



2017

Highlights

*Each
Interaction
Matters*

Each Interaction Matters

"I always think about what is next. If one is not thinking about what's next, then they are always behind."

Daniel Julien,

Executive Chairman and Chief Executive Officer

We make a positive difference in people's lives across the globe. Every member of our team is an interaction expert who is able to communicate through every channel, anywhere and anytime. Our mission is to create an empowered and lasting relationship between customers and their favorite brands.

Teleperformance is proud to be the global leader in our industry and we are totally committed to serving as the personal link our clients rely on to establish a strong and lasting bond with their prospects and customers.

This report serves as an annual summary of our 2017 results which we are very proud to share with our clients, shareholders, key stakeholders, and, of course, our globally diverse family of 223,000 wonderful people in 76 countries. Speaking of people, we continue to work very hard to create and maintain 350 great workplaces worldwide and to be a good corporate citizen in all the communities where we live and work. We reconfirm our ongoing commitment to, and support of, the United Nations Global Compact and all of its principles. Achieving stellar business results and also making the world a better place is not easy, but it can be achieved through the incredible efforts of dedicated, passionate and hard-working people united by a common purpose.

And so I thank our people for a strong year of continued growth with even bigger expectations for 2018. I also thank our clients, our shareholders and all of our stakeholders for your continued trust in Teleperformance during our continuing incredible journey.

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We are a People Company

Our main asset is our people and we strongly believe that great performance comes from a great team. We select the right people, invest in training, and create inspiring workplaces to engage and motivate our team to deliver superior interactions.

Happy people perform better

happy employees = happy customers = happy clients

TP IN USA 



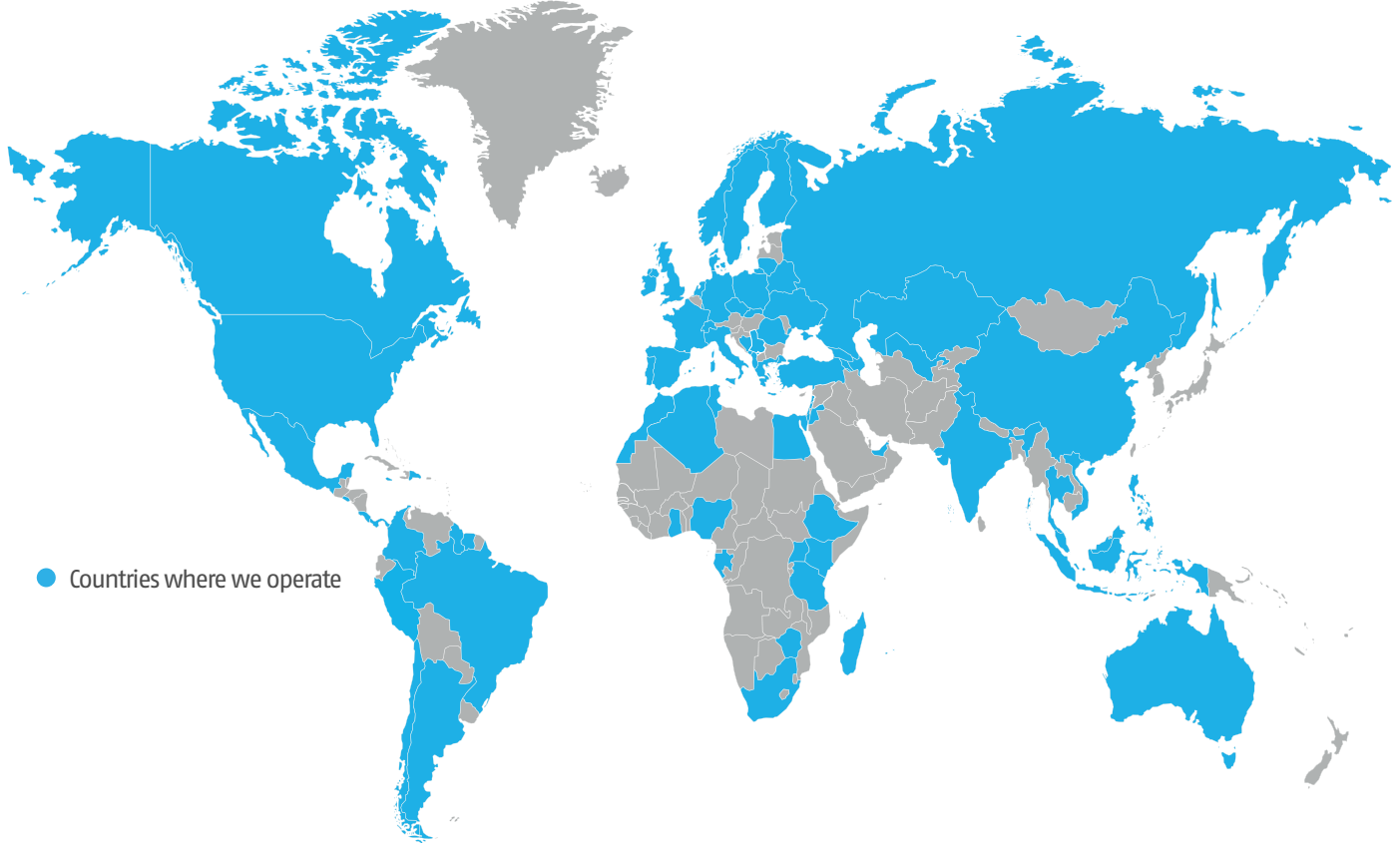
*HIGHER ENGAGEMENT, BETTER INTERACTIONS.
BETTER RESULTS, STRONGER LOYALTY.*

*Your customers are more likely to have a better
experience when interacting with us!*



*We Have the Largest
Multicultural Team
in the Market*

TP IN EGYPT 



Present in

76

countries

We serve

160

markets

Over

223

thousand
employees

We provide
services in

265

languages and
dialects

Revenue of

€ **4.180**
billion

In 2017



TP IN PORTUGAL



Connecting Brands and People

We have the largest multicultural team in the market, and we certainly love to interact with people. Through our omnichannel customer experience capabilities, we interact with millions of customers every year by voice, email, chat, click-to-call, social media, and other channels, connecting the biggest and most respected brands on the planet with them, and ensuring consistently positive customer interactions.

A Network of Award-Winning Hubs

Through our multilingual solutions hubs, we are able to offer our clients a global, standardized customer experience that is aligned with a cost-effective structure and supported by a consultative approach. Each hub is located in a cosmopolitan city, attracting and retaining the best talents from all over the world.

In the CEMEA region, which includes Central and Eastern Europe, Middle East, and Africa, we can be found in more than 40 countries. On the other hand, we have a strong team working out of several facilities in the EWAP, which includes the US, Canada, Philippines, and China, while our Ibero-LatAm presence, which includes operations in Mexico, Colombia, Spain, and Portugal.

Growing Our Global Footprint

We maintain our position as a global industry leader by continuously expanding our operations. As a matter of fact, we have strengthened our presence in Asia. Together with the expansion of our existing facilities in Beijing, Nanning, and Xi'an, we now offer a comprehensive multilingual solutions hub to cover greater China, Korea, Japan, and Southeast Asia. In April, we expanded our operations into Guangzhou-Foshan, making Teleperformance China the most complete language solution in its market.

Also just recently opened, our site in Penang, Malaysia serves as another premium multilingual solutions hub for Teleperformance Asia Pacific, offering services in over 20 languages and Asian dialects from more than 500 workstations.

Furthermore, we are excited and optimistic about the opening of our new site in Lima, Peru, expanding our Latin American presence to 10 countries that include Argentina, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, El Salvador, Guyana, and Jamaica.

In Europe, Teleperformance expanded into Kosovo in 2017, to provide services to German-speaking customers.

Worldwide Leader in Outsourced Omnichannel Experience Management

Our offerings allow companies all over the world to integrate omnichannel services in order to connect more effectively with customers and optimize their brand experiences across all interaction channels. We have been at it for almost four decades—improving and learning, while creating processes, methodologies, and tools to deliver the most remarkable experiences. We have the specialization in each channel, in-depth knowledge of customer preferences, and expertise in all of the major industries, all based on the commitment to see your business as our own.

We Are Values-Driven

Our values serve as a compass for our actions and describe how we behave in the world. They represent the way we serve our clients on a daily basis.

Cosmos

Integrity

I say what I do,
I do what I say.

Earth

Respect

I treat others
with kindness
and empathy.

Metal

Professionalism

I do things right the
very first time.

Air

Innovation

I create
and improve.

Fire

Commitment

I'm passionate
and engaged.



Before we start working with you, we will align Teleperformance's culture and values with yours and discuss interaction techniques to deliver superior results to your business.

The Blue Diamond Club is Teleperformance's most exclusive employee recognition program that is designed to bring our top performers together with the leadership of the company to celebrate our outstanding culture.



TP IN INDIA 

Through our team's hard work and commitment, we were able to reach new heights as told by the awards and recognitions we have received in 2017. We remain grateful to our employees—our success is your success! A complete list of awards and recognition may be found at www.teleperformance.com. Here are some of the independent accolades we have received:

EVEREST GROUP

Everest Group named Teleperformance the worldwide leader in management of outsourced contact centers for the fifth consecutive year.

