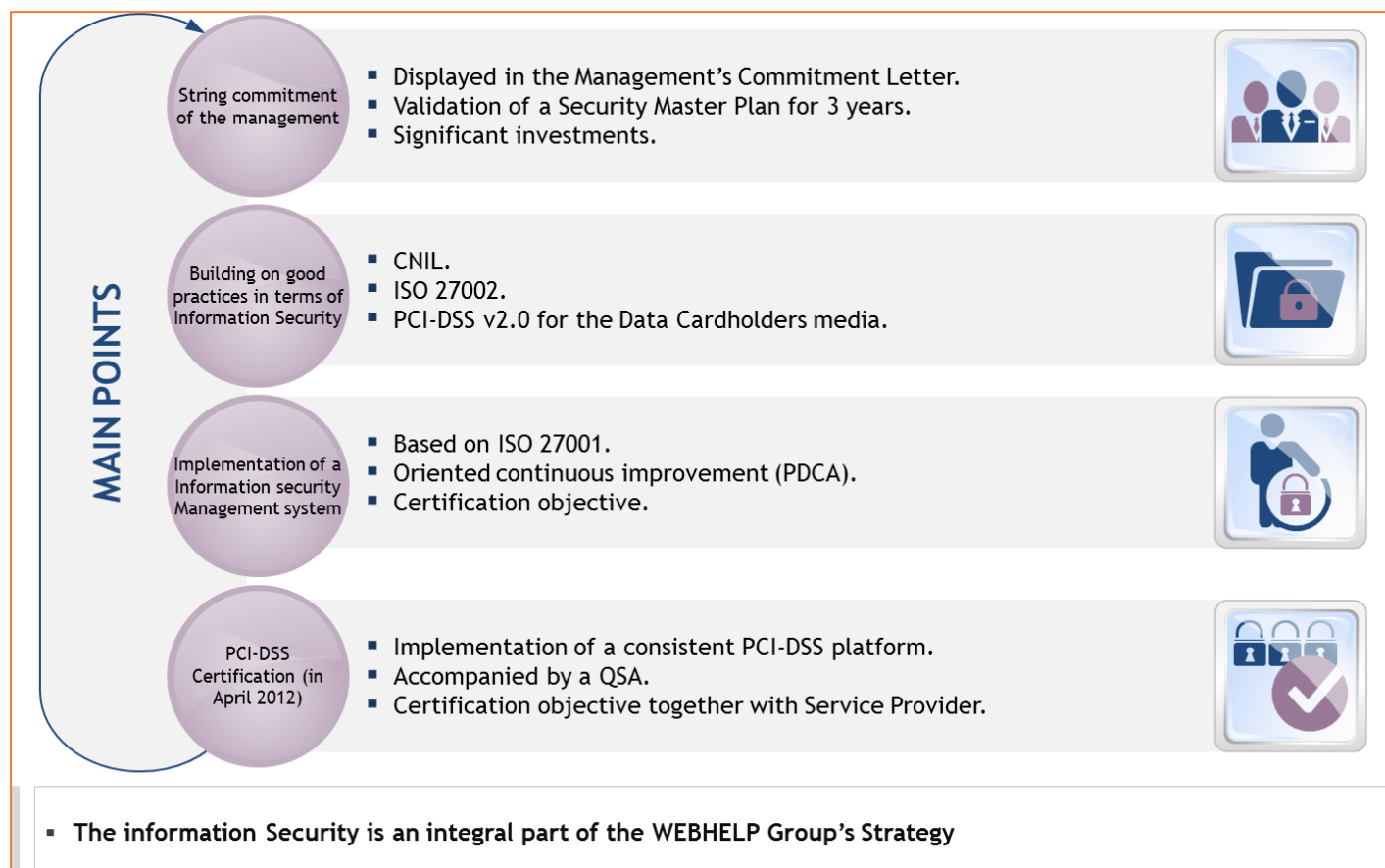


Beyond the basic requirements of quality service, Webhelp Group guarantees for data security and protection of privacy.

The company also makes every effort to comply with the principles of responsible purchasing.

1. AN ENHANCED SECURITY GROUP POLICY

Safety is an inherent part of the Webhelp Group strategy. This is why the company has created a Department of Security Information and validated a 3 year Security blueprint involving massive investments in this area.



