



Webhelp

Think Human

Webhelp

Global Compact

Report

2020

Communication on Progress





Webhelp



The human



experience



company

In this report

01

Scope of the report

03

Webhelp at a glance

1. Our vision, our values and culture
2. Our services
3. Our community
4. Our governance

05

Our response to the

UN frameworks

1. Webhelp & the 10 UN Global compact principles
2. Webhelp & the UN Sustainable Development Goals

07

People

1. Career Development & Evolution
2. People Engagement
3. Diversity, Equity & Inclusion

09

Progress

1. Code of conduct & whistleblowing platform
2. Cyber & data security
3. Suppliers

02

CEO statement

04

Webhelp ESG strategy

06

Covid-19:

our 2020 highlights

1. Ensuring the health & well-being of our people
2. Ensuring business continuity for our clients
3. Contributing to local efforts

08

Planet

1. Our methodology
2. Breakdown of our 2020 carbon footprint assessment
3. Highlights of 2020 global & local initiatives

10

Supporting our

local communities

1. Local support to charities & NGOs
2. Think Human Foundation

Scope of

the report

01



Scope of the report

COMMUNICATION
ON PROGRESS



This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

This document constitutes

Webhelp's Group Communications on Progress

with regards to the

UN Global Compact.

Our initiatives and figures cover the year 2020 unless stated otherwise.

CEO

Statement

02



CEO Statement



Dear Stakeholders and Readers,

On behalf of the Webhelp Group and our Leadership Team, I am pleased to renew our continuous support to the United National Global Compact, promoting and ensuring we embed its Ten Principles, covering human rights, labor, environment and anti-corruption, into our business activities.

At Webhelp, we began 2020 with the vision of “Making Business More Human”, and in no other year was the human element of any organization as important.

In 2020, just before Covid-19 hit, we had defined our new global ESG strategy which you will find detailed in this report. We had also globalized our WebHEALTH program which turned out to be a pillar of our resilience throughout this year and we - Webhelp and myself personally - created Think Human Foundation. Its goal is to support, externally, local initiatives for education and inclusion, which we have seen the most vulnerable populations are deprived of in such times of crisis.

In this annual progress report, we share with you the actions that we are taking to contribute to a more sustainable world continuously.

In 2021, ESG and People Engagement Programs remain key strategic programs for the Group and for all our countries. We are committed to continuing our global internal & external actions that will advance the broader Sustainable Development Goals of the United Nations.

Yours faithfully,

Olivier Duha, Webhelp CEO & CO-Founder

A handwritten signature in purple ink, consisting of several overlapping loops and lines, positioned below the name of the CEO.



Webhelp

at a glance

03



3.1 Our vision, our values and culture

Webhelp creates game-changing customer journeys.

As a global partner we design, delivers, and optimize unforgettable human experiences for today's digital world.

Brilliant brands demand brilliant experiences. Reputation and revenue depend on them. That's why we create exceptional brand advocacy and loyalty.

Helping leaders of today and unicorns of tomorrow differentiate and thrive.

We are driven by our vision to make business more human.

For our candidates & Webhelpers, we are a global community of passionate, fun-loving people who thrive on making a difference on behalf of the world's most exciting brands.

Webhelp's Culture Pillars & Values



We are a
people-first
company



We put our
client at the
heart



We are
passionate
game-changers



We strive
to enjoy
every day

#Integrity

#Commitment

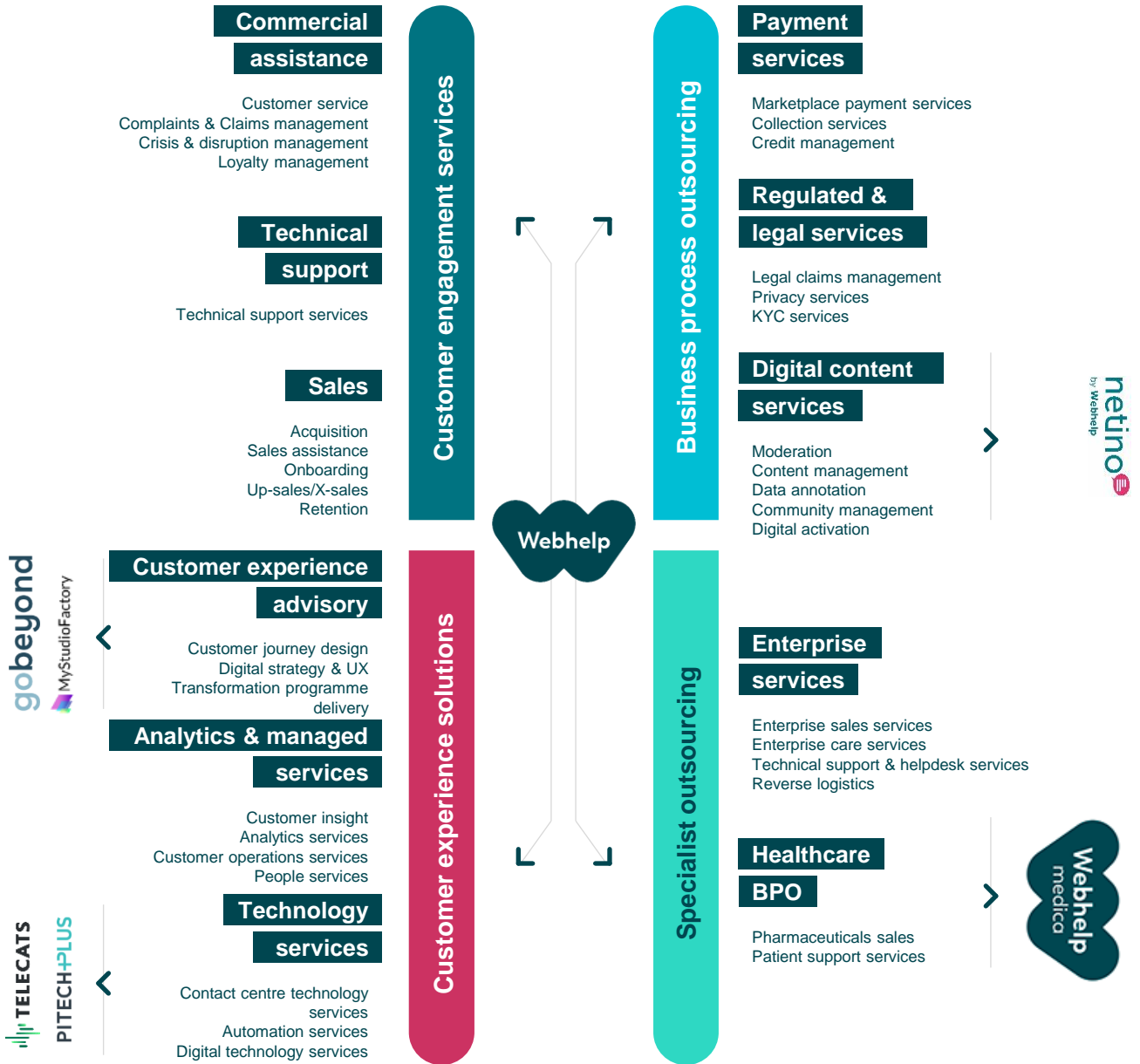
#Unity

#Recognition

#WOW



3.2 Our Services: a large portfolio covering the entire customer journey



3.2 A few 2020 Awards & Recognition

Everest Group®
PEAK
MATRIX™

CXM Leader by Everest Group 2020
Peak Matrix

FROST
RADAR™



2020 European CX Frost Radar™
Leader in Growth and Innovation

Voicebot &
AI technology
report



Exceptional conversational A.I.
solutions provider in **Frost's**
European Voicebots & AI study



Best Technology Innovation - Internal
Solution **Webhelp Turkey**

2020
ENGAGE
AWARDS



Best Use of Training - Gold -
Webhelp UK

European Contact Centre
& Customer Service
Awards 2020

Most Effective Learning &
Development Initiative - Bronze -
Webhelp UK

European Contact Centre
& Customer Service
Awards 2020

Best Outsourcing Partnership - Client:
Sainbury's Bank - Bronze
Webhelp UK



Norway Customer Service Awards-
1st place - Streaming Category -
Client: HBO - Webhelp Nordic

3.3 Our Community (as of June 2021)



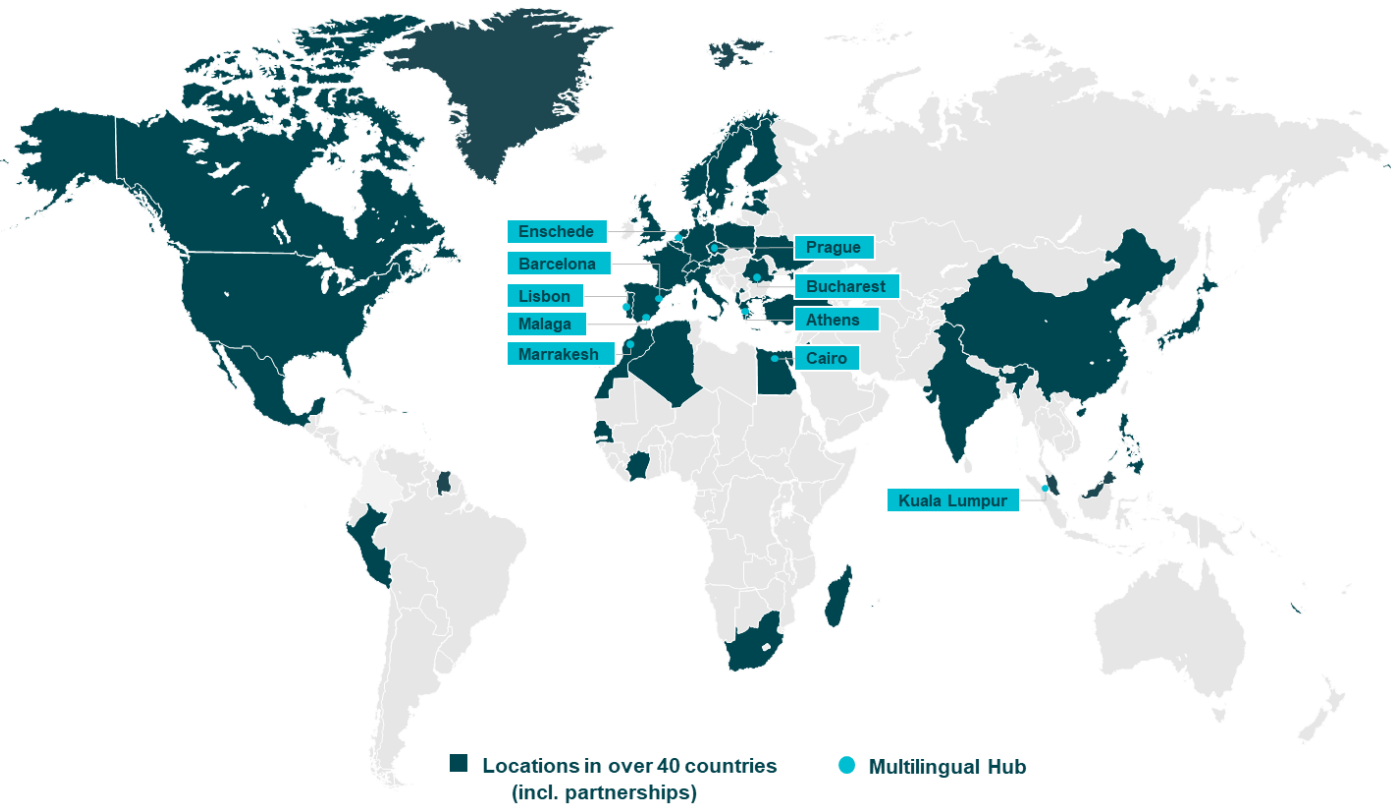
75 000+
Webhelpers



170 +
Locations
(incl. 140+ production sites)



80+
Languages covered



140+
nationalities



1 000+
Clients



90 +
Markets served



3.4 Our Governance

The Executive Committee's role mainly consists in validating strategic decisions and policies. Members of the Executive committee are in charge of implementing decisions taken. This committee is chaired by Olivier Duha, CEO & Co-Founder.

