



**Simpler. Faster. Safer.**

# **Integrated report 2020**

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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 2020 Universal Registration Document.

Teleperformance follows the principles and concepts of the International Integrated Reporting Framework.





We will never stop  
**CHALLENGING THE  
 IMPOSSIBLE** in our  
 pursuit of excellence. ●●

**DANIEL JULIEN**  
 CHAIRMAN AND  
 CHIEF EXECUTIVE OFFICER



**2020 has been a year like no other.**

Customer experience has turned a corner: the global crisis has led to a permanent change in consumer behavior and how our interaction experts work. Now is the time for reassessment, reinvention and transformation. I am delighted to share with you two reasons for all of us at Teleperformance to feel proud. Firstly, **we have successfully passed the test of the health crisis by protecting our employees and their jobs, whilst continuing to support our clients.** Secondly, we are continuing to develop our business through organic growth and acquisitions. With the acquisition of Health Advocate, an online health expenditure management and advisory platform in the United States, Teleperformance has significantly strengthened its specialized services in the healthcare sector. Our commercial development continues to advance at a rapid pace, with a resilient and consistent value creation model based on proximity to our clients, technological innovation, security and our status as the employer of choice in the market.

Our success can be attributed to three main factors: our unwavering perseverance, our team spirit and our capacity for real-time and continuous transformation. **At Teleperformance, we have always been passionate about people: our TP family, our clients and the consumers we interact with each and every day.** We are a group of people driven by passion, by our values and by our commitment to providing the best possible services. When a cohesive team follows a well-established plan, all things become possible.

During the Covid-19 crisis, employee safety has been paramount. When it became clear that social distancing offered the best means of protection, I challenged our teams to achieve what had never been imagined before: enable more than 250,000 employees to work from home. Processes that used to take months were completed in a matter of weeks, and we learned new ways of collaborating that will benefit all our clients for decades to come. We have not achieved all of this alone: our partners and clients have helped us learn and adjust along the way. Together, we were able to provide human connection with the outside world, at a time when empathy was more important than ever. We are constantly innovating, always on the lookout for new ways to improve and refine our solutions and services. **We believe in the importance of sharing best practices by propagating new advances throughout our vast network to ensure the progression of our ecosystem as a whole.**

I am proud to renew our commitment to the United Nations Global Compact, which we fully support through our activities and CSR policies.

Continuing to be a leading employer, and working for diversity and respect for the environment through our support for the Science Based Targets initiative, are the Group's priorities, with ambitious objectives set for the year ahead. Although we continually strive to challenge the status quo and put the human touch first, we will never stop challenging the impossible in our pursuit of excellence.

MESSAGE FROM THE CHAIRMAN

**Our values guide Teleperformance's actions**



**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*



**Air | Innovation**  
*I create and I improve*



**Fire | Commitment**  
*I am passionate  
 and engaged*

# 1 Group profile

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## Teleperformance in 2020 —

**Teleperformance (TP) is a global leader in digitally integrated business services and an expert in customer interactions.**

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

### OUR SOLUTIONS

#### Customer Experience Services

- Customer Care
- Sales
- Technical Support
- Accounts Receivable
- Interpretation and Translation

#### Back-Office Services

- Content Moderation
- Finance and Accounting
- HR Services
- Industry-Specific Services
- Visa and Consular Services

#### Knowledge Services

- Consulting services and digital transformation
- Advanced Analytics
- Intelligent Automation

### OUR CAPABILITIES

#### OMNICHANNEL

• Voice • Chat • Instant messaging • Social media

#### SMARTSHORING

• Nearshoring • Offshoring • Cloudshoring • Multilingual hubs

### INDUSTRIES



Banking and Financial Services



Travel, Logistics, and Hospitality



Retail and E-commerce



Healthcare



Telecommunications, Media, and Technology



Public Sector and Government

### Know-how

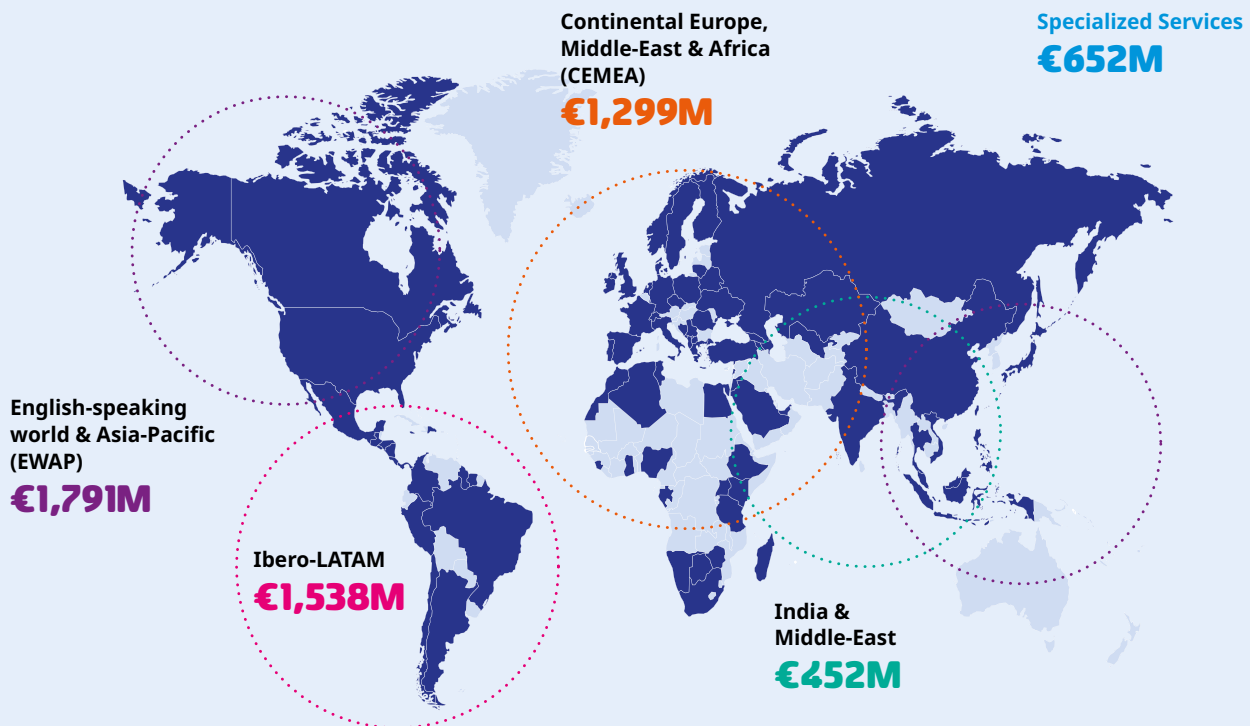
**Teleperformance is entrusted with billions of unique interactions worldwide.**

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, safer customer interactions.



# Global Leadership —



**380,000+** people  
**265** languages and dialects  
**83** countries  
**170+** markets served  
**€5.7B** revenue

## 2020 HIGHLIGHTS



### COVID-19

The Group fulfilled its 3 priorities to overcome the pandemic: employee protection, business continuity and financial strength.

### HEALTH ADVOCATE

Health advocate acquisition, a leader in consumer health management business services in the United States.

### ENTERED THE CAC 40

the primary index of the Paris Stock Exchange, in June 2020.

**28**

**countries certified**  
by Great Place to Work®  
and Best Places to Work®

**250,000+**

**employees working from home**

# Business Model —

Through its activities, Teleperformance creates long-term value to all its stakeholders.

## Values

## Resources & Assets

## Business model



### HUMAN

- 380k employees
- 265 dialects & languages



### FINANCIAL

- €5.7B Revenue
- 12.8% EBITA margin
- €487M Net Free cash flow



### INDUSTRIAL

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



### INTELLECTUAL CAPITAL

- Operational Processes and Standards
- 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

## MISSION

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



## SOLUTIONS

Customer Experience  
Back-Office  
Knowledge services

More than a bridge between corporates, governments and their customers, Teleperformance is the agile business services partner that companies need in this digital world.



**CORPORATES & GOVERNMENTS**

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

## Creating value to all stakeholders

## Impact on society

### FINAL CUSTOMERS & CITIZENS

### VISION

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

### EMPLOYEES

**€3.8B** Wages and social benefits

**68%** non-agent positions filled internally

**87%** employees working at a best employer subsidiary

### CORPORATE CLIENTS & GOVERNMENTS

**25% revenue** from Top 10 clients

**26% revenue** from the digital economy

**13 years** average client tenure (Top 50)

### FINAL CUSTOMERS

**1B\*\*** interactions

**Tailored customer experience**

**Data security:** BCR, GDPR

### SHAREHOLDERS

**x2 Growth** vs market

**25%** share price increase

### COMMUNITIES

**€179M** income tax paid

**€5.1M** raised for charities

**80,000** volunteer hours

### ENVIRONMENT

**-27.5% decrease** yoy carbon footprint per employee

**-16% decrease** yoy electricity consumption per employee

**17%** renewable energy

### SUSTAINABLE DEVELOPMENT GOALS



\*\* Excluding Specialized Services.



# Sustainable performance —

## What are the key takeaways from the 2020 financial results?

Over the past year, Teleperformance has set new growth records, showing its resilience and its agility, against the backdrop of an unprecedented global health crisis. Revenue approaching €6 billion and organic growth of almost 12% over the year are testament to the achievement of our objectives and the challenges overcome to weather the Covid-19 crisis. Thanks to this performance not only we can share the value created with our stakeholders but also reinvest and prepare the Group's future development plans. The fact that we are maintaining our 2022 financial targets reflects our confidence in our continued ability to efficiently respond to our clients' changing needs and the aspirations of our employees. We are targeting revenue of €7 billion, including acquisitions in high value-added services, and an EBITA margin of 14.5% in 2022.

## How do you ensure sustainable performance?

In 2021, we will be focusing on pursuing our strategy for growth and progress for all our stakeholders. Backed by the ramp up of our transformation and a sustained commercial development, we expect to maintain our rapid business growth, increase our margins, create employment and step up our commitment to corporate social responsibility. Financial and extra-financial performance are closely linked, and this is why we have set ourselves ambitious social and environmental objectives this year.



"In 2021, we will be focusing on pursuing our strategy for growth and progress for all our stakeholders."

### **OLIVIER RIGAUDY**

DEPUTY CHIEF EXECUTIVE OFFICER  
AND GROUP CHIEF FINANCIAL  
OFFICER

## MATERIAL TOPICS

Economic performance

### SDGs



## KEY PERFORMANCE INDICATORS 2020

**€5.7<sup>B</sup>**  
Revenue

**11.6%**  
Organic growth

**12.8%**  
Current EBITA margin

**€253<sup>M</sup>**  
investments

## Our results

2020 has been a record year in terms of growth despite the Covid-19 crisis.  
Teleperformance is committed to share the value it creates with all its stakeholders.

### Split of the value created by financial flows

**2020 Revenue:**  
**€5,732 millions**

Employees:  
payroll expenses  
**€3,846 millions**

Government:  
corporate taxes  
**€143 millions**

Suppliers:  
external expenses (telecom,  
maintenance costs, etc.)  
**€735 millions**

Rents  
**€211 millions**

#### Investments capabilities

Cash flow from operating activities before taxes  
**€956 millions**

Income tax paid  
**€179 millions**

Net capital expenditure  
**€253 millions**

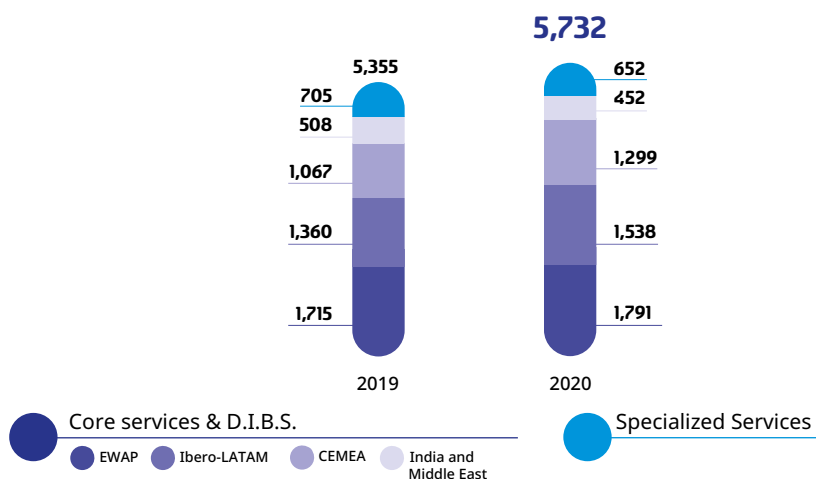
Financial interest expenses  
**€37 millions**

Dividends paid to shareholders  
**€141 millions**

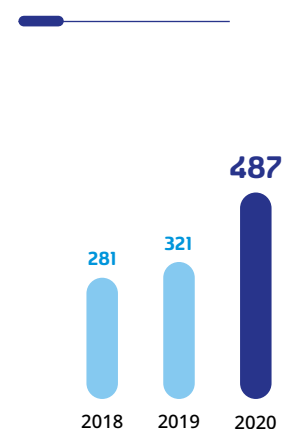
Decrease in net debt  
**€346 millions**

SUSTAINABLE PERFORMANCE

### Revenue breakdown by activity and linguistic region in 2020 vs 2019 (€M)



### Net free cash flow (€M)



# Creating value to all our stakeholders —

## How does Teleperformance create value for its stakeholders?

We strive for complete stakeholder satisfaction each and every day, based on the universal principle of individual satisfaction: employee satisfaction is the first step for ensuring end-user satisfaction and, in doing so, that of Teleperformance's clients. This satisfaction chain needs to function smoothly to create value for other Group stakeholders. As such, we have developed a strategy focused on both employee engagement and client proximity. We remain committed to providing the best possible work environment for our employees. We need the right people, in the right place, at the right time. Also, ensuring close collaboration with our clients is essential for anticipating and identifying business opportunities so we can create unique solutions. We closely monitor a wide range of performance indicators such as employee satisfaction, end-user satisfaction and client satisfaction, which are closely interconnected.

## What are the secrets of successful operations management?

This constant drive to provide the best possible service at each interaction pushes us to continuously improve our operations management and evolve our skills and expertise on a daily basis. The health of an operation is the result of hundreds of interactions and decisions made every day, every week and every month by our employees and management team. Delivering a strong performance involves focusing on employee wellbeing consistent global procedures, a strict cultural discipline around operational excellence with Lean Six Sigma and tools that provide rich reporting and analytics.

## What are the priorities for driving the Group's growth?

Teleperformance operates within an increasingly digital ecosystem that is constantly changing. We quickly respond to new opportunities, like helping clients adapt in order to address Covid-19 disruptions and changing customer support needs. In order to

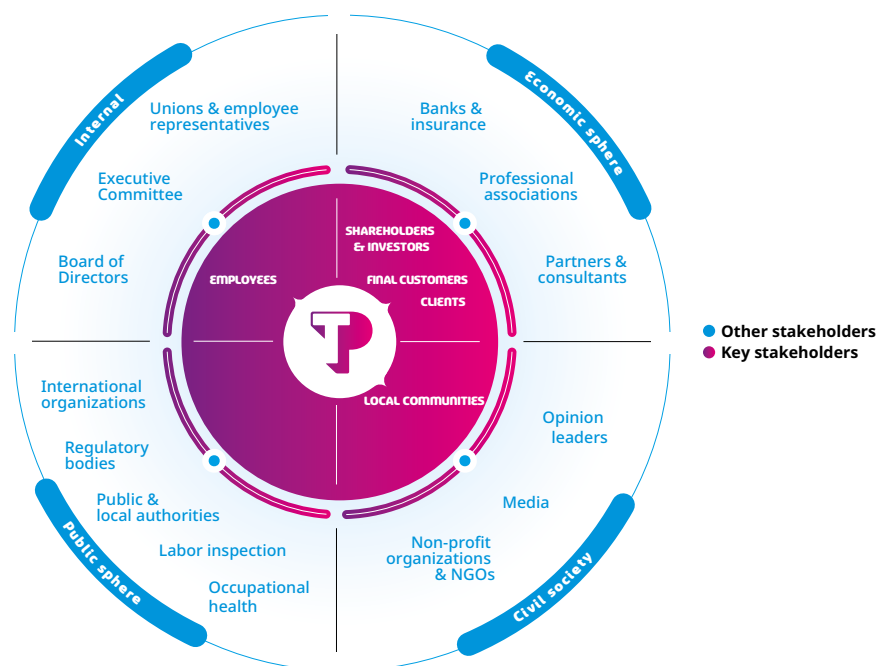


"We have developed a strategy focused on both employee engagement and client proximity."