INFORMATION SECURITY IS AN ESSENTIAL COMPONENT OF THE SERVICES SUPPLIED BY WEBHELP. IT GUARANTEES:

- > Protection of Webhelp information assets of as well as of its customers.
- > Continuity in Webhelp business and in the services provided to its customers.
- > Compliance with regulations
- > Protecting the brand

The Group places a particular emphasis on the implementation of a continuous improvement process. The principles and rules related to Information Security are defined in the Reference System of Information Security that applies to all Group entities.

The repository is designed to ensure the availability, integrity, confidentiality of information and services, as well as the traceability of actions. It is based on best practices in terms of Information Security Management and particular requirements in terms of personal data protection in each country (CNIL, OPC ... CNDP), the ISO 27002 standard and the PCI-DSS v2.0 for data environment on credit card holders.

ENHANCED ACCESS CONTROL, CAREFUL PROCESSING OF SAFE STORAGE AND OFFICIAL SHARING:

- > Access to sensitive data is only possible after identification, authentication and control of access rights.
- > Sensitive data are accessible only to clearly specified people who need to access the information in the execution of their job.

The data likely to contain personal information are considered sensitive data and they are processed by Webhelp in compliance with regulatory and legal requirements.

The respect of privacy is an inherent part of Webhelp's overall security policy.

STRICT MEASURES ARE IMPLEMENTED FOR ENSURING DATA SECURITY:

- > The data protection requirements are part of our contracts.
- > Authorized access to databases containing personal data is restricted
- > The identity of employees is monitored. A badge access control is implemented on almost all of our centers. The badge access point is set up at the entrance to the center, but can also be activated for each work area upon request. It is activated automatically in the IT rooms.
- > A security charter is attached to the Rules of Procedure. It aims at:
 - > Facilitating the understanding of the use of our information systems.
 - > Regulating the operation and use of company's information system.
 - > Maintaining an optimal level of security.

DATA IS CLASSIFIED ON A 4 LEVEL SCALE:

- > Level 1: Public data
- > Level 2 : Internal data
- > Level 3 : Restricted data
- > Level 4 : Confidential data

Depending on the level of classification, different security rules are imposed.

On some projects, including those dealing with credit card information (PCI-DSS environment), in addition to the rules of procedure, employees sign a specific privacy charter.

An awareness program on information security consisting of e-learning training modules, posters, newsletters and videos, emerged in 2012 to educate employees on data protection.

Regarding the protection of credit card data, Webhelp introduced late 2011 a dedicated environment, complying with the **PCI-DSS standard** (standard imposed by the major credit card companies: Visa, Mastercard, American Express ...).

All employees working in this environment follow a specific training module for the protection of credit card data.

This environment is certified since April 2012 by an independent auditor (QSA).

2. PRINCIPLES OF RESPONSIBLE PURCHASING

The approach to corporate social responsibility at Webhelp is also applied in terms of its suppliers.

This approach is part of the Global Compact principles relating to the respect of human rights and international labor standards, environmental protection and the fight against corruption.

THE RESPONSIBLE PURCHASE POLICY IS AN ESSENTIAL PILLAR IN THE CONTROL OF ENVIRONMENTAL HAZARDS:

- > The evaluation and selection of suppliers take into account environmental, social and ethical criteria.
- > All contracts of the group include these criteria.

THE MAIN OBJECTIVE OF OUR RESPONSIBLE PURCHASE POLICY IS TO:

- > Promote more environmentally friendly products and services and provide guarantees or an added value at social and corporate level
- > Formalize these principles through a sustainable development clause in supplier contracts.

Webhelp seeks to establish long term partnership relations with suppliers and subcontractors contributing to the implementation of Webhelp strategy. A purchase and procurement charter has been in place since 2008.

It defines the minimum social and environmental standards that Webhelp would like its contractors to respect. The charter is signed by key suppliers and service providers.

WEBHELP REQUIRES ALL ITS PROVIDERS TO COMPLY WITH THE FOLLOWING TERMS ALSO SPECIFIED IN THE CHARTER:

- Respect the labor law.
- Comply with social and international standards.
- Declare the accurate number of employees to fiscal authorities.
- Respect the fundamental human rights being by giving up child labor, refusing any form of discrimination, ensuring a fair and dignified attitude towards all employees.
- Implement decent working conditions.
- Fight against corruption.
- Preserve the environment and initiate an approach to sustainable development.

