

EVALUATING THE EXPERIENCE OF TELEPERFORMANCE'S TRUST & SAFETY EMPLOYEES

Summary of Findings

January 30, 2023



About this report

Teleperformance engaged [Korn Ferry](#), a global organizational consulting firm, in November 2022 to conduct an objective, third-party evaluation of the employee experience in its Trust & Safety (T&S) division. The division is made up of 17,468 employees located in India, Colombia, Portugal, the United States, Greece, Indonesia, Malaysia, the Philippines, Tunisia, Mexico, Lithuania, Egypt, Brazil, Morocco, Albania, Turkey, Peru and Canada. Fifteen thousand of these employees are content moderators.

Teleperformance's Trust & Safety services are used in monitoring online content, mitigating risks and ensuring integrity and safety across clients' digital presences. Teams combine advanced algorithms and machine learning with human understanding and values to protect social media companies and their users.

The review took place over the period spanning December 2022 to January 2023 during which Korn Ferry received input from 10,390 employees or 59% of T&S employees. The following report details Korn Ferry's findings including strengths of the Trust & Safety employee experience as well as opportunity areas. All employee input gathered through this process has been kept confidential and is only shared as aggregate themes unattributable to individual employees. Benchmarks are supplied from Korn Ferry's database and are based on data from over 600+ companies around the world and across industries.

Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organization structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward and motivate their workforce while developing professionals as they navigate and advance their careers.

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1. Objective & Methodology

Objective of our review

What is employee experience?

Employee experience is a worker's perception about their journey through all the touchpoints at a particular company, starting with job candidacy through to the exit from the company. The company's physical workspace, culture and technology are all important components of the employee experience, which is often abbreviated as EX.

What is wellbeing at work?

Wellbeing at work goes beyond wellness as the traditional definition of wellbeing, incorporating the impact that employers, leaders, and individuals can have on a worker's employee experience, sense of purpose and life satisfaction, and through that their ability to handle change and stress and nurture their personal energy.

Our objective




What can Teleperformance do to provide the best possible employee experience, including tending to wellbeing at work, for Trust & Safety employees considering the unique demands of their jobs?



A positive employee experience and wellbeing at work improves an organization's ability to attract and retain its employees, and results in a more engaged and productive workforce.

Our methodology

The review took place over the period spanning December 2022 to January 2023 during which Korn Ferry received input from 10,390 employees or 59% of T&S employees.

Online Survey 	In-person Focus Groups 	Virtual Focus Groups 
Online survey in which all Trust & Safety employees were eligible to participate	Small focus group sessions to explore key topics in the 3 locations with the largest populations of content moderators (note: focus was primarily on employees viewing highly egregious content)	Online virtual discussions designed to probe further on key topics surfaced through the survey and in-person focus groups
49% response rate 8,479 employee voices of 17,468 eligible	160 total employees (content moderators and their supervisors) Athens, Greece (3 sessions) Lisbon, Portugal (3 sessions) Bogota, Colombia (6 sessions)	1,751 employees or 10% of all Trust & Safety employees 7 online sessions across 15 countries

2. Executive Summary

Executive Summary

A large majority of Teleperformance Trust & Safety moderators worldwide say they feel safe and supported by the company. Employee satisfaction ratings for content moderators are well above the benchmarked average for 600+ companies.

93% of content moderators say they are supported, 90% feel the company provides a safe working environment and 85% would recommend Teleperformance as an employer

- **A global review completed over the course of December 2022 and January 2023 shows that Teleperformance's Trust & Safety (T&S) division, home to 15,000 content moderators, exceeds the benchmarked average for other companies by double-digit margins on key aspects of the employee experience.** High-performing aspects of the employee experience include training to support job performance (33 percentage points higher than benchmark); fairness in performance evaluation (28 points higher) and supervisor performance coaching (23 points higher), among others.
- **Of the seven broad dimensions assessed in the survey, the top four most favorable were support (93% favorable); training (90% favorable); enablement (87% favorable) and wellbeing (85% favorable),** indicating that employees are aware of and appreciate the added measures Teleperformance has taken to address the specific needs of the T&S population.
- **The review showed no discernible difference in the experiences of remote and on-site employees.**
- Scores for employees reviewing egregious or "mixed" content (a combination of non-egregious, egregious and highly egregious content) **did not dip but rather were on par with scores for the broader content moderator and non-content moderator populations.**
- **With respect to factors that can either contribute to or compromise one's sense of wellbeing, T&S employees responded favorably.** The vast majority (85% and above) feel supported by their team members, feel their supervisor is accessible when needed, feel adequately prepared to deal with egregious content, know how to reach wellness coaches and feel they are available when needed, and are able to take a wellness break when they need to. Performance targets are not a source of stress for most T&S employees, 86% of whom say their targets are realistic and achievable.
- **Teleperformance content moderators find meaning and purpose in protecting the public from offensive content** and prefer content moderation to customer service roles where wellbeing and high-performance evaluations can be more challenging to obtain.
- **With respect to improvement opportunities, T&S employees expressed a desire for further recognition.** Some suggested expanding certain training to more T&S employees, allowing content moderators to use wellness breaks as discretionary time and faster, more consistent and more effective follow-through when issues are reported.
- **Feedback also revealed some differences in the employee experience across clients and geographies.** While the LATAM region scored above benchmark on 15 of 18 regionally benchmarkable questions, the region has an opportunity to more effectively address employee claims and improve awareness of the escalation process.