The Global Management Committee (GMC) holds regular meetings to implement, deploy and monitor Executive Committee's decisions. The members of the GMC regularly meet with our shareholders, Groupe Bruxelles Lambert (GBL), through quarterly board meetings.

Webhelp supervisory board

Olivier Duha

Webhelp
CEO & Co-Founder

Frédéric Jousset

Webhelp
Co-Founder

Ian Gallienne

CEO, Investment
Holding GBL

Colin Hall

Head of Investments,
Investment Holding GBL

Nicolas Gheysens

Director, Investment
Holding GBL

Webhelp Executive Committee

Sandrine
AsserafGMD* - People & Business
Development - Legal &
ComplianceVincent
BernardGMD* - Chief Operating
OfficerMatthieu
Bouin

GMD* - Sales & Solutions

Jean-Baptiste
Decaix

Chief Client Officer

Kate
Miller

Chief of Staff

David
TurnerGMD* - UK - People &
Business DevelopmentBruno
Vaffier

GMD* - Finance & IT

Joseph
AyalaCorporate Development
OfficerRaluca
LeonteHead of Global Delivery &
TransformationCraig
Gibson

Chief Growth Officer

Yan
Noblot

Chief Technology Officer

Vincent
Tachet

Chief Information Officer

Dirk
Van Leeuwen

Co-CEO French Region

Terje
Andreassen

CEO Nordics

Julio
Jolin

CEO Spain

Metin
Tarakçı

CEO Turkey & Jordan

Ronald
van Schijndel

CEO Netherlands

Markus
von RheinCEO DACH & Co-Chief of
Global SalesLudovic
Lempire

Co-CEO French Region

Executive committee

Incl. Olivier Duha



Group Management Committee*

* Group Managing Director

11

Nationalities



Webhelp

ESG

strategy

04



Webhelp ESG Strategy

ESG is at the core of our vision: “Making Business More Human”.

Making business more human is the choice we have made to guide us in how we behave every day as a company, as an employer and as a partner for our clients, investors and suppliers. Thus our commitments in the Environmental, Social and Governance (ESG) areas form an intrinsic part of how we do business to make a positive impact.

In 2020 we articulated our ESG strategy into four pillars: People, Planet, Progress and Think Human Foundation.

Putting people first

People



- Raising awareness on diversity, equity & inclusion
- Ensuring Webhelp’s impact as a recruiter and employer on education, sourcing, inclusion in society and development
- Rethinking our Ways of Working to embed inclusion further
- Caring for our People, through our global WebHEALTH programme

Playing our part with “Greenhelp”

Planet



Reducing our GHC emissions through:

- Purchasing & consuming more responsibly, particularly electricity
- Reusing, recycling & limiting waste
- Commuting in a smarter way

Making business the right way

Progress



Controls & governance through:

- IT tools
- Policies
- Data protection

Supporting our partners, from providers to clients, to embed ESG in their model

Endowment Fund

ThinkHuman

Foundation



Education and inclusion through:

- Creating equal opportunities for access to education
- Fighting social barriers through professional insertion
- Transmitting digital skills



Our commitment to ESG has taken root and become stronger within the company over the years. This year, it is reflected in this 3-star rating, which rewards the commitment of everyone in the various countries where Webhelp Region France is present. Bravo and thank you to our Webhelpers, let’s continue together to embody our common Think Human philosophy.

Vincent Bernard, Webhelp Global Chief Operating Officer

2020 Recognition



**Webhelp
Region
France**



Impact Sourcing x Webhelp

By partnering with us, our clients ensure that their investment is impactful. The **Webhelp Impact Model** demonstrates how we go beyond business as usual as a company.

Example of Impact Hiring groups identified

Unemployed youth Long term unemployed

Refugees, Asylum Seekers & Migrants

Women Career Comeback High-School Drop-Outs

Disadvantaged single parents

Impact

Hiring

Consciously and intentionally hiring and providing career development opportunities to people who otherwise would have limited prospects for formal employment.



Impact

Education

Building partnerships and directly sponsoring educational programs for job-readiness, language, soft skills, middle management & leadership skills



Impact

Employment

As an employer, ensuring Webhelpers' inclusion in society and labor market through, for instance:

- **Transportation**
- **Canteen Facilities**
- **Bank account creation support,**
- **Access to medical staff,**
- **Acting as guarantor for asylum seekers**



as just a few examples

Impact

Purchasing

As a large procurer and service provider, being mindful to make an economic contribution in the local markets we operate, by involving small & medium businesses into our sustainability value chain

Impact Career

Development

Providing our employees opportunities to increase their skillset and credentials within Webhelp and in partnership with clients for a greater employability:

- **Mentoring program**
- **Career leadership training**
- **Partnerships for education**
- **Certifying programs**



Our ESG Governance

Webhelp CEO, Board & GMC*				Accountable for Webhelp ESG Group strategy, targets & results
COMEX & Region/Country/Entity CEO				Accountable for Webhelp ESG strategy roll-out, regional & country targets & results
Group ESG Strategy Director - reporting to Sandrine Asseraf, GMD**	Global Greenhelp Team	Group Chief Compliance Officer, IT Security Director, Group Purchasing Director	Global Think Human Foundation Team	Defining overarching ESG business goals and strategy.
				Responsible for the implementation of global ESG initiatives
				Supporting the implementation in regions & countries with structured methodology & organizing best practice sharing
				Engaging with global external stakeholders
Regional ESG Ambassadors - reporting to CEOs				Responsible for the implementation of the ESG strategy regionally & locally
Region HR & Ops Teams, Region DEI Committees	Regional Greenhelp Ambassadors	Regional Privacy Leaders, Legal & Compliance officers, IT Security Officers	Regional Think Human Foundation Ambassadors	Responsible for the implementation of the strategy on specific pillars
				Engage with all local functions & external stakeholders
	Local Greenhelp Ambassadors (1 per production site)		Local THF Ambassadors (1 per partnership)	
All Webhelpers (functions & roles)				Responsible for embedding ESG in their day-to-day practices

* Group Management Committee



** Group Managing Director

Our response

to the UN

frameworks

05



5.1 Webhelp & the 10 UN Global Compact Principles

UN Global Compact Principles	Our actions at Webhelp
Human Rights	
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights	<ul style="list-style-type: none"> • Code of conduct (p.50) • PhonEthics: anyone can report Human right grievances through our whistleblowing platform (p.50) • Our Diversity, Equity & Inclusion Program (p.36) • Think Human Foundation (p. 57-60)
Principle 2: make sure that they are not complicit in human rights abuses	<ul style="list-style-type: none"> • Code of conduct (p.50) • PhonEthics (p.50)
Labor	
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	<ul style="list-style-type: none"> • Code of conduct (p.50) – with regards to union membership or association – it states that “employees being free to associate with others, form and join organization of their choice”
Principle 4: the elimination of all forms of forced and compulsory labor	<ul style="list-style-type: none"> • Code of conduct (p.50) – it states that “As an absolute principle, Webhelp will not engage in nor support the use of forced or compulsory labor”
Principle 5: the effective abolition of child labor	<ul style="list-style-type: none"> • Code of conduct (p.50) – it states that “As an absolute principle, Webhelp will not engage in nor support the use of child labor”
Principle 6: the elimination of discrimination in respect of employment and occupation	<ul style="list-style-type: none"> • Code of conduct (p.50) • Our Diversity, Equity & Inclusion Program (p.36)
Environment	
Principle 7: Businesses should support a precautionary approach to environmental challenges	<ul style="list-style-type: none"> • Code of conduct (p.50) – it states that “Regarding environmental protection, Webhelp ensures compliance with national, European and international laws and regulations and puts in place appropriate management systems and performance measurement tools. We are all responsible for contributing to the reduction of our environmental impact wherever possible: every small step counts. We should all implement environmentally friendly processes and apply all measures required in order to reduce any negative impact on the environment.”
Principle 8: undertake initiatives to promote greater environmental responsibility	<ul style="list-style-type: none"> • Yearly carbon footprint assessment and associated action plans (p. 43-46)
Principle 9: encourage the development and diffusion of environmentally friendly technologies	<ul style="list-style-type: none"> • Greenhelp Awareness Initiatives (p.46)
Anti-Corruption	
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery	<ul style="list-style-type: none"> • Code of conduct (p.50) • PhonEthics, our whistleblowing platform (p.50) • Anti-Corruption policy, tools & processes (p.48)



5.2 Webhelp & UN Sustainable Development Goals

UN SDG	Our activities	Reference Page
 1 NO POVERTY No poverty	<ul style="list-style-type: none"> All positions paid equal or above minimum local hour wage Investments in local communities through our Impact Sourcing model & Think Human Foundation & local support to NGOs and associations 	<ul style="list-style-type: none"> 37 56-57
 3 GOOD HEALTH AND WELL-BEING Good health & well-being	<ul style="list-style-type: none"> Active promotion of mental & physical well-being through our global WebHEALTH program Webhelp Medica activities 	<ul style="list-style-type: none"> 23/35 26
 4 QUALITY EDUCATION Quality education	<ul style="list-style-type: none"> Internal training & career development programs Investments in local communities through Think Human Foundation for educational programs 	<ul style="list-style-type: none"> 31-32 57-58
 5 GENDER EQUALITY Gender equality	<ul style="list-style-type: none"> Gender balance assessment, roadmap & activities to reduce any remaining form of gender inequality 	<ul style="list-style-type: none"> 36-39
 8 DECENT WORK AND ECONOMIC GROWTH Decent work & economic growth	<ul style="list-style-type: none"> All positions paid equal or above minimum local hour wage Code of conduct 	<ul style="list-style-type: none"> 30 49
 10 REDUCED INEQUALITIES Reduced inequalities	<ul style="list-style-type: none"> Impact Sourcing Model > Impact Hiring Investments in local communities through Think Human Foundation for inclusion & educational programs 	<ul style="list-style-type: none"> 16/37 56-57
 11 SUSTAINABLE CITIES AND COMMUNITIES Sustainable cities & communities	<ul style="list-style-type: none"> Impact Sourcing Model > Impact Employment Greenhelp Program 	<ul style="list-style-type: none"> 16 43-46
 12 RESPONSIBLE CONSUMPTION AND PRODUCTION Responsible consumption and production	<ul style="list-style-type: none"> Greenhelp Program 	<ul style="list-style-type: none"> 43-46
 13 CLIMATE ACTION Climate actions	<ul style="list-style-type: none"> Greenhelp Program 	<ul style="list-style-type: none"> 43-46
 17 PARTNERSHIPS FOR THE GOALS Partnerships for the goals	<ul style="list-style-type: none"> Partnering with suppliers, clients, local NGOs on our People, Planet, Progress and Think Human Foundation 	<ul style="list-style-type: none"> 16 43 53 55-60