**AGUSTIN GRISANTI**  
CHIEF OPERATING OFFICER

remain at the forefront of our industry, we rely on innovative operating models such as our new remote work solution TP Cloud Campus. This platform is one of our key competitive advantages within an increasingly digital environment. We are also ramping up the development of our high value-added solutions and strong partner ecosystem with numerous digital players that provide expertise in omnichannel solutions, automated systems and artificial intelligence. Finally, we invest heavily in employee development and talent acquisition to address the high growth rates we are experiencing in many geographies around the globe. **We leverage all of our transformation capabilities to take customer, client, and employee experiences to the next level.**





## HOW TELEPERFORMANCE DIALOGS WITH ITS MAIN STAKEHOLDERS



### EMPLOYEES

#### Methods of dialogue

Annual Employee Satisfaction Survey (E.Sat), regular Chats with CEO and focus groups, Intranet, coaching, performance reviews

#### Needs & expectations

- Well-being at work
- Competitive remuneration
- Career development
- Diverse and inclusive work environment

#### TP's strategic response

- Health and wellbeing programs
- Attractive compensation scheme
- Training and development
- Gender equality initiative, multicultural teams

#### TP'S COMMITMENTS



### FINAL CUSTOMERS

#### Methods of dialogue

Systematic Customer Satisfaction Surveys (C.Sat), Omnichannel interactions

#### Needs & expectations

- Find a simple and fast solution to their daily problems and where they need it

#### TP's strategic response

- Emotional Intelligence
- Omnichannel, multilingual capabilities
- Data Security (BCR approval)
- Advanced Analytics

#### TP'S COMMITMENTS



### CLIENTS

#### Methods of dialogue

Continuous dialog: Client Satisfaction Surveys (K.Sat), RFPs, Strategic Account Management, Events, Website

#### Needs & expectations

- Increase final customers' satisfaction & loyalty
- Growth and digital transformation
- Easy to "work with" partner
- Secure solutions
- Cost effective

#### TP's strategic response

- Simpler. Faster. Safer.
- Augmented Customer Experience, advanced analytics, digitalization and automation, subject matters experts by vertical, operational standards

#### TP'S COMMITMENTS



### SHAREHOLDERS

#### Methods of dialogue

Roadshows, general meetings, financial reporting.

#### Needs & expectations

- Performance
- Transparency and sound governance

#### TP's strategic response

- Sustainable and steady performance
- Resilience and transformation
- Continued dialog with main investors, incorporation of best practices in governance

#### TP'S COMMITMENTS



### COMMUNITIES

#### Methods of dialogue

Regular voluntary work, job fairs, partnerships with public administrations and NGOs, industry associations

#### Needs & expectations

- Find local work opportunities
- Develop local economy
- Inclusion of minorities
- Responsible use of natural resources

#### TP's strategic response

- Major employer, measures taken to favor the employment and inclusion
- Charitable initiative Citizen of the World
- Environmental initiative Citizen of the Planet

#### TP'S COMMITMENTS



# Supporting the UN Global Compact —

WE SUPPORT



The UN Global Compact's governance framework, adopted by 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. As a signatory to the UN Global Compact since 2011, Teleperformance is committed to upholding and promoting its ten fundamental principles and contributing to the Sustainable Development Goals (SDGs).



Teleperformance mainly focuses on supporting goals #8 and #10



## Reduced inequalities

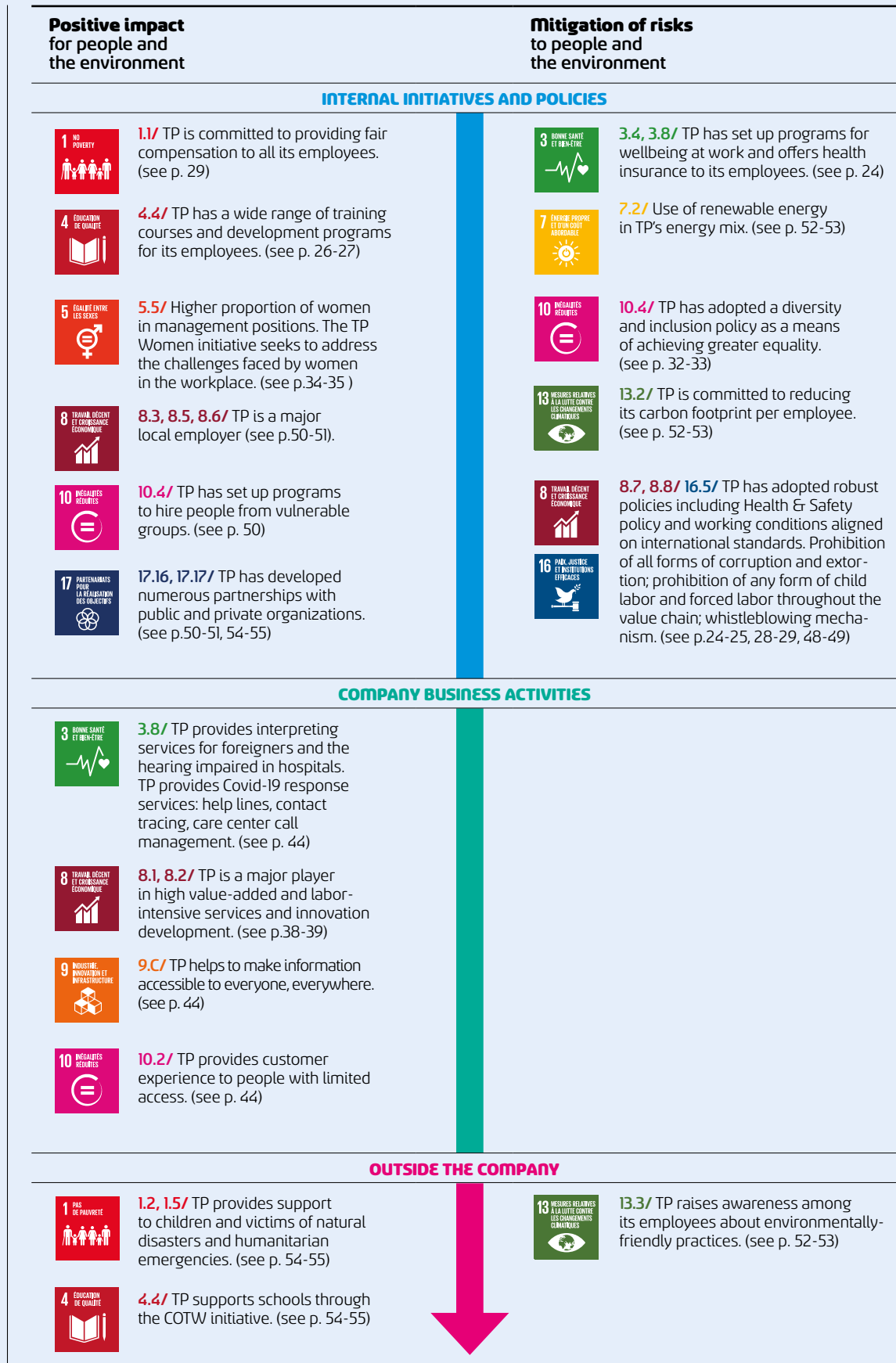
Teleperformance treats everyone as unique. By recruiting people from vulnerable communities and ensuring no discrimination in its operations, the Group aims to reduce inequalities among current and future employees. Each interaction is an opportunity to make a difference in people's lives. By providing customer experience and specialized services to people with limited access to such services, Teleperformance reduces inequalities outside its own organization.



## Decent work and economic growth

More people in decent jobs means stronger and more inclusive economic growth. As a major employer in several developing countries, Teleperformance helps to fight unemployment and poverty by offering a decent job to hundreds of thousands of people and providing a fair income, security in the workplace, social protection and a career path even in times of crisis. It particularly contributes to the integration of women and young people often excluded from the working world.

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





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## Transforming for the Future —

### Why is transformation so important to Teleperformance?

With the pandemic, companies have had to reinvent themselves, keep up with the latest trends and adopt innovative technologies in order to be resilient and meet the demands of their clients. In other words, companies have to transform in order to survive this “new normal”. But the pandemic has only accelerated this need to transform. Almost every sphere of life, including the corporate sector, has seen major changes over the last decade, driven by significant advancements in technology and changing customer preferences. Teleperformance had read these signs early and so, several years ago, it started evolving itself through organic and inorganic efforts. We ramped up our transformation significantly in the past three years with a goal to become a global leader in integrated digital solutions for companies. Our clients have been increasingly receptive to the simple yet effective and value creating solutions we offer, based on technology, data analysis, and process excellence (T.A.P.™) capabilities. This journey has proved to be both judicious and essential over the past 12 months. Covid-19 has also accelerated digitization and created new opportunities for Teleperformance, particularly in the digital, healthcare, and remote learning sectors. Our high-tech, high-touch positioning, which combines technology and the human touch, makes us a partner of choice as human relations become more vital than ever in a physically distanced but yet socially connected world. We are also drawing on this high-tech, high-touch expertise to roll-out TP Cloud Campus, our virtual work-from-home platform, as well



"We ramped up our transformation significantly in the past three years with a goal to become a global leader in integrated digital solutions for companies."

**BHUPENDER SINGH**

PRESIDENT OF GROUP TRANSFORMATION

as increasingly secure solutions and practices for our clients and teams. The ultimate goal of everything we are doing is to make things Simpler, Faster, Safer and Cost effective for all our key stakeholders. Although we are facing an uncertain future, with a positive mindset, agility, and dedication we will continue to identify new opportunities and reinvent our business so that it may endure for many more decades to come.

## OUR STRATEGY

To accomplish its mission, Teleperformance has developed a strategy structured around four main pillars.

### OUR MISSION

Helping people find solutions to their daily problems in a world that is evolving and increasingly complex.

**Each interaction matters**

### OUR AMBITION

Becoming a global sustainable and performing reference in digitally integrated services

#### Transformation

Develop high value-added T.A.P™ (Technology, Analytics, Process excellence) solutions and keep developing specialized services through targeted acquisitions. Create tailored and innovative solutions to address each client's needs

> p. 38-43

#### Operational Excellence

Reach a solid global performance through Lean Six Sigma procedure and Group processes

> p. 36-41

#### "Great Place to Work" ecosystem

Hire, train and retain the best talents who will deliver the best service

> p. 22-35

#### Data security and cybersecurity

Protect the entire business ecosystem (clients, customers and employees) from increasing threats

> p. 46

### OUR STRATEGY

Around **4 MAIN PILLARS**

### OUR STRATEGIC LEVERS

#### High-tech

Best-in-class technology, omnichannel solutions, automation



#### High-touch

Human factor, empathy and emotional intelligence

### OUR COMMITMENTS



**Be the preferred employer**



**Be a trusted partner**



**Be a Force of Good**

# Megatrends, risks and opportunities —

## MEGATRENDS

## DESCRIPTION

## COVID EFFECT



### TECHNOLOGY, DIGITAL AND DATA

- Artificial intelligence, connected objects
- New society of hyper-connected citizens
- Personal data is a valuable commodity

- Increase in demand for networks and digital resources, new smart and secure technological infrastructure requirements
- Roll-out of more autonomous systems requiring reactive technologies (5G) to manage bandwidth demand
- Customer anxiety heightened by lockdowns: increased need for customized offerings, real-time information and services
- The use of location data and other personal data plays a key role in contact tracing
- Increase of R&D budgets



### SOCIETAL AND DEMOGRAPHIC CHANGES

- Aging population
- 68% of people will live in urban areas by 2050
- Growing influence of Generation Z
- New workplace wellbeing and human resources management models
- Increase in work-from-home arrangements

- Alleviation of the labor market talent war, as the company demand/candidate supply ratio tightens
- Reconsideration of urban area population densification
- Generation Z will enter or re-enter a labor market in the midst of a recession
- Lines between work and leisure becoming more blurry. Social distancing has resulted in the active population switching to remote work. Increasingly virtual working environments
- Education at all levels has been disrupted by the need for social distancing



**The four global megatrends are increasingly interconnected and each one impacts the others. A major event such as the Covid-19 crisis can have significant consequences for these trends and accelerate or slow down their effects.**

The main risks and opportunities identified by the Group are set out below in accordance with their relation to the four megatrends. The material topics have been highlighted in the materiality matrix, which is based on the Group's risk mapping and consultation with stakeholders. The Group's financial and extra-financial risk mapping, the materiality matrix and the corresponding methodologies are presented in the Teleperformance 2020 Universal Registration Document.

RISKS & OPPORTUNITIES	DESCRIPTION OF RISKS & OPPORTUNITIES	MANAGEMENT OF RISKS & OPPORTUNITIES	MATERIAL TOPICS
<ul style="list-style-type: none"> <li>• Innovation and disruptive technology</li> <li>• System failure and cybercrime</li> <li>• Data privacy</li> </ul>	<ul style="list-style-type: none"> <li>• Extremely dynamic technological evolution: adaptation to new customer expectations required in order to preempt increasing demand for customer experience transformation solutions, particularly digital</li> <li>• Increasing use of information technology: telecommunication and IT system failure risk, malicious acts and potential internal human error, deliberate or otherwise, etc.</li> <li>• Data privacy and compliance with the Group's obligations as both data controller and data processor</li> </ul>	<ul style="list-style-type: none"> <li>• TP creates a link between consumers and brands, between citizens and public authorities, in an increasingly digital society</li> <li>• As the go-to partner for omnichannel customer experience, TP is well placed to meet the growing demand for customer experience services.</li> <li>• "Augmented customer experience" (technology-assisted human interaction), facilitating a personalized real-time response</li> <li>• High-tech strategy, cutting-edge technology and big data analysis.</li> <li>• Skills development with a focus on emotional intelligence and digital competence</li> <li>• A comprehensive security framework reduces the risk of fraud and data breaches</li> </ul>	<ul style="list-style-type: none"> <li>• Innovation and digitalization</li> <li>• Data security</li> </ul>
<ul style="list-style-type: none"> <li>• Human Resources and employee safety</li> <li>• Geopolitical, economic and health crises</li> <li>• Social conflicts and disputes</li> </ul>	<ul style="list-style-type: none"> <li>• The quality of the services delivered by the Group depends on its capacity to attract the right talent</li> <li>• Sub-standard working, hygiene and safety conditions pose a considerable risk for employees that could impact the Company's operations and reputation</li> <li>• Service interruptions could impact the Group's clients, consumers, employees or assets if the Group fails to implement measures to guarantee business continuity (for example during a pandemic)</li> <li>• The Group risks being involved in various administrative, regulatory, or court proceedings; restructuring operations could damage the Group's relationships with its employees</li> </ul>	<ul style="list-style-type: none"> <li>• TP facilities are primarily located in urban areas, where the Company can take advantage of the growing available talent pool. Teleperformance is a major employer in numerous countries, particularly among the younger generation entering the labor market</li> <li>• TP has developed employee retention initiatives (engagement, training, good working conditions)</li> <li>• TP has implemented a large-scale long-term work-from-home solution: TP Cloud Campus (access to a more extensive talent pool, resilience in the event of a pandemic)</li> <li>• Robust and recognized workplace health and safety policy and procedures, including during health crises</li> <li>• Continuity plans</li> <li>• Change tracking in legislation. Consultation of employee representative bodies</li> </ul>	<ul style="list-style-type: none"> <li>• Working conditions</li> <li>• Employee engagement</li> <li>• Wellbeing at work</li> <li>• Health and safety</li> <li>• Training &amp; development</li> <li>• Social dialog</li> <li>• Impact on local employment</li> </ul>

## MEGATRENDS

## DESCRIPTION

## COVID EFFECT



### RE-BALANCING OF THE GLOBAL ORDER

- Re-balancing of global economies
- Emerging countries are exporting capital, talent and innovation
- Strengthening of the regulatory framework

- Decline in global trade. The highlighting of economic inequalities and the slowdown in the historical rate of poverty reduction worldwide could fuel social unrest and populism
- Significant decline in global mobility. The fragility of global supply chains could lead multinationals to consider nearshoring more seriously. State autonomy is seen as strategic
- Unprecedented international cooperation: global problems can only be solved through global action
- Increase in public debt



