



2016 corporate social
responsibility report

inspiring impact

PHILIPPINES 



Dear Stakeholders,

On behalf of our 217,000 Teleperformance people around the world, it is my pleasure to provide you with our 2016 Corporate Social Responsibility (CSR) and United Nations Global Compact (UNGC) report update. This is the first time we are integrating our CSR report with the UNGC Communication on Progress and we're excited to present the new format.

I am pleased to share that Teleperformance continues to be actively engaged and committed to our UNGC initiatives, and we are eager to make quantifiable progress in aligning our overall business approach and our policies with the UNGC universal principles. We are also committed to the Sustainable Development Goals (SDGs) as part of our sponsorship with the Global Sourcing Council (GSC). We are also active members of CSR Europe and Global Impact Sourcing Coalition and listed in the Euronext Vigeo Eurozone 120 list for environmental, social and governance performance. As a far-reaching global enterprise serving 160 markets worldwide, Teleperformance believes we have a real responsibility to keep in consideration the health of both human society and our planet; we embrace the UNGC principles because they are completely aligned with these fundamental obligations. Here is a very brief summary of our recent UNGC efforts:

From a policy development standpoint, our Global CSR Committee developed and implemented eight policies to date, and throughout 2016, we put efforts to the further implementation of the Group Health & Safety policy. This was accomplished, among others, with the creation of trainings, awareness campaigns, dedicated subject matter experts and programs such as Passion4U, Sport Club and For Fun Festival. We have successfully undergone several independent and extremely comprehensive CSR related audits and have received the Forbes Western Europe's Most Trustworthy Companies award, Verego Social Responsibility Standard certification and

the Frost & Sullivan Global CSR award. By the time this report is published, we will also have successfully completed for the third consecutive year a rigorous third party independent CSR certification process. This certification is calibrated with CSR global best implementation practices and advanced reporting, tracking and transparency standards. In conclusion, we are applying the management discipline of our core business to measure, control, communicate and improve our CSR efforts.

Clients and other stakeholders play an increasingly important part in our progress for both UNGC and other CSR initiatives. This is our fifth annual UNGC report, and I am very happy to tell you that Teleperformance clients, all over the world, are increasing their awareness of and support for UNGC principles and CSR commitments year-after-year. The reason being, that like us, these extremely successful companies have discovered that applying the UNGC principles to corporate policies represent more than potential ethical clarity enhancements; it also makes great business sense from an overall ROI standpoint. The fact is we are strategically collaborating on CSR related priorities with our clients, not just with NGOs.

Teleperformance is proud to differentiate itself by our overall culture, which includes our "people strategy". In our world, everything starts and ends with developing our people, giving them a great place to work and helping them realize their full potential. We believe happy and motivated people make the difference between average and exceptional results, for not just our business but the business of our customers. The UNGC principles reinforce our people strategy and our overall culture which is based on our five value pillars of integrity, respect, professionalism, innovation and commitment. In line with this, we give back to the communities where we live and work and wherever people need help anywhere in the world. I am proud to report Our Citizen of the World initiative, founded in 2006, has now raised over \$28 million (USD) in cash and

in-kind donations, volunteered over 342,000 hours, and has helped save thousands of lives through actions such as emergency relief and blood drives.

We also make a concerted effort to act responsibility with our world and community. Although Teleperformance is not a manufacturer, we lead service operations in approximately 340 office facilities in 74 countries. Citizen of the Planet is a Teleperformance initiative started in 2008 to reduce our carbon-footprint-per-employee each year. It's an important goal for us, as we take pride in setting the industry standard for our peers. This goal is also extremely challenging because we are one of the largest private sector employers in the world and we continue to grow significantly in headcount annually. Reducing electricity consumption is by far our biggest opportunity to achieve our carbon footprint reduction goals.

I am pleased to report that even with our healthy growth, we were still able to reduce our carbon footprint per employee by 1% in the past year (2016 vs. 2015). We have also been honored with multiple environmentally related awards and have implemented seven LEED certified facilities; three ISO 14001 sites; two BREEAM sites. In short, Teleperformance being "green" is part of our people strategy and our daily life.