Covid-19:

our 2020

highlights

06



Covid-19: Our 2020 highlights

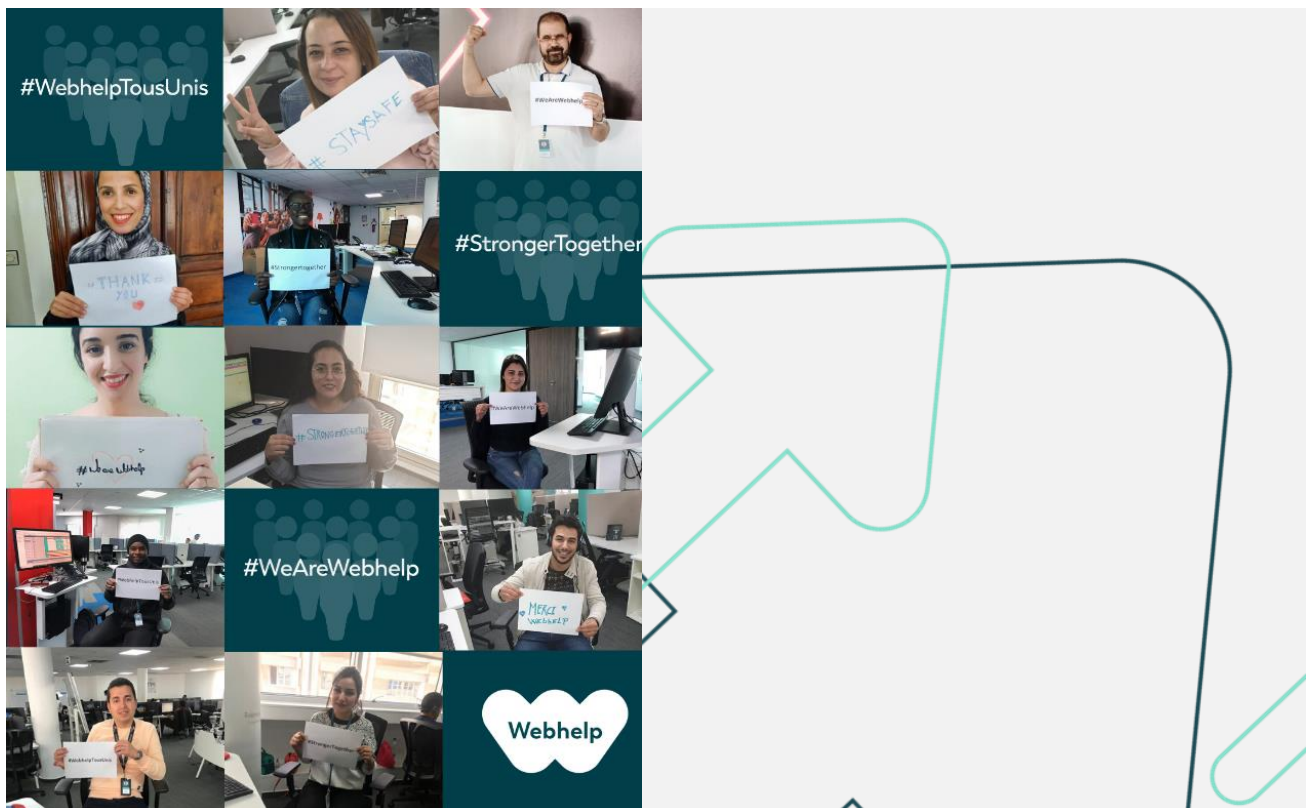
In 2020, we experienced an unprecedented time of disruption and uncertainty. From individuals to families, to companies, we have all been impacted by the effects of the virus. We recognize that the global landscape faced by all businesses has changed due to the current crisis caused by the Covid-19.

Our playbook in the face of these challenging times has remained the same since March 2020: protecting our colleagues from the virus and protecting their jobs by protecting our business and our clients. Our response to the Covid-19 crisis has ensured the continuity of our business for our people, our clients and their customers.

That is why it has been of utmost importance to us at Webhelp to ensure that we responded quickly, appropriately and in an agile way to the changing environment in which we operate as one of the world's leading Business Process Outsourcing companies.

With, at the time, over 55 000 people operating in 40+ countries, we were shouldering a huge responsibility in ensuring business continuity while at the same time prioritizing the health and safety of our people. Mitigating the risks to our people and company has been a top priority and we have moved quickly to adapt the way we work and operate to make our company stronger for the future.

All of these mitigating initiatives have been implemented in complete alignment with our company's culture pillars and vision of making business more human.



6.1 Ensuring the health & well-being of our people

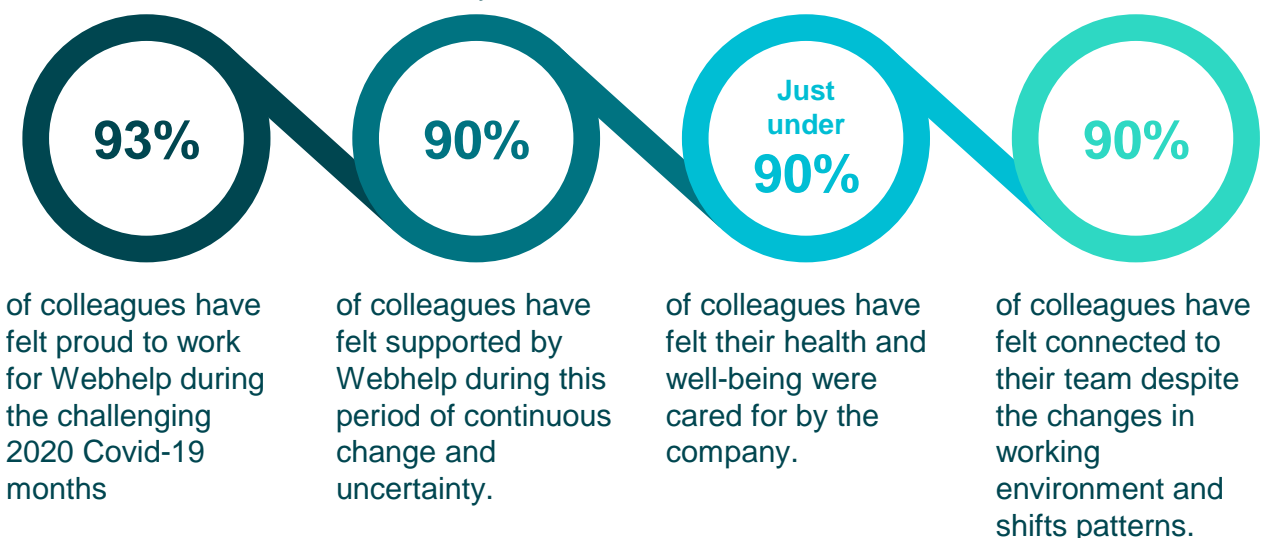
At Webhelp, we know that beyond anything, it is our people who make us who we are and allow us to offer our clients and their customers great service. At peak, more than 40.000 Webhelters were working from home in 2020, more than 70% of our workforce.

We were facing an unprecedented situation, which required that we took an exemplary citizen's approach to protect the most vulnerable people and to do everything we can to limit the spread of this pandemic.

Beyond being responsible for the health & safety of our workforce, it is also the health and safety of the communities they live in that was at stake. Therefore, our first priority has been to protect the safety of our people by leveraging all the options available to us, while also strictly adhering to the guidelines set out by the World Health Organization and the applicable local Governments' regulations.

Strict protocols have been put in place providing important guidance to our people, our management and our clients across our regions, whether our teams are in a work-from-home set up or on site. Our Group Protocol, Site Leader Brief and Client Briefing have been constantly updated as and when the situation was changing with a huge focus on communications, using every channel available to us to engage with our people and our clients.

Through our agile teams, we have been responsive in mobilizing all options available to us by adopting a unified global approach to the challenges we face, while leveraging our local experience. Our ability to identify, solve and view challenges as opportunities has reformed our way of working. The quick response of all our teams, including IT and Facility Management, has enabled us to continue to deliver our services in a safe environment for our employees. This has meant implementing increased hygiene protocols, work-from-home or working remotely at scale in all our geographies where applicable or practicing the social and spatial distance guidelines to safeguard our essential workers for the activities of our clients that are deemed as essential locally on some of our sites.



6.2 Ensuring business continuity for our clients

We put our clients at the heart of everything we do and this means working in partnership with them to ensure that we create and quickly implement solutions that fit each client in addressing the specific challenges they face - disruption, channel shifts, increased demand - but also remain compliant with all regulatory and data privacy requirements. Building trust and maintaining that trust with our clients is paramount in the resilience of our business.

We have kept in constant contact with our clients to anticipate their needs and address their challenges whether that be work-from-home or on-site while complying with all safe health and safety requirements.

Together, we have created solutions through a partnership approach that consistently brings a game-changing way of working while mobilizing the strength of all our people.

Times of crisis require swift decisions and action. That's exactly what we did, we took bold moves to make things happen and happen fast. We have been primarily focused on managing the disruption through an established Command Team who had the mandate to coordinate all actions and decisions in the Group.

On the delivery side, we have developed specific training on work-from-home / remote working operations and have trained our managers to ensure they adapt to the new way of working while delivering our WOW Operating Model smoothly. We have also reviewed our security and data privacy practices to adjust to the new working environment and offered the best protection for our clients and their customers.



6.2 Ensuring business continuity for our clients

Webhelp Business Continuity Plan Summary, facing the Covid-19 pandemic

Governance:

Adapting our governance, protocols, and guidelines to make quick decisions and proactive plans.

Legal & Compliance:

Constant monitoring of the compliance of our actions in the best interest of our stakeholders, our people and clients.

Communication:

Leveraging all the tools available and developing new channels to ensure our people are informed, engaged and reassured.

IT:

Developing the technical capabilities of the company to implement work-from-home / remote working. Adapting to a new operating model, arranging back-up support and reviewing security procedures.

People:

Ensuring the safety of our people by strictly implementing the government guidelines and enabling work-from-home / remote working where possible as well as ensuring a safe return to site

Commercial:

Maintaining close partnerships with our clients that is built and sustained on trust to ensure the continuity of our services with limited disruption.

Operations:

Educating our teams on the new operating model and the steps taken to mitigate crisis. Launching support tools to enable the virtual processing of our procedures.



Think Human



6.3 Contributing to local efforts

True to our original Care activity and our desire to help our local communities with our skills during the Covid-19 crisis, Webhelters have been supporting various pro-bono interventions.

