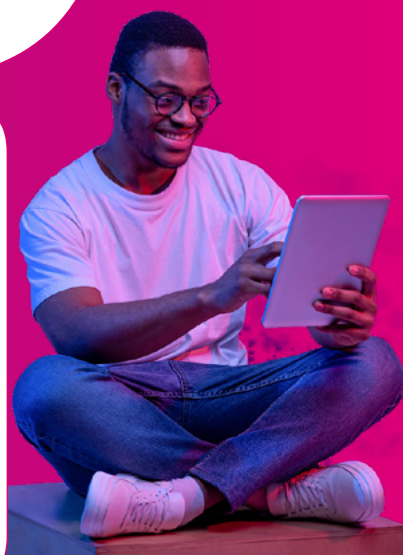


Simpler. Faster. Safer.

2021

INTEGRATED REPORT



01 Our Group

P. 4

02 Creating value for our stakeholders

employees, clients, communities

P. 14

03 Diversity, equity and inclusion as a driver of performance and innovation

P. 34

04 Governance

P. 42

05 Integrated and sustainable performance

P. 50

06 Additional information

P. 53

CONTENTS

This Integrated Report has been produced in accordance with the Global Reporting Initiative (GRI) Standards - Core option, and should be read in conjunction with Teleperformance's 2021 Universal Registration Document.

Putting people at the heart of business transformation and customer experience.

Simpler. Faster. Safer.

Our commitment to corporate social responsibility is total and unconditional.



DANIEL JULIEN
CHAIRMAN AND
CHIEF EXECUTIVE OFFICER

The world is transforming faster than ever, driven by the all-digital boom, pandemic-related restrictions, and the accelerated effects of global warming. To address these challenges, Teleperformance has successfully invested its resources and engaged in major initiatives for many years.

The past year has enabled us to set new growth records while demonstrating the strength of our business model as well as the agility of our organization in an evolving and fast-growing market. This excellent performance reflects our positioning as the preferred partner in the support and digital transformation of many digital economy players, major groups and government agencies around the world.

The year was also shaped by active and targeted external growth, with two major acquisitions in the United States that strengthen our presence in the key sectors of healthcare and citizen services.

The Group's growth is not only sustained but also responsible, with nearly 420,000 employees worldwide, of which around 70% work from home, as well as the net creation of more than 30,000 new jobs in 2021, and the continued development of ESG best practices.

Two recently recognized strong commitments are worth highlighting. Our commitment to our employees was recognized in September 2021 when we were named one of the 25 World's Best Workplaces™ by Fortune magazine in partnership with Great Place to Work®. This ranking recognizes a record number of 60 countries in the network with «Best Employer» certification, covering nearly 100% of our workforce. Our commitment to the

environment has resulted in a 15% reduction in our carbon footprint per employee, and our focus on diversity has resulted in the percentage of women on our Management Committee reaching 30%, up from 2020.

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

Our commitment to corporate social responsibility is total and unconditional; we will continue to work very hard for the safety and well-being of our people, the corporate and financial health of our Group and helping our world's environment and the communities where we live and work.

Teleperformance is committed to becoming the undisputed leader in digitally-integrated business services in 2025. To fulfill this vision, the Group is leveraging a powerful set of competitive advantages, including its high market credibility, with more than 40 years' experience in omnichannel outsourced customer experience management and an unrivaled global geographical footprint. Harnessing our differentiation strategy based on high-touch, high-tech digital transformation and increased verticalization to support our clients, for 2025 we are targeting revenue above €10 billion at constant scope of consolidation, continued improvement in margins and further acquisitions.

The unwavering support of all our stakeholders around the world, clients, employees, communities, shareholders, allows us to be confident in the success of this dynamic project **of long-term growth and transformation.** The group's values and intrinsic qualities of proximity, agility, capacity for innovation, rigor and commitment are its essential drivers.



01. Our Group

- Teleperformance in 2021 P. 4
- Megatrends, risks and opportunities P. 6
- Business model P. 8
- Our strategy and commitments P. 10
- Supporting the United Nations Global Compact P. 12

Teleperformance in 2021

Teleperformance (TP) is a global multicultural leader in digitally integrated business services. It implements digital strategies to optimize and transform customer experience and business processes.

With over 40 years of experience in connecting brands with their customers, TP provides tailored high value-added services to corporates and government agencies, according to a three-dimensional approach:

01

Our Group

Customer and Citizen Experience Services

- Customer and citizen care
- Technical support
- Sales
- Account receivable
- Online interpreting

Back-office Services

- Industry-specific services
- Content moderation (Trust & Safety)
- Security risk management
- Financial & accounting process
- Visa application management

Knowledge Services

- Operations consulting that ranges from customer experience design to business process optimization
- Advanced analytics solutions
- Digital solutions that enhance human productivity through Optical Character Recognition (OCR), Robotic and Cognitive Automation, among other technologies



Geographies

- 88 countries
- 170 markets
- 265+ languages
- Global and flexible delivery model (smart & cloud shoring)

Main client verticals

- Governments
- Travel agencies, hospitality, transportation
- Retail, e-commerce
- Energy
- Social media, entertainment, gaming
- Healthcare
- Financial services
- Technology
- Telecommunications

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.

OUR CAPABILITIES

OMNICHANNEL

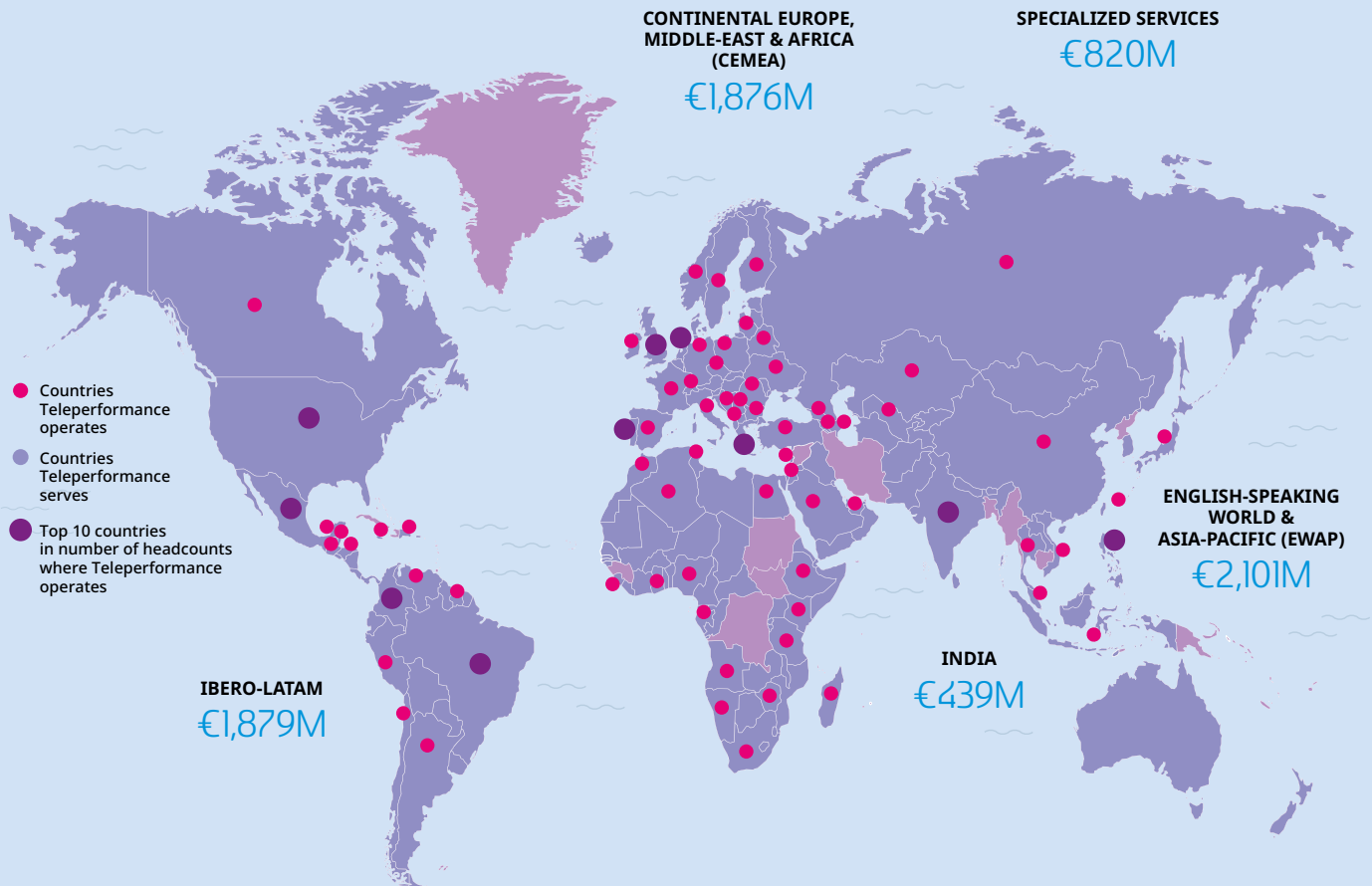
- Voice • Chat • Instant messaging • Email • Video • Social media

SMARTSHORING

- Nearshoring • Offshoring • Cloudshoring • Multilingual Hubs



Global leadership



€7.1B
revenue

420,000
employees

60
countries certified
by Great Place to Work
and Best Places to Work®



Ranked among the
25 best employers
in the world

Activities in
88
countries, 6 new countries
mainly in Africa

70%
work-from-home
employees

2021 HIGHLIGHTS

- Acquisition of Health Advocate and Senture, strengthening specialized health and citizens services
- Carbon reduction targets validated by SBTi



Megatrends, risks and opportunities

Global megatrends are increasingly interconnected and each one impacts the others. A major event such as the Covid-19 crisis can have significant consequences on these trends and accelerate or slow down their effects. The main risks and opportunities identified by the Group and the responses adopted by Teleperformance are set out below in accordance with their relation to the megatrends. The Group's financial and non-financial risk mapping, the materiality matrix and the corresponding methodologies are presented in the Teleperformance 2021 Universal Registration Document.



Social and demographic changes

The world population is aging and increasingly based in cities. Generation Z is exerting increasing influence and conventional working methods have been overturned.



Technology and innovation

Citizens are increasingly connected and are demanding an immediate, personalized response to their expectations. Digitalization, automation, artificial intelligence and metaverse are developing inexorably. Personal data has become a valuable commodity requiring increasing system security.



Politics and governance

Democracies are under threat and the future of world governance is uncertain. Coherence between local procedures and international standards is essential, as is an in-depth knowledge of the situation in operating countries.



Health and healthcare

The frequency and severity of global pandemics could increase, thereby threatening poverty reduction and social and international cohesion. Access to healthcare worldwide is highly inequitable.



Re-balancing of the global order

Emerging countries are becoming exporters of capital, talent and innovation, while Asia is consolidating its position as a global economic power. Public debt is increasing.



Climate change

Temperature and pollution are rising each year and the risk of natural disasters is increasing. Shortages of water, food and commodities are to be expected, and biodiversity is under threat.



Our response to megatrends

TECHNOLOGY AND INNOVATION



Augmented customer experience

TP creates connections in an increasingly digital society and delivers an augmented customer experience (technology-assisted human interaction) to offer each person a personalized real-time response. Covid-19 has accelerated digitalization and created new opportunities, particularly in the digital, healthcare and remote learning sectors.

High-touch, high-tech strategy

The combination of human dimension with technology makes TP a partner of choice, at a time when human relationships are more important than ever before in a world faced with the challenge of physical distancing while remaining socially connected. The use of cutting-edge technologies and big data analysis by advisors increasingly skilled and trained in emotional intelligence, enables them to meet growing demand for omnichannel customer experience services.

Data security

TP provides a comprehensive data security framework in line with the most stringent international standards, and has obtained ISO 27701 global certification for its data privacy management system.

SOCIAL AND DEMOGRAPHIC CHANGES



HEALTH AND HEALTHCARE



Extensive talent pool

TP has access to an extensive talent pool thanks to its presence in 88 countries and global work-from-home model. It is a major employer, particularly among the youngest job-seekers (124,000+ young people hired in 2021).

Attractive working conditions

TP was ranked among the 25 best employers in the world by Fortune and Great Place to Work® on the basis of its initiatives for attracting talent and fostering staff loyalty (training, exemplary working conditions, engagement) and innovative working methods such as TP Cloud Campus.

Promotion of health and safety

Occupational health and safety policies and continuity plans are robust and recognized, including during health crises.

Specific health-related solutions

TP has developed specific services for protecting health in the community, such as Covid-19 helplines and interpreting services for foreigners and the hearing impaired in hospitals.

POLITICS AND GOVERNANCE



RE-BALANCING OF THE GLOBAL ORDER



Strong international presence

TP is the most multicultural company in its sector. Through its business, TP breaks down barriers and connects people in spite of isolationist trends. TP is expanding its services targeting new domestic markets, particularly in Asia and Africa.

Growth and financial stability

The Group's growth is driven by a diversified client portfolio and the development of high valued-added specialized services. The Group boasts a strong and sustainable financial performance.

Global compliance framework

The legal & compliance department is represented in all regions and local practices are periodically assessed to ensure compliance with the most stringent international standards.

CLIMATE CHANGE



Citizen of the Planet

Through its Citizen of the Planet program, TP aims to reduce its carbon footprint, particularly by increasing its use of renewable energies and fostering employee awareness. Targets have been set for 2026 within the framework of the **Science-Based Targets** initiative, while business continuity plans have been prepared in case of natural disaster.

Business model

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

OUR MISSION

Reducing frictions between companies and customers, administrations and citizens.

OUR VALUES



MEGATRENDS

TECHNOLOGY AND INNOVATION

SOCIAL AND DEMOGRAPHIC CHANGES

HEALTH AND HEALTHCARE

RE-BALANCING OF THE GLOBAL ORDER

POLITICS AND GOVERNANCE

CLIMATE CHANGE

RESOURCES & ASSETS

HUMAN

- 418,742 employees
- 265+ dialects & languages

FINANCIAL

- €7.1B Revenue
- 15.1% current EBITA
- €661M Net Free cash flow

INDUSTRIAL

- 400+ sites
- 33 TP Cloud Campus hubs (home office solution)
- 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⁽¹⁾, of which 50% global accounts
- 170+ markets
- Citizen of the World, charity initiative

ENVIRONMENTAL

- Natural resources (mainly electricity)
- Citizen of the Planet, environmental initiative



(1) Excluding specialized services (30,000 clients, including individuals).