I am very proud of the great progress our Teleperformance family has accomplished together on our UNGC and CSR initiatives over the past decade. You will be happy to also know we remain committed to taking these efforts to a new level on a continuous basis. Please visit us at www.teleperformance.com for more information.

Yours Sincerely,

Paulo César Salles Vasques

Chief Executive Officer



Teleperformance, in partnership with the Global Sourcing Council (GSC), supports the Sustainable Development Goals (SDGs).

The 17 Sustainable Development Goals (SDGs), are part of the 2030 Agenda for Sustainable Development adopted by the UN General Assembly in 2015 to end poverty; promote prosperity and well-being for all; and protect the environment and address climate change.



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2017 Teleperformance CSR governance



Paulo César Salles Vasques
Chief Executive Officer



Mark Pfeiffer
Executive Group Vice President
Global Management Team
President, CSR Committee



Ad hoc Special Advisors

Olivier Rigaudy
Chief Financial Officer



Quy Nguyen
Investor Relations Director



Leigh Ryan
Chief Legal Officer and
Compliance Officer



Annette Engelsgaard
VP Employee Experience &
Engagement



Gabriel Toscana
Sustainability Senior
Global Advisor



Sonia Pereira
CSR Manager
Brazil



Serena Agnoletto
International Project
Manager, Employee
Experience & Engagement



Carla Nolan
SVP Human Resources



We have the largest multicultural team in the market



● Countries where we operate

Present in

74

countries

We serve

160

markets

Over

217

thousand employees

Over

163

thousand workstations

We provide services in

340

facilities

265

languages and dialects

Revenue of

\$ 4.050

billion



 COSTA RICA

GREAT PLACE TO WORK®

AON
BESTEMPLOYERS

FROST & SULLIVAN

GREAT PLACE TO WORK® (GPTW)

The prestigious Great Place to Work® (GPTW) Institute recognized Teleperformance **Brazil, Dominican Republic, El Salvador, India, and Mexico.**

Teleperformance in India was ranked 4th out of the 100 companies that were selected for inclusion on the 'India's Best Companies to Work For in 2016' list. Teleperformance's operations in Brazil, El Salvador, and the Dominican Republic were included in the rankings with proven exceptional leadership and employee management standards, while also cultivating a culture of trust in the workplace.

AON GLOBAL BEST EMPLOYERS PROGRAM 2016

Teleperformance operations in **Albania, China, India, Portugal, and Ukraine** were named a 2016 Aon Global Best Employer. The Aon Best Employers certification is a way of evaluating companies' performances in Engagement, Leadership, Performance Culture, and Employer brand.

LEADERSHIP IN GLOBAL CORPORATE SOCIAL RESPONSIBILITY

The leading analyst Frost and Sullivan awarded Teleperformance with the **2016 Global Corporate Social and Environmental Responsibility Leadership award.** The first of its kind to recognize Teleperformance's world-leading legacy of charitable giving, employee engagement, and volunteerism.



WESTERN EUROPE'S MOST TRUSTWORTHY COMPANIES

Forbes Magazine named Teleperformance one of the most "Trustworthy Companies" in Western Europe. The award goes to companies who have shown transparent accounting practices and solid corporate governance.

<http://www.forbes.com/sites/kathryndill/2016/04/22/the-50-most-trustworthy-companies-in-western-europe-2/#411021356e5f>



ENTERPRISE-WIDE CERTIFICATION FOR SOCIAL RESPONSIBILITY

All of Teleperformance's global sites met the requirements of the Verego Social Responsibility Standard (Verego SRS) for full certification in Leadership, Ethics, People, Community, and Environment. Created in 2010, the Verego SRS rating systems establish a set of core social responsibility requirements for organizations to adopt as a framework for establishing and managing their own social responsibility goals and programs.



IAOP GLOBAL OUTSOURCING 100 and FULL STAR

Teleperformance ranked among the best outsourced services providers at the International Association of Outsourcing Professionals (IAOP) Global Outsourcing 100® awards for the second year in a row. Full star in Corporate Social Responsibility.



U.S.A.

Teleperformance in the U.S.A. was recently recognized by the Utah State Governor with the Freedom Award for the hiring of disabled veterans. It is also among the Top 100 Most Military Friendly Employers according to G.I. Jobs.