Teleperformance scores above the benchmarked average on 17 of the 18 survey questions for which norms are available

Question	Favorable	Neutral	Unfavorable	Favorability Relative to Benchmark
Teleperformance provides training so that I can perform my job well	95%	4%	2%	+33
Teleperformance has a fair system for evaluating employee performance	76%	15%	9%	+28
My immediate manager coaches me to help improve my performance	91%	6%	2%	+23
I have a good idea of the possible career paths available to me	80%	13%	6%	+22
The amount of work expected of me is reasonable	83%	11%	6%	+20
I have the information I need to do my job well	93%	5%	2%	+20
I have the resources (e.g., tools and equipment) I need to do my job well	90%	6%	4%	+18
It's okay to make mistakes as long as we learn from them	88%	9%	3%	+16
I receive recognition when I do a good job	80%	13%	6%	+15
I would recommend Teleperformance as a good place to work	85%	12%	4%	+13
I believe I am paid fairly for the work I do	64%	16%	20%	+12
I can freely express my views without fear of consequences	78%	14%	8%	+12
Teleperformance shows care and concern for its employees	78%	14%	8%	+10
Teleperformance provides a safe working environment	90%	7%	2%	+8
My immediate manager is accessible when needed	92%	6%	2%	+8
People in my team support each other to get the work done	94%	5%	1%	+7
My job provides opportunities to do challenging and interesting work	80%	14%	6%	+4
Given a choice, I would continue working for Teleperformance [more than 5 years/until retirement; 3-5 years; 2 years or less]	38%	26%	36%	-23

Intent to Stay with Teleperformance: Favorable – More than 5 years/until retirement; Neutral – 3 to 5 years; Unfavorable – 2 years or less

3. Strengths & Opportunity Areas

Strengths of the Teleperformance Trust & Safety employee experience (EX)*

Finding	Evidence
Teleperformance employees feel safe and supported by the company. Their evaluation of the employee experience puts Teleperformance above benchmark on 17 of the 18 benchmarkable aspects of the employee experience.	<ul style="list-style-type: none"> • Teleperformance Trust & Safety moderators worldwide overwhelmingly say they feel safe and supported by the company. <ul style="list-style-type: none"> ○ 93% of content moderators say they are supported ○ 90% feel the company provides a safe working environment ○ 85% would recommend Teleperformance as an employer • Of the 18 questions for which global benchmarks are available, Teleperformance scores on average 16 points above benchmark across 17 question items (see complete list on slide 9). There is only one metric – intent to stay – on which Teleperformance scored below benchmark with respect to the employee experience. • When asked about why employees stay at Teleperformance in focus group settings, themes included stability, the positive working environment, and opportunities to grow.
The highest-performing aspect of the employee experience relative to benchmark is training to support employee performance.	<ul style="list-style-type: none"> • 95% percent of employees agree the company provides training so that they can perform their jobs well. • 89% feel adequately prepared to deal with egregious content. • A large majority of employees are not only satisfied with onboarding and training but feel they are getting ongoing information and updates which is key given the ever-evolving nature of the content moderation field and changing client requirements. <ul style="list-style-type: none"> ○ 92% of content moderators have the information they need to do their jobs well ○ 84% say that Teleperformance is effective at keeping them informed of company and client policies
Content moderators find meaning in making the world safer and express a preference for content moderation over customer service roles.	<ul style="list-style-type: none"> • 90% of content moderators are motivated by their ability to help customers and ensure that online content is appropriate for the public. Content moderators consider themselves the “first line of defense to the internet” and think of their younger family members as they review egregious content. • 78% of content moderators express preference for their roles over customer service roles.

