



Communication on progress 2014

5 July 2014

webhelp

STATEMENT BY THE CEO's

Dear Mr. Secretary-General,

Together, we both began writing Webhelp history in 2000 and we have travelled a long way since. We laid the foundations of our Romanian branch before setting up our offices in Morocco, France, Algeria, Belgium... and more recently United Kingdom and Netherlands. And this is only the beginning!

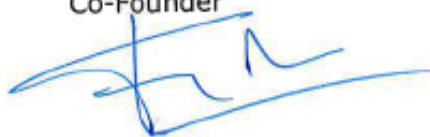
We always sought ways to satisfy our clients while believing that the wellbeing of our employees is the key to our success. We have surrounded ourselves with more than 22,000 co-workers and we were very proud to have our efforts rewarded in 2013 when we were elected "Managers of the Year" by "Le Nouvel Economiste" magazine. Webhelp has also been classified in the top 25 of job creators in France between 2008 and 2013.

Our vision is that we should carry societal commitment, in the ten countries we operate within. We are pleased to confirm that Webhelp supports the ten principles of the Global Compact with respect to human rights, labour, environment and anti-corruption.

With this communication, we express our intent to advance those principles within our sphere of influence. In 2013, we committed to make the Global Compact and its principles part of the strategy, culture and day-to-day operations of our company. You will read in our Communication on Progress (CoP) details about these initiatives and results.

Sincerely yours,

Frédéric JOUSSET
Co-Founder



Olivier DUHA
Co-Founder



THE TEN PRINCIPLES OF GLOBAL COMPACT

HUMAN RIGHTS



Principle 1:

- Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2:

- Make sure that they are not complicit in human rights abuses.

LABOUR



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 labour;

Principle 5:

- The effective abolition of child labour; and

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 greater environmental responsibility; and

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.

TABLE OF CONTENTS

1	Webhelp overview	Page 4
2	Human rights	Page 7
3	Labour	Page 13
4	Environment	Page 18
5	Anti-corruption	Page 21



1

WEBHELP OVERVIEW

VISION AND VALUES



Become a worldwide benchmark company in the field of customer relationship management, recognized for its innovation and high quality of services

ENGINEERING NEW CUSTOMER EXPERIENCES



COMMITMENT

- **We honour** the promises made to colleagues and customers.



UNITY

- **Working as one team** towards a common success takes precedence over personal interest.



RECOGNITION

- **Acknowledgement of individual** contribution is essential to ensure our collective success.



INTEGRITY

- We work with a **positive attitude**, leading by example. We treat others the way we would expect to be treated.