OUR AMBITION

Becoming the global sustainable and performing reference in digitally integrated business services.

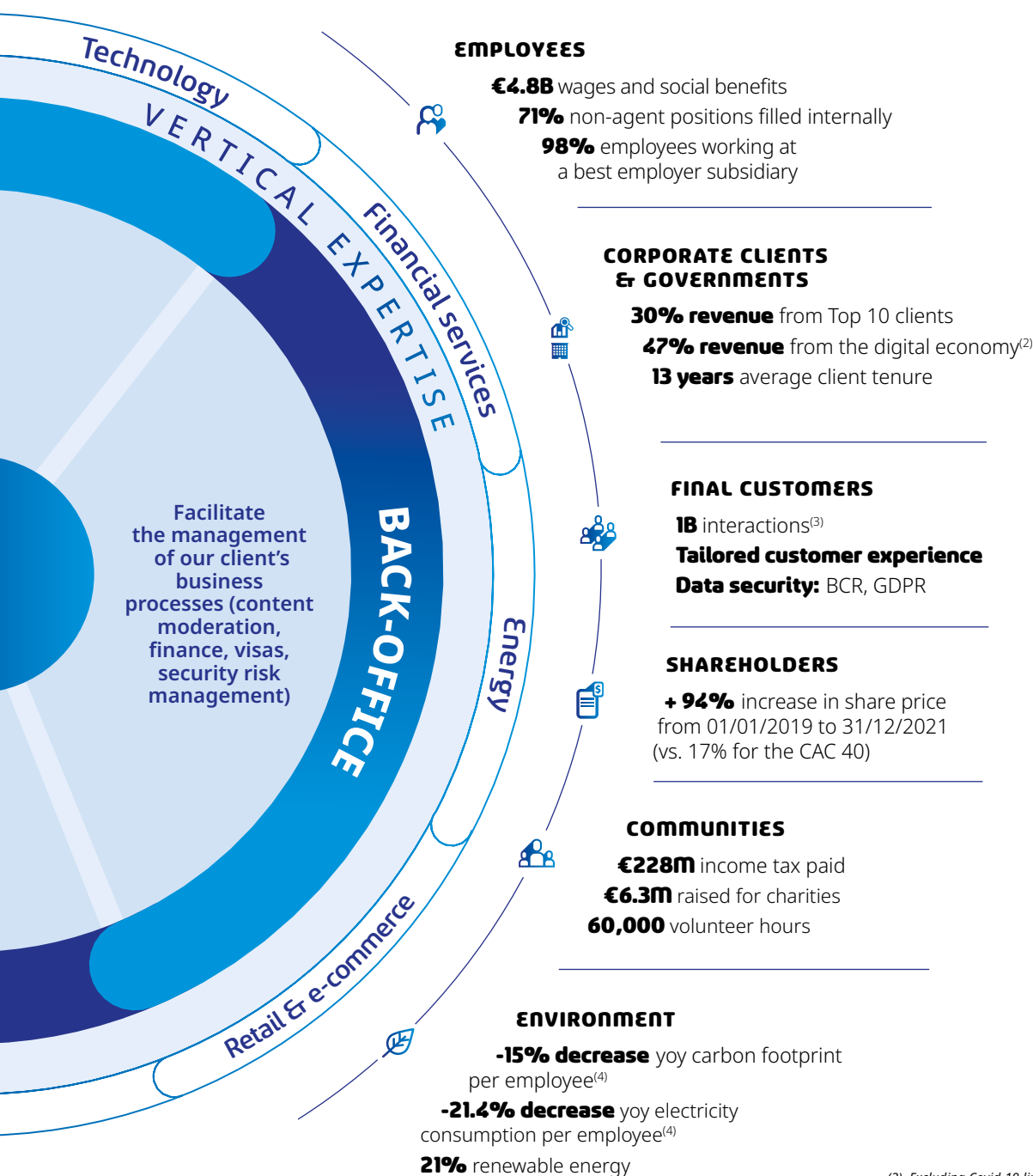
OUR VISION

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

SOLUTIONS BY VERTICAL

CREATING VALUE TO ALL STAKEHOLDERS

CONTRIBUTION TO SDGS



SUSTAINABLE DEVELOPMENT GOALS



(2) Excluding Covid-19 lines and specialized services.

(3) Excluding specialized services.

(4) Full-time equivalent (FTE).

Our strategy

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

OUR MISSION

Reduce friction between companies and their customers, and between administrations and citizens, through the effective management of their daily interactions in a world that is evolving and increasingly complex.

OUR AMBITION

Becoming the global sustainable and performing reference in digitally integrated business services.

OUR STRATEGIC PILLARS



Accelerating our transformation

Create tailored and innovative solutions to address each client's needs. Develop high value-added digital solutions and keep developing specialized services through targeted acquisitions.

P.20-29



Consolidating our industry expertise

Provide integrated solutions tailored to each industry, particularly in the fast-growing areas of healthcare, public sector and financial services.

P.24-29



Strengthening our international footprint

Offer flexible smart-shoring solutions around the world. Continue to expand in growth markets. Rely on diverse and multicultural teams as a performance lever.

P.20-23, 34-41

OUR STRATEGIC LEVERS



High Touch

Putting people and empathy at the heart of the customer experience.

Hire, train and retain the best talents. Develop a Great Place to Work® ecosystem.

High Tech

Rely on best-in-class technology, automation, predictive models and the highest privacy and cybersecurity standards.

Lean Six-Sigma

Achieving strong overall performance and operational excellence through standardized procedures.

OUR COMMITMENTS



**Be
a preferred
employer**



**Be a trusted
partner**



**Be a Force
of Good**



Our commitments and objectives

Identifying the main CSR risks and challenges has helped the Group organize its CSR initiatives. Teleperformance strives for total stakeholder satisfaction. To fulfill the Group's mission and meet the expectations of its main stakeholders, Teleperformance has made three commitments in keeping with Group strategy. It measures its impact on its ecosystem through key performance indicators and short and mid-term targets.

	Our impact on individuals	Our impact on communities	Our impact on the environment	Contribution to SDGs
 A preferred employer - Employee engagement and well-being - Career development - Health & Safety - Human rights - Diversity, equity & Inclusion	Be the best employer in the sector in order to hire, train and retain the best people + Maintain a rate of more than 90% of employees working at a certified best employer subsidiary	Develop women's employment in developing countries and promote gender equality + Increase female membership of the Executive Committee to 30% by 2023	Staff awareness campaigns on the protection of the environment 4,000 hours of volunteer work on environmental protection projects in 2021	    
 A trusted partner - Business ethics - Customer experience and innovation - Data security - Sustainable growth	Customer experience for all, helping to break down social, geographic and cultural barriers. + 1B interactions per year	Our hospital interpreting services save lives + 1.8 million people supported via Covid-19 helplines	Client partnerships designed to help clients achieve their environmental goals through innovative solutions 55% CO₂ emissions reduction for Cloud Campus employees	    
 A Force of Good - Meaningful jobs - Positive impacts on local communities and the environment	A major employer among young generations and vulnerable communities 30,000+ net jobs created	Citizen of the World helps vulnerable children and their families 6.3M€ donations in 2021 35,000 people vaccinated against Covid-19 through TP on-site campaigns	CO₂ emission reduction targets in accordance with the Paris Agreement + Reduce our Scope 1 & 2 GHG emissions by 49% per FTE⁽¹⁾ between 2019 and 2026	     

+ Strategic non-financial targets used to determine annual variable remuneration awarded to executive officers.

(1) Full-time equivalent.

Supporting the United Nations 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 Sustainable Development Goals #1, #5, #8, #10 and #13.



No poverty

By offering a decent and long-term job to nearly 420,000 people, particularly in developing countries and regions with a high level of unemployment (e.g. India, Philippines, Tunisia, Madagascar), **TP contributes to eliminate poverty.** The Group pursues a proactive policy focused on diversity, equality, and inclusion in order to offer job opportunities to individuals who normally have difficulty finding employment (women, young people, vulnerable groups).



Gender equality

Having established an even gender balance among the workforce and in management positions, **TP has set ambitious targets for increasing the proportion of women in governing bodies**, thereby promoting equality across the board via its global TP Women initiative. TP helps promote women's employment in developing countries. For example, TP India has considerably increased the proportion of women in its workforce through the GenderSmart initiative.



Climate action

TP has committed to the Science-Based Targets initiative (SBTi) by setting **bold greenhouse gas emission reduction targets** in line with the Paris Agreement objectives.



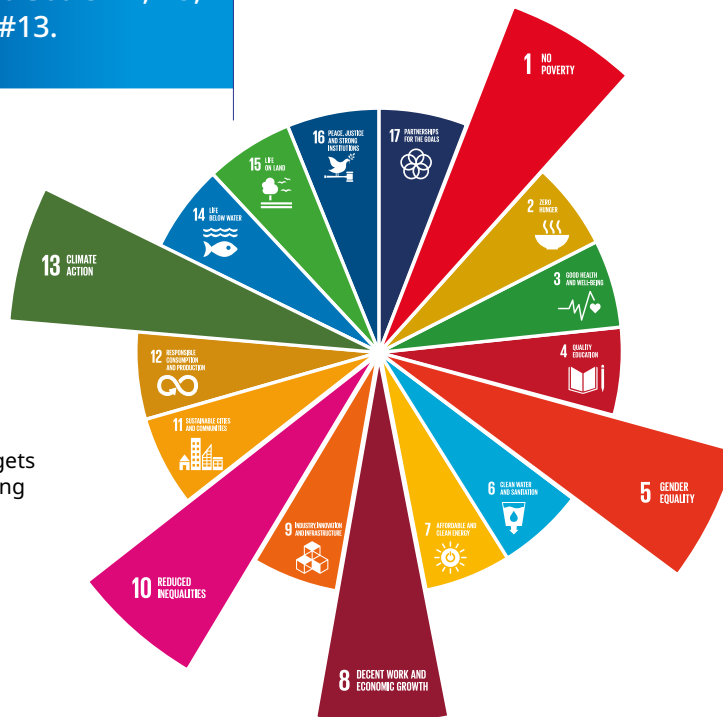
Reduced inequalities

TP treats everyone as unique. By recruiting people from vulnerable communities and ensuring no discrimination in its operations, **the Group aims to reduce inequalities among 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 advantages, 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, **TP helps to fight unemployment and poverty** by offering a decent job and providing a fair income, occupational safety, social protection and a career path even in times of crisis.





Teleperformance's contributions to the Sustainable Development Goals along the entire value chain

Positive impact for people and the environment

Mitigation of risks to people and the environment

INTERNAL INITIATIVES AND POLICIES



1.1/ Major employer in developing countries. TP offers a decent wage to all its employees. Inclusion programs. (see p. 16-19; 34-41)



4.4/ TP lays on a wide range of training courses and development programs for employees. (see p. 16-19; 22; 39)



5.5/ Higher proportion of women in management positions. The TP Women initiative aims to achieve gender equality across the board. (see p.36-37)



8.3, 8.5, 8.6/ TP is a major local employer. (see p. 17; 38)



10.4/ TP has set up programs to hire people from vulnerable groups. (see p. 40-41)



17.16, 17.17/ TP has developed numerous partnerships with public and private organizations. (see p. 28-33)



3.4, 3.8/ TP has set up programs for health and wellbeing at work and offers health insurance to employees. (see p. 18-19; 27)



7.2/ Increasing the renewable energy share in TP's energy mix. (see p.32-33)



10.4/ TP has adopted a diversity and inclusion policy as a means of achieving greater equality. (see p. 34-41)



13.2/ TP is committed to reducing its carbon footprint per employee. (see p. 32-33)



16.5/ Through a robust set of Group policies, TP is committed to complying with national and international standards and regulations that seek to promote the most stringent ethical standards. (see p.18-19)

TP practices zero tolerance towards all forms of corruption and extortion and has developed a global anti-corruption program in line with the French Sapin II law.

The anti-corruption program is detailed in the 2021 Universal Registration Document at section 2.4.2.2.

Rollout of a hotline policy for all internal and external stakeholders.

COMPANY BUSINESS ACTIVITIES

26% of TP's revenue contributes directly to the SDGs, particularly in the healthcare sector, Covid-19 response services and specialized interpreting services in hospitals.