* Findings on slides 11-13 are based on all research inputs – online survey, in-person and virtual focus groups

Strengths of the Teleperformance Trust & Safety EX (continued)

Finding	Evidence
Company-provided wellbeing measures are largely effective and the vast majority of employees find it possible to achieve wellness while meeting their targets and metrics.	<ul style="list-style-type: none"> • Responses to wellbeing-related survey questions were, on average, 85% favorable overall. <ul style="list-style-type: none"> ○ 92% of employees know how to reach wellness coaches if needed ○ 90% say Teleperformance provides a safe working environment ○ 88% say wellness coaches are available to me when I need them ○ 88% say it's okay to make mistakes as long as they learn from them ○ 85% say they are able to take wellness breaks when needed ○ 84% say they get scheduled wellness breaks every day ○ 83% say the amount of work respected of me is reasonable ○ 78% say I can freely express my views without fear of negative consequences ○ 78% believe Teleperformance provides care and concern for its employees • Performance targets are not a source of stress for the majority of Trust & Safety employees, 86% of whom say their targets are realistic and achievable. Eighty one percent believe it is possible to “achieve wellness while meeting my targets and metrics.”
Supervisors and teams have a strong impact on Trust & Safety employees' sense of wellbeing and content moderators report favorably on these relationships.	<ul style="list-style-type: none"> • Trust & Safety employees are generally very happy with the quality of the manager-employee relationship. <ul style="list-style-type: none"> ○ 92% say their immediate managers are accessible when needed ○ 91% agree that their immediate manager coaches them to help improve their performance ○ 90% of employees meet with their supervisor at least once a week ○ 89% of employees agree that their supervisor has the skills they need to do their role ○ 94% of respondents agree that people on their teams support each other to get work done.
Favorability on the employee experience among those viewing egregious content is on par with those not viewing egregious content.	<ul style="list-style-type: none"> • The average difference between employees viewing egregious content and those who aren't across 29 total survey questions is -1 percentage point. In other words, content moderators viewing egregious content are only 1 point less favorable about the employee experience on average than content moderators who don't review egregious content. • Moderators who view egregious content express greater satisfaction with wellbeing and pay than moderators who are not exposed to such content.

Opportunity areas relative to the Teleperformance Trust & Safety EX*

Finding	Evidence
Rewards and recognition was the lowest-scoring aspect of the Trust & Safety employee experience overall.	<ul style="list-style-type: none"> Favorable scores on rewards and recognition were 14 points above benchmark globally; however, rewards and recognition was the lowest-scoring aspect of the Trust & Safety employee experience overall. Recognition ranges by core client and geography from 88% to 71% favorability. Sixty-four percent of all employees believe they are paid fairly (12 points above the global benchmark).
LATAM scored above the regional benchmarks on 83% of the benchmarkable questions; it was below regional benchmarks in three areas.	<ul style="list-style-type: none"> LATAM scored below regional benchmarks in these three areas, indicating improvement opportunities: <ul style="list-style-type: none"> My job provides opportunities for challenging and interesting work (73% favorable or 9 points below benchmark) The company does not tolerate harassment (79% favorable or 9 points below benchmark) I would recommend the company as a good place to work. (79% or 4 points below benchmark)
Teleperformance has an opportunity to improve channels for raising concerns as well as responsiveness and follow-through.	<ul style="list-style-type: none"> 78% agree that Teleperformance has the right communications channels in place for raising concerns or problems which is 15 points above the 63% global benchmark. Opportunities to improve communication exist with favorable responses to this question ranging from 93% to 68% across clients and geographies. Only 71% of LATAM employees know the escalation process beyond their supervisors. Some employees report a lack of responsiveness. Focus groups revealed that in some cases communications channels don't work, people don't pay attention, responses are slow and when employees do hear back, the response is not aligned with what they've heard elsewhere. When employees can't rely on their managers, 75% of global employees say that have someone else they can contact for support. Teleperformance has an opportunity to ensure this is true for all employees.
There are opportunities to ensure company-provided wellbeing measures are used and effective.	<ul style="list-style-type: none"> Some company-provided wellbeing measures are better received than others. Wellness breaks are the most frequently utilized though employees would like to have discretion to use them in the way that is most meaningful to them. Wellness coaches are utilized to a lesser degree. Among those who use them, 67% find their visits effective, 6% do not find the visits effective, 11% have never visited a wellness coach and 16% were neutral.
Some employees not classified as reviewers of egregious content may see it from time-to-time, creating risk for their wellbeing.	<ul style="list-style-type: none"> Some content moderators, who are not classified as reviewers of egregious or sensitive content, may see egregious content some time and have not been adequately prepared because they have a different onboarding or training experience.

Thank you