### CLIMATE CHANGE

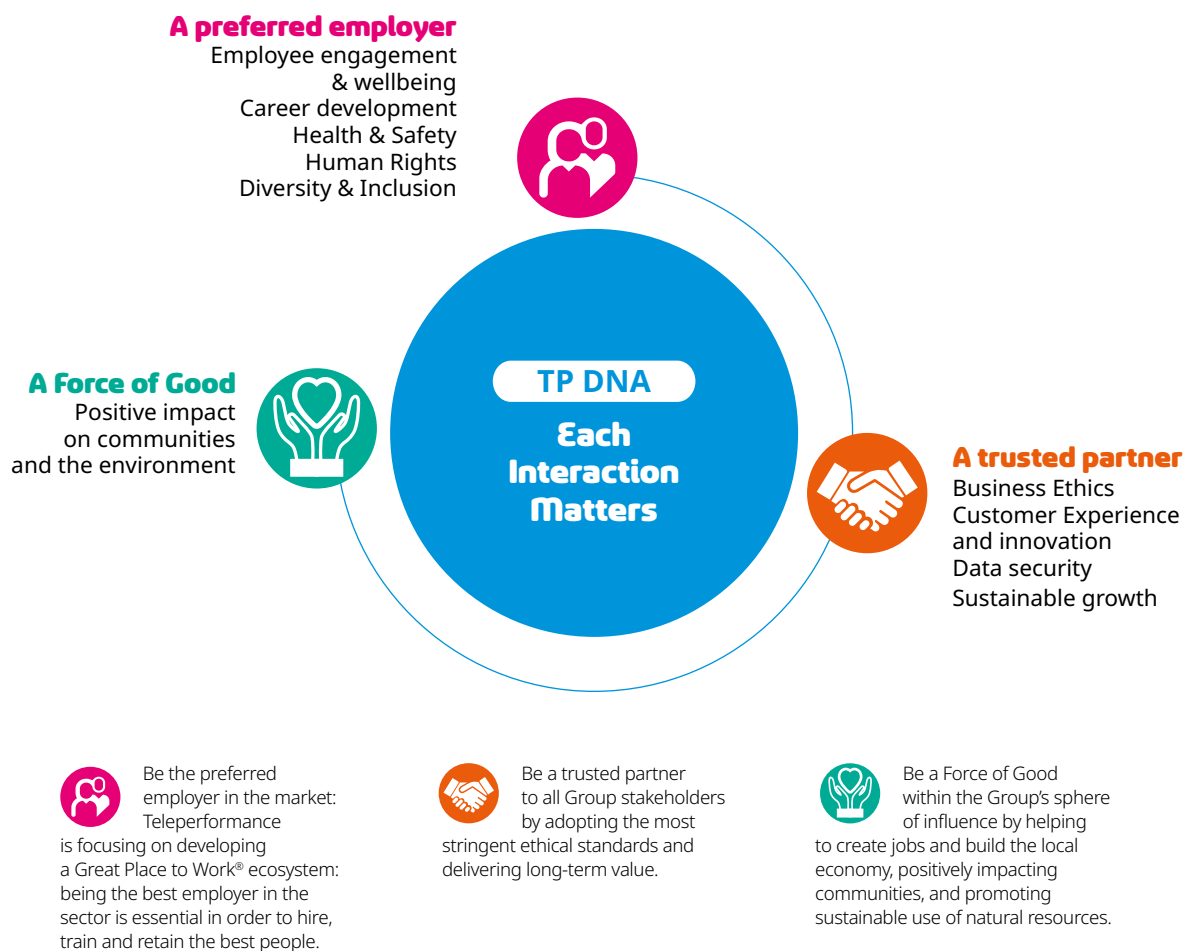
- Social and economic consequences of climate change
- Scarcity of resources

- Awareness of global existential threats and the need to address problems as quickly as possible; interconnectivity and interdependence; the importance of involving everybody in addressing the crisis.
- Vulnerability of companies and the economy in the face of external shocks brought to light.

RISKS & OPPORTUNITIES	DESCRIPTION OF RISKS & OPPORTUNITIES	MANAGEMENT OF RISKS & OPPORTUNITIES	MATERIAL TOPICS
<ul style="list-style-type: none"> <li>• Geopolitical, economic and health crises</li> <li>• Ethics, corruption and human rights</li> <li>• Client portfolio</li> <li>• Competition</li> <li>• Acquisitions</li> <li>• Credit risk</li> <li>• Other financial risks</li> </ul>	<ul style="list-style-type: none"> <li>• The resurgence of political tensions and social instability or acts of terrorism; epidemic outbreaks that could lead to the closure or loss of a facility</li> <li>• Practices in conflict with regulations (human rights, anti-corruption, ethical business conduct) may arise in the countries in which the Group operates</li> <li>• Client loyalty: lower business volumes from certain clients or the loss of clients would have a negative impact on the Group's business and results</li> <li>• The expansion and growing complexity of the competitive environment could force the Group to reduce its prices, which could adversely impact revenues and earnings</li> <li>• Difficulties encountered during an acquisition process could impact earnings if the Group is unable to overcome these difficulties and achieve the expected results</li> <li>• In the event that a client or counterparty to a financial instrument breaches their contractual obligations, the Group could suffer a financial loss</li> <li>• Market (exchange rate and interest rate), liquidity and equity risk</li> </ul>	<ul style="list-style-type: none"> <li>• Teleperformance is a cross-border intermediary between people in spite of isolationist trends</li> <li>• Strong international presence</li> <li>• Expansion of services targeting new domestic markets, particularly in Asia Pacific</li> <li>• Less than 10% of revenue generated in countries deemed uncertain by COFACE</li> <li>• Legal and compliance management in place in all operational regions</li> <li>• Assessments and audits on local practices and human rights</li> <li>• Client portfolio diversification in all sectors</li> <li>• Strengthening high value-added Specialized Services and transformation strategy to broaden the solutions portfolio</li> <li>• Centralized acquisition process coordinated by senior management before acquisition opportunities are reviewed and voted on by the Board of Directors</li> <li>• Permanent monitoring of trade and other receivables by the finance department</li> <li>• Sustainable financial performance, despite the crisis</li> </ul>	<ul style="list-style-type: none"> <li>• Ethics and compliance</li> <li>• Governance</li> <li>• Diversity and inclusion</li> <li>• Client satisfaction</li> <li>• Supply Chain</li> <li>• Philanthropy</li> </ul>
<ul style="list-style-type: none"> <li>• Environmental risks</li> </ul>	<ul style="list-style-type: none"> <li>• TP's business could present a risk to the environment in terms of excessive consumption of resources</li> <li>• Potential increase in natural disasters (earthquakes, hurricanes, flooding, etc.) could lead to the loss or closure of a facility</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen of the Planet program to reduce the Group's carbon footprint; reduced dependence on natural resources. Increased share in renewable energy</li> <li>• Business continuity plans and crisis cell</li> </ul>	<ul style="list-style-type: none"> <li>• Combating climate change</li> <li>• Natural disasters</li> </ul>

## Our commitments and objectives —
















Identifying the main CSR risks and challenges has helped the Group organize its CSR roadmap. In order to fulfill its mission and meet the expectations of its principal stakeholders, Teleperformance has made three commitments that go hand in hand with the Group's strategy:



### THE GROUP SETS AMBITIOUS OBJECTIVES:

- **Attain €7 billion revenue** and 14.5% EBITA margin in 2022, through a sustained organic growth, T.A.P™ solutions development and targeted acquisitions in high value-added services;
- **Continue to obtain best employer certifications** as a reflection of a strong commitment to its employees;
- **Maintain a balanced distribution in the Group's workforce** and management positions and **increase the proportion of women in executive positions** to reach 30% of women in the Executive Committee by 2023;
- **Accelerate its commitment to fight climate change** by increasing the share of renewable energies in the Group's total electricity consumption to 25% in 2023. Teleperformance has also committed to the Science Based Targets initiative (SBTi).

# Integrated performance dashboard —

A preferred employer	2017	2018	2019	2020	Target	SDG
Headcounts	223,240	306,532	331,065	383,233	400,000 to 500,000 employees by 2025	
Employees working in a subsidiary recognized as a best employer*	34%	67%	70%	87%	90% from 2021	
Employees trained in the health and safety policy	81%	97%	75%	76%	90%	
Percentage of women in the workforce	53%	53%	49%	52%	Maintain gender balance, >45%	
Percentage of women on the Executive Committee*	10%	7%	12.50%	25%	30% in 2023	
A trusted partner	2017	2018	2019	2020	Target	SDG
Employees trained in the code of conduct	NA	65%	84%	86%	90%	
Roll-out of the Global Ethics Hotline	NA	NA	98%	100%	100%	
Employees trained in data security and cybersecurity	NA	NA	75%	87%	90%	
TAP™ experts (Technology, Analytics and Process Excellence)	NA	400	600	700	100+ experts by end 2021	
Revenue (€m)*	4,180	4,441	5,355	5,732	7b in 2022	
Organic growth*	9%	9%	10.6%	11.6%	>9%	
EBITA margin*	13.3%	13.6%	14.3%	12.8%	14.5% in 2022	
Force of Good	2017	2018	2019	2020	Target	ODD
Carbon footprint per employee (tonnes CO <sub>2</sub> )	0,772	0,712	0,682	0,495	Commitment to SBTi in 2021	
Share of renewable energy in the Group's total consumption*	NA	NA	11% (estimated)	17%	20% in 2021 25% in 2023	
Donations collected through the Citizen of the World program (€m)	5.1	4.8	4.9	5.1	5m annually	

\* The annual variable remuneration of executive officers is dependent on the achievement of these strategic objectives.



# 3

## Human Touch, be the market's preferred employer

- 22 Human resources management
- 24 Health and safety
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- 30 Employee engagement
- 32 Diversity and inclusion

### The Human Touch at the core of our strategy —

#### What is your approach to human resources?

Teleperformance is resolutely focused on the future and places the human touch and emotional intelligence at the heart of its strategy. Only a human touch can offer unique and meaningful interactions for consumers and, above all, our employees. Our high-touch approach seeks to continually improve our employees' experience by providing them with support throughout their careers: hiring, integration, skills development, etc. Covid-19 has massively disrupted our ways of working and will have a long-lasting impact on our approach to Human Resources management. We are committed to adapting our procedures to remote work, particularly through the implementation of TP Cloud Campus, and to maintaining employee engagement despite the distance. In 2021, we will also focus on our employees' career development and we will go further to promote diversity at all levels.

#### How do you measure the success of your high-touch approach?

The best way to measure the success of our strategy is to ask the employees themselves! Since 2008 we have conducted a comprehensive annual employee satisfaction survey called E.Sat. In 2020, satisfaction levels among our employees increased: in particular, they welcomed the priority given by Teleperformance to their health and to protecting their jobs. To go further still, we have implemented pulse surveys to gauge our



"Our employee wellbeing is a priority for us."

**ALAN WINTERS**  
CHIEF PEOPLE OFFICER

employees' feelings in real time, a vital tool during such a turbulent year. Furthermore, 87% of our employees work in subsidiaries certified as a Great Place To Work®, an independent classification that assesses employee satisfaction levels through a survey addressed to them directly. We are proud of these awards, which show that the wellbeing of our employees is a priority for us.



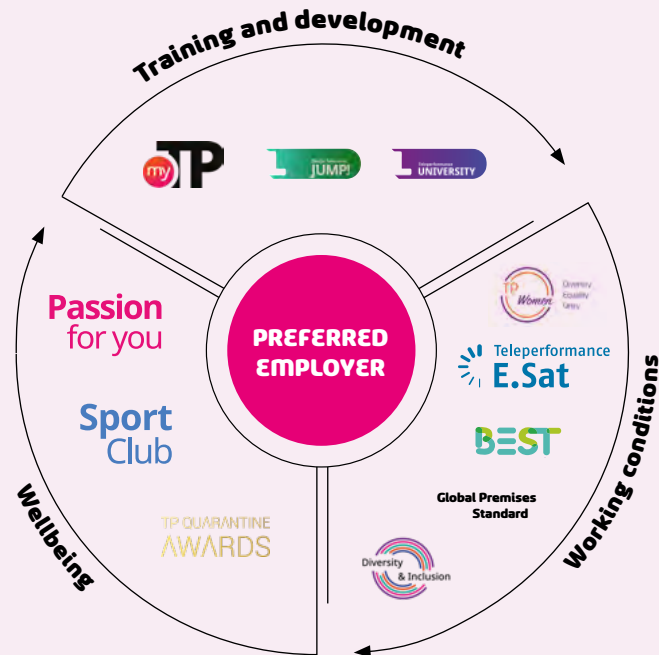
## Our **PROGRAMS** and **INITIATIVES**

### Employees are the cornerstone of Teleperformance's success.

The Group is committed to becoming the employer of choice in each of its markets, with dedicated programs covering employee commitment, wellbeing, diversity and inclusion, human rights, training and career development, as well as health and safety.

## 28 **certified countries**

Albania, Argentina, Brazil, China, Colombia, Costa Rica, Dominican Republic, Egypt, El Salvador, Germany WAHA, Greece, India, Indonesia, Kosovo, Madagascar, Malaysia, Mexico, Morocco, Peru, Philippines, Portugal, Russia, Saudi Arabia, Spain, Tunisia, UK, United Arab Emirates, USA.



### MATERIAL TOPICS

Employee Engagement  
Wellbeing at work

### SDGs



### KEY PERFORMANCE INDICATORS 2020

# 87%

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



### ROMARIO MELWOOD

CUSTOMER ADVISOR,  
TELEPERFORMANCE  
USA

Teleperformance has provided a warm atmosphere towards a new hire like me. Your opinions matter and are heard. You can ask questions and give feedback with confidence. We all have a part to play to ensure that our clients receive the best service possible. I appreciate how the company makes my every moment matter and I've found new friends that make working at TP pretty fantastic. ●●

## Health and Safety —

Teleperformance aims to provide its employees, suppliers and visitors with the highest workplace health and safety standards. Although health and safety have always been a major focus for the Group, the Covid-19 pandemic has only served to reinforce its importance.



### Health and safety policy

The Group health and safety policy goes beyond local regulatory requirements where these offer less protection. Besides focusing on employer and employee responsibilities, Group policy aims to increase awareness of workplace hazards and promote the use of preventive measures by all persons concerned.

Mandatory training modules have been rolled out across the Group and each subsidiary is subject to a health and safety audit. In order to minimize stress factors and promote wellbeing at work, several measures have been implemented to complement the Group's health and wellbeing program (Passion 4U):

- ergonomic workspaces;
- flexible working hours and remote work to support employees' work-life balance;
- access to health platforms, health and nutrition specialists, on-site doctors and nurses and supplementary health insurance.



### Health and safety governance

The global health and safety department works closely with fully trained local health and safety experts that form a worldwide network within the Group. The challenges faced at all locations are centralized within health and safety committees in each country, enabling managers to efficiently implement global policy at their respective entities. They are typically made up of employee representatives, members of local management teams, local experts and occasionally medical staff.

### MATERIAL TOPICS

Health & Safety

#### SDGs



### KEY PERFORMANCE INDICATORS 2020

# 1.2

Accident frequency rate\*  
(excluding commuting accidents)

\* Per million paid hours  
of production.

# 76%

employees trained  
on the health & safety policy





### Covid-19 crisis management

Teleperformance has pursued two strategic objectives in tackling the health crisis:

- protecting employees and ensuring their health and safety;
- protecting jobs by ensuring continuity of service.

### The Group has reacted quickly, taking a number of measures:

- A strict hygiene and safety policy rolled out worldwide, managed daily by a dedicated central team, to ensure compliance with WHO recommendations on social distancing and preventive measures, the strengthening of facility hygiene, cleaning and disinfection measures, and the rapid and widespread provision of protective equipment (distribution of more than seven million masks since March together with hydroalcoholic sanitizers).
- Work-from-home arrangements have been rolled out on a mass scale for all positions where possible in view of technical, equipment and legal constraints. Within eight weeks, over 200,000 employees were working from home, compared to less than 10,000 before the pandemic.
- Dedicated governance, the purpose of which is to manage the pandemic on a daily basis.
- Structured communication about the pandemic targeting all stakeholders.
- Internal and external monitoring and control tools: over 300 health authority inspections and numerous external certifications confirming the appropriateness of the measures in place.
- Reimbursement of vaccination expenses incurred by employees in countries in which it is not covered by the local healthcare system.



**VALENTINI  
CHATZIPASCHALI**

CUSTOMER SERVICE ADVISOR,  
TELEPERFORMANCE  
UNITED KINGDOM

I just wanted to say how grateful and thankful I am for giving me the chance to work from home. It has been a really stressful time during the pandemic, my husband and I are considered as high risk and I don't really know what I would have done without this opportunity given from the company to work from home. I am not stressed at all, for me it is the best thing that has happened for my professional life in the last years and this is because of the company's help and support. ●●



## Our PROGRAMS and INITIATIVES



### Passion for you

**Passion for you is Teleperformance's health and wellbeing program, which promotes a healthy lifestyle, work-life balance and activities for fitness, nutrition and wellbeing at work.**

In 2020, this program was a key tool in safeguarding employees' mental health during the pandemic. Teleperformance has measured the psychological impact of the health crisis and developed tools to help employees manage stress and work-life balance while carrying out their duties from home.