3.8/ TP provides interpreting services for foreigners and the hearing impaired in hospitals. TP provides Covid-19 response services (helplines, contact tracing, health center call management). (see p. 28-29)



8.1, 8.2/ TP is a major player in high value-added and labor-intensive services and innovation development. (see p. 24-25)



9.C/ TP helps to make information accessible to everyone, everywhere. (see p. 28-29)



10.2/ TP provides a customer experience to people with limited access. (see p. 28-29)

OUTSIDE THE COMPANY



1.2, 1.5, 2.1/ TP provides support to children and victims of natural disasters and humanitarian emergencies. (see p. 30-31)



4.4/ TP is committed to supporting education through its philanthropy program. (see p. 30-31)



13.3/ TP raises awareness among employees about environment-friendly practices. (see p.32-33)



02. Creating value for our stakeholders

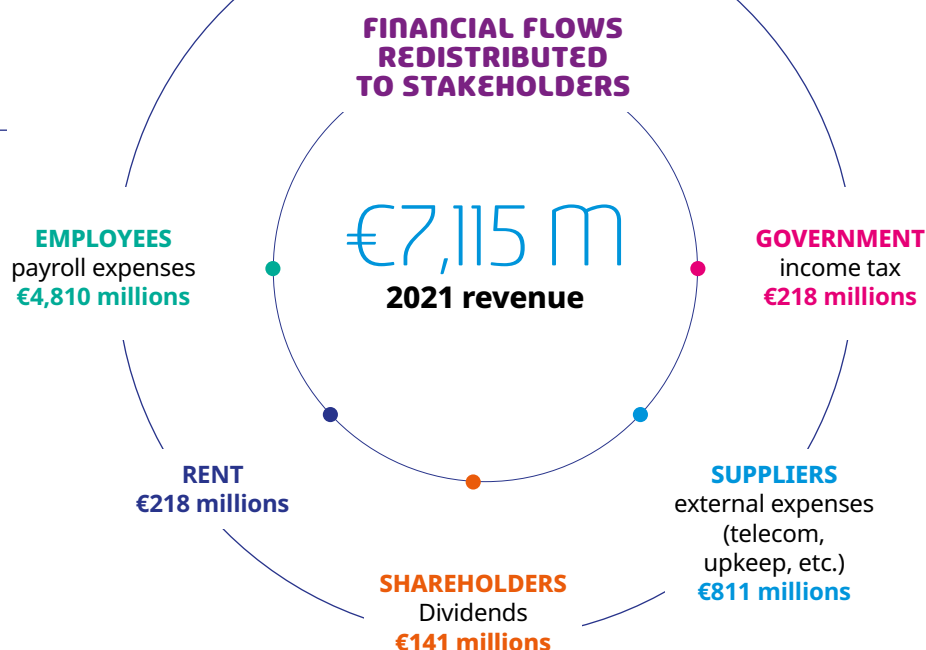
- Our stakeholders P.14 • Be a preferred employer P.16 • Social Foundations P.18
- Feature TP Cloud Campus P.20 • Innovative, sustainable solutions for clients P.24
- Feature Trust & Safety P.26 • Serving customers and citizens P.28
- A company committed to local communities P.30
- An Ambitious environmental policy P.32

Teleperformance is committed to being an efficient and sustainable model of value creation for all its stakeholders.

As such, the Group seeks to generate full satisfaction among all its stakeholders on a daily basis: a happy employee is the first step towards ensuring customer satisfaction and therefore satisfying Teleperformance's clients. This "satisfaction chain" needs to function smoothly in order to create value for the whole ecosystem (shareholders, local communities, suppliers, lenders, etc.). Teleperformance conducts ongoing dialog with its main stakeholders in order to understand and meet their expectations.

Sharing value-added

Teleperformance seeks to share the value it creates among all its stakeholders. As such, a large portion of the value generated by the Group is redistributed.





Clients

Dialog methods

Client satisfaction surveys, RFPs, strategic account management, events, website, partnerships

Needs and expectations

- Customer satisfaction and loyalty
- Growth and digital transformation
- Secure and cost-effective solutions

TP's strategic response: P. 20-27

> Our top clients have been with us for 13 years on average.

"Performance aside, we have a partner who listens to us, meets our expectations and has the necessary resources."

GROUPAMA

Shareholders

Dialog methods

Roadshows, shareholders' meetings, financial reporting, publications

Needs and expectations

- Stable and sustainable performance
- Transparency and sound governance

TP's strategic response: P. 42-52

> Teleperformance's "investor-friendly" approach was recognized in the prestigious Institutional Investor Extel annual survey of the financial community based on investor voting.

Employees

Dialog methods

Employee satisfaction surveys, chats with the CEO, focus groups, Intranet, coaching and performance reviews

Needs and expectations

- Wellbeing at work, diversity & inclusion
- Competitive remuneration
- Career development

TP's strategic response P. 16-19, 34-41

> Ranked among the 25 best employers in the world by *Fortune* magazine and Great Place to Work®.

Customers

Dialog methods

Systematic customer satisfaction surveys, omnichannel interactions

Needs and expectations

- Identify a simple and fast solution to their problems, wherever they may be

TP's strategic response: P. 28-29

> Over a billion interactions in 2021

Communities

Dialog methods

Volunteer work, partnerships with government departments and NGOs, industry associations

Needs and expectations

- Develop jobs and local economy
- Use natural resources responsibly

TP's strategic response: P. 30-41

> 30,078 net jobs created
€6,3M donations made to NGOs
-15% carbon footprint per employee

Suppliers

Dialog methods

Calls for tenders and commercial relationships

Needs and expectations

- Balanced relationships and respect of payment deadlines

TP's strategic response: section 2.4.2.3, of the 2021 Universal Registration Document

> Development of a responsible purchasing approach

Be a preferred employer

Teleperformance's strategy is centered on people, as only a human touch can offer unique and meaningful interactions for customers and, above all, for employees.

Our high-touch approach seeks to continually improve employee experience by providing them with support throughout their careers. Employee wellbeing is a priority for the Group, as demonstrated by their trust in TP's commitment to be an exemplary employer.

EXCEPTIONAL RECOGNITION: the only company in the customer experience sector to obtain this distinction

"The World's Best Workplaces™ are the most sweeping and consistent examples of globally inclusive company cultures we've ever known. In a global workforce, alignment is everything, and these companies are fortifying their culture around the world – a nearly impossible feat. Even when tested by the pandemic, these companies recognize sub-communities in each region and their leaders carry an equitable employee experience across cultures."

MICHAEL C. BUSH
CEO OF GREAT PLACE
TO WORK®

Awards

Teleperformance was ranked among the **25 best employers in the world** in 2021 in the list drawn up by *Fortune* magazine in partnership with Great Place to Work® from among 10,000 candidate firms.

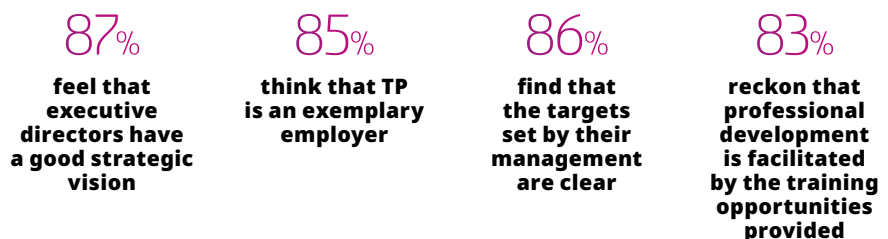


Certification

In 2021, Teleperformance obtained Great Place to Work® certification in **60 countries**. This represents 98% of the entire Teleperformance workforce worldwide.

In the Trust Index® surveys conducted among **183,000 employees** in connection with this certification, Teleperformance obtained an average score of 79%, well above the minimum certification requirement of 65%.

High scores awarded by the employees of a highly diversified Group:



SENTIMENT SURVEYS



Launched in 2021, the **Sentiment Surveys** allow employees to express their day-to-day feelings by selecting one of five emoticons displayed on the myTP online platform and giving the reason for their choice. Ongoing attentiveness to employee sentiment via these surveys serves as a means of improving working conditions and their professional fulfillment. Based on the results, action plans are defined and implemented under the responsibility of the HR department.

FOCUS ON...

In 2021, TP Colombia became the country's largest employer with more than 42,000 employees.

"We want to continue to create quality jobs so that people feel good at TP and can work there under the right conditions."

ANDRÉS BERNAL
CEO TP COLOMBIA

Optimal working CONDITIONS

TP Colombia has been certified as a Great Place to Work® for five years, with a record score of 89/100 on the Trust Index in 2021. Employee recognition is the result of a number of measures in place:

- Specific department dedicated to employee wellbeing;
- **Attractive pay: agents salaries including bonuses are on average 110% higher than the local minimum wage;**
- Extra leave and reduced hours on one Friday per month;
- **Various listening and dialog bodies:** specialized committees (CSR, TP Women, TP Pride, Sexual

MEANINGFUL WORK: A PROJECT CENTERED ON CSR

Through the Hands on! program, the 10,000 employees already committed take part in philanthropic initiatives, mentoring and campaigns to protect the environment.



Harassment, Workplace Wellbeing), a Health and Safety Committee which includes staff representatives elected by their peers each year (COPASST), a human rights listening and reporting channel and monthly chats with the CEO;

- **Special attention paid to employee health:** on-site medical staff in all facilities and anti-Covid health and safety procedures certified by Bureau Veritas. Online counseling via the *TP Escuchar* channel;
- **Wide range of training and career development solutions:** Internal promotion rate of over 70% among management positions, reduced tuition fees through partnerships with universities;
- **An inclusive working environment:** Best Workplaces for Women certification, and a Venezuelan refugee inclusion program recognized by the TENT Partnership for Refugees organization.

"TP values the well-being of its employees. It is an inclusive company and a great place to work!"

YESID CONTRERAS
CUSTOMER ADVISOR

PROMOTION OF WOMEN'S EMPLOYMENT IN RESPONSE TO THE CRISIS

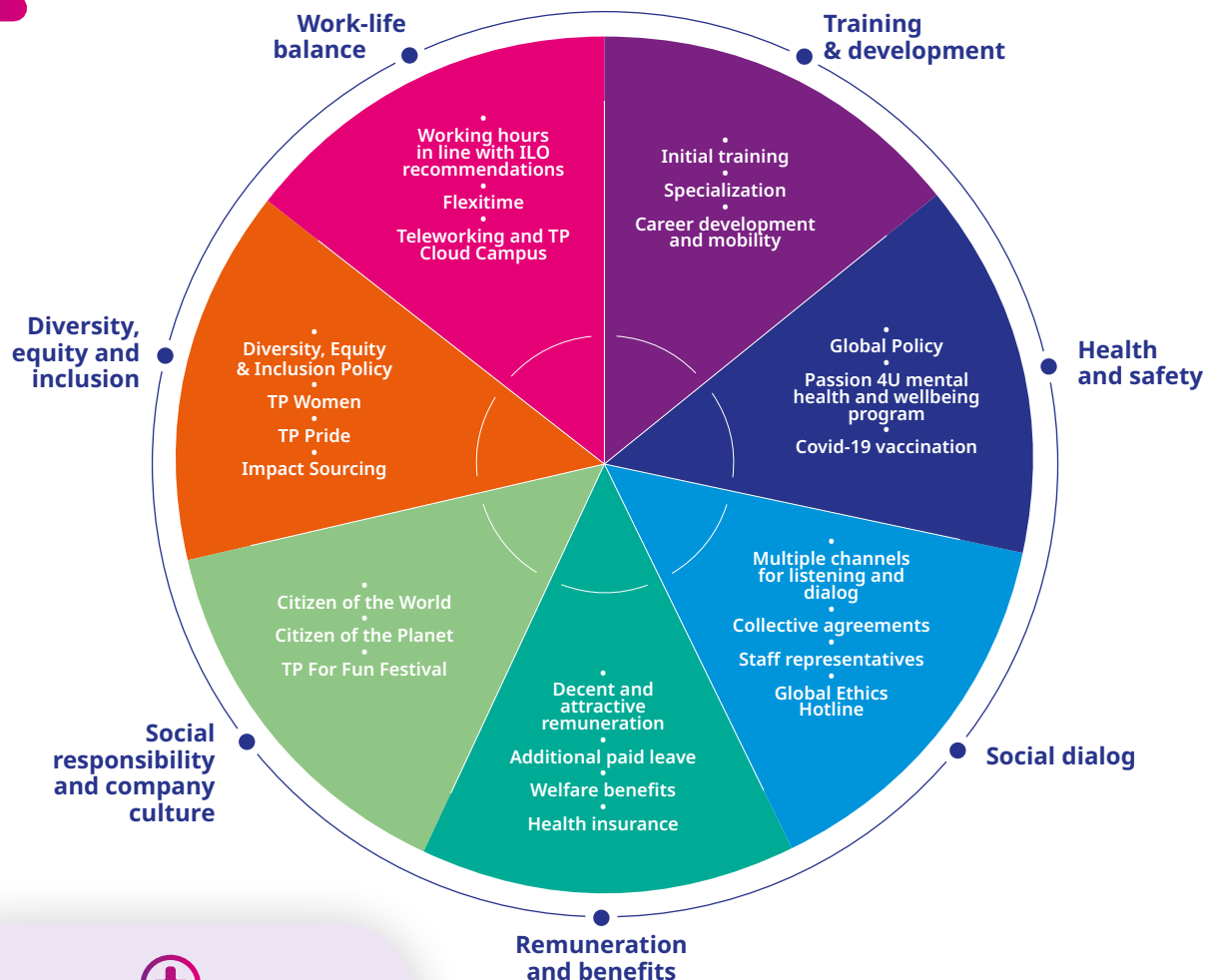
In 2021, TP joined the Colombian government's *Casa de Mujeres Empoderadas* program and committed to hiring 5,000 women affected by the pandemic.

"The gender equality policy is reflected in concrete actions in favor of women, and agreements with private sector companies such as Teleperformance allow us to offer employment opportunities for all."

GHEIDY GALLO SANTOS
PRESIDENTIAL ADVISOR ON EQUALITY FOR WOMEN

Human resources management and social foundations

Teleperformance is committed to complying with the most stringent standards with regard to working conditions: the UN Global Compact, the Universal Declaration of Human Rights, ILO conventions and OECD guidelines. In accordance with these international standards and local legislation and culture, **the Group strives to outbid its peers and offer employees attractive employment conditions in each market:** remuneration above the sector average, flexible work organization, additional benefits, health insurance, training programs, and more.



94%
of employees on permanent
or fixed-term contracts

173
hours of training
per employee*

Health coverage for
98%
of employees

Ethics hotline covering
100%
of employees

"I'm very proud of working for TP as it's a very inclusive company with humanized management methods and an excellent career development program".

MARIZETE RANGEL
HUMAN RESOURCES ANALYST
TP BRAZIL



*FTE (Full-time equivalent).



Employee health and safety during the pandemic

The good practices applied by Teleperformance in terms of prevention, management and monitoring the pandemic have been commended by the OECD. The OECD recognizes that the Group's policy meets expectations regarding companies' duty of vigilance as recommended in the OECD guidelines: "Teleperformance has deployed and continues to implement a policy to prevent, manage and monitor the pandemic in all its subsidiaries in order to address health risks associated with the pandemic."



Social dialog strengthened in response to the crisis

TP integrated the recommendations made by the OECD to increase employee representativity and strengthen dialog in key countries.

- In Albania, by signing an agreement with the postal service and telecommunications trade union (SPPT), Teleperformance became the first company in its sector to enter into such an agreement.
- In India, four staff representatives joined the local Health and Safety Committee, thereby enabling the company to pay greater heed to employee expectations in terms of health and safety.
- In the Philippines, TP restructured its Health and Safety Committee to include a staff representative. Brimming with ideas, he instigated the creation of a shuttle service to take employees to Covid-19 vaccination centers.