These criteria are also included in the call for tenders.

WEBHELP WISHES TO PREVENT ALL CORRUPTION PRACTICES, BE IT ACTIVE OR PASSIVE:

Webhelp is committed, via its ethical and responsible purchase and procurement policy, to direct input purchases so as to avoid the excesses and to be certain that the purchased services, software, hardware and supplies meet selected and previously formulated criteria.

The anti-corruption control is based on this approach and is involves:

- Traceability of operations,
- Collective selection of suppliers,
- Rules relating to gifts and invitations

IV

Visible Corporate Commitment



1. CHARITY AND SPONSORSHIPS

WEBHELP DEVELOPS PERIODICALLY SPONSORSHIP MEASURES SUCH AS :

- > Donating € 1m to the Louvre in 2007 for the purchase of a € 17M painting, "The Flight into Egypt" by Nicolas Poussin, classified as "National Treasure"
- > Financial donations to Sidaction for projects in Romania, Morocco and France, but also putting Webhelp skills at the service of TV shows for collecting donations (Webhelp premises and employees were used in the TV show), donations to the association "Laurette Fugain" ...

From the very beginning, Webhelp has developed partnerships with non-profit associations and NGOs. Several specific actions are carried out regularly, depending on the sensitive topics on each site and in each country.

MORE SPECIFIC ACTIONS ARE TAKEN REGULARLY, ACCORDING TO SENSITIVE TOPICS ACROSS SITES AND COUNTRIES.


- > In Morocco :
 - > Logistical human and material aid to Amash and Amsat for organizing the annual race operation designed to raise funds to support the mentally disabled
 - > Donations (food, blankets and clothing) were made to local authorities (wilaya following floods in the Gharb region (2010)
 - > Providing transport shuttles and drivers for the African Championships of handi-basketball
- > In France :
 - > Sidaction: a strong mobilization of employees to engage TV viewers
 - > Telethon: sports activities (football)
 - > Resto du coeur: partnership
 - > Action Against Hunger: partnership

In France, Webhelp is also committed to the Women's Prison in Rennes, developing work activities in prisons and providing reintegration opportunities in call centers.

2. WEBHELP FOUNDATION


Webhelp created its **Corporate Foundation** - *Webhelp Foundation, Ensemble créons le lien* - to fight against the isolation of vulnerable people, whatever the cause (economic, health, disability, exclusion, detention ...). The Foundation is aimed at promoting the rehabilitation and the creation of social ties, at allowing the embodiment of values and enhance company skills.

Webhelp devoted considerable time to find the right Foundation positioning so that it could be relevant to all employees.






Its signature « together we create the link » reflects the commitment to social causes that Webhelp supports nearby the group's settlements by involving the employees in these causes

OBJECTIVES



- Fight against the isolation of vulnerable people, whatever the cause (economic, health, disability, exclusion, detention...)
- Promote rehabilitation and the creation of social ties
- Allow to embody the values and enhance the skills of the company.

A POLICY IN 3 AXES:

 <p>National projects, one per country</p> <ul style="list-style-type: none"> ▪ In Morocco, accompany the NOOR Center that supports the people with disabilities and promote their employability in its strategic development (strategy, organization, management, communication, infrastructure) ▪ In France, accompanies ADIE that supports entrepreneurs in rehabilitation ▪ In Romani: ongoing 	 <p>Some supportive helping hands</p> <ul style="list-style-type: none"> ▪ Encourages employees to get involved in smaller local projects by supporting them financially. 	 <p>Virtuous behavior valued through a system of monetized points to support associations</p>
---	--	---

The foundation supports a national project in all countries where the company operates:

In France, the company supports Adie (financing small companies in exclusion situations) by offering skill related advice and financial support.

In Morocco, Webhelp works closely with Noor center (hospital rehabilitation center) by providing the necessary financial and human support for its development.

Furthermore, in Morocco, 6000 employees formed in September 2012 an internal association for mutual support, called "Notrasso". It finances internal solidarity activities and it allows the organization of cultural and sports events (conferences, seminars, trips, excursions, camping, sports tournaments ...)