NETHERLANDS

Teleperformance in the Netherlands was named Best Performing Employer in Contact Center Sector. The National Institute of Business Success Award honors Teleperformance Netherlands for its encouragement of employee success.



United Kingdom

The Payroll Giving Quality Mark recognizes and rewards organizations of all sizes which fuel charities through Payroll Giving. Payroll Giving is a unique and valued form of fundraising because it provides charities with regular income and helps them plan ahead effectively. Teleperformance in the U.K. received a Silver Payroll Giving Quality Mark certificate for supporting charitable causes through payroll giving.



PORTUGAL

Teleperformance in Portugal was recognized by Customer Contact Association (CCA) as the best Contact Centre to work in Europe. The Customer Contact Association is considered the best European association of contact centers and recognizes, every year, the best companies in categories such as Corporate Social Responsibility in Customer Service, Best Technology Partnership or the Most Effective Training Programs.



CHINA

The Teleperformance call center in Nanning, China was awarded the 2016-2017 Best Office Interior, China by the Asia-Pacific Property Awards.



We are a values-driven organization.

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 am passionate & engaged.



CHINA 



GLOBAL IMPACT SOURCING COALITION

Impact sourcing (IS) is a service delivery model within the business process outsourcing industry and is defined as employing disabled and socioeconomically disadvantaged youth under age 26 in developing countries 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 provides a competitive advantage in domestic sourcing.
- IS market is large (~240,000 workers) and accounts for ~12% of the BPO market globally.
- IS workers are more stable and engaged with 15-40% lower attrition rates than traditional BPO workers.
- IS workers have lower training and hiring costs than traditional BPO workers and are reliable in service delivery.

(Source: GISC Operating Charter)

Teleperformance has been recruiting disabled and socioeconomically disadvantaged youth under age 26 in developing countries 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, set as an annual target of 1000 IS hires annually worldwide. By 2016, this goal was surpassed with over 25,000* IS hires in the following developing countries:

Egypt	131
India	5,574
Mexico	4,868
Morocco	564
Philippines	11,921
Tunisia	2,311
Total	25,369

As active members of the Global Impact Sourcing Committee, Teleperformance is also committed to educating the industry and the analyst community of the many business benefits, including access to new sources of talent, higher levels of employee engagement, and lower attrition rates that IS has to offer. In addition to many business benefits, IS also offers employees a first step onto a career path that leads to economic self-sufficiency through income growth, skills development, and professional advancement.