Teleperformance employees had access to psychologists and coaching sessions and the Group was proactive in maintaining professional and social connections so as to lower the sense of isolation and the associated risks.

## Training and career development —

The Teleperformance development strategy is based on numerous training and personal development programs offered to employees throughout their career.

Teleperformance encourages internal promotion and offers regular employee performance monitoring. Each employee has pre-defined quantitative and qualitative objectives and receives regular appraisals enabling them to establish their career path.

Both cultures and values of Teleperformance and its clients are aligned and are central to the training program. Learning techniques are reviewed on a regular basis to obtain the best possible results and reveal each employee's potential.

### Training path at Teleperformance

#### Foundation training

Welcome to TP seminar dedicated to the Group's culture and values  
Modules on the Group's policies, health & safety, CSR, etc.  
Dedicated compliance program, with modules on anti-corruption and security

#### Product training

Targeted training for each position and function  
Specific modules according to the client program  
Tiger teams: experienced trainers in specific subjects that ensure full knowledge transfer

#### Nesting

During the first few months, newcomers spend 50% of their time on skills development. They are split into small teams and supported by a training manager until they are fully integrated.

#### Continuous learning

Uptraining and refresher  
Curriculum development capability  
Gamification to keep learning fun and engaging: quiz, games based on key performance indicators  
Emotional intelligence and soft skills



### MATERIAL TOPICS

Training & Development

#### SDGs



### KEY PERFORMANCE INDICATORS 2020

# 137

Training hours per employee

# 68%

of non-agent positions are filled internally





## Our **PROGRAMS** and **INITIATIVES**



In 2020, the Group migrated its e-learning platform to a single online talent management platform, MyTP. This global training, development and engagement platform enables the Group to offer employees greater consistency and integrates gamification tools and dedicated soft skills content. In addition to online training, the platform focuses on performance development and provides collaborative workspaces. In 2020, an average of 103,235 unique visitors logged on to MyTP every month.



Available exclusively to Teleperformance employees, the JUMP! program prepares them for their next position. The program is designed to:

- promote career development;
- identify high-potential employees and prepare them for management positions;
- encourage leadership at every level of the business;
- encourage internal promotion.

This program is based on a dual training program offering both technical and behavioral training, as well as personal development plans.



Teleperformance University is an in-house university geared towards high-potential managers seeking to become future senior leaders within the Group. The course consists of four modules over one week, followed by additional e-learning modules. The entire training program was revised to bring it more in line with reality and the Group's digital transformation targets. Multiple sessions with external operators such as Great Place to Work®, design thinking specialists and management communication firms were organized in 2020.



### **ANURAG KANOJIA**

HUMAN RESOURCES OFFICER,  
TELEPERFORMANCE INDIA



My two years at TP have been full of tremendous learning and fun. I enjoyed every bit of it. I started as an agent and within a year I got myself a break into the HR department, which was like a dream come true. I would say TP follows a very fair process for promotions and believes in equal opportunities. ●●

## Working conditions —

Teleperformance is committed to being the employer of choice in the market and to providing its employees with excellent working conditions.



### Working hours and leave

In its human rights statement, the Group establishes a maximum of 48 working hours per week excluding overtime hours, which are applied on a case-by-case basis and always in accordance with local legislation, up to a limit of 60 working hours per week, pursuant to ILO conventions.

More than 70% of Teleperformance employees are entitled to paid annual leave over and above the local statutory allowance. Extra leave depends on company agreements in place at each Group subsidiary.



### Remuneration and benefits

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

The Group's remuneration policy seeks to attract and retain talent, reward individual and collective performance and be fair and consistent with the Group's financial and operational objectives.

97% of the Group's employees are provided with access to health insurance. 60% of the entities extend health insurance to employees' family members. 80% of Group employees receive meal vouchers or similar benefits. 25% of the Group's subsidiaries provide free transport, particularly for night shifts.



### Human rights

In 2020, the Group established a new assessment procedure in the area of human rights and fundamental freedoms. The Group CSR department assessed 19 of its subsidiaries, representing more than 80% of the Group's employees, on 70 checkpoints covering discrimination, working conditions, child labor, forced labor, freedom of association, access to whistleblowing mechanisms and personal data protection.

This procedure allows the Group to assess the compliance of its subsidiaries' practices with its codes and policies, as well as with the main international standards. The procedure also serves to identify risk areas requiring improvement or correction and best practices to be extended, as well as to track progress and the implementation of corrective plans *via* the annual reassessment.

TP Indonesia celebrates Great Place To Work® certification.



### MATERIAL TOPICS

Labor  
Social dialog

#### SDGs



### KEY PERFORMANCE INDICATORS 2020

# 70%

of the Group's employees benefit from extra-holidays

# 97%

employees have access to health insurance



## Our **PROGRAMS** and **INITIATIVES**

### LIVING WAGE

**As a market leader, Teleperformance is committed to providing competitive remuneration to all its employees and to promoting higher standards for its sector.**

Partnering with Wage Indicator, the Group conducted an analysis to compare Teleperformance's local salaries against local living wages for the second year running. Different from the minimum wage, the living wage is a higher standard corresponding to the minimum income necessary for a worker to comfortably meet their basic needs, including food, housing, and other essential needs such as clothing, transportation, education, health, water and telephony costs.

The goal of a living wage is to allow a worker to afford a decent standard of living through employment. Wage Indicator provides Teleperformance with an exhaustive data base updated on a quarterly basis which is used to benchmark and deploy a living wage approach in all its operations.



### SOCIAL DIALOG

**Teleperformance respects freedom of association and recognizes the right to collective bargaining.**

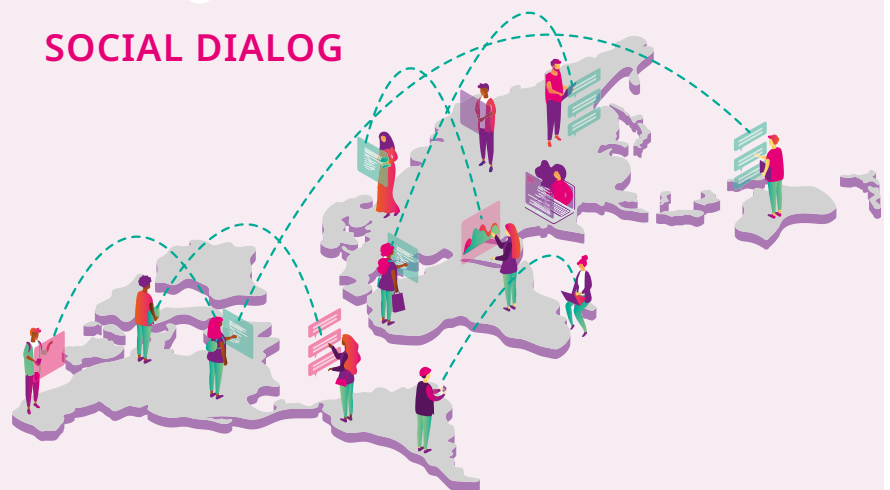
Social dialog is established at all levels of the Company and may take different forms depending on the culture and applicable legislation of each country. In countries where these fundamental freedoms are not guaranteed, Teleperformance ensures that channels for social dialog exist. Each Group entity has at least one employee representative body: staff representatives, works council, health and safety committee, etc. Collective agreements are currently in place in 17 countries representing 29% of employees. Since 2020, 2 directors representing the employees have been appointed to the Group Board of Directors. They act as spokespersons for employees by taking active part in the Board's operations and decision-making procedures. In 2020, specific means of communication were established to ensure dialog between employees and

management during the crisis. The subsidiaries' health and safety committees were heavily involved throughout the crisis and ensured that the measures implemented locally complied with Group guidelines. Certain countries, such as India and the Philippines, have also changed the composition of their health and safety committees to ensure that employee concerns are assigned greater importance and treated more directly. A European Company Works Council (ECWC) currently comprising 22 standing members represents employees in the 18 European countries in which the Group operates.

The action taken by Teleperformance to ensure the safety of its European facilities during the Covid-19 crisis has been recognized by the ECWC:



**Teleperformance acted and adapted quickly to this unprecedented global crisis. Using centralized tools to monitor and verify application, Teleperformance managed to achieve its primary objectives, i.e. ensuring employee health and safety and continuity of operations in order to deliver satisfaction to clients, also disrupted by the pandemic. ●●**



## Employee engagement —

In order to remain connected with its employees and maintain their sense of belonging and pride despite working from home and social distancing, Teleperformance organized a number of innovative virtual events.



### QUARANTINE AWARDS

**The TP Quarantine Awards celebrated the Teleperformance heroes who went the extra mile during the crisis to support their colleagues and clients when they needed them most.**

During the virtual ceremony, prizes were awarded to the winners of artistic competitions, rewarding outstanding performances in art, dance, music and writing.

The event enabled everyone to come together, create a special connection between all employees around the world and showcase different cultures and nationalities.





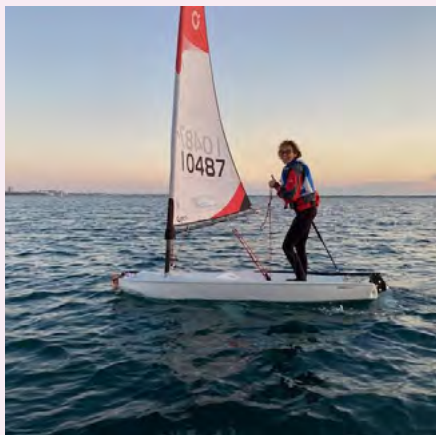


## XTRA MILE

**In the CEMEA region (Europe, Middle East, Africa), Teleperformance employees took part in the Xtra Mile initiative to support the most vulnerable children through sport.**

Throughout November, employees' physical activity was recorded and transformed into donations to the Plan International organization. Some 2,931 employees from 29 countries took part in the operation, which raised funds to enable children and young people to continue their

schooling despite the Covid-19 pandemic. The initiative combines employee wellbeing, the promotion of physical activity, engagement and team spirit, even remotely, and a positive social impact on local communities.



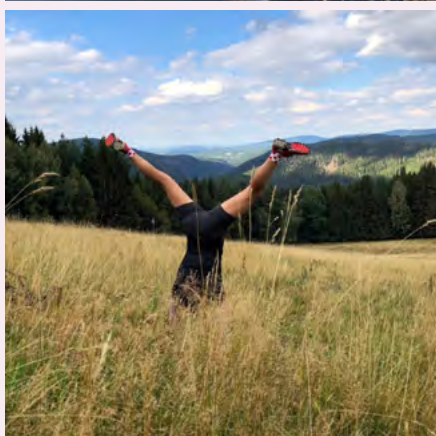
# 2,931

**employees from 29 countries**

took part in the operation



Plan International is very pleased to have partnered with Teleperformance for the Xtra Mile 2020. The determination and effort of Teleperformance employees helped raise €30,000 to get children impacted by Covid-19 back into the classroom. Congratulations to all the runners, cyclists, swimmers and other sportsmen and women who took part in the race! ●●





## Diversity and inclusion —

With more than 380,000 employees in 83 countries, serving 170 markets in 265 languages, Teleperformance is the most multicultural company in its sector.



Teleperformance is the market leader today thanks to its diversity. This diversity embedded within its DNA has allowed the Group to better support its employees, clients and final customers.

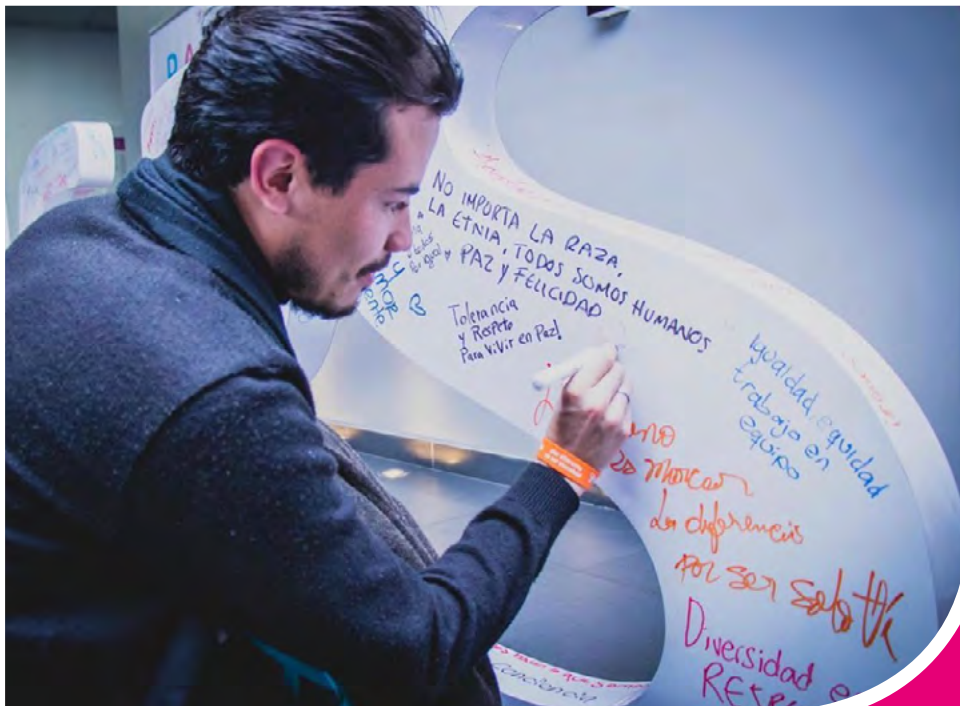
It is not consequential but is the result of the decision, reaffirmed every day, to seek out, among other things,

people of different gender, origin, sexual orientation, socio-economic status, or people with disabilities. **The diversity of the employees allows the Group to offer innovative solutions** to the Group's clients and other stakeholders.

In order to incorporate diversity within its day-to-day work, Teleperformance strives continually to identify and break down any barriers that could prevent its employees from feeling fully included and engaged. Respect and fairness are essential to nurturing an environment in which everyone is empowered to speak openly and to be themselves.

**Teleperformance is committed to actively promoting and supporting diversity and inclusion in the workplace and within its sphere of influence.** The Group expects its employees to be aware of individual differences, including those that cannot be seen, and to act in a respectful manner so as to create and preserve a positive and supportive working environment.

**Teleperformance's inherent diversity helped it to reach the summit. Its conscious decision to seek out diversity and inclusion will keep it there.**



### MATERIAL TOPICS

Diversity & Inclusion

#### SDGs



### KEY PERFORMANCE INDICATORS 2020

**51.8%**

women in the Group

**25%**

women in the Group's Executive Committee

**81%**

employees trained on the Diversity & Inclusion policy



## Our **APPROACH**

**The Group's approach to diversity and inclusion is based on five key pillars:**



- Gender equality;



- Integration of people with disabilities;



- Commitment to promoting professional equality for people from the **LGBTQIA+** community;



- Promoting **multiculturalism** at all levels;



- Consideration of the **local diversity challenges** specific to each entity (ethnic minorities, etc.).

**Teleperformance relies on four levers to ensure that the diversity and inclusion policy is delivered efficiently :**



- **Leadership**  
Management should itself reflect the diversity of the Group and promote Teleperformance's proactive policy in this area.



- **Systems**  
Implementation of policies, procedures and monitoring indicators to promote diversity and ensure progress.



- **Culture**  
Disseminate the diversity and inclusion policy throughout the Group *via* training modules, awareness campaigns, dedicated workshops, etc.



- **Reputation**  
Incorporate best practices in this area to drive continuous improvement and establish partnerships with stakeholders in order to promote diversity throughout the ecosystem.

### **FOTIS KARIORIS**

CUSTOMER ADVISOR,  
TELEPERFORMANCE  
GREECE



Getting hired to work for Teleperformance has really changed the way I see my life and has really enabled me to dream of an otherwise unimaginable future. I've experienced cases of rejection and discrimination based solely on the fact that I am disabled even though I was adequately and, in some cases, overqualified for the job I was applying for. The day I was hired for Teleperformance has been a significant landmark. I can finally work in a multinational environment where my disability is not a discriminating factor. On the contrary, I have never felt so welcome and equal in a working environment. Working among so many skilled professionals has given me the opportunity to evolve and gain new skills. Now I'm able to cover my needs and those of my family with complete independence. ●●

## TP Women —

The Group has introduced a set of procedures and guidelines to promote equal treatment for men and women. Teleperformance's objective is to maintain an overall equal gender distribution in the Group's workforce and in management positions, and to increase the proportion of women in governing bodies.