Notrasso has more than 1,500 members and it already has contributed to a number of important social achievements aimed specifically at Webhelp employees.

3. THE RESEARCH CHAIR ON HUMAN CAPITAL AND PERFORMANCE

Webhelp is strongly committed to help advance the customer relationship in this area.

The group organizes meetings of the customer relationship community, the first was held on July 5, 2012 in partnership with The Echos on the topic "people at the heart of customer relationship." 347 decision makers gathered to share best practices in the field.

Additionally, Webhelp launched in September 2012 the Research Chair "Human Capital and Performance" with HEC. Webhelp finances, through the Chair, a 5 year research program, led by Charles-Henri Besseyre des Horts, Associate Professor of Human Resources at HEC Paris.

<p>WEBHELP and HEC Paris create the research Chair « Human Capital and Performance »</p> 	<p>The objectives of the Chair</p> 
<p>“The values embodied by the Webhelp Group since its inception, having put the human at the heart of our activities, all give legitimacy to our growing company to provide this Chair.”</p> <p>Frédéric Jousset, Co-President of Webhelp</p> 	<ul style="list-style-type: none"> Webhelp finances through the Chair a research program of 5 years, led by Charles-Henri des Horts, Associate Professor of Human Resources at HEC Paris. The Chair means to: <ul style="list-style-type: none"> The publication of a journal of academic and professional literature on the relationship between human capital and business performance. Writing academic papers and a work of synthesis The organization of an international research conference An expected fallout is also writing educational case studies in France and abroad.
<p>“By placing the management of human capital at the heart of the concept of performance, this new Chair echoes the values of HEC Paris.”</p> <p>Daniel Bernard, President of the HEC Foundation</p> 	
<p>“The establishment of the Chair « Human Capital and Performance » illustrates the strong involvement of HEC Paris in the field of human resources research. This partnership with Webhelp allows us to develop a new focus: the relationship between human resource management and performance over the long term.”</p> <p>Bernard Ramanantsoa, CEO of HEC Paris</p> 	<p>About HEC Paris</p> <ul style="list-style-type: none"> Specialized in the field of Education and research in Management, HEC Paris has been ranked, in December 2011, the first business school in Europe by the Financial times, for the sixth consecutive year.
<ul style="list-style-type: none"> The Webhelp-HEC Chair was launched in September 11, 2012 by Olivier Duha and Frédéric Jousset, Co-Presidents of Webhelp, Pierre-Antoine Gailly, President of the CCIP, Daniel Bernard, President of the HEC Foundation and Ramanantsoa Bernard, CEO of HEC Paris. 	

The purpose of this work is not only to help Webhelp or the field of customer relationship, but also to strengthen the conviction that social performance is just as essential to economic performance in order to achieve business success.

The first stage of the research will provide a comprehensive view of all published works on this topic.

A benchmark for French and foreign companies will improve visibility of concrete actions by the Group during the past years.

This issue will be addressed from different angles in order to persuade a large number of companies.

This research is conducted independently by HEC without any Webhelp steering. They aim to inform and assert that human capital is the greatest asset of our economy.