*Unaudited



Citizen of the World



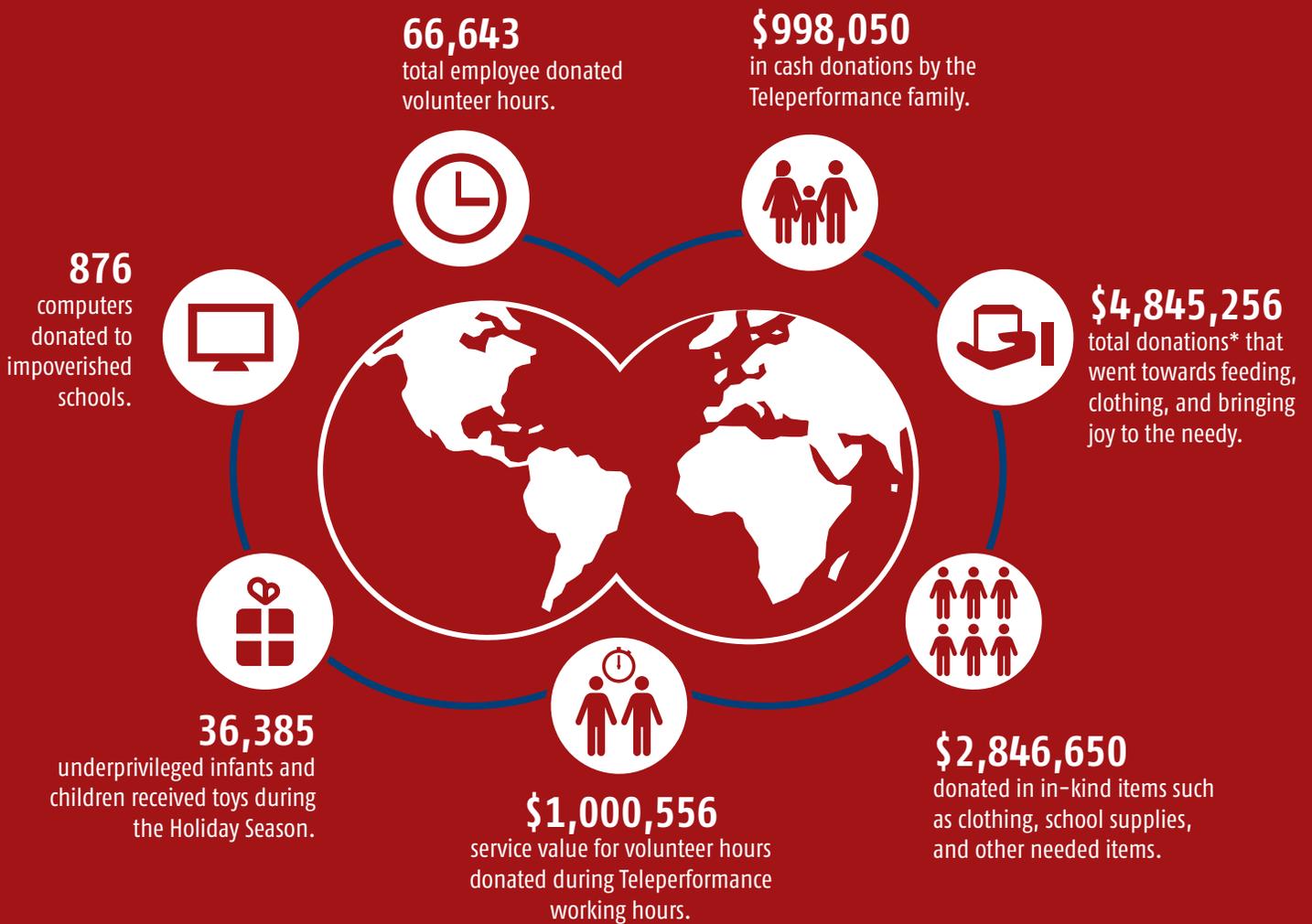
Teleperformance supports the communities in which we are present and also provides disaster relief aid around the world in time of emergency with its "Citizen of the World" (COTW) charitable activities.

In 2016, our 10th year anniversary, Teleperformance employees donated \$4,845,256 in total donations to underprivileged children and families as well as natural disaster victims. 66,643 volunteer hours were provided by Teleperformance employees for charitable and environmental causes. Teams around the world contributed to Teleperformance's COTW programs by donating clothing, hygiene items, school supplies and food to local communities, providing disaster relief efforts, and participating in health campaigns and drives by donating blood.*

*internally audited



2016 Citizen of the World Results



Total donations include cash + In-kind + services. All values in U.S. Dollars. 2016 COTW fiscal year is November 1, 2015 – October 31, 2016

435,574

infants and children benefited from in-kind items such as clothing, school supplies, and other needed items.



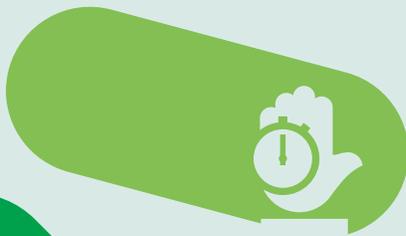
392,132

underprivileged infants and children received toys during the holiday season.



US\$ 28,873,320

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



342,089

total employee-donated volunteer hours.



15,264

computers were donated to impoverished schools.



384,809

infants and children were fed through several monthly feeding programs.