Focus on the AP-HP x Webhelp partnership for COviDOM (France)

COvi
dom

ASSISTANCE
PUBLIQUE  HÔPITAUX
DE PARIS

As of March 2020, we have offered our competences to the AP-HP, Paris University Hospital network, the largest in Europe and one of the largest in the world, through the signature of a skills sponsorship agreement.

Thanks to our experience in the public health sector, through our entity Webhelp Medica, we have made our teams and know-how available to help the AP-HP structure and manage its COviDOM remote monitoring system, an application developed by Nouveal e-santé. This application enables remote monitoring of patients with light forms of Covid-19 who do not require hospitalization, by volunteer doctors and health professionals. This is done through medical questionnaires offered once or several times a day, in addition to containment measures.

With more than 20.000 patients in March 2020 and up to 65 000 by June 2020, we have supported the AP-HP in the following areas:

- **Volunteers Digital Onboarding** - Streamlining the recruitment and qualification of ~3300 volunteers, and their registration for initial training
- **Workforce Management & Capacity Planning** - Designing volunteer resource planning processes and provision of software for individual planning of doctors or specialist workers
- **Provisioning a telephony solution** to anticipate the need for telecommuting of the crisis cell
- **Providing Advisors** to call back physicians or volunteers to verify their skills and availability
- **Assistance with a Data Analytics** team to help with management, construction of dashboards, data analysis and activity forecasting
- **Providing Webhelp's teleconsultation solution**, Helloconsult, for 8 specialties including pediatrics and cardiology.



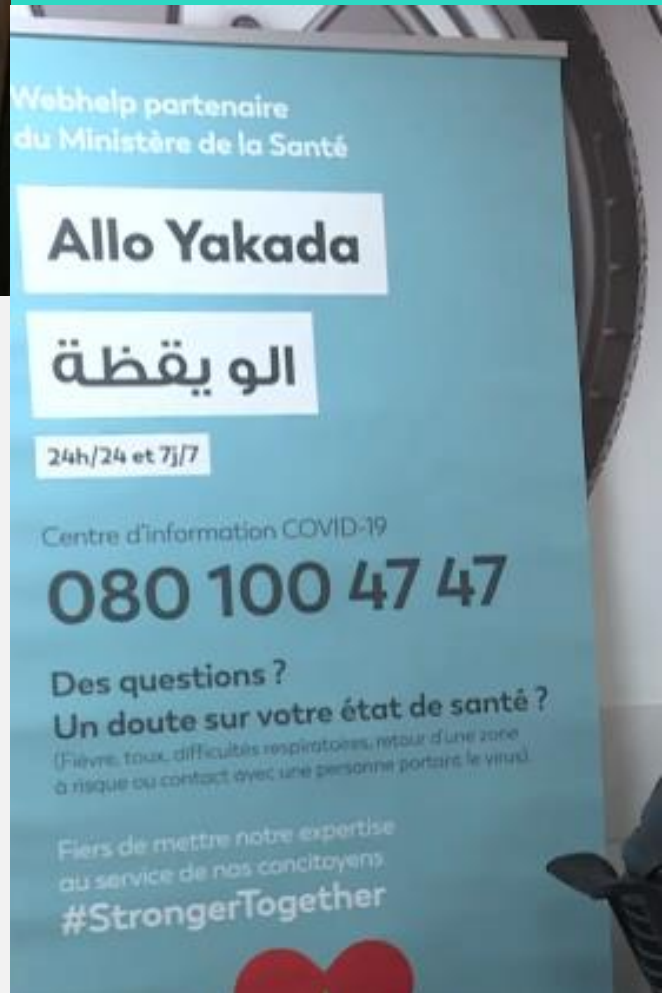
6.3 Contributing to local efforts

Support during the Covid-19 crisis took many other forms...
Thank you to all the Webhelpers mobilized throughout the world!
Here are a few examples of their achievements.



At Webhelp Barcelona, a team of volunteers has worked alongside our client HP and their 3D printing tools to create 2000 protective gear per day for the medical staff that was in desperate need of them, to help save lives.

Our Webhelp Morocco teams have offered their services to the Moroccan Ministry of Health to answer calls from Moroccan citizens regarding their questions about Covid-19, through the Allo Yakada hotline, open 24/7



2020 Awards & Recognition linked to the Covid-19 context



AEERC - Premio Estratégico a Mejor Proyecto de Adaptación al Covid-19
Webhelp Spain

European Contact Centre & Customer Service
Awards 2020

Most Effective Homeworking Program (**Gold**)
Webhelp UK

European Contact Centre & Customer Service
Awards 2020

Responding in a Crisis - Providing Leadership (**Silver**)
Webhelp UK

2020
ENGAGE AWARDS



Best Partnership Solution during a crisis (**Gold**)
Webhelp UK

2020
ENGAGE AWARDS



Most Effective Homeworking Program (**Silver**)
Webhelp South Africa & UK



People

07



People

Making business more human and being a people-first company mean that we take care of our people and actively commit to building a diverse and inclusive company in all its aspects, including supporting our communities and placing emphasis on the success of our Webhelpers from all backgrounds.

We recognize that our Webhelpers are at the core of our business. Therefore, ensuring their skills development, their recognition, their health and well-being and the support they need in their day-to-day is vital for the development of our world-class delivery.

We understand that the key to delivering end-customers a great, personalized and lower-effort experience is to make it easier for our front-line colleagues to deliver that great service and ensure they are happy, engaged and satisfied.

Webhelp is a place where each and everyone of us has an opportunity to develop its personal competences and support the collective development of the company. Equality of treatment, respect for each individual and a safe & healthy working environment are three fundamental principles that underlie Webhelp's organization.

In all countries where we operate, we support and are committed to respecting internationally recognized Human Rights standards.

UN Global Compact Report Principles

- Principles 1, 2, 3, 4, 5, 6, 7, 8, 9

SUSTAINABLE DEVELOPMENT GOALS



2020 Key Labor Metrics

83%

full-time contracts

16%

temporary contracts

74%

of Webhelpers would recommend Webhelp as a place to work (Your Call 2020 – over 45 000 respondents)



7.1 Career development & evolution

At Webhelp we truly believe our Webhelpers are our biggest asset and by looking after them, they look after our customers.

We aim to stand out as an employer who invests, recognizes, rewards and engages their people every day and we believe we have designed a journey that puts our people at its core.

Our training path at Webhelp

comprises 4 main elements:

Integration

Training



- Dedicated to all new employees
- Allow homogenization of knowledge level between employees
- Transmit group's values
- Allow bonding relationships between employees

Client's

Initial Training



- Initial and in-service training specific to the Client's project: services, products, processes, applications, reporting and targets
- Training to Customer Service Management

Management

School



- Dedicated to new promoted employees and confirmed managers through training path delivered over time (path for Team Leaders, Project Managers, Trainers, ...)
- In some occasion, preparation before promotion in order to accelerate the upskilling

Ongoing &

specific Training



- Dedicated to all employees
- Includes different modules delivered according to the job and employee's needs
- Sales and soft skills training

We have developed a wide variety of learning methods from in-class training, individual coaching, e-learning, video training and even learnscape, with groups of Webhelpers creating support material and sharing knowledge on certain projects or job topics such as the Know How sessions.

7.1 Career development & evolution

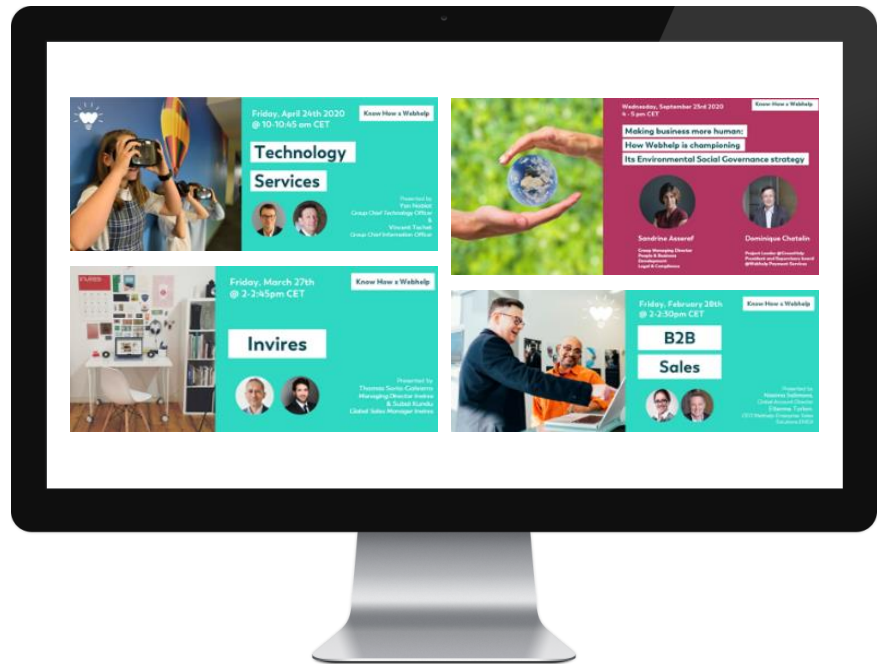
Focus on Know How sessions

A 2020 L&D innovation

Given the broad range of activities that Webhelp delivers for its clients, we felt it was necessary to equip our Managers and Support Functions with knowledge from our experts on what Webhelp has to offer to the market.

These 1-hour virtual Town Hall sessions are prepared, animated and moderated by our own Webhelpers, with regular interventions of our very own clients or partners.

With at least 1 live session a month, up to 300 participants across the world, an open Q&A session and a replay always being available, we continuously look to best train our teams.