WOW-EFFECT

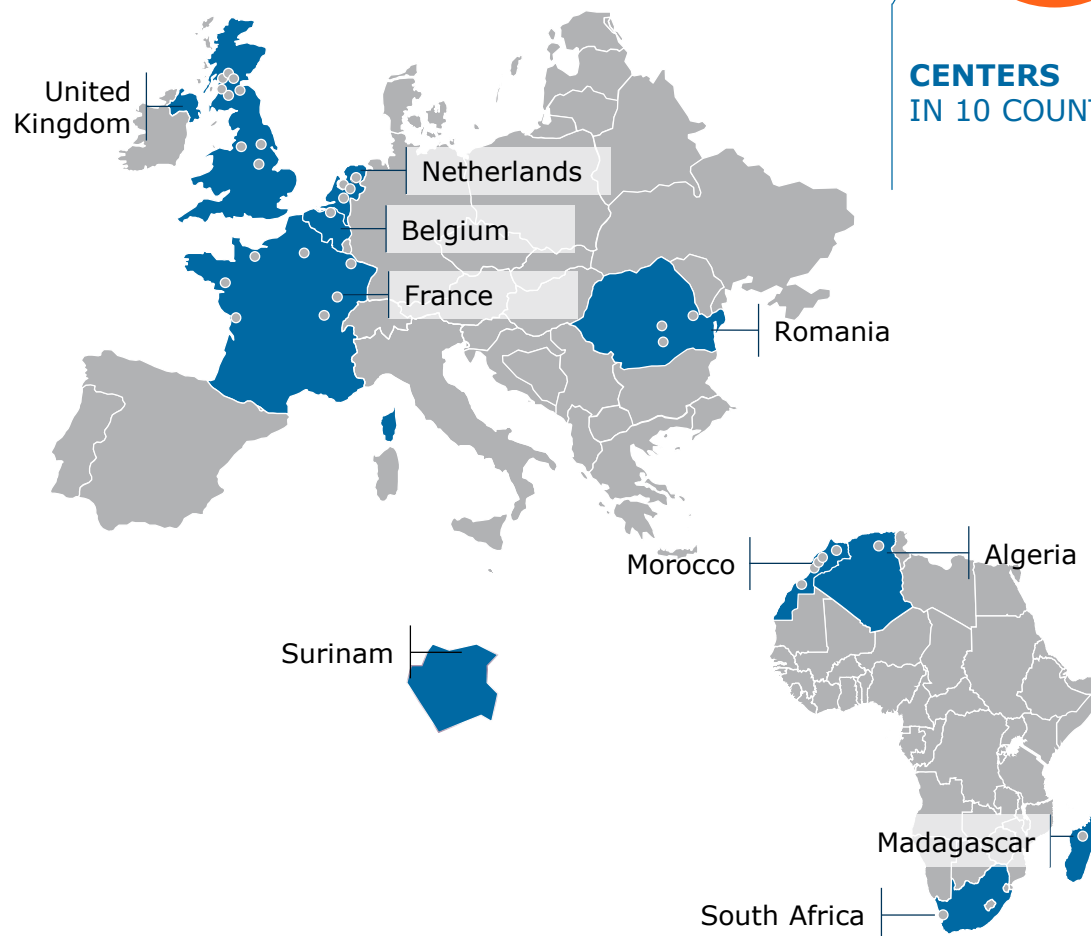
- By striving to go beyond their expectations, **we continually look to amaze the people we work with.**

A STRONG PARTNER FOR OUR CLIENTS

#3

IN
EUROPE

**INTERNATIONAL
CUSTOMER
RELATIONSHIP
MANAGEMENT
SOLUTIONS
PROVIDER**



45

**CENTERS
IN 10 COUNTRIES**

22 000

EMPLOYEES

165

CUSTOMERS

**500
M€**

**OF TURNOVER
(MOST IMPORTANT
GROWTH IN THE
SECTOR FROM
2002 TO 2012)**



2

HUMAN RIGHTS

MAIN WEBHELP COMMITMENTS TO HUMAN RIGHTS



“Label de Responsabilité Sociale” certified since 2011
(Social Responsibility Label) - LRS



Signing of the Charter of Diversity



Signing of numerous agreements relating to the employment of vulnerable groups (employment of young and senior populations, disabled people, long term unemployed people...)



Formalized training paths for all people to ensure their employability



Partnered with local employment institutions

2013 WEBHELP PROGRESS ON HUMAN RIGHTS

GREATLY ENHANCED DISABILITY POLICY

- 2011 saw the launch of Webhelp's Disability policy.
- Following a quantitative and qualitative audit by Thompouss, the policy was enhanced in 2013. The results identified our **strengths** and areas for **improvement**, which is why we have adjusted our policy for disabled people.
- Webhelp France wished to formalize its commitment to people with disabilities by signing a partnership agreement with AGEFIPH. Our goal is to significantly advance and **harmonize our practices** for all of our sites. AGEFIPH is a major player in the employment of people with disabilities in France. The signing of this Convention will allow us to benefit from the expertise of AGEFIPH to improve our daily practices. This agreement will be signed at the latest by September 2014 and deployed at sites in France for a period of 2 years, renewable once.
- Internal dynamics have been created around disability within Webhelp. A working group was convened in July 2013 by the Communication Director. The objective was to **create the first internal communication campaign in France**. It was deployed at all sites during the Week for the Employment of People with Disabilities of 18 to 24 November 2013. This campaign consisted of **four posters and newsletters**.
- In Morocco, a sister project with the Moroccan Disabled Association (25,000 members) was initiated. Webhelp's contribution allowed the **construction of 20 additional nursing rooms in the Noor Hospital Centre**.
- Webhelp Romania supports a social organization specialized in the **re-employment of vulnerable people**.
- For Webhelp Nederland Social involvement and responsibility through charities such as the fundraisers for Dutch Cancer Society and giro 555
- Webhelp Nederland formalized its commitment for increasing employability for people with disabilities