Everest Group PEAK Matrix™ for CCO

**FROST & SULLIVAN**

Five 2017 Frost & Sullivan prizes were awarded to Teleperformance:
 Company of the Year (Asia-Pacific, Europe)
 Company of the Year (Colombia)
 Competitive Innovation and Leadership Award (India)

**GREAT PLACE TO WORK® (GPTW)**

Great Place to Work® (GPTW) prizes were awarded to Group companies for 2017:
 Teleperformance in Mexico (Nearshore)
 Teleperformance in Dominican Republic
 Teleperformance in El Salvador
 Teleperformance in Portugal
 Teleperformance in Brazil
 Teleperformance in Greece
 Teleperformance in India



India's Best Companies
 To Work For 2017
 THE ECONOMIC TIMES

AON HEWITT

The 2017 Global Best Employers™ Program prize was awarded by AON Hewitt to Teleperformance in Albania, China, India, and El Salvador.

**VEREGO**

Teleperformance was awarded with an Enterprise-Wide Certification for Social Responsibility by Verego for the third consecutive year.

**ASIA PACIFIC CUSTOMER SERVICE CONSORTIUM**

The Asia Pacific Customer Service Consortium honored Teleperformance in China with the CRE Customer Experience Lab Outsourcing Services award.

**IAPP**

Teleperformance won the coveted HPE-IAPP Privacy Innovation Award for the Privacy Operations category. This prestigious global award win underscores the company's cross-industry leadership in data and privacy security practices.

**IAOP**

Teleperformance ranked among the best outsourcing service providers at the International Association of Outsourcing Professionals' (IAOP) Global Outsourcing 100® awards for the third year in a row.

**PHILIPPINE ECONOMIC ZONE AUTHORITY (PEZA)**

Teleperformance in the Philippines received two awards from the Philippine Economic Zone Authority (PEZA): Outstanding Employer of the Year and Outstanding Community Project of the Year. PEZA is the primary agency establishing economic zones for foreign investment in the country.

**HUMANA PARTNER INNOVATOR OF THE YEAR AWARD**

Teleperformance in the United States was named Partner Innovator of the Year by Humana.

**CONTACT CENTER WORLD**

Teleperformance in Portugal received top recognition from Contact Center World.

**ASIA CEO AWARDS**

Teleperformance in the Philippines won Top Employer of the Year at the 2017 Asia CEO Awards.

**CHINA INTELLIGENT SERVICE GOLDEN SERVICES AWARD**

Teleperformance in China received the China Intelligent Service Golden Services award at the 2017 Beijing International Fair for Trade in Services.

Inspiring Passion

We want our people to be inspired and motivated. We want them to feel proud to belong to our team, that's why we invest so much in our programs, relationship initiatives, and internal campaigns. We work hard to create the best place for them.

The happiness of our employees at work is Teleperformance's main goal. That is why we organize themed parties for them every year.



TP IN PORTUGAL 

Teleperformance ForFun Festival

The 2017 For Fun Festival saw the introduction of two new categories: photography and short film. There were a total of almost 5,000 submissions across all categories.

Embrace the Spotlight

The Teleperformance For Fun Festival is our annual celebration of the artistic talents of our people around the world. It is an amazing opportunity for our employees to showcase their skills in dance, music, art, photography, and short film. Because we are a people company, this event allows us to positively highlight our different nationalities and cultures, promote pride, and create a unique, worldwide family bond.

| Art | Dance | Music | Photography | Short Film | TOTAL |
|---|---|---|---|---|---|
| 654 | 1,103 | 2,093 | 630 | 519 | 4,999 |
|  |  |  |  |  |  |

For Fun Festival Around the World



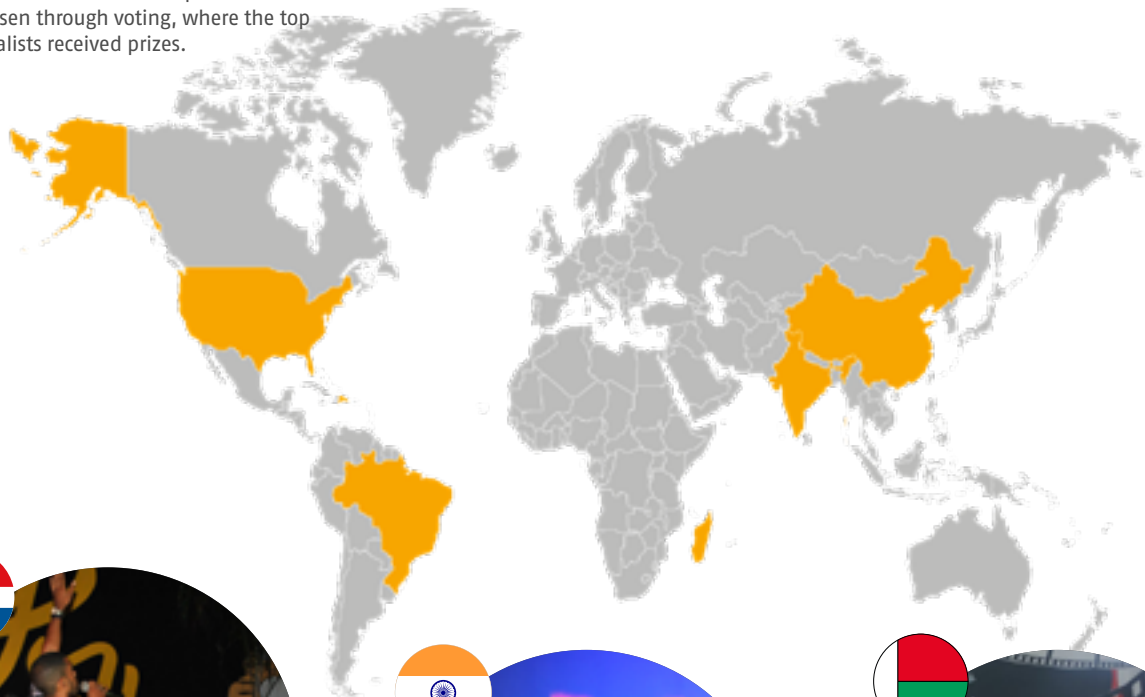
CHINA
Teleperformance in China's top 20 finalists were chosen through voting, where the top three finalists received prizes.



BRAZIL
In the ninth edition of the For Fun Festival, Brazil celebrated with two new categories: short film and photography.



USA
Teleperformance in the USA scouted for top talents across all locations.



DOMINICAN REPUBLIC
Teleperformance in the Dominican Republic had solo acts, duos, and groups that showcased their talents and competed to qualify for the global phase.



INDIA
For Fun Festival in India encouraged employees to pursue their talents at their workplace, inspiring feelings of pride, happiness, and a sense of belonging.



MADAGASCAR
At Teleperformance in Madagascar, employees showcased their talents during "Concours de Chant" to select the brightest stars for Teleperformance's For Fun Festival.



We believe that building sports teams teaches our people the value of teamwork, passion, and connecting with one another. This is our basketball team based in Salt Lake City, UT.



We are an Adrenaline-Fueled Team

At Teleperformance, our passion extends to every aspect of our lives. And because success is our own form of high-octane fuel, we never tire of pushing the envelope. We work hard, but we also play hard.



TP IN SOUTH AFRICA

The Teleperformance Sport Club is our worldwide program promoting sports as a tool for physical well-being and better quality of life. Not only does it encourage our people to play and have fun, it also fosters a culture of camaraderie and genuine teamwork and promotes a healthy lifestyle.

About Sport Club 2017:

342
soccer
teams

73
basketball
teams

93
bowling
teams

34
volleyball
teams

*Our Homegrown
Athletes in Action*

TUNISIA

Teleperformance in Tunisia launched "TP League 2017," the first edition of the inter-site football tournament.



RUSSIA

Teleperformance in Russia truly loves its sports, as the football and volleyball championships became the most anticipated event of the year.



COSTA RICA

Teleperformance in Costa Rica organized a Game Fest to allow all the gamers in our staff to have fun showing off what they do in their spare time.



BRAZIL

In 2017, the seventh Soccer Society Teleperformance Cup was held in Brazil. With open games, participants were able to invite friends and family to the event. Trophies and medals were given to the best teams.



CANADA


Teleperformance in Toronto put together a softball team named TP Diamonds for the 2017 spring season. They had employees register for this team from agent level, support staff, to executive leadership.



NETHERLANDS

Every year, Teleperformance in the Netherlands organizes a football tournament for all its employees.



TP IN DUBAI 

Working for Wellness



Passion 4U is Teleperformance's wellness program that promotes health literacy, fitness activities, and happiness at work.

The program features a range of initiatives that include health fairs, massage therapy for stress relief, stretching exercises, fitness classes, mini marathons, as well as local sports club benefits. It also involves awareness campaigns that cover health and wellness topics such as healthy eating, good posture, and breast cancer prevention.

Teleperformance in the Dominican Republic celebrated their annual Occupational Health Week, a Passion 4U initiative.



TP IN DOMINICAN REPUBLIC



In the Pink of Health

Teleperformance also runs awareness campaigns to promote such actions as:



healthy eating



good posture



mini marathons



massage therapy for stress relief

breast cancer prevention



physical exercises by setting up fitness classes



TP IN CANADA

health fairs



TP IN COLOMBIA



TP IN FRANCE



TP IN MEXICO

*Our Passion 4U Highlights
from Around the Globe*

UK

The Bristol Moon St. office of Teleperformance in the UK received a visit from the Royal Marines, sparking excitement among employees. The Marines brought a 40-ft climbing wall, and soon enough, everybody had their share of the fun.