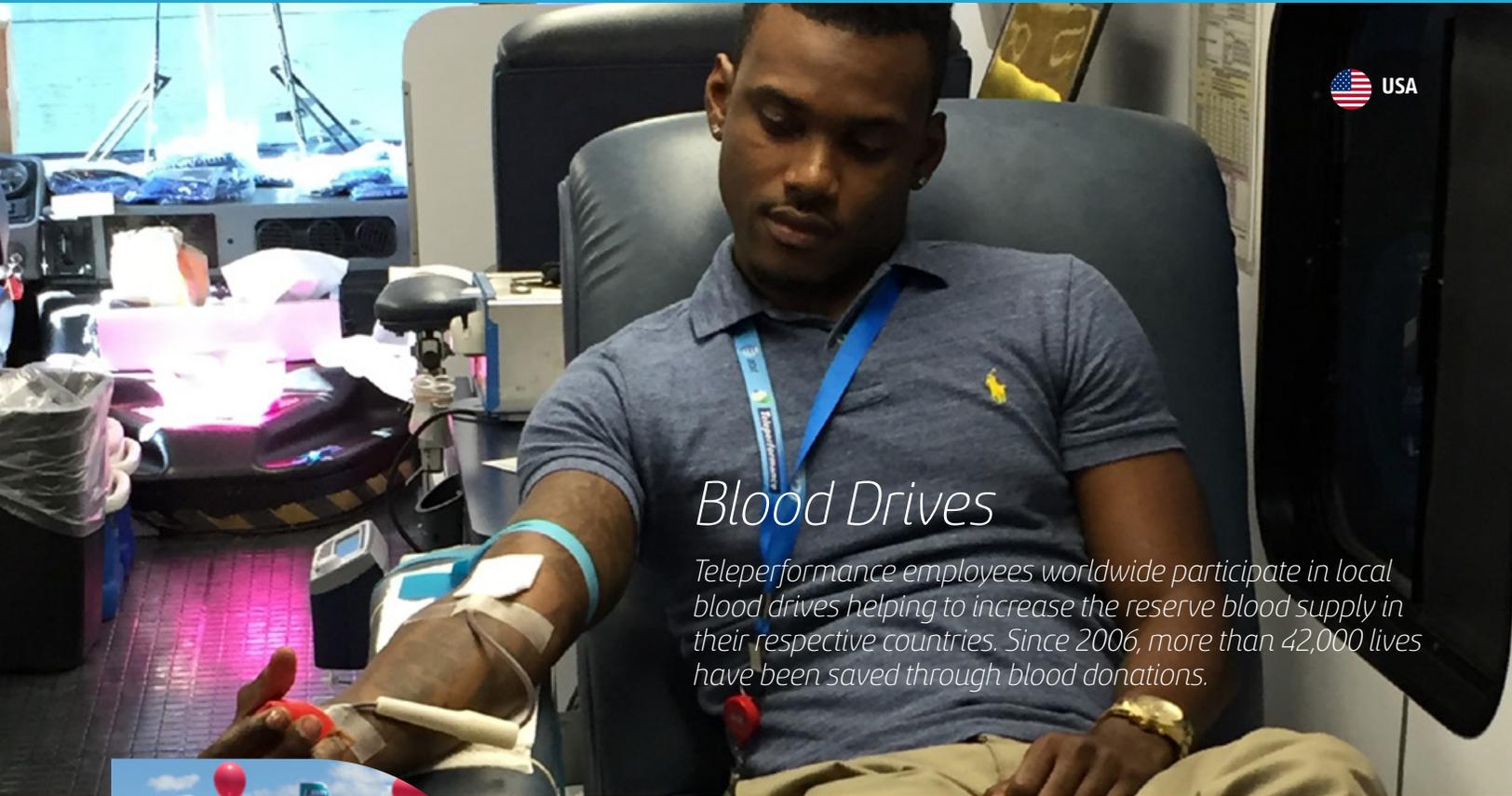
COTW's Ten-Year numbers:

Since 2006, a decade of giving, millions of children and families have benefited from our worldwide Teleperformance volunteers that came together for one purpose: to bring hope and comfort to those in need as true Citizen of the World Ambassadors.

This is just a small sample of the constant efforts that we make to align our performance goals with causes that not only affect the world around us, but also bring our employees closer together. In our 10th anniversary of Citizen of the World, we know we can do even more and better and we remain totally committed to continuing to make a positive difference in people's lives and making the world a better place.

