

Simpler. Faster. Safer.

Integrated Report 2019



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This Integrated Report has been produced in accordance with the Global Reporting Initiative (GRI) Standards: Core option and is in line with Teleperformance's 2019 Universal Registration Document. Teleperformance follows the principles and concepts of the International Integrated Reporting Framework.



DANIEL JULIEN



“
**Teleperformance continues to
post sustained business growth
that enables value creation
for all its stakeholders.**
”

Once again, Teleperformance set new records for growth, profitability and job creation worldwide in 2019. With revenue of €5,355 million, we consolidated our global leadership in outsourced omnichannel customer experience management by integrating digital solutions.

We embrace digital transformation by combining high-touch and high-tech strategies to deliver an enhanced, more personalized customer experience that is ‘simpler, faster, safer’.

During this transformation, Teleperformance continues to post sustained business growth that enables value creation for all its stakeholders, showcasing its unique global leadership and diversified business profile.

On the back of our financial position and our results, we are investing in support of our clients, including in cybersecurity and artificial intelligence, while also developing high-quality work environments, promoting our employees and paying out a healthy dividend to our shareholders.

This journey has been possible due to our nonlinear approach and a strong dedication to cultural change.

The TP family now houses more than 330,000 employees. **Employees are the heart of our organization**, spreading their talents and skills throughout the company.

The diversity of our workforce is the secret to our success and we truly believe that our differences make us stronger.

Giving back to society, protecting human rights, and preserving the environment are essential to sustainable development. Hence, I am pleased



to **renew our commitment to the ten principles of the United Nations Global Compact**, which we fully support and embrace since 2011, as demonstrated through our CSR policies and actions.

We have earned recognitions from MSCI and Vigeo, as well as Great Place to Work® on numerous occasions: 70% of Teleperformance employees across five continents currently work at a subsidiary that has won a special distinction for the quality of its work environment.

We are active participants in helping create sustainable jobs and value around the world and added 25,000 net jobs in 2019. We started our charitable initiative Citizen of the World almost 15 years ago, and it has impacted the lives of so many, assisting local communities in reaching their full potential.

Aware that climate change requires urgent action, we work through our initiative Citizen of the Planet, to accelerate the pace of change and ensure a safe and sustainable planet for all. Our carbon footprint per employee decreased for the second year in a row.

This first integrated report, which we are very proud to share with our key stakeholders, is a summary of our 2019 achievements and an overview of our value creation over time.

At Teleperformance, we value each interaction and we create exceptional experiences for our employees, clients and partners.

I wish to thank everyone who was part of our success in 2019: our team, clients, partners and investors. This journey is just getting started.

Teleperformance in 2019

Teleperformance (TP) is transforming to become a global leader in digitally integrated business services.

With over **40 years of experience in connecting brands** with their customers, Teleperformance provides high value-added services to corporates and government agencies:

- **Customer Experience Services**
- **Back-Office Services**
- **Knowledge services**

Teleperformance serves both disruptors and disrupted companies, providing tailored solutions to each industry while ensuring the highest operational and security standards.

With **presence in 80 countries**, Teleperformance has developed a deep understanding of local markets and customer behavior, delivering insights and unique solutions.

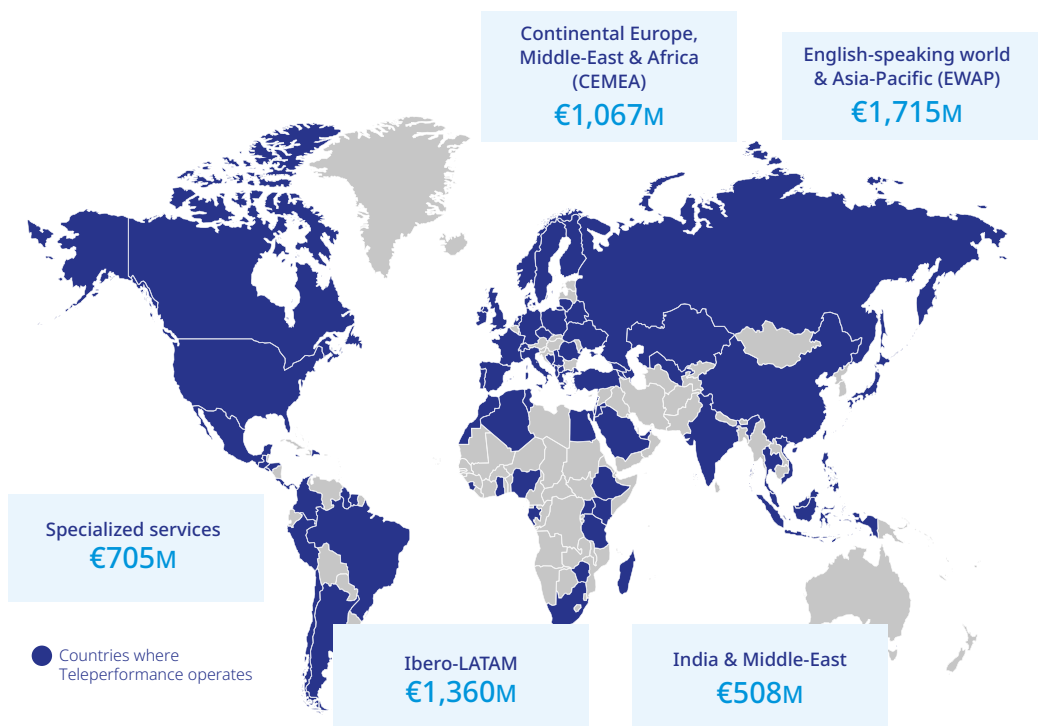
The key to an outstanding customer experience is a motivated and engaged team. Teleperformance counts on over 330,000 interaction experts to positively impact brands and make a difference in people's lives every day.

Global leadership

22

best employer
certifications

MSCI
AAA



Key figures

330K
PEOPLE

265
LANGUAGES
AND DIALECTS

80
COUNTRIES

170+
MARKETS SERVED

€5.4B
REVENUE

Each interaction matters

Teleperformance is entrusted with billions of unique interactions worldwide. Each interaction is an opportunity to rebuild trust, transform people's lives, and improve businesses, from startups to the world's biggest brands.

The Group combines human touch and high technology to deliver **simpler, faster, better, safer and more cost effective customer interactions**.

Balancing Technology with Empathy

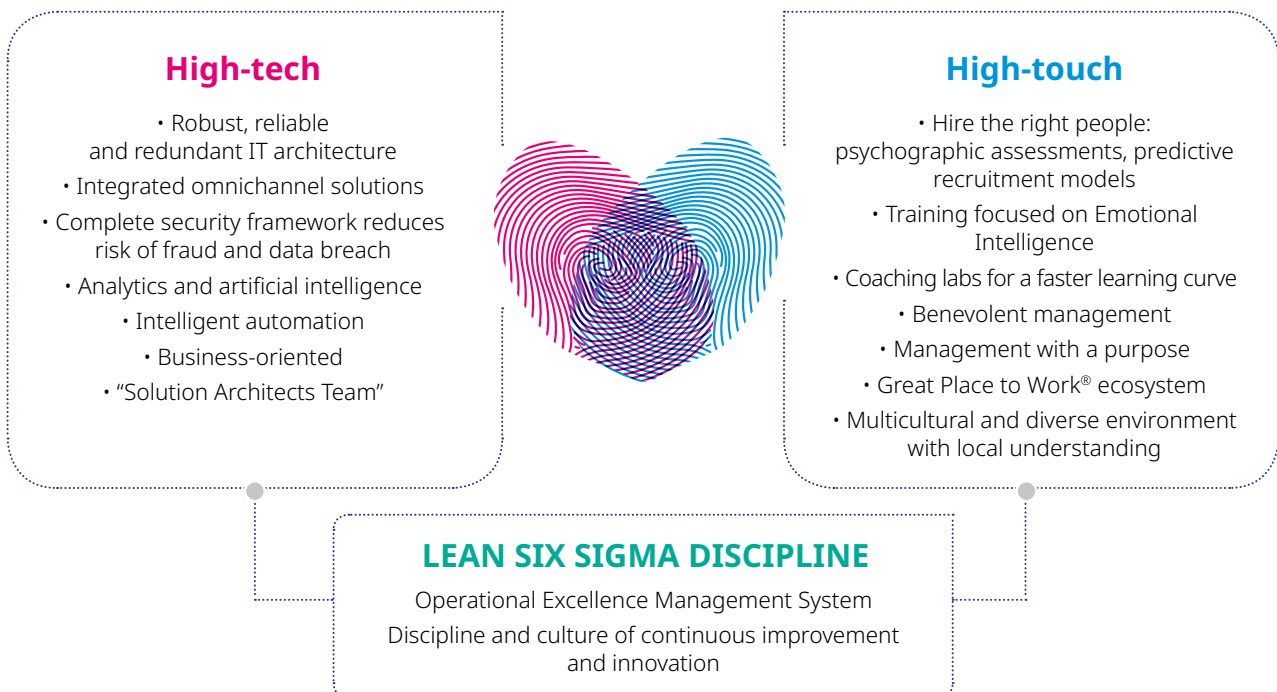
While technology creates new, agile ways of working, Teleperformance's

interaction experts remain committed to creating unique connections. This commitment involves empathy, adaptive communication skills, and, more importantly, a passion for problem solving.

To improve performance, the Group has aligned its high-tech, high-touch approach with the Lean Six Sigma management system.

The implementation of Lean Six Sigma means a complete change in culture, encompassing all management processes, which then eliminates redundancy and achieves agility and efficiency.

High-tech, high-touch strategy, a key differentiating asset



Simpler. Faster. Safer.

Business model

Through its activities, Teleperformance creates long-term value to all its stakeholders. More than a bridge between corporates, governments and their customers, Teleperformance is the agile business services partner that companies need in this digital world.

Resources & assets



HUMAN

- 330k employees
- 265 dialects & languages



FINANCIAL

- €5.4B Revenue
- 14.3% EBITA margin
- €321M Free cash flow



INDUSTRIAL

- 460 sites
- Premises Standard
- Multilingual hubs
- Customer Journey Showrooms



INTELLECTUAL CAPITAL

- Operational Processes and Standards (TOPS and BEST)
- CX Lab (research center)
- 100+ proprietary digital platforms



SOCIAL AND RELATIONSHIP

- 1,000 clients*, of which 50% global accounts
- + 170 markets
- Citizen of the World, charity initiative



ENVIRONMENTAL

- Natural resources
- Mainly electricity
- Citizen of the Planet, environmental initiative

Business model

TP is a company of people serving other people by helping them find solutions to their daily problems

MISSION



Teleperformance
each interaction matters

SOLUTIONS

Customer Experience
Back-Office
Knowledge services

VALUES



Cosmos | Integrity
I say what I do
& I do what I say



Earth | Respect
I treat others with
kindness and empathy



Metal | Professionalism
I do things right
the very first time

*Excluding LanguageLine Solutions (30,000 clients including individuals).

Each interaction matters

TP combines human touch and high technology to deliver simpler, faster and safer customer interactions.

VISION

FINAL
CUSTOMERS
& CITIZENS



Air | Innovation
I create and I improve



Fire | Commitment
I'm passionate
and engaged

Creating value to all stakeholders

EMPLOYEES



€3.4B
wages
and social
benefits

160
training
hours per
employee

69%
non-agent
positions
filled
internally

70%
employees
working at a
best employer
subsidiary

CORPORATE CLIENTS & GOVERNMENTS



26%
revenue from
Top 10 clients

21%
revenue from
the digital
economy

13 YEARS
average client
tenure (Top 50)

FINAL CUSTOMERS



1.3B**
interactions

**TAILORED
CUSTOMER
EXPERIENCE**

**DATA
SECURITY:**
BCR, GDPR

SHAREHOLDERS



x2
Growth vs
market

56%
share price
increase in
2019

COMMUNITIES



€155m
income tax
paid

€4.9m
raised
for charities

82,000
volunteer
hours

ENVIRONMENT

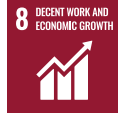


-4.21%
decrease
yoy carbon
footprint per
employee

-12.2%
decrease yoy
electricity
consumption
per employee





Impact on society

SUSTAINABLE DEVELOPMENT GOALS



**Excluding specialized services.

A leader in an evolving market

Megatrends	Risks & Opportunities IDENTIFICATION	Risks & Opportunities MANAGEMENT
 <p>TECHNOLOGY, DIGITAL & DATA</p> <p>Artificial Intelligence (AI) will transform the workplace</p> <p>New society of hyper connected citizens</p> <p>Personal data as a valuable commodity</p>	<ul style="list-style-type: none"> + Business transformation, work transformation with automation and AI + Connectivity drives more Customer Experience (CX) interactions <hr/> <ul style="list-style-type: none"> - Gap between existing resources vs new skills needed for yet to come jobs - Cyber-criminality / Personal data security 	<ul style="list-style-type: none"> • Prepare to the future of work; "augmented CX" (human interaction assisted with technology) • Cutting-edge technology and big data analytics <hr/> <ul style="list-style-type: none"> • Upskilling and extensive training, with focus on Emotional Intelligence and digital skills • Complete security framework reduces risk of fraud and data breach
 <p>REBALANCING WORLD ORDER</p> <p>Rebalanced global economies</p> <p>Emerging countries as exporters of capital, talent and innovation</p> <p>Increasing regulatory framework</p>	<ul style="list-style-type: none"> + Emerging middle-class > new markets opening + Offshore delivery hubs are also becoming sizeable domestic markets (e.g. India) <hr/> <ul style="list-style-type: none"> - Foreign operations affected by social, economical, financial or political instability - Risks relating to Ethics & non-compliance - Reputational risks 	<ul style="list-style-type: none"> • Strong international presence • Expansion of services to new domestic markets, especially in India and APAC <hr/> <ul style="list-style-type: none"> • Less than 10% of revenue in countries considered to be uncertain • Legal & Compliance network in all operating regions
 <p>URBANIZATION, DEMOGRAPHIC & SOCIAL CHANGES</p> <p>Increasing global population (+1B by 2030), and ageing</p> <p>68% will live in urban areas by 2050</p>	<ul style="list-style-type: none"> + More demand for CX services: greater need for support, especially from non-native digital users + New labor pools to tap into 	<ul style="list-style-type: none"> • As the preferred omnichannel CX partner, TP is well-positioned to capture this increased demand. • TP sites are mostly located in urban areas, where it can benefit from a larger labor pool
 <p>CLIMATE CHANGE</p> <p>Social and economic consequences of climate change</p> <p>Resource scarcity</p>	<ul style="list-style-type: none"> - Resource scarcity may impact the ability to operate - Risks of having people and operations affected by natural disasters 	<ul style="list-style-type: none"> • Citizen of the Planet program to reduce the Group's carbon footprint; limited dependency on natural resources • Business Continuity & Recovery Plans / crisis cell

Leveraging the Human-Machine Partnership in Customer Experience



The world has reached a pivotal moment in its evolution. Technological innovations are sparking many significant developments, and one of the key drivers of digital disruption is the way people interact.

Hyper-connected and informed, customers and citizens have become the driving force of the marketplace, and their experiences affect their future decision-making.

Teleperformance believes that striking a balance between technology and people is the holy grail of customer experience; that the human touch remains key to unlocking value and ensuring the sustainability of change.

While artificial intelligence (AI) and other emerging technologies help boost efficiency, streamline processes, and create new and agile ways of working, only humans are capable of creating genuine, personal connections.

Customer experience is being reshaped. Emotional intelligence,

empathy and compassion are now fundamental to renewing trust between customers and brands.

This is the rationale for the Group's high-tech, high-touch approach.

As a forward-looking company, Teleperformance has embarked on a **significant transformation journey**.

From being a global leader in outsourced customer experience management, the Group is accelerating its pace of innovation and transforming into a global leader in **Digitally Integrated Business Services**.

