



Webhelp

Gender Pay

Gap Report

2022

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Introduction

Gillian Campbell

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 120,000 passionate employees across more than 60 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 2022 Gender Pay Gap report.

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



Webhelp: Our results

Results from snapshot date 4th April 2022

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



0.6% (2022)
4.6% (2021)



Our results are well ahead of UK national averages and demonstrate our ongoing commitments to reducing the Gender Pay Gap at Webhelp and promoting equity of pay for male and female post holders.

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



10.5% (2022)
9.4% (2021)



Although our mean gender pay gap has increased to 10.5%, this is significantly better than the UK national average and is driven by over representation of males in more senior posts. According to the [Office for National Statistics' Gender Pay Gap Report: 2022](#), the average gender pay gap predicted for 2021 - 2022 is 14.9%, which is 30% higher than Webhelp.

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



30.0% (2022)
24.8% (2021)



Women

Men

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

68% (2022)
45.7% (2021)



Women

71% (2022)
46.5% (2021)

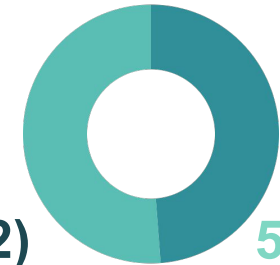


Men

The proportion of male and female employees in Webhelp

Women

49.6% (2022)
50.1% (2021)



Men

50.4% (2022)
49.9% (2021)

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



11.3% (2022)
17.9% (2021)

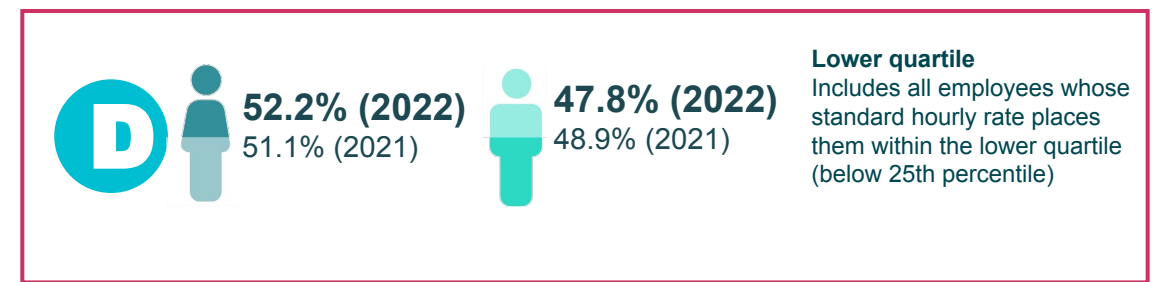
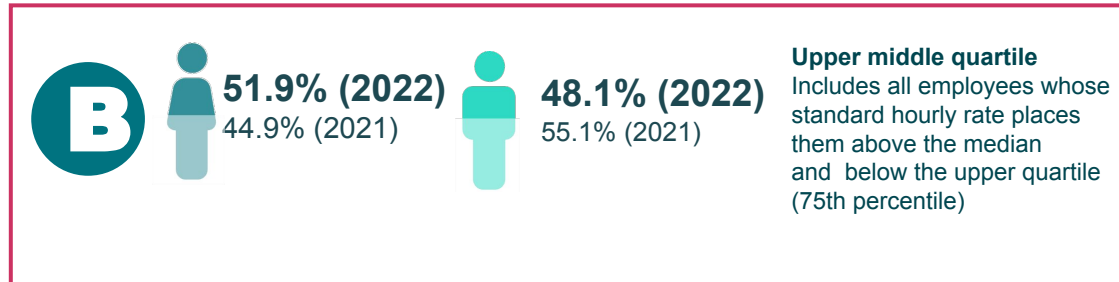
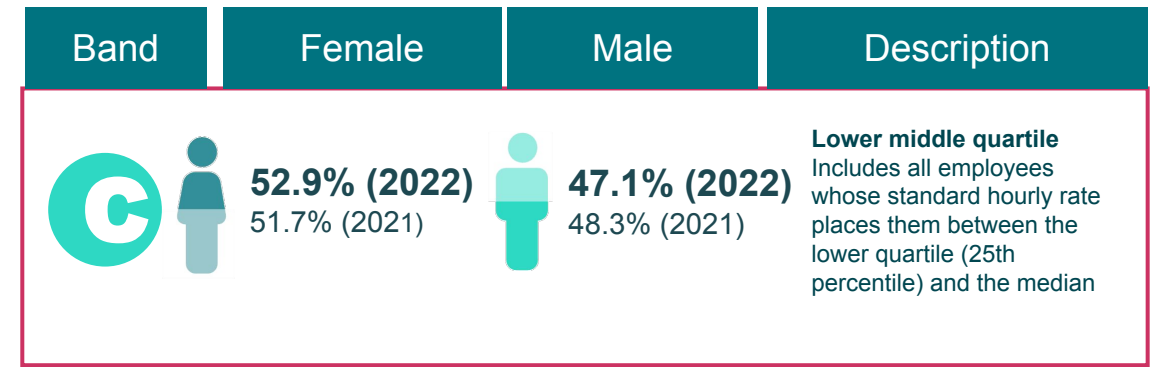
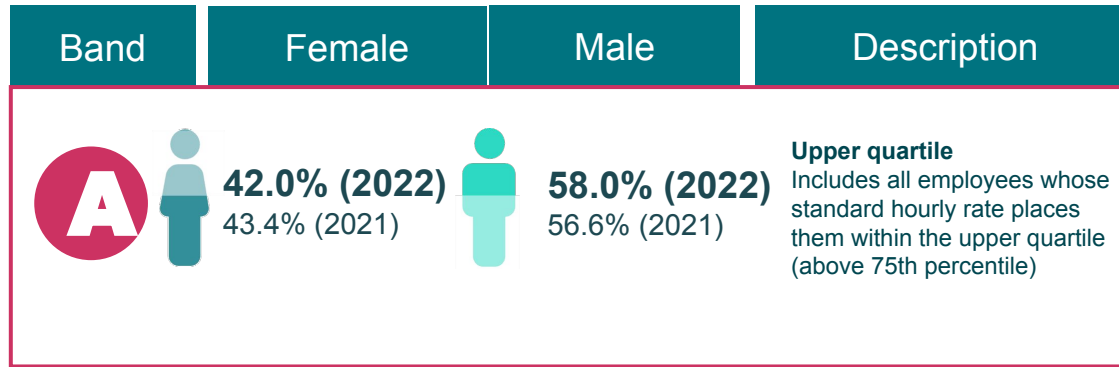