2020 Key Performance Indicators

1 000 000+

hours of Webhelp training given to our Advisors

12

Know How sessions organized since January 2020

50%

of our Non-Advisor positions are filled in internally



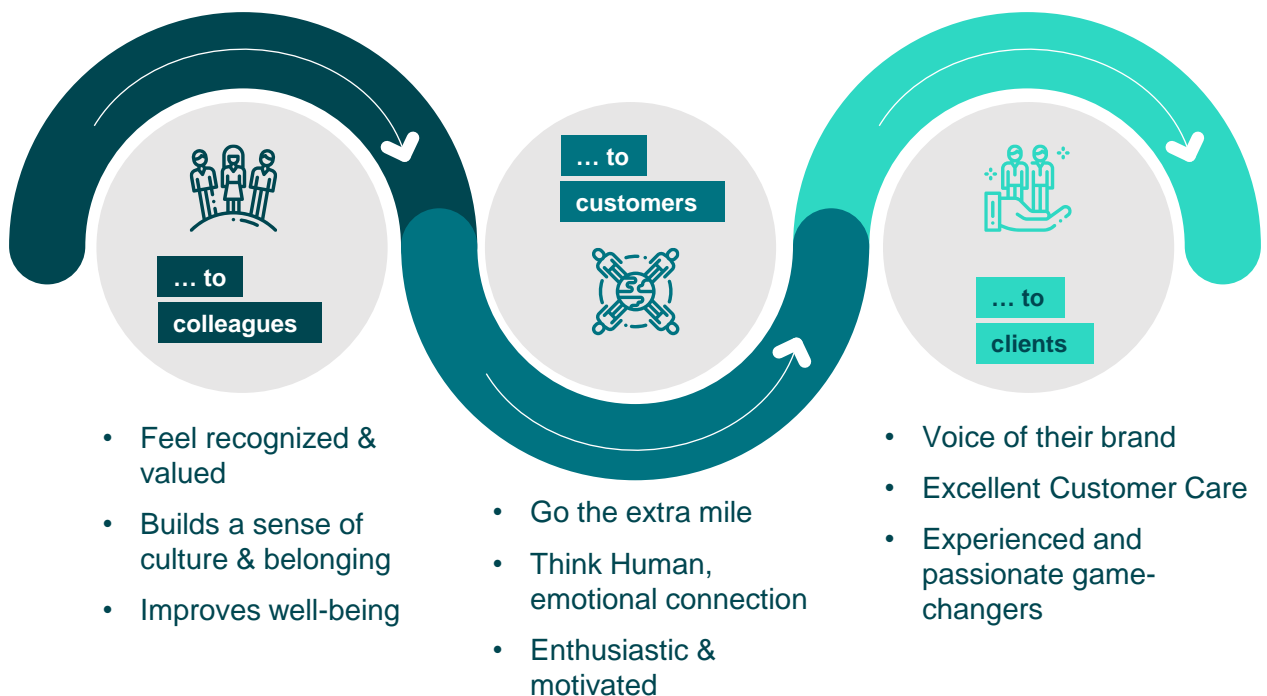
7.2 People Engagement

HC³ - our approach to People Engagement

For us, Happy Colleagues means Happy Customers who will turn into Happy Clients. It's our HC³ formula.

It may seem obvious to many businesses, but we are proud to say that our significant emphasis on Think Human within Webhelp is felt by our people and appreciated as the annual Colleague Survey, Your Call, demonstrates. In 2020, our Advisors rated every single question as having improved since 2019. Our 2020 Your Call action plan focuses on colleagues' well-being, career development and continuing to showcase our great culture.

Why People Engagement is important...



2020 Key Performance Indicators

77,7%

Participation rate to Your Call 2020 (+ 4,2% vs 2019)

3.93 / 5

Your Call Engagement Score (+3.9% vs 2019)

2020 Awards & Recognition

Webhelp Braga

for the 2nd consecutive year



7.2 People Engagement

Our People Engagement Programs

As a Think Human company, we are passionate about putting our people first and designing initiatives that encourage our colleagues to enjoy every day. Our Global and Local People Engagement programs are organized into the 4 main categories presented below.

Recognition

- Advisor's Day
- BRAVO
- Webhelp's Talent Competition
- Star Awards
- #WeAreWebhelp



WebHEALTH

- Mental well-being
- Physical well-being
- Nutrition
- KM Challenge
- WebHEALTH Cookbook



Communities

- Onsite communities
- Virtual communities
- Site events
- Celebrations



Colleague Voice

- Your Call
- WOW Pulse
- Your feedback focus group
- Virtual Leaders Listening



2020 Key Metrics on Recognition

11 837

Bravos sent across colleagues through our unique BRAVO recognition internal platform

674

submissions in the 2020 Webhelp Talent Competition

Focus on Health, Well-Being & Safety

Given the nature of most of our activities, relatively sedentary and computer-facing, the health & safety of our people is of the utmost importance.



WebHEALTH

From a safety perspective, all our entities have a dedicated monitoring program to report, monitor and reduce accidents.

WebHEALTH is Webhelp's global health and well-being program designed to offer follow-up and care for our colleagues' mental and physical well-being in and out of the workplace. Through this program we encourage healthier lifestyle choices by focusing on mental well-being, physical well-being and nutrition. We continuously launch initiatives for our colleagues, as well as on-site promotion through our WebHEALTH nudges to encourage this healthy lifestyle.



7.2 People Engagement

Focus on Health, Well-Being & Safety

Nutrition

- We promote good nutritional habits because we know that they help to maintain energy levels and concentration. As a result, this facilitates in the prevention and management of chronic diseases and health issues.

Fitness

- Our regular exercise activities within WebHEALTH keep employees energetic, motivated and happy. There are several fitness clubs helping our colleagues across our sites. Our global Running Community counts more than 350 participants to date.

Working Environment

- Our working environment initiatives in WebHEALTH have huge influences on employee motivation and happiness, and how productive and efficient they can be.
- We make sure that all areas of our sites are designed in a way only to benefit our colleague's health.



Communication

- In order to implement WebHEALTH into our DNA, we strive to continuously share information and news of local and global initiatives with our colleagues.
- Additionally, we also share weekly and monthly WebHEALTH posts

Well-being

- Our well-being programs help people maintain a healthy lifestyle. This leads to lower health risks, and lower health risks lead to less chronic disease.



2020 Certifications & Recognition



Webhelp Italy



Webhelp UK & Turkey

2020 Key Performance Indicator

Your Call 2020
I feel that Webhelp cares for my health & well-being

3.67 / 5

Overall Advisors & Non-Advisors average result



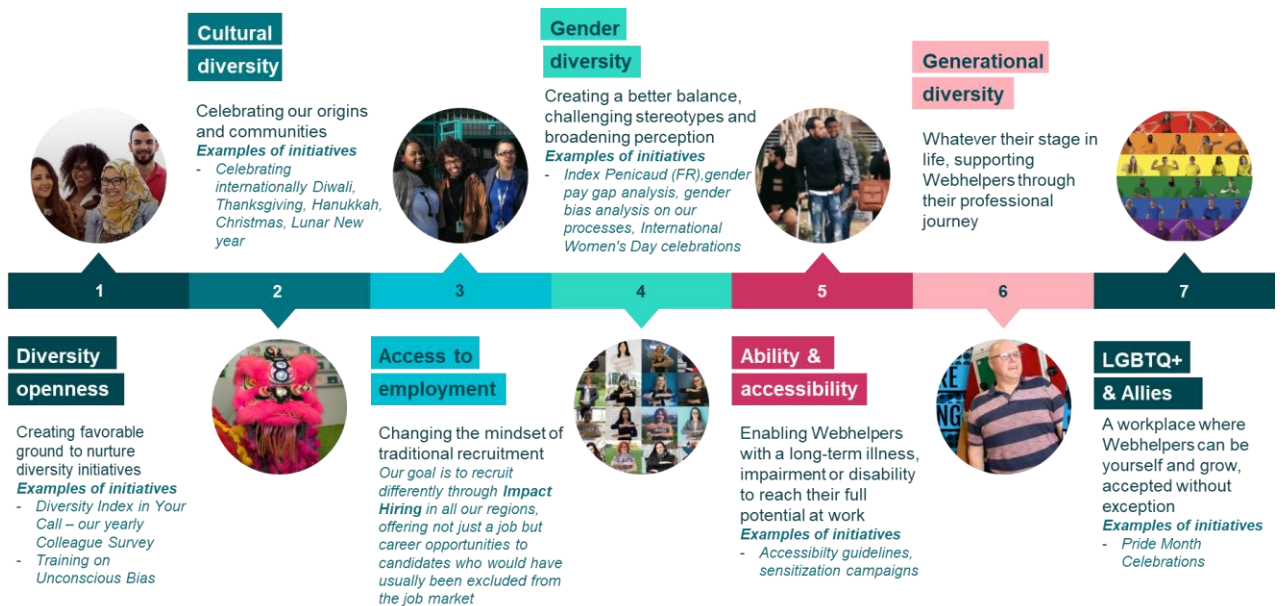
7.3 Diversity, Equity & Inclusion

Diversity, Equity and Inclusion (DEI) are three elements inseparable from our people-first approach at Webhelp. A diverse environment is an environment that challenges itself for the better. As a People-First company, our societal role is to create awareness and acceptance of diversity in the workplace. Only companies can have such an impact with millions of employees throughout the world. We, as a company, are committed to driving change.

Actively promoting inclusion in Webhelp is about creating a ground where each person can be proud of who they are and feel encouraged to express it and to nurture it. Through equity, we ensure that everyone has access to the same opportunities. Equity & inclusion enable engagement, innovation and humanity.

They also mean we can better understand and relate to consumer needs and thus placing our clients at the heart of our actions, create outstanding experiences for them. As passionate game-changers, we will never settle for the average and are committed to pushing the boundaries of diversity equity and inclusion. For our colleagues, our clients, our partners and communities, we exist to make business more human and striving to ensure that all enjoy every day.

Our DEI Roadmap



Focus on Diversity Openness

- For the first time in 2020, we have introduced a measure of the perception, by the Webhelpers, of our Diversity, Equity & Inclusions actions. We are very pleased to say that this question scored in the top 3 answers over more than 20 items.

Feedback from Your Call 2020:

“We should continue to work together to support cultural diversity, gender, age or color. That's why I'm proud to work for Webhelp.”

One of our Webhelpers

2020 Key Performance Indicator

Your Call 2020
I feel that Webhelp supports Diversity and Inclusion

4.03 / 5

Advisors
average result

4.06 / 5

Non-Advisors
average result



7.3 Diversity, Equity & Inclusion

Focus on Cultural Diversity

- True to our cultural pillar of “Strive to Enjoy Every Day”, we relentlessly celebrate our cultural heritage and the one of our fellow colleagues, every week of the year.



Thank you for the Ramadan update on the intranet. This is the first time that a company I work for has issued something like this for Ramadan and genuinely a heartfelt thank you from me.



One of our Webhelpers

2020 Key Metrics

140

nationalities
represented
across the
group

11

nationalities
represented in
the **Executive**
Committee

10

cultural
days
identified for
international
celebration
throughout
the year (in
addition to
countries'
National
Days)

Focus on Impact Hiring

What is Impact Hiring?

Impact Hiring is an inclusive employment practice through which companies intentionally hire and provide career development opportunities to people who otherwise have limited prospects for formal employment. This practice has an extended impact, from the impact workers hired to their communities. **Given the nature of this impact, Webhelp has decided to set Impact Hiring as a strategic priority for the Group and all its countries in 2021.**

Key characteristics of Impact Hiring:

- Proactive approach
- Offering a career path, not just a temporary opportunity
- Going beyond the traditional sources of recruitment
- Targeting an untapped talent pool

In 2020, our main Impact Hiring workers come from categories such as disadvantaged youth, workers with disabilities, migrants, refugees & asylum seekers, single parents from a disadvantaged background, women looking for a career come-back. We work in partnership with local NGOs and associations such as Harambee in South Africa or Migracode in Spain, who have a very good knowledge of the local job market challenges and have created for years connections with future recruits.