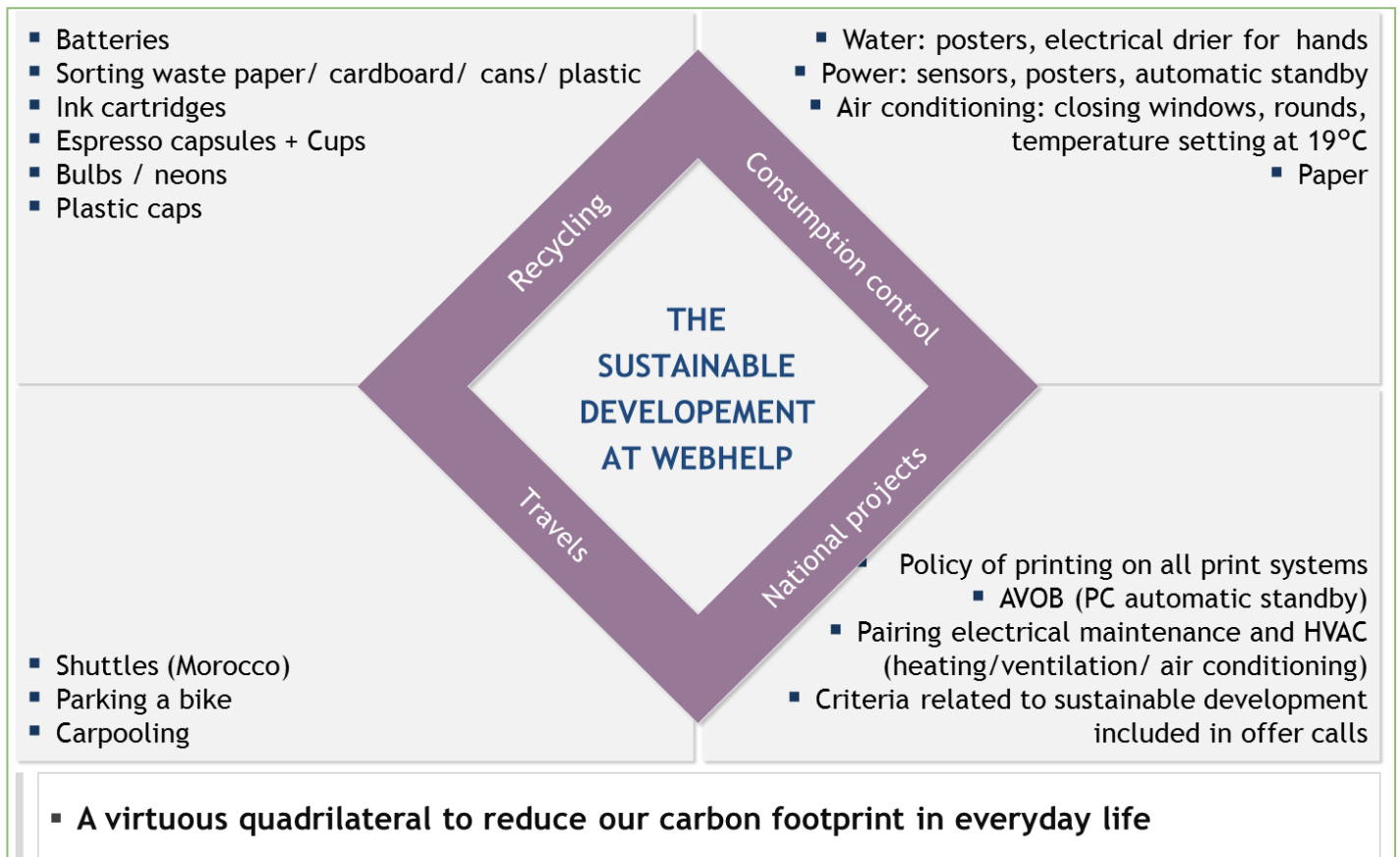
A RESPONSIBLE ENVIRONMENT



Webhelp has been for several years part of a sustainable development strategy in line with its value of leading by example and the "Grenelle 2" law promulgated on the 12th of July 2010.

The **environmental axis** places the group as a key actor committed to sustainable development and to respecting the environment.

It also covers the behavior of individual employees and the management of energy consumption as well as to recycling.



MANY INFORMATION AND AWARENESS ACTIONS WERE TAKEN ON ALL SITES FOR ALL EMPLOYEES, SUCH AS:

- > Video-conferences and conf-call to limit travel
- > Managers informing employees on eco-responsible behaviour (turning the lights and PC's off ...)
- > Signing a business travel plan to encourage employees to focus on public transportation or on bicycle use on some sites
- > Carpooling, Webhelp bus
- > Focus on sustainable development during the integration seminar
- > A poster campaign so that employees may take into account the need to "Think" in terms of sustainable development on their daily activities.

1. RECYCLING, WASTE MATERIALS

Webhelp is committed to properly manage its waste and its recycling system (e.g. toners are 100% recycled) so as to limit its impact on environment. This provision is part of Webhelp supplier contracts.

As far as other consumables (paper) are concerned, Webhelp develops a "zero paper" policy according to which customer care representatives (the largest number of employees within Webhelp) do not have access to printers.

