



Webhelp

Gender Pay

Gap Report

2021

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Introduction

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Chief People Officer



Founded in 2000, Webhelp designs, delivers, and optimizes unforgettable human experiences for today's digital world – creating game-changing customer journeys. Its 100,000 passionate employees across more than 55 countries thrive on making a difference for the world's most exciting brands.

At Webhelp, Gender equality remains a key focus and through our executive led Diversity, Equity and Inclusion roadmap we are working to create a more diverse workforce by bringing strong representation of society into our workplace. As our business continues to grow, we want to ensure each Webhelper is comfortable being themselves, is respected, and can see how they will be successful at growing and developing their careers within Webhelp.

Our Webhelp gender pay report helps us identify, understand and address the reasons behind the numbers and in doing so reaffirms our ongoing commitment to being inclusive, fair and progressive in our approach to recruitment, development of our people and retention of our talent.

The values of Webhelp are integrity, recognition, unity, commitment and WOW. These values, along with our cultural pillars of being a people first company powered by passionate game changers are built into the fabric of our organisation and guide our global business on our journey towards gender equality.



Although equal pay and gender pay gap are often confused, they represent different metrics. Equal pay is defined as paying males and females equally for work of equal value. A gender pay gap is the difference in average pay between males and females across all roles in the organization.

Webhelp have long been committed to equal pay and closing the Gender Pay Gap within our organization and we are pleased to now present our 2021 Gender Pay Gap report.

“Our values guide our global business on our journey towards gender equality”



The **mean** gender pay gap for Webhelp is



9.4% (2021)

9.7% (2020)



We are pleased to report our mean gender pay gap has reduced to 9.4% and is significantly better than the UK national average. According to the Office for National Statistics' Gender Pay Gap Report: 2021, the average gender pay gap for 2020 - 2021 is 15.4%, which is over 50% higher than Webhelp.

The **median** gender pay gap for Webhelp is



4.6% (2021)

4% (2020)



Our results are well ahead of UK national averages and demonstrate our ongoing commitments to reducing the Gender Pay Gap at Webhelp.

The **mean** gender bonus gap for Webhelp is



24.8% (2021)

18.4% (2020)



Women

Men

The proportion of male employees versus female employees receiving a bonus is

45.7% (2021)

60.4% (2020)



Women

46.5% (2021)

57.6% (2020)



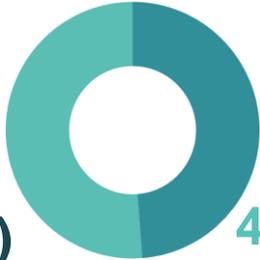
Men

The proportion of male and female employees in Webhelp

Women

50.1% (2021)

48.1% (2020)



Men

49.9% (2021)

51.9% (2020)

The **median** gender bonus gap for Webhelp is



17.9% (2021)

13.6% (2020)



Women

Men

Across Webhelp we strive to have a gender balanced workforce and are pleased to report an even spread of men and women across all roles. The proportion of men vs. women receiving a bonus is also evenly split. This year's figures include our Gobeyond Partners' consultancy business for the first time and our mean and median bonus gaps illustrate we have more to do in this area .



Webhelp: Our Pay Quartiles

Band	Female	Male	Description
  43.4% (2021) 41.7% (2020)	 56.6% (2021) 58.3% (2020)	Upper quartile Includes all employees whose standard hourly rate places them within the upper quartile (above 75th percentile)	

Band	Female	Male	Description
  51.7% (2021) 47.1% (2020)	 48.3% (2021) 52.9% (2020)	Lower middle quartile Includes all employees whose standard hourly rate places them between the lower quartile (25th percentile) and the median	

