



The Global Technology & Business Services Council Code of Conduct

(incorporating BPO, Shared Services, Digital and ITO)

Summary

As the council of industry associations representing companies in BPO, Shared Services, Digital and ITO in all the major service delivery destinations globally, the Global Technology and Business Services Council (GT&BSC) is committed to promoting: a) the highest standards of industry practices, b) ethical practices and behaviours that will enhance the economic and social development of the industry associations represented by the council and contribute to the sustainable growth and developmental goals of the Industry.

This GT&BSC Code of Conduct defines the minimum standard of behaviours expected from its member associations and sets the bar for the broader Technology and Business Services industry. It guides the industry associations and their members to high standards of ethical behaviour whilst differentiating member associations as industry leaders in Technology and Business Services best practice.

The industry code is comprised of two sets of guidelines:

- The Industry Association Code of Conduct (for associations)
- The Corporate Code of Practice (for member companies)

We expect all industry association members to adhere to the **Industry Association Code of Conduct**. Those who are seen not to comply with the code and do not take action to address the issues when they are highlighted to them, may have their participation in this council revoked.

Currently, the **Corporate Code of Practice** is a guideline code for corporate members of the participating industry associations, rather than mandatory, as industry associations may already have their own codes of conducts in place for their members.

Those organisations who do adopt the **Corporate Code of Practice** can publish the GT&BSC logo to signify their support for the code.

Individual industry associations will be responsible to ensure that their members companies comply with the code and where they do not comply, they will be required to cease to use the GT&BSC Corporate Code of Practice logo.

The Industry Association Code of Conduct

The Code of Conduct covers the following key focus areas for industry associations:

industry conduct; responsibility to the development of the industry; and, responsibility to the global economic and social environment.

Industry conduct

Each industry association commits to:

- Conduct business ethically in the spirit of and in compliance with all the relevant laws and regulations within the territories of operation and in a manner that enhances the reputation and credibility of the industry
- Uphold standards of business practice that would reasonably be regarded as acceptable and that will not bring the GT&BSC or its members and stakeholders into disrepute
- Treat members and associations fairly
- Act with respect and understanding to the differences between countries, embrace diversity as richness and avoid any acts of prejudice based on nationality, culture, and language
- Act with integrity in all dealings with the GT&BSC
- Promote practices and behaviours that will enhance the economic and social development of the countries that the GT&BSC represents and contribute to the growth and developmental goals of the GT&BSC as communicated to its members and as published from time to time
- Create a forum for ongoing dialogue and understanding of the evolving nature of outsourcing and shared services in the global business community

Responsibility to the sustainable development of the industry

Each industry association commits to:

- Promote the industry and develop/shape awareness of its business in the public opinion
- Strive to stay on top of the latest trends in outsourcing and shared services, which may include new industry, academic or government initiatives
- Support its members to deliver strategic value through operating flexibly, transparently, and collaboratively
- Support the use of best practices to deliver thought leadership, technology-led transformation and continuous business improvement through partnerships
- Work together to create a collaborative global eco-system comprised of millions of highly talented individuals around the world
- Share knowledge and best practices to rapidly raise the level of performance of the industry across the globe
- Establish the industry as a significant and positive contributor to the global economy, and as a major ingredient to re-energizing many economies worldwide.

Responsibility to the global economic and social environment

- Lead the industry to become a major contributor to economic recovery following



COVID-19, and a significant contributor (in terms of Global revenue contribution) to economic development and social impact globally

- Actively promote youth development, impact sourcing, and the continuous development of digital skills and skills of the future
- Advocate the essential service status of the industry, in all geographies

The Corporate Code of Conduct

The Corporate Code of Practice covers corporate commitment to support and promote the Industry Association Code of Conduct, and commitment to adhere to organisation-wide behaviours and best practice approaches across the industry.

This Corporate Code of Practice represents the minimum behaviours and standards expected from a corporate member of any of the participating associations in the GT&BSC.

The GT&BSC positively encourages this Code of Practice to be embedded into corporate contracts.

Supporters of the GT&BSC Code of Practice commit to promote the GT&BSC Code of Conduct and to comply with the following guidelines regarding sourcing engagements:

- Work to understand goals and demands/drivers/motivations of the client, supplier or partner organisations and be sensitive to them to achieve mutually favourable outcomes
- Understand and comply with all ethical and business practice standards of all the organizations with which one works
- Understand and comply with all applicable laws
- Establish objective and standardized measures of success for all strategic sourcing arrangements that reflect the full range of business outcomes sought
- Establish objective and standardized measures of risks for strategic sourcing arrangements
- Collect and report actual outcomes achieved over time in objective measurable terms
- Whenever possible, use outcomes-based data as the basis for business recommendations to clients, employers, employees, and businesses and communities at large
- Build and continuously seek to employ and enhance effective communications, change management, and dispute resolution processes for strategic sourcing arrangements
- Build and continuously seek to employ and enhance effective risk management and risk-reward sharing mechanisms for strategic sourcing arrangements
- Setting a joint aspiration to work as one team, creating mutual added-value, and not solely working in their own interests
- To have transparency, not commercial sensitivity, as their default position. To



disclose as much information relevant to the arrangement as they can, within commercial and legal constraints

- To commit to the premise that all parties have the right to derive reasonable value from such arrangements and will support other parties in achieving this
- To recognise the fundamental value of the business relationship and clearly commit to managing it in a proactive and effective manner
- Not to wilfully act in a way that will clearly and significantly injure another party's interests
- To appreciate the needs of other parties and to be mindful of them when considering their own actions
- To manage knowledge in a constructive and collaborative manner to the long-term benefit of all parties
- To commit to managing change effectively using best practice principles
- To be flexible around the specific terms of the contract
- To view arrangements through a long-term lens wherever possible
- To demonstrate transparent and effective governance of all contractual agreements
- Recognise the importance of people to the success of any sourcing arrangement and commit to:
 - Maintain effective people management best practice principles and standards
 - Ensure that the competencies of everyone contributing to the arrangement are developed effectively to a high standard
 - Effective communication and feedback processes across the entire arrangement
- Recognise the requirement and effectively plan for a termination process specific to the arrangement in a manner that aims to mitigate the impact of the entire termination process on all stakeholders to the arrangement should it be invoked

Register of members signed up to the GT&BSC Code of Conduct

The GT&BSC will keep and maintain a register of all industry associations signed up to the GT&BSC Code of Conduct. This can be potentially referenced by stakeholders of the industry where the industry association has provided written consent.