ADDITIONALLY, IN FRANCE THERE ARE VARIOUS METHODS FOR PROCESSING EEE WASTE :

- > In Caen, computers are redistributed to employees (if they are depreciated).
- > In Vitre, computer parts are reused by the technical service.
- > In Montceau a donation project is underway for an association fighting illiteracy.
- > In Saint Avold, computers are given to restos du coeur.
- > In Gray, computers are distributed to employees by random draw, non-reusable hardware is deposited in a recycling center that is responsible for its processing and recycles it in the best conditions.

Webhelp has established a system of sorting waste: there are bins dedicated to each type of waste (plastic, paper).

Chiffres clés : Le SMICTOM SE 35 aide mon entreprise à valoriser ses déchets

1 Tonne de canette recyclée = 265 vélos

2 Bouteilles plastiques recyclées = 1 Echarpe polaire

A la maison, je trie ! En salle de pause, aussi !

Les produits à mettre dans la poubelle jaune

Bouteilles plastiques (avec le bouchon)	Canettes/ Boîtes de conserve/ Barquettes aluminium	Emballages alimentaires en carton	Journaux/ Magazines
---	--	-----------------------------------	---------------------

Les « faux-amis » à jeter avec les ordures

Emballages alimentaires souillés	Sacs plastiques	Papier aluminium	Emballages plastiques durs (Sandwich, Salade)	Gobelets
----------------------------------	-----------------	------------------	---	----------

Les gestes « zéro déchets » à adopter :
C'est Mieux pour l'environnement et pour mon porte monnaie

		
Je favorise les emballages réutilisables pour mon repas (0 Déchet)	J'amène ma propre tasse pour boire un café (0 Gobelet)	Je bois l'eau du robinet (700€ d'économie/an)

 www.smicom-sudest35.fr
www.ecoemballages.fr

2. VERY HIGH ENERGY PERFORMANCE BUILDINGS

The Webhelp Group is aware of the energy performance of its buildings.

IN FACT ALL NEW BUILDINGS ARE BUILT USING BIOCLIMATIC TECHNOLOGY: VHEP (VERY HIGH ENERGY PERFORMANCE)

- > The insulation of the premises is reinforced
- > The double glazed windows allow excellent thermal insulation
- > Sun blinds of highest quality allow good sun protection

Additionally, the ventilation system integrated to heating and cooling system as well as the optimized artificial lighting allow a reduction in building energy consumption .

3. SAVING ENERGY

Sustainability has become a major development focus, therefore Webhelp ensures its IT suppliers are part of the CSR initiative.

For example, the Group renewed its collaboration with DELL, carrying therefore the Energy Star label.



Webhelp also strengthens its Green IT policy by purchasing the energy management solution for workstations, AVOB™ Energy Saver 5, which helps reduce energy consumption of the entire IT infrastructure.

AVOB™ ALLOWS:

- > To ensure that computers are turned on and off at the scheduled time
- > Displays to automatically enter the standby mode
- > To adjust in real-time CPU power according to needs

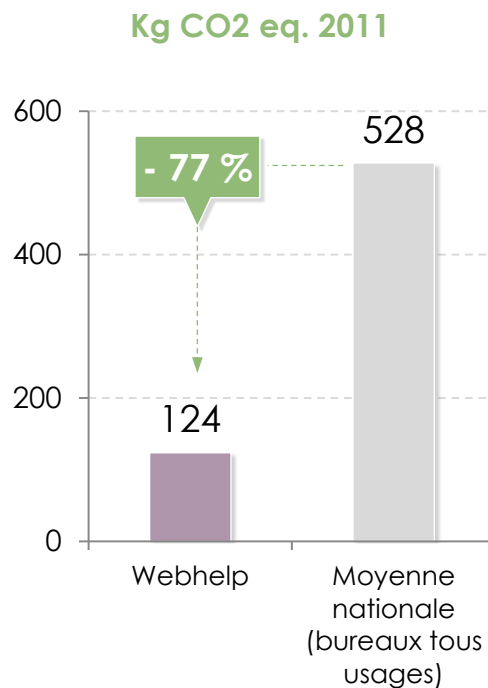
Since its implementation in March 2012, Webhelp has already reached savings of around € 16,150 and 174,900 kWh. The company expects to save 506,605kg of CO2 in 4 years, which corresponds to 450,315 trees absorbing CO2 or to 5,332,682 km in a hybrid car.

The software includes a reporting module to monitor the consumption of computers and the reduction of CO2 emissions.