USA

As part of our wellness and fitness program for our employees, a push-up contest was held at our Fairborn, OH site.



ROMANIA

Teleperformance in Romania offered fruits to its employees on a weekly basis in order to inspire them to adopt a healthy lifestyle and experience the benefits of consuming fresh fruits.



INDIA

Pulmonary Function Test (PFT) camps were organized at Teleperformance sites in India. This helped some employees who had undiagnosed conditions, and they were able to consult with physicians.



ITALY

Teleperformance in Italy educated its employees on how to combat breast cancer. As part of this effort, Teleperformance in Italy took part in the Race for the Cure, where selected employees participated in a breast cancer screening.



AUSTRALIA

Teleperformance in Australia employees had the opportunity to workout and get fit with free, limited-time gym memberships. The most fit at the end of the four-week event won a prize.





TP UNIVERSITY CLASS OF 2017

Teleperformance University

Designed to train our future leaders in the key subjects related to managing and understanding our core business, Teleperformance University (TPU) also prepares them to implement major changes in our business, while staying totally aligned with our strategic objectives.

Our high-potential executives and leading managers have access to TPU, which is a great honor and an even greater responsibility.



18 participants



*representing
16 countries*

*Teleperformance University
is our MBA-style program
that transmits our culture
while gathering and sharing
our worldwide best practices
and innovative projects in
customer relationship and
experience management.*

The Omnichannel Customer Experience

We live in a technology-fueled era where customers expect to receive service on the channel of their choice, be it voice, email, SMS, web, mobile, or social media. They want support anytime, anywhere.

Because the customer experience is no longer a simple process with a clear beginning, middle, and end, organizations must now move towards a purposeful omnichannel service strategy where the customer experience is continuous and universal across brands, across formats, and across devices. To help companies address this challenge, we have evolved our services into two business families: customer experience, which encompasses our core services, and high-value specialized services.



Some of our products:

e-Performance
Teleperformance Digital Solutions

Interactive
Teleperformance Internet Interactions

Analytics

BPO non-Interaction

Platinum
Teleperformance WF and Location Solutions

Connection
Teleperformance Mobility Solutions

Automation

Best Location

AllianceOne, Teleperformance Analytics, TLScontact, and LanguageLine are our specialized solutions that have allowed us to provide services in accounts receivable management, analytics, visa processing, and translation and interpreting services.

LanguageLine Solutions®

LanguageLine Solutions is the US market leader in over-the-phone and video interpretation solutions to a wide range of organizations, providing numerous types of translation and interpreting services, including:

- Phone Interpreting
- InSight Video Interpreting
- On-site Interpreting
- Translation and Localization
- Testing and Training

Acquired by Teleperformance in 2016 and with more than 35 years of experience, LanguageLine Solutions is the trusted language services provider for more than 27,000 clients across the world. We provide the highest quality phone, video, and onsite interpreting, document translation services and localization, as well as bilingual staff and interpreter testing and training. We deliver the industry's fastest and most dependable access to highly trained and professional linguists in more than 258 languages, 24 hours a day, 7 days a week.

LanguageLine Solutions' latest innovation, an award-winning cloud-based language access platform known as Olympus, is redefining on-demand language service delivery. The platform was built to provide flexibility for future growth of new product offerings, including LanguageLine InSight Video Interpreting, the company's proprietary video interpreting solution. The Olympus platform will enable LanguageLine Solutions to maximize its 9,000+ -strong and on-demand linguist team as modes of interpreting overlap.



TLScontact is the European leader in visa process outsourcing with over six million visa interactions annually. Since joining Teleperformance, TLScontact has grown into a service with 140 locations across the world in Europe, Africa, and Asia, processing visas for a number of countries. TLScontact offers its clients an end-to-end solution, starting with information provision across multiple media platforms, to the direct face-to-face contact experience and back-office tasks. Our contact centers are the essential link between organizations and their customers.

Our services include:

- Information Provision
- Fee Management
- Appointment Booking
- Face-to-Face Contact Centers
- Document Scrutiny
- Biometric Information Capture
- Back-Office Services
- Transmission of Applications
- Interview Management
- Additional Document Requests
- Application Tracking Services
- Value-Added Services



Teleperformance Analytics is a pioneering provider of customer and employee experience management solutions that helps companies improve P&L through an enhanced experience.

We focus on journey redesign through big data analytics and design thinking using our experience in CX design and delivery to translate information into actionable insights that positively affect individual customer behavior, increasing loyalty and value.

We offer an outstanding mix of consultancy, predictive and prescriptive analytics, data management and visualization, enterprise feedback management, and specific qualitative and quantitative customer research techniques to generate value by shaping an effective experience for both customers and employees.



AllianceOne is a global leader in the Accounts Receivable Management industry, offering a complete range of collection services and contact center solutions designed to meet our clients' diverse needs. The company has built an infrastructure of operational sites around centers of excellence specializing in specific market areas and/or portfolio segments. This infrastructure allows AllianceOne to deliver programs ranging from outbound calling campaigns to inbound call answering and fulfillment services. We provide both first- and third-party services, incorporating a wide range of cost and service options that take full advantage of both domestic and international labor markets. In addition, AllianceOne is able to service accounts throughout the revenue cycle.

We Treat Your Business Like Our Own

*We have been improving, learning and creating
new processes, methodologies, and tools to
deliver the most remarkable
experiences across the globe.
We are experts in people interactions
and promote the best possible
experiences worldwide.*



Committed to Excellence

We maintain the best practices in performance management and make use of the best support tools and systems in the market. These guarantee that our operations worldwide are consistent and that we receive frequent feedback and recommendations for improvement.



Our operational instruments are built and updated based on tactical and strategic advantages. We then implement our practices consistently across the globe while maintaining deep understanding of local markets.



Teleperformance Operational Processes & Standards

A detailed daily performance process, TOPS is a world-class coaching, problem-solving approach, and representative development methodology that ensures uniformity and quality management in all our programs around the world.

TOPS was created to support front line management in developing high-performance agents by managing performance metrics with consistency. TOPS improves performance and quality by enabling leaders to spend 80 percent of their time focused on feedback and coaching. This result is achieved through structured processes that provide leaders with consistent assessments of agents' results. By following these processes, the leadership team achieves more efficiency, allowing them to spend more time giving support and feedback to agents based on consistent analysis.



Baseline Enterprise Standards for Teleperformance

BEST is a group of guidelines that lists standards and best practices based on our worldwide experience to ensure consistency and high performance in our operations all over the world.

This manual of standards provides global best practices in operations, human resources, sales, payroll, technical support, etc., for all sites, and ensuring high service quality, excellent performance, and proactive management of new and existing programs. Moreover, it sees to it that all the deliverables are archived by internal departments, adding value and consistency to all processes across the company.



Top Contact Driver

One of the main purposes of TCD is to identify the main reasons that lead customers to get in touch with Teleperformance.

With hundreds of contacts every day from multiple channels and different places, the TCD program is crucial in effectively guiding performance and working on the most relevant issues. It shows the most current subjects of interest of customers. When we know about them in advance, we are able to better prepare our team to have assertive responses to clear those interactions. The process is improved, the support time is reduced, and more quality and agility in every interaction is performed.

TP IN MEXICO



FRONTLINE

Frontline Process

We collect large amounts of data in our day-to-day operations (Observations, Monitoring, TCD analysis, CX Lab). Through TP Frontline, we then put this data to use by creating a package that helps our clients' businesses, focusing on key strategies and objectives.

Benefits to our clients

Support Areas

Improve client-centric approach while improving knowledge of our clients' business

Operations

Better understanding of our clients' challenges

Sales Team

Opportunity to show off Teleperformance's high-intel services, increasing loyalty and cross and upselling

Client

New intelligence services to improve operations and processes





The Teleperformance Contact Center Management System (CCMS) is an award-winning Enterprise Resource Planning solution for managing employee information, time and attendance, talent acquisition, quality assurance and workforce planning, enabling users to perform at their best with specialized products and modules targeted to the business.

More than just a program, CCMS is the backbone of Teleperformance. As the root authority for employee data and all other Teleperformance tools, CCMS provides the business with information and resources needed to manage our employees.

From agents to executive management, CCMS offers the business a flexible solution for employees to complete daily business functions as they relate to each unique respective role.

CCMS delivers a wealth of information and tools that can increase quality, ensure consistency of operations worldwide, reveal insights into the bottom line, and provide continual improvement based on operational indicators.



TP Client is our omnichannel CRM tool used to construct, pursue, and provide consistent solutions to customer issues more efficiently and effectively by allowing automated workflow processing that assimilates internal and external systems. A multichannel platform, it can implement any kind of contact flow and customer segmentation (Inbound) or define the right channel and time to contact the customers (Outbound).

Main Features:

Supports all channels and devices

Channel: Voice, Digital (Social Media, Chat, Email, Mobile Apps, Bots/AI, Video Chat, IM/SMS)

Device: smartphones, tablets, computers

CRM Solution Integrated with all Channels

Mines client data to provide real-time updates across channels without redundancies and inconsistencies. Our solution can be easily integrated with ERP and billing solutions.

