



# Teleperformance

## Aces Employee Experience

*from Top 10 CX BPOs to Ace Employee Experience report*

## Twimbit's Top 10 CX BPOs acing employee experience

Rank	Company	Headquartered in Country	Number of Employees	Overall EX Rating
1	Teleperformance	France	380,000+	8.3
2	TDCX	Singapore	11,334	8.0
3	Accenture	Ireland	506,000	7.7
4	Tata Consultancy Service	India	448,000	7.5
5	Mphasis BPO	India	22,239	7.2
6	SYKES	US	54,900	7.2
7	Genpact	US	96,500	7.2
8	TaskUs	US	8,000	7.0
9	Everise	Singapore	12,000	6.8
10	Hinduja Global Solutions	India	37,460	6.7

## The Twimbit BPO EX Benchmark



\*Rating scale 1 to 10

### About

**Headquarters:** Paris, France

**Year of Founding:** 1978

**CEO:** Daniel Julien

**Number of Employees:** 380,000+

**Revenue 2020:** USD6.5 Billion

**Key EX Awards:**

Forbes' annual list of America's Best-in-State Employers 2020, Teleperformance Spain awarded as Great Place to Work for Women, 2021

Teleperformance provides digital integrated business services in the areas of customer acquisition, customer care, technical support, debt collection, social media, and other services worldwide.

**Mission:** At Teleperformance, we deliver an outstanding customer experience at every single opportunity as a result of our commitment, passion, and dedication to excellence. In so doing, we create opportunities and value for employees, clients, customers, communities, and shareholders.

### Highlights

69%  
non-agent positions filled internally

~90%  
of employees working at a best employer subsidiary

A dedicated higher education program called Teleperformance University offers customized college courses to help employees improve themselves personally and professionally

'JUMP'  
a program that helps to identify and train employees who show leadership skills

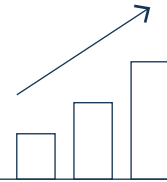
51.8%  
Percentage of women in Teleperformance Group

Teleperformance provides excellent employee experience on a massive scale

There is an expectation for the global outsourcing industry to reach USD330 billion by 2025. In spite of the cost cuttings by businesses today, the BPO industry will continue to grow at 6% annually for the next six years.

**Cushman and Wakefield**

The BPO industry has experienced dramatic growth over the last 20 years, especially the processes encompassing Customer Experience (CX) delivery.



## The 6 CX BPO trends 2025

From call center to orchestrating the **customer experience**



Leveraging an **innovation platform enabled by cloud**



Balancing heightened transparency, security, and regulations



**Upskill workforce** in new skills like robotics, big data, and AI (Artificial Intelligence)/ML (Machine Learning)



Leverage Work-from-Home (WFH) as a business model

**Outcome-driven** engagements



### The top 3 CX BPO challenges

Nurture **digital readiness** of the people

The shift from customer service to the **customer journey**

**Develop new solutions and skills** for digital native start-ups as customers

### The top 3 CX BPO opportunities

**New services** driven by need for privacy, security and governance

Digital first **outcome driven** business models

New global business model enabled by **Work-from-Anywhere**

Source: Twimbit

# The priority

## EX for CX

BPO industry leaders understand, design, and deliver a differentiated employee experience (EX). The heightened emphasis on EX is evident in the Business Roundtable's new statement on the Purpose of a Corporation signed by 181 CEOs. It states these companies have one thing in common. They all believe their reason for being is for the benefit of all stakeholders – customers, employees, suppliers, communities, and shareholders.

It is a tectonic shift from shareholder value being the only shining star. This universe belongs to all the

stakeholders; everyone is a customer. Companies who treat their employees like customers will achieve higher levels of employee performance that will benefit all stakeholders, thereby achieving greater financial returns.

In fact, this new philosophy is key criteria used by top talent deciding who to work for or top clients deciding who to do business with. EX is now table stakes. "Employee as a Customer" is a prerequisite for CX BPOs to play in this market. They not only have to adopt EX but excel at it to be competitive.

## What is EX?

EX is a drop of ink in a glass of water. It dissolves into a seamless merger. That resonance matters between an employee and the organization he works with. EX is the outcome of aligning an employee's journey of changing contexts and aspirations with organizational systems to fulfill them. It is the coming together of culture, technology, and the physical to achieve a common sense of purpose for the organization and the individual.

The right employee experience is not a set of repeatable tactics that companies can adopt and apply. They are unique for each industry, company, and most of all, each employee. The journey occurs from attracting talent to talent exiting (i.e., from hiring to retiring) and, ideally, beyond.

## Twimbit's line of action for this study

Intend to serve Experience leaders in BPOs to adopt and sustain world-class, outcome-driven EX practices.

Design an applicable EX framework for BPOs

Evaluated 40+ CX BPOs around the EX framework

Distilled the top 10 with in-depth case studies

This study is one part of our market intelligence offering. Follow-up events, webinars, customer engagement, and expert opinions will make this piece more authoritative.