Women

Men

Across Webhelp we strive to have a gender balanced workforce and are pleased to report a fairly even spread of men and women across all roles. The proportion of men vs. women receiving a bonus is also fairly evenly split. While the mean gender bonus gap has increased this year, our corporate bonus incentives operated differently in 2022 and additional payments were made to all at the end of 2021, paid in Feb 2022 vs. the previous year and at a higher % payout level. Bonus amounts paid are influenced by seniority of role and are calculated as a % of base salary.

Webhelp: Our Pay Quartiles



Our Pay Quartiles explained

Within Webhelp we are pleased with the analysis of our pay quartiles. In Bands D, C and now also B we have a higher ratio of women to men. In band 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 and the percentage having increased, if we look at our top 50 earners, the number of women has increased year over year.

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 having launched our new graduate scheme in 2021 which will continue in 2023.



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.

I confirm the information contained within this report is accurate



Benjamin Faes
Chief Executive Officer UK, South Africa & India

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.

We recognise that we are on a journey and while we do have a nearly 50/50 gender split across the company, we realise we could do more to attract and retain female talent within our senior roles to help in creating more equal representation of women in the top pay quartile.

As part of our ESG Diversity, Equity and Inclusion framework, our Supporting Women in Leadership network has been in place for 18 months now. This has over 100 active participants, both male and female, with the purpose of creating, advancing and helping embed greater gender diversity and inclusion in our workplace. The main focus areas for 2022 were unconscious bias, imposter syndrome and inner voice which were explored through forums, smaller group sessions and development initiatives. This is something we are looking to highlight and expand within 2023.

Also, 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.

In closing, 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 and career breaks. These are all updated in line with legislation and best practice. Within Webhelp our female voice is a strong one!





Think Human