Diversity  
Equality  
Unity

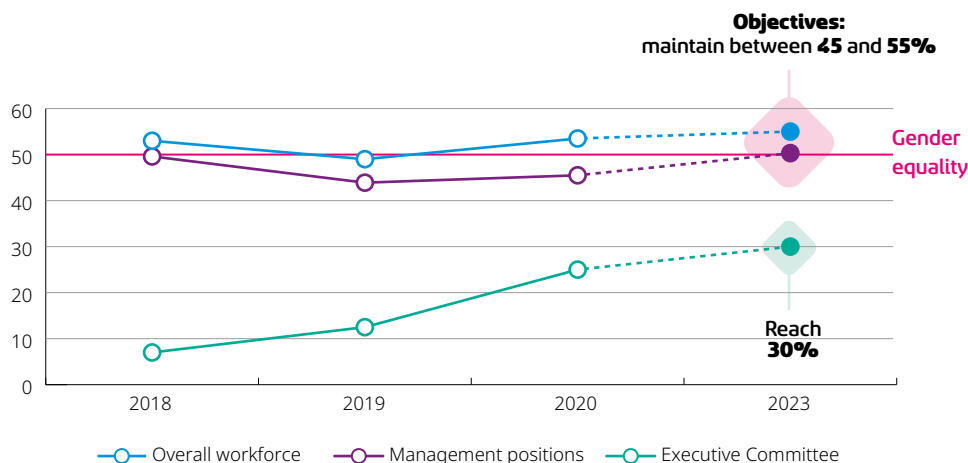
Created in 2019, the TP Women initiative seeks to address the challenges faced by women in the workplace and drive positive change. TP Women stands behind diversity, inclusion and gender balance,

supporting equal opportunity and participation at all levels and in all aspects. A number of initiatives were carried out in 2020, including:

- A mentoring scheme to help high-potential female employees to reach senior positions in the company.
- A review of recruitment and training procedures for management positions.
- Dashboards to track changes per region and per department.
- Networks to raise awareness and promote equality. Teleperformance has launched its **#TPMenForWomen** initiative aligned with the United Nations **#HeForShe** campaign encouraging men to fight for equality.



### Change in the percentage of women employed by the Group





### Gender Equality Index

In 2020, Teleperformance France scored 94/100 on the gender equality index, up from 84 in 2019. Companies with a score above 75/100 are considered to be workplaces that promote gender equality.

In accordance with the French Decree No. 2019-15, this index evaluates five criteria:

- closing the gender pay gap: Teleperformance France scored 39 out of 40 in this criterion, which means that salary disparities are less than 1%;
- equal opportunities to get a raise;
- equal opportunities to get a promotion;
- the fact that all women receive a raise when they return from maternity leave, whenever raises have been granted during their absence;
- the number of people from the underrepresented gender among the 10 highest-paid employees.

The Group has decided to implement the equal pay index universally across 19 of its subsidiaries, representing more than 80% of the workforce, by using the same methodology. The average score obtained by the 19 subsidiaries evaluated was 79/100, which is above the 75 threshold. The average score obtained for the wage gap between men and women is 38/40, *i.e.*, wage disparities of between 1% and 2%.

**94/100**

**points in gender equality index**  
at Teleperformance France in 2020

**Less than 1%**  
**gender pay gap**  
at Teleperformance France



## Our REWARDS



International Women's Day,  
Teleperformance Mexico

### EQUILEAP

**Teleperformance enters the Top 100 of Equileap's 2021 Gender Equality Global Report & Ranking.**

Equileap is the leading organization providing data and insights on gender equality in the corporate sector.

### BEST WORKPLACES FOR WOMEN™

**In 2020, seven subsidiaries received the Best Workplaces for Women™ certification: Argentina, Brazil, China, India, Saudi Arabia, Spain and United Arab Emirates.**

The following criteria are taken into consideration for these certifications:

- Quality of life at work: the company has the Great Place To Work® certification;
- The percentage of women in the organization and in management positions;
- A positive employee experience: positive perception of women on the Trust Index®;
- Strong, proactive professional equality practices in place.

# 4 A trusted partner

- 36 Smart-Shoring and TP Cloud Campus
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- 42 A strategic partner to our clients
- 44 Customers and suppliers
- 46 Data security and cybersecurity
- 48 Ethics and compliance

## Smart-Shoring, a flexible offering — available everywhere in the world

Teleperformance offers innovative outsourcing solutions to ensure the resilience, agility, and flexibility necessary for driving its clients' long-term success. With expert and highly engaged teams that can work from anywhere, but are managed centrally, the group delivers optimal business flexibility while eliminating geographic boundaries.



### Onshoring

All the benefits of working with an industry leader from one of its numerous campuses based in the client's country.



### Nearshoring

All of the benefits of offshoring, but in a neighboring country reducing travel and communication expenses



### Offshoring

Cost-effective operations outside the client's country, with highly skilled workers that offer consistency and quality services



### Cloudshoring

Virtual teams that work anywhere eliminating geographic boundaries and increasing business flexibility and speed.

Teleperformance has pioneered the development of multilingual hubs where employees of all nationalities work together in a single location to serve pan-European and pan-Asian programs.





## Teleperformance CLOUD CAMPUS

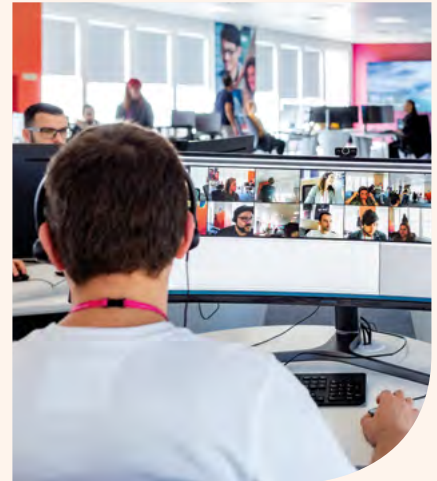
**Teleperformance Cloud Campus is a new virtual platform for the remote management of teams and operations that facilitates centralized management of interactions with clients irrespective of their location.**

This solution has combined the services of agents working from home, a flexible organizational structure, cutting-edge communications technology and the strictest security standards in the market.

This service model enables all types of candidates to work as agents:

- people in remote locations (rural areas);
- people with disabilities (difficulties getting around);
- people with a specific profile and not seeking to work at a traditional contact center (seniors, homemakers, etc.).

Employees working from home pursue their careers at Teleperformance as though they were on site, whilst spending less time commuting and lowering their carbon footprint. The best talent can be hired in any location and the cutting-edge tools provided to them allow them to collaborate effectively within motivated teams.



### MATERIAL TOPICS

Labor  
Employee Engagement  
Climate Change mitigation

### SDGs



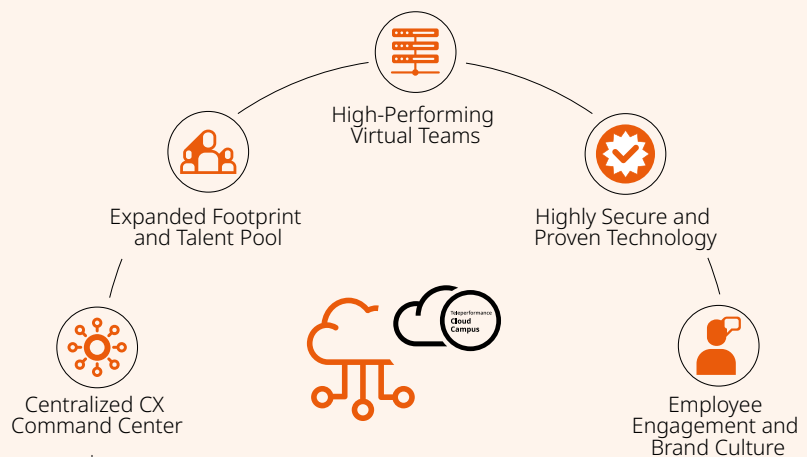
### KEY PERFORMANCE INDICATORS 2020

**250,000+**  
employees working from home

**13**

hubs Cloud Campus

### Customer experience services through five key areas:



Get unlimited access to resources in any language, with centralized, secure, and integrated management.

## Solutions and innovation —

Teleperformance provides innovative solutions to adapt to evolving markets, economies and trends.

Teleperformance supports its clients in their digital transformation to improve the customer journey, gain in efficiency and generate value within the customer experience, in a constantly evolving business environment.



**Technology  
Analytics  
Process Excellence**

The Group has developed a transformation solution, T.A.P.™ (Technology, Analytics, Process excellence), adapted to all its service offerings and based on three pillars:

- **Technology:** productivity improvements through smart automation and innovative solutions
- **Analytics:** extraction of actionable information from extensive client interaction data and conversation analyses
- **Process excellence:** greater effectiveness and efficiency: development of targeted operating models, implementation of large-scale transformation programs, etc.

T.A.P.™ combines the Lean Six Sigma method with design thinking to support successful transformation. It encourages a collaborative and consultative approach, and offers solutions tailored to the needs of each client.

Teleperformance's holistic T.A.P.™ approach supports clients throughout the development and deployment of the solution, with guaranteed results.



### MATERIAL TOPICS

Client satisfaction  
Innovation & Digitalization

### SDGs



### KEY PERFORMANCE INDICATORS 2020

**2,000+**  
T.A.P.™ projects deployed

**700**  
Technology, Analytics  
and Process Excellence  
(T.A.P.™) experts

**7,000+**  
bots



## INNOVATION



### Teleperformance promotes innovation at all levels of the Company.

All Ideas Matter is a global initiative designed to drive innovation and continuous improvement. It encourages all employees to be agents of change by sharing their ideas for improvement and transformation, whether they concern performance, procedures, economic gains or the customer or employee experience.

All ideas can be submitted via an online platform, and those that have the most potential are subject to case studies before being implemented.

In 2020, 20,000 ideas were shared of which 2,200 were selected and more than 500 already put in place.

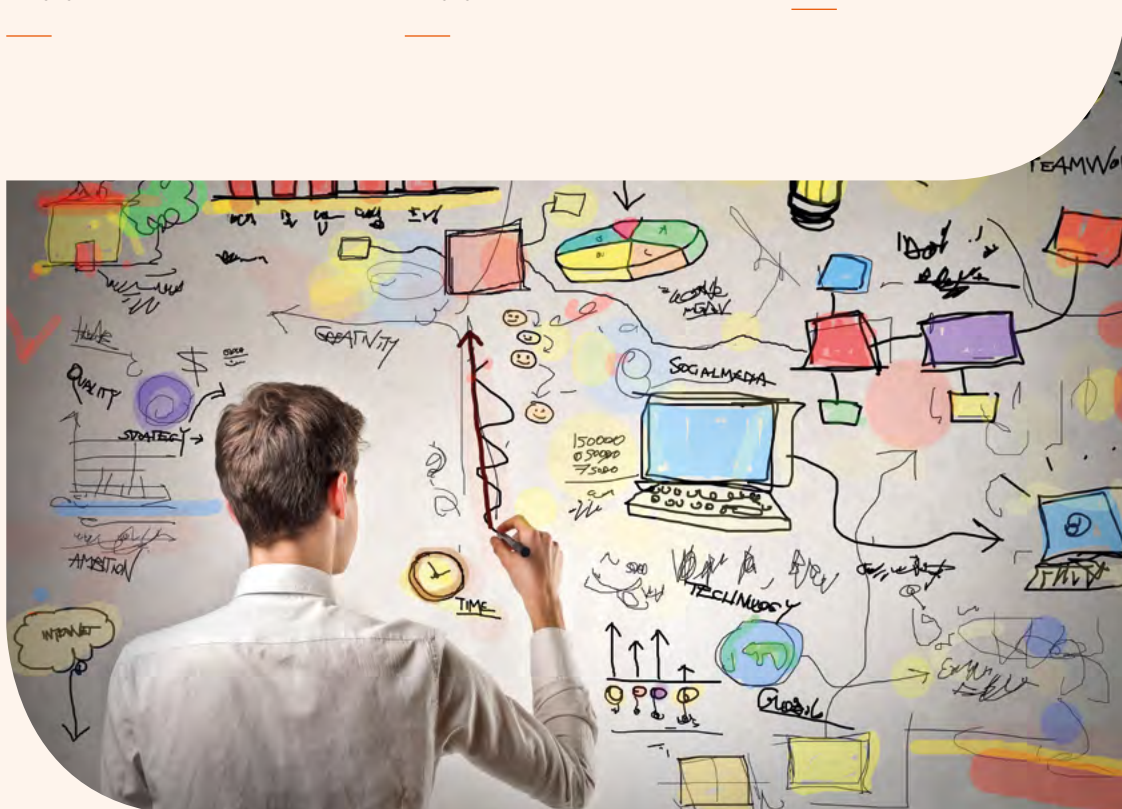
**20,000**  
ideas shared

in 2020

**2,200**  
ideas selected

in 2020

**500+**  
ideas implemented



## Digital Platforms —

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

### Omnichannel Contact Center



Omnichannel and workflow management tool

All industries



Real-time floor management and security monitoring

All industries

**TP**connect

Real-time dashboard with key business metrics

All industries

**TP**simulation

Simulator for quick, accurate, effective knowledge transfer

All industries

**TP**gamification

Platform for reward and gamification on operations floor

All industries

**TP**voice2messaging

TP's Voice to messaging service

All industries

### Intelligent Automation

**TP**RPA

Optimization RPA/RDA projects with TP methodology

All industries

**TP**chat bot

Automated conversational AI projects

All industries

**TP**video assistant

Smart Visual Assistant / Visual IVR

All industries

**TP**email bot

Automated E-mail responses through AI

All industries

**TP**unify

Unify several applications on one screen with RPA

Banking

### Analytics & AI tools

**TP**prompto

Analytics for unstructured data, sentiment analysis

All industries

**TP**interact

Speech analytics

All industries

**TP**recommender

Recommends next best alternative products or services

All industries

### Industry-specific solutions

**TP**travel

Automates calculating refunds and change charges

Travel (Airlines)

**TP**flow

Workflow for an F&A process end-to-end management

Financial

**TP**optify

Automate manual process of medical coding

Healthcare



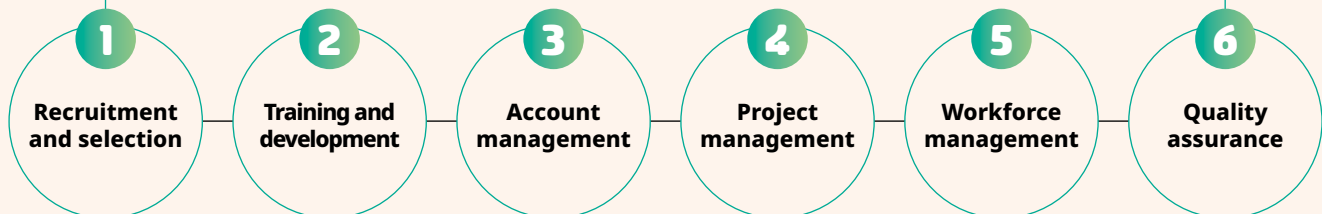
## PERFORMANCE management

**Based on the PDCA (Plan-Do-Check-Act) method, procedures are key to the success of Teleperformance. By combining its high-tech, high-touch approach with the rigor of the Lean Six Sigma method, the Group delivers simpler, faster, safer, higher quality and more cost-effective interactions.**

### BEST

#### Baseline Enterprise Standard for Teleperformance

BEST is a qualitative standards manual that guarantees a high quality of service, superior performance, and proactive management of existing and future programs. BEST also strengthens best practices in the management of Human Resources and projects in all of Teleperformance's operations worldwide.



#### Lean Six Sigma

Lean Six Sigma is used to analyze and improve Teleperformance's procedures by making them more efficient and eliminating redundancies. All employees are trained in the Lean Six Sigma method and all managers responsible for a process must be trained to green belt level.



#### Teleperformance Operational Processes and Standards

A six-step procedure for identifying growth and improvement opportunities to offer high value-added solutions. TOPS was created to help operations managers improve the performance of customer advisors through regular monitoring of performance indicators.

In 2020, the BEST and TOPS procedures were streamlined to allow teams to focus on the key aspects, on results rather than style, work in a more collaborative and independent manner, monitor and analyze targeted performance indicators, and share their knowledge and best practices.

## A strategic partner to our clients —

With over 1,000 clients, Teleperformance has the most diverse client base in its sector.

### How will you remain a partner of choice for your clients?

We have developed a strategy based on systematic understanding of clients' transformation requirements and a deep industry-specific expertise. We develop innovative and customized solutions tailored to the needs of each client, and a unique experience in every interaction.