RESULTS :

Employment rate of disabled workers in Webhelp France grew from 3.8% in 2012 to **5.6%** in 2013

2013 WEBHELP PROGRESS ON HUMAN RIGHTS

On connaît
ses chansons

Edith Piaf



Webhelp

On connaît
ses peintures

Claude Monet



Webhelp

Edith Piaf était atteinte de polyarthrite.
Claude Monet était malvoyant.
Clément Rénier est diabétique.

Réussir
avec un Handicap,
Pourquoi pas vous ?

Reconnaitre son handicap
chez Webhelp, c'est nous donner la
possibilité de vous accompagner au mieux, dans
l'amélioration de vos conditions et environnement
de travail.

Parce que le handicap ne remet pas en cause vos
compétences, n'hésitez pas à consulter votre service
des Ressources Humaines pour monter un dossier
d'accompagnement.

Webhelp

**EMPLOYMENT OF PEOPLE WITH DISABILITIES WEEK
18 - 24 NOVEMBER 2013**

2013 WEBHELP PROGRESS ON HUMAN RIGHTS

IMPROVED ANTI-HARASSMENT MANAGEMENT

- The 2012 LRS audit recommendations included an **anti-harassment** policy to monitor cases of harassment. Actions :
 - training module to understand what harassment means, giving keys on how to respond,
 - **internal rules that inform employees** about the laws on harassment (sexual or moral)
- **In France**, a "Prevention of Harassment" project creates a **warning system**, allowing any employee to report, for himself or for a third party, a difficult situation which, if it was to continue, could lead to a potential harassment. Procedure governed by a Prevention and Mediation Committee : a site manager, the RRH and members of the HSC. Each committee member receives pre-harassment training delivered by an external training organization (ALFA NERO).
- **In Morocco**, Webhelp has implemented a similar system, called "Pro Alert" which is being revised but still in force. The new version of the tool will ensure easier tracking of actions implemented and have a more global view of situations,
- All employees have the opportunity to alert the HR Director without involving "management". It offers employees feeling harassed protection from possible "retaliation".
- Support of the application shall be managed directly by the HR Director or delegated regional HR manager.
- Webhelp Nederland has installed a counselor outside regular management for all complaints about harassment. Complaints are given directly to the HR director for immediate intervention. There is also a formal complaints committee supervised by the HR director.

RESULTS :

Current positive pilot implementation in Montceau les Mines.

All employees follow the **e-learning class on harassment**.

100 % of people involved in recruitment process follow the e-learning class on **non-discrimination**.

2013 WEBHELP PROGRESS ON HUMAN RIGHTS

ESTABLISHMENT OF A CHARTER SIGNED BY WEBHELP MAIN SUPPLIERS. IT ENCAPSULATES PRINCIPLES OF THE GLOBAL COMPACT (OFFICE DEPOT, DELL ...)

- When signing the Webhelp supplier charter, the supplier company expressly undertakes to:
 - Respect the national labor laws including statutory working hours and overtime,
 - Be fully compliant with international norms,
 - Declare all of its staff to collector social organizations,
 - Ensure the effective and on time payment of social security contributions. Provide, at Webhelp's request, certificates proving such payments for the previous calendar period.
 - Respect the fundamental rights of the human, refuse any form of discrimination, ensure fair and dignified attitude towards all employees,
 - Enforce decent working conditions,
 - Fight against corruption and ensure Webhelp's procurement practices.
 - Share information of demand of the services ordered.
 - Use its best efforts to preserve the environment and introduce sustainable development (energy saving, waste management).

RESULTS :

- The Supplier Evaluation Grid carries the suppliers signed support of the charter
- 76% of strategic suppliers have been evaluated in 2013, using the supplier evaluation grid.



3

LABOUR

MAIN WEBHELP COMMITMENTS FOR LABOUR

- Negotiation and signing of various agreements relating to working conditions (male / female equality, freedom of expression of employees, management or annualization of working time).