Knowledge Base

Well-organized data regarding procedures, services, and other valuable information for the representatives to guarantee consistency in different channels.

Multi-routing Capabilities (Inbound)

No matter what the channel, the customer can be routed to the agent with the right skill.

Contact Management (Outbound)

Contact scheduler tool can be configured by customer segmentation, behavior, locations, and preferred contact channel in order to define the right time to contact customer.



TP Observer is a call floor management tool. Observer empowers floor and call center managers with real-time information about the agent workspace. This information includes telephony state, desktop state, call emotion, workspace video, and workspace security data. Management can use this feedback to increase the quality of customer care. Observer creates a real-time view of call center activity using data from ACDs (Automatic Call Distribution), desktop event monitors, and layered voice analysis to monitor call emotional status.

The product also evaluates desktop events and call emotions and initiates recordings automatically if activity falls outside defined thresholds. This data is stored for reporting with any sensitive information fully obfuscated.

Observer enhances floor efficiency with virtual raised hand and coaching lab. Virtual raised hand prioritizes and categorizes requests for supervisor intervention. Requests which involve a customer on hold are handled in a FIFO queue. Common categories of request can be addressed more robustly in training. Coaching lab allows supervisor coaching sessions with agents to be recorded and reviewed. Call center managers can then provide feedback on coaching to the supervisors.

Customizable maps allow end users to layout the call floor workspaces. Observer users can interact with each workspace icon to see details about the agent, call, computer workstation, security alerts, voice alerts, and real-time feeds of voice, desktop view, and an overhead camera view of the agent and workspace. The solution provides a single interface for floor management as well as historical trend and point-in-time analysis and reporting.

Main Features:

Enhanced Privacy and Security of Customer Data

Improved Capacity Planning

Virtual Raised Hand

Coaching Lab

Customizable Maps

Workspace status, which includes Call state, Desktop activity, and Security status

Real-time Desktop, interaction, and Floor Feeds



THE SECURITY EXPERTS

With over four decades of experience in providing the best possible experience for our clients and their customers, we have cemented our position in the industry by becoming experts in security. We know security threats and data breaches are a worldwide concern among businesses, which is why we have tightened our security processes in order to prevent fraud and ensure early detection.

Our comprehensive and ever-evolving security strategies adapt to the latest security risks through the support of our methodologies and security campaigns that protect our clients, customers, and employees.

TP IN GREECE 

FRAUD PREVENTION IS KEY

Our security solutions continue to create a highly secure environment for our clients and customers. We have long committed to developing new methodologies and security programs that would further help us provide a safe and seamless omnichannel customer experience for our clients.

As fraud continues to cripple thousands of businesses worldwide, we continue to focus on making security programs that offer a comprehensive and proactive approach to fraud prevention. Here are the five pillars that serve as the backbone in developing and executing our security programs:

Highly Trained People

Our team members are trained to continuously establish more ways to improve our security.

Well-Defined Security Processes

Consistency is vital in implementing security solutions. Our carefully designed security processes allow our security team to anticipate, identify,

and prevent security risks even before they happen.

Cutting-Edge Technology

Security programs are developed using proprietary tools that incorporate technology and sensibility. These tools ensure that our teams are well-equipped in monitoring fraud attempts, tracking security breaches.

Stringent Policies

Our policies aim to enhance our clients' data security.

Security Management Methodologies

All programs developed and implemented are always aligned with our best-in-class security practices.

TECHNOLOGY AND SECURITY

As experts in security, we continuously develop tools that help our security teams enforce a secure workplace on a daily basis. We consistently enhance our real-time alert tool that monitors agent activities in order for it to adapt to the latest security trends and updates.

SECURITY PROCESSES

In order for our security teams to conduct their assessments that determine fraudulent activity or a potential data breach, internal and external security audits are performed throughout the year. Our security methodology continues to map data, processes, and operations—all these working together to lessen operational risks throughout the organization.

TELEPERFORMANCE AND THE GDPR

In 2017, we have continued our drive to protect our clients and their customers' data and information. With the European Union's rollout of the General Data Protection Regulation (GDPR), we have remained consistent throughout the year in ensuring our compliance, taking the necessary steps in making sure that the new security regulation will be met before it gets fully implemented in 2018. In preparation for the upcoming regulation, we have rolled out our own GDPR Program to establish a new global minimum baseline for privacy and data protection.

Teleperformance expects to be fully compliant with the GDPR before May 25, 2018.

BINDING CORPORATE RULES APPROVAL AND IMPLEMENTATION

Teleperformance's GDPR Program incorporated an application for both Binding Corporate Rules (BCRs) as a data controller and as a data processor to give its subsidiaries enough flexibility to conduct operations and to transfer personal data worldwide within the Teleperformance Group.

BCRs create standards for data protection and IT security for Teleperformance clients and business partners in order to transfer personal data across borders.

BENEFITS OF TELEPERFORMANCE'S GDPR IMPLEMENTATION AND BCRs APPLICATION

Teleperformance made a strategic decision in early 2017 to obtain BCRs certification from the European Commission. Upon implementation of the BCRs, our subsidiaries will agree to follow them (as both Data Controllers and Data Processors) which will allow Teleperformance to transfer and process data globally. Through the implementation of our BCR and GDPR programs, Teleperformance can ensure that the personal data of our clients and customers are protected when transferred internationally. Our program also ensure alignment with European and international data protection requirements, including security and rights of individuals.

We received Binding Corporate Rules (BCRs) approval, making us the first company in the industry to attain this critical data protection compliance status in the European Union.

As a global leader in omnichannel customer experience management, we always value the security of our clients. Our GDPR program can help business' efforts to comply as the regulation's implementation date draws near. Partnering with us will not only improve the security of your customers' information, but will also protect against reputational and financial harm from data misuse and privacy law breaches.

Our security policy implementation has been recognized by the International Association of Privacy Professionals (IAPP) through the prestigious 2017 global HPE-IAPP Privacy Innovation Award.



Teleperformance Customer Experience Lab (CX Lab)

Bridging the gap between customers and companies through intelligent data



The Teleperformance Customer Experience Lab (CX Lab) is our one-stop shop of rich research and insights, using hard data from end-customers to help clients understand their customers' changing behaviors across countries, generations, and sectors.

With the rise of new communication channels and digital transformation, the CX Lab has continuously helped businesses adapt and differentiate themselves in a competitive environment. Ever since its inception, the CX Lab has been integrating their analysis of customer experience into our goal of providing exceptional omnichannel customer experiences.

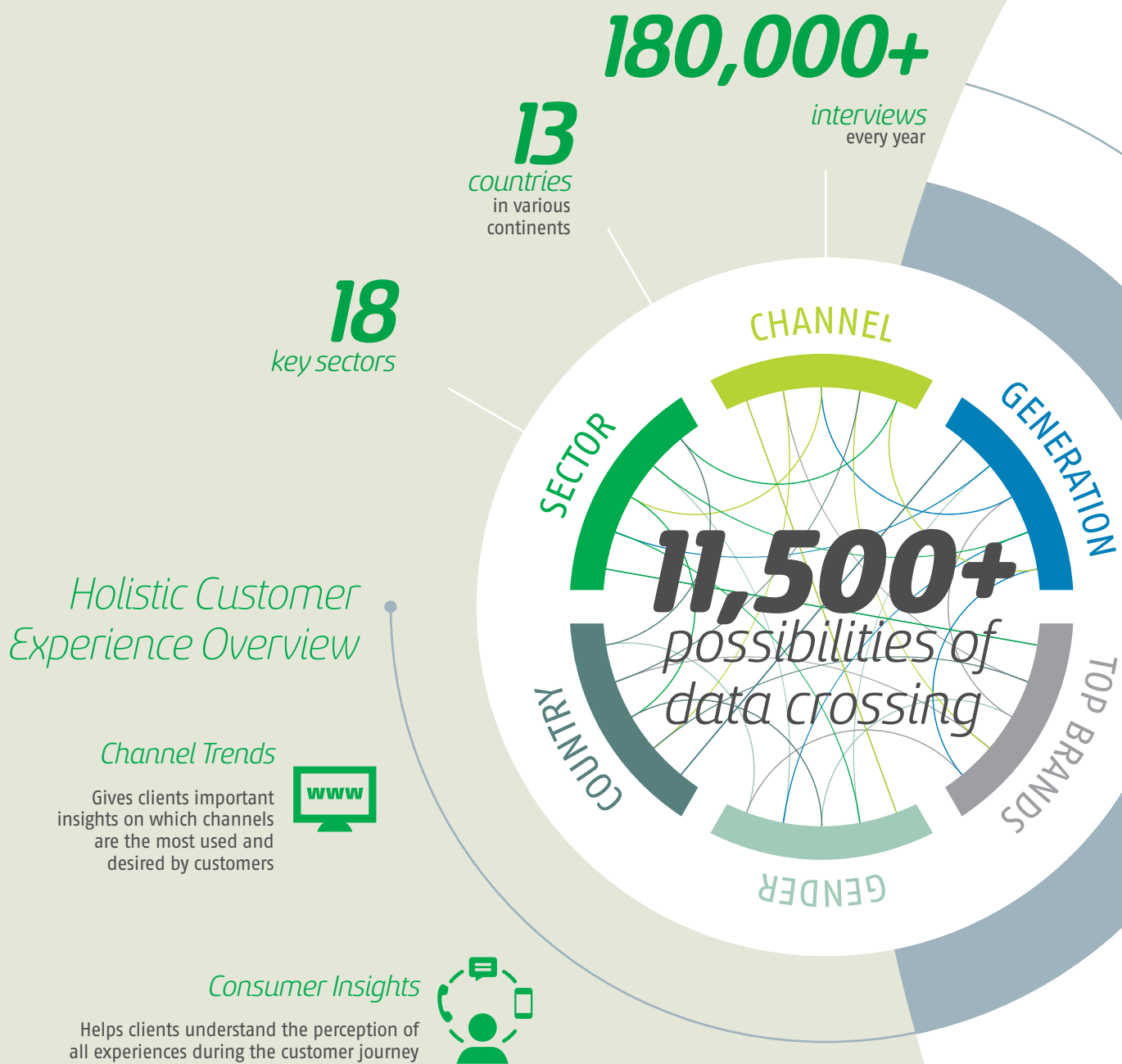
"The CX Lab demonstrates Teleperformance's investment in an integrated omnichannel strategy, one that is about bringing insights and thought leadership to clients directly from the end consumer in a very thoughtful and analytical way.