Watch here COTW 10th anniversary video: "One Life."
<https://youtu.be/df-TE3bINol>





Blood Drives

Teleperformance employees worldwide participate in local blood drives helping to increase the reserve blood supply in their respective countries. Since 2006, more than 42,000 lives have been saved through blood donations.



EL SALVADOR

#MissingType Campaign

Teleperformance participated in the #MissingType Campaign to raise awareness and encourage blood donations. Organizations and individuals removed the letters A, O and

B from their names creating a hugely successful, award winning campaign that went viral. Ten Teleperformance sites in seven countries took part in this exciting and worthwhile endeavor.



Here are some of the highlights of this year's health campaigns, from around the globe:



CANADA

Teleperformance in Canada volunteers walked through the streets of Montreal holding different colored lanterns signifying support for the fight against blood cancer. Gold lanterns signified those who have passed away due to lymphoma or leukemia. Red signified supporters, while white lanterns signified survivors and those who are currently battling the disease.



PORTUGAL

Teleperformance in Portugal partnered in May 2016 with the Portuguese Society of Multiple Sclerosis. A financial donation was made to help buy needed material.



ALBANIA

Teleperformance in Albania employees decided to spend Children's Day on June 1st with 48 kids suffering from autism and other types of mental disorders. They collected toys, school materials and they even prepared lunch for them.



BRAZIL

In April, Teleperformance in Brazil organized a treasure hunt where children supported by a local charity had to find hidden Easter eggs. 134 Easter eggs were prepared and 107 employee hours were donated.



FRANCE

Teleperformance in France employees participated in the annual "Movember," where men grew out beards and mustaches to bring awareness to men's health issues. Along with the facial hair competition, educational brochures and other information materials were distributed among employees.



ITALY

Teleperformance in Italy observed a day of thought and remembrance for violence towards women, who have suffered, and continue to suffer, as victims of violence. At each site in Italy, staff members united in solidarity, by wearing red ribbons, to remember the importance of speaking out about violence against women.

Here are some of the highlights of this year's education campaigns, from around the globe:



DOMINICAN REPUBLIC

Teleperformance in the Dominican Republic supported the children from Aldeas Infantiles by launching the campaign "Supplies for Success" which gathered over 900 items including books, pens, pencils, erasers, notebooks, and much more.



TUNISIA

Teleperformance in Tunisia donated school supplies and books to the SOS Children's Village Akouda to enrich their libraries, which was particularly appreciated by the little children.



GREECE

Teleperformance in Greece hosted the StarDay Initiative for Make a Wish Foundation. More than 35 employees volunteered to help package rulers and stars, which were then sent to local schools.



COSTA RICA

Teleperformance in Costa Rica hosted a "Back to School Drive" for children in a local town severely affected by a recent earthquake. Employees donated supplies such as notebooks, pencils, pens, erasers, books, and more.



BRAZIL

Teleperformance in Brazil hosted an education campaign called "My child's library". Employees registered their child's public school and a raffle was held to find the winner. Out of 150 schools, Presidente Juscelino School in São Paulo was awarded 700 books to improve the school's library.



INDIA

Teleperformance in India donated 38 Soccer shoes to the Soccer team of Literacy India School at Gurgaon, along with 260 hygiene kits and 160 sets of Notebooks and stationary to junior classes.



INDIA 



Microsoft Community Technology Centers

Teleperformance collaborates with Microsoft to offer computer literacy skills in local communities in India and South Africa. Teleperformance provides the infrastructure

and resources in partnership with local NGOs to offer these classes and give students a fundamental education on Microsoft Office.



SOUTH AFRICA 



Here are some of the highlights of this year's food & clothing campaigns, from around the globe:



U.S.A.

Teleperformance in the USA hosted various food and hygiene drives throughout the year to collect items for local food banks, homeless or domestic abuse shelters and children's clubs. These contributions have been used to sponsor food drops in our communities to help provide good nutrition to families in need.

In Utah, Teleperformance partnered with a local radio station to help collect more than 14,000 pounds of food during the holidays!

PORTUGAL

Teleperformance in Portugal collected food to distribute in the community via several institutions. Around 100 employees participated in the campaign for donations to food banks during the campaigns in May and December.