- Pleasant work conditions, state of the art buildings, working spaces of high quality designed for advisers



- Respect for the culture of the country we're in. For instance, in Morocco, during the Ramadan, "ftour" (breaking of the Ramadan fast) is offered to all employees that are working in the time slot

- Various social benefits including nursery facilities, employees transportation, fitness centers, rest areas, different incentives and team building events.

2013 WEBHELP PROGRESS ON LABOUR

PLANNING MORE RESPONSIVE TO THE NEEDS OF EMPLOYEES.

- **Creation of a system** that allows employees to **swap a day off** by making requests for exchange.
- In France, many actions have been undertaken regarding the planning to meet the constraints of production and **introduce flexibility** in the management of schedules:
 - A "**Tour de France of planning**" project was launched in 2013. This was to meet all employees and **explain the tool available to employees**. To prepare for this tour, all employees completed a **quiz to identify their needs**.
 - Ideally, schedules are sent to all advisors by email at least 2/3 weeks in advance. This period cannot be shortened to less than 7 days.



RESULTS :

All advisors have early **access to the planning** and the possibility to **ask for modifications**.

2013 WEBHELP PROGRESS ON LABOUR

CREATION OF HR COMMUNITIES.

- To discuss and harmonize our HR practices, Group HR has **implemented HR communities** since June 2012.
- In France, the HR team meets twice a month to **share information** from the Executive Committee, to discuss best practices and news as well as status of HR projects in France. These meetings provide an update on the everyday problems and allows to determine the actions to be put in place to **continuously improve the quality** of HR management. It's also an opportunity to **bring together both the human resources managers** of sites (8) and heads of HR projects around cross-functional issues. These exchanges are essential to have an overview of France HR issues.
- In Morocco, an HR fortnightly meeting is held to **discuss local news** of Morocco and cross-functional issues. Present are Morocco HR, heads of various departments and regional HR managers.
- At Group level, HR Group **meetings are held every 3 weeks** between countries to share news and follow HR projects. They also **aim to harmonize best practices**. The Group HR, HR Directors from all countries (France, Morocco, Romania, Belgium, Madagascar) and the directors of HR projects, are present.
- In Netherlands, an organizational change has been made in the HR team to ensure a better connection between HR and Management and between HR advisors in the teams. Exchange of best practices is now formalized



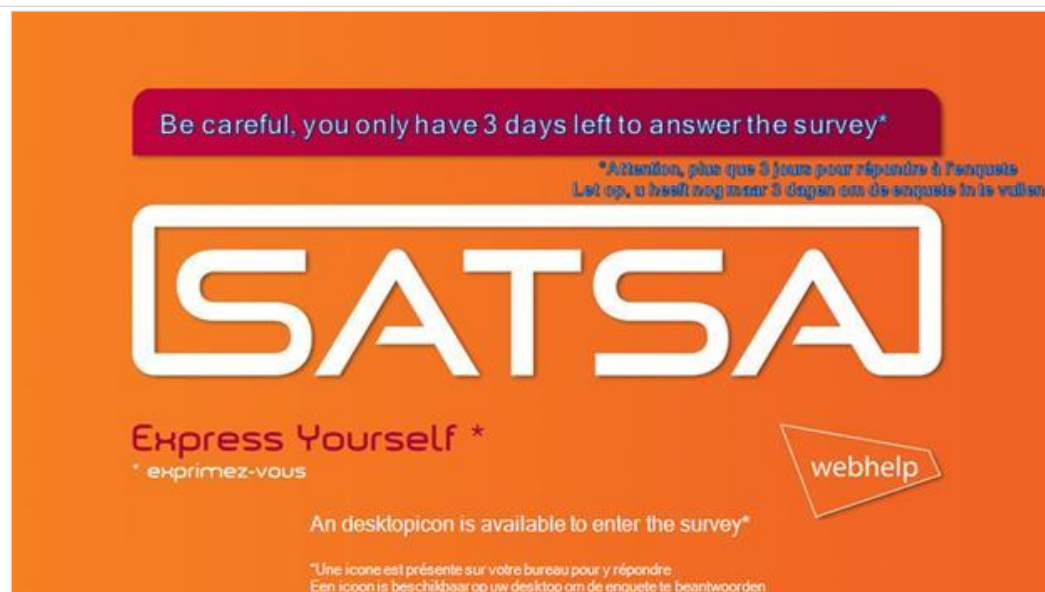
RESULTS :

A systematic pooling of our best practices

2013 WEBHELP PROGRESS ON LABOUR

TO ENSURE GOOD WORKING CONDITIONS, ASK EMPLOYEES DIRECTLY.