2020 Key Performance

Indicator

1283

Impact Hiring Recruits tracked in 2020 (scope: Region France, Turkey, Spain, UK Region)



7.3 Diversity, Equity & Inclusion

Partnering with Migracode to open new career

opportunities – A testimonial from Jorge (Webhelp Spain)

“Hello, I’m Jorge! I’m a blessed man, I have a wonderful wife, baby son, and a daughter. I went to an engineering university in Colombia and achieved an Industrial engineering degree but due to the local situation, I had to move to Spain with my whole family, struggled every day to support them and living by an everyday miracle. It was in a town-hall office where I spotted a flyer from Migracode. I was so excited to have this great chance to learn digital skills for free! After 8 months of hard online coding I was so happy to finish my boot camp, but even happier when participating in a job fair where I could meet Webhelp, not just to have a good chance to get connected, but it was even more amazing when I was invited to participate in a real interview. I was even absolutely amazed when after the hiring process I received a call and a mail telling me congratulations and welcome to the community! I am so thankful for this opportunity and so glad to improve my skills and apply for a coding role in the future.”



Migracode is the first code academy for refugees and migrants in Barcelona: open access, powered by volunteers and in collaboration with the tech and nonprofit sector. Discover them here

Why practicing Impact Hiring?

To become everyone’s opportunity on the job market.

- We partner with our clients to design, build and scale customer journeys, from humans to humans. Our jobs often don’t require the highest diploma, even any diploma at all. They don’t require you to have all four limbs, nor that you form a biparental family. Working at Webhelp requires having a caring heart and the will to always do the best, for the clients of our clients.
- In short, working at Webhelp requires thinking and acting human. On the job market, biases and stereotypes, artificial barriers and one life’s challenges unfairly prevent individuals from aspiring to career opportunities. At Webhelp, we are everyone’s opportunity. Because we know that inclusion in the broader society starts with inclusion in the job market.
- **Ability is nothing without opportunity. Potential is nothing without a possibility.**
- **Through Impact Hiring, we aim at reaching out to the broadest talent pool to work for Webhelp and on behalf of our clients. We intentionally unlock unfair obstacles on the job market for those who otherwise would have limited prospects for formal employment and create the conditions of a successful career development for them.** Our ambition: transform our recruitment and career development processes in all Webhelp locations through impact hiring. Our Goal: become everyone’s opportunity through established impact hiring initiatives in each country where we operate.

To succeed in the approach, we have defined our roadmap to 2025

- In 2021, we aim that globally, **5% of recruits** are coming from Impact Hiring initiatives
- In 2023, we aim that **each existing country** where we have an office has developed Impact Hiring initiatives
- In 2025, globally, we aim that **10-15% of our recruits** are Impact Hiring recruits and their retention matches the average of the Webhelp location



7.3 Diversity, Equity & Inclusion

2020 Awards & Recognition



Trade and Investment Award - For commitment to investment and creation of employment in the Western Cape

Webhelp South Africa

Partnerships

From ...

...To



Focus on Women

- With regards to career development, the Group is committed to enabling more women in managerial positions. Indeed, despite a general balance overall with 55% women in the group, we ambition to do more when it comes to supporting women's career progression within our company. We are currently defining adapted actions to ensure a more equitable balance for careers in leadership.



2020 Key

Metrics

55%

of all Webhelpers are women

33%

of our senior leadership are women (top 123)



“ Equality at Webhelp isn't a word but a concept that we carry in our hearts. We know equality makes us more innovative and competitive. That's why we strive towards making Webhelp a home for equality. Because that's precisely how we win. ”

Helena Guardans I Cambó, President Spain



“ Equality is ensuring that every individual has an equal opportunity and we make sure that is part of our culture at Webhelp. We have zero tolerance for any of gender inequality in the office, there is no such thing as a "Man's job" or "Woman's job!" ”

Celine Chan, Managing Director Malaysia & Vice President Asia Pacific



“ Equality is leveraging the power of the beautiful diversity of humankind. It is the best way to ensure the competitiveness of our value proposition, the most powerful barrier against segregation, racism and exclusion. ”

Olivier Duha, Co-Founder



“ It makes me proud that Webhelp is so truly committed to equality for women. ”

Gillian Campbell, Chief People Officer UK Region



“ To all the women at Webhelp, thank you and bravo! We can only change the world if we do it all together, beyond genders, borders and barriers! We care to make it happen at Webhelp! ”

Sandrine Asseraf, Group Managing Director - People & Business Development - Legal & Compliance

Extract from our 2020 International Women's Day Campaign – Each for Equal



7.3 Diversity, Equity & Inclusion

Focus on Generational Diversity

- At Webhelp, ensuring that we offer opportunities from a wide range of different age groups is also part of our Diversity, Equity and Inclusion Roadmap.

2020 Key

Metrics

33%

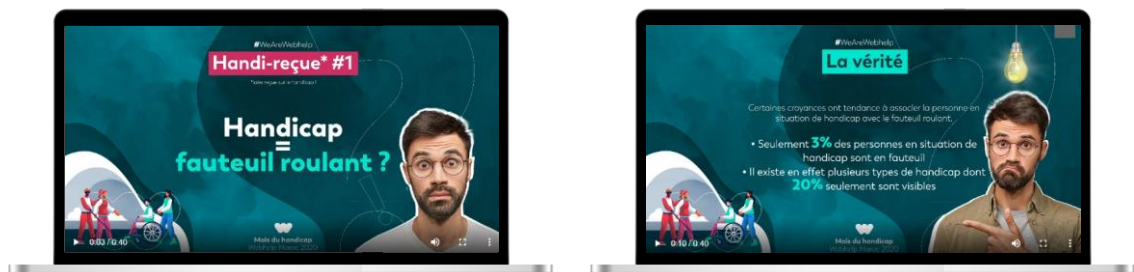
of all Webhelpers are aged between 18 and 25 years old

3%

of all Webhelpers are aged 55 years old and above

Focus on Ability & Accessibility

- Webhelp is committed to driving awareness around different abilities and make sure that our environment can meet all requirements for our colleagues to thrive and develop their career with us. Actions from our regions to continuously make our environment even more suitable range from site audits, policies, communications, training and awareness campaign.



Example of the 2020 December Different Abilities Awareness Campaign in Webhelp Morocco



Let's travel to Webhelp South Africa


- Our Teams in Webhelp South Africa are invested in an impact Hiring model to give back to our communities and to contribute to the reduction of unemployment crisis in South Africa. It's an opportunity to diversify our sourcing strategy and drive an inclusive hiring approach particularly to disabled candidates.
- In 2020, Webhelp South Africa placed 20 Learners with disabilities (from eyesight and hearing impairment to mental health and epilepsy) on a 12-month NQF Level 3 qualification in Contact Centers. The Learners get practical experience in a contact center where they are supported to complete their portfolio of evidence. They get constantly engaged with their Webhelp Skills Development Facilitator. They have an opportunity to then be absorbed into full-time employment with Webhelp South African.



7.3 Diversity, Equity & Inclusion

Focus on LGBTQ+

- Every year during the month of June our LGBTQ+ communities across the world mark Pride with various events held to raise awareness, promote positivity and recognize the influence and contribution of the community to society.
- June 2020 marked the 50th anniversary of annual LGBTQ+ Pride traditions with the first pride march in New York in June 1970, one year after the Stonewall Riots.
- Due to Covid-19, many Pride events around the world have been cancelled or postponed however we continued celebrations online, sharing many historical role models of the community.

LGBTQ+ game-changers 

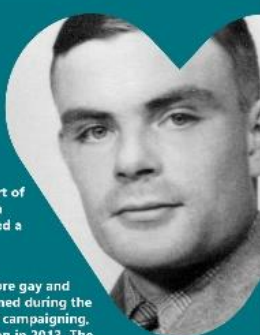
Alan Turing
(1912 – 1954)


His legacy changed our futures

Despite his pivotal role in the development of computers, and helping to reduce WWII by 2 years, Turing's achievements were previously never fully recognised due to his sexuality.

After being accused in court of gross indecency for being a homosexual, Turing suffered a chemical castration.

After this, around 1,000 more gay and bisexual men were imprisoned during the 50s. Following a lifetime of campaigning, Turing was granted a pardon in 2013. The same pardon has been extended to all men in 2016 who had been convicted of homosexual offences.







Thank you for the ongoing diversity and inclusion drive.

Representation matters and I'm happy that we are focusing on the LGBTQIA+ community as much as we do that of other communities

A massive thank you from me!



One of our Webhelpers



Planet

08



Planet

Making business more human means that we take care of the world we live in, as mutual respect between our planet and the humans that enjoy living on it every day. We take care by changing the way we go to work, how we power our premises and the way we consume resources in our offices, between others.

We believe that economic growth and environmental sustainability go together. We want to lead by example by designing an operating and facilities model with high sustainability standards.

Indeed, climate change is no longer a threat: it is here and is already impacting millions of citizens worldwide through droughts, floods or wildfires, just to name a few of the natural disasters taking place before our eyes.

The Webhelp Group and its 50+ countries are therefore committed to play their part in minimizing and even when possible eliminating our environmental footprint. In 2019, we initiated a roadmap aligned with the Paris Agreement (COP21) to support the goal of limiting global warming to 2°C.

UN Global Compact Report Principles

- **Principle 7:** support a precautionary approach to environmental challenges
- **Principle 8:** undertake initiatives to promote greater environmental responsibility
- **Principle 9:** encourage the development and diffusion of environmentally friendly technologies

SUSTAINABLE DEVELOPMENT GOALS

11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



2020 Key Performance Indicators

88,3
KtCO₂e

estimated 2020 total carbon footprint (Full scope 1, 2 & 3)

1,5
tCO₂e

estimated 2020 carbon footprint per employee (Full scope 1, 2 & 3)

-19,3%

reduction of our carbon footprint per employee vs 2019 (scope 1, 2 & 3)

14%

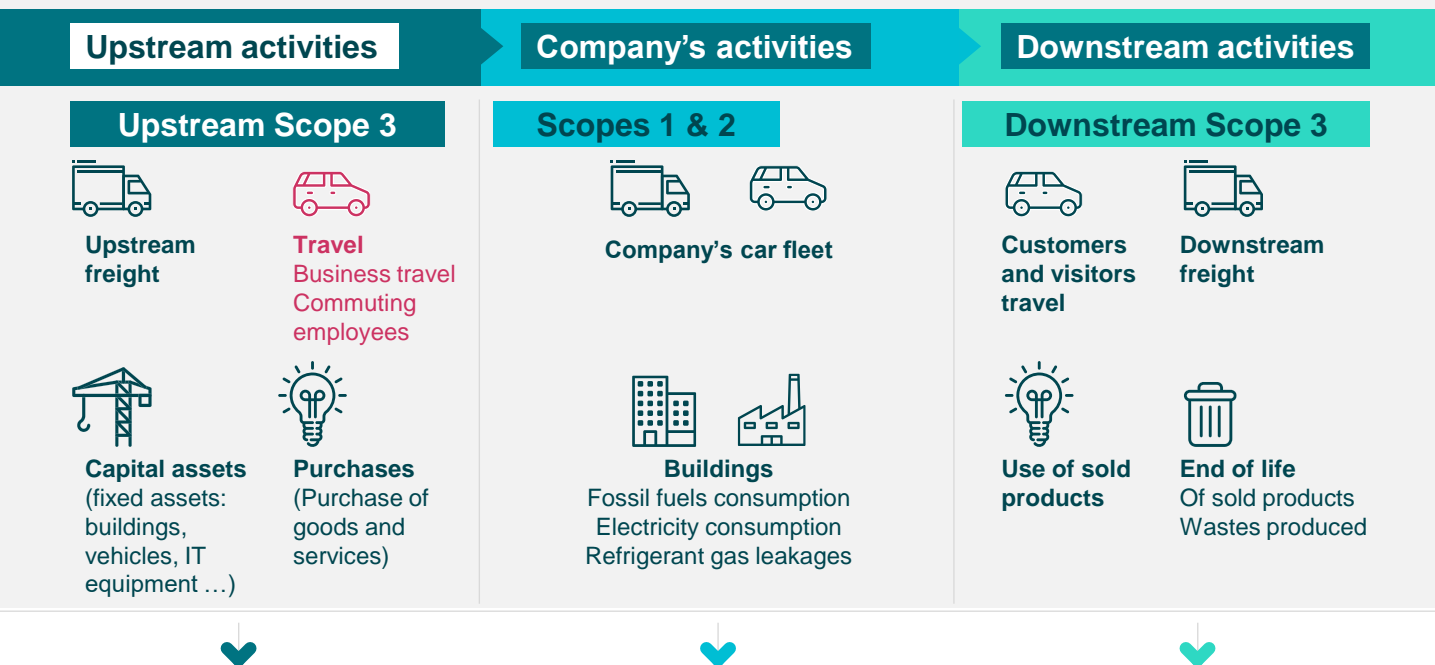
of our production sites were using renewable energy as of Dec. 2020