We commit to be an agile partner, easy to work with, fast in deploying solutions, with a strong financial background and safe security processes.

The internal mobilization of our teams is vital in order to achieve our objectives and create a unique structure, One TP. This structure allows us to deliver consistent services worldwide and ensure complete and constant customer satisfaction. Our Diversity & Inclusion focus further drives performance and innovation.

Today, we are proud to work for the biggest global brands<sup>(1)</sup> and over 50% of our revenue is generated through global clients. Their loyalty, demonstrated by an average client relationship of 13 years, is the best indicator of their satisfaction.

### What are the growth drivers for Teleperformance during this period of crisis?

There are four: the growth of digital industries which are performing well during the crisis; the expansion of outsourcing to new markets, with some companies outsourcing work to experts offering work-from-home solutions in particular; companies hit financially by the current environment that see outsourcing as a flexible solution enabling them to quickly streamline their cost structure; and gaining market share from a fragmented competition that occasionally struggles to guarantee the security and flexibility of services within this new environment.

### What type of commercial structure will help you win more contracts at international level?

The development of Teleperformance's commercial structure has been adapted to the market and client expectations. Over the past decade we have moved



"The internal mobilization of our teams is vital in order to achieve our objectives and create a unique structure, One TP."

#### **MIRANDA COLLARD**

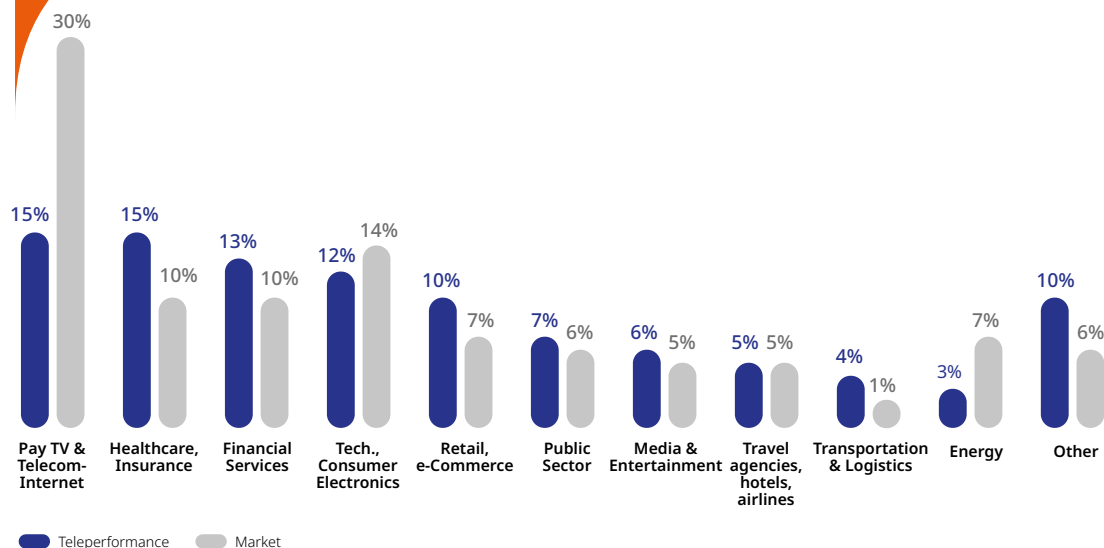
CHIEF CLIENT OFFICER  
AND CHAIR OF TP WOMEN

from a development model focused on local clients to one centered on regional and global clients. The sales force has adapted accordingly by developing an agile client-based approach in order to sell more global solutions on multiple markets, rather than a single solution for a single market. This transformation has been ramped up at global level over the past two years by strengthening the high value-added services offering, including the consulting-based approach adopted by our T.A.P.<sup>TM</sup> teams.

(1) Forbes top brands - 2020.



## Client diversification and expertise by industry (% revenue by vertical)



### MATERIAL TOPICS

Client satisfaction  
Innovation & Digitalization

### SDGs



### KEY PERFORMANCE INDICATORS 2020

**1,000**  
clients<sup>(1)</sup>

**13**

years average tenure  
of client relationship<sup>(2)</sup>

(1) Excluding LLS.  
(2) Top 50.



## Testimonials CLIENTS

**GRUBHUB™**



At Grubhub, our priority is delivering an exceptional customer support experience – something that is now more important than ever as we navigate the Covid-19 landscape. TP has always been a valuable partner to our business and their responsiveness and agility have played a pivotal role in ensuring our customers are still getting the exceptional support that we've promised always deliver.●●



Your team is doing a phenomenal job. TP clearly stands out as the responsiveness has been off-the-charts amazing – virtually around the clock. I want to say thank you for the support you've given, and for aligning us with the best leaders and support model possible.●●

## Supporting customers and citizens —



### Expertise supporting citizens and governments during the Covid-19 crisis

Teleperformance works with governments and public health services to provide information services to citizens: 24/7 helplines, contact tracing management, care center call management, repatriation of foreign nationals and vaccination campaign logistics and related services.

Thousands of Teleperformance professionals have been serving on the front line of the global fight against Covid-19.

In Tunisia, a team of twenty experienced operators has been made fully available to the ambulance service. It has been trained and supported by healthcare professionals, in order to ensure optimum call handling during this health crisis.

In Greece, Teleperformance provided 24/7 support towards the National Health Organization to handle calls regarding Covid-19.



Teleperformance was able to implement our largest public information program in Taranto in three days. We truly appreciated their responsiveness and total commitment to offer vital support to our citizens at a critical time. ●●

#### GABRIELLA FICOCELLI

MUNICIPAL COUNCILOR RESPONSIBLE FOR SOCIAL SERVICES IN TARANTO, ITALY



### Supporting customers and citizens

Teleperformance is a company whose people help solve the problems of others on a daily basis. The Group offers a high-quality personalized customer experience for all and helps to break down social, geographical and cultural barriers through its services:

- **Customer experience:** a bridge between brands, public services and clients, services delivered in 265 languages and on all communication channels, access to a customized customer service for people with disabilities, living in remote areas or without means of transportation, support for the digital integration of the elderly, etc.
- **Specialized Services:** LanguageLine solutions connect to a live professional interpreter in under 30 seconds, which can save lives during 911 calls and at the hospitals, or ensure justice in legal situations. They also enable the deaf and hearing impaired, as well as those with a poor grasp of English, to be heard and understood through interpreters in 37 languages, including British and American sign language.



## STRENGTHENING our PARTNERSHIPS with SUPPLIERS

### Procurement within Teleperformance

Teleperformance's procurement spend amounts to 13% of total Group revenue. Teleperformance mainly purchases computer hardware and software, telecommunications services, and goods and services related to its contact centers and temporary service agencies.

### Supplier Code of Conduct

Teleperformance ensures that its subcontractors and suppliers commit to an ethical approach and adhere to the principles of its Supplier Code of Conduct, which includes the updated Group requirements with regard to human rights, working conditions, health and safety, the environment, business ethics and integrity (including anti-corruption), and compliance with the General Data Protection Regulation (GDPR).



### Responsible procurement

The Group implements a responsible procurement process that primarily involves managing supplier risk via a standardized due diligence procedure. A project pilot phase was launched at the end of 2020 to test the process and roll it out across the entire Group in 2021. The purpose of these procedures is to ensure not to enter into relationships with suppliers who do not meet the Group's minimum compliance, security, data protection and CSR requirements. It also enables the Group to identify high-risk suppliers and take the necessary measures where applicable.

### Global procurement governance

In order to strengthen and standardize procurement processes at all Group entities, a new procurement governance structure was put in place. A Global Chief Procurement Officer assumed his responsibilities at the beginning of 2020. A dedicated supplier risk committee that brings together a variety of functions (procurement, CSR, personal data, information security, legal and compliance) was created in 2020 to ensure continuous improvement and monitoring of the supplier assessment procedure and the implementation of risk mitigation measures. It is also responsible for issuing regular reports on supplier risk to executive management.

## Data security and cybersecurity —

Data security is a key priority for Teleperformance, not only to protect its employees, but also its clients and end users.



In this regard, the Group continues to strengthen and expand its data protection and cybersecurity program. The program and controls are regularly reviewed and revised to cover the most recent or updated legal requirements, and to stay at the forefront

of international standards:

- New ISO 27701, currently being implemented throughout the Group. The new standard is an extension of the requirements contained in ISO 27001, already in place;
- PCI (Payment Card Industry) standard;
- HIPAA (Health Insurance Portability & Accountability Act) standard;
- Binding Corporate Rules (BCR), approved since 2018.

The Group has a set of 14 innovative compliance and security policies, called the Global Essential Compliance and Security Policies (GECSP), designed to anticipate and limit the risk of fraud or security breaches.

The Global Technology, Privacy and Security Committee is the governance body responsible for assessing risks and ensuring that projects are carried out in accordance with the global data privacy and security policy. The protection framework is also strengthened by a compliance audit function.



### MICHAEL DE SALLES

LEAD ANALYST,  
DIGITAL TRANSFORMATION,  
FROST & SULLIVAN



Teleperformance has introduced a level of contact center security innovation that frequently exceeds its clients' internal security controls regarding the prevention and early detection of fraud. ●●



### MATERIAL TOPICS

Data security

### SDGs



### KEY PERFORMANCE INDICATORS 2020

**BCR**  
compliant

**87%**

of employees trained in data security and cybersecurity



## A HOLISTIC APPROACH to CYBERSECURITY

**Teleperformance has invested in a comprehensive three-year (2019-2021) cybersecurity program called Project Eagle, which is based on several pillars:**





## Ethics and compliance —

Teleperformance's Global Compliance organization is a dedicated structure composed of teams in charge of developing, implementing, and continuously improving Teleperformance's compliance program.

### How is the compliance department structured within Teleperformance?

The members of the compliance team interact with other functions such as legal, finance, operations, privacy, CSR, and HR across all regions. This dedicated structure ensures that our policies and procedures are effectively and efficiently implemented Group-wide. We provide a report on a regular basis to the Audit, Risk and Compliance Committee of the Board of Directors. Our main missions are to structure, develop and adapt the Group's compliance framework in line with new and existing regulations and best practices, and to ensure its application in all subsidiaries. To do this, we rely on the security and compliance audit function, among other things.

In 2020, we completed a global structural alignment across operational teams and Group-level functions to enable us to react in a more agile and consistent way.

### What are the bases and priorities of the Teleperformance compliance program?

We are 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, and the OECD Guidelines.

Teleperformance's global compliance framework is based on its Code of Ethics and Code of Conduct.



**LEIGH RYAN**

CHIEF LEGAL, COMPLIANCE  
AND PRIVACY OFFICER

Among other areas of compliance, we focus in particular on our anti-corruption program, reinforced in 2020 following an internal compliance audit conducted on existing procedures. We are also implementing a Group-wide standardized procedure for third-party due diligence, and are continuously improving our data privacy program, which is one of the Group's most important priorities.



## VEREGO SRS CERTIFICATION

For the seventh year running, Teleperformance was awarded SRS certification by Verego, given to companies that stand out in five key areas: leadership, ethics, social, community and environment. In its assessment of the Group in 2020, Verego found that Teleperformance's global policies were of the highest standard.



Since its first certification in 2013, Teleperformance has continued to develop its responsible business practices and show leadership in ethical, social and environmental matters. Feedback from facility managers and employees shows that Teleperformance's values and policies are implemented in the field. ●●

**CAROLE KERREY,**

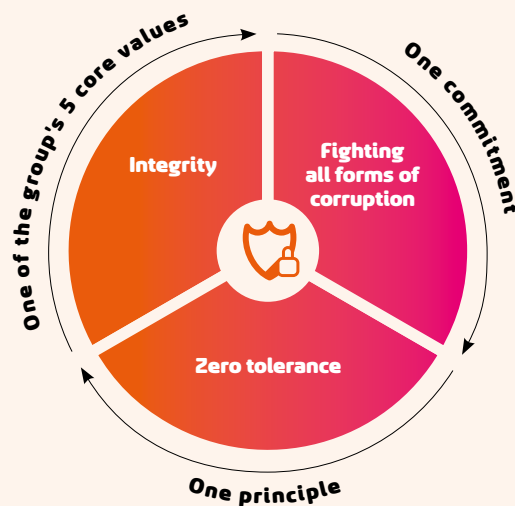
LEAD CERTIFICATION DIRECTOR, VEREGO



## Our GLOBAL ANTI-CORRUPTION PROGRAM

Teleperformance is committed to preventing corruption in all its forms and adopts a zero-tolerance approach. Its anti-corruption program is based on:

- strong commitment from management;
- a dedicated structure including a multi-disciplinary team responsible for coordinating the program, and clear definition of responsibilities;
- a specific communication plan to inform all stakeholders of the existence and content of the program;
- a range of measures to prevent any form of corruption or influence peddling, detect such conduct as quickly as possible and respond where applicable.



### MATERIAL TOPICS

Ethics & Compliance

#### SDGs



### KEY PERFORMANCE INDICATORS 2020

# 86%

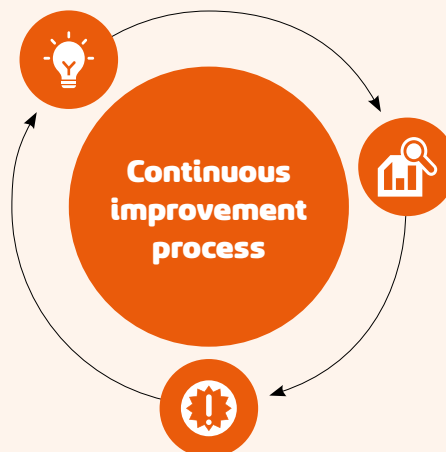
employees trained  
on the Code of Conduct

# 100%

footprint where Global Ethics  
hotline has been rolled out

### Prevention

- Code of Conduct setting out the basic rules to be followed and prohibited behaviors.
- Corruption risk mapping to identify and assess corruption risks.
- Training program to raise awareness about corruption risks.
- Due diligence procedure prior to signing contracts with third parties.



### Response

- Sanctions and disciplinary measures for breaches of the Code of Conduct.
- Feedback and corrective measures.

### Detection

- Audits and controls to prevent and detect all forms of corruption.
- Compliance and performance tracking indicators to guarantee effective implementation of measures.
- Confidential Global Ethics Hotline open to all stakeholders.

# 5

## Impact on local employment and Impact Sourcing

- 50 Impact on local employment and Impact Sourcing
- 52 Citizen of the Planet
- 54 Citizen of the world

### Impact on local employment and Impact Sourcing —

As a leading employer in most of the regions where it operates, the Group is committed to having a positive impact on local economies and, more generally, on people's lives.

Teleperformance is a gateway to employment for young people: in 2020, 85,000 agents were hired for their very first professional experience. Teleperformance offers numerous opportunities for advancement: it has a high internal promotion rate and most of its senior managers come from local communities. The Group contributes to the growth of the middle classes and the development of women's employment in developing countries, where it employs 70% of its workforce.



GISC Impact Sourcing Standard Adopter

Teleperformance has been a member of the Global Impact Sourcing Coalition (GISC) since its creation.

As such, it seeks to provide formal employment opportunities to people who would otherwise struggle to gain access: the long-term unemployed, people below the poverty line, people with disabilities, refugees, veterans, etc.

Teleperformance is listed on the IAOP Impact Sourcing Champions Index<sup>(1)</sup>. Teleperformance adopted the Impact Sourcing Standard for the first time in 2020,

#### SARA ENRIGHT

DIRECTOR OF THE GLOBAL IMPACT SOURCING COALITION



By adopting the Impact Sourcing Standard, Teleperformance has taken significant steps to update its hiring and Human Resources practices and policies to be more inclusive, advancing its commitment to employing diverse people from around the world who would otherwise face barriers to decent employment. ●●

demonstrating the strength of its policies and programs for inclusion through employment and its commitment to achieving continuous improvement.

As of December 31, 2020, more than 70,000 Impact Workers from minority groups or disadvantaged communities were employed by Teleperformance, enabling them to obtain a decent job and improve their standard of living.

(1) International Association of Outsourcing Professionals®.



## Our INITIATIVES

### TP COLOMBIA SUPPORTS REFUGEES

**Teleperformance plays a leading role in the integration of Venezuelan refugees in Colombia, with more than 2,000 people hired through its Impact Sourcing program.**

It partners with a number of governmental and non-governmental organizations such as the United Nations Refugee Agency (UNHCR), Tent Partnership for Refugees, and the Pan-American Development Foundation.