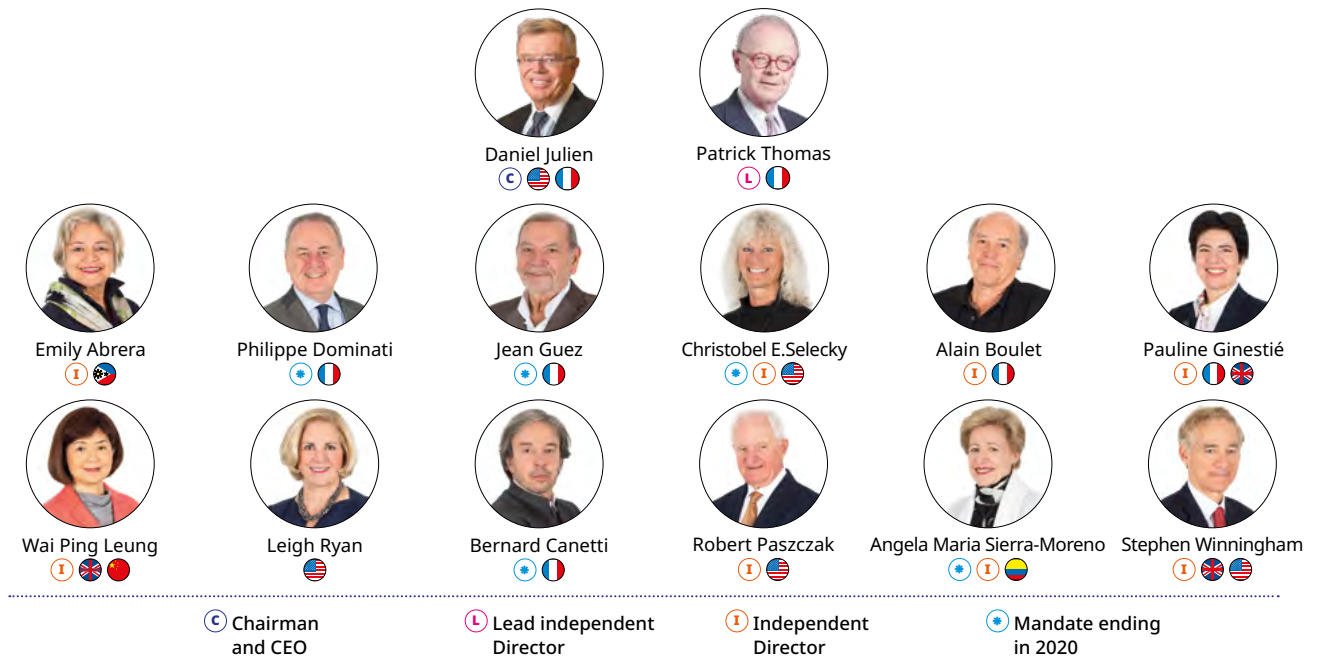
To address major global challenges, such as those related to poverty, inequality, technology and climate, Teleperformance also remains committed to **sustainable development**. It is dedicated to creating meaningful connections through a passion for bringing people together, generating value for all stakeholders, and ensuring that future generations can meet their own needs.

Transformation is paving the road forward, and spreading across all aspects of the company:

- Innovation, **adapting solutions to new technology and developing transformation strategies** that enrich the customer experience, improve efficiency, and explore new opportunities for businesses around the world;
- Focus on developing a **Great Place to Work® ecosystem** and being the best employer in its markets to hire, train, and retain the right talent;
- Cultural shift: recruitment and training processes are updated to include **soft skills and emotional intelligence**;
- Holistic approach to **data security and cybersecurity**;
- **Reinforced worldwide presence**, especially in high-growth and high-potential markets in developing economies;
- An agile Executive Management, with the new role of President of Group Transformation **to drive the change**;
- Ambitious financial objectives **to attain around €7 billion revenue in 2022**;
- Pursuit of targeted acquisitions in **high-value-added services**.

Governance: Board of Directors

An experienced and independent Board of Directors to set the Group's strategic orientations



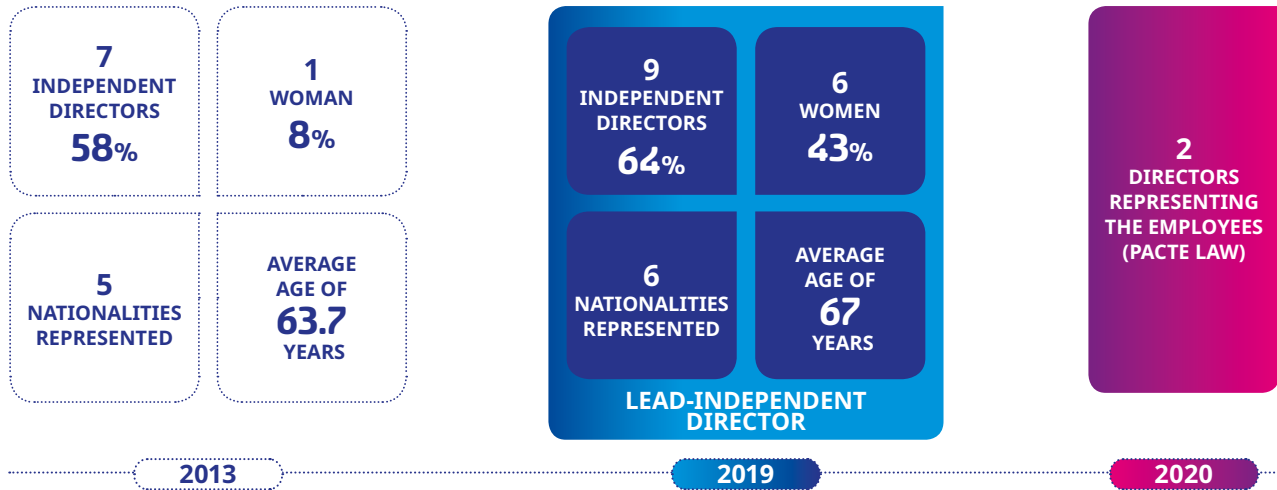
Well-suited Directors skills and qualifications to drive Teleperformance's strategy



In early 2019, an evaluation of the Directors was conducted, with the assistance of an external counsel, and revealed a very positive assessment. In particular, the Directors consider the number and composition of the Board in terms of nationality, independence, feminization, diversity, and experience to be beyond satisfactory. They wish to see the process of refreshing the Board continue. This process should also strengthen the Board's current expertise in the areas of new technologies and innovation. The Directors are satisfied with the topics discussed at Board meetings, including those related to strategic, social, environmental, and financial issues.

Board diversity policy

Committed to gender diversity, increasingly international, predominantly independent



The Board of Directors meets at least once a quarter in order to discuss the progress of the company's affairs and the foreseeable developments. Among other missions, the Board decides on the Company's activities orientations and sees that it is implemented, in accordance with the Company's interests, while taking into account the social and environmental aspects of the Company's business. In 2020, Teleperformance's Board of Directors will incorporate two directors representing the employees.



The Board is assisted by two specialized committees



Full disclosure on corporate governance is available in section 3.1 of the 2019 Universal Registration Document.

An agile and expert Executive team

Management Committee

21
MEMBERS

8
EXECUTIVE
COMMITTEE
MEMBERS

13
MANAGERS

Research and Development,
Marketing,
Business Development,
Cybersecurity,
Finance,
Human Resources

Composition of the Executive Committee



Daniel Julien
Chairman and Chief
Executive Officer



Jeff Balagna
Chief Operating Officer
of the EWAP region



Eric Dupuy
President of Global
Business Development



Agustin Grisanti
Chief Operating Officer
of the CEMEA and
Ibero-LATAM regions



Scott Klein
President of
Specialized Services



Olivier Rigaudy
Deputy Chief Executive Officer
and Group Chief Financial Officer



Leigh Ryan
Chief Legal
and Compliance Officer



Bhupender Singh
President of
Transformation



Composition of the management Committee

Daniel Julien		Chairman and Chief Executive Officer
Olivier Rigaudy		Deputy Chief Executive Officer and Group Chief Financial Officer
Jeff Balagna		Chief Operating Officer of the English-speaking World & Asia-Pacific-EWAP
Eric Dupuy		President of Global Business Development
Agustin Grisanti		Chief Operating Officer of the CEMEA and Ibero-LATAM regions
Scott Klein		President of Specialized Services
Leigh Ryan		Chief Legal and Compliance Officer
Bhupender Singh		President of Transformation
Brian Johnson		President of English-speaking World (EW)
Yannis Tourcomanis		President of CEMEA
Alan Winters		Global Chief Administrative Officer
Joao Cardoso		Chief Research and Development Officer
Ana Teresa Mesquita		Chief Global Marketing Officer
Dev Mudaliar		Group Chief Information Officer
Rajendra Deshpande		Head of Global Cybersecurity
Miranda Collard		Chief Client Officer, EW
Stephanie Wilson		Chief Client Officer, CEMEA
Gustavo Mir González		Chief Client Officer, Ibero LATAM
Christine Ernult		Deputy Group Chief Financial Officer
David Cook		VP of Business Development for EW
Pablo Antoja		Executive VP of Business Development for Ibero LATAM

The Executive Committee and Management Committee

For greater agility, the Executive Committee has been reorganized to include 8 members.

The Executive Committee is responsible for the Group's operational management. It implements the strategic orientations, ensures the coherence of the actions undertaken by all the subsidiaries and discusses the major operational initiatives necessary to develop the Group and its performance.

Also, a reinforced Management Committee, incorporating more women and expanded to 21 managers, has been set up to support the acceleration of the Group's transformation. It includes the 8 members of the Executive Committee.

The position of President of Transformation was created and entrusted to Bhupender Singh, former CEO of Intelenet.

Agustin Grisanti was appointed Chief Operating Officer of the CEMEA and Ibero-LATAM regions and Eric Dupuy President of Global Business Development.

A reinforced Management Committee

24%
WOMEN

8
NATIONALITIES

54.2
YEARS OLD
IN AVERAGE

11.5
YEARS OF AVERAGE
SENIORITY IN THE GROUP

Corporate Social Responsibility (CSR) Governance

In January 2019, the Group reinforced its governance by appointing a Corporate Social Responsibility (CSR) Director, under the direct supervision of the Group's Deputy CEO.

The CSR Director's mission, together with her team, is to coordinate the Group's CSR strategy, harmonize the various CSR initiatives and closely monitor the entire CSR program. The global CSR Department works with a network of local CSR ambassadors, appointed in each subsidiary. They ensure that the

Group CSR policies are implemented at a local level and track and report relevant CSR matters.

Additionally, a global CSR Steering Committee, comprised of key support functions and specialists, reviews progress on the CSR global roadmap.

The Executive Officers' annual variable remuneration is tied to the Group's strategic objectives. It is submitted to performance in terms of financial results and extra-financial criteria aligned with Teleperformance's most material topics: Human Capital and Data security.

Supporting the UN Global Compact



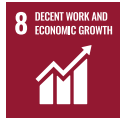
The UN Global Compact's governance framework, adopted by then UN Secretary-General Kofi Annan in 2000, is a call to companies to align strategies and operations with universal principles on human rights, labor, environment and anti-corruption, and take actions that advance societal goals. A signatory to the UN Global Compact since 2011, Teleperformance is committed to upholding and promoting the ten fundamental principles of the Global Compact and contributing to the Sustainable Development Goals (SDGs).

Teleperformance's contributions to the Sustainable Development Goals throughout its value chain



For more details on how Teleperformance contributes to the SDGs and their targets, refer to the SDGs Index on pages 66-67.

Teleperformance mainly focuses on supporting goals #8 and #10



Decent work and economic growth










More people with decent jobs means stronger and more inclusive economic growth. As a major employer in several developing countries that provides a fair income, security in the workplace, social protection and career path, Teleperformance helps to fight against unemployment and working poverty. It mainly contributes to the integration of women and young people who are often excluded from the working world.



Reduced inequalities

Teleperformance treats everyone uniquely. By recruiting people from vulnerable communities and ensuring no discrimination in its operations, the Group aims to reduce inequalities amongst its current and future employees.

Each interaction is an opportunity to make a difference in people's lives. By providing customer experience and specialized services to people with limited accessibility, Teleperformance reduces inequalities beyond its organization.

Core services and D.I.B.S		Specialized Services		Citizen of the World	Citizen of the Planet
<div><p>8 RECENT WORK AND ECONOMIC GROWTH</p></div> <p>High value-added and labor-intensive services Effective vehicle for distributing, developing and spreading innovation</p>	<div><p>9 INDUSTRY INNOVATION AND INFRASTRUCTURE</p></div> <p>Provide universal access to information</p>	<div><p>10 REDUCED INEQUALITIES</p></div> <p>Provide Customer Experience to people with limited accessibility</p>	<div><p>10 REDUCED INEQUALITIES</p></div> <p>Interpretation services to foreign people and deaf people in hospitals</p> <div><p>3 GOOD HEALTH AND WELL-BEING</p></div>	<div><p>1 NO POVERTY</p></div> <p>Support children and victims of humanitarian or natural disasters</p> <div><p>4 QUALITY EDUCATION</p></div> <p>Provide schooling to underprivileged children</p>	<div><p>13 CLIMATE ACTION</p></div> <p>Employee awareness on environmentally friendly practices</p>
Positive impacts for people and the environment				Positive impacts for people and the environment	
business activities				beyond business	
Mitigation of risks for people and the environment				Mitigation of risks for people and the environment	
				<div><p>13 CLIMATE ACTION</p></div> <p>Environmental policy and initiatives to reduce carbon footprint</p>	

Materiality Matrix: shared values and priorities

In 2019, Teleperformance further structured the Group's Corporate Social Responsibility (CSR) strategy by carrying out its first materiality analysis.

This analysis involved more than 50 internal and external stakeholders in the consultation process.

The topics included in the materiality matrix were identified based on international standards such as ISO 26000, the Global Compact, GRI and an industry benchmark.

Prior to the materiality analysis, the CSR risks were assessed during a CSR risk mapping performed early 2019.

The results were used to build part of the materiality analysis.

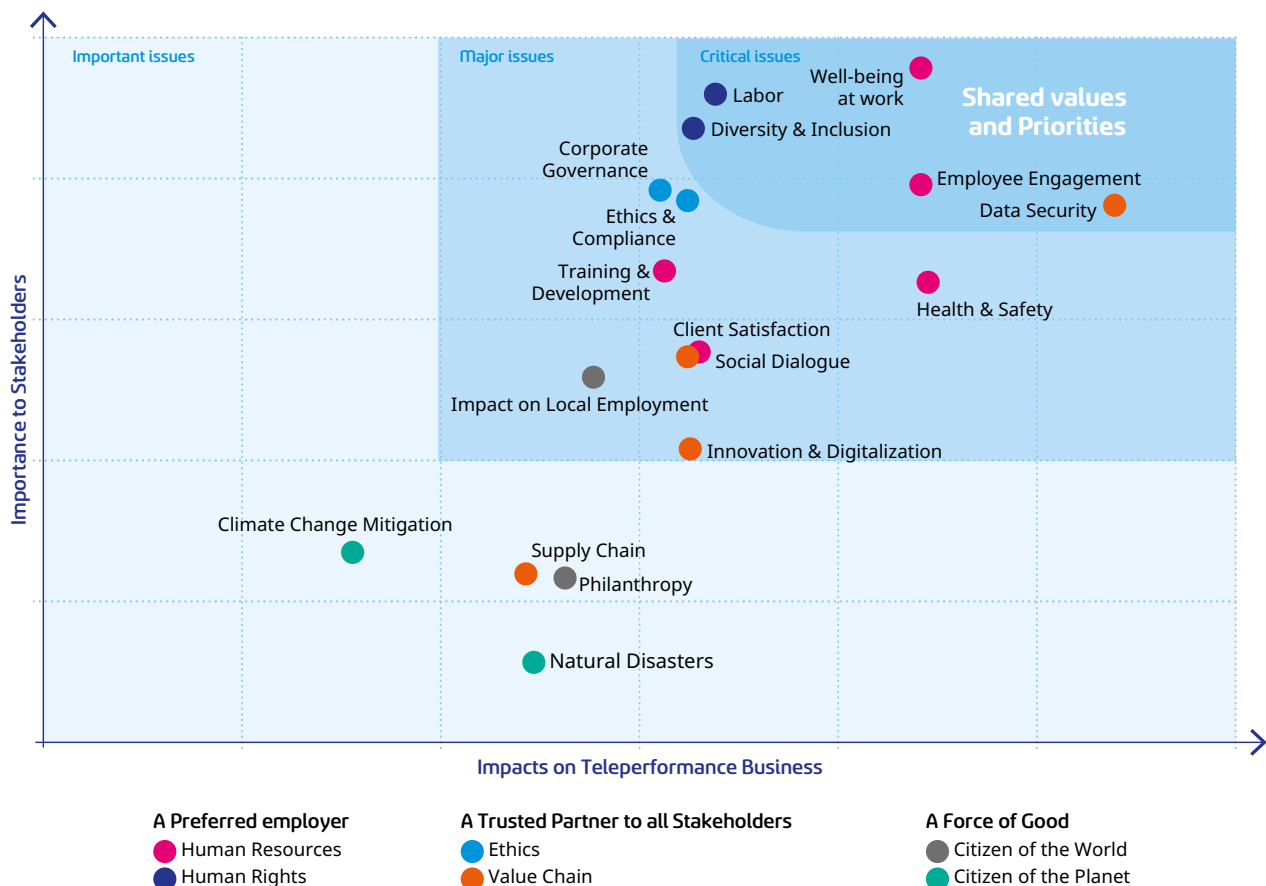
Teleperformance's 2019 Registration document provides detailed information on the methodology (section 2.2.) and the Group's risks (section 1.2.).