Living wage and human rights

The Group has adopted a global remuneration policy whereby each employee is offered a competitive remuneration package comprising fixed and variable part and welfare benefits.

For three years, TP has been conducting an analysis in partnership with Wage Indicator to benchmark Group salaries against the living wage. **As a market leader, the Group is committed to providing competitive remuneration to all its employees and to promoting higher standards for its sector.**

Unlike minimum wage, living wage is a higher standard corresponding to the minimum income necessary for a worker to comfortably meet their

basic needs, including food, housing, clothing, transportation, education, health, water and telephone expenses. The goal of a living wage is to allow a worker to afford a decent standard of living through employment.

Each year, TP also assesses its subsidiaries in terms of human rights and fundamental freedoms to evaluate their compliance with Group codes and policies, OECD guidelines, ILO conventions and the United Nations Global Compact. This documentary audit also serves to identify risks, and track progress and the implementation of corrective plans via the annual reassessment.

CSR practices approved by independent appraiser Verego

For the eighth year running, Verego, an independent CSR certification body, awarded Teleperformance the SRS certification given to companies that stand out in five key areas: governance, ethics, people, community and environment.



"In 2021, Teleperformance once again demonstrated its leadership in responsible business practices. We analyzed over 5,000 responses from employees worldwide, illustrating a high level of satisfaction and awareness of the company's approach to corporate responsibility."

CAROLE KERREY
LEAD CERTIFICATION ASSESSOR, VEREGO

FEATURE

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



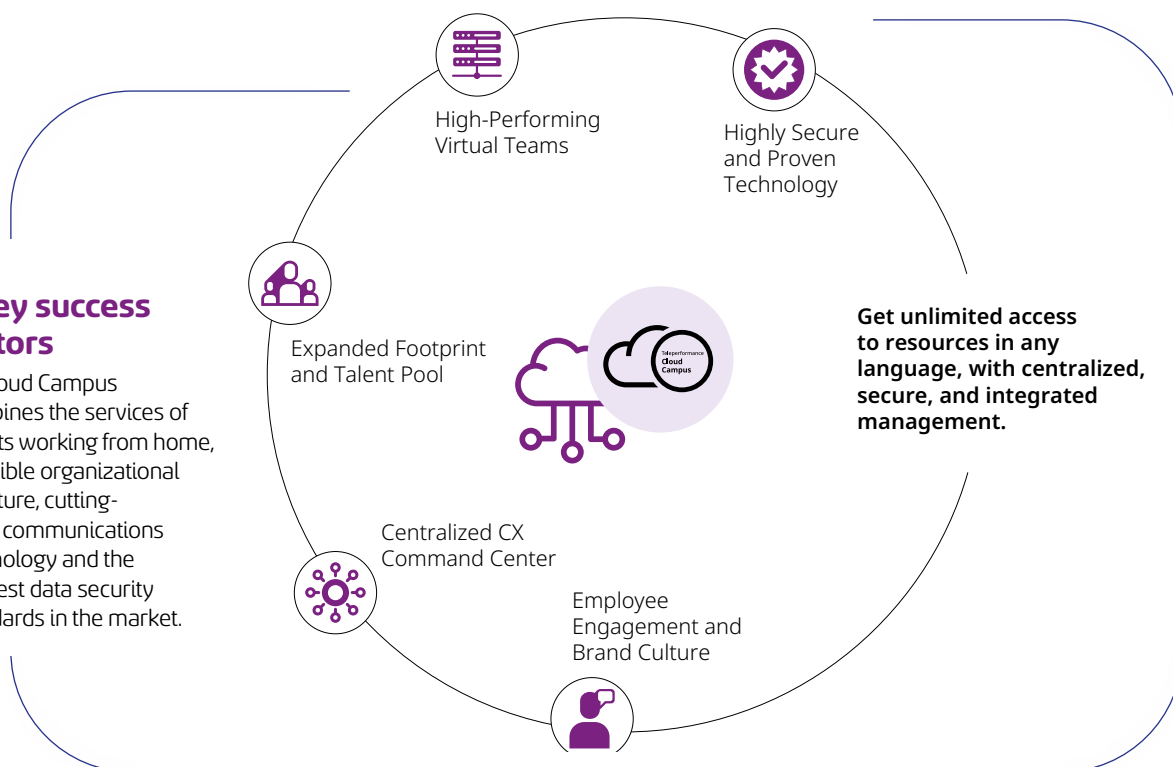
A modular SOLUTION available worldwide

TP offers innovative outsourcing options to guarantee the resilience, agility and flexibility required to enhance clients' performance over the long term. Working through committed expert teams based worldwide and managed centrally, the Group offers optimum operational flexibility while eliminating geographic boundaries.



5 key success factors

TP Cloud Campus combines the services of agents working from home, a flexible organizational structure, cutting-edge communications technology and the strictest data security standards in the market.

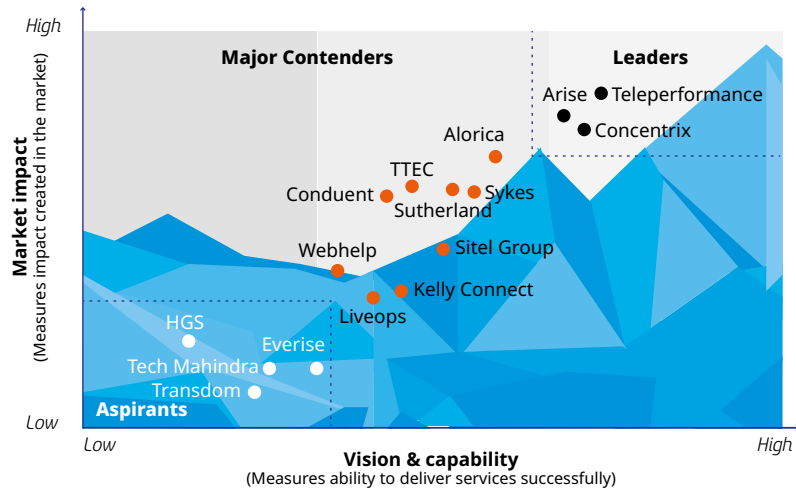


A secure and efficient SOLUTION

TP Cloud Campus has been recognized as sector leader by the Everest Group research institute for its innovation, security and talent management.

Based on the PDCA (Plan-Do-Check-Act) method, procedures are key to the success of Teleperformance. Teleperformance's tried and tested standards comprising the Teleperformance Operational Processes and Standards (TOPS) and Baseline Enterprise Standard for Teleperformance (BEST) have been adapted in order to bring work-at-home standards of performance and productivity into line with those applicable to on-site work.

Everest Group Work at Home Agent (WAHA) Customer Experience Management (CXM) - Services PEAK Matrix® Assessment 2021



780
clients on
TP Cloud Campus

50%+
plan to stay
with TP Cloud
Campus over
the long term

"Our relationship with Teleperformance is built on innovation and never standing still."

SAMSUNG

"Our results were great. All of this was made possible by the fact we now had access to a geographically dispersed workforce that allowed us to hire the best talent possible."

wish

"TP Cloud Campus formalizes the work-at-home model and uses innovation to take it to the next level."

GRUBHUB™

TP protect+

Teleperformance uses the best data security technologies to protect clients and employees from cyber attacks and data theft. Fraud prevention tools such as TP protect+ detect anomalies and are integrated into TP Cloud Campus in accordance with local regulations.



Agent environment made secure by advanced software and digital security technologies



Ultra-secure access controls and automatic locking in the event of unauthorized access



Compliance with GDPR and the Binding Corporate Rules (BCR)



State-of-the-art data security technologies, policies and protocols



An inclusive, people-centric SOLUTION

TP Cloud Campus enables all types of candidates to access agent functions:

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

Employees working from home pursue their careers as though they were on site, whilst spending less time commuting. The best talent can be hired in any location and the tools they are provided allow them to establish a link and collaborate effectively within motivated teams.



54

countries
(vs. 32 in 2020)

70%

employees working from home⁽¹⁾

-7%

absenteeism

+21%

employee satisfaction



"I never knew I could ever do a job that touches as many lives as being a medical interpreter. Every day I make a difference and bring those in need the right to have a voice and to be heard. Working from home could have been complicated, but Cloud Campus and the constant support I receive from the teams exceed all my expectations. TP cares about my well-being and gives me the platform to grow."

KHANG VU NGUYEN DO

VIETNAMESE INTERPRETER, TEAM LEADER CLOUD CAMPUS

FACILITATING EMPLOYEE ENGAGEMENT

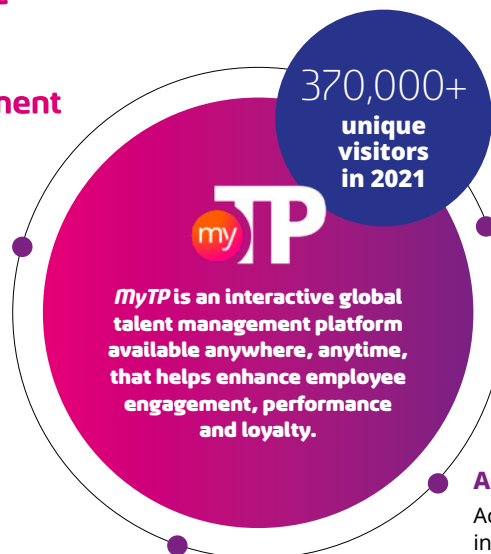
An online talent management platform accessible everywhere

Broad range of online training courses

Induction seminar on Group culture and values, modules on Group policies, targeted training, skills development, gamification, soft skills training.

Streamlined communication

An efficient internal communication tool available in seven languages for sharing updates, announcements and engagement opportunities such as the "All Ideas Matter" innovation program.



High degree of flexibility

Streamlined management of schedules, exchanges and timetable changes, option to volunteer for vacant slots.

Access to essential HR tools

Access to pay slips, performance indicators and bonuses, as well as job offers. Sharing feelings via the sentiment surveys. Absenteeism reduced by real-time notifications on schedules and team changes.

(1) Including long-term work-from-home employees (TP Cloud Campus) and due to the health crisis.

An environment-friendly SOLUTION



On average, one Cloud Campus employee generates

55%

less CO₂ emissions than one on-site employee⁽²⁾,

particularly due to the reduction in commuting.



For our employees working from home, this is equivalent to:

40,000

fewer cars on the road per year

or

replacing nearly

7 million

incandescent light bulbs

or

planting trees on

243,000

football pitches

or

saving

412,000

barrels of oil

Supporting our clients' sustainability goals

TP works in partnership with clients to help them achieve their environmental goals in all departments through the use of digital technology. Cloud Campus supports clients' sustainability goals by reducing the number of business locations and eliminating daily journeys in the case of 70% of the global workforce, thereby benefiting all regions of the world.

(2) According to an analysis conducted in 2021 by a consulting firm at Teleperformance's request, when considering both the reduction of resource consumption on site and the reduction of commuting, as well as the additional emissions generated at employees' homes.

Innovative and sustainable solutions for clients

Teleperformance provides innovative solutions to help clients adapt to changing markets, economies and trends.



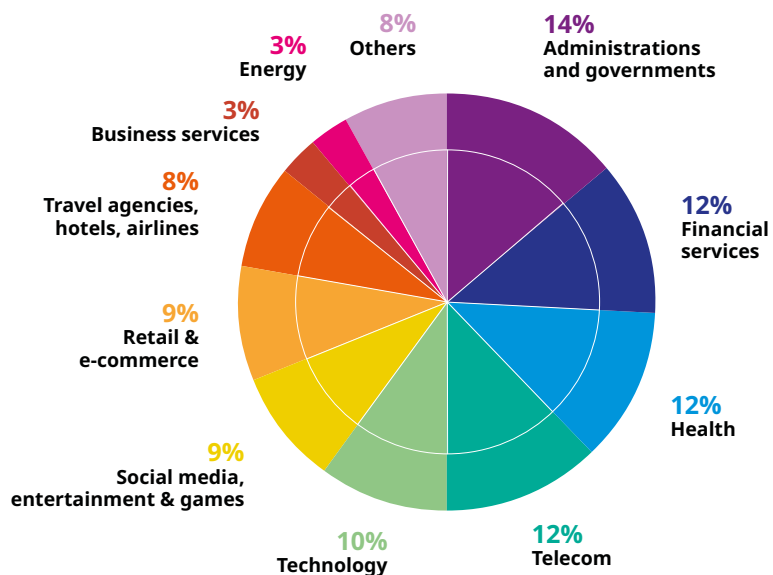
The Covid-19 crisis has accelerated digitalization at all levels, with changing buying behavior among customers, the development of work-at-home and the digital transformation of companies. Digital economy sectors such as e-commerce and related logistics, distance learning, online entertainment via streaming and online gaming are growing very fast.

Teleperformance supports its clients in their digital transformation to generate value within the customer experience in a constantly changing environment.

With more than 1,000 clients, 50% of which are multinationals, Teleperformance has the most diverse client base in its sector. Their loyalty, as demonstrated by a retention rate of more than 95% and an average client relationship of 13 years, is the best indicator of their satisfaction.

Industry expertise and strong growth in the digital economy

(% revenue by vertical)



A HOLISTIC APPROACH:

Threefold expertise in terms of vertical, service and geography, enabling to offer a customized solution for each client and each interaction;

Close proximity to clients, thereby facilitating a thorough understanding of their transformation needs;

Agility, flexibility and speed in implementing solutions;

Strengthening of the high value-added services offering, including the consulting-based approach adopted by the T.A.P.™ teams;

A single One TP structure and excellence procedures geared to providing consistent services worldwide;

Staff diversity, an essential driver of performance and innovation;

Sustainable financial strength;

Reliable protection of systems and personal data through certified procedures aligned with the most stringent international standards (ISO 27701, Binding Corporate Rules, PCI, etc.) and designed to protect the entire ecosystem spanning clients, customers and employees.



OUR INNOVATIONS

Teleperformance promotes innovation at all levels of the Company.