The feel of the commitment to research and thought leadership at the CX Lab is what resonates most from my visit to the center. The kind of collaborative approach Teleperformance is taking with clients is what is needed to move this industry forward in the face of disruption."

Melissa O'Brien,
Research Director at HfS Research



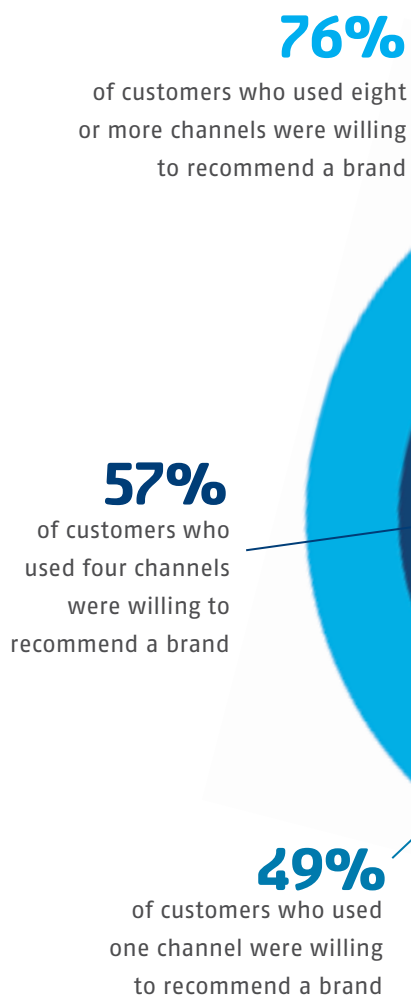
Teleperformance
Customer Experience Lab



Lessons from the CX Lab

Technology has changed the way we communicate. Mobile devices and social media help us stay in touch whenever and wherever we want. For businesses, this revolution has presented a particular challenge. Now, customers choose how they want to interact with brands and companies. They can select not only the form of communication, but also the time and place. This reality has altered the traditional customer experience, making it nonlinear. More companies are looking toward an omnichannel solution to meet this challenge. An omnichannel strategy is a coordinated operating model where all of a given company's channels are aligned, offering customers a consistent way of doing business. We are the link between brands and customers.

Interacting with people and customers involves careful studies that determine their wants, needs, and channel preferences. Through gathered data, the CX Lab has determined that providing the right mixture of channels matters because the higher the number of channels used, the more willing customers are to recommend your brand.



Real Connections, as created by the CX Lab.

We remain grateful to our clients who chose to entrust their business to our services. Here are their stories:



Games

The new edition of an annual games sector event had a special presentation from the CX Lab analyzing insights and key KPIs. Participants had follow-up sessions to better understand findings in order to adjust their operational strategies.



Financial Services

A major Latin American bank attended a customized workshop designed to improve their understanding of key players' performance in several Latin American countries. Main indicators were used in the industry in order to incorporate findings into their planning.



Communications

A leading communications company leveraged data to support the expansion of their customer service team into new markets.



Pay-TV

A leading global communications conglomerate has participated annually in various workshops regarding customer behavior and brand perception. In this year's edition, the company was able to analyze the channel mix as well as its adoption in the industry and its impact on consumers.



Energy

An energy provider expanding into a new industry leveraged the CX Lab's insights regarding trends and customer behavior on their new industry to support their expansion strategy.



Technology

A major technology company leveraged insights and marketing materials to better serve their clients globally.



Consumer Electronics

A major consumer electronics and technology company utilized detailed country insights to decide on customer service location strategies for a specific line of business.



Personal Care

A leading global personal care company leveraged insights regarding customer service and its impact on brand loyalty for internal strategy sessions.





In 2017, Teleperformance participated in many events throughout the world. We were honored to have the opportunity to speak with people from a variety of industries to discuss the importance of customer experience and how it can improve loyalty and advocacy.

*Here are some of the events
we participated in:*



Leader Insights Summit: Curating the CX Through Omnichannel Strategies

The 2017 edition of the Leader Insights Summit took place at The Meritage Resort and Spa in Napa Valley, California from May 31 to June 2. Gathering 85 C-level clients from 54 brands, the event focused on the theme “Curating the CX Through Omnichannel Strategies.”

The Leader Insights Summit is our annual proprietary event created to cultivate deeper relationships with our clients and prospects. Set in a different U.S. city every year, the event is targeted at high-level executives, particularly decision makers, offering everyone a wonderful opportunity to network and relax in an inspiring setting,

and more importantly, to tap into the minds of industry thought leaders.

The Summit featured some of the best minds in customer experience and innovation, such as Stefan Tomke, a Harvard Business School Professor and authority on the management of technology and product innovation; Blake Morgan, a customer experience futurist and best-selling author; Stan Phelps, a Forbes Contributor, TEDx Speaker, and IBM Futurist; and Master Sommelier, Eddie Osterland. The invigorating sessions and discussions centered on how we can continue to enhance and evolve the omnichannel customer experience.





Leader Insights Forum (China): The Opportunities and Challenges of Customer Experience in China

From March 29–31, 2017, the Encore at Wynn Hotel in Las Vegas, Nevada was the setting for Teleperformance's Leader Insights Forum, which focused on the opportunities and challenges of customer experience in China.

Attended by 15 clients from influential brands, this two-day event laid out Teleperformance's capabilities and expertise in the Chinese market, China's evolving market conditions, including its unique consumer behavior. The discussions were headlined by John Gruetzner, the principal and founder of Intercedent, a Canadian business and investment advisory firm focused on Asia; Eric Fish, Content Producer at Asia Society in New York;

and Savio Chan, President and CEO of US China Partners Inc., a privately held business development firm specializing in Market Entry, Strategic Sourcing, and Market Development in China for U.S. companies.

Working in China since 2007, Teleperformance has been creating strong partnerships in the Chinese market, serving more multinationals than any other provider.





Leader Insights Forum: The Impact of the EU GDPR on the Customer Experience Landscape



On October 11, 2017, Teleperformance hosted a Leader Insights Forum at the Radisson Blue Hotel in Berlin, Germany to facilitate further understanding of the EU Global Data Privacy Regulation (GDPR), the strictest regulation for data privacy in the world, and its impact on the customer experience landscape.

This three-day event, which was attended by 24 clients from 20 brands, was a great opportunity to improve networking among all attendees, and to impart valuable insights about this important and complex policy change. Keynote speakers included Giovanni Buttarelli, the European Data Protection Supervisor; Bojana Bellamy, President of the Centre for Information Policy Leadership; and Yannis Tourcomanis,

CEO of Teleperformance CEMEA, among others.

At Teleperformance, we are deeply committed to security and privacy. We have invested heavily in a strong security program to protect our clients against fraud and data breach attempts, increasing the safety of data and transactions, and helping avoid financial losses and impact on their brand.

Leader Insights Roundtable (Asia Roadshow)



2017 marked Teleperformance's 10th year in China.

10 years
in CHINA

As such, our Leader Insights Roundtable was the perfect platform to highlight our new operations in China, as well as to interact with prospects and clients operating in the country.

A series of half-day events held in September and October, 2017, the roadshow covered seven cities: Beijing, Shanghai, Foshan, Hong Kong, Seoul, Tokyo, and Singapore, reaching out to 116 attendees in total.

AHIP Institute & Expo

As a Silver Sponsor in the 2017 American Health Insurance Plans (AHIP) Institute & Expo held in Austin, Texas on June 7-9, 2017, Teleperformance had an exclusive speaking session where we were able to successfully generate 38 leads.

Focused on thinking differently and re-imagining healthcare, AHIP Institute & Expo aims to deliver solid answers, insights, and inspiration. It features general sessions, concurrents, breakfast briefings, networking opportunities, and product demos, as well as the smartest thinking and newest ideas available.

The event attracted 3,000 attendees, which included health plan decision makers.



TP IN THE PHILIPPINES



*We Support the Communities
Where We Work and Live*

*We work hard to change the world by
aiding those in need.*



TP IN ALBANIA



Teleperformance employees in Albania collected food and clothing for two families in Tirana as part of "A Different Weekend."