Through its vision and actions, Teleperformance is committed to social responsibility. This analysis aimed to prioritize the wide range of

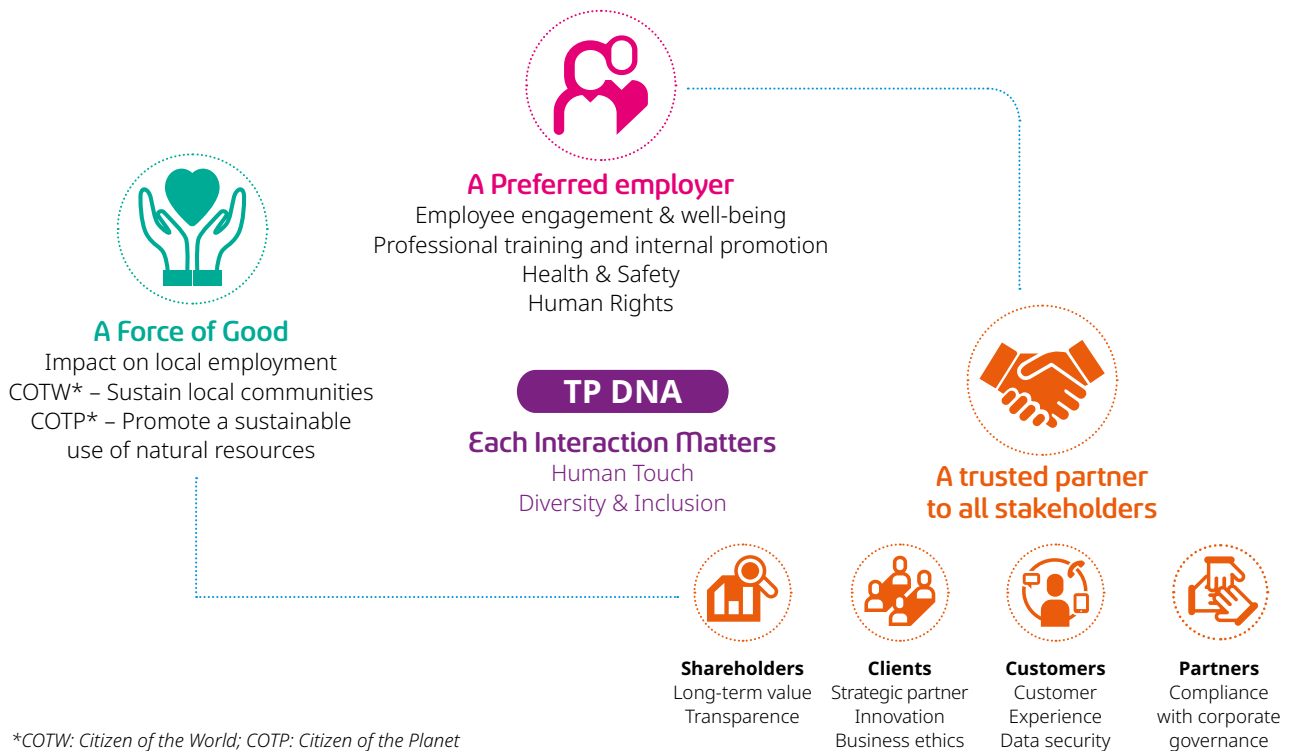
CSR challenges the group faces as a global company.

Most importantly, it helped strengthen dialogue with its stakeholders on CSR, and ensure their expectations are addressed through the Group's activities and CSR programs.

Materiality Matrix



Our commitments and objectives



To accomplish its mission, Teleperformance has three main commitments

To be the market's preferred employer

Teleperformance's focus on its employees is an essential component of its success: a happy employee is vital in satisfying end-users and thus Teleperformance's clients.

The Group is committed to creating a unique, diverse and safe working environment for all, while ensuring everywhere the strict respect of the UN Global Compact's ten principles.

To be a trusted partner to all stakeholders

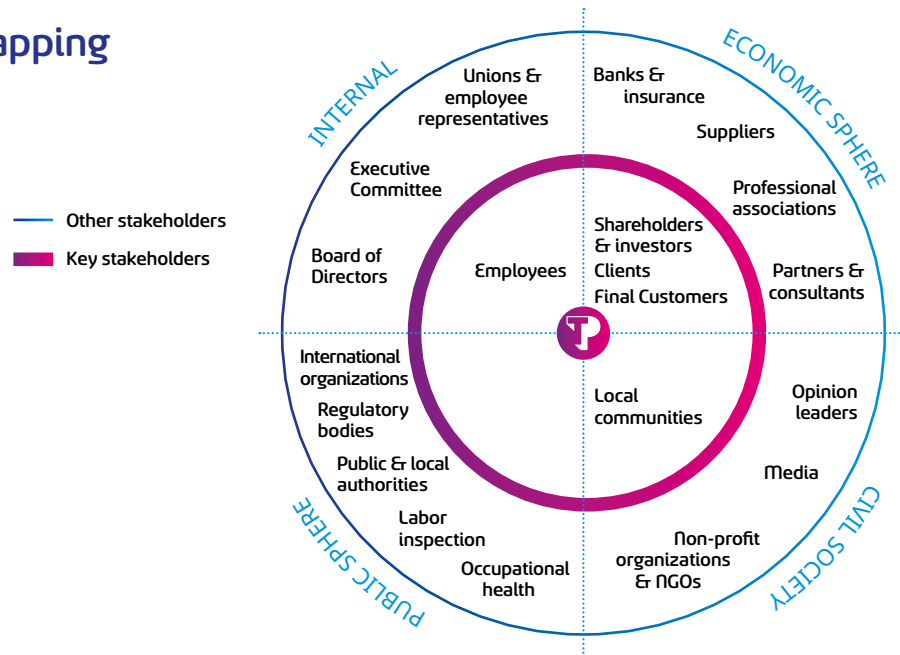
Teleperformance is committed to implementing the highest ethical standards across its entire footprint. Being a trusted partner also means to provide the best customer experience while ensuring data security to its final customers, and to deliver long-term value.

To be a Force of Good

Teleperformance is an active participant in helping create jobs around the world. Through its charitable initiative Citizen of the World, the Group contributes to help the world's most vulnerable children and their families. Teleperformance has also been an early advocate for climate change action through the Citizen of the Planet program.

Creating value to all stakeholders

Stakeholder mapping



How Teleperformance dialogs with its main stakeholders

	Employees	Clients
Stakeholders	+ 330K employees 49% women/51% men	1,000 corporate clients and public administrations (excluding LanguageLine Solutions: 30,000 clients including individuals)
Methods of dialogue	Annual Employee Satisfaction Survey (E.Sat), regular "Chats with CEO" and focus groups, continuous dialog through Intranet, coaching, performance reviews	Continuous dialog: client Satisfaction Surveys (K.Sat), RFPs, Strategic Account Management, Events, Website
Needs & expectations	<ul style="list-style-type: none"> Well-being at work Competitive remuneration Career development Diverse and inclusive work environment 	<ul style="list-style-type: none"> Increase final customers' satisfaction & loyalty Growth and digital transformation Easy to "work with" partner Secure solutions Cost effective
TP's strategic response	<ul style="list-style-type: none"> Health and well-being programs Attractive compensation scheme Training and development: JUMPI, TP University Gender equality initiative, multicultural teams 	<ul style="list-style-type: none"> Simpler. Faster. Safer. Augmented Customer Experience, advanced analytics, digitalization and automation, Lean Six Sigma, subject matters experts by vertical, Smart shoring, operational standards
TP's commitments		
SDGs		

Delivering value by performing TP's mission



Final customers	Shareholders	Communities
1.3B interactions (excluding specialized services)	~100% floating capital	80 countries 460 sites
<i>Systematic Customer Satisfaction Surveys (C.Sat), Omnichannel interactions</i>	<i>Continuous dialog through investor meetings, roadshows, general meetings, financial reporting. Face-to-face ESG meetings with 41.5% of the capital.</i>	<i>Regular voluntary work, job fairs, partnerships with public administrations and NGOs, industry associations</i>
<ul style="list-style-type: none"> Find solution to their daily problems Get a simple and fast response when they need it and where they need it 	<ul style="list-style-type: none"> Reliable and sustainable financial performance Transparency and sound governance 	<ul style="list-style-type: none"> Find local work opportunities Develop local economy Inclusion of minorities Responsible use of natural resources
<ul style="list-style-type: none"> Emotional Intelligence Omnichannel, multilingual capabilities in 265 languages Data Security (BCR approval) Advanced Analytics 	<ul style="list-style-type: none"> 31 quarters of consecutive YoY revenue LFL growth of at least + 5% 9 years of continuous recurring EBITDA ratio improvement Continued dialog with main investors, incorporation of best practices in governance 	<ul style="list-style-type: none"> Major employer, measures taken to favor the employment and inclusion of local and underprivileged communities Charitable initiative Citizen of the World Environmental initiative Citizen of the Planet

Employee Engagement and Well-being



ALAN WINTERS

Chief Administrative Officer

"At Teleperformance, the human touch remains our focus. We understand that new digital environments require new ways of preserving our humanness — that in an increasingly high-tech world, where the rate of change and innovation is increasing daily, a focus on high-touch is key to differentiating products and services.

Great companies treat their employees as they treat their clients and customers. By making our employees' lives easier, simpler, and safer, we can raise morale, improve productivity, reduce stress, and increase retention. Our high-touch approach is designed to make our employees happier, feel valued and to set us apart as a forward-looking company."

Teleperformance is fully committed to providing a unique work environment, and earns recognition from independent entities on a regular basis.

In 2019, Teleperformance subsidiaries received 22 best employer recognitions by either Great Place to Work®, KINCENTRIC Best Employer (formerly Aon Hewitt) or Best Places to Work®.

These certifications represent 70% of the Group's global workforce.



Our high-touch approach is designed to make our employees happier, feel valued and to set us apart as a forward-looking company.



11

Great Place to Work® awards

India, Philippines, Mexico, El Salvador, Colombia, Costa Rica, Dominican Republic, Portugal, Argentina, Brazil, Peru.

7

subsidiaries recognized as Global Best Employers™ Program by KINCENTRIC (formerly A.On Hewitt)

in China, India, Morocco, Tunisia, TLScontact Algeria, TLScontact Morocco, TLScontact Tunisia.

4

subsidiaries recognized Best Places to Work®

in Albania, Morocco, Tunisia and Portugal.

Material Topics

- Employee Engagement
- Well-being at work

SDGs



Key performance indicators 2019

22

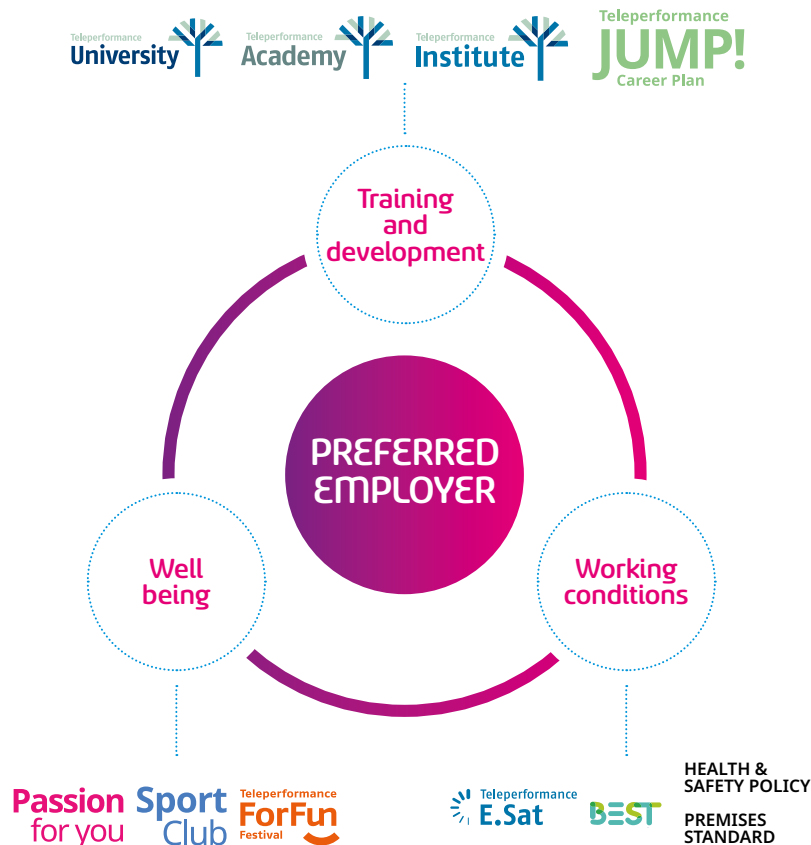
best employer certifications achieved in 2019

70%

employees are working at a subsidiary that has been certified as a best employer

OUR PROGRAMS AND INITIATIVES

Employees are the cornerstone of Teleperformance's success. The Group is committed to being an employer of choice in each market it serves, with dedicated programs spanning employee engagement, well-being, diversity and inclusion, human rights, training and development, as well as health and safety:



The best thing about working at Teleperformance is the people! Getting to see people grow professionally and taking on new roles. It is the best source of positive energy for me when I take on my daily tasks and challenges.

VIKTORIA HAFREDAL

Contact Center Manager,
TP Norway

During her 12 years with Teleperformance, her career journey has led her from being an agent to team Supervisor, to Assistant Contact Center Manager and finally to her current role as CCM in Norway.



Training & Development

Teleperformance invests heavily in training and career development. As a result, 69% of non-agent positions are filled internally.



Training session at TP Portugal



In 2019, **Global Learning & Development department** focused on new training curriculum to develop teams worldwide for both agent and non-agent groups. E-learning and face-to-face content on Emotional Intelligence were released at the start of 2020. Gamification was introduced in 2019 and will continue to be implemented in 2020. This gamification training is for new hire training, onboarding and continuous education training.



As part of its commitment to employee development and high-tech, high-touch solutions, Teleperformance has been piloting the implementation of a **Cloud Based Talent Platform**. 50,000 users from the Philippines, Mexico and Egypt have used the platform in 2019 and its success has resulted in global deployment in 2020. The platform will not only act as a Learning Management System, but also become a full Talent Management platform. It will enable appraisals, goal setting, succession planning and enhance real-time communication process to reach all employees.

Main training topics



Material Topics

- Training & Development

SDGs



Key performance indicators 2019

160

Training hours per employee

69%

of non-agent positions are filled internally

OUR PROGRAMS AND INITIATIVES

Teleperformance **JUMP!** Career Plan

JUMP! is a development program exclusively designed for Teleperformance to identify and prepare high-potential employees to take on leadership positions in the company.

The program prepares employees to become leaders: from agents to supervisors, from supervisors to coordinators and, finally, from coordinators to managers. JUMP! is a dual training program offering both technical and behavioral training, as well as personal development planning.

Teleperformance **University**

Teleperformance University is an executive program comprised of two tracks. The first is focused on the Group's high-tech, high-touch strategy and candidates must complete a mix of face-to-face courses in four of the Group's best-in-class locations and e-learning training sessions. The second track requires the completion of a Six Sigma Green Belt project to apply what was learned in track 1 and drive real value back into the organization. In 2020, 40 executives will participate in the program from multiple countries and all functional areas of the Group.

Teleperformance **Academy**

Teleperformance Academy is a facility exclusively designed for training initiatives consisting of buildings with bright classrooms, spaces with natural lighting, equipped with individual and modern tools to support the learning process.

Teleperformance **Institute**

Teleperformance e-Institute provides e-learning training to all management staff (supervisors, platform managers, operations directors, etc.). In 2019, Teleperformance used three leading e-learning platforms accessible anytime and anywhere – e-Institute, Saba and Skillport.

MAME DIEWO NDIONGUE

Customer Advisor,
TP Morocco

Mame Diewo has a degree in Economics and Management. He joined the TP family in November 2018 as a Customer advisor.



**I had no experience in this industry.
Thanks to TP, I was able
to improve my communication
and develop my active listening skills.**

Working conditions and labor

Teleperformance is committed to being the market's preferred employer and to providing excellent working conditions for its employees.



Favoring a pleasant and safe working environment

Across its global operations and supply chain, Teleperformance has capped working hours at **48 hours per week**, excluding overtime.

The Group implemented a **strict Health & Safety framework** (see pages 26-27).

The Group has developed a **best-in-class Premises standard**, ensuring that all sites have the same standards in terms of lighting, acoustics, IT and security, safety, proximity and hands-on-management, sustainable development and employee well-being (see pages 28-29).



Providing a competitive Reward Framework

Teleperformance provides decent and competitive salaries in all its operations. The total compensation package includes a fixed remuneration as well as performance **bonus** and **other benefits**.

The Group pays or makes available **health insurance** to 92% of its employees. **Health insurance services** are also extended to family members in half of the subsidiaries.

More than 60% of the Group's employees benefit from **extra holidays**, 80% from **meal vouchers**, 80% from **discounts** for cultural or sport activities...

~25% of the Group's subsidiaries provide **free transportation** to employees, especially for night shifts.



Ensuring the protection of Human Rights in the workplace

Teleperformance makes sure its global codes and policies, aligned with the UN Global Compact, are effectively implemented at local level (see pages 38-39). All employees and external parties **have access to confidential grievance** and whistleblowing mechanisms to report any issue.

Teleperformance ensures that all employees throughout its global operations have **the right to collective bargaining**.