All Ideas Matter is a global initiative designed to drive innovation and continuous improvement. It invites all employees to be vectors of change, sharing ideas for improvement and transformation. As such, every year the Group organizes TP Datathon, a competition that encourages teams to present innovative analytics and data science projects. Experts help the three winning teams to bring their ideas to fruition.

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



Technology
Analytics
Process Excellence



• **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.

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. The aim is to analyze the customer experience in depth and thus identify opportunities for optimization and improvement, in order to make the customer experience a real differentiating factor.

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

80% of our sales proposals to clients include a transformation solution

7,000+

T.A.P.™ projects deployed

1,500

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

11,400+

bots deployed

SUCCESS STORIES

- T.A.P.™ enabled the global leader in transport service mobile apps to reduce driver document review time by 30%.
- A major electronics manufacturer gained 27 customer satisfaction points (NPS) thanks to the implementation of a smart video support service.

FEATURE

The number of digital platforms and social media networks continues to rise. Their use generates a huge amount of data and content that needs to be monitored.

For three years now, Teleperformance's Trust & Safety solutions have provided ongoing protection of customer and client data, ensuring regulatory compliance, safeguarding brand reputation and making platforms safer in a wide range of sectors such as social media, e-commerce, technology, travel, financial services and online gaming.



TRUST & SAFETY

**Nearly
13,000
experts based in
28 countries providing
Trust & Safety services in**

**54
languages to
60
clients**

Innovative high-performance SOLUTIONS

Guided by the Group's balanced high-touch, high-tech approach, our Trust & Safety teams stand out for their mastery of cultural and linguistic subtleties, technical expertise, training in problem solving and extensive knowledge of user expectations, while continuously helping to improve algorithms.



User-generated content moderation



Ads moderation & monetization



AI operations



E-commerce, shopping & payment/fraud



Application & developer support



Digital media & copyrights

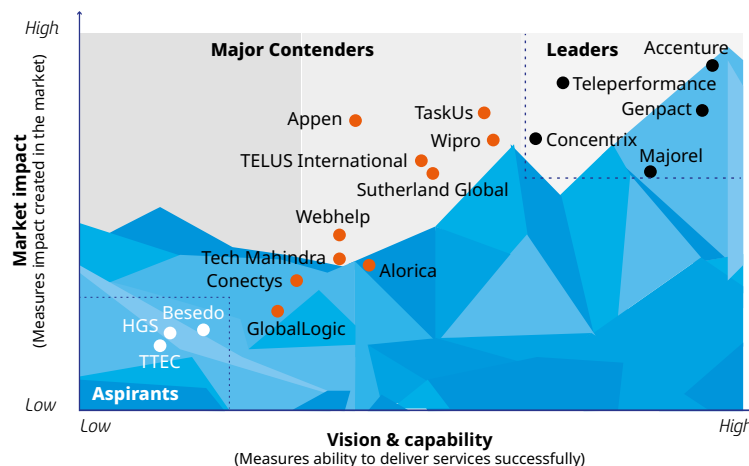


Identity & account authenticity



Social media community management

Everest Group Content Moderation Services PEAK Matrix® Assessment 2021



SOLUTIONS focused on employee wellbeing

Teleperformance places great importance on the wellbeing and mental health of its moderators. Specific procedures have been developed for them, including:

- an appropriate hiring procedure involving a series of psychometric tests designed to identify resilient candidates suited to this type of position;
- resilience training provided to all managers, trainers, team leaders and advisors to help them identify signs of emotional stress and know how to deal with them;
- personalized organization and infrastructures to provide the right working environment: relaxation times, wellbeing workshops, regular employee surveys, the chance to disconnect, regular rotation on the most sensitive positions;
- continuous access to counseling, including by certified therapists;
- a 24/7 support program during and after the work cycle.

92%
T&S employee satisfaction

100%
of our T&S employees
have been trained in wellbeing
and mental health

5,000
hours of wellbeing
and mental health workshops
and activities

8,000+
individual counseling
sessions

450+
group counseling sessions
per month

Training facilitated by gamification

(Learning through games)

Teleperformance invests in coaching and training at all levels to help each person achieve their full potential, in particular by developing the Trust & Safety Academy and learning through games, simulations and roleplays.

Teleperformance also works with external partners including universities to conduct research on safety in digital communities and design comprehensive training programs for moderators.



SOLUTIONS geared to user needs

Our Trust & Safety teams review millions of publications every week, thereby helping to make platforms and social media networks safer for users and communities.

These services help protect users against fake news and sensitive or violent contents. For example, they have helped increase the relevance of moderated content by 20% on average on social media.

To further enhance its social role, Teleperformance has formed an Impact Sourcing partnership with one of its clients, the fastest growing video platform in the world. The aim is to facilitate the inclusion of vulnerable people, such as persons with disabilities, refugees and young job-seekers, in its programs.

89%
of our employees
consider themselves as
"Guardians of the Internet"



02

Creating value for our stakeholders

Making information accessible to all

Teleperformance's goal is to streamline relations between customers and brands, and between citizens and government agencies, despite the increasing complexity of processes and in an increasingly changing, digitalized and dehumanized world.

The heart of Teleperformance's business lies in quickly and accurately responding to customers and citizens in need of information, contacts or solutions to their day-to-day problems. The Group makes information accessible and facilitates access to customer service in key sectors such as telecommunications, digital integration, healthcare and education.

It provides access to remote services for persons with disabilities and those living in remote areas or lacking means of transport, and contributes towards the digital integration of persons who struggle to cope with digital technology.

Consequently, the Group has a role to play in informing and educating the broader public about processes and functions that require human assistance.

By offering customer relationship management services in 265 languages and dialects via all communication channels, the Group plays a major role in deploying innovation and promoting economic and cultural development through communities. By offering a high-quality personalized customer experience for all, the Group helps to break down social, geographic and cultural barriers.

>1 billion
interactions
per year



Contribution to SDGs 3, 10 and 16

Teleperformance continues to develop activities and services that contribute directly towards achieving the Sustainable Development Goals (SDGs). In 2021, the group generated 12% of its revenue from the health sector and 14% from public administrations, providing citizens in many countries

with reliable information on their rights and health pathways, and helping to manage the pandemic. Furthermore, the specialized solutions provided by LanguageLine connect to a live interpreter during emergency calls and at the hospitals, or ensure justice in legal situations.



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 several countries such as The Netherlands, the United Kingdom, Germany and France. TP has provided the National Health Organization in Greece, the Health agency of Taranto and the SAMU in Tunisia with Covid-19 line management teams free of charge.

"We are very grateful for the professionalism and commitment shown by Teleperformance in support of our citizens during such a challenging period for the whole community. We hope this will be a decisive stage in the fight against the Covid-19 crisis."

DR. MICHELE CONVERSANO
HEAD OF PREVENTION
DEPARTMENT, TARANTO HEALTH
AGENCY.



1.8m
citizens
assisted through
Covid-19 helplines

89%
satisfaction



Vaccination against Covid-19

TP is committed to helping employees with vaccination and reimburses vaccination expenses incurred by employees in countries in which it is not covered by the local healthcare system.

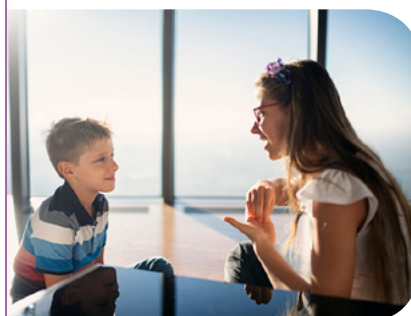
The Group has set up free on-site vaccination campaigns, as a result of which nearly 35,000 employees have been vaccinated, including over 11,000 in India and over 8,600 in Colombia.

In the Philippines, since July 2021 the TPVac campaign has allowed front-line employees and those most at risk to receive their first jab free of charge. TP Philippines confirmed its desire, not only to protect employees' health, but also to help the government tackle the pandemic by providing flexible large-scale support for the vaccination programs rolled out across the company.



Specialized services in the public and healthcare sectors

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.



Teleperformance recently expanded its specialized services in the public and healthcare sectors through two targeted acquisitions, Health Advocate and Sature.

- Posting annual revenue of around US\$140 million, Health Advocate provides integrated digital solutions in the United States consumer healthcare management sector.
- Sature, which generated revenue of US\$192 million last year, provides citizen support activities specifically designed to handle queries in healthcare, education, transportation and social services.

A company committed to local communities 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.



MAIN SUPPORTED CAUSES

In 2021, Citizen of the World initiatives focused on two main causes:

- support for local communities impacted by natural disasters, humanitarian emergencies or health crises;
- maintaining partnerships with schools and NGOs supporting access to education for the most vulnerable children.

MAKE A WISH: making children's dreams come true

TP partners with Make-a-Wish, an NGO that helps fulfill the wishes of children with critical illnesses. The focus is to bring smiles to their faces, and inspire them to feel loved, be stronger, be happier and have hope.

"I'm proud to be a part of helping dreams to come true together with Make-A-Wish. COTW's success is based on our daily actions: donating clothes you do not need, smiling at a stranger, or giving a small piece of your paycheck to help make a child's wish come true. Seeing the faces of the children and families whose lives I get to make better without them saying a word makes each day worth coming to work."

KATIE ANDERSON
COTW AMBASSADOR KILLEEN, TX, TP USA



€6.3m
of donations collected
(cash, in-kind and
volunteer work)

60,000
volunteer
hours



Xtra Mile

TP employees from 31 countries in Europe, Africa, the Middle East and the United States took part in the Xtra Mile charity fundraiser designed to provide support for the most vulnerable children through sport. Throughout June 2021, employees' physical activity was recorded and transformed into donations to the Plan International organization.

2,548 employees took part in the initiative, **which raised €30,000 in aid of education for young children and teenagers in disadvantaged communities in Africa and Asia.**

2,548
employees
took part in
the initiative

Response to the Covid-19 pandemic in India

The pandemic exacerbated poverty considerably in India, with disastrous consequences for the most vulnerable sectors of the population, including migrant workers, those lacking stable jobs and unemployment benefits, and their families. In partnership with HOPE Worldwide and Feed the Children, **Teleperformance provided food bags to 2,500 families** (around 10,000 people) in the cities and outskirts of Delhi, Mumbai, Bangalore, Chennai and Pune.



Toilets for a village in Indonesia



TP Indonesia employees took part in the Jambanization program by **building 40 latrines in the village of Mangkang Wetan** near the city of Semarang.

The program aims to preserve the wellbeing and health of local communities, focusing on children, who suffer health problems due to inadequate sanitary facilities that severely impact their future development.

An ambitious environmental policy 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.

TWO KEY PRINCIPLES:

- reducing the environmental impact of the Group's operations
- raising awareness among its employees and other stakeholders.

Carbon reduction targets approved by the Science-Based Targets initiative (SBTi)

Teleperformance decided to ramp up its own climate ambitions by adopting a **greenhouse gas emission reduction target** in line with the objectives of the Paris agreement, namely to limit the average global temperature increase over pre-industrial levels to well below two degrees Celsius, and to continue efforts to limit global warming to 1.5 degrees Celsius.

As such, Teleperformance has committed to **reducing its Scope 1 and 2 emissions by 49% per FTE (full-time equivalent) between 2019 and 2026, and to reducing Scope 3 emissions related to purchasing and employee commuting by 38.3% per FTE between 2019 and 2026.**

Thanks to this commitment, Teleperformance is moving towards measures that aim to make it more resilient and better prepared for a carbon-constrained world.

The Group has also joined the Climate Pledge, a coalition of over 200 companies committed to achieving carbon neutrality by 2040.

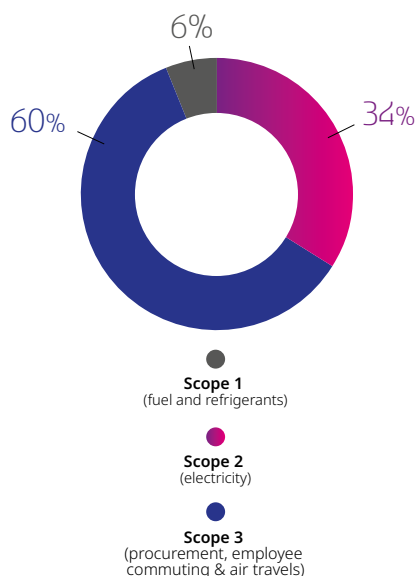


2021 key indicators

Teleperformance's carbon footprint is mainly derived from electricity consumption (Scope 2), as well as emissions generated in its value chain by employee commuting, and purchased goods and services (Scope 3). In 2021, the Group's carbon footprint amounted to 1.057 tons of CO₂ per FTE (Scopes 1, 2 and 3). This represents a 15% reduction, which is partly due to the Covid-19 pandemic, an increase in teleworking via the rollout of TP Cloud Campus, energy efficiency measures, and increased use of renewable energies at Group facilities.

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 2021 Universal Registration Document.

2021 carbon footprint



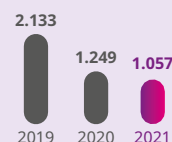
Renewable energy within total electricity consumption



Carbon footprint

(tCO₂e per FTE)

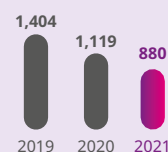
-15%



Electricity consumption

(kwh per FTE)

-21.4%



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



- **achieve high energy performance** at Group facilities by adopting efficiency measures. The Group is focused on reducing energy consumption through energy savings, standardized procedures, environmental performance monitoring and partnerships with stakeholders, including employees;
- **switch to greener energy** by increasing the proportion of renewable energy in total electricity consumption whenever possible objectives are to reach at least 25% by 2023 and 30% by 2026;
- **streamline 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.



Awareness campaigns and stakeholder partnerships

Teleperformance regularly organizes training and campaigns to raise awareness about behaviors and initiatives that help protect the environment.

Circular economy



TP is committed to promoting the circular economy and has set up a used smartphone recycling scheme together with its partner Orange. A community collection drive is organized in all TP France centers.

"TP was able to strengthen our long-term partnership by joining Orange's mobile phones recycling program **r9**. The teams were very responsive. We hope to collect many used equipments."