Creating Change Through Corporate Social Responsibility

Our charitable activities have helped the communities we live in to be stronger, and the world to be safer. In 2017, Teleperformance employees volunteered to protect nature, provide help in calamity-stricken areas, save lives, and commit to human rights, including environmental and labor principles. Through our Citizen of the World and Citizen of the Planet initiatives, we continue to strive for a safer space and a safer Earth for everyone. This allows us to make a positive impact on countless lives.

Touching Lives

Citizen of the World (COTW) is Teleperformance's way of giving back to the community. Established in 2006, we have remained faithful to our core objectives of uniting under one common cause of aiding communities through helping families and children meet their basic survival needs.

TP IN MEXICO



In 2017, we were able to collect funding to support charity programs and give donations to impoverished and disaster-stricken areas. We also completed a blood drive, sponsored children going to school in developing countries, and provided medical supplies to our communities.

Our COTW initiative not only lifts the spirits of our communities, but it also lifts the spirits and the morale of our people.

Employees from our Gig Harbor, Washington site volunteered their time to work on this local home-building project for Habitat for Humanity.

ALLIANCE ONE IN USA



In its 11th year, COTW continues to help children and communities. This Corporate Social Responsibility program is part of our ongoing effort to support the places where we work and live.

COTW by the Numbers



US\$ 34,623,073

in total donations to help underprivileged people or victims of natural disasters*



435,521

underprivileged infants and children received toys during the holiday season

394,233

infants and children were fed through several monthly feeding programs

18,301

computers were donated to impoverished schools

Our Global COTW Highlights

USA
In 2017, all Teleperformance locations in the USA showed support for those affected by Alzheimer's disease.



GREECE
Teleperformance in Greece's annual Books to Bazaar initiative gathered books donated by employees to give to families in need.



ITALY
Teleperformance in Italy made contributions that helped inaugurate a milk room at a local hospital. The milk room allowed mothers of hospitalized babies to breastfeed during hospitalization.



FRANCE
Teleperformance in France held blood drives, which were supported by Teleperformance volunteers.



TURKEY
Teleperformance in Turkey participated in the Wings for Life World Run. The run was a global charity event for the benefit of Wings for Life Spinal Cord Research Foundation.

RUSSIA
Teleperformance in Russia's Vladimir employees visited a shelter for children. They provided games, clothes, shoes, books, and sweets.



Making a Stand for the Environment

Citizen of the Planet (COTP) is our global environmental initiative dedicated to minimizing negative environmental impacts from all over the world.

TP IN TURKEY



Citizen of the Planet



Our COTP programs encourage our people to do their share in protecting the planet. This corporate social responsibility initiative helps our environment by creating sustainable sites, promoting recycling, spreading environmental awareness, and improving our local habitats.

2017 Carbon Footprint in Metric Tons % of Total Carbon Footprint per Source

In 2017, our total measured carbon emissions were 156,919 tons with a carbon

footprint per employee (CFE) of 0.772 tons.

0.772 tons
Carbon Footprint
per Employee



90.53%
142,062
Electricity



0.34%
527
Paper



9.13%
14,330
Air Travel



Our Global COTP Highlights



INDIA

Every year on World Environment Day, Teleperformance in India spreads awareness on the environmental abuse causing its deterioration.

ALBANIA

Teleperformance in Albania, in collaboration with Ecovolis (an environmental organization which raises awareness for environmental protection), created 60 parking spots for bicycles.



CHINA

Beijing, Xi'an, and Nanning sites organized tree-planting activities. More than 155 people participated in this activity.



EGYPT

The Earth Hour is a global environmental movement organized by WWF. Every year, Teleperformance in Egypt gathers its teams to support this cause.

COLOMBIA

Teleperformance volunteers went to a forest reserve to plant native species of trees and contribute to reforestation, and also to learn about the importance of nature and forest preservation.



COSTA RICA

Teleperformance in Costa Rica banded together to clean up a local beach. The volunteers collected garbage bags full of trash.



TP IN NETHERLANDS



WE SUPPORT

Teleperformance's Commitment to the UN Global Compact

The United Nations Global Compact aligns businesses with efforts to create a more sustainable world for people. As a member of the Compact, we strongly support human rights, labor, environmental, and anti-corruption principles. With our promise to adhere to high standards of business, we help economies and societies benefit from better markets, fair commerce, quality technology, and finance.

We embrace the following principles:



Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights;

Principle 2: make sure that they are not complicit in human rights abuses.

Principle 4: the elimination of all forms of forced and compulsory labor;

Principle 5: the effective abolition of child labor;

Principle 6: the elimination of discrimination in respect of employment and occupation.

Principle 8: undertake initiatives to promote greater environmental responsibility;

Principle 9: encourage the development and diffusion of environmentally friendly technologies.



Labor

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;



Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;



Anti-corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.



Teleperformance in Greece has been running a series of events in order to promote diversity and to bring people from different cultures together. Each month, employees celebrate a different region (Africa, Asia, Europe, and America), inviting people to a journey of traditional taste, music, and dance. Teleperformance in Greece seeks to build cultural awareness by promoting diversity and respect in a multi-cultural environment.

TP IN GREECE



Teleperformance supports and abides by the universal principles of the UN Global Compact.

PEOPLE CARE

Human Rights

Labor

Environment

Anti-Corruption

| | Human Rights | Labor | Environment | Anti-Corruption | |
|---|--------------|-------|-------------|-----------------|---|
| Human Rights Statement | | | | | Teleperformance respects and supports human rights throughout its operations and business activities and is committed to avoiding complicity in human rights abuse. To reinforce its commitment, in June 2015 the Group launched a Human Rights Statement addressing Principles 1 and 2 of the UN Global Compact. Teleperformance Human Rights Statement is publicly available on our corporate website; it has been translated into nine languages and distributed to all local companies. The policy is publicly available to all stakeholders on Teleperformance corporate website. In 2017, 81% of our employees were trained on the Group Human Rights Statement as part of their CSR New Hire Training, and 73% acknowledged the policy. |
| Group Grievance Mechanism | | | | | Since 2015, Teleperformance has been working to continuously improve its Group Complaints mechanism. Initially put in place as an email address made available to all stakeholders on the corporate website, the system was upgraded in 2016 and integrated into our internal Omnichannel Management Tool to optimize complaints resolution, track customer experiences, and draw statistics. During 2017, regular trainings for local HR teams were organized (one-to-one trainings, tutorials, videos, and webinars), focusing on how to handle requests and complaints according to the Group's standards (workflow, SLA, etc.). On a weekly basis, the Group audits a minimum of 10% of all closed complaints to evaluate compliance with Complaint Process and SLA and provides a feed-back on each audited complaint to the supervisor with areas of improvements. Our Group Grievance Mechanism is assessed by an external party (CSR Europe) against the effectiveness criteria set by the United Nations Guiding Principles on Business and Human Rights (Legitimate, Accessible, Predictable, Equitable, Transparent, Rights-compatible, and a source of continuous learning and based on engagement and dialogue). |
| Community Involvement: Citizen of the World | | | | | Teleperformance supports the communities in which we are present and provides disaster relief aid around the world through Citizen of the World (COTW) charitable activities. In 2017, Teleperformance employees donated \$5,749,753 in cash and in kind donations to underprivileged children and families, as well as natural disaster victims. 89,697 volunteer hours were provided by Teleperformance employees for charitable and environmental causes. For more information, please see page 40-42 of this report. |
| CSR New Hire Training | | | | | The Teleperformance New Hire orientation is designed to raise awareness around Corporate Social Responsibility (CSR) throughout the Group and to involve all employees in CSR-related initiatives right from the outset of their employee experience. This training is mandatory for all new hires and is delivered face-to-face during the Onboarding phase. It explains what CSR is and introduces the Sustainable Development Goals, focuses on the Groups' main CSR programs and policies and describes how to get involved in Teleperformance's social responsibility actions. To date, 90% of all Teleperformance companies have already implemented this training. |
| Code of Ethics | | | | | Teleperformance Code of Ethics reflects the Group's core values and respect for diversity. All companies in the Group must apply CSR principles in the way we operate to ensure honesty, fairness, equality, sustainability, transparency, and basic human decency. The policy is publicly available to all stakeholders on the Teleperformance corporate website. In 2017, 84% of our employees were trained on the Code of Ethics as part of their CSR New Hire Training, and 84% acknowledged the policy. |
| Employee Satisfaction Survey | | | | | In its 10th Global Edition, the 2017 E.Sat involved 47 countries and more than 110,000 respondents. Each year, all employees are invited to participate in this global initiative. The survey covers 12 topics, from employees' training and work environment to leadership and work-life balance. After the survey, each company develops targeted action plans based on the results obtained. Actions are put in place during the following year. Compared to 2016, the overall satisfaction in 2017 increased by 7 percentage points, following a continuous improvement approach. |
| Supply Chain | | | | | Launched in June 2015, the Teleperformance Supplier Policy aims at setting out a range of rules we expect our suppliers and business partners to abide by in terms of ethics, anti-corruption, and other social responsibility principles. Since its establishment, the policy has been extended to cover over 80% of our suppliers over \$5M in 2017. Teleperformance Supplier Policy is available to all stakeholders on our corporate website. |