Material Topics

- Labor
- Social dialog

SDGs



Key performance indicators 2019

99.3%
of the Group's employees are paid more than living wage

92%
employees have access to health insurance



OUR PROGRAMS AND INITIATIVES

99.3%

of Teleperformance's employees
have a base salary higher
than the local living wage
(excluding bonus)

LIVING WAGE ANALYSIS

Partnering with Wage Indicator, Teleperformance conducted for the first time an analysis to compare Teleperformance's local salaries against local living wage. As a market leader, the Group is committed to providing a competitive remuneration to all its employees and to promoting a higher standard for its sector.

The living wage depends on the local cost of living. Different from minimum wage, it is the minimum income necessary for a worker to meet their basic needs, including food, housing, and other essential needs such as clothing, transportation, education and health. The goal of a living wage is to allow a worker to afford a decent standard of living through employment.

HIGHLIGHTS IN THE GROUP'S LARGEST COUNTRIES OF OPERATIONS

In India, the agent entry-level base salary is higher than the living wage by 123% – low bound and 49% – high bound.

In the Philippines, the agent entry-level base salary is higher than the living wage by 81% – low bound and 25% – high bound.

In Colombia, the agent entry-level base salary is higher than the living wage by 56% – low bound and 25% – high bound.

WageIndicator is a foundation with one of the most robust methodology and global database on living wages.

To estimate the local living wage, Wage Indicator gathers local prices for accommodation, food, clothing, transportation, public education and health through cost of living surveys. Data are updated on a quarterly basis and were compared as of January 2020.

The analysis was performed in 218 cities in 36 countries, covering 94% of Teleperformance's global headcount. Due to data availability, Guyana, Tunisia, Sweden and TLScontakt were not part of the study and will be incorporated in coming years.

Wage Indicator reports living wages as a range (low bound and high bound). Interval reflects the variations of prices within a city or a country. 99.3% of TP's employees have a base salary higher than the living wage - low bound, and 84% of employees have a base salary higher than the living wage – high bound.

0.7% of the Group's employees have an entry-level base salary at the minimum wage, slightly lower than the local living wage. Further analysis is being made to understand the rationale, the total compensation package, and address any gap as needed.

Social dialog

Teleperformance promotes social dialog in all its operations and respects the right to freedom of association and the right to establish and join unions or another representation of employee interest.

All subsidiaries count with employee representation, whether there are employee representatives, Works council, Health & Safety committee, Grievance committee or collective bargaining agreement.

The employees also have other formats, such as Employee Satisfaction Survey, "Chats with CEO" and focus groups, that offer a forum for discussing their concerns.

A European Works Council (ECWC) comprising 19 standing members represents employees in the 17 European countries in which the Group operates. In 2019, the Works Council met Group management representatives four times to discuss transnational matters affecting employees during the year at European level.

Health & Safety

Teleperformance aspires to provide the highest standards of Health & Safety (H&S) for its employees, contractors and visitors. To ensure a safe workplace, everyone has to think safe, act safe, be safe.



The H&S policy

The H&S policy rolled out by the Group and updated in 2019 goes beyond local regulatory requirements when local requirements are less protective.

In addition to focusing on employer and employee responsibilities, it also aims to increase awareness of workplace hazards and promote the use of preventative measures for all parties involved. Mandatory training modules on H&S are rolled out across the Group and each subsidiary gets assessed and audited on H&S. Local H&S experts ensure the compliance of each subsidiary with the Group policy.

To further reduce stress factors and favor well-being at work, several actions have been rolled out on top of the Teleperformance global health and wellness program Passion for you:

- **Ergonomic workspaces**, relaxation areas, flexible schedules and programs to address specific types of stress;
- **Family-inclusive programs**, childcare subsidies, flexible work schedules and telework solutions to bring balance back to employees' lives;
- **Local campaigns** are organized with a focus on specific issues, such as smoking, obesity, sleep disorders and hydration. The Group provides **access to health platforms**, health specialists and dietitians, on-site doctors and nurses, and complementary healthcare.

Additional H&S guidelines have been set up for specific services:

- H&S guidelines and e-learning module specifically developed in 2019 for **Work-at-Home agents**
- Specific H&S procedures for **content moderation services**

More than half of the Group's subsidiaries provide on-site medical assistance, including in countries where access to health care is limited.

In Portugal, Teleperformance opened the **TP Feel Well clinic**, which offers psychological and general clinic consultations, medical examinations and other "feel well" initiatives. This program provides professional, free and continuous medical assistance.

Material Topics

- Health & Safety

SDGs



Key performance indicators 2019

2.9

Accident frequency rate*
(excluding commuting accidents)

75%

employees trained
on the Health & Safety
policy

* per million paid hours of production



OUR PROGRAMS AND INITIATIVES

Passion for you is Teleperformance's global health and wellness program that promotes health literacy, work-life balance, fitness activities, nutrition and happiness at work.

Passion for you

The program features a range of initiatives that include:



Yoga class at TP Portugal

- Health fairs
- Massage therapy for stress relief
- Promotion of good posture
- Stretching exercises and active breaks
- Healthy eating
- Physical exercises by setting up fitness classes
- Mini marathons
- Local sports club benefits
- Awareness campaigns
- Micro-learning
- Cancer prevention

Highlights: content moderation

More than 6,500 TP employees support content moderation in over 30 languages and review millions of items each week. Teleperformance places a significant emphasis on wellness for its social media gatekeepers and moderators and has developed specific processes such as:



- A framework for recruiting the right profiles, including a suite of **psychometric tests** that help identify candidates with resilience and a sense of "higher calling";



- A **Resiliency Training:** Managers, Trainers, Team Leads, and Counsellors are all trained to spot the signs of distress;



- Custom-built Infrastructure **that provides the right work environment**, with state-of-the-art break rooms and zen rooms;



- **Continuous access** to expert counseling;



- Program for **24x7 support** during employment lifecycle and post-employment.

Global Premises Standard

Since 2009, Teleperformance has deployed a Global Premises Standard which provides blueprints and detailed guidance on lighting, acoustics, IT and security, safety, proximity and hands-on-management, sustainable development and employee well-being in all areas of its centers.

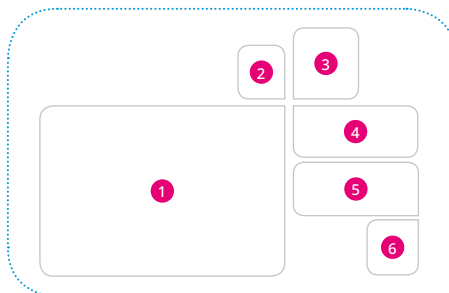




Material Topics

• Well-being at work

SDGs



1 - Portugal; 2 - Brazil; 3 - Sweden; 4 - Greece; 5 - Brazil; 6 - Colombia



For Fun Festival: All in this Together

At Teleperformance, diversity is a source of strength and pride.

Teleperformance ForFun Festival

The Teleperformance For Fun Festival is the Group's annual contest that recognizes and celebrates the unique creative and artistic talents of its employees around the world.

The For Fun Festival is open to all active employees who are interested in sharing their passion for art, dance, music, and photography.

The grand winner in the global competition gets to bring home a \$6,000 grand prize

For Fun Festival not only highlights different nationalities and cultures, but also creates a special worldwide bond.



ART
1,160
participants

DANCE
1,598
participants

MUSIC
2,449
participants

PHOTOGRAPHY
1,226
participants

TOTAL
6,433
participants



Sport Club

The Teleperformance Sport Club is a worldwide program promoting sports as a tool for physical well-being and a higher quality of life.

Sport Club

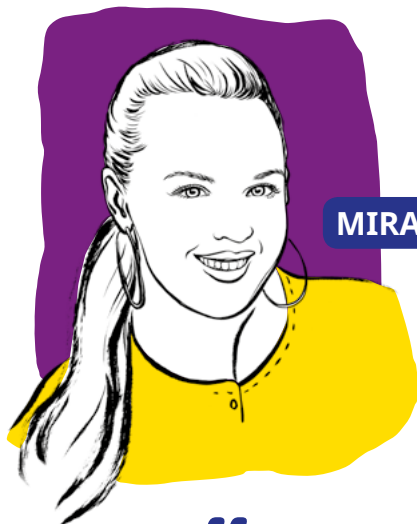
It is also a means for building a culture of teamwork. By motivating employees to play and have fun, Teleperformance is also encouraging them to cooperate with others and work towards a common goal of achieving peak performance and success.

1,400+
sport clubs

TOTAL
13,600
participants



"Each Interaction matters": treat everyone uniquely



MIRANDA COLLARD

Chief Client Officer English-speaking World
and Chair of TP Women

"The Teleperformance story is told by over 330,000 voices, all belonging to individuals who have their own, unique stories to tell. To us, there is no distance nor barriers – we are brought together by our differences and bound together by our willingness to make a positive impact and to go above and beyond in everything that we do.

Thriving in a culture of diversity has paved the way for our people to achieve high organizational

performance and attain motivation. By celebrating and respecting the many differences of our people, we continue to learn and grow, enabling us to better serve our clients and their customers at every opportunity, while also allowing our people to support our strategic vision.

In a world where diversity matters, Teleperformance stands up for equality, gender diversity, inclusion, and equal opportunity.

Diversity is our source of strength and progress, all tied together by a common thread: our shared humanity and empathy, and our eagerness to elevate the customer experience."

**Thriving in a culture
of diversity has
paved the way for
our people to achieve
high organizational
performance and
attain motivation.**



Diversity. Equality. Unity.

Material Topics

- Diversity & Inclusion

SDGs



Key performance indicators 2019

265

languages and dialects

49%

women in the Group

82%

employees trained on the
Diversity & Inclusion policy

24%

women in the Group's
Management Committee

OUR APPROACH

AT TELEPERFORMANCE, DIVERSITY GOES HAND-IN-HAND WITH EXCELLENCE.

Teleperformance interacts with people from all over the world. To provide such a wide range of people with top-notch, omnichannel customer service, its employees' profiles and backgrounds should be just as varied.

Cultural diversity is in every part of the Group's organization, starting with its workforce present in 80 countries and capable of delivering services in more than 265 languages and dialects.

Teleperformance pioneered the development of multilingual hubs that provide large multinational groups with strategic omnichannel solutions for customer experience management. These centers bring together employees of all nationalities in one place to serve Pan-European and Pan-Asian programs.

The corporate governance bodies are also a reflection of the Group's multiculturality: as such, the Board of Directors represents 6 nationalities and the Management Committee 8 nationalities.

At Teleperformance, every interaction is an opportunity to make a difference in people's lives: employees, clients, customers. The group's mission is to provide superior and personalized Customer Experience to each individual, no matter one's origin, age or geographical location.

It treats everyone equally, in one's uniqueness, and overcomes geographical, social and cultural barriers.

Similarly, the company hires employees from a variety of nationalities and backgrounds, and strives to develop a diverse and inclusive business, with global initiatives to promote gender equality (TP Women), or specific programs to include young and senior workers, disabled workers or underprivileged communities.

ANNA JACASZEK

Recruiting,
TP Germany



Anna is part of TP Germany Recruiting Support Team. She comes from Poland and has been working at TP for two years.



**At Teleperformance,
having a different background
is no disadvantage.
Teleperformance with all its diversity,
work challenges and positive atmosphere
is a company where I see myself in the future.**





FEW EXAMPLES OF OUR INITIATIVES

TP USA SUPPORTS VETERANS

//

*I served 26 years with the Army National Guard.
When I decided it was time for me to retire,
I was a little bit frightened.
In one of the first meetings I had at Teleperformance,
they welcomed me in such a friendly environment
and to everybody I met they introduced me
as a retired service member
which made me feel really good.*

//

BRIAN WARDLE

Senior Compliance and HR Manager
TP USA

Teleperformance has once again been named as a Best of the Best Top Veteran-Friendly Company for 2019 by U.S. Veterans Magazine (USVM).

Teleperformance takes great honor in supporting veterans and their military families through various hiring initiatives and programs. In 2019, more than 1,000 veterans have been hired.

Teleperformance is also part of the Project @ Home, whose objective is to provide military spouses with a secure job and opportunities for personal and professional growth no matter where the military takes them and their families.



TP PHILIPPINES STANDS FOR AN INCLUSIVE WORKPLACE



Employees participate in the Metro Baguio Pride - November 2019

Teleperformance Philippines, who has signed the United Nations LGBTQIA+ Standards for Business, continues to be committed to fighting gender discrimination while pushing for equality and safe spaces for its LGBTQIA+ community.

With the support of its Diversity and Inclusion Committee, the company spreads awareness about homophobia's impact. Teleperformance has joined the Philippine Financial and Inter-Industry Pride, the largest business coalition in the country that aims to foster an industry that is safe and inclusive for LGBT+.

//

*Our commitment to diversity, inclusion, fairness and equality goes beyond our workplace.
To this end, we leverage our size, reach and sphere of influence, and support and partner with like-minded organizations to advocate for a world that is just and respectful of people with diverse sexual orientation and gender identity.*

//

JEFFREY JOHNSON

SVP Human Capital
Resource Management,
TP Philippines

FEW EXAMPLES OF OUR INITIATIVES

TP COLOMBIA INTEGRATES REFUGEES

1,000+

Venezuelan refugees
and migrants working
at Teleperformance Colombia
in 2019

**Target
2,000**
by the end of 2020

As a labor-intensive company with many sites around the world, Teleperformance has a significant role to play in the integration of refugees in their host countries.

In Colombia, which is currently facing one of the biggest migrations in human history due to the Venezuelan crisis, Teleperformance has implemented several initiatives to hire refugees. Employment is key for the integration of newly arrived migrants and the Group has identified that hiring refugees also brings multiple benefits to the company.



On top of internal initiatives such as the creation of a Corporate Immigration Office that provides legal advice to foreign collaborators, Teleperformance works in partnership with multiple governmental and non-governmental organizations such as the United Nations High Commissioner for Refugees (UNHCR), TENT and the Pan-American Development Foundation to hire and integrate refugees.

TP FRANCE RAISES AWARENESS ON DISABILITY

In 2012, Teleperformance France and several trade unions (CFDT, CFE-CGC, CFTC, FO and SUD) signed an agreement on the employment, the integration and the training of people with disabilities. Measures included the adaptation of each workstation depending on the employee's needs, priority for part-time contracts when

requested, 3 extra paid holidays if necessary, etc. As part of the European disability week in November, Teleperformance partners every year with the Agefiph to raise awareness on disability. Several other awareness campaigns are run such as DuoDay and dedicated job fairs.

Teleperformance is committed to employing disabled workers, who represent 8.5% of its workforce in France (excluding temporary workers).

8.5%

of disabled people among
the TP France workforce



TP France celebrates
the European disability week
November 2019



TP Women

The TP Women initiative seeks to address women's issues in the workplace and help drive positive change. TP Women stands behind diversity, inclusion, and gender balance, supporting equal opportunity and participation at all levels and in all aspects.



Diversity
Equality
Unity

TP Women objectives

- to create a more diverse workforce at all levels across Teleperformance globally, with particular focus on women;
- to improve the promotion of female staff in senior positions;
- to develop a network of women and men as educators and advocates for workplace equality;
- to encourage a gender-sensitive management culture.

TP Women in action

- TP Women is comprised of 15 Group Board members and 75 regional Board members, all women in senior positions. They represent each of the company's job functions and geographies and are responsible for implementing initiatives to achieve gender equality in their respective functions or regions.
- Teleperformance has put in place a mentoring program for women, where TP Women Board members sponsor high-potential female employees to help them reach senior positions in the company.
- Teleperformance is requesting gender-balanced shortlists when sourcing talents.
- Teleperformance is monitoring gender balance in the talent pool and succession planning.

Spotlight on TP Brazil

Teleperformance was named one of the Best Companies for Women to Work for in Brazil (Great Place to Work® 2019 ranking). The recognition from Great Place to Work® highlights companies that push for diversity, gender inclusion, and equal opportunities for women in the workplace.

//

More than 60% of the entire workforce at TP in Brazil are women, while women hold 53% of leadership positions. This has been a natural process, made possible because the company values competence. Rather than resulting from stringent policies that facilitated this high percentage of women in the workplace and leadership roles, this status came from a forward-looking mentality that puts professional competence first. When we have a balanced management with men and women, we have a better chance of success.

//

SIMONE NUNES

Director of Human Capital
TP Brazil

Gender Equality Index – France

For the year 2018, Teleperformance France achieved 84 points out of 100. Companies with a score above 75 points are considered as gender equal workplaces.

Teleperformance France achieved 39 points out of 40 for closing the gender pay gap, which means that gender pay gap at Teleperformance France is less than 1%.

In application of Decree No. 2019-15 of January 8, 2019, five indicators are measured as part of the Gender Equality Index, with a total of maximum 100 points:

- closing the gender pay gap;
- the same opportunity of having a pay rise for women as for men;
- the same opportunity of getting a promotion;
- all female employees given a pay rise on returning from maternity

leave, where pay rises have been granted in their absence;

- at least four women or men in the top ten highest paid employees.

Every year, Teleperformance France draws up a comparative status report on women and men in the company, which serves as a basis for the annual negotiation with unions on gender equality. These discussions led to the conclusion of an agreement in 2018 formalizing the company's commitments and actions around five areas: hiring and access to employment, vocational training, career development and professional promotion, remuneration, working and employment conditions.