8.1 Our methodology

While many actions to reduce our carbon footprint had already been launched within our countries, locally, sometimes even since 2013, we have initiated at the Group level a wider plan in 2018 called “Greenhelp”. On each of our 140+ production sites, a Greenhelp local ambassador has been appointed to implement our methodology “Measure, Commit, Act & Report”. With the support of Carbone 4, a leading consulting firm specialized in low carbon strategy & climate change adaptation, we have started to evaluate our carbon emissions on all our sites in 2019, in all transparency, as we assess scope 1, 2 and 3 entirely.

Main sources of emissions of a carbon footprint



Methodology and sources used are based on the Greenhouse Gas Protocol, developed by the WRI and the WBCSD.

Greenhelp's priority is to reduce our carbon footprint by 4,3% (per employee and on all 3 scopes) each year to limit global warming to 2°C in line with the Paris Agreement and the Science-Based Target Initiative. We have put in place since 2019, a solid methodology aiming at reducing our carbon emissions by following these steps:

1. Measure

Yearly, our local Greenhelp ambassadors assess the carbon footprint of our production sites and of our work-from-home colleagues.

2. Commit

We adopt local emissions reduction targets – our global objective is to reduce our carbon footprint by 4,3%.

3. Act

We design an action plan adapted to our local entities. Once the local results are available, the Greenhelp community agrees on a specific action plan that will enable them to reduce their carbon footprint.

4. Report

We report our results through our internal governance instances, as well as externally through our Global UN Compact Report, to demonstrate our commitment to continuous improvement in our practices and performance.



8.2 Breakdown of our 2020 carbon footprint assessment

Scope 1

- Natural gas consumption
- Air conditioning (refrigerant fluids)



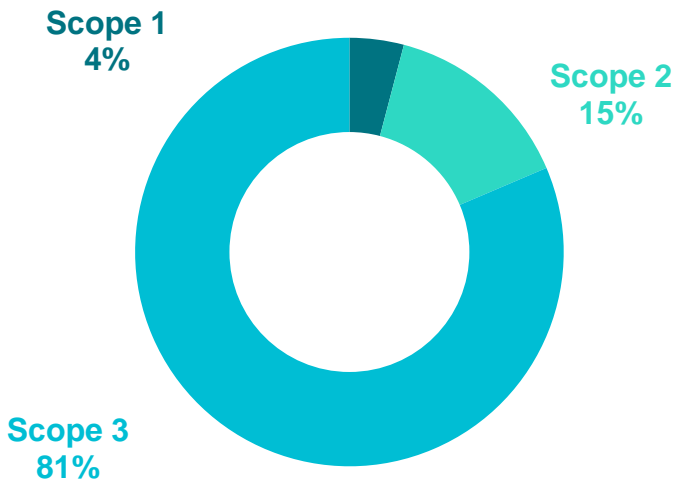
Scope 2

- Electricity consumption
- Heating network consumption



Scope 3

- Capital goods (IT equipment, buildings)
- Commuting & Travel Business
- Purchases
- Waste



2020 Certifications & Recognition



Webhelp UK &
Webhelp
Turkey



Webhelp UK

We are conscious that the COVID19 crisis has incidentally helped to reduce our carbon footprint in term of scope 1 and 2 with many production sites being closed for more than half of the year, as well as in our scope 3 with less commuting and travels for instance. However, it is worth noting that in all transparency, our 2020 assessment does take into account the electricity consumption of our employees working from home.

As of June 2021, we are currently validating our future Greenhelp roadmap with targets to continue reducing our carbon footprint in line with the COP 21.



8.3 Highlights of 2020 global & local initiatives

11 SUSTAINABLE CITIES AND COMMUNITIES



Shared commuting transportation

- **Romania:** night shift cabs are now shared with **3 Webhelpers instead of 1**, reducing the commuting footprint.

Facilitating Safe Bike Parking On-Site

- **Webhelp Medica (France):** we cleared out a cluttered office space to provide **4** bicycle parking spaces inside our premises.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



Sustainable consumption

- **Italy:** we replaced **100%** of our plastic bottles with paper bottles and water dispensers.
- **Sweden:** we systematically use a digital signing tool and digital-only invoices (in and out), lowering our CO2 footprint **by 2,4 tons**.
- **France & UK:** we deployed AVOB SaaS solution to optimized 20.000 PC uptime to reduce electricity consumption.
- **WPS:** we reduced digital files stored by eliminating old ones and reducing email storage.
- **WPS:** we reduced paper by migrating customers to electronic invoicing. As of today, 81.7% of 808.000 invoices are now electronic, eliminating printing and international transport of paper invoices.

Monitoring of our waste generation

- **Turkey:** we launched the “No more invisible traces” initiative, a project to support **285** colleagues in Izmir to reduce their home carbon footprint while working-from-home; from March to December 2020, it helped reduce **11 810 tons of CO2** from reduced electricity consumption.

13 CLIMATE ACTION



Biodiversity

- **France & UK:** we maintain beehives on 3 of our sites, hosting more than **360 000** bees which are key to the pollination process.

100% of our sites monitoring their sustainability actions

Monthly Communications campaigns on sustainability to all Webhelpers

Reforestation Projects

- In December 2020, Webhelp donated to One Tree Planted to plant **1,113 trees** across the 6 continents where Webhelp is located, 21 trees per country to celebrate the entry to the new year.

Certifications

- UK & Turkey Region: **ISO 14 001** (Environment) & **ISO 5 0001** (Energy)



Progress

09



Progress

Making business more human means that we respect and believe in human integrity by committing to high ethical standards vis-à-vis ourselves and others, through our Code of Conduct, respect of data protection rules, anti-corruption processes & tools as well as in the expectations we have towards our clients and suppliers consistently. Integrity has been at the heart of our values since the beginning of Webhelp.

Webhelp is committed to winning business and selecting suppliers through fair, honest and open competition in the marketplace and is intolerant of bribery or any other form of corruption.

Webhelp maintains strict compliance with anti-bribery and anti-corruption laws applicable to its businesses and operations around the world.

UN Global Compact Report Principles

- **Human Rights** – Principles 1 and 2
- **Labor** – Principles 3, 4, 5 and 6
- **Anti-Corruption** – Principle 10

SUSTAINABLE DEVELOPMENT GOALS

8 DECENT WORK AND ECONOMIC GROWTH



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



2020 Key Performance Indicators

63%

Of our employees trained on GDPR in 2020

9

whistleblowing concerns raised in 2020 through PhonEthics out of which none has led to further investigation (Oct.-Dec. 2020)



9.1 An updated Code of Conduct & whistleblowing platform

Since the creation of Webhelp in 2000, the responsibility of leading the development of our growing company in the right way has never ceased. As we grow, our Code of Conduct is a concrete answer to making the right decisions for us all. We all know that it takes years to build a reputation and that one bad decision can ruin it. This is why we have implemented a zero-tolerance policy: any employee who is found after investigation to have violated company policy will be sanctioned. Every day, we continue to build an enduring company and our commitments towards Integrity and Progress support the sustainability of our Group.

In 2020, aligned to our new brand platform and cultural pillars, we have updated the Code of Conduct that can be found [here](#) (in 11 languages). The e-learning training on our Code of Conduct is a requirement of our induction training for all Webhelpers.

Strengthening our Speak-Up Culture

At Webhelp, we want to make sure that all ideas and concerns are heard and recognized. True to our belief that everyone should feel welcome to have their voice heard, thus fostering a Speak-Up Culture that can truly serve all of us.

Why nurturing the

Speak-up culture?

- Protect employees, Webhelp, customers and other stakeholders
- Create an environment where we can live our values
- Transparency
- Protect our reputation
- Something wrong?
Do you feel it doesn't comply with our values and our code of conduct?



How to make the speak up

culture live?

- Tone from the Top and Tone from the Middle
- A right and responsibility for each employee
- Employees never left feeling isolated
- Business hears concerns and ideas early – both protecting and enabling
- Protection of the whistleblower through an anonymous option and no retaliation



9.1 An updated Code of Conduct & whistleblowing platform

What is new

with PhonEthics?

We believe in People, this is why one of our main values is “Integrity” and we lead with a People-First culture.

We do not accept any behavior that would infringe on our Code of Conduct principles and we have a zero-tolerance policy for improper behaviors. We strongly encourage the Speak-up Culture within our group of companies to protect ourselves, each other and promote our values.

When an employee or an external stakeholder is concerned or suspects selflessly and in good faith that a breach of the Code of Conduct and/or applicable law has occurred or will occur, these suspicions may be reported through PhonEthics, now supported since 2020 through an external whistleblowing platform: the BKMS® System.

Thanks to this platform, new features are available such as:

- Connections and contents are encrypted
- Anonymous option
- Both our Webhelp employees and external stakeholders (such as suppliers or customers) can voice concerns.

We then ensure a fair process in the case of an investigation, respecting the principles of confidentiality and presumption of innocence. All information communicated will be shared only with the persons who have a legitimate reason to know about the report, either to ensure the concern is handled and/or the appropriate steps are taken.

PhonEthics: www.bkms-system.com/phonethics



9.2 Cyber & Data Security

In 2020, Webhelp opted to pursue global ISO 27001 alignment and compliance.

Hence, we are adopting a set of criteria in the form of information security management system requirements and control objectives, based on cyber-intelligence and best practice risk management.

We use these criteria as the basis to determine what we should be doing to manage information security, and the flexibility and agility to when it comes deciding how.

This allows the information security function to be proactive in developing, deploying, managing, and maintaining the information security program. Information security is no longer forced into a constant “fire-fighting” mode and the usual lack of efficiencies is avoided.

In turn, a proactive, defensible approach to information security yields a reduction in response effort to the rising volume of information security questionnaires that we receive from both clients and potential clients.