*People Care**Human Rights**Labor**Environment**Anti-Corruption*

| | | | | | |
|------------------------|--|--|--|--|--|
| Data Privacy Policy | | | | | Teleperformance launched operational security and privacy initiatives with its Global Essential Security Policies in February 2015. These policies express Teleperformance's strong commitment to respect and protect the privacy of every individual, its employees, and clients. In 2016, Teleperformance revised the policies and renamed them Global Essential Compliance and Security Policies to adapt to global privacy changes. Teleperformance's privacy policy is available on our corporate website. |
| Anti-Corruption Policy | | | | | Teleperformance has zero tolerance towards any corrupt and fraudulent behavior. Our Anti-Corruption Policy incorporates the definitions of corrupt behavior and what actions to take to avoid or eliminate the risk of corruption in our business. In 2017, 84% of our employees were trained in the policy with an 84% acknowledgement. Teleperformance's Anti-Corruption policy is available to all stakeholders on our corporate website. |
| Anti-Fraud Program | | | | | Teleperformance has a strong security program to create a balance of both physical and digital security measures for employees and customers alike. Our security program consists of integrated solutions leveraged using in-depth industry knowledge tailored to suit our clients' businesses. Teleperformance's security program includes security risk assessments developed with our clients, and a response process to address potential concerns globally. This strategy helps to protect our clients' data and maintain our customers' confidentiality while providing a safe and secure workplace for our employees. |

*Diversity & Career Management**Human Rights**Labor**Environment**Anti-Corruption*

| | | | | | |
|-----------------------------------|--|--|--|--|--|
| Labor Framework & Social Dialogue | | | | | Teleperformance complies with all national and international laws in terms of labor. To reinforce our commitment, the Group issued a Human Rights Statement in 2015 stating that "Social dialogue takes place at different levels within the organization, and may exist in different forms depending on culture, practices, and applicable regulations in the various countries." All our employees throughout our operations and where applicable have the right to collective bargaining. All employees may freely join or associate with organizations without interference, retaliation, or discrimination. Where employees are represented by a legally recognized union, we are committed to establishing a constructive dialogue with their freely chosen representatives. |
| Equal Opportunity Policy | | | | | In January 2015, Teleperformance launched its Group Equal Opportunity Policy, setting out concrete guidelines to promote equal employment opportunities, non-discrimination, diversity, inclusion, and equality in the career path. It covers workplace discrimination in terms of gaining access to employment and in treatment of employees once they are at work. The policy is based on Principle 6 of the UN Global Compact and is publicly available on our corporate website. In 2017, 79% of all employees were trained in the policy, with 74% acknowledgement. |

| Diversity & Career Management | | | | | |
|-------------------------------|--------------|-------|-------------|-----------------|--|
| | Human Rights | Labor | Environment | Anti-Corruption | |
| BEST Recruitment & Selection | | | | | Launched in 2013, BEST (Baseline Enterprise Standards for Teleperformance) Recruitment & Selection is a set of processes and tools designed to ensure that all recruitment applications are reviewed consistently across Teleperformance, followed clear criteria to avoid biases, that non-discriminatory rules are also clearly followed and that candidates are the right fit for the job. The level of implementation today is at 87% and 67% of our population is certified in BEST R&S. |
| Impact Sourcing | | | | | Impact sourcing (IS) is a service-delivery model within the business process outsourcing (BPO) industry and is defined as employing individuals who would otherwise have limited prospects for employment as workers in BPO centers to provide high-quality, information-based services to domestic and international clients. IS provides quality and cost at parity with traditional BPO services, but with benefits such as lower attrition rates, access to untapped talent pool, opportunities to fulfill CSR and diversity goals, and a competitive advantage in domestic sourcing. Teleperformance has been recruiting socioeconomically disadvantaged individuals for years, providing training to develop the skills necessary to match our clients' needs and thrive in the company. In 2014, Teleperformance committed to creating 5,000 IS jobs over five years, setting an annual target of 1,000 IS hires annually worldwide. Through 2017, this goal has been surpassed with over 30,000 IS hires, with the majority of these individuals being employed in developing countries like Egypt, India, Mexico, Morocco, the Philippines, and Tunisia. Highlighting one of the many Teleperformance success stories, this year marked Teleperformance's third year in partnership with the Education for Employment (EFE) Tunisia. Together, EFE and Teleperformance Tunisia have created a pre-employment training program for Tunisian youth which enables the applicants to rapidly increase their skill level in Business French, international soft skills and professionalism in the work place. Additional partners for this program include USAID and the DROSOS Foundation, which provide funding for the business French training, the Institut Robert de Sorbon, which provides the French training and the Middle East Partnership Initiative, which provides funding for the soft skills and professionalism training. Through these partnerships, Teleperformance Tunisia has been able to train 1,100 youth, of which 151 were offered positions with Teleperformance Tunisia. This has provided opportunities for employment to a group whose unemployment rate is estimated by the World Bank to be approximately 37.5%. It has also proven to be an excellent source of previously untapped talent for our company. Teleperformance has been a champion and user of impact sourcing and has openly shared hiring commitments while encouraging competitors to adopt similar strategies. |
| Onboarding | | | | | The objectives of the Onboarding process for new employees are: know and understand the organization and the business; become operational and feel confident; and give employees visibility to a potential career path. The benefits of the Onboarding process for new employees are: build confidence and sense of belonging; improve performance and pride; create a feeling of security for their future at Teleperformance. The first onboarding package was created for our advisors, representing 90% of our workforce. The package, covering the first 90 days of an advisor's employment, was launched in December 2013. Onboarding effectiveness is measured via 90-day surveys that provide new starters with the opportunity to provide feedback on: Before Arrival, Upon Arrival, Training, Nesting, Graduation, and Operations. A report is provided to each subsidiary to create action plans should their scores be below 85% and a global quarterly call takes place to discuss best practices. |
| Foundations Program | | | | | Teleperformance focuses in ensuring consistency in the way we recruit and train people during their first six months in the role. In 2014, we launched Supervisor Foundations, and now also have Trainer Foundations. Our Recruitment Foundations live across the group. In 2018, we will also launch Foundations for QA and WFM. These programs all have the following areas; Job Descriptions, which ensures all these roles are recruited according to the same specification (local requirements can be added); Assessment Center, designed for each role which applicants must pass in order to start in their role; Training, a structured training curriculum developed and for each of these roles. The training curriculum covers the first six months of their tenure and is split into "Basics" (week one), "Essentials" (months one to three), and "Development" (months three to six). Training has been carefully selected for each section, starting initially with some of the core knowledge required for the role, while ending in the development phase with skills-based workshops, allowing them to take into the workshop real examples to discuss and practice. |

| Diversity & Career Management | Human Rights | Labor | Environment | Anti-Corruption | |
|---|--------------|-------|-------------|-----------------|---|
| JUMP! | | | | | JUMP! is a development program created to identify and prepare high-potential employees to take on leadership positions in the company. The aim is to help employees become leaders by progressing from contact center advisor to supervisor and coordinator to manager. JUMP! is managed locally and is based on a program that offers technical and behavior training, as well as personal development plans. In 2017, 61% of our non-agent vacancies were filled through internal promotion. We are aware of 1,554 people across the group who were promoted in 2017 after attending a JUMP! program. We expect this number to rise this year as we develop JUMP! In some of our new companies and look to review the existing career management programs each country has in place. |
| eInstitute | | | | | At the central level, the Teleperformance Institute provides all Group management staff (supervisors, platform managers, operational directors, etc.) with e-learning and face-to-face training. In view of its global presence and desire to involve a maximum number of employees, the Group has focused particularly on developing e-learning. For the sake of greater independence, the e-learning platform has been developed in-house since late 2011, and is available in the main Group languages. Teleperformance employees have been able to develop their leadership, communication, time management, and project management skills thanks to the e-learning process. 406,639 e-learning training hours were provided in 2017 (compared to 307,505 in 2016), accounting for 1.25% of total 2017 training hours. Every year we have been seeing progression, with a 94% satisfaction rate from our network in 2017. |
| TP University | | | | | Teleperformance University was created to nurture, develop, empower, and spread globally the unique corporate culture of Teleperformance. The program prepares the next generation of leaders to sustain Teleperformance's leadership in the industry for years to come. Teleperformance University is an Executive program divided into six modules across six centers of excellence in the world: Innovation, CX Lab, & Atlantic Experience (Lisbon); Marketing, Solutions & Strategy (São Paulo); Business Development & Client Relationships with Final Project (Guadalajara); Operations, IT & Security (Salt Lake City); Finance (Athens), and CSR, NPS, & Six Sigma (Manila). 80% of the curriculum is delivered by Teleperformance leaders. Additionally, we partner with renowned universities to bring more value to the project. Local CEOs/Heads of Global Areas submit candidates they believe have the potential of becoming future senior leaders in Teleperformance. A Selection Committee carefully evaluates all submissions, and based on the competencies and potential of each candidate, plus the Corporation priorities, approves a final list of participants. The current generation of Teleperformance University began classes in Lisbon on September 24, 2017. The graduation is scheduled to take place in Guadalajara on July 20, 2018. |
| Teleperformance Operational Processes & Standards | | | | | To ensure fair and consistent performance management, TOPS (Teleperformance Operational Processes & Standards) describes the Operation Standards and Procedures that must be followed by all Teleperformance companies. TOPS involves the activities needed to effectively manage operations during the shifts, improving results and increasing employee satisfaction. For each advisor, it ensures consistent support and feedback from first line managers (Supervisors) and it helps highlight each advisor's improvement points. Compliance to TOPS is measured regularly at local level. By the end of 2017, 79% of Teleperformance companies had a process score higher than 80%. |
| BEST Quality Assurance | | | | | The Teleperformance Quality Assurance Process (BEST QA) provides a clear, structured approach to implement and manage quality in all our companies, with the objective of improving the satisfaction of our customers and our clients, while at the same time developing our people fairly. Compliance to BEST QA is measured regularly at local level. By the end of 2017, 83% of Teleperformance companies had a process score higher than 80%. |