4. CARBON FOOTPRINT

To reduce its carbon footprint, Webhelp conducted in 2012 a 2011 "Greenhouse Gases" assessment.

The assessment shows that Webhelp issued ~ 500 tones of CO₂ in France in 2011 at its headquarters and at its nine call centers in France (consisting of energy and potential leaks of refrigeration fluids), which placed the group well below the national average.



CO₂ emissions per employee due to electricity

* Excludes emissions of refrigeration fluids not included in the benchmark national average **: National average for companies with all purpose offices, i.e. comparable with Webhelp activity

This positive outcome is the result of a volunteer initiative launched several years ago and characterized by numerous actions in terms of infrastructure :

- Construction of very high energy performance buildings (Label VHEP)
- Deployment of software solutions for automatic shutdown and reduction of the CPU processing workstations
- Reducing the number of network jacks
- Selection of workstations with the Energy Star label ...
- Procurement Charter promoting suppliers with responsible behavior.

These initiatives have helped reduce emissions of ~ 297 t CO₂ per year the equivalent of the CO₂ quantity absorbed by 60,000 trees a year.

5. SAVING PAPER

Webhelp implemented a printing policy in order to reduce paper consumption on its sites so as to go a step further in its CSR approach.

Webhelp deployed a device called:



IT PROVIDES:

- > Secure printing
- > The removal of neglected prints.

THIS DEVICE IS INTENDED FOR:

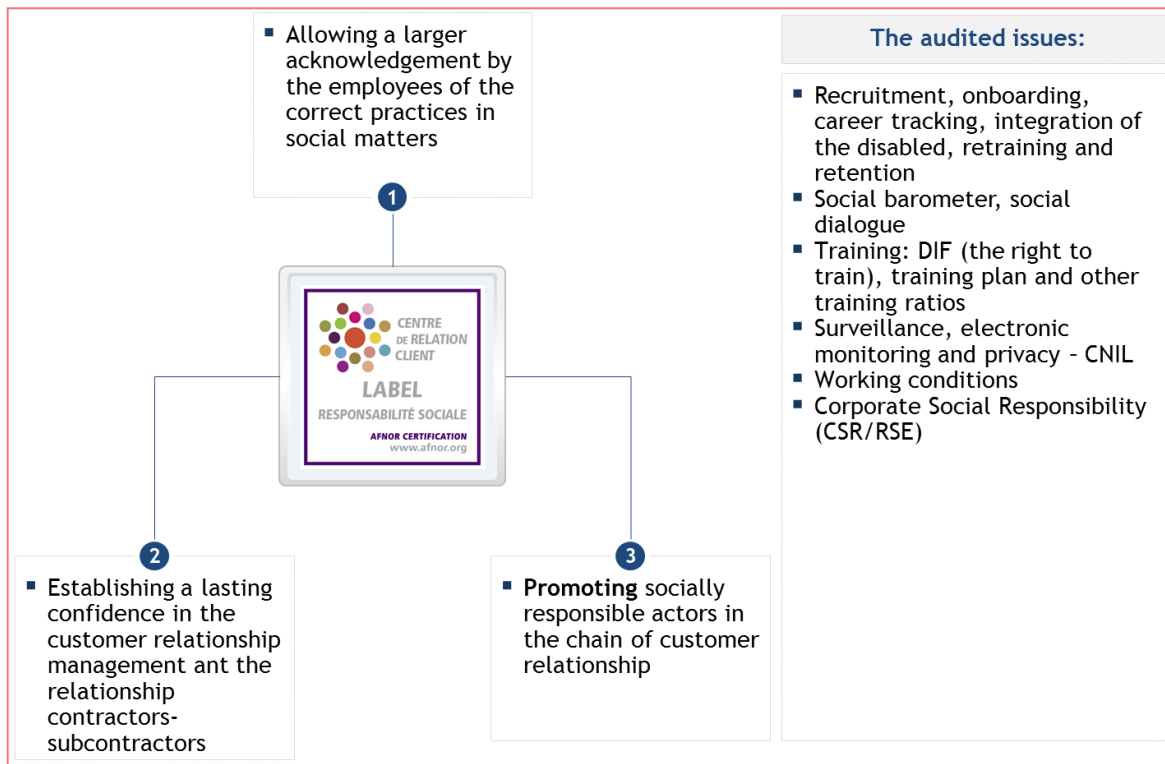
- > Reducing the environmental impact by means of a genuine eco-responsible policy
- > Managing the print budget
- > Securing print documents.