84

points out of 100 in
Gender equality index in 2018

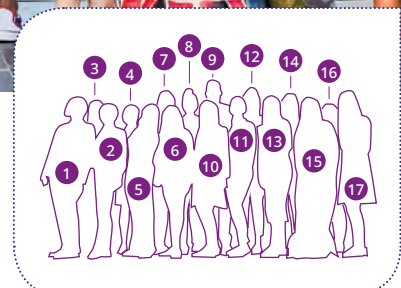
<1%

Gender pay gap
at Teleperformance France



1st Board of TP Women - Santa Clara California, September 2019

1 - Carla Nolan; 2 - Tanya Famador; 3 - Christine Ernult; 4 - Leigh Ryan; 5 - Rebeca Boletti; 6 - Simone Nunes; 7 - Linda Comp-Noto; 8 - Miranda Collard; 9 - Alan Winters; 10 - Karine Jan; 11 - Sabrina Sanchez Brenta; 12 - Rebecca Brown; 13 - Liliana Lopez; 14 - Toni Reeves; 15 - Rupa Ramamurthy; 16 - April George; 17 - Gabriela Rodriguez



Ethics & Compliance

Teleperformance is committed to respecting national and international standards and regulations that promote the highest ethical standards: the UN Global Compact, the Universal Declaration of Human Rights, the ILO conventions, the OECD Guidelines.



Teleperformance's Global Compliance Organization

Teleperformance's Global Compliance Organization is a dedicated structure that stretches from senior management of the Group and the Audit, Risk and Compliance Committee of the Teleperformance SE Board of Directors to every level of the Group. This dedicated structure ensures that the policies and procedures of Teleperformance are effectively and efficiently implemented Group-wide.

Teleperformance is determined to ensure that the Group's core values are applied and upheld, not only by all managers and employees, but also by suppliers and subcontractors. To do so, the group has developed robust processes

to identify the risks relating to Human Rights, Ethics, Health & Safety and the Environment, and implemented programs to monitor and mitigate them. For more information, **Teleperformance's Vigilance Plan** can be found on the corporate website.

The Group has rolled out its Global Ethics Hotline to provide

a mechanism for the reporting of suspected wrongful business conduct, while protecting the reporting individuals from retaliation or other adverse employment action. The Ethics Hotline is available to all stakeholders (internal and external) on Teleperformance's website.



Material Topics

- Ethics & Compliance
- Supply chain

SDGs



Key performance indicators 2019

84%
employees
trained on the
Code of Conduct

98%
footprint where
Global Ethics hotline
has been rolled out

OUR CODES AND POLICIES

- Code of Ethics
- Code of Conduct
- Privacy policy
- Diversity & inclusion
- Global Essential Compliance and Security Policies (GECSP)
- Health & Safety policy
- Supplier Code of Conduct
- Human Rights statement
- Environmental policy
- Global Ethics hotline policy



CODE OF CONDUCT

As part of its operations, including in relation to purchases and sales, the Group ensures that all acts of corruption are prohibited. This zero-tolerance principle is set out in the Code of Conduct, last updated in May 2018. In accordance with the French Sapin II law, the Group has developed a corruption risk mapping, which was reviewed by the Audit, Risk and Compliance Committee. It aims to identify,

analyze and manage the risks inherent to the Group's activity and geographical exposure. Teleperformance has been deploying a mandatory training module on anti-corruption and incorporated Sapin II requirements to its Security & Compliance audit scheme. Internal procedures and due diligence measures have been implemented to reinforce the Group's vigilance.



SUPPLIER CODE OF CONDUCT

In September 2019, the Group launched an updated global Supplier Code of Conduct. It includes the Group's updated requirements in terms of human rights and fair labor conditions, health and safety, environmental responsibility, business ethics and integrity (including anti-corruption), and GDPR compliance. Teleperformance has created Purchasing Committees at the Group, regional and local levels to make sure the Group's global policies and procedures are applied consistently.

Verego SRS Certification

In a 2019 assessment of the Teleperformance Group, Verego, a CSR certification entity, finds that Teleperformance's global policies are aligned with the highest standards. Among employees surveyed, more than 99% have not witnessed or experienced any compliance issue within the last two years, meaning that policies are fully implemented and respected locally.

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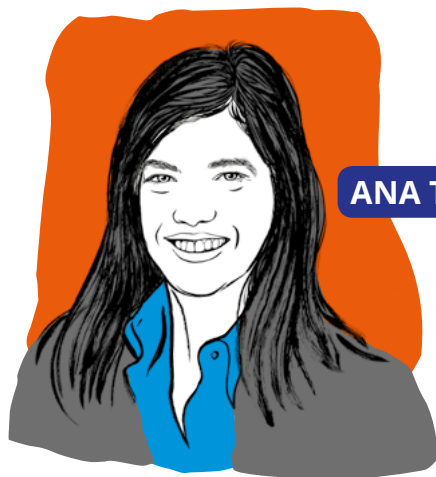
Over the last six years, Teleperformance has continued to demonstrate their leadership in responsible business practices. Not only has the organization achieved SRS Certification at the enterprise level, but Teleperformance has also been able to demonstrate that these responsible policies and programs are implemented across their global sites.

//

CAROLE KERREY

Lead Certification Assessor
at Verego SRS Certification

Innovation & Client Satisfaction



ANA TERESA MESQUITA

Chief Marketing Officer



**We deliver
the right answer
to the right customer
on the right channel
at the right time.**



"Teleperformance is more than a bridge between customers and brands. We are the largest team of interaction experts in the market.

With the best global practices, we learn and evolve with each interaction, providing billions of connections to customers every year, on every channel. We empathize with customers in order to deliver the right service, every time.

Our knowledge of customer behavior through analytics allows us to provide meaningful information that can be used to enhance

products and services, and bring real business results. We deliver the right answer to the right customer on the right channel at the right time through our team of interaction experts, supported by subject matter experts who are knowledgeable in various technologies, solutions, and processes.

With the integration of artificial intelligence (AI) and other technologies, we are able to enhance the performance of our team, emphasize the human touch, and implement operations that allow us to perform strategically, precisely, and in a timely manner, while maintaining flexibility and the highest security standards.

Furthermore, we facilitate a collaborative and consultative approach, customizing and adapting to each client's needs."

Material Topics

- Client satisfaction
- Innovation & Digitalization

SDGs



Key performance indicators 2019

7,000+
bots

600

Technology, Analytics and Process Excellence (T.A.P.™) experts

13

years average tenure
of client relationship (Top 50)

21%

revenue from clients
in the digital economy

OUR VALUE PROPOSITION



By combining the high-tech, high-touch approach with the Lean Six Sigma discipline, Teleperformance delivers simpler, faster, better, safer, more cost-effective solutions.

SIMPLER

Teleperformance ensures that relationships are easy, flexible, and globally consistent.

FASTER

Teleperformance is fully equipped for a speedy set-up and ramp-up, including continuous improvement. The Group uses the best blend of people skills and enabling automation and analytics technologies.

BETTER

Teleperformance is proud to be the most recognized player in the field. The company has received numerous awards from prestigious institutions and reputable independent consulting firms around the world, both for market

leadership and world-class services in the industry, as well as for HR development strategy, security and innovation capacity, and commitment to social and environmental responsibility.

SAFER

Teleperformance provides peace of mind by protecting its clients' brands and businesses through high standards in security and privacy, and financial stability.

MORE COST-EFFECTIVE

Teleperformance generates value through digital transformation of processes. The Group optimizes costs through smart-shoring strategies on a global scale.

“

Teleperformance has been an integral part of our journey, growing into new markets globally, as well as into new channels.

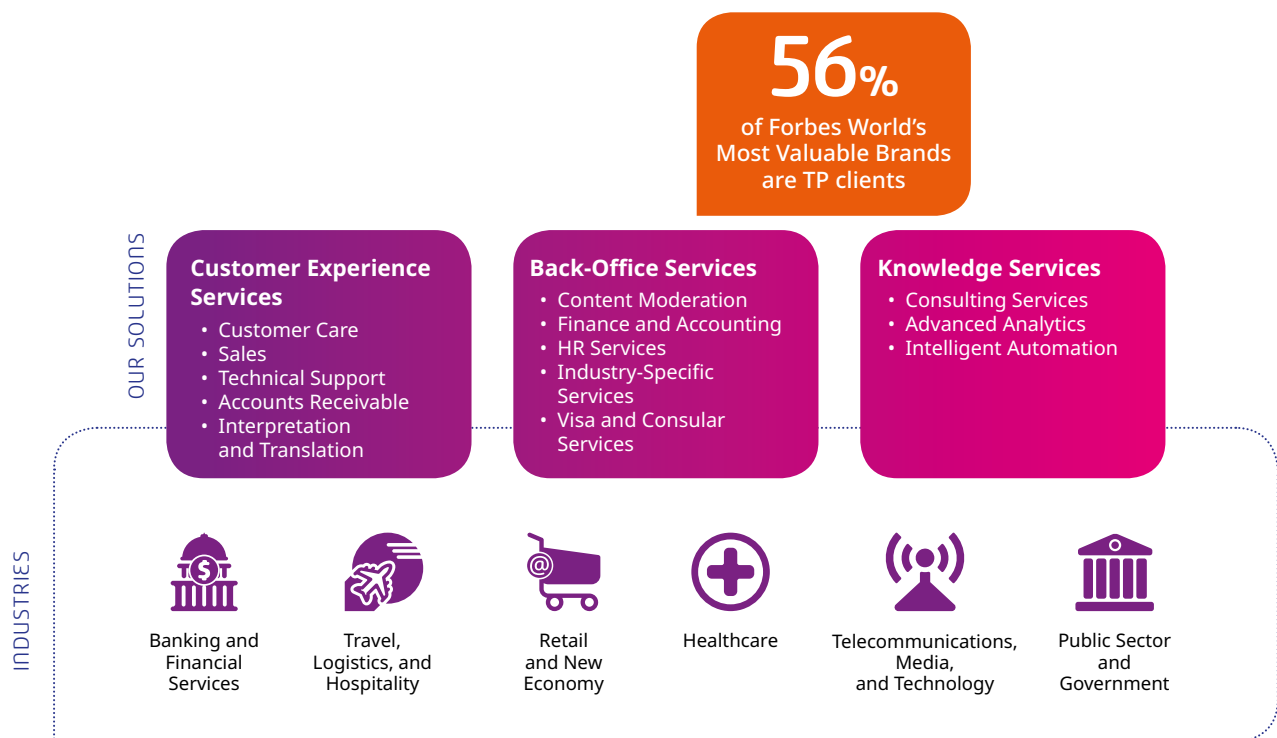
We get many benefits from this partnership, including access to their global footprint and their best practice processes, particularly around Quality Management.

”

Vice President, Global Service Center Operations of one of Europe's most innovative and fastest-growing financial company

Our solutions in innovation and client satisfaction

Teleperformance brings a strategic vision that increases the loyalty and value of its clients' customer base, from solutions to implementation.



Delivery Models

Every brand and client has unique challenges and needs. That is why Teleperformance tailors delivery models for each specific case, seeking the best possible balance between customer experience and cost efficiency.

Omnichannel

Allows interaction with customers on their preferred channel, seamlessly integrating fast-growing or emerging channels, such as chat or instant messaging

Smart-Shoring

The best combination for the business and for customer satisfaction: domestic, nearshore, offshore

Work-at-Home

Expand the talent pool while ensuring a consistent level of performance and quality

Multilingual Hubs

Strategic hubs for multilingual customer experience services that enable consistency and easier, more efficient management

Digital Transformation

Disruption is everywhere. Hence, companies need to stay relevant for the future. Teleperformance assists clients throughout their digital transformation journey to achieve efficient and smart operations.

Analytics

Generate actionable insights from vast amounts of customer interaction data

Automation

Deliver productivity benefits through robotic and cognitive automation

Bots

AI and NLP-powered bots drive positive customer experience

Chat

Engage customers where they are, whether via live chat or instant messaging platforms

Knowledge Services and experts in Technology, Analytics, and Processes Excellence (T.A.P.™) drive digital transformation initiatives

T.A.P.™ is an amalgamation of Teleperformance's capability from the fields of Technology, Analytics, and Process Excellence to identify and implement transformational projects for its clients. Teleperformance counts with more than **600 T.A.P.™ experts**, an increase from 400 year-over-year.

Consulting Services

Teleperformance supports the transformation of operations through strategic initiatives or tactical engagements.



Analytics Services

Teleperformance generates actionable insights from vast amounts of customer interaction data.

- Analytics tools for analyzing voluminous, unstructured text data and for providing sentiment analysis, word cloud, and more
- An analytics platform that recommends Next Best Alternative products and services by understanding customer buying patterns and behaviors using historical data
- Interactive analytics platform with advanced visualization, enabling simpler and faster data interpretation

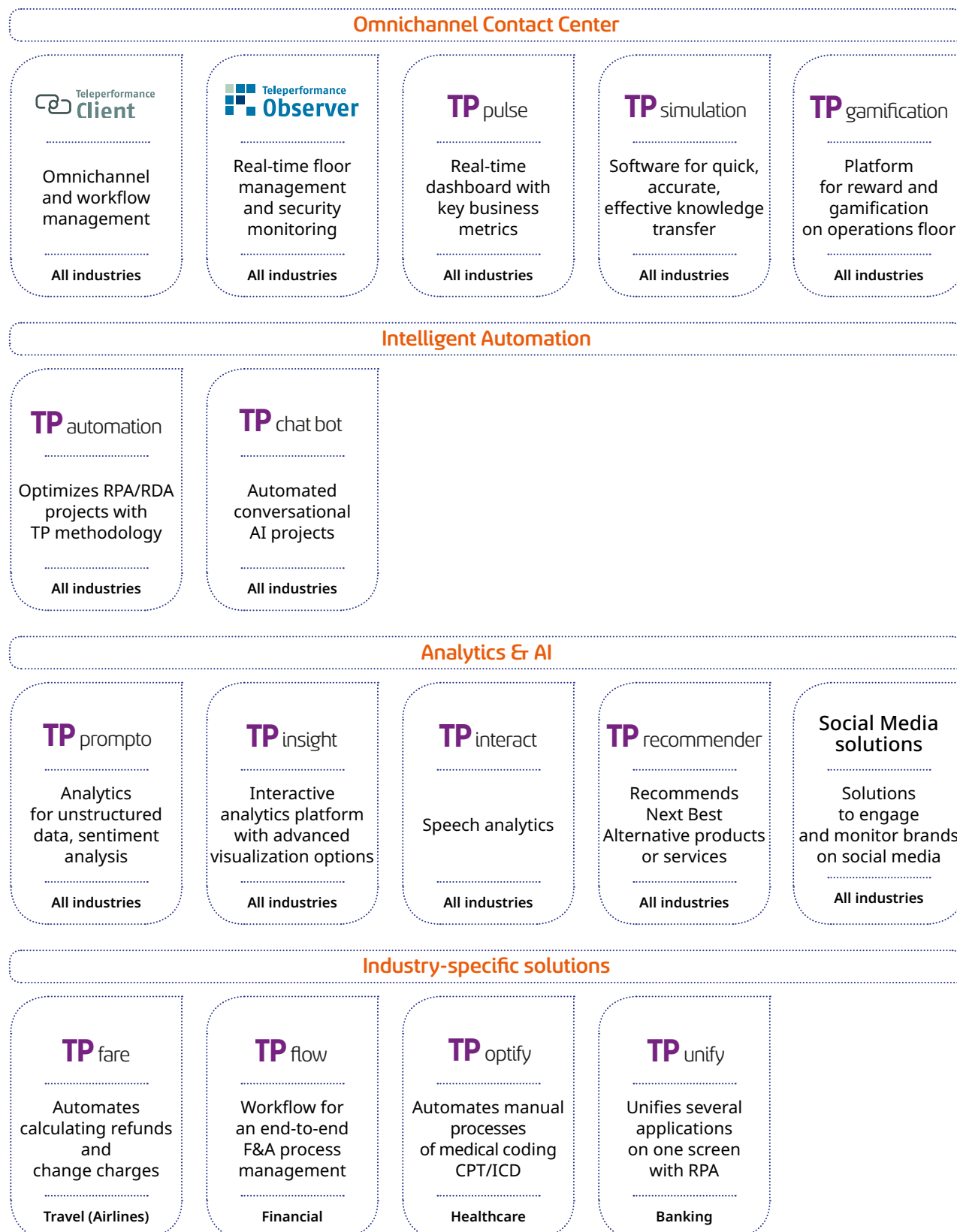
Intelligent Automation

Automation assists TP employees, enabling them to perform their tasks quicker, smarter, and more accurately.

- A digital platform with 7,000+ bots, deployed across front and back-office processes and across all industries
- Robotic Desktop Automation (RDA) and Robotic Process Automation (RPA) expertise
- Artificial intelligence and natural language processing (NLP) for chat and email automation
- Empowered interaction experts: robots execute tasks on behalf of the interaction expert or customer, such as placing an order or filling in information on different systems

Digital platforms

Teleperformance has developed a comprehensive set of 100+ proprietary digital platforms that support digital transformation projects.