#### **GIDEON MALTZ**

EXECUTIVE DIRECTOR, TENT PARTNERSHIP FOR REFUGEES



The Tent Partnership for Refugees is extremely proud of the work done by Teleperformance and we are certain of the enormous impact it will have on the lives of refugees. Employment allows refugees to cover their needs and those of their family, but also to build a network of friends and colleagues in their new homes. Teleperformance is a leader and inspires other companies in its sector to consider refugees as a source of talent. ●●

### TP GREECE CREATES A DEDICATED IMPACT SOURCING TEAM

**Through partnerships with dozens of NGOs and public employment services, numerous initiatives are in place to encourage people from minority groups to submit applications and to persevere in their search for employment:** discussions with social workers and psychologists to adopt the right approach with

certain candidates, following up with NGOs to strengthen their basic skills and share new job openings, webinars to help refugees prepare their CV, etc.

#### **MAUREEN SARAH DANIEL**

CUSTOMER ADVISOR, TELEPERFORMANCE GREECE



As a refugee and single mother with three children, it was very difficult to pay rent and bills. Teleperformance has offered me my first employment opportunity since arriving in the country and I finally have a salary, bonuses, benefits for the children and other advantages. I can't describe it: the people at Teleperformance welcomed me like a member of the family and boosted my self-confidence, training opened my eyes, the agents all offer support. ●●



#### MATERIAL TOPICS

Impact on local employment

##### SDGs



#### KEY PERFORMANCE INDICATORS 2020

**52,000+**  
net jobs created

**70,000+**  
Impact Workers

## Citizen of the Planet —

Citizen of the Planet (COTP) is a global corporate initiative implemented in 2008 to ensure that Teleperformance operates in an environmentally-friendly and responsible manner

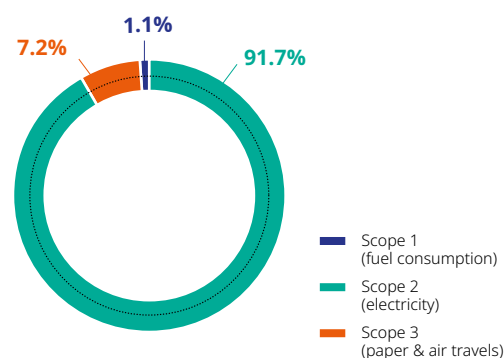


It is based on two key principles: reducing the environmental impact of the Group's operations and raising awareness among its employees and other stakeholders.

The main environmental impact of Teleperformance's business is due to electricity consumption, which represents 92% of its carbon footprint. In 2020, the Group's carbon footprint per employee fell 27.5%, due in part to the Covid-19 pandemic. Teleperformance saw a reduction in emissions thanks to lower attendance at facilities and an increase in work from home arrangements, although energy requirements were nonetheless maintained in order to keep buildings operational.

The full Teleperformance report on climate change, which adopts the framework of the TCFD (Task Force on Climate-related Financial Disclosures), is included in the 2020 Universal Registration Document.

### Carbon footprint 2020 (by scope)



### OUR APPROACH

**Teleperformance has adopted risk mitigation and decarbonization as key strategies to reduce its climate change risks:**

- **achieve high energy performance** at the Group's sites by adopting efficiency measures. The Group is focused on reducing energy consumption through energy savings, standardized procedures, environmental impact performance monitoring and partnerships with stakeholders, including employees;

- **switch to greener energy** by increasing the percentage of renewable energy in total electricity consumption whenever possible;
- **streamline the IT infrastructure** by adopting measures to reduce energy consumption in data centers and purchasing STAR-rated and EPEAT-certified electrical and computer equipment;
- **apply energy efficiency and energy supply criteria** upon the acquisition of any new building. Teleperformance's

Global Premises Standard complies with LEED (Leadership in Energy and Environmental Design) standards and favors green buildings wherever possible. All of the Scandinavian sites (Copenhagen, Oslo, Tampere, Stockholm and Gothenburg), all sites in Colombia (since January 2020), 10 sites in India, the Istanbul site in Turkey and Ashby-de-la-Zouch in Great Britain have obtained ISO 14001 certification.





## SCIENCE BASED TARGETS INITIATIVE (SBTi)

**Teleperformance opted to step up its own climate objectives by committing to the Science Based Targets initiative (SBTi), which involves adopting a greenhouse gas emissions target in accordance with the Paris agreement.**

Teleperformance has begun the process of assessing an appropriate target. Through this commitment, Teleperformance is seeking to increase its resilience and readiness for a carbon constrained world.



CITIZEN OF THE PLANET

### MATERIAL TOPICS

Climate change mitigation

Natural disasters

#### SDGs



### KEY PERFORMANCE INDICATORS 2020

**0.495<sup>t</sup>**  
Carbon footprint  
per employee

or  
**-27.5%**  
vs 2019

**17%**  
renewable energy  
within total electricity  
consumption

**With the help of its mascot, Teleperformance regularly organizes campaigns to raise awareness about behaviors and initiatives that help protect the environment.**



## Citizen of the World —

Established in 2006, Citizen of the World (COTW) is Teleperformance's charitable initiative that seeks to generate a positive impact on local communities, in particular to help vulnerable children and their families meet their basic needs.



In 2020, Citizen of the World initiatives focused on two main causes:

- supporting local communities particularly impacted by the Covid-19 pandemic;
- maintaining partnerships with schools and NGOs supporting access to education for the most vulnerable children.

### What is your role at Teleperformance?

I started my career at Teleperformance as a customer advisor in 2008. I then held a variety of positions, such as employee engagement coordinator in 2016, before taking up my current role of CSR ambassador. My job is to liaise between the different departments in order to advance social and environmental issues, as well as coordinating the Citizen of the World charity campaigns at TP USA.

### What does Citizen of the World represent for you?

To me it is a calling. My love for Citizen of the World continued to flourish as did my professional career. I am extremely proud to be a part of a company that places a significant focus on giving back to communities. It is an honor to be able to contribute to making the world a better place, and a challenge to represent Teleperformance in its social responsibility initiatives.

### TP USA is one of the most engaged subsidiaries in the program. What are the secrets of generating such a good spirit?

I feel the best way to boost engagement and donations is to listen to the voice of your people and understand what our employees are passionate about and why they donate. Building a genuine trust relationship is vital. Being able to recognize those that donate and thank them for doing so is probably more important than the donation given.



"Being able to recognize those that donate and thank them for doing so is probably more important than the donation given."

### **AMBER GREGORY**

CSR AND COTW AMBASSADOR,  
USA



## Our INITIATIVES

### MATERIAL TOPICS

Philanthropy

#### SDGs



### KEY PERFORMANCE INDICATORS 2020

€5.1M  
donations

80,000  
volunteer hours

### SUPPORTING LOCAL COMMUNITIES HIT BY THE COVID-19 PANDEMIC

**The Group's subsidiaries organized several collections to support local communities facing these difficult circumstances: distribution of masks, hygiene material, food, etc.**

In the United States, Teleperformance strengthened its actions with Feed the Children during the pandemic. Daniel Julien also donated over 20% of his annual variable remuneration to this cause. The group's support has notably enabled 126,875 meals to be distributed to families affected by the pandemic in July 2020.

# 126,875

**meals to be distributed**

**to families** affected by the pandemic in July 2020 in the USA



### SUPPORTING EDUCATION

**Teleperformance India supports schools and non-governmental organizations specialized in education in each of the cities in which it operates.**

As a result Teleperformance contributed to the schooling of 1,600 children in 2020 and approximately 13,000 since the beginning of the program, and has sponsored lunches for 1,000 children through the Akshaya Patra foundation.

### SUPPORT FOR MICRO-ENTREPRENEURS IN THE PHILIPPINES

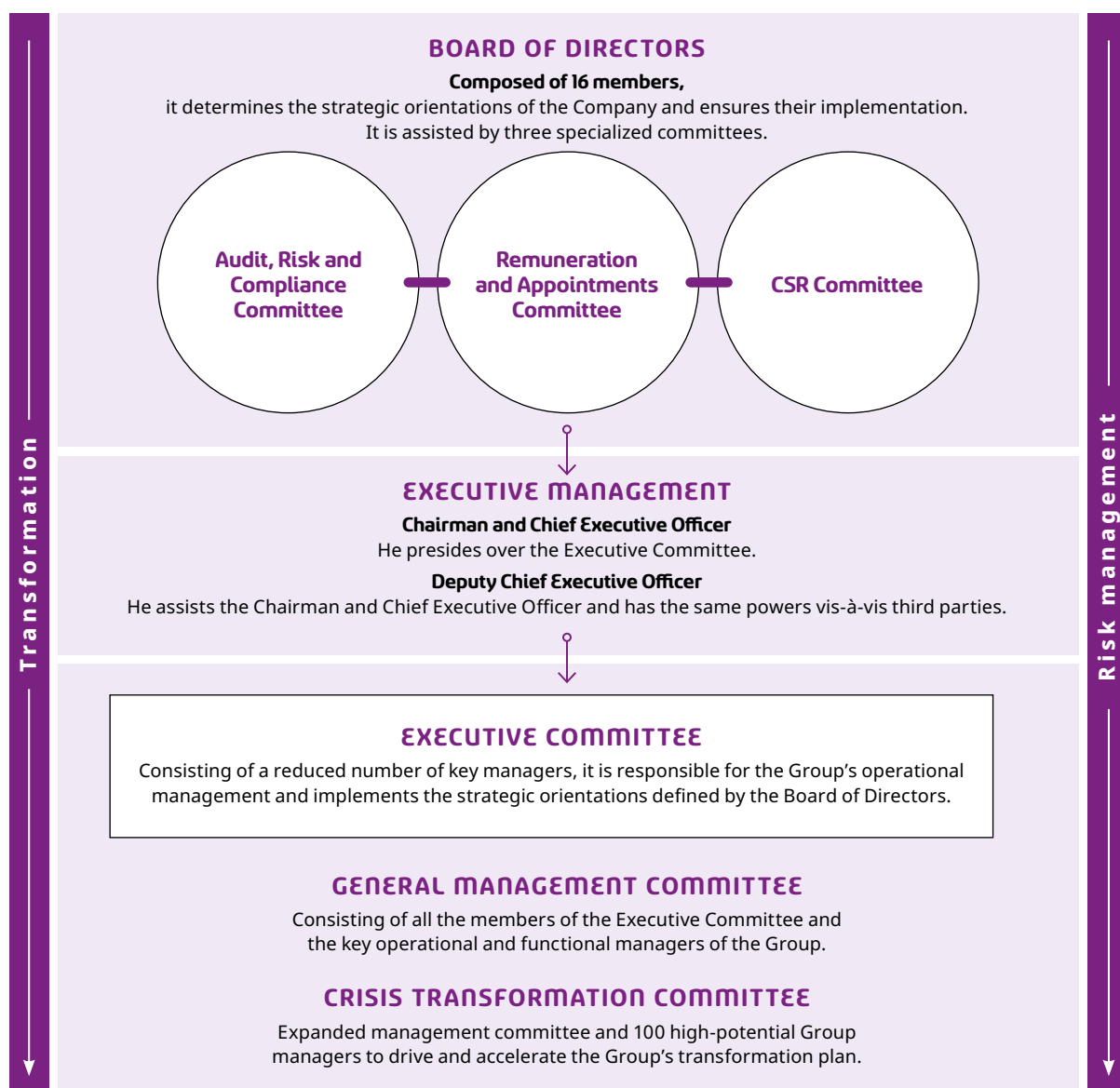
For the last 10 years Teleperformance has supported "Teleperformance Gawad Kalinga", a village it built following Typhoon Ketsana in 2009, now home to several hundred families. In 2020, a micro-entrepreneur support program was established to help bolster this community's resistance to the pandemic. The program provides training in entrepreneurship, finance and personal development as well as financial support for developing the business. Five entrepreneurs have already benefited from the program.



# 6 Corporate governance

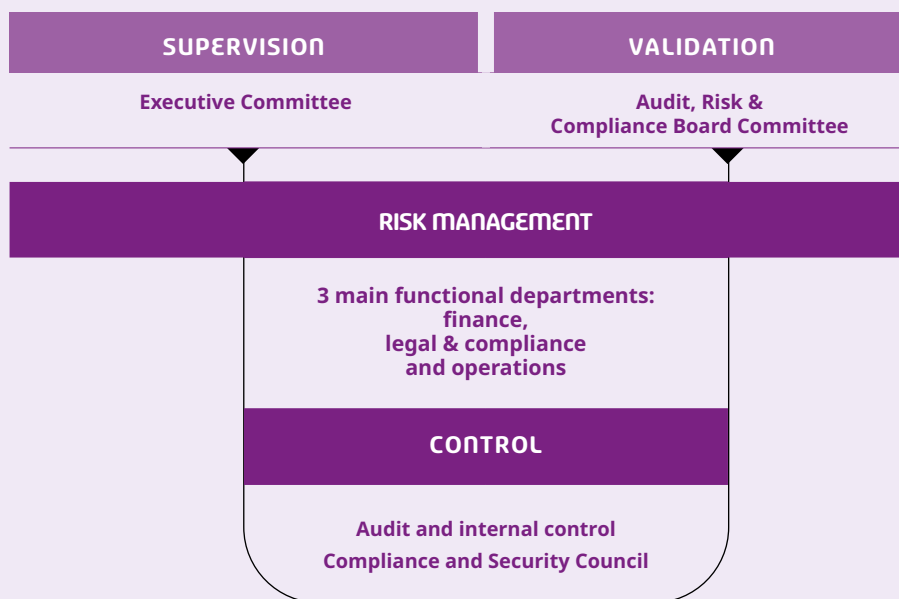
- 56 Governance
- 58 Composition of the Board of Directors
- 60 Functioning and works of the Board
- 62 Composition of the Management Committee
- 63 Remuneration of executive officers

## Governance structure —



## Risk governance —

Risk management and internal control systems complement each other in controlling the Company's activities.



## CSR governance —

To ensure the Group's CSR commitments are integrated, a dedicated governance was set up.





# Composition of the Board of Directors —

Board of Directors' profile as of 12/31/2020



## Board diversity policy —

Committed to diversity, increasingly international, predominantly independent.

**1**  
Lead Independent director

**2**  
directors representing the employees

**64%**  
of independent directors\*

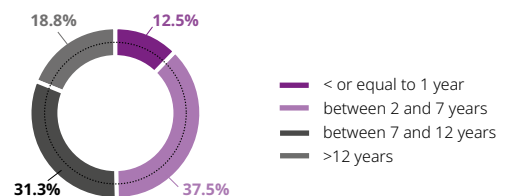
**43%**  
of women\*

**64.3**  
average age

**7**  
nationalities represented

**62.5%**  
of binational or non-French directors

### Presence within the Board



\*Excluding directors representing the employees.

# Behind the scenes of the Board —

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

## **What role does the Board of Directors play in risk management, particularly during the Covid-19 crisis?**

One of the main duties of the Board is to examine opportunities and risks, such as financial, legal, operating, social and environmental risks, as well as the measures taken accordingly, in line with the strategy. We rely in part on the work of the Audit, Risk and Compliance Committee, which assesses the efficiency of the internal control and risk management systems, advises us of potential risks and challenges and issues suitable recommendations. Part of the management of extra-financial risks will be entrusted to the newly-created CSR Committee. This Committee will be responsible for examining social and environmental risks and ensuring that the Group's key commitments in this area are adhered to. As such, the two committees will interact with one another.

The Board was actively engaged in 2020 in view of Covid-19, with weekly meetings held at the height of the crisis. We receive a weekly report allowing us to monitor the development of the pandemic within the Group and assess the adequacy of measures implemented by management. I believe that Teleperformance and its governance bodies at all levels have shown great agility, allowing the Group to respond quickly, ensure the safety of its employees and seize new opportunities, as demonstrated by the launch of the TP Cloud Campus work-from-home platform.

## **What is the dynamic within the Board, particularly with the arrival of the two directors representing the employees?**

The Board is highly diverse in terms of skills, experience, and nationalities, which leads to extremely fruitful conversations and discussions. There is great freedom of speech and directors are not afraid to express their points of view and share their opinions and suggestions with the Board and Executive Management. As the lead independent director, I chair an annual meeting of independent directors, which is an opportunity to pass on recommendations to the Chairman of the Board, such as the creation of the CSR Committee.

The arrival of employee directors has breathed new life into the Board and has brought greater knowledge of the Group and its businesses through their cross-functional operational skills and experience at Teleperformance.



"The Board was actively engaged in 2020 in view of Covid-19, with weekly meetings held at the height of the crisis."