The experts continue to play a significant role in the evolution of this study. They form the backbone of our expert intelligence community.


Source: Twimbit

# Twimbit's EX framework for CX BPOs

Twimbit has developed a unique framework to evaluate EX performance for CX BPOs. We use six pillars: Communication, Investment in Technology, Voice of Employee, Learning and Development, Social Connection, Rewards, and Recognition. In the

next page, we describe the attributes of each, illustrating a baseline of performance for CX BPO's that benchmarks the performance of each company. A summary follows the said framework for each Top 10 EX company.




## Twimbit's BPO EX Criteria

	Definition	Baseline	Questions to ask
<b>Communication</b> 	<p>Management is able to communicate their vision or requirements effectively to their employees.</p> <p>There is an ease of understanding between management and employees.</p>	<p>Employees know what management expects of them.</p> <p>There is a standard performance measurement in place which helps employees understand what the company requires of them.</p>	<p>Is the organization aligned on the road ahead?</p> <p>Do conducive workspaces communicate care?</p> <p>Is there clarity around the current and aspirational roles?</p> <p>Is the employee treated like a customer?</p>
<b>Investment in Technology</b> 	<p>Technology available to employees is up-to-date and effective.</p> <p>Technology makes work culture more efficient and enjoyable.</p> <p>Technology allows employees to work remotely.</p>	<p>Technology is available and functional.</p> <p>Technology allows employees to work remotely.</p>	<p>Are investments made to ease the workflow?</p> <p>Is digital employee engagement a priority?</p> <p>Is AI being used to augment careers?</p> <p>Are analytics driving employee metrics north?</p>
<b>Voice of Employee</b> 	<p>Employees can voice questions, comments, and concerns to and about management.</p> <p>These questions, comments, and concerns are noted down and attended to by the company.</p> <p>The company takes ideas voiced by employees into equal consideration.</p>	<p>The company notes down questions, comments, and concerns from employees.</p> <p>The company has a regular survey or suggestion mechanism to voice these opinions.</p> <p>Employees have a platform to voice their ideas or suggestions.</p>	<p>Is the pulse of the workforce felt?</p> <p>Are periodic surveys administered for feedback?</p> <p>Does significant recruitment happen through referrals?</p> <p>Has attrition declined?</p>

Source: Twimbit

# Twimbit's EX framework for CX BPOs

## Twimbit's BPO EX Criteria

	Definition	Baseline	Questions to ask
<b>Learning and Development</b> 	<p>The company provides regular training for its employees.</p> <p>The company provides opportunities for employees to advance in their respective careers.</p>	<p>The company requires that each employee train for a set minimum number of hours.</p> <p>The company has a digital learning management system.</p> <p>The company has varying training tracks based on employee performance.</p> <p>The company provides opportunities for career advancement programs or seminars.</p>	<p>Are future careers mapped out?</p> <p>Is the upskilling organized?</p> <p>Are knowledge and information shared effectively?</p> <p>Is employee experience a measurable KPI?</p>
<b>Social Connection</b> 	<p>The company shows willingness to participate in social agendas.</p> <p>The company encourages employee participation in social and charitable agendas.</p> <p>The company has a diversity and inclusivity agenda.</p> <p>The company has a sustainability agenda.</p>	<p>The company donates money to charitable causes.</p> <p>The company has a diversity and inclusivity agenda.</p> <p>The company has a sustainability agenda.</p>	<p>Is there a higher purpose for the organization?</p> <p>How connected are the employees to the said higher purpose?</p> <p>Is the organization helping employees be part of communities of choice?</p> <p>Do the employees feel socially elevated because of the organization?</p>
<b>Rewards and Recognition</b> 	<p>The company provides necessary benefits for its employees.</p> <p>The company provides performance bonuses or equity options to employees based on performance.</p>	<p>The company provides basic benefits, including but not limited to health insurance, life insurance, paid time off, maternity and paternity leave, etc.</p> <p>The company provides the same benefits package for everyone. It is not personalized, but it is also not lacking.</p> <p>Basic stock options are available to employees.</p>	<p>Is there a culture of genuine appreciation?</p> <p>Are the benefits in line with the original promise?</p> <p>Are employee experience measurements acted upon?</p>

Source: Twimbit

## Employee Experience Objectives

Recognize that employee satisfaction is key to the success of a company and that it is necessary to approach this goal strategically with comprehensive programs in each area

Use the resources of the company to offer state-of-the-art-technology but account for the local cultures in the 80 countries they do business (i.e., balancing hi-tech with hi-touch); Teleperformance is a global company but operates as local businesses

Focus on being able to effectively and consistently scale and roll out new programs and improvements to over 380,000 people globally; Teleperformance

accounts for the unique cultural differences by country (i.e., the United Cultures of Teleperformance) to ensure understanding and enthusiasm and compliance