ALBANIA

Teleperformance in Albania takes the opportunity to visit families in need every week to deliver to them food, toys and clothes.



BRAZIL

Teleperformance in Brazil collected clothes to benefit those in need while company teams challenged each other in a friendly competition to achieve the highest number of donations. More than 155,000 articles of clothing were collected and donated.



INDONESIA

During Ramadan, Teleperformance employees in Indonesia collected, and donated food to needy orphanages in their local cities.

Teleperformance celebrates World Peace Day

Throughout the world, Teleperformance employees celebrated annual World Peace Day by holding dancing flash mobs (USA) setting white balloons into the sky (Albania) and so much more.





Here are some of the highlights of this year's holiday campaigns, from around the globe:



USA

Teleperformance in the USA organizes an annual Joy Drive to support the children of our local communities, collecting donations through payroll, and partnering with Marine Toys for Tots, Boys & Girls Clubs or a local chapter of Big Brothers Big Sisters. These donations lead to a record-breaking 3,327 toys which benefited local children who would otherwise have had an empty stocking for the holidays.

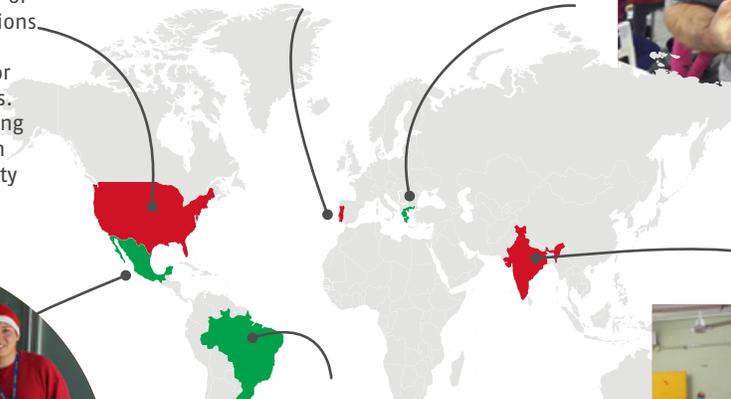


PORTUGAL

Teleperformance in Portugal organized two actions during their Christmas Party 2016. One was the collection of surplus food (almost 150 meals.) The other was the collection of 200 toys to delivery to children supported by UNICEF Portugal.

GREECE

Teleperformance in Greece volunteered at the Charity Bazaar of Aspropyrgos Municipality. Employees distributed organized presents to the children and helped organize the event.



MEXICO

During the month of December, Teleperformance in Mexico offered different desserts and baked goods for sale to raise funds for "Operation Smile", a non-for-profit organization to provide cleft lip and palate repair surgeries to children worldwide. Employees not only were they able to satisfy their winter cravings, but also were encouraged to bring their own baked goods, purchased or homemade, for sale.



BRAZIL

Teleperformance in Brazil held a Holiday Campaign that answered letters to Santa Claus and collected food and toys for needy families. Employees answered 902 letters by helping Santa collect and deliver the gifts requested. 70 elderly people and 832 children received toys, clothes and other gifts. More than 10 tons of food and 24,818 toys were collected.



INDIA

As is their annual tradition, Teleperformance in India, celebrated the holidays with the COTW kids at Pan India school. The students of the school, who come from nearby urban and rural slums, got the opportunity to participate in games, win prizes and receive gifts. Teleperformance donated 330 sippers and school bags to the school kids along with 250 study desks for the young children at Pan India.



Disaster relief efforts throughout the world.

PHILIPPINES 

The north coast of the **Dominican Republic** had massive rain for weeks, flooding 4,000 homes—at least 50 totally destroyed—and blocked access to many bridges and roads. Over 20,000 people were forced to evacuate their homes and the country was in a state of emergency. Teleperformance in the Dominican Republic collaborated with a local NGO to collect and deliver over 1,000 non-perishable items to the affected areas.

Italy suffered a 6.2 magnitude earthquake on 24 August 2016. Over 300 people died, around 400 were injured and several towns in Central Italy were completely destroyed with over 2,500 people left homeless. More than 3,000 aftershocks and occasional heavy rains followed, making the rescue efforts difficult. Teleperformance in Italy launched an immediate campaign to help the earthquake victims by organizing blood donations and raising monetary funds. Other Teleperformance countries helped with cash donations as well to the Italian Red Cross and other recognized organizations helping the victims.