- For the past many years, Webhelp had its own internal barometer that measures the **satisfaction of employees** of the Group: the **SATSA**.
- It has evolved in 2013 to meet the international growth of the Group: it is composed of **22 common questions**, + an additional 4 or 5 questions dedicated to specific issues in each country.
- It's an objective way to evaluate commitment, and identify areas for improvement.



RESULTS :

- Completion** rate for France, Morocco, Algeria, Romania, Madagascar: **88,17%**
- Commitment** rate : **76%**



4

ENVIRONNEMENT

MAIN WEBHELP COMMITMENTS

- For several years, Webhelp has been part of a sustainable development strategy
- As an office based company, Webhelp's two main environmental impacts are production of waste and CO2 emissions from consumption of electricity.

Our **environmental policy** states our commitment to reducing both of these, and also states our commitment to:



Comply with environmental legislation and best practices



Foster management commitment



Encourage similar standards from our stakeholders



Communicate issues to our staff through training and communication



Reduce, reuse & recycle materials



Prevent pollution by effective controls



Implement energy efficient measures

- Batteries
- Sorting waste paper/ cardboard/ cans/ plastic
- Ink cartridges
- Espresso capsules + Cups
- Bulbs / fluorescent tubes
- Food

- Shuttles (Morocco)
- Bicycle parking shelters
- Discounted bus travel (UK)
- Carpooling
- Video conferencing to reduce business travel
- Electric vehicles and charging stations at all Netherlands branches



- Water: PIRS on urinals, low flush toilets, push spray taps.
- Air conditioning: office & server room temperature set at 19° C.
- Paper: PIN printing, paperless office environment, paper towels removed.
- Energy: Energy efficient hand driers, vending machine timers, PIRs in all meeting/training rooms in UK.

- Active policy to reduce unnecessary printing.
- AVOB (PC automatic standby)
- Pairing electrical maintenance and HVAC (heating/ ventilation/ air conditioning)
- Criteria related to sustainable development included in all quotes

A virtuous quadrilateral to reduce our carbon footprint in everyday life, supported by poster campaigns

2013 WEBHELP PROGRESS ON ENVIRONMENT

NEW PRINTING POLICY THROUGH MPS CONTRACT WITH CANON (MAGNUS PRINT) IN FRANCE

- Renewal of printing equipment with the objective of:
 - Adopt a sustainable development approach throughout the print cycle (paper consumption, recycling consumables / printing machines ...),
 - Allow mobility of printing (remote smartphone delegation print, start printing on a physical site, and print documents on another site within 24hrs ...)
 - Secure printing via employees badge or ID,
 - Reduce the financial cost of our prints



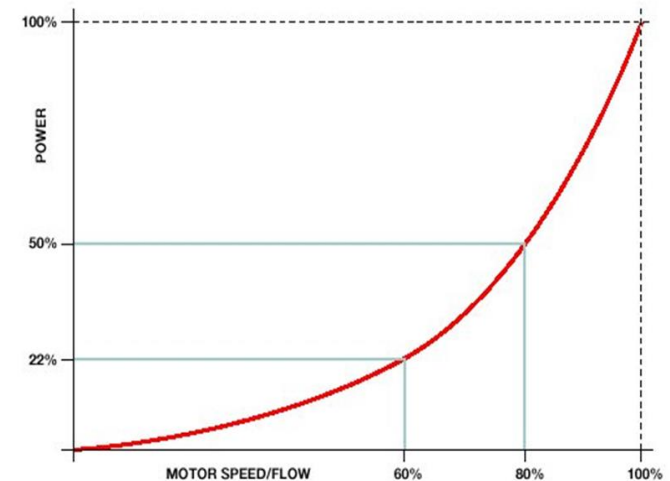
RESULTS :