The company has a stated goal to follow CSR (Corporate Social Responsibility) best practices which drives initiatives related to local charities, climate change, and diversity and inclusion

Focus on enabling employees to achieve their full potential and get maximum incentives and opportunities

## Communication

The company meets the required baseline, plus: Every year, the company has several open discussions to encourage discourse among employees and allow them to share their views on how to achieve Teleperformance's goals

The annual employee satisfaction survey (e-Sat) measures Teleperformance employee satisfaction and engagement

The company has several communication programs that include "Chat with the CEO" program, focus groups, and Interactive Talk

These programs bring Teleperformance leadership closer to the team by creating an ongoing two-way dialogue

Teleperformance Leadership conducted several townhall sessions across its locations globally as part of the company's continuous mission to protect employees and ensure their safety during a global health pandemic

The primary objectives are to express appreciation for all employees, provide updates on the company's actions to ensure employee safety (which includes social distancing practices and PPE delivery), and give employees a much-needed motivation boost and assurance that the company is together with its employees throughout the crisis

United Cultures of Teleperformance program enables the company to scale across multiple cultures in 80 countries and focus on sharing best practices and how to replicate them successfully in each country





# Teleperformance



## Technology

The company meets the required baseline, plus:

Teleperformance has an employee-focused mobile app, MyTeleperformance

These solutions help provide important information to employees from anywhere and at anytime

Teleperformance has a powerful Work from Home cloud-based collaboration platform. The said platform enabled 80% of the workforce to work remotely in 10 weeks at the onset of the pandemic

Both productivity and employee satisfaction increased during the pandemic

This platform will support a balanced WFH / In-Office model in the future.



## Voice of Employee

The company meets the required baseline, plus:

The annual employee satisfaction survey (e-Sat) measures Teleperformance employee satisfaction and engagement



The company has several communication programs that include "Chat with the CEO" program, focus groups, and Interactive Talk

These programs bring Teleperformance leadership closer to the team by creating an ongoing two-way dialogue

## Learning and Development

The company meets the required baseline, plus:

Teleperformance provided 44 million training hours last year worldwide, which is approximately 137 training hours per employee.

JUMP! is a development program created to identify and prepare high-potential employees to take on leadership positions in the company

Teleperformance University is a customized college course that transmits culture while gathering and sharing its worldwide best practices and innovative projects in customer relationship and experience management

Teleperformance Academy is a facility exclusively designed for various and diverse training initiatives.

The Teleperformance e-Institute is an e-Learning platform that ensures that all executives are trained in the group's best practices and other management skills to calibrate knowledge levels all around the world

Future investments in additional executive education for management with MBA style courses

## Social Connection

The company meets the required baseline, plus:

### Volunteer Work

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

Core objectives include making the company's charitable efforts systematic and participative for all Teleperformance employees and entities

Key performances include:

EUR 45.2 million in total donations since inception

82,000 volunteer hours in 2019

418,010 feeding programs

39 schools supported

## Diversity and Inclusion

51.8% of women in Teleperformance Group

28% of women in Teleperformance Group's Management Committee

43% of women in the Board of Directors

82% of employees trained on the Diversity & Inclusion policy

## Sustainability Goals

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

The Group measures, monitors, and reports on energy/carbon, water, paper, and air travel performance covering its global operations

When selecting a new site, Teleperformance considers environmental aspects into the selection process and wherever else possible

Teleperformance has committed to continuously reducing its carbon footprint per employee

In 2020, the Group's carbon footprint per employee fell 27.5%.

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

**Viktoria Hafredal,**  
**Contact Centre Manager,**  
**TP Norway**

## Rewards and Benefits

The company meets the required baseline, plus:

The company provides comprehensive benefit packages that are localized to meet the specific needs and cultures of each country

More than 60% of Teleperformance employees gain from extra holidays in addition to the local statutory allowance

Around 80% of employees receive partially or fully subsidized meals, depending on local laws and customs: access to a canteen, restaurant vouchers, or food purchase vouchers

Many subsidiaries negotiate reduced prices for their employees, usually with restaurants located near the office

80% of subsidiaries offer discounts or free access to gyms and other sporting activities

70% of subsidiaries offer employee discounts to cultural activities such as movies, concerts, shows, exhibitions, etc

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

**Alan Winters,**  
**Chief Administrative Officer,**  
**Teleperformance**

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

**Simone Nunes,**  
**Director of Human Capital,**  
**TP Brazil**

## Lessons learned

Continuously improve top-quality operations on a massive, global scale

Balance hi-tech and hi-touch to achieve high levels of employee engagement and satisfaction

Develop comprehensive learning and development programs to train and recruit for leadership roles from within the company and to help employees improve both personally and professionally

Provide excellent employee experience on a large scale by continuously discussing and reevaluating policies regarding employee experience and engagement

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**Disclaimer:**

The information in this report is based on information about the companies that was available at the time of publishing. New versions of the report will be updated in the future.



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