Webhelp also made the choice to switch to a more environmental friendly paper type of 80g instead of 90g.

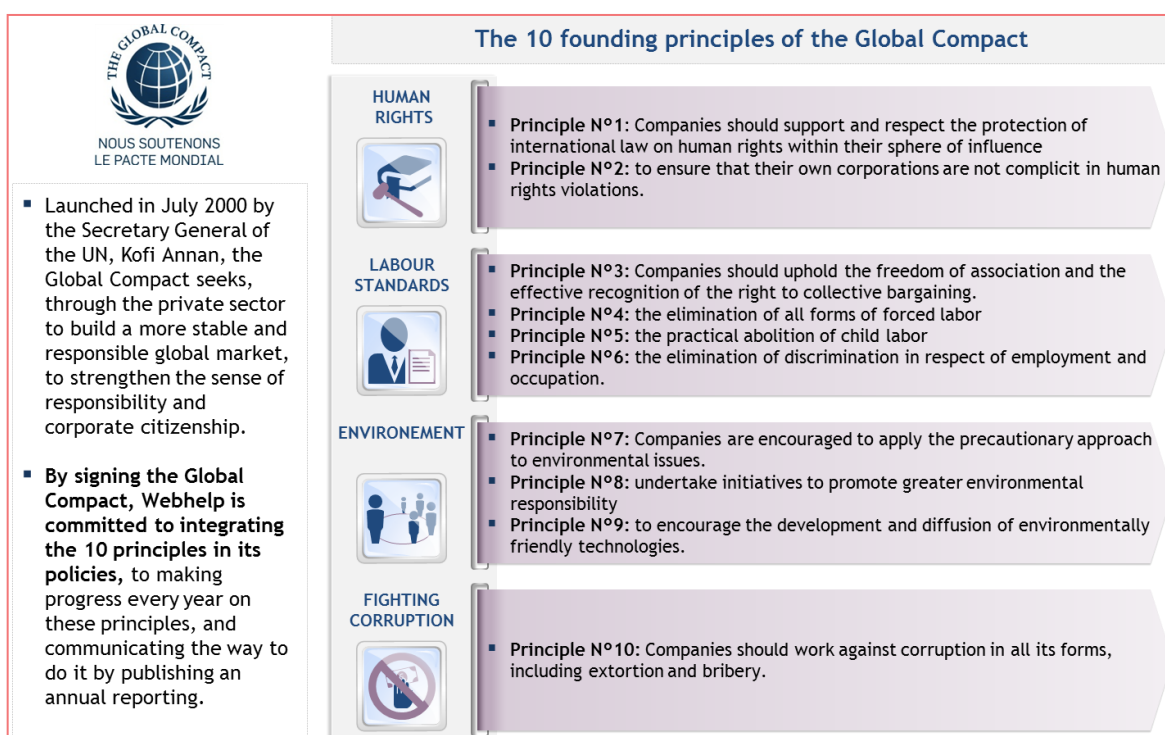
In order to implement its entire CSR strategy, Webhelp uses every day superior tools matching its superior ambitions: becoming the European customer service leader in terms of CSR.

In fact, the group used Vigéo in 2004 and then again in 2008 to audit its different sites to get a CSR performance evaluation.

Early 2009, Webhelp Group became a candidate for the Seal of Approval which was granted to the Group in May 2009, following the Group's first application. In 2012, Webhelp LRS was again certified for a period of 3 years.



To go further in terms of CSR, Webhelp signed the UN Global Compact on July 5, 2012 and is committed to its ten key principles.



The logo for Webhelp Groupe is centered on the page. It consists of a blue, trapezoidal shape that tapers to the right. Inside this shape, the word "webhelp" is written in a white, lowercase, sans-serif font. Below "webhelp", the word "Groupe" is written in a smaller, white, lowercase, sans-serif font.

webhelp
Groupe

Webhelp Groupe
161, Rue de Courcelles
75017 Paris, France
Tél. : +33 (0) 1 44 40 33 40
E-mail : contact@webhelp.fr