- **Savings of € 37,000** in 2013 (reported for the full year) a **25% reduction** in cost compared to 2012
- **Reduced print output by 30%** or 10 pallets of paper, **100 trees**, **120 Mcube water**, **23,000 Kwh** or **3200 Kg CO2**

2013 WEBHELP PROGRESS ON ENVIRONMENT

INSTALLATION OF VARIABLE SPEED DRIVES (INVERTERS) AT WEBHELP UK - FALKIRK

- The building at Falkirk is heated by 2 large Air Handling Units; when these units produce heat, they need a motorised fan to push the hot air from the units around the building.
- Typically, these fans run at 100% speed – even when a lower speed could be efficient.
- Variable Speed Drives automatically adjust the power of the fans to suit the requirements of the building.
- Affinity Law – “A 20% reduction in speed = a 50% reduction in power”.



RESULTS :

- **Savings of £20k per annum and a 27% reduction in consumption.**
- **This equates to 190 tonnes of CO².**
- **The Life Expectancy of the Fans has increased.**

2013 WEBHELP PROGRESS ON ENVIRONMENT

UPGRADES TO BUILDING MANAGEMENT SYSTEMS AT WEBHELP UK

- A Building Management System (BMS) is a computer based control system that monitors and controls the building's electrical equipment.
- 2 UK Sites, Warrington & Derby, both had a new BMS installed.
- In terms of energy management, the BMS can control, Heating, Ventilation, Air/Con, Cooling and Lighting.
- It ensures that equipment is only operational when strictly necessary and prohibits heating and cooling to be used simultaneously.
- It also uses external thermometers to ensure the building is at the optimum temperature for the start of the day.



RESULTS :

- **Reduced 'Out of Hours' usage by 30%**
- **Financial Savings of £32k per annum and CO² Savings of 257 tonnes.**
- **Improved the working environment for staff.**



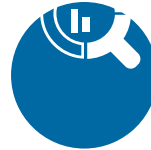
5

ANTI-CORRUPTION

ANTI-CORRUPTION/ 2013 WEBHELP PROGRESS ON ANTI-CORRUPTION

IMPLEMENTATION OF BPACK, A MANAGEMENT TOOL FOR HANDLING PURCHASE REQUISITIONS IN 2013

- Before this tool, manual management of 300 purchase requisitions per month in France.
- This tool allows a **computerized data processing**, with follow up of the different departments and their spend, **easy reporting** by supplier allowing improved control, and calls for competition if necessary.
- In the UK the Bribery & Ethics Policy directs all staff to complete the Corporate Hospitality Tracker on receipt of any gifts, offerings or expenditure over £75.



ANTI-CORRUPTION/ 2013 WEBHELP PROGRESS ON ANTI-CORRUPTION

WEBHELP DESIGNED A GLOBAL PROCESS OF FRAUD MANAGEMENT

- Prevention - deterrence. This step is to proactively reduce fraud. It consists of :
 - The definition and formalization of a global process of fraud management .
 - The development and dissemination:
 - User Charter recalling the rules to follow in business.
 - Code of ethics (in progress).
 - The completion of sensitization / specific training.
 - Conducting audits and checks.
- Detection - surveillance. This step is to identify potential fraud and implement measures in order to minimize or reduce the impact. It includes:
 - Conducting a Fraud risk mapping in different projects operated by Webhelp. This map is updated regularly.
 - The implementation of technical solutions or processes to monitor transactions deemed "at risk." Function Correspondent Security Operations was created on projects deemed high risk.
 - The implementation of a number of proactive controls.
- Investigations - corrections. Respond at the earliest and the most effective way possible after the identification of suspected fraud. It includes:
 - The definition of a workflow reaction in case of fraud.
 - The definition of a specific alert channel so that only persons to be informed are informed. Memos were distributed to all employees to tell them what to do in cases of suspected fraud and who to contact.
 - The training of teams in charge of performing forensics analysis and the creation of a toolbox of analysis.

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