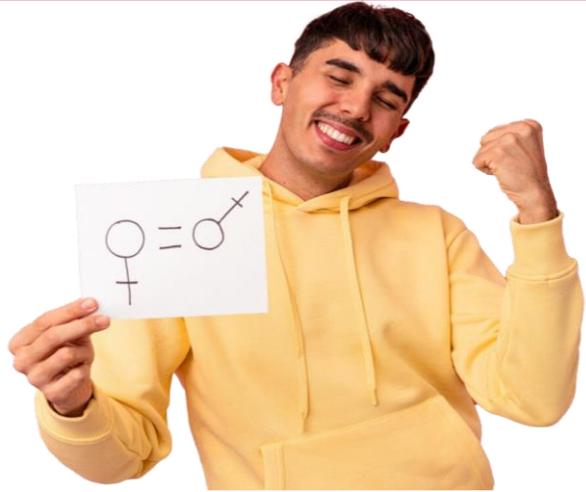
  44.9% (2021) 43.8% (2020)	 55.1% (2021) 56.2% (2020)	Upper middle quartile Includes all employees whose standard hourly rate places them above the median but below the upper quartile (75th percentile)
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  51.1% (2021) 51.8% (2020)	 48.9% (2021) 48.2% (2020)	Lower quartile Includes all employees whose standard hourly rate places them within the lower quartile (below 25th percentile)
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Our Pay Quartiles explained

Within Webhelp we are pleased with the analysis of our pay quartiles. In Bands C & D we have a higher ratio of women to men. In bands B & A, like many organisations, we currently experience an imbalance of males vs. females in some of the traditional STEM type roles. Whilst still male dominated, we are making good progress and can see an increase in the percentage of women in both of these bands this year over last.

In order to continue this positive trend, we are committed to various initiatives such as succession planning, personal development plans, attraction strategies and recruitment processes as well as launching our new graduate scheme in 2021.



In Conclusion

Webhelp is committed to the principle of diversity, equity and inclusion and driving an inclusive approach, targeting equal opportunities and equal treatment for all employees, regardless of: gender, gender identity, race, religion or belief, age, marital status and civil partnership, pregnancy and maternity, sexual orientation, family responsibility, social origin, colour, religion or social origin, conscience, belief, political opinion, culture, language, birth, part-time working, or disability.

Within our pay policy, the principle of equal pay applies to work that is the same, substantially the same or of equal value (referred to as work of equal value), regardless of gender or any other characteristics as set out above. Factors like tenure, performance, skill and previous experience are also taken into consideration. Some of the monitoring mechanisms we use are:

Monthly meetings with the Remuneration Committee consisting of members of the Executive Board Team and the People Team to

- review and formalise decisions involving pay and benefits;
- executing a formalised job grading process linking job roles and pay grades to ensure a fair and transparent structure.
- conducting our annual salary review process in a fair and transparent manner;

Webhelp ensure that we operate a fair and transparent pay system based on objective criteria and free from any bias. Our aim is to continue rewarding our people fairly in order to attract and retain the best talent who believe in our company culture and values.

We recognise that we are on a journey and could do more to attract and retain female talent within our senior roles and will continue to review our attraction strategy, recruitment process, skills development and succession planning approach. We will continue to drive our female talent pipeline through our apprentice / intern schemes and our newly rolled out graduate scheme, targeting areas such as IT and Analytics to ensure we appoint and develop successful female leaders where possible.

We are confident that our gender pay gap does not stem from paying men and women differently for work that is the same or of equal value. Culturally we are a diverse and inclusive company, validated and supported through our inclusive People Policies and equal pay principles. Our Inclusive policies include: maternity, paternity and shared parental leave, flexible working, home working and career breaks. These are all updated in line with legislation and best practice

In closing, as part of our ESG Diversity, Equity and Inclusion framework, we launched our Supporting Women in Leadership (SWIL) forum in 2021 to encourage courageous conversation and learnings for women in leadership. Within Webhelp our female voice is a strong one!

I confirm the information contained within this report is accurate



David Turner
Group Managing Director
Chief Executive Officer UK/ SA/ India





Think Human