Performance management

Teleperformance implements its global best practices consistently across its entire footprint while maintaining a deep understanding of local markets.

TOPS

Teleperformance Operational Processes and Standards

Teleperformance Operational Processes and Standards (TOPS) is a daily performance management process: a step-by-step method based on the best practices of programs all around the world. TOPS was created to support front line management in developing high-performance agents by managing performance metrics with consistency—day after day, week after week, month after month.

BEST

Baseline Enterprise Standard for Teleperformance

Baseline Enterprise Standard for Teleperformance (BEST) is a manual of standards that ensures high service quality, excellent performance, and proactive management of new and existing programs. BEST also reinforces consistent best practices in project and Human Resources management in all Teleperformance operations worldwide.

Teleperformance CCMS

Teleperformance Contact Center Management System

Teleperformance Contact Center Management System (CCMS) integrates data from many systems and departments into a comprehensive view of performance at every level. CCMS is an innovative solution utilized by all levels of Teleperformance employees to organize, analyze, and manage business operations effectively. CCMS is a flexible solution that provides insight into the bottom line, offering a wealth of information and tools to manage productivity, payroll, and client performance.

TCD

Top Contact Driver

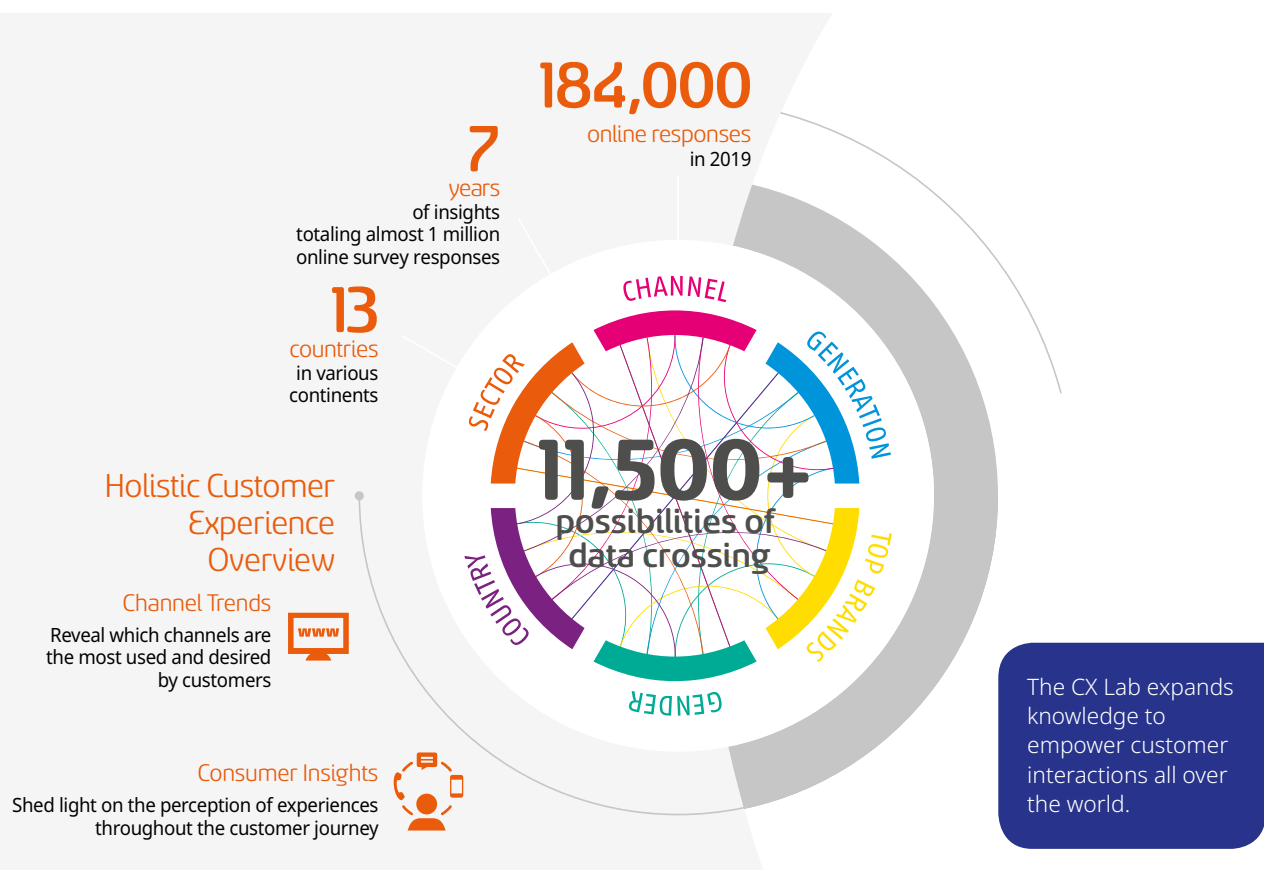
Top Contact Driver (TCD) identifies the main reasons that lead customers to get in touch with Teleperformance, making it possible to guide performance and work on the most relevant issues effectively. TCD shows the most current subjects of interest to customers.



CX Lab

Teleperformance's award-winning Customer Experience Lab (CX Lab) is a research center devoted to studying and understanding changing consumer behavior across countries, channels, generations, and sectors, generating insights and opportunities for companies to improve their customer experience strategy.

Insights based on annual survey conducted with End Customers



Here are some highlights from one of the studies

On average

61%

of customers contacted customer service of one brand in the last 12 months.

Customer service counts for

43%

of the consumer's intention to recommend and stay loyal.

Consumers that were satisfied with their last customer service interaction were

28%

more receptive to commercial offers than those that were dissatisfied.

Customers that thought it was easy to find a contact channel had a loyalty intention

32%

higher than those who thought it was difficult.

Voice is the most preferred channel across all generations. However, this preference drops for younger consumers. Millennials are the generation that prefers **Email / Web Form** the least and **Chat** the most.



Final customers

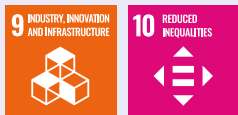
Supporting the UN Sustainable Development Goals through its business activities.

Teleperformance is a company of people serving other people by helping them find solutions to their daily problems. The Group's mission is to deliver personalized and superior customer experience and make each interaction count.

Teleperformance Core services & D.I.B.S



SDGs



Teleperformance delivers superior customer experience to any individual, no matter one's origin, age, background, location.

It contributes to breaking social, geographical and cultural barriers:

- being a bridge between brands, public administrations and customers;
- offering accessibility in 265 languages in any channel;
- delivering the same level of information and service to everyone;

- improving access to people who could not go physically to a store to fix their issues: i.e. people with disability, people living in remote areas, people without any means of transportation, etc;
- helping people navigate through a world that is increasingly more complex and digital;
- delivering human interactions with empathy;
- bridging generations, by providing access and service to both digital natives and digital immigrants;
- contributing to digital integration (i.e. elderly; technophobic, etc.)



Teleperformance Specialized Services, LanguageLine Solutions



SDGs



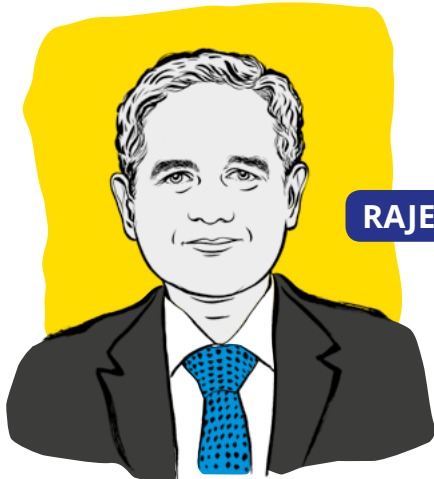
The hearing impaired have difficulty understanding and communicating with others, which creates confusion, anxiety and isolation.

The LanguageLine InSight Video Interpreting® solution allows the Deaf and Hard-of-Hearing, as well as limited-English speakers, to feel heard and seen by another person

in 37 languages, including British and American Sign Language.

LanguageLine's CEO, Scott W. Klein notes: "Connecting to a live professional interpreter in under 30 seconds saves lives during 911 calls, welcomes newborns in remote hospitals, ensures justice in legal situations, and helps build futures. LanguageLine facilitates more than 37 million human interactions each year, more than one every second of every day".

Data security and cybersecurity



RAJENDRA DESHPANDE

Head of Global Cybersecurity



The need for continuous resource skilling, attracting new talent, investing in the best of class technology to build One IT as One Army with a strong management sponsorship keeps Teleperformance ahead of the game.



"Teleperformance recognizes the importance of data protection. It has adopted ISO27001: 2013 as the baseline standard to its Information security management system. Additionally, through the adoption of the NIST Cybersecurity Framework, Teleperformance offers best practices to be a cyber resilient business partner for its clients. Through a global cybersecurity uplift program 'Project Eagle', our security framework provides comprehensive security, cyber, privacy and data protection controls across people, processes and technology.*

The need for continuous resource skilling, attracting new talent, investing in the best-in-class technology to build One IT as One Army with a strong management sponsorship keeps Teleperformance ahead of the game. Controls adequacy and efficacy are reviewed regularly to keep up with the dynamic threat landscape.

Our policy and processes comply with all international data security, privacy and data protection laws in the geographies where Teleperformance operates.

All operational sites operate under the Group's privacy program, in compliance with the General Data Protection Regulation (GDPR). Teleperformance is the only company in its industry to comply with the Binding Corporate Rules (BCR) in the European Union, both as a data controller and processor."

*National Institute of Standards and Technology under the United States Commerce Department

Material Topics

- Data security

SDGs



Key performance indicators 2019

100%

operational sites are GDPR compliant

BCR

compliant

PROCESSES AND INITIATIVES

//

Teleperformance has added innovation to contact center security that often surpasses the client's internal security controls for fraud prevention and early detection.

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MICHAEL DE SALLES

Principal Analyst,
Digital Transformation,
Frost & Sullivan

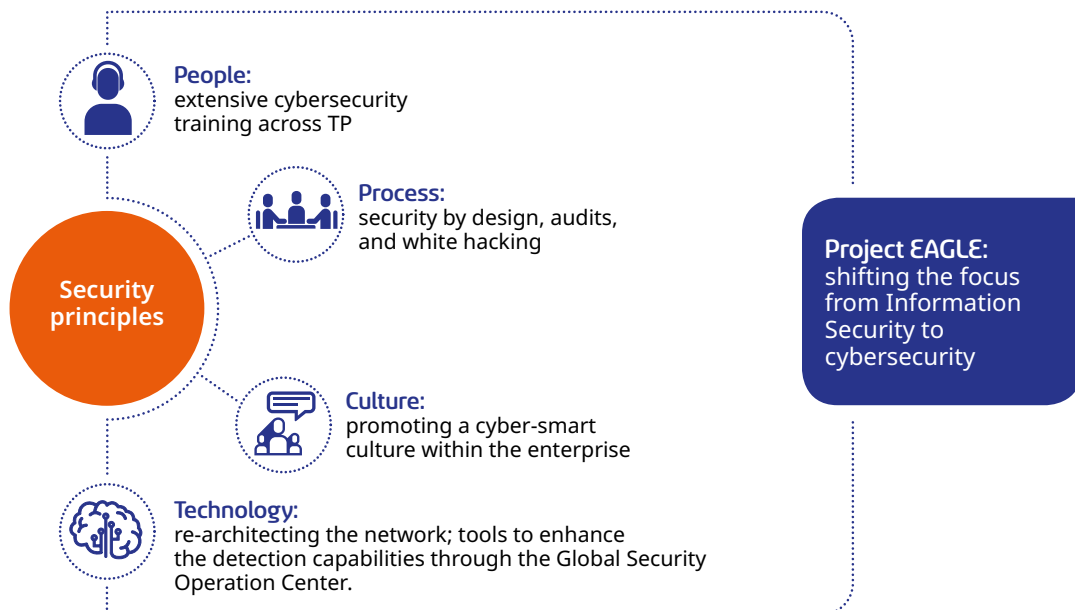
TELEPERFORMANCE PROTECTS THE ENTIRE BUSINESS ECOSYSTEM: CLIENTS, CUSTOMERS, AND EMPLOYEES

Security and data privacy are essential parts of Teleperformance's culture. The Group implements well-defined security and privacy processes and enforces stringent policies. Teams are fully trained to improve security.



HOW IS TELEPERFORMANCE STAYING AHEAD OF THE GAME?

Teleperformance has deployed a holistic approach to cybersecurity and continues to improve its cyber program.



Outstanding performance



OLIVIER RIGAUDY

Deputy CEO and Group CFO



We aim at becoming a global reference, with a competitive and sustainable value creation model for our employees, our partners and our shareholders.



"Once again, Teleperformance achieved a record year in 2019 with an organic growth of +10.6%, more than twice the market's average, and a significant improvement of its operational profitability ratio. These robust results show the relevance of our strategy and commitments which aim at transforming Teleperformance into a global leader in digitally integrated business services.

Based on the very good performance and initiatives delivered in 2019, and considering our exposure, we renew our 3-year ambitions: a revenue of around 7 billion euros in 2022, with an expected yearly organic growth of at least +7%, the pursuit of selective acquisitions and a yearly improvement in margins of at least +10 base points by 2022.

We count on a unique integrated high-tech, high-touch vision, a well-defined strategy and a credibility thanks to the systematic achievement of our objectives for the last 5 years. We aim at becoming a global reference, with a competitive and sustainable value creation model for our employees, our partners and our shareholders."

SDGs



Key performance indicators 2019

€5.4B

Revenue

10.6%

Organic growth

14.3%

Current EBITA margin

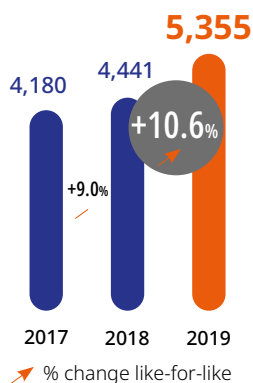
€400M

Net profit Group share

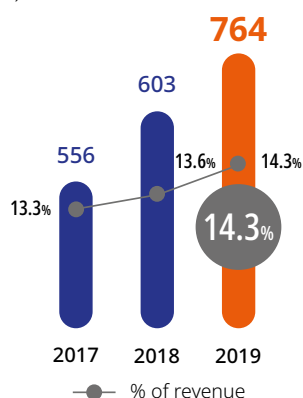
OUR RESULTS

Teleperformance recorded an average organic growth of 10.6% in 2019, outperforming the market and its peers:

Revenue (€M)

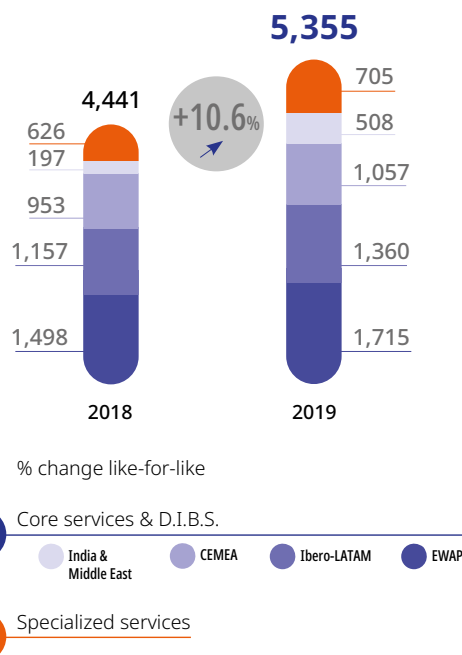


Recurring EBITA (€M)



The Group has diversified its activity both geography-wise and industry-wise:

Revenue split by activity and geography in 2019 vs 2018 (€M)



● % change like-for-like

● Core services & D.I.B.S.

● India & Middle East

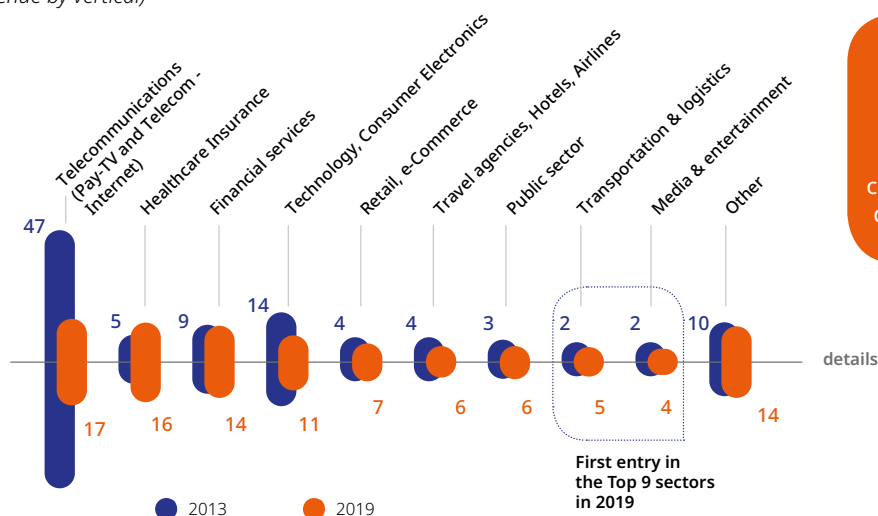
● CEMEA

● Ibero-LATAM

● EWAP

● Specialized services

Expertise in many industries (% Revenue by vertical)



Ongoing diversification over time
Increased contribution from digital economy.