SOLANGE BUCQUET
STRATEGIC PARTNERSHIPS
MANAGER, ORANGE

World Cleanup Day



Employees at a number of Group subsidiaries took part in World Cleanup Day, the global movement to clean the planet. In Indonesia, TP is working with the Green Edelweiss foundation to help protect Trisik Beach and the village of Banara by planting mangroves, releasing baby turtles and cleaning up beaches.



Tree planting



2,000 trees were planted by TP Greece in partnership with the We4All environmental organization, which supports the United Nations Decade on Ecosystem Restoration 2021-2030.





03.

Diversity, Equity and Inclusion as a driver of performance and innovation

- Diversity as a driver of performance and innovation [P.34](#)
- TP Women [P.36](#) • Meaningful job opportunities for all [P.38](#)
- Impact Sourcing [P.40](#)

Teleperformance is the market leader today thanks to its diversity that is embedded within its DNA. With nearly 420,000 employees in 88 countries serving 170 markets in over 265 languages, TP is the most multicultural company in its sector.

The diversity of its people allows the Group to offer innovative solutions and provide better support to clients and all other stakeholders. Teleperformance strives continually to promote diversity and inclusion in the workplace and to identify and break down any barriers that could prevent its employees from feeling fully integrated and engaged. Respect, solidarity and equity are essential to creating an environment in which everyone is able to express themselves freely, be authentic and fulfill their true potential. Teleperformance's inherent diversity has helped it to reach the summit. Its conscious decision to seek out diversity, equity and inclusion will keep it there.

TP's global approach to diversity, equity and inclusion (DE&I) is based on five priority areas and four drivers:

PRIORITY AREAS

Diversity + Equity Inclusion gender

Achieve gender equality in management roles in all business units and countries

Diversity + Equity Inclusion disability

Ensure the inclusion of people with disabilities, appropriate arrangements and awareness-raising among employees

Diversity + Equity Inclusion LGBTQ+

Promote a workplace that respects all sexual orientations through equal rights and equal benefits and opportunities

Diversity + Equity Inclusion ethnicity

Increase ethnic and cultural diversity within teams and management positions

Diversity + Equity Inclusion local priorities

Give consideration to the local diversity challenges specific to each entity

DRIVERS



Leadership

Management should reflect the diversity within the Group and promote TP's proactive policy in this area.



Systems

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



Culture

Disseminate the DE&I 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.

GOVERNANCE

TO PROMOTE DIVERSITY
AND INCLUSION AT ALL LEVELS



+100
nationalities

44%
Generation Z

54%
women*



Sponsors on the Executive Committee

They support and represent the interests of each priority area while ensuring that strategic initiatives are aligned with the Group's transformation in terms of diversity, equity and inclusion.



DE&I Committee

Composed of a variety of opinion leaders, the Committee defines the Group's DE&I strategy and oversees the achievement of objectives and the compliance of measures introduced.



DE&I Department

It drives the DE&I approach and develop initiatives in collaboration with all subsidiaries and group departments.



Employee Resource Groups (ERGs)

Driven by employees sharing the same characteristics, experiences or affinities, these groups seek to disseminate best practices in each of the DE&I priority areas. They are best placed to understand each person's needs and challenges and thus obtain the best results on behalf of employees.

"I have never experienced discrimination at TP. On the contrary, my development in the company was very fast. I am an Argentinian living in Mexico and working for a French multinational; my manager is American and my peers come from all over the world. The makeup of my team reflects Teleperformance's diversity. With all types of profiles, backgrounds, ages and cultures, from Brazil to Portugal, from Mexico to Colombia, from Argentina to China and the United States, all these surprising combinations make us a truly diversified team."

GUSTAVO MIR GONZÁLEZ
CHIEF CLIENT OFFICER IBERO-LATAM



* Excluding USA.

The Group has introduced a set of procedures and guidelines to promote equal treatment for men and women. Teleperformance's goal is to maintain gender balance in the Group workforce and management positions, and to increase the percentage of women within executive positions.



TP Women
Diversity Equality Inclusion

TP Women stands behind diversity, inclusion and gender balance, supporting equal opportunity and participation at all levels and in all aspects via multiple programs, including:

- a mentoring scheme to help high-potential female employees 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.

In 2021, Teleperformance France scored **99/100 on the gender equality index**, making it one of the top French companies in this respect. The wage gap between men and women is less than 1%.

9 countries certified Best Workplaces for Women™

(China, Colombia, Costa Rica, Dominican Republic, El Salvador, Guatemala, India, Peru, United Kingdom)

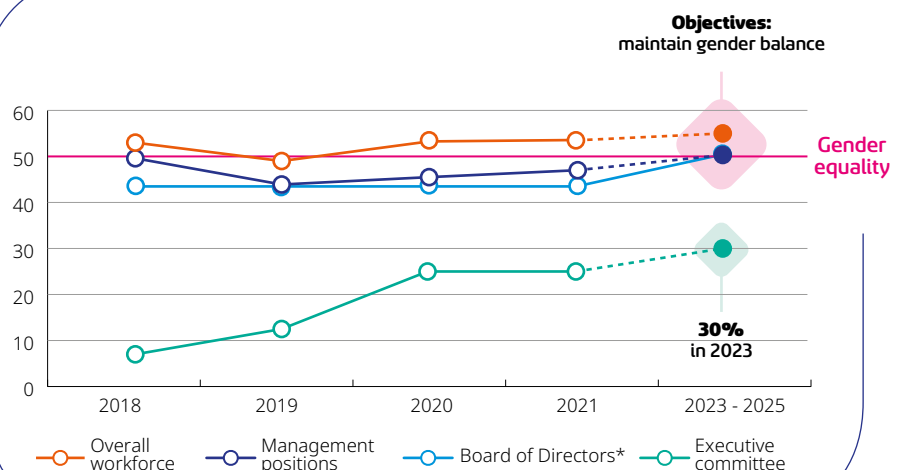


Gender equality index

Companies with a score above 75/100 are considered to be workplaces that promote gender equality. This index assesses the pay gap, equal opportunities to obtain pay rises and promotion, return from maternity leave and equality among the highest pay brackets.

The Group has decided to roll out the equal pay index across 28 subsidiaries representing nearly 85% of the workforce. The average score is 84/100, well above the 75 threshold.

Change in the percentage of women employed by the Group



*upcoming reshuffle will increase the share of women in the Board of Directors from 43 to 50%.

FOCUS ON...

In 2014, when the gender ratio was particularly unbalanced, TP India created the GenderSmart initiative to guarantee equality and equal opportunities for men and women at the company.

Gendersmart is a system of targeted communications to schools and higher education establishments in order to hire more women, present the Group's corporate culture and the measures it has implemented for employees.

The proportion of women increased from 14% in 2014 to

37%

in 2021, and a minimum goal of 40% has been set for 2025.



"We work within a diverse range of teams composed of equal numbers of women and men. This allows us to enjoy attractive prospects and therefore do the best job we can. As a mother of two children, I am extremely grateful for all the support I received during my maternity leave and the way in which the teams made my return to work as smooth as possible."

NEHA SETHI
MARKETING DIRECTOR, TP INDIA



Flexible working hours compatible with family life are offered, as well as teleworking options, the right to maternity leave irrespective of seniority and a guaranteed return to the same position and salary.

Teleperformance is committed to promoting equality between its male and female employees in terms of promotion and pay, as well as maintaining a healthy work-life balance.

The subsidiary has established strict and efficient procedures for preventing sexual harassment at work and has set up a special committee for this purpose, as required by the Indian POSH Act.

In 2021, TP India received numerous awards as the best employer for women and the best organization for the promotion and empowerment of women.



Meaningful job opportunities for all

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.

TP is a gateway to employment for young people: in 2021, 124,297 employees were hired for their very first professional experience.

The Group regularly works with employment agencies and local schools, sending them job offers in order to tap into a broad pool of talent and give everyone the opportunity to join the working world. TP contributes to the growth of the middle classes and the development of women's employment in developing countries, where it employs over 70% of its workforce.

30,000+
net jobs
created

124,000+
first
opportunities

Unidos por el Propósito

In 2021, in partnership with its client Nestlé Mexico, TP signed the *Unidos por el Propósito* agreement that aims to support the professional development of more than 8,000 young people through training and employment opportunities.

The program aims to stimulate employment among young people and give them the opportunity to build a firm future, focusing on gender equality and providing job opportunities for people with disabilities.

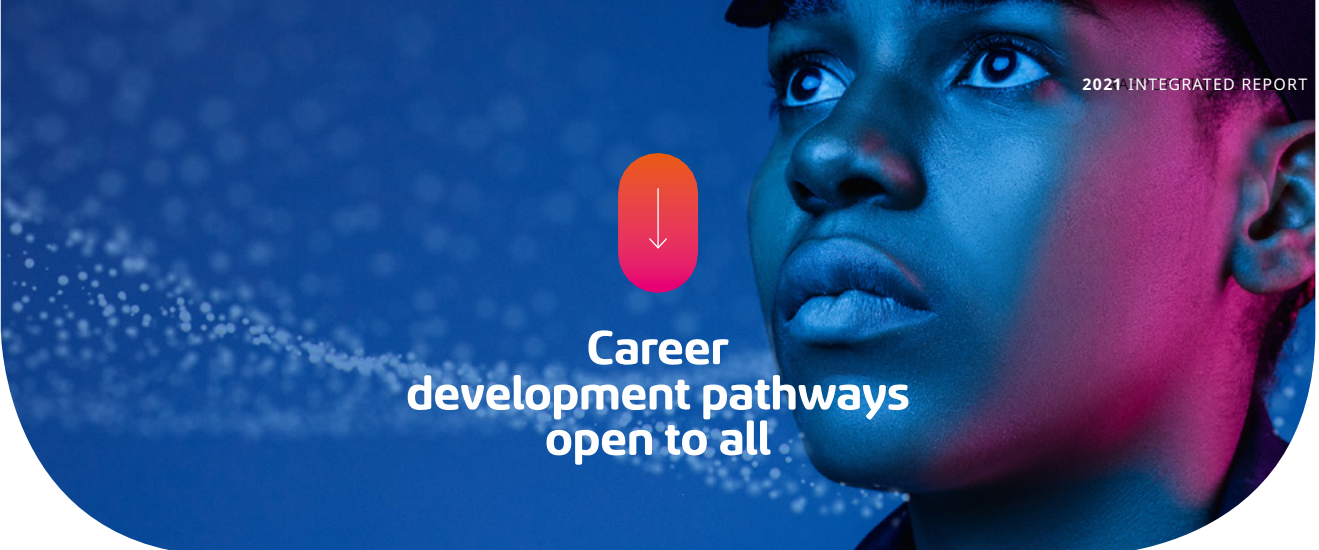


"With this partnership, we aim to create shared value for communities by developing the employability of young Mexicans."

EDUARDO GARCÍA
VICE-PRESIDENT SALES NESTLÉ
MEXICO

"I started with TP as my college job back in 1993, we were just opening our first US office. My first position was a frontline agent making outbound sales calls for different clients and I quickly moved up the ranks inside of our operations organization. I was very nervous on my first day at TP, but the CEO managed to reassure me by showing compassion and empathy. I've learned for well over 27 years that's who TP is: we pick each other up, learn our lessons and just do better. Today, I am Group Chief Client Officer, a member of the Executive Committee and Chairwoman of TP Women."

MIRANDA COLLARD
GLOBAL CHIEF CLIENT OFFICER



Career development pathways open to all

Teleperformance has implemented robust, non-discriminatory hiring processes to identify the people that best match the Company's culture and are most capable of succeeding and fulfilling themselves in their role, regardless of their background.

TP offers numerous opportunities for advancement: it has a high internal promotion rate and most of its senior managers come from local communities.



71%
internal promotion*



JUMP!

is one of a range of programs put in place by TP to support its employees in their careers. Its objectives are to promote skills development, encourage internal promotion, identify and prepare high-potential employees and encourage the emergence of leaders at all levels.

This program is based on a dual training program offering both technical and behavioral training, as well as personal development plans. Despite the pandemic, the continuation of programs such as JUMP! has been vital to the continued development of the talent pool.

In 2021,
50%
of over 5,500 JUMPers
were women
and
65%
were under
30 years of age.

"I started working at TP as a call agent and I've actually had three promotions in three years. I thoroughly enjoyed the opportunities I've been given to learn from others and to use our learning platform to expand my knowledge on the roles and responsibilities that I've been undertaking. Teleperformance really values internal promotion, there are multiple opportunities for people seeking to develop their careers, and the company really values the employees who work for them."

JOSH ANDERSON
TRAINER, TP UK



* From supervisor level and above.

Impact Sourcing

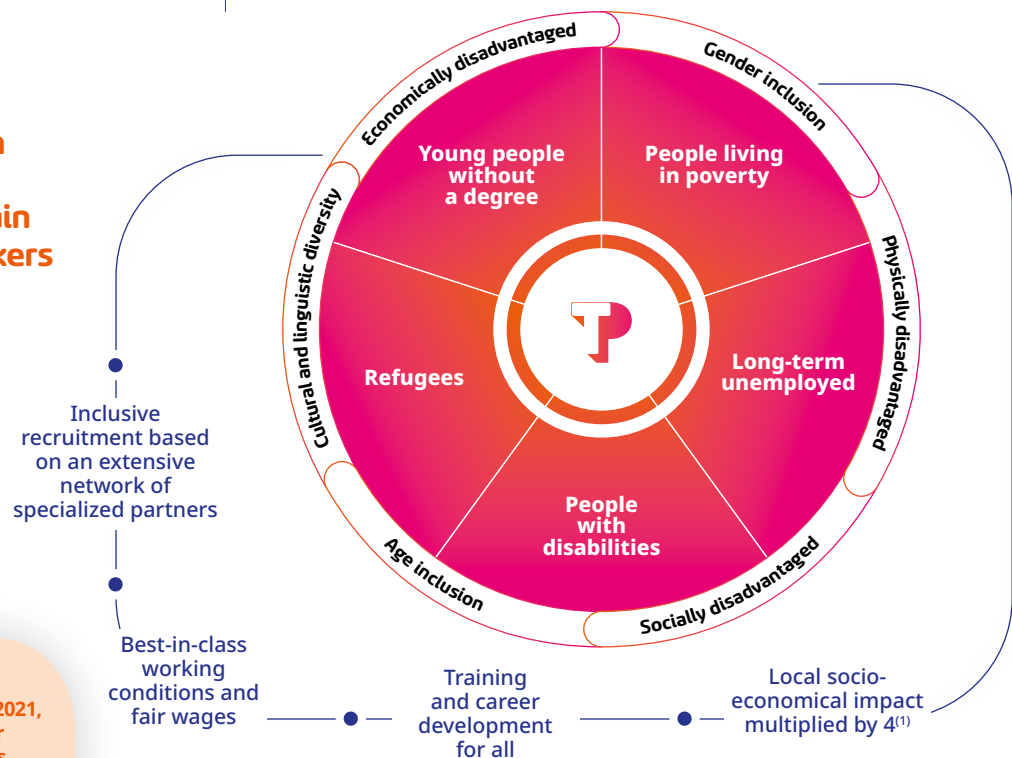
Teleperformance strives to develop a truly inclusive workplace for people from all backgrounds and have a positive impact on its entire ecosystem.