Health & Safety

Human Rights

Labor

Environment

Anti-Corruption

| | | | | | |
|---------------------------|--|--|--|--|--|
| Health & Safety Policy | | | | | Teleperformance is committed to providing its employees and contractors with safe conditions of work on a continuous basis by minimizing ill health and injury risks. We manage Health and Safety with the same degree of expertise and to the same standards as other core business activities. The Group continues its efforts in assessing and analyzing potential risks in the workplace through a continuous improvement of our Safety Management System. All Teleperformance companies have appointed a local Health & Safety Subject Matter Expert (SMEs) who is enrolled in a Global Health & Safety learning path with monthly tests and an annual exam. Furthermore, all companies are required to provide clear evidence of the H&S prevention and risk management, from H&S New Hire training to monthly site inspections, accident/incident reporting, and evacuation drills, etc. In 2017, 86% of all employees were trained in our Group Health & Safety Policy with 81% acknowledgement. The policy is publicly available on our corporate website. Moving forward, in addition to providing evidence of critical H&S controls, the Group will perform H&S on-sites inspections in all Teleperformance sites during 2018 & 2019. |
| Passion 4U Program | | | | | Closely linked to the Group's health and safety policy, Passion 4U is our global initiative promoting well-being and better quality of life at work. By increasing awareness around the benefits of healthy habits and stress reduction, this global program encourages the sharing of best practices across all Teleperformance companies. All Passion 4U initiatives are rolled out locally. A best practice sharing hub is available for Teleperformance Subject Matter Experts and employees to promote dialogue, network, and exchange great ideas around wellness. Regular worldwide webinars also gather teams from across the Group to discuss innovative projects around nutrition, fitness, work-life balance, and partnerships with NGOs, clients, and local authorities. Among its numerous health-related initiatives, Teleperformance promotes global awareness campaigns such as World Health Day, No Tobacco Day, and World AIDS Day. Previous activities have brought together employees and external partners at locally organized health fairs, and featured massage therapy for stress relief, stretching exercises, and posture advice to address musculoskeletal disorders. Teleperformance also promotes regular physical exercise by setting up fitness classes or negotiating discounted fares for its employees in local sports clubs, running healthy eating campaigns and offering free fruits, and setting up family initiatives such as holiday camps and back-to-school programs for its employees' kids to support work-life balance. Besides all local initiatives, two major Group campaigns were run in 2017. The Teleperformance Global Ergonomics Campaign focused on the generalization of workplace gymnastics and stretching to prevent musculoskeletal disorders. All companies were provided with guidelines on how to integrate "active breaks" as a regular practice during the work day, involving all relevant actors across functions (operations, marketing, HR, company doctors and nurses, etc.) information on workplace ergonomics (including a train the trainer module and monitoring/ follow up process) were also provided. The second Group campaign organized promoted the importance of leading a healthy lifestyle, with a particular focus on the integration of healthy nutrition, regular exercise, correct water intake, quality of sleep, and mindfulness in our employees' daily lives through a 30-day challenge which was boosted on social media and involved all employees. For more information, please see page 15 of this report. |
| For Fun Festival | | | | | Teleperformance's For Fun Festival is a global annual initiative that recognizes the most talented people in our company. The aim of this competition is to create a sense of fun and to entertain via an international art, dance, music, photography, and a short film competition that is intended to instill pride and a sense of belonging among employees and to promote our cultural diversity. In 2017, the 9th Annual For Fun Festival produced 4,999 video submissions. For more information, please see page 11 of this report. |
| Sport Club | | | | | Teleperformance Sport Club is a worldwide program that promotes sports as a tool for physical well-being and higher quality of life, and motivates our people to play, have fun, and share good moments with their teammates. In 2017, 580 sports teams were active across the world with 342 soccer teams, close to 100 bowling teams, and more than 100 teams in basketball, badminton, baseball, golf, and rugby. For more information, please see page 13 of this report. |
| BEST Workforce Management | | | | | The work of employed staff is organized in strict compliance with work time legislation, which varies from country to country. The weekly working hours range from 35 to a maximum of 48. Teleperformance has developed a BEST WFM User Guide describing the general Workforce Management standards and procedures that must be followed by all countries. Teleperformance BEST WFM involves all the activities needed to respect the labor law requirements, as well as accommodating individual needs for preferred working hours, days, and shifts. BEST WFM has been designed to be aligned with the requirements from the COPC-2000 CSP Standard Release 5.0. Compliance to Best WFM is measured regularly at local level. By the end of 2017, 95% of Teleperformance companies had a process score higher than 80%. |
| Premises Standard | | | | | Teleperformance Premises Standard provides companies with key information to select the best sites when opening a new center and essential guidelines covering topics such as Lighting, Acoustics, Hands-on-Management, Sustainable Development, and Well-being in all areas of our centers. The Standard presents blueprints and guidelines to be implemented in each new location and to inspire any major refurbishment. The Standard is reviewed by internal and external experts on a yearly basis to ensure that it is in line with market evolutions and business needs. |

| Caring for the Environment | Human Rights Labor Environment Anti-Corruption | | | |
|------------------------------|---|--|--|---|
| | | | | |
| Environmental Policy | | | | In December 2013, Teleperformance released its Environmental Policy, which defines the actions, behaviors, and relationships that Teleperformance's employees shall adopt in order to act in an environmentally responsible way inside and outside the workplace. The policy is publicly available to all stakeholders on our corporate website. Since the last report, 80% of our employees were trained with 71% acknowledgement. |
| Citizen of the Planet | | | | Citizen of the Planet (COTP) is a global Teleperformance corporate initiative launched in 2008, aimed at ensuring Teleperformance operates in an environmentally friendly and responsible manner. Since that time, Teleperformance has acted to improve facilities to create sustainable sites, striven for paperless environments, improved recycling, and incentivized energy and atmosphere improvements. Teleperformance is aware of its duty to protect nature and lessen its impact on the environment. Our goal is to lower our carbon footprint despite the increase in size and number of employees. In 2017, the company's total measure of CO2 emissions was 156,919 tons with a carbon footprint per employee (CFE) of 0.772 tons versus 142,719 tons in 2016 with a CFE of 0.7655 tons in 2016. This increase was mainly due to a rise in air travel. |
| Sustainable Use of Resources | | | | Electricity consumption in 2017 amounted to 316,567,896 kWh versus 291,943,798 kWh in 2016. This increment was mainly due to a 9% increase in our employee population across the world. However, electricity consumption per employee decreased by 0.5%, from 1,566 kWh in 2016 to 1,558 kWh in 2017. Water consumption in 2017 was 1,286 thousand m ³ versus 1,170 thousand m ³ in 2016. Nevertheless, water consumption per employee remained stable: 6.33 m ³ in 2017 versus 6.28 in 2016 (+ 0.8%). Paper consumption in 2017 was 1,285 tons versus 1,224 tons in 2016; paper consumption per employee decreased by 3.7% (6.32 kg per employee in 2017 versus 6.56 in 2016). Air travel in 2017 reached 79,611,371 km versus 66,141,150 km in 2016, 392 km per employee 2017 versus 355 in 2016 (+10.4 %). This increase was mainly due to an important reorganization in the LATAM region that needed the physical presence of senior managers from across the region on the ground. |



Occupational Health and Safety Assessment Series (OHSAS 18001):
Teleperformance in Italy
Teleperformance in UK
Teleperformance in Colombia
Teleperformance in Turkey

ISO 14001 (Environmental Management):
Teleperformance in Turkey (Istanbul site)
Teleperformance in UK (Ashby-de-la-Zouch site)

Leadership in Energy and Environmental Design (LEED)
Teleperformance in Colombia (America, Africa, and Europa sites)
Teleperformance in the Philippines (Cebu IT Park site)
Teleperformance in China (Beijing and Foshan sites)

Building Research Establishment Environmental Assessment Method (BREEAM)
Teleperformance in UK (Glasgow)
Teleperformance in France (Paris HQ)

Haute Qualité Environnementale, High Environmental Quality (HQE)
Teleperformance in France (Asnières)

EcoVadis (CSR management system quality)
Teleperformance in France (Gold medal)
Teleperformance in Nordic (Silver medal)

Social Responsibility Label (Label Responsabilité sociale)
Teleperformance in France
Teleperformance in Tunisia

Teleperformance Continues to be the Worldwide Leader in Outsourced Omnichannel Customer Experience Management

Our goal is to provide the highest level of service to our clients and their customers by delivering customer care, accounts receivable management, technical support, customer acquisition, digital solutions, analytics, back-office, and other specialized services.

The Teleperformance family is responsible for all of the success we have had over the past year. We are thankful to them, and to our clients and investors who have always believed that we are valuable partners. We are sure that 2018 will be another exceptional year.





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