First entry in the Top 9 sectors in 2019

Impact on local employment

Teleperformance employs more than 330,000 employees in 80 countries.

As one of the largest employers in most of its operating regions, the Group is committed to creating a positive impact on local economies and more generally on people's lives. Teleperformance is a gateway to the working world for young people: **in 2019, it hired 95,000 agents on their first job ever.**

Teleperformance provides development opportunities, with **high internal promotion rates** and most of its senior managers coming from local communities.

The Group accelerates the development of the middle-class in developing countries, where it employs **71% of its workforce.**

To go further, Teleperformance has developed Impact Sourcing initiatives, to recruit and train

underprivileged groups or minorities: young people without a degree, people living below the poverty level, refugees, veterans, ...

Teleperformance is partnering with several NGOs and clients on these programs and is part of the Global Impact Sourcing Coalition. For example, in 2019, the Group recruited more than 5,600 Impact Sourcing hires in the United States and more than 2,300 in India.



TP Philippines' high-tech, high-touch leadership summit - August 2019

Material Topics

- Impact on local employment

SDGs



Key performance indicators 2019

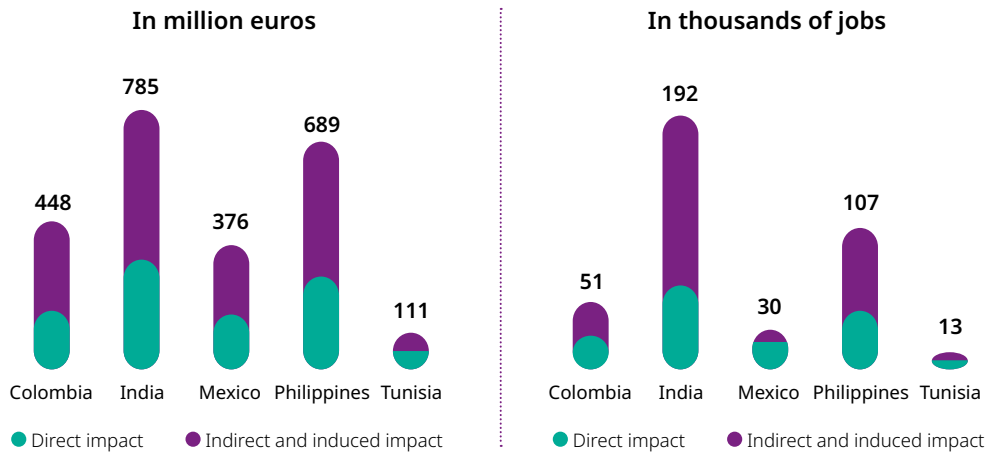
331,065

Year-end headcounts

SOCIO-ECONOMIC IMPACT

To measure Teleperformance's contribution to the countries where it is implemented, the Group commissioned Goodwill Management to perform the socio-economic impact of its activity in five of its main countries of operation: Colombia, India, Mexico, the Philippines and Tunisia.

In 2019, Teleperformance activity supported € 2,409 m and 393k jobs in Colombia, India, Mexico, Philippines and Tunisia.



For 1€ of direct added value,
added value generated on the territory
is multiplied by

2.4

For every direct job,
the impact on local employment
is multiplied by

2.3

Like every organization, Teleperformance has an economic impact on the territories where it operates, employing workers, purchasing products and services from other local companies and paying taxes and fees.

This whole activity has an economic spillover effect which can be split into three impacts:

- **direct impact** (Teleperformance employees and value created);
- **indirect impact** (economic activity of the chain of suppliers);
- **induced impact** (household

consumption related to Teleperformance's activity and activity in its chain of suppliers, as well as the Government's expenditures related to the taxes and fees paid by Teleperformance and its chain of suppliers).

Goodwill management is a CSR consulting company specialized in performing socio-economic analyses and goodwill assessments. To measure socio-economic footprints, Goodwill Management developed a tool: "**Thesaurus-Leontief**". This tool is based on tested economic research and institutional data from reliable sources such as OECD and ILO.

Citizen of the World

Citizen of the World (COTW) was established in 2006 as Teleperformance's charitable initiative to help the world's most vulnerable children and their families meet their needs.

COTW's core objectives include making Teleperformance's charitable efforts systematic and participative for all Teleperformance employees and entities. The goal is to unite everyone under a worthy, common cause compatible with local needs, that maximizes giving levels and encourages colleagues, clients, and other audiences to join the Group's significant humanitarian commitment.



TP Portugal supports the "Casa Santo Antonio" for young mothers



Orphan's Day celebration at TP Egypt
April 2019



TP Greece employees run to raise funds for breast cancer research
September 2019

Material Topics

- Philanthropy

SDGs



Key performance indicators 2019

€40.1M

total donations
since inception

82,000

volunteer hours
in 2019

418,010

feeding programs

39

schools supported

OUR PROGRAMS AND INITIATIVES



TP HAS BEEN PARTNERING WITH FEED THE CHILDREN SINCE 2006

Since that time, Teleperformance has contributed more than \$4.1 million to support Feed the Children's U.S. domestic and international work, providing thousands of families and individuals with support through disaster relief and response.

In 2019, TP USA sponsored shipments that included cleaning supplies, personal care items, bottled water and ready to eat food that supported approximately 6,000 people affected by Hurricane Dorian in the Bahamas.



TP COLOMBIA IS SUPPORTING TECHO'S HOUSING PROGRAM

TECHO is a youth led non-profit organization present in Latin America & the Caribbean. TECHO brings together volunteers and families living in poverty to transform slums into thriving communities across Latin America. Teleperformance employees from Bogota and Medellin helped build houses.

TP INDIA SUPPORTS EDUCATION FOR UNDERPRIVILEGED CHILDREN

TP India successfully contributed in providing education to **965 children** in 2019, and **12,000** since the inception of the program.

Daniel Julien, Chairman and CEO, and Bhupender Singh, President of Group Transformation visited the underprivileged children at Literacy India School, supported by Teleperformance.



//

Our first schoolgirl has become a software programmer, our first schoolboy an accountant. Teleperformance are my guardians: give children quality, valued and holistic education requires a strong support.

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INDRAANI SING

Founder and Managing Trustee, Literacy India

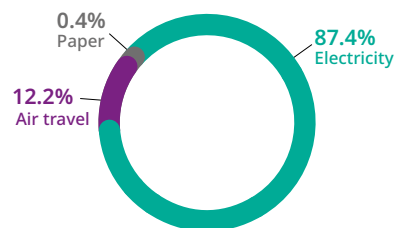
Citizen of the Planet

Citizen of the Planet (COTP) is a global corporate initiative launched in 2008, aimed at ensuring that Teleperformance operates in an environmentally friendly and responsible manner.

Teleperformance's environmental impacts are primarily linked to the consumption of natural resources (energy, water etc.) in its operations, administrative spaces and supply chains. The Group measures, monitors and reports on energy/ carbon, water, paper and air travel performance covering its global operations.

The Citizen of the Planet initiative aims at reducing the Group's emissions, with a focus on energy consumption which represents 87.4% of its carbon footprint.

2019, Carbon footprint Emission (by source)



When selecting a new site, Teleperformance considers environmental aspects into the selection process and wherever possible, tries to opt for sites with high environmental performance. Several subsidiaries have decided to formalize their efforts in this area by instigating procedures to obtain internationally recognized certification.

Certification	Results
ISO 14001	All sites in the Nordics (Copenhagen, Oslo, Tampere, Stockholm & Gothenburg); all sites in Colombia; 10 sites in India; Istanbul in Turkey; Ashby in the UK.
HQE	Teleperformance France HQ.
LEED	Glasgow site in Scotland, Cebu IT Park in the Philippines, Beijing and Foshan in China and Conecta campus in Bogota, Colombia.
BREEAM	Teleperformance' Global HQ in Paris; Stockholm in Sweden (new Nordic HQ); Warsaw & Katowice in Poland and Bucharest in Romania.

Material Topics

- Climate change mitigation
- Natural disasters

SDGs



Key performance indicators 2019

0.682t
Carbon footprint per employee

-4.21%
yoy

1,292kWh
Electricity consumption per employee

-12.2%
yoy

OUR APPROACH

Teleperformance has committed to continuously reducing its carbon footprint per employee. In 2019, the Group's carbon footprint was 0.682 tons per employee, a decrease of -4.21% vs. 2018.

Teleperformance's commitment is driven by an organization-wide Environmental policy that focuses on reducing the environmental impact and creating awareness among employees. The Group hired a Global Environment Lead in 2019 to accelerate these efforts.

The overall strategy adopted under the COTP initiative to mitigate the climate change-related risks are:



Carbon footprint reduction and resource optimization

Teleperformance closely monitors and analyzes the Group's consumption and develops best practices for greater efficiency and resource optimization, including energy, water, paper and waste. At each site, a COTP ambassador is responsible for reporting emissions and implementing global guidelines. The Group focuses on reducing electricity consumption through energy savings measures, standardized processes, environmental impact performance monitoring and partnerships with stakeholders, including employees.



Use of alternative sources of energy,

TP France switched to 100% renewable energy at all its sites in October 2019. TP Sweden's energy mix includes 74% of renewable energy. TP Mexico is working with its energy provider to switch 100% to solar energy in 2020.



Awareness creation

among all stakeholders on environmental matters, notably through international campaigns for **the Earth Hour** or **Planet Day**, pledging a certain number of volunteering hours through COTP initiatives such as planting trees, cleaning public spaces, etc.



Encouraging Teleperformance employees to adopt green means of transportation

Most of the Group's subsidiaries have undertaken initiatives to reduce the environmental impact of commuting, either through subsidized public transportation, contract with transport firms for the commuting of employees, incentives to use bikes, or organization of car-pooling.



TP El Salvador employees clean San Diego beach - October 2019

A recognized model

Teleperformance has received numerous awards for market leadership and world-class services in the industry, as well as for HR development strategy, security and innovation capacity, and commitment to social and environmental responsibility.



For the seventh consecutive year, Teleperformance was recognized as **the Global Leader** in the Everest Group Contact Center Outsourcing (CCO) - Service Provider Landscape with PEAK Matrix™ Assessment.

Everest also ranked Teleperformance as **the 3rd global Business Process Services company** in the BPS Top 50 ranking 2019.



HfS recognized Teleperformance as **the worldwide leader** in the 2019 Customer engagement operations services Top 10.

HfS also ranked Teleperformance as **the 3rd global Business Process Outsourcing company** in the Top 50 BPO ranking 2019.



Frost & Sullivan recognized Teleperformance as **the Global Outsourcing Company of the Year 2019**. Teleperformance received more Frost & Sullivan awards than any other CRM BPO company.



11 Great Place to Work® awards

India, Philippines, Mexico, El Salvador, Colombia, Costa Rica, Dominican Republic, Portugal, Argentina, Brazil, Peru.



7 subsidiaries recognized Global Best Employers™ Program by KINCENTRIC (formerly Aon Hewitt) in China, India, Morocco, Tunisia, TLScontact Algeria, TLScontact Morocco, TLScontact Tunisia.



Verego Social Responsibility Standard

Enterprise-Wide Social Responsibility Standard (SRS) Certification for the 6th time in a row. Teleperformance achieved certification in all five defined areas at a Group-wide scope.



Reconfirmed in the **Ethibel Sustainability Excellence Europe Index** with effect from March 2019



4 subsidiaries recognized Best Places to Work® in Albania, Morocco, Tunisia and Portugal



ESG Rating agency MSCI improved its grade to AAA (AA from 2014 to 2018)



Included in the **Euronext Vigeo Eurozone 120 Index** since December 2015



Included in the **FTSE4Good Index** since June 2018



EcoVadis renewed its **golden medal** to Teleperformance France, renewed **silver medal** to Teleperformance Nordic (Sweden, Norway, Denmark, Finland) and awarded **silver medal** to Teleperformance Portugal.

Integrated performance dashboard

Human Touch	2017	2018	2019
Employees working at a subsidiary certified as a best employer	34%	67%	70%
Non-agent positions filled internally	NA	61%	69%
Training hours*	34,189,097	42,602,393	46,631,754
Training hours per employee*	180	170	160
Employees paid more than living wage	NA	NA	99.3%
Accident frequency rate*	3.4	6.8	2.9
Employees trained on Health & Safety policy <small>policy was updated in August 2019</small>	81%	97%	75%
Diversity & Inclusion	2017	2018	2019
Percentage of women in the Group* <small>exclude USA; include for the first time in 2019 the India and Middle-East entities acquired from Intelnet</small>	53%	53%	49%
Percentage of women in the Group's Management Committee*	NA	NA	24%
Percentage of women in the Board of Directors	43%	43%	43%
Employees trained on the Diversity & Inclusion policy <small>policy was updated in March 2019</small>	79%	88%	82%
A Trusted Partner	2017	2018	2019
Employees trained on Code of Conduct <small>launched in 2018, replacing Anti-corruption policy</small>	NA	65%	84%
Footprint where Global Ethics hotline has been rolled out	NA	NA	98%
Number of Bots deployed	NA	1,450	7,000
Technology, Analytics and Process Excellence (T.A.P. [™]) experts	NA	400	600
Compliance to GDPR	NA	100%	100%
Revenue* (€m)	€4,180	€4,441	€5,355
Organic growth*	9.0%	9.0%	10.6%
Recurring EBITA*	13.3%	13.6%	14.3%
A Force of Good	2017	2018	2019
Headcount*	223,240	306,532	331,065
Full time equivalent*	190,049	251,190	291,264
Donations raised by Citizen of the World (€m)	€5.1	€4.8	€4.9
Carbon footprint per employee (tons CO2e)*	0.772	0.712	0.682
Electricity consumption per employee (kWh)*	1,558	1,472	1,292

*These KPIs are audited by an independent third-party (see 2019 Universal Registration Document, section 2)

Reporting protocol

This reporting protocol describes the methodology to elaborate the Integrated Report and UN Global Compact Communication on Progress.

This document is Teleperformance's first Integrated Report. Information contained in this report covers the fiscal year 2019, from January 1st to December 31st.



Data
Partner
MATERIALITY-Reporting

2019

Teleperformance follows the GRI Sustainability Reporting Standards and applies the GRI reporting principles. The reporting has been prepared in accordance with the GRI Standards: Core option and has been verified by the GRI Data Partner for France. Teleperformance follows the principles and concepts of the International Integrated Reporting Framework.

Data	Collection and monitoring	Period	Scope
Quantitative staff information	<p>This data is gathered using the Group's reporting and consolidation tool.</p> <p>This data is monitored by the Reporting and Consolidation Department, mainly via consistency checks and a comparative analysis with the previous year.</p> <p>These data are audited by statutory auditors.</p>	For a given year \mathcal{N} , the data is valid as of December 31st, year \mathcal{N} .	Covers 100 % of the headcount for all subsidiaries in the consolidation scope.
Quantitative environmental information	<p>This data is gathered via monthly reporting.</p> <p>This data is checked by the Global CSR Department, which collects the supporting documents and performs consistency checks and a comparative analysis with the previous year.</p> <p>These data are audited by statutory auditors.</p>	For a given year \mathcal{N} , the period covered runs from October 1st, year \mathcal{N} -1 to September 30th, year \mathcal{N} .	The scope of the published information for the reference period covers 100% of Group headcount.
Qualitative information	This data is gathered via a specific questionnaire sent to the CSR ambassadors of all subsidiaries. This data is checked by the Global CSR Department via a comparative analysis and collection of supporting documentation.	For a given year \mathcal{N} , the data is valid as of December 31st, year \mathcal{N} .	Covers 96% of employees, excluding Switzerland, Kosovo, Malaysia, Singapore, TLScontact and LLS.

Definitions

Quantitative staff information	
Year-end headcount	The year-end headcount includes all persons who had an employment contract and were in salaried employment at the Group's various subsidiaries, together with all temporary employees as of December 31.
Full-time equivalent	The full time equivalent workforce corresponds to the total number of paid hours (worked or not worked) divided by the usual number of working hours during the year. The standard annual number of hours worked is specific to each country, depending on local regulations.
% women in the Group	Breakdown of total staff by gender exclude the US subsidiaries as local regulations prohibit collecting this data.
% non-agent positions filled internally	Percentage of open positions (all positions excluding agents) that have been filled internally following a promotion.
Training hours per employee	Total number of training hours provided in the year, divided by the full time equivalent workforce.
Accident frequency rate	Number of accidents resulting in time off work divided by the number of paid hours of production multiplied by one million. The number of industrial accidents does not include accidents that occurred during travel between home and work.
Agents on their first job	New agents hired who this is their first job ever.