Integrating the working world is the most sustainable means of achieving inclusive economic growth and reducing poverty. Through its Impact Sourcing program, for over a decade now the Group has guaranteed access to formal employment for people who are regularly excluded from the workforce, referred to as "Impact Workers". At least 15% of TP's workforce is considered as Impact Workers.

The many benefits of Impact Sourcing affect the entire chain: employees have access to a decent job enabling them to fulfill themselves and meet their needs and those of their families, communities benefit from the impact of formal employment on the local economy, the Company hires motivated people bringing innovative ideas and clients reap the benefits of this virtuous ecosystem.

An approach structured around 5 main Impact Workers categories



As of December 31st, 2021, TP USA had over 2,400 employees who lived in poverty before joining the company.

Thanks to partnerships with many NGOs including the Salvation Army, TP El Paso has hired a number of homeless people, thereby offering them the opportunity to change their lives through decent employment.

In addition to the social ties created with colleagues, Impact Workers earn a decent salary: in Texas, the average salary paid to TP advisors is 112% higher than the minimum wage.

RECOGNITION

TP has applied the Impact Sourcing Standard since 2020, demonstrating the robustness of its employment inclusion policies and programs and its commitment to continuous improvement. In 2021, TP was once again included in the IAOP's Impact Sourcing Champions ranking, which **recognizes pioneering companies in Impact Sourcing.**

In 2021, at the first Business for Refugees awards organized by the TENT Partnership for Refugees NGO, Teleperformance received an award for its efforts in hiring over **2,000 Venezuelan refugees in Colombia.**



(1) Incentives and opportunities for scaling the Impact Sourcing Sector, Avasant and The Rockefeller Foundation.

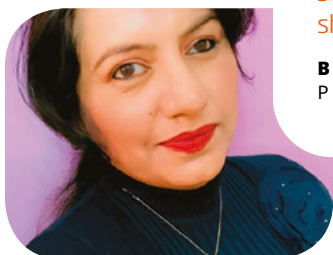
Teleperformance encourages the hiring of workers with disabilities and seeks to remove barriers that prevent them from gaining access to a career in which they can fulfill their potential. The Group is committed to supporting the wellbeing and rights of persons with disabilities, upholding their equality in employment and encouraging their stories to be told. Teleperformance offers all employees with disabilities professional and financial stability, independence, opportunities for advancement within the Company and the feeling of belonging to one big team.



DISABILITY AT WORK AND INCLUSION

"The companies I applied to before had doubts about my productivity. I was looking for an equal opportunity employer when I applied for a job at TP. I started as an entry-level agent and, thanks to internal mobility, I'm now working as a workforce management scheduler and I have a lot of responsibilities. TP gave me the opportunity to work and show my potential. I feel I'm in the right place here."

BOBBY BRAGA
PLANNING ANALYST, TP INDIA



"I had a lot of difficulty finding a job before joining TP, as many companies thought that visually impaired people couldn't use a computer. I was afraid I'd face a lot of discrimination and would lack the right tools for my situation. But it was quite the opposite. I've now been here eight years and I hope to stay on for a long time."

JONATHAN ALVARDO
SERVICE CENTER SPECIALIST,
TP MEXICO




7,000+
persons
with disabilities
hired in 2021

With 7% persons with disabilities among its workforce, TP France is one of the most inclusive major French companies.

Working alongside organizations such as GEIQ Avenir Handicap, Cap Emploi and ARPEJH, TP France hires many people with disabilities.

For several years now, the Handiperformant program has encouraged daily personal support, reorganization of workstations and an internal policy of raising awareness so that each person's differences and specific traits are considered as assets conducive to working better together.

Raising awareness of hidden disabilities

A large majority of disabilities are invisible, including sensory and cognitive deficiencies, mental disorders and incapacitating diseases. TP strives to integrate persons with invisible disabilities and to raise awareness among all employees, for example on International Epilepsy Day and World Autism Awareness Day.

"I started working at TP thinking it would be temporary, but it has become a great opportunity for me. I'm slightly autistic and my mind moves faster than my body. I can work from home, use my mind, and answer questions quickly. I love working with people and helping customers. TP gave me this first opportunity."

NATHANIEL WIRA
CLIENT ADVISOR, TP USA



04.

Corporate governance

- Governance overview P. 42 ▪ Composition of the Board of Directors P. 44
- Functioning of the Board of Directors P. 46 ▪ Composition of the Management Committee P. 48 ▪ Remuneration of executive officers P. 49 ▪

Overview of corporate governance

04

Corporate governance

Transformation

Risk management

BOARD OF DIRECTORS

Composed of 16 members,

the Board of Directors sets the Company's strategic guidelines and oversees their implementation. It is assisted by three specialized committees.

**Audit, Risk
and Compliance
Committee**

**Remuneration
and Appointments
Committee**

CSR Committee

EXECUTIVE MANAGEMENT

Chairman and Chief Executive Officer

Also chairman of the Executive Committee.

Deputy Chief Executive Officer

He assists the Chairman and Chief Executive Officer and has the same powers vis-à-vis third parties.

EXECUTIVE COMMITTEE

Consisting of a reduced number of key managers, it is responsible for the Group's operational management and implements the strategic guidelines defined by the Board of Directors.

MANAGEMENT COMMITTEE

Consisting of all Executive Committee members and key Group operational and functional managers.

The corporate governance is detailed in chapter 3 of the 2021 Universal Registration Document.

RISK GOVERNANCE

Risk management and internal control systems complement each other in controlling the Company's activities. The group's main risks and the related control measures in place are detailed in the 2021 Universal Registration Document.



SUPERVISION AND VALIDATION

Audit, Risk and Compliance Board Committee

The Board of Directors defines and oversees the Group's risk management framework.

RISK MANAGEMENT

5 functional departments:

- finance
- legal & compliance
- transformation (including IT)
- business development
- operations (including HR)

Identifying, analyzing, measuring and processing risk is the responsibility of the Group's five main departments, which manage the risks within their remit on a daily basis.

CONTROL

Audit and internal control Compliance and Security Council Executive Committee

The internal control system is based on five closely interrelated components: control environment, values and codes; circulation of information; risk management system; system control and oversight.

CSR GOVERNANCE

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

IMPLEMENTATION

CSR department

Coordinates Group CSR strategy in order to implement initiatives to achieve set targets, harmonize practices and perform regular monitoring.

CSR ambassador network

Oversees CSR program implementation and local compliance with Group policies, escalating the required information.

BOOSTING THE VISION

Executive Committee

Embodies and disseminates the Group's values and commitments.

VALIDATION

CSR Board Committee

Verifies the integration of the Group's social and environmental commitments, reviews regulatory publications, and assesses non-financial risks and their impact.

Composition of the Board of Directors

Board of Directors profile as of December 31st, 2021

16
administrateurs



1. Daniel Julien  
2. Emily Abrera  
3. Alain Boulet  
4. Bernard Canetti  
5. Philippe Dominati  
6. Pauline Ginestié    
7. Jean Guez 
8. Véronique de Jocas  
9. Wai Ping Leung    
10. Evangelos Papadopoulos  
11. Robert Paszczak  
12. Leigh Ryan  
13. Christobel Selecky  
14. Angela Maria Sierra-Moreno  
15. Patrick Thomas    
16. Stephen Winningham   

-  Chairman and CEO
 Lead independent director
 Independent director
 Terms of office expiring in 2022
 Director representing the employees

Changes in the Board of Directors

These appointments and renewals should increase the share of women in the Board of Directors to 50%.

In order to initiate and follow the evolution of the Board of Directors' composition and the continuation of the diversity policy within it the Board of Directors, at its meeting held on February 17th, 2022, decided to submit to the shareholders' meeting to be held on April 14th, 2022:

- the renewal of the terms of office of Pauline Ginestié, Wai Ping Leung, Patrick Thomas and Bernard Canetti;
- the appointment of Shelly Gupta and Carole Toniutti as directors for three years. Their appointments will usefully complement and strengthen the existing expertise and competencies already represented within the Board.
- Leigh Ryan and Philippe Dominati informed the Board of their decision of not asking for their renewal as company's directors.

Board diversity policy

Committed to diversity, increasingly international, predominantly independent.



1

lead independent director



2

employee representative directors



64%

independent*



43%

women*

(50% in 2022 upon General Assembly's validation)



64.3

average age



7

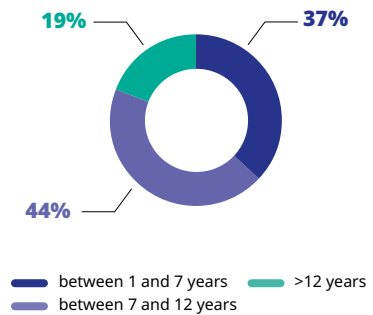
nationalities represented



62.5%

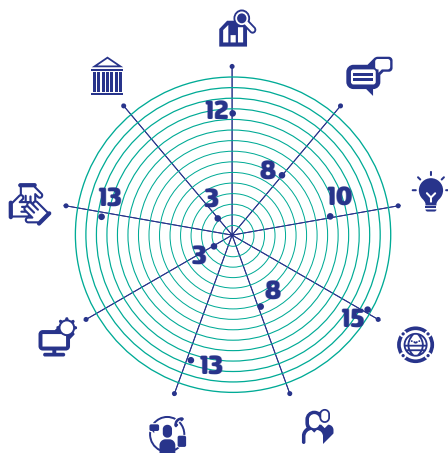
directors with foreign or dual nationality

Presence within the Board



DIRECTORS' SKILLS AND EXPERTISE

An experienced and diversified Board of Directors to set the Group's strategic guidelines



Finance

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



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 market sectors

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



Public institutions, legal and compliance

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



Communication, marketing and sales

Expertise or experience in communication, marketing and sales.



Management experience in international companies or entrepreneurship

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



International experience

Experience acquired working for international groups.

*Excluding directors representing the employees.

Functioning of the Board

Behind the scenes. Three questions to...

What is the role of the CSR Board Committee?

The CSR Committee's role is to prepare and facilitate the work of the Board of Directors and to submit opinions, proposals and recommendations to it with regard to the social and environmental risks and challenges facing Teleperformance.

As such, we closely monitor the Group's strategy and commitments in this area, as well as their effective implementation. We are also tasked with reading and approving CSR publications such as this Integrated Report.

How has its creation in January 2021 helped step up the Group's CSR initiatives?

The creation of the CSR Committee has formalized the Board's role in reviewing CSR issues, as well as fueling discussions and accelerating communication. It reflects the strategic importance of these issues for Teleperformance.

"Teleperformance's most precious asset: its employees".

ANGELA MARIA SIERRA-MORENO
DIRECTOR,
CHAIRWOMAN OF THE CSR BOARD COMMITTEE

How would you describe the operation of the Committee?

The Committee is made up of four independent directors of four different nationalities from a wide variety of backgrounds. This makes discussions very exciting! As a former director of human resources in a large corporation, I have great experience and interest in social aspects, and I am passionate about contributing to what is most valuable in Teleperformance, its employees. We have access to detailed and transparent documentation that enables us to fulfill our assignment.

04

Corporate governance

The 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 set the Group's strategic guidelines and oversee their implementation in accordance with the Company's interests, taking into account the social and environmental challenges inherent to its business. In 2021, the Board focuses its attention on a number of priorities:

- 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;
- The Covid-19 situation and its impact on the Group;
- Deployment of the Group's diversity and inclusion policy;
- Data security and cybersecurity procedures.

BOARD ACTIVITY IN 2021

Attendance rate



100%

Meetings



4

Average meeting duration



2 hours

Number of seminars



1 5-day seminar

The Board is assisted by three specialized committees



Audit, Risk and Compliance Committee

Mission

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.



Alain Boulet
Président, indépendant

Jean Guez
Membre

Stephen Winningham
Membre, indépendant



Remuneration and Appointments Committee

Mission

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



Robert Paszczak
Chairman, Independent

Emily Abrera
Member, Independent

Bernard Canetti
Member

Véronique de jocas
Member, Director representing the employees



CSR Committee

Mission

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

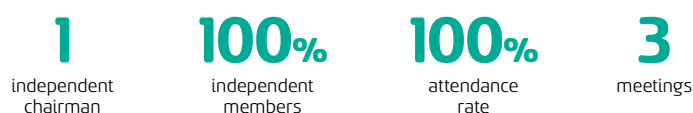


Angela Maria Sierra-Moreno
Chairman, Independent

Pauline Ginestíé
Member, Independent

Wai Ping Leung
Member, Independent

Christobel Selecky
Member, Independent



* Excluding employee representative directors.

