

Questions addressed to Majorel Morocco by the Business & Human Rights Resource Centre. 11th May, 2020.

Our priority during the Coronavirus pandemic is to keep our people safe. Doing this means that we can keep serving our clients and their customers too. As a key employer, this is also essential to the health of our local economies.

Globally, Majorel has put pragmatic measures in place:

- Majorel's Business Continuity Plans (BCPs) have been reviewed for all clients and sites to address specific local conditions in order to mitigate the impact of the Coronavirus as far as possible.
- Majorel has appointed one of its senior managers as 'Global COVID-19 Crisis Manager', who reports directly to the CEO. His goal is to keep the situation under constant and permanent review and to ensure a globally coordinated approach.
- The Global COVID-19 Crisis Manager updates continuously the Majorel Leadership Team and has formed a 'Global COVID-19 Crisis Committee' (GCCC), comprising its regional HR, operational and IT leaders, to constantly review and assess the situation at each of its centers worldwide to ensure that the company maintains a consistent approach and is leveraging best practice. In addition, our on-site HR and operational experts have set-up special COVID-19 Crisis Teams to address local issues permanently.
- General measures include implementing more opportunities for working from home and balancing and reallocating activity volumes across the Majorel site network. Local preventative measures, always aligned with local regulations, include: spreading out people across the full site area; avoiding large gatherings; tracking seating; arranging travel; promoting WHO personal hygiene guidelines; the distribution of face masks; the availability of hand sanitizers; rigorous facility cleaning regimes; temperature checks; and shutting down air conditioning that is not HEPA filtered.
- Naturally, the company has imposed severe business travel restrictions.

Q & A

1- Please detail what measures and protocols you have put in place to prevent the spread of the coronavirus in call centres in Morocco

Since the outbreak of the Coronavirus pandemic in Morocco, Majorel has implemented a health and safety strategy to protect its employees. This strategy focuses on several strict protocols:

[Information and awareness protocol:](#)

- Majorel has a dedicated COVID-19 Response leadership team that is focusing on employee safety in conjunction with operational and business continuity during this unprecedented epidemic;
- A detailed COVID19 handbook addressed to occupational physicians and HR managers was drawn-up and distributed;
- Regular information meetings and workshops are conducted by HR managers and occupational physicians to strengthen consciousness on the importance of barrier precautions, along with regular screening of health authorities' awareness videos in our operational facilities;
- Involvement of local management, training teams and health and hygiene commissions in the administration of daily information micro-sessions around health and safety measures;
- Widespread messages display in all of our facilities, promoting prevention and precautionary measures,
- Launch of "Allo One Team", an internal hotline service dedicated to our employees in Africa, to help them with the pandemic induced uncertainties and provide moral support in this critical situation.
- Ubiquitous display of WHO posters on hand washing and hand sanitizer use, social behaviors to avoid (close greetings: hugs, kisses, handshakes), precautionary measures, across all Majorel facilities in Morocco;

Hygiene and cleanliness protocol:

- Upgrade of cleaning processes, both in frequency, staffing and type (sterilization of offices, work station equipment, contact surfaces, shuttles, stair ramps, door handles, etc);
- Ensuring that a massive supply of soap, single use tissue, antibacterial wipes, hand sanitizer, face masks, etc, is distributed at all Majorel locations and made easily available to all employees;
- Ensuring doors and windows are kept open to sustain a healthy supply of fresh air in facilities;
- Multiplication of hand sanitizer dispensers across facilities;
- Weekly fumigation of all facilities;

- Mandatory temperature screening upon access to locations via thermic cameras;

Social distancing protocol:

- Precautionary dispositions have been taken with regard to individuals returning from highly impacted countries, with specific attention paid to employees returning from trips as they were referred to health authorities to examine them and assess any potential risk;
- Management's commitment for a full compliance with Moroccan health authorities process for potential cases;
- Priority arrangements for vulnerable employees (expectant working mothers, employees with chronic health conditions, etc.) across Majorel locations to allow them to isolate and shield them from any potential contagion;
- Prohibition of gatherings within Majorel's facilities;
- Enforcement of a strict and restrictive visitor policy;
- Increasing distances between workstations by suppressing a workstation to create a gap between two employees' desks;
- Elevator occupancy decreased to 2 individuals standing back to back, while promoting stair use without touching ramps;
- Extension of complimentary transportation to all staff, enforcing social distancing in vehicles by downsizing their occupancy to 50% of their capacity, supply of kits of antibacterial wipes/disinfectants, etc. to drivers;
- Supply and enforcement of face masks in the workplace and in shuttles in compliance with health authorities regulations;
- Substituting classic training programs with on-line training as often as possible, enforcing social distancing when physical attendance at training is necessary;
- Substituting meetings with e-mail, calls, and videoconferencing;
- Switch to online recruitment processes;

Work from home protocol:

- Early implementation of telework encompassing all employee categories – currently, 84% of our people are working from home;
- Telework eased the density in operational workspaces, thus allowing for even more social distancing in the premises of our locations;
- All of Majorel's locations in Morocco have been accredited by AFNOR and authenticated as compliant with the health excellence charter applied by the Moroccan Association for Customer Relations industry (AMRC), thus guaranteeing Majorel's full observance of WHO's requirements with regard to occupational health during pandemics;
- All of our facilities in Morocco are regularly submitted to scrutiny, with conclusively positive outcomes upon official audits;

2- Are you maintaining operations that require the physical presence of workers?

We implemented teleworking during the early stages of the pandemic. In our industry, this requires large investments on many levels. Today 84% of our people are working from home. Unfortunately, teleworking is still not possible for a minority of our people either because of the highly privileged and critical data they handle, or because the Client account they are assigned to does not allow remote access to its programs and applications.

3- If so, how are you ensuring their safety?

Please refer to detailed answer 1.

4-Please detail measures you are taking to protect particularly vulnerable workers, such as pregnant women, workers caring for elderly people, those with chronic diseases, and migrant workers.

Since the early stages of the pandemic, we arranged for expectant working mothers and employees with chronic health conditions to isolate in order to shield them from this high-risk situation, they are either on paid leave or teleworking.

5- Have you consulted with workers or trade unions in identifying and implementing these measures?

Yes. We operate in a particularly people-centric industry, so constructive dialogue is at the core of all decisions and measures we put into place. Naturally, this situation requires the engagement of all of our 6100 employees in Morocco, as we need to steer our strategy with the highest caution to protect their health, their well-being and their livelihoods. Our social partners are fully supportive of the measures we rolled out in response to COVID19.

6-Please detail what steps you are taking or will take to assist workers that become infected with the coronavirus.

As explained previously, we have several preemptive measures to help contain potential contagions within our staff: mandatory temperature screening, isolation of staff members returning from trips, early precautionary isolation of vulnerable employees, a hotline to report suspected cases or dubious symptoms, etc.

Our contingency process in case an employee is infected with coronavirus is as follows:

- Occupational physicians onsite expedite arrangements for testing, the employee is quarantined until test results are disclosed;
- Occupational physician and management investigate to identify all employees that were in the surroundings of suspected case, all implicated employees are quarantined and tested;
- If the case is positive, he/she is placed in the care of health authorities for treatment;
- Occupational physician to provide a close follow-up, management to check in regularly for moral/substantial support;
- Majorel ensures 100% health insurance coverage;

7- Please explain how you will ensure all workers do not suffer disproportionate financial hardship as a result of the coronavirus outbreak. For example, do you provide full pay for sick or quarantined workers and/or workers of call centers that have had to close temporarily? Will you ensure that sick or quarantined workers do not lose a substantial portion of their salary by losing target-based bonuses and related compensation?

By quickly enabling 84% of our people to work from home, we've been able to maintain our operations and also to sustain office-based activities while maintaining the rigorous onsite health and safety precautions detailed above. This means that none of our 9 sites in Morocco are temporarily closed.



We are also very fortunate to have a broad client base. This means that we've been able to reallocate people according to fluctuations in business volumes.

For any employees who are sick/quarantined, Majorel ensures 100% health insurance coverage, together with a compensation and benefits plan that mitigates against any potential financial impact in such cases.