Quantitative environmental information	
Carbon footprint per employee	Carbon footprint corresponds to greenhouse gas emissions related to electricity, paper and air travel. Carbon footprint per employee is the total carbon footprint divided by average headcount at constant consolidation scope.
Electricity consumption	Total annual consumption of electricity in kWh from October N-1 to September N

Qualitative information	
% employees working at a subsidiary certified as a best employer	Subsidiaries certified as a best employer are the subsidiaries that have achieved a certification from Great Place to Work®, KINCENTRIC Best Employer or Best Places to Work in the reporting period.
% employees paid more than living wage	% employees whose base salary is higher than local living wage for their city and country. Different from minimum wage, the living wage is the minimum income necessary for a worker to meet their basic needs, including food, housing, and other essential needs such as clothing, transportation, education and health.
% employees trained on Group policies	Number of employees trained on the Group's policies, divided by average headcount in current reporting scope.
% of footprint where Global Ethics hotline has been rolled out	Year-end headcount at subsidiaries where the Global Ethics hotline has been rolled out, divided by the Group's year-end headcount.

GRI Index

This GRI Content Index provides an overview of the material sustainability-related disclosures contained in the Teleperformance Integrated Report and other public documentation. General and topic-specific disclosures have been externally assured by an independent third-party KPMG. The report by one of the Statutory Auditors on the consolidated non-financial performance statement is available in Teleperformance's 2019 Registration document in section 2.9. The Board of Directors approves formal reporting on corporate sustainability.

GRI	CATEGORY	DIS- CLO- SURE	SUBJECT	Disclosed in 2019 Integrat- ed Report	Disclosed in 2019 Reference document	Additional information / omission
GRI 101 : FOUNDATION 2016						
GRI 102 : GENERAL DISCLOSURES 2016						
GRI 102 : General disclosures 2016	Organizational profile	102-1	Name of the organization	p.4		
GRI 102 : General disclosures 2016	Organizational profile	102-2	Activities, brands, products, and services	p.4-7; p.42-43	1.1.2	
GRI 102 : General disclosures 2016	Organizational profile	102-3	Location of headquarters	End page		
GRI 102 : General disclosures 2016	Organizational profile	102-4	Location of operations	p.4	1.1.4.3 / 1.1.6.2	
GRI 102 : General disclosures 2016	Organizational profile	102-5	Ownership and legal form		7.3	
GRI 102 : General disclosures 2016	Organizational profile	102-6	Markets served		1.1.3	
GRI 102 : General disclosures 2016	Organizational profile	102-7	Scale of the organization	p.4-7		
GRI 102 : General disclosures 2016	Organizational profile	102-8	Information on employees and other workers		2.3.1	
GRI 102 : General disclosures 2016	Organizational profile	102-9	Supply chain		2.4.2.3	
GRI 102 : General disclosures 2016	Organizational profile	102-10	Significant changes to the organization and its supply chain		1.1.1	
GRI 102 : General disclosures 2016	Organizational profile	102-11	Precautionary Principle or approach		1.2.3	
GRI 102 : General disclosures 2016	Organizational profile	102-12	External initiatives	p.14-15; 38-39		
GRI 102 : General disclosures 2016	Organizational profile	102-13	Membership of associations		2.5.2	
GRI 102 : General disclosures 2016	Strategy	102-14	Statement from senior decision-maker	p.3		
GRI 102 : General disclosures 2016	Ethics and integrity	102-16	Values, principles, standards, and norms of behavior	p.38-39	1.2.3.3 / 2.4.2.1	Codes and policies on website
GRI 102 : General disclosures 2016	Governance	102-18	Governance structure	p.10-13		
GRI 102 : General disclosures 2016	Stakeholder engagement	102-40	List of stakeholder groups	p.18-19		
GRI 102 : General disclosures 2016	Stakeholder engagement	102-41	Collective bargaining agreements		2.3.5	
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GRI 102 : General disclosures 2016	Organizational profile	102-44	Key topics and concerns raised	p.16-17		
GRI 102 : General disclosures 2016	Reporting practice	102-45	Entities included in the consolidated financial statements		Note 13	
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GRI 102 : General disclosures 2016	Reporting practice	102-48	Restatements of information	p.60-61		
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GRI 102 : General disclosures 2016	Reporting practice	102-56	External assurance		2.9	
TOPIC-SPECIFIC GRI STANDARDS						
GRI 200 : ECONOMIC STANDARDS 2016						
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GRI 103 : Management approach 2016	Economic performance	103-2	The management approach and its components	p.16-17		
GRI 103 : Management approach 2016	Economic performance	103-3	Evaluation of the management approach	p.59		
GRI 201 : Economic performance - 2016	Economic performance	201-1	Direct economic value generated and distributed	p.6-7; p.52-53		
GRI 201 : Economic performance - 2016	Economic performance	201-3	Defined benefit plan obligations and other retirement plans		Notes 9.2 & 9.3	
GRI 202 : Market Presence - 2016	Market presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	p.25; 37	2.3.4 / 2.3.6.1	
GRI 202 : Market Presence - 2016	Market presence	202-2	Proportion of senior management hired from the local community	p.52		
GRI 203 : Indirect Economic Impacts - 2016	Procurement practices	203-2	Significant indirect economic impacts	p.52-53	2.5.1	
GRI 204 : Procurement Practices -2016	Procurement practices	204-1	Proportion of spending on local suppliers		2.5.1.1	
GRI 205 : Anti-corruption - 2016	Anti-corruption	205-1	Operations assessed for risks related to corruption	p.38-39	2.4.2.2	
GRI 205 : Anti-corruption - 2016	Anti-corruption	205-2	Communication and training about anti-corruption policies and procedures	p.38-39	2.4.2.2	
GRI 300 - ENVIRONMENTAL STANDARDS						
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GRI 302 : Energy - 2016	Energy	302-4	Reduction of energy consumption	p.56-57	2.6.2.1	
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GRI 303 : Water and Effluents - 2018	Water and effluents	303-3	Water withdrawal		2.6.2.2	
GRI 303 : Water and Effluents - 2018	Water and effluents	303-5	Water consumption		2.6.2.2	
GRI 304 : Biodiversity - 2016	Biodiversity	304-2	Significant impacts of activities, products, and services on biodiversity	p.56-57		
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GRI 305 : Emissions - 2016	Emissions	305-4	GHG emissions intensity	p.56-57	2.6.2	
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GRI 308 : Supplier Environmental Assessment - 2016	Supplier environmental assessment	308-1	New suppliers that were screened using environmental criteria		2.4.2.3	2019 Vigilance plan
GRI 400 - SOCIAL STANDARDS						
GRI 103 : Management approach 2016	Employment	103-1	Explanation of the material topic and its Boundary	p.18-19		
GRI 103 : Management approach 2016	Employment	103-2	The management approach and its components	p.16-17		
GRI 103 : Management approach 2016	Employment	103-3	Evaluation of the management approach	p.59		
GRI 401 : Employment - 2016	Employment	401-1	New employee hires and employee turnover		2.3.1	
GRI 401 : Employment - 2016	Employment	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	p.24	2.3.1.4 / 2.3.5.2	
GRI 401 : Employment - 2016	Employment	401-3	Parental leave		2.3.5.2	





GRI	CATEGORY	DIS-CLO-SURE	SUBJECT	Disclosed in 2019 Integrated Report	Disclosed in 2019 Reference document	Additional information / omission
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GRI 403 : Occupational Health and Safety - 2018	Occupational health and safety	403-2	Hazard identification, risk assessment, and incident investigation	p.26-27	2.3.3.2	
GRI 403 : Occupational Health and Safety - 2018	Occupational health and safety	403-3	Occupational health services	p.26-27	2.3.3.2	
GRI 403 : Occupational Health and Safety - 2018	Occupational health and safety	403-4	Worker participation, consultation, and communication on occupational health and safety		2.3.3.1	
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GRI 403 : Occupational Health and Safety - 2018	Occupational health and safety	403-8	Workers covered by an occupational health and safety management system	p.26-27	2.3.3.1	
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GRI 403 : Occupational Health and Safety - 2018	Occupational health and safety	403-10	Work-related ill health	p.26-27	2.3.3.3	
GRI 404 : Training and Education - 2016	Training and education	404-1	Average hours of training per year per employee	p.22-23	2.3.2	
GRI 404 : Training and Education - 2016	Training and education	404-2	Programs for upgrading employee skills and transition assistance programs	p.22-23	2.3.2.2	
GRI 404 : Training and Education - 2016	Training and education	404-3	Percentage of employees receiving regular performance and career development reviews		1.1.4.3.5 / 2.3.2	
GRI 405 : Diversity and Equal Opportunity - 2016	Diversity and equal opportunity	405-1	Diversity of governance bodies and employees	p.10-13; 32-37	3.1.3.1	
GRI 405 : Diversity and Equal Opportunity - 2016	Diversity and equal opportunity	405-2	Ratio of basic salary and remuneration of women to men	p.37	2.3.6.1	
GRI 407 : Freedom of Association and Collective Bargaining - 2016	Freedom of association and collective bargaining	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		2.4.2.3	2019 Vigilance plan
GRI 408 : Child Labor - 2016	Child labor	408-1	Operations and suppliers at significant risk for incidents of child labor		2.4.2	2019 Vigilance plan
GRI 409 : Forced or Compulsory Labor - 2016	Forced or compulsory labor	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor		2.4.2	2019 Vigilance plan
GRI 412 : Human Rights Assessment - 2016	Human rights assessment	412-1	Operations that have been subject to human rights reviews or impact assessments		1.2.4.5	2019 Vigilance plan
GRI 412 : Human Rights Assessment - 2016	Human rights assessment	412-2	Employee exposure on human rights policies or procedures	p.38-39	2.4.2	2019 Vigilance plan
GRI 413 : Local Communities - 2016	Local communities	413-1	Operations with local community engagement, impact assessments, and development programs	p.52-55	2.5.2	
GRI 414 : Supplier Social Assessment - 2016	Supplier social assessment	414-1	New suppliers that were screened using social criteria		2.4.2.3	2019 Vigilance plan
GRI 416 : Customer Health and Safety - 2016	Customer health and safety	416-1	Assessment of the health and safety impacts of product and service categories	p.47		
GRI 418 : Customer Privacy - 2016	Customer privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	p.48-49	2.4.3	
GRI 419 : Socioeconomic Compliance - 2016	Socioeconomic compliance	419-1	Non-compliance with laws and regulations in the social and economic area	p.38-39		

Cross-reference table for the 21 GC Advanced COP criteria

This is Teleperformance's Communication on Progress (COP) in implementing the principles of the UNGC and supporting broader UN goals. The GC Advanced COP level is the highest level of differentiation of the COP.

Criteria	Location
Implementing the 10 principles into strategies & operations	
The COP describes mainstreaming into corporate functions and business units	Page 13
The COP describes value chain implementation	Page 39
The COP describes robust commitments, strategies or policies in the area of human rights	Pages 38-39
The COP describes effective management systems to integrate the human rights principles	Pages 38-39
The COP describes effective monitoring and evaluation mechanisms of human rights integration	Pages 38-39
The COP describes robust commitments, strategies or policies in the area of labor	Pages 24-25; 38-39
The COP describes effective management systems to integrate the labor principles	Page 25
The COP describes effective monitoring and evaluation mechanisms of labor principles integration	Page 25
The COP describes robust commitments, strategies or policies in the area of environmental stewardship	Pages 39; 56-57
The COP describes effective management systems to integrate the environmental principles	Pages 56-57
The COP describes effective monitoring and evaluation mechanisms for environmental stewardship	Pages 56-57
The COP describes robust commitments, strategies or policies in the area of anti-corruption	Page 39
The COP describes effective management systems to integrate the anti-corruption principle	Pages 38-39
The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption	Page 39
Taking action in support of broader UN Goals and issues	
The COP describes core business contributions to UN Goals and issues	Pages 14-15
The COP describes strategic social investments and philanthropy	Pages 54-55
The COP describes advocacy and public policy engagement	Pages 14-15
The COP describes partnerships and collective action	Page 34-35; 54-55
Corporate Sustainability governance and leadership	
The COP describes CEO commitment and leadership	Page 3
The COP describes board adoption and oversight	Pages 10-11; 62
The COP describes stakeholder engagement	Pages 16-19

UN Sustainable Development

SDG	Target	Target description	TP contribution	Location
	1.1	Eradicate extreme poverty (less than \$1.25 a day) for all people everywhere.	TP ensures that all employees are paid above the living wage.	P 24-25
	1.2	Reduce at least by half the proportion of men, women and children of all ages living in poverty according to national definitions.	The COTW initiative aims to help meet the most basic needs of the world's most at-risk children	P 54-55
	1.5	Build the resilience of the poor and reduce their exposure and vulnerability to climate-related extreme events and other disasters.	The COTW initiative aims to support victims of humanitarian or natural disasters.	P 54-55
	2.1	End hunger and ensure access by all people to safe, nutritious and sufficient food.	Organization of events to provide or collect non-perishable food to support local families in need.	P 54-55
	3.4	Promote mental health and well-being.	Internal programs that promote well-being at work (Passion for you, Sport Club, Premises Standards, etc.)	P 26-31
	3.8	Achieve universal health coverage, including access to quality essential health-care services.	Most TP subsidiaries pay or make available health insurance to their employees. TP provides interpretation services to foreign people in US hospitals.	P 24 P 47
	4.4	Increase the number of youth and adults who have relevant skills for employment, decent jobs and entrepreneurship.	TP holds a number of training and employee development programs, TP supports schools through COTW.	P 22-23 P 54-55
	5.1	End all forms of discrimination against all women and girls everywhere	TP ensures no gender-based discrimination in its operations.	P 32-37
	5.2	Eliminate all forms of violence against all women and girls in the public and private spheres.	TP provides a Global Ethics hotline to help victims of harassment & other issues.	P 36-38
	5.5	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making.	Increased number of women in management positions. The TP Women initiative addresses women's issues in the workplace.	P 12-13 P 36-37
	6.4	Increase water-use efficiency to address water scarcity.	Measures to reduce water consumption implemented in several subsidiaries.	P 56-57
	7.2	Increase the share of renewable energy in the global energy mix.	Use of renewable energies as part of TP energy mix.	P 56-57
	8.1	Sustain per capita economic growth particularly in the least developed countries	Teleperformance is a major player in high value-added and labor-intensive services and is an effective vehicle for distributing and developing innovation.	P 22-27 P 34-35 P 38-39 P 40-41 P 52-53
	8.2	Achieve higher levels of economic productivity including through a focus on high-value added and labour-intensive sectors.		
	8.3	Promote development-oriented policies that support decent job creation.	The Group is a major employer in most of its operating regions. Local initiatives are implemented to promote the recruitment of disabled workers. Teleperformance is a gateway to the working world for young people.	
	8.5	Achieve full employment and decent work for all, including young people and persons with disabilities.		
	8.6	Reduce the proportion of youth not in employment, education or training.	TP has a lot of training and employee development programs.	
	8.7	Take immediate effective measures to eradicate forced and child labor and end modern slavery and human trafficking.		
	8.8	Protect labor rights and promote safe and secure working environments for all workers, including migrant workers.	Robust Group policies. TP has a H&S policy and several initiatives to hire refugees.	

Goals Index

SDG	Target	Target description	TP contribution	Location
	9.1	Develop quality, reliable, sustainable and resilient infrastructure to support economic development and human well-being.	TP Global Premises Standard provides guidance on employee well-being in all areas of its centers.	P 28-29
	9.C	Increase access to information and communications technology.	TP helps to make information accessible to everyone everywhere.	P 47
	10.2	Promote the social, economic and political inclusion of all.	TP provides CX to any individual, no matter one's origin, age, background, or location. TP provides customer experience to people in remote areas.	P 47
	10.4	Adopt policies and progressively achieve greater equality.	Teleperformance is committed to equality through its Diversity & Inclusion Policy.	P 32-37
	12.2	Achieve the sustainable management and efficient use of natural resources.	TP tracks and tries to reduce its use of natural resources.	P 56-57
	12.5	Reduce waste generation through prevention, reduction, recycling and reuse.	TP is committed to recycling its equipment once it is no longer fit for professional use.	P 56-57
	12.8	Ensure that people everywhere have the relevant information and awareness for sustainable development.	Every employee is made aware of sustainable development and environmentally friendly practices.	P 56-57
	13.3	Improve education, awareness-raising on climate change.		P 56-57
	16.2	End abuse, exploitation, trafficking and all forms of violence against and torture of children	TP condemns any form of child and forced labor and has procedures in place to mitigate these risks in sourcing, recruiting and selection.	P 38-39
	16.5	Reduce corruption and bribery in all their forms	All acts of corruption, bribery or extortion in any form are strictly forbidden in TP's whole value chain.	P 38-39
	17.16	Enhance the global partnership to support the achievement of the sustainable development goals in all countries.	Teleperformance partners with multiple public and private organizations in its operating countries.	P 34-35 P 52-55
	17.17	Encourage and promote effective public, public-private and civil society		



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2019 Universal Registration Document


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