Composition of the Management Committee

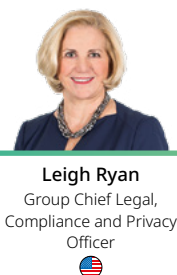
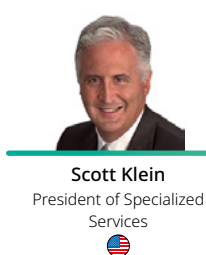
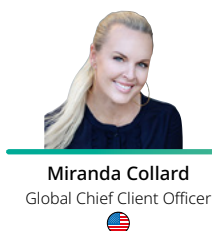
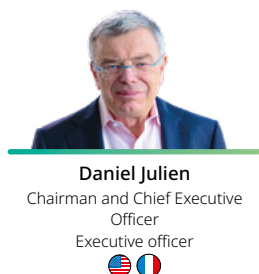
An agile and expert management team

MANAGEMENT COMMITTEE

The Management Committee is composed of all Executive Committee members and key Group operational and functional managers.

EXECUTIVE COMMITTEE

8
Members



+ 25 key Group managers

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



30%
women



14
nationalities



52
average age



11 years
average length of service in Group

TOP 200

This committee is composed of the Management Committee and 200 high-potential Group managers representing a wide range of departments and regions. This ecosystem helps accelerate Group transformation and spread strategic orientations.

Remuneration of executive officers

Executive officer remuneration complies with the most stringent standards of governance. Clear and transparent, it is aligned with Group strategy and shareholder interests. It is based on both financial and non-financial criteria and short-term and long-term objectives.

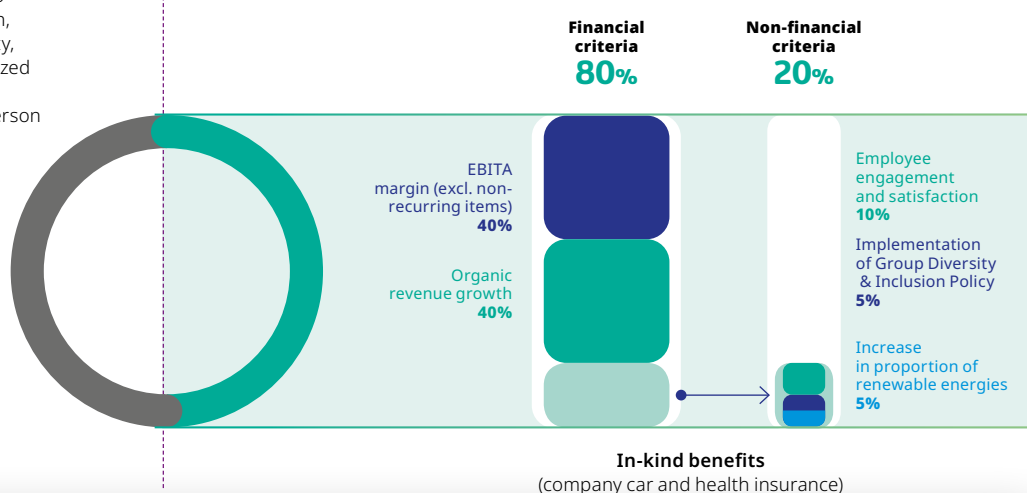
Remuneration policy for executive officers in 2021

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

Fixed part

Fixed part takes into account the position, level of responsibility, experience, recognized technical skills and leadership of the person concerned.

Variable part* indexed to performance on key Group issues



Long-term remuneration (performance shares) Performance criteria measured over 3 years

* No additional or exceptional remuneration in case of outperformance.

For 2021, upon recommendation of the Remuneration and Appointments Committee, the Board decided to maintain the principles of executive officer remuneration as approved by the shareholders' meeting held on April, 22nd 2021.

For 2022, the Board decided to reinforce the weight of the employee engagement criteria and maintain the diversity criteria for annual variable part in line with the Group's key commitments:

- **employee engagement**, measured by continuing to obtain best employer certification (15% of variable part)
- **deployment of the Group Diversity & Inclusion Policy**, including the continuous increase of the share of women in executive positions (5% of variable part).

An environmental criterion has been included in the 2022-2024 long-term remuneration plan:

- reduce Scope 1 and 2 greenhouse gas emissions by 38% per employee* between 2019 and 2024 in line with the commitments made to the Science-Based Targets initiative.

*Full-time equivalent (FTE).

05. Integrated and sustainable performance

▪ Financial results [P.50](#)
▪ Integrated performance dashboard [P.51](#) ▪ A recognized model [P.52](#)

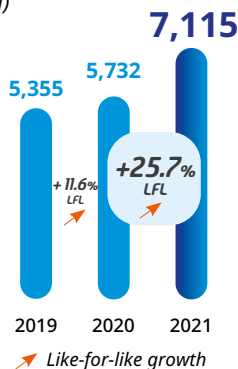
Through its business model, Teleperformance seeks to share the value it creates among all its stakeholders. The group's ambition is to be the undisputed world leader in digitally-integrated business services by 2025, with revenues above 10 billion euros.

ROBUST AND RESPONSIBLE GROWTH

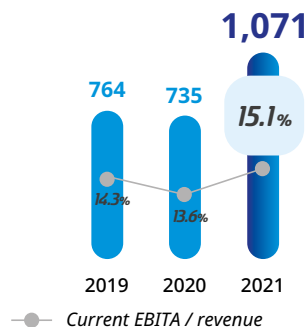
2021 was another record year. Underpinned by robust like-for-like growth of almost 26%, TP passes the 7 billion euro mark one year ahead of its target, driven by the support of many key players in the digital economy and major international groups undergoing digital transformation.

The Group's growth is not only robust, but also responsible, with around 70% of employees working from home, more than 30,000 net jobs created worldwide and continued development of ESG best practices.

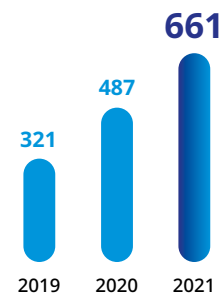
Revenue
(€M)



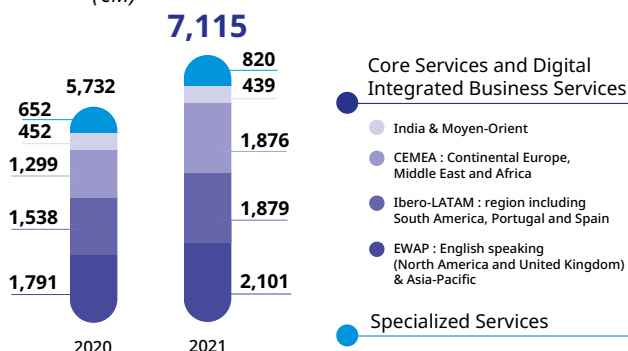
Current EBITA
(€M)



Net free cash flow
(€M)



Revenue breakdown by activity and linguistic region in 2021 vs 2020
(€M)



S&P credit rating:

BBB Investment grade with a stable outlook, Upgraded in November 2021, vs. BBB-

Top rating in the customer experience sector.

Integrated performance dashboard

Ambitious targets driven by sustained and sustainable growth.

A preferred employer	2019	2020	2021	Target	SDG
Net jobs created	24,533	52,168	30,078	400,000 to 500,000 employees by 2025	
Employees working at a subsidiary certified as a best employer	70%	87%	98%	Maintain more than 90%	
Internal promotion rate (from supervisor)	69%	68%	71%	Internal mobility at all levels	
Employees trained on Health & Safety policy	75%	76%	95%	>90%	
Percentage of women in the Group	49%	52%	54%	Maintain gender balance	
Percentage of women in the Group's Executive Committee	13%	25%	25%	30% by 2023	
A trusted partner	2019	2020	2021	Target	SDG
Employees trained on Code of Conduct	84%	86%	97%	>90%	
Footprint where Global Ethics hotline has been rolled out	98%	100%	100%	100%	
Employees trained on Privacy and Data security	75%	87%	97%	>90%	
Technology, Analytics and Process Excellence (T.A.P. [™]) experts	600	700	1,500	+100 experts by end 2021	
Revenue* (€m)	5,355	5,732	7,115	€7b by 2022, objective achieved one year ahead €10b by 2025	
A Force of Good	2019	2020	2021	Target	SDG
Scopes 1 & 2 GHG emissions per FTE ⁽¹⁾ (tons CO ₂ e)	0.756	0.476	0.425	-49% per FTE from 2019 to 2026	
Share of Renewable energy out of total electricity consumption	11% (estimated)	17%	21%	25% by 2023, 30% by 2026	
Scope 3 GHG emissions - purchased goods & services and commuting per FTE ⁽¹⁾ (tons CO ₂ e)	1.311	0.774	0.633	-38.3% per FTE from 2019 to 2026	
Donations raised by Citizen of the World (€m)	4.9	5.1	6.3	More than €5m annually	

* The annual variable part awarded to executive officers is conditional on the achievement of these strategic objectives.
(1) Full-time equivalent.

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, data 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.



ESG ratings agency MSCI AA rating, in the first 25% of its sector.



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



Verego Social Responsibility Standard

Enterprise-wide Social Responsibility Standard (SRS) certification obtained for the 8th time in a row in five areas covering all facilities.



EcoVadis renewed its **golden medal** award to TP France and awarded a **silver medal** to TP Portugal and a bronze medal to TP Italy.



TP has been recognized as a Leader in HFS Digital Contact Center Service Providers 2021.



In 2020, Teleperformance was named top 100 Global Outsourcing Service Provider and Impact Sourcing Champion by the IAOP® (International Association of Outsourcing Professionals®).



2021 Enlightened Growth Leadership Award

TP recognized by Frost & Sullivan for its sustained and concerted efforts to innovate and develop in a sustainable manner.



ISS ESG awards the "Prime" badge to Teleperformance, which rewards the best-performing companies.



Score of B vs C in 2020

Outperforming sector peer average score of C.

The CDP is a non-profit organization that assesses performance in terms of sustainable development and measures to increase transparency with regard to environmental data.



Recognized as a global top 25 best employer by Fortune and Great Place to Work®.

60 countries have obtained Great Place to Work® certification

Sustainability Award
Industry Mover 2022

S&P Global

Distinguished as an Industry Mover in the 2021 S&P Corporate Sustainability ranking, TP is ranked among the top 14% of companies in its sector.



TP France, Tunisia, Morocco and Madagascar were awarded the "Engagé RSE" label by AFNOR in recognition of their commitment to environmental, social and governance issues (ESG) in the eyes of their stakeholders.

Many internal and external stakeholders were involved in the certification process. In particular, they praised the robustness of the Group's CSR policy, the incorporation of ESG considerations into strategy, exemplary HR practices, diversity within the company, the strong involvement of local economic and social stakeholders, the commitment to measuring the environmental impact of each project, and the excellent economic performances achieved despite the crisis.



06.

Additional information

- About the report P. 53
- Cross-reference table for the 21 GC Advanced level criteria P. 54
- Publications P. 55

About the report

This document is Teleperformance's third integrated report setting out the Group's long-term value creation model.

The information contained in this report covers the 2021 financial year from January 1st to December 31st, 2021, unless specified otherwise. The GRI and SASB detailed reporting protocol and content indexes, which provide an overview of the important sustainability information contained in the integrated report and other public documentation, are available in section 2.8 of the Universal Registration Document.



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.

This report also contains the United Nations Global Compact Communication on Progress, which meets GC Advanced level requirements.



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 25th, 2022.

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 non-financial performance included in the management report may be found in section 2.9 of the 2021 Universal Registration Document. The Group is committed to incorporating best practices by progressively adopting the major reporting guidelines on sustainability.



GRI

Teleperformance adopts the GRI sustainability reporting standards and applies the GRI reporting principles. This report has been prepared in accordance with GRI standards: Core option.

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 2021 Universal Registration Document.

Cross-reference table for the 21 GC Advanced level criteria

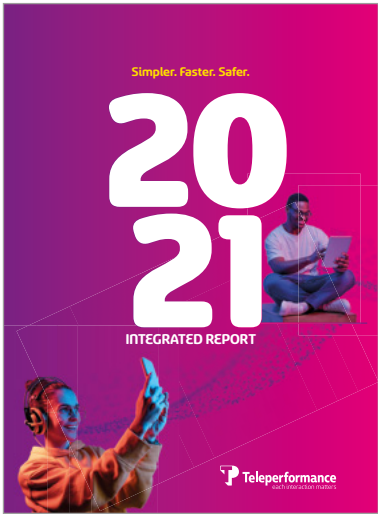
This is Teleperformance's Communication on Progress (CoP) in implementing the Ten Principles of the UNGC and supporting broader UN goals. The GC Advanced CoP level is the highest level of differentiation of the CoP. In 2021, Teleperformance signed up for the Early Adopter program to try out the new CoP digital platform.

06

Additional information

	LOCATION
Implementing the 10 principles into strategies & operations	
The COP describes mainstreaming into corporate functions and business units	Pages 43,48
The COP describes value chain implementation	Page 15
The COP describes robust commitments, strategies or policies in the area of Human Rights	Pages 12-13; 17-19
The COP describes effective management systems to integrate the Human Rights principles	Pages 12-13; 17-19
The COP describes effective monitoring and evaluation mechanisms of Human Rights integration	Pages 17-19
The COP describes robust commitments, strategies or policies in the area of labor	Pages 16-19
The COP describes effective management systems to integrate the labor principles	Pages 16-19
The COP describes effective monitoring and evaluation mechanisms of labor principles integration	Pages 16-19
The COP describes robust commitments, strategies or policies in the area of environmental stewardship	Pages 32-33
The COP describes effective management systems to integrate the environmental principles	Pages 32-33
The COP describes effective monitoring and evaluation mechanisms for environmental stewardship	Pages 32-33
The COP describes robust commitments, strategies or policies in the area of anti-corruption	Page 13
The COP describes effective management systems to integrate the anti-corruption principle	Page 13
The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption	Page 13
Taking action in support of broader UN goals and issues	
The COP describes core business contributions to UN goals and issues	Pages 28-29
The COP describes strategic social investments and philanthropy	Pages 30-31
The COP describes advocacy and public policy engagement	Pages 12-13
The COP describes partnerships and collective action	Pages 30-31; 38-41
Corporate sustainability governance and leadership	
The COP describes CEO commitment and leadership	Page 3
The COP describes Board adoption and oversight	Pages 42-47
The COP describes stakeholder engagement	Pages 14-15

2021 Teleperformance publications



2021
INTEGRATED REPORT

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



2021
**UNIVERSAL
REGISTRATION
DOCUMENT**

Includes the financial report and non-financial performance declaration.

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