Data Security is a key priority of our business, whether it concerns our own, or the data of our clients, employees, our suppliers and partners in general.

Webhelp has decided to embed security, support to business growth and efficiency through a service-orientated model, providing a pragmatic, risk-based approach to managing information security risks. Such a process-based and risk-driven approach provides a mechanism to integrate information security into Webhelp’s overall risk management strategy.

Finally, in 2020, Webhelp adopted standard controls for addressing data risks:

People

- Vetting prior to hiring
- Continuous education:
 - security awareness
 - GDPR training
 - regular update comms

Processes

- Risk Management
- Incident Management
- Strict Asset Management
- Patch Management
- Vulnerability Management
- Remote Wipe functionality deployed to prevent data loss
- Active monitoring and auditing measures



Policy

- The InfoSec policy foundation, defining the framework and existing policy sets in regions to address the specific requirements, improved by adding the tailored work-from-home policy.

Products (Technology)

- Asset and Network security measures
- State-of-the-art anti-malware solution
- Network segregation mechanisms.
- Data at rest protected using Full Disk Encryption solution.
- Data in transit protected using VPN with strong encryption protocols.
- Multi-Factor authentication for all remote systems and data access.

Partner (Suppliers)

- Only selected and vetted 3rd parties, stable with a proven track record



9.2 Cyber & Data Security

2020 Certifications & Recognition



Webhelp UK, South Africa

India, Region France



Webhelp

Netherlands



Webhelp

Sweden



Webhelp UK, South Africa, India

Turkey, Netherlands



9.3 Suppliers

As a purchaser, we are very much conscious of the drive for a more positive impact we can make with regards to ESG, through our network of suppliers. For instance, in 2020, we chose to work with AVOB as a supplier to help us reduce the electricity consumption of 10.000 PCs, linking our commitments on our Planet and Progress pillars even more tightly.

In 2020, we launched a global initiative of Environmentally and Socially Sustainable Procurement that consists of 4 key areas of actions:



Train & empower Teams

to Collaborate & Learn

- The team of buyers around the countries & entities work together to embed in our day to day operational reality and customer context
- The team shares experiences and will cross-verlitize practices

Be selective & create an impact

through what we buy

- In our RFPs, selection decisions and contract considerations, we feature sustainability elements
- A bank of sustainability tender questions is being developed to support our teams

Partner with suppliers

for continuous improvement.

- In our ongoing collaboration with suppliers we target continuous improvement efforts and seek supplier suggestions and innovations

Set Day to Day Standard

through our Contracts

- Our Code of Conduct is being rolled out to our suppliers in all countries
- New contracts feature minimum performance standards

Supporting

our local

communities

10



Supporting our local communities

The Webhelp Group and its entities invest in community actions both at global level as well as local level.

We are extremely proud that our Webhelpers are a driving force of change, whatever their positions, when it comes to making a difference in their local communities, by raising funds, sharing their expertise and time and engaging on the ground with those who need it.

Their actions with local communities are split into two types of organizations, whether it is driven locally or through the structure of Think Human Foundation.



10.1 Local support to charities & NGOs

In 2020, despite the challenging situation, the support to local communities continued heavily across a broad range of areas that needed it the most. Discover below a sample of organizations supported by our Webhelpers

Health & Hospitals



Children



Malnutrition



Students



Women



Humanitarian Support



Assault Survivors



Animals



Diversabilities



Homeless



Focus on:



WOMEN ON TOP

Since the launch of Webhelp Greece, we have participated locally every year in workshops for Women's Employability to professionally empower them to ensure fair treatment in the workplace through mentoring, consulting & training. Areas of focus include Job Search, CV Preparation, Networking, Time Management. In 2020, 30 women benefitted from Webhelpers' support and involvement in such initiative.



10.2 Think Human Foundation

UN Global Compact Report Principles

- **Principle 1:** Businesses should support and respect the protection of internationally proclaimed human right (which include equality in rights, education, full development of one's personality without discrimination)

SUSTAINABLE DEVELOPMENT GOALS



In a future where 85% of the professions do not yet exist, it is vital to promote the professional absorption of young people. This must be done as early as possible, by valuing their potential and talent, to enable them to overcome their prejudices and actively choose their professional orientation with a better understanding of the business world.

At Webhelp, we strongly believe in Education and Inclusion to help to build better lives for all children and adults.

Everyone deserves accessing the opportunity for education, social connection, training of professional abilities; nothing is more important to access decent jobs and build a better future.

We want to reach out to excluded and marginalized groups of people and give them access to quality support for education and inclusion.



Back in 2015, Webhelp created the SHARED Foundation, under the aegis of the Fondation de France, with the mission of helping populations of all ages, encountering difficulties of professional integration to better prepare for employment and integrate into professional life.



10.2 Think Human Foundation

In January 2020, Webhelp & Olivier Duha, CEO & co-founder of Webhelp, determined to expand the SHARED's impact with Think Human Foundation. Think Human Foundation is an endowment fund whose main objective is to support NGOs around the world to promote education and inclusion. This objective will be achieved by supporting the initiatives of associations and social entrepreneurs through donations, skills sponsorship and equipment donations.



Our objectives for 2020-2025:

Make a local impact on Education and Inclusion everywhere we are through:

- Support to local NGOs
- Short- & Long-term commitment
- Involving all Webhelp Colleagues

Indeed, we don't just grant funds. We also provide our knowledge, business acumen, expertise and even marketing assistance, with the generous help of our Webhelpers.

Professional absorption of people of all ages, backgrounds, ethnicities, and nationalities are vital in ensuring a healthy global economy.

Our Governance

Think Human Foundation Board

In charge of approving projects and donations



Olivier Duha,
Webhelp CEO & Co-Founder



Dominique Chatelin,
Rep. DCH Conseil & Directeur Général Webhelp O2C



Sandrine Asseraf,
Group Managing Director



Helena Guardans i Cambó,
Webhelp Spain President



Vincent Bernard,
Webhelp COO



Mary Bonneaud Lagarde,
General Manager Think Human Foundation



10.2 Think Human Foundation

2020 Key Performance Indicators

8

Associations & supported by SHARED & Think Human Foundation as of Dec. 2020 with a budget of 85K€

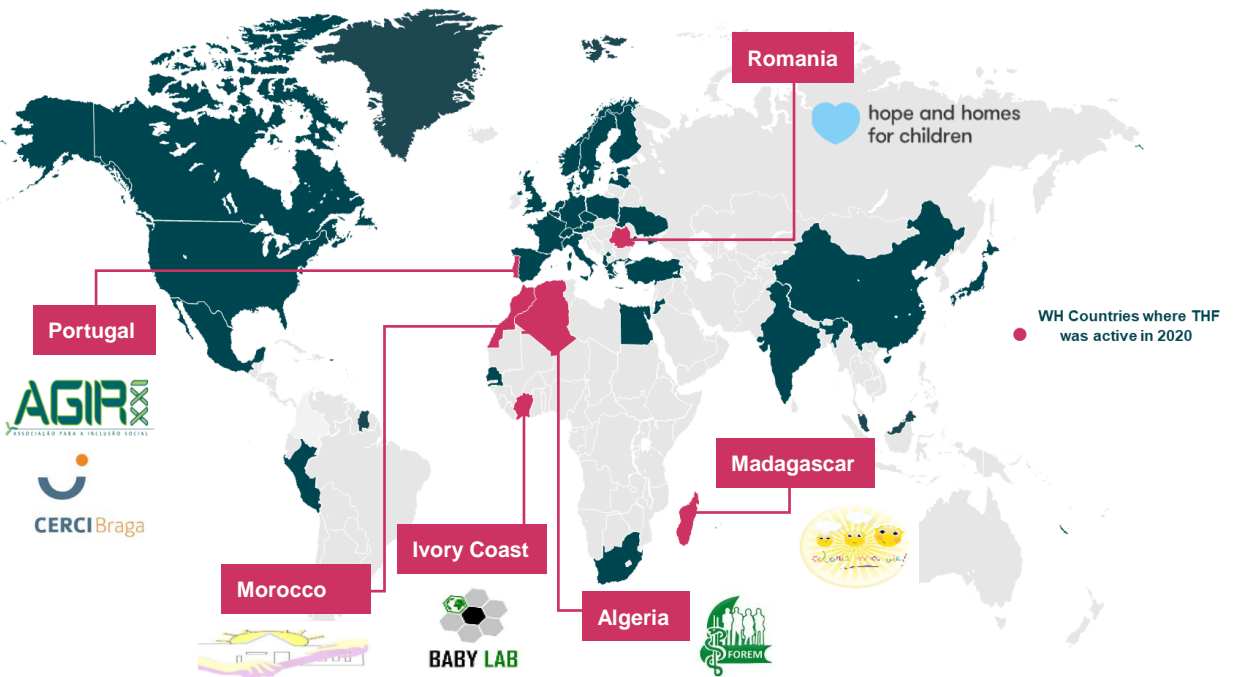
1230

beneficiaries received grants, equipment, coaching or digital training in 2020

15

Ambassadors worldwide, offering time & skills to support NGOs and coordinate local actions

Discover the associations and NGOs that Think Human Foundation and Webhelpers supported in 2020.



Read all about our support and the portraits of our volunteers on the **THINK HUMAN FOUNDATION** website

<https://thinkhumanfoundation.org>



10.2 Think Human Foundation

Supporting Colorie Ma Vie (Madagascar)



Located in Antananarivo, Colorie Ma Vie's primary mission is to provide a stable home for local children with access to food, education and a happy life. The objective is to nurture the children so they feel empowered to pursue the life of their dreams one day. Their facilities have welcomed already over 40 children from ages two to 20.

Our partnership with Colorie Ma Vie began in 2017. Initially, Webhelp's SHARED Foundation offered support for the youngest children's schooling, in addition to education funding for young adults who completed high school.

The foundation team and the children formed an instant bond and since then frequency of the visits quickly increased.

Webhelpers in Madagascar and France are eager to make the children smile by collecting and donating clothes, toys, and sanitary products.



In March 2021, SHARED and Think Human Foundation decided to partner jointly to help the children flourish and have a better life.



Supporting Timahdite's Student House (Morocco)

Founded in 1994, the Dar Talib / Taliba of Timahdite aims to empower local students by fostering a supportive educational experience. Timahdite is located at the heart of the Middle Atlas in Morocco, far from big cities. Most villages are scattered dozens of kilometers away from the local schools, making the route impossible in winter's icy conditions. For this reason, the students reside at the student home to pursue education. The goal is to prevent dropout by providing access to quality education and skills needed for a better future. With the proper education, the students can be prepared to fulfill their dreams.

As part of the "Warm Winter" solidarity action, in 2019, Webhelp Maroc colleagues collected a donation of clothes and blankets for the students.

A Webhelp employee discovered the student house when dropping off the donation. He thought – why not help these students directly? Webhelp Maroc didn't hesitate to launch support from SHARED foundation and Webhelp to



renovate the girls' building. Afterward, the next focus was on building two computer rooms, one in the girls' building and one in the boys' building.

In 2020, Think Human Foundation provided internet connection for the children's computers, granting them access to open digital education.





Think Human