**PATRICK THOMAS**

LEAD INDEPENDENT DIRECTOR

## **As the lead independent director, you are responsible for succession planning. Could you tell us more about that?**

This is indeed one of the tasks that have been assigned to me. We have drawn up succession plans for the executive officers and Executive Committee members, in collaboration with the Chairman and Chief Executive Officer and Deputy Chief Executive Officer in particular. The objective of these plans is twofold. Firstly, to address emergencies or temporary vacancies in key executive roles: this is essential to ensuring business continuity. Secondly, the plans seek to guarantee sustainable transition among executive management over the long term. These plans, the content of which must remain confidential, are reviewed on a regular basis and in 2020 this review was carried out in consultation with the Chairman of the Remuneration and Appointments Committee.

# Functioning and works of the Board —

**The Board of Directors meets at least once per quarter to discuss developments in the Company.**

The Board's mission is to establish the Group's strategic guidelines and ensure their implementation, in accordance with the Company's interests, taking into account the social, and environmental challenges inherent to its business. Its attention is focused on two areas:

- Strategy governing the Company's transformation and growth, whether internal or external, *via* targeted acquisitions;

- Management of human capital, one of the Group's top priorities.

In 2020, the Board scrutinized the challenges related to Covid-19, meeting on a weekly basis at the height of the crisis, in both formal and informal capacity, and then every two weeks.

## ACTIVITIES OF THE BOARD OF DIRECTORS IN 2020

### Attendance rate



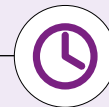
**99%**



**9**

meetings

### Average duration of meetings



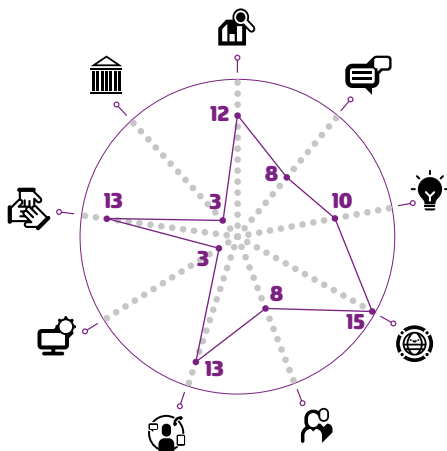
**1h30**



**1**

virtual seminar

### Well-suited skills and qualifications to drive Teleperformance strategy



#### Finance:

Expertise or experience of finance, audit processes, risks management and insurance, merger and acquisitions and banking sector.



#### Communication/Marketing and Sales:

Expertise or experience in communication, marketing and sales.



#### Management experience in international companies/entrepreneurship:

Experience in general management with an international footprint and setting up of new businesses.



#### International experiences:

Experience acquired within international groups.



#### Human capital and CSR:

Expertise or experience in social and environmental responsibility and Human Resources.



#### Knowledge of the Teleperformance business sector:

Experience in the client relations sector and knowledge of the Group's operations.



#### Digital - Technologies:

Expertise and knowledge in terms of new technologies and digital innovation.



#### Knowledge of key clients and sectors:

Expertise or experience in Teleperformance's clients business sectors (health, banking, telecommunications, etc.).



#### Public institutions, legal and compliance:

Expertise or experience in terms of public institutions, law and compliance.

The Board is assisted by three specialized committees.

## AUDIT, RISK AND COMPLIANCE COMMITTEE

### Mission

To monitor issues relating to the **preparation and control** of financial and accounting information. Facilitate the oversight work of the Board of Directors, anticipate potential problems and identify all risks.

### 3 members



**Alain Boulet**  
Chairman,  
Independent



**Jean Guez**  
Member



**Stephen Winningham**  
Member, Independent

**1**

Independent  
Chairman

**66.67%**

a majority of independent  
directors

**3**

members have the specific  
financial, accounting and statutory  
auditing skills

**100%**

of attendance rate

**4**

meetings

## REMUNERATION AND APPOINTMENTS COMMITTEE

### Mission

To issue recommendations regarding the determination of **the short-term and long-term remuneration policy** for corporate officers and the review of succession plans and candidates for the Board of Directors.

### 4 members



**Robert Paszczak**  
Chairman,  
Independent



**Emily Abrera**  
Member, Independent



**Bernard Canetti**  
Member



**Véronique de JOCAS**  
Member,  
Director representing the  
employees

**1**

Independent  
Chairman

**66.67%**

a majority of  
independent directors<sup>(1)</sup>

**1**

director representing  
the employees

**100%**

of attendance rate

**4**

meetings

In January 2021, the Board of Directors added a third Committee, the CSR Committee.

## CSR COMMITTEE

### Mission

Monitor issues relating to social and environmental responsibility, **taking into account legal and regulatory requirements and risks.**

### 4 members



**Angela Maria Sierra-Moreno**  
Chairman, Independent



**Pauline Ginestie**  
Member, Independent



**Wai Ping Leung**  
Member, Independent



**Christobel Selecky**  
Member, Independent

**1**

Independent  
Chairman

**100%**

of independent members

(1) Excluding directors representing the employees.

# Composition of the Management Committee —

An agile and expert management team

## MANAGEMENT COMMITTEE

### Composition

currently composed of 32 members comprising all members of the Executive Committee and the main key operational and functional managers of the Group.

### EXECUTIVE COMMITTEE

8

members



**Daniel Julien**  
Chairman and  
Chief Executive Officer  
Chairman of the Executive  
Committee



**Olivier Rigaudy**  
Deputy Chief  
Executive Officer



**Miranda Collard**  
Group Chief Client  
Officer



**Scott Klein**  
President of  
Specialized Services



**Éric Dupuy**  
President of Global  
Business Development



**Leigh Ryan**  
Group Chief Legal,  
Compliance and  
Privacy Officer



**Agustin Grisanti**  
Group Chief  
Operating Officer



**Bhupender Singh**  
President  
of Transformation



24

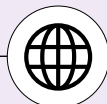
Group key managers



Human capital, research and development, security, technology, operations, transformation, business development, finance



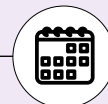
**28%**  
of women



**13**  
nationalities



**52**  
years old in average



**10**  
years of average  
seniority in the Group



### Covid-19 management

Teleperformance has adapted its governance structure by setting up a Crisis Transformation Committee. This Committee comprises an expanded management committee and 100 high-potential Group managers, representing a variety of departments and regions. It communicates prevention and awareness best practices within the Group, informs and supports key decision-makers and ensures rapid coordination of response measures. This new ecosystem also enables regular and efficient communication during the crisis with all Group employees as well as external stakeholders, notably employee representatives, clients and shareholders.

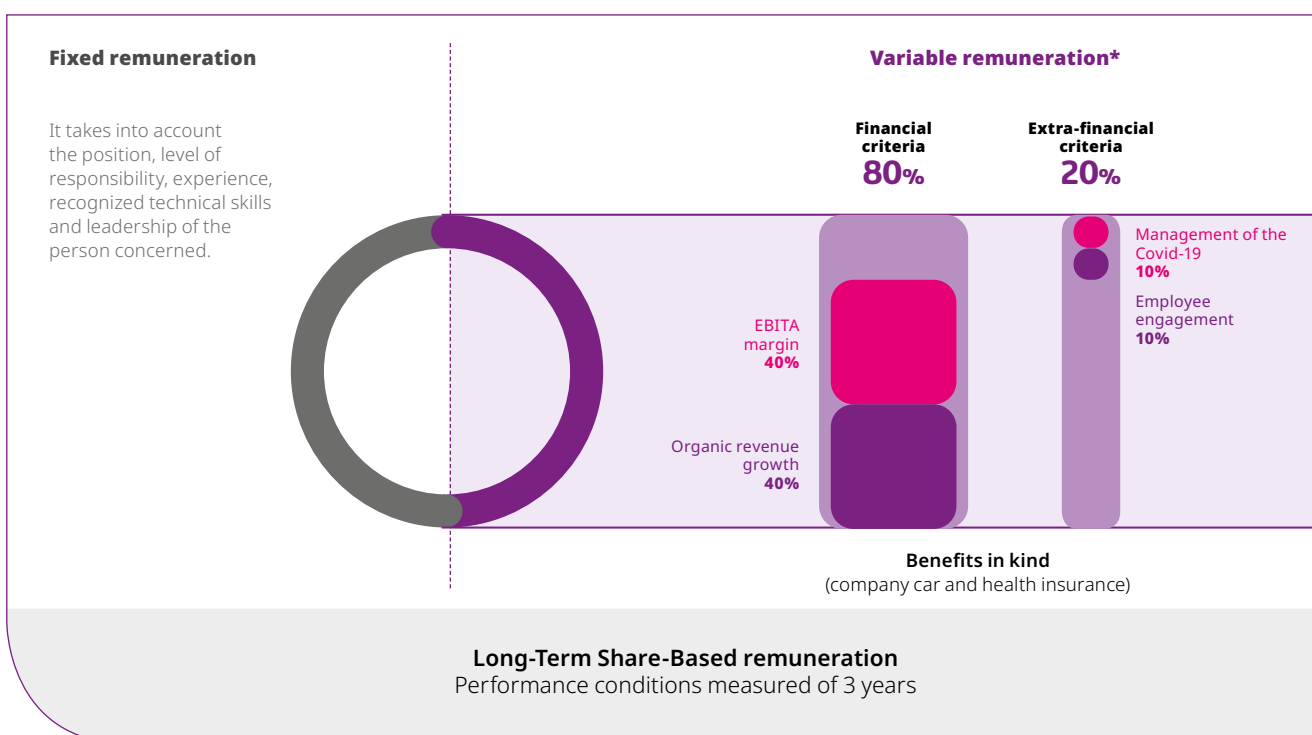


# Remuneration of executive officers —

The executive officers' remuneration is aligned with the highest standards in terms of governance. Clear and transparent, it is aligned with the Group's strategy and shareholders' interests. It is based both on financial and extra-financial criteria and on short-term and long-term objectives.

## REMUNERATION POLICY FOR EXECUTIVE OFFICERS IN 2020

The annual global remuneration is equally composed of a fixed part and a variable part.



\*No additional or exceptional remuneration in case of overperformance

Upon recommendations of the Remuneration and Appointments Committee, the Board decided to maintain the remuneration principles for the Executive directors as approved by the shareholders' meeting held on June 26<sup>th</sup>, 2020.

For 2021, the Board introduced three extra-financial criteria, aligned with the Group's key commitments:

- **employee engagement**, by continuing to obtain best employer certifications (10% of the variable part)
- **achievement of 20% of renewable energy** in the Group's electricity consumption (5% of the variable part)
- **deployment of the Group's Diversity & Inclusion policy**, including reaching 30% of women in the Management Committee (5% of the variable part)

# 7 Additional Information

- 64 A recognized model
- 65 Cross-reference table for the 21 GC Advanced level criteria
- 66 About the report
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## 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.**



Teleperformance was recognized as the Global Leader in Customer Experience Management (CXM) and in Work-at-home Customer Experience Management (WAHA) by Everest Group.



Frost & Sullivan awarded seven recognitions to Teleperformance as a customer experience leader in all its operating regions.



Teleperformance was recognized as a leader in digital services by ISG.



Teleperformance was recognized as a leader in the "Global Omnichannel Customer Service Outsourcers wave" by independent market research company Forrester.



### 28 countries certified

Albania, Argentina, Brazil, China, Colombia, Costa Rica, Dominican Republic, Egypt, El Salvador, Germany WAHA, Greece, India, Indonesia, Kosovo, Madagascar, Malaysia, Mexico, Morocco, Peru, Philippines, Portugal, Russia, Saudi Arabia, Spain, Tunisia, UK, United Arab Emirates, USA.



### Verego Social Responsibility Standard

Enterprise-Wide Social Responsibility Standard (SRS) Certification for the 7<sup>th</sup> time in a row. Teleperformance achieved certification in all five defined areas at a Group-wide scope.



Teleperformance was named top 100 Global Outsourcing Service Provider and Impact Sourcing Champion by the IAOP (Internal association of outsourcing professionals).



Included in the **euronext** Vigeo Eurozone 120 Index since December 2015.



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



ESG ratings agency  
**MSCI**  
AAA rated



Reconfirmed in the Solactive Europe Corporate Social Responsibility Index (formerly Ethibel Sustainability Excellence Europe Index).



EcoVadis renewed its **golden medal** to Teleperformance France, and awarded **silver medal** to Teleperformance Portugal, and bronze medal to Teleperformance Italy.

# Cross-reference table for the 21 GC Advanced level 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.

	LOCATION
<b>Implementing the 10 principles into strategies &amp; operations</b>	
The COP describes mainstreaming into corporate functions and business units	Page 62
The COP describes value chain implementation	Page 45
The COP describes robust commitments, strategies or policies in the area of Human Rights	Pages 28-29 ; 48-49
The COP describes effective management systems to integrate the Human Rights principles	Pages 28-29 ; 48-49
The COP describes effective monitoring and evaluation mechanisms of Human Rights integration	Pages 28-29 ; 48-49
The COP describes robust commitments, strategies or policies in the area of labor	Pages 28-29 ; 48-49
The COP describes effective management systems to integrate the labor principles	Pages 28-29
The COP describes effective monitoring and evaluation mechanisms of labor principles integration	Pages 28-29
The COP describes robust commitments, strategies or policies in the area of environmental stewardship	Pages 48 ; 52-53
The COP describes effective management systems to integrate the environmental principles	Pages 52-53
The COP describes effective monitoring and evaluation mechanisms for environmental stewardship	Pages 52-53
The COP describes robust commitments, strategies or policies in the area of anti-corruption	Page 49
The COP describes effective management systems to integrate the anti-corruption principle	Pages 48-49
The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption	Page 49
<b>Taking action in support of broader UN goals and issues</b>	
The COP describes core business contributions to UN goals and issues	Pages 12-13
The COP describes strategic social investments and philanthropy	Pages 54-55
The COP describes advocacy and public policy engagement	Pages 12-13
The COP describes partnerships and collective action	Page 50-51 ; 54-55
<b>Corporate sustainability governance and leadership</b>	
The COP describes CEO commitment and leadership	Page 3
The COP describes Board adoption and oversight	Pages 56-61
The COP describes stakeholder engagement	Pages 8-9

## About the report —

**This document is Teleperformance's second integrated report and sets out the Group's long-term value creation model.**

This report was prepared by the Teleperformance CSR department with the support of key departments and executive management. It was presented and approved by the Board of Directors on February 25, 2021.

It is based on ongoing dialog between Group stakeholders, including employees, clients, partners, shareholders and local communities.

The information has been verified by KPMG as the independent third-party body. The report by one of the Statutory Auditors on the consolidated declaration of extra-financial performance may be found in section 2.9 of the 2020 Universal Registration Document.

The Group is committed to incorporating best practices by progressively adopting the major reporting guidelines on sustainability.

### GRI

Teleperformance follows the GRI sustainability reporting standards and applies the GRI reporting principles. This report has been prepared in accordance with the GRI standards: Core option. Teleperformance follows the principles and concepts of the International Integrated Reporting Framework.

### SASB

Teleperformance supports the SASB (Sustainability Accounting Standards Board) standard specific to its sector, Software & IT Services.

### TCFD

Teleperformance applies the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in the area of environmental reporting, as included in section 2.6 of the 2020 Universal Registration Document.



**The information contained in this report covers the 2020 financial year from January 1<sup>st</sup> to December 31<sup>st</sup>, 2020, unless specified otherwise. The detailed reporting protocol and the GRI and SASB content indexes, which provide an overview of the important sustainability information contained in the Teleperformance integrated report and other public documentation, may be found on the Group website in the Integrated Report's digital version [www.teleperformance.com](http://www.teleperformance.com)**

This report also contains the United Nations Global Compact Communication on Progress which qualifies to the GC Advanced level.



This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

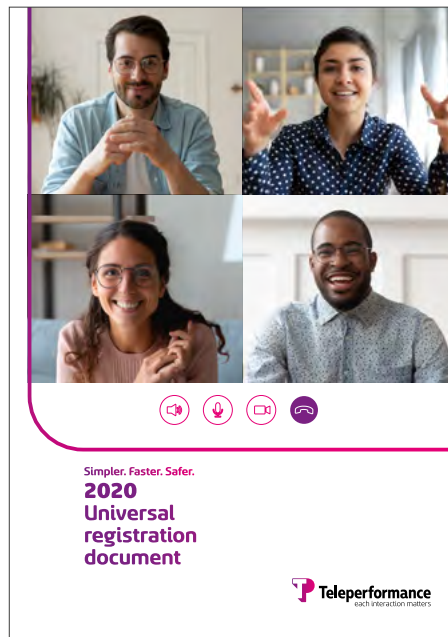
We welcome feedback on its contents.

# 2020 Teleperformance publications —



## 2020 Integrated Report

Presents Teleperformance's value-creation model for all its stakeholders.



## 2020 Universal Registration document

Includes the financial report and extra-financial performance declaration.

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