Teleperformance has partnered with Feed the Children for 10 years to provide

disaster relief for children and families. In October 20, 2016 Super Typhoon Haima devastated the Northern Luzon provinces in the **Philippines**. The typhoon affected 26 provinces and 249 municipalities and more than 13,000 houses were destroyed. Teleperformance's global crisis fund helped in a quick response to the victims of the Typhoon providing rice, water and necessary items.

Teleperformance in the USA had the honor of teaming up with Niagara Bottling, the Children's Dream Center and Reach Out America to provide a total of 10.5 semi-trucks of water to help combat the water crisis in **Flint, MI**. Two Disaster relief trucks were sponsored for **Texas Flooding**; and disaster relief supplies for 1,200 was sent to the victims of the **Virginia and Louisiana Flooding** and **California Wildfires** in partnership with Feed the Children.

Teleperformance and Feed the Children joined together with local community partners to provide disaster relief to families affected by **Hurricane Matthew**. Teleperformance sponsored four Feed the Children semi-truck loads of disaster-relief items and food for 1,600 families in need.



DOMINICAN REPUBLIC 



USA 

Teleperformance recognizes that it needs to manage Health and Safety with the same degree of expertise and to the same standards as other core business activities.

With a Safety Management System, we aim to effectively control risks and prevent our people from being injured during the course of their work.

Going beyond local regulatory requirements, from June 2015 to December 2016 more than 40 H&S Subject Matter Experts (SMEs) were enrolled in the H&S SME Training path providing an in-depth training around to the Group H&S Policy, H&S Site Inspections, Risk Assessments, Accident/Incident Reporting, Evacuation Drills and New Hire Orientation,

among others. A Teleperformance H&S Toolkit was created and made available on the Group intranet for all H&S SMEs, as 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.





Creating a healthier life

Passion 4U is a wellness program that promotes well-being and a better quality of life for all our employees.

ALBANIA 

passion **4U**
for you 

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.



GREECE 

Here are some of the highlights of this year's activities, from around the globe:



ALBANIA

Throughout 2016, Teleperformance in Albania organized various initiatives focusing on employee wellbeing. To provide the best possible experience and galvanize the spirits of our people, each event preparation was based on three pillars: inclusion of all staff, relevance of the event for the community and choice of external partners based on their closeness to Teleperformance values.

Among the initiatives, Bike to Work was organized in May 2016 to promote commuting to work by riding a bicycle instead of driving a car. 230 bikers participated, covering a total distance of more than 2300 km. The initiative was undertaken in collaboration with both the municipality of Tirana and a local NGO.

For its anniversary in July, Teleperformance in Albania threw a company-wide party in one of the trendiest locations of the capital, with top DJ and performers, as a way to show gratitude to all employees for their infinite passion at work. The attendance to the annual party reached 80%.

But Teleperformance in Albania is actually dedicated to promote its passionate people all year long! That is why, every month, the best performing employees are celebrated with an award and a small party dedicated to their personal and professional achievements.

ARGENTINA

Teleperformance in Argentina organized a "healthy day" where important notions on how to ensure a healthy diet were shared with all employees and fresh fruits were distributed for free. The initiative took place in all of our offices in Buenos Aires and Tucumán during 2 consecutive days, involving over 3,500 employees.



GERMANY

Teleperformance in Germany gathered its advisors and supervisors for an inter-company Kart racing competition. After one hour of qualifying rounds, the ten fastest Teleperformance drivers were selected to constitute the Teleperformance official teams, racing against the very best competitors' drivers. After three hours of intensive racing, the Teleperformance teams obtained the 4th and 10th place over 16. All teams were enthusiastically supported by family members and colleagues at the sidelines. Kart racing is one of the activities organized by Teleperformance in Germany to promote team spirit, camaraderie and pride, not only within Teleperformance, but also with our competitors!



BRAZIL

Teleperformance in Brazil organized two "TP Runners" races, totaling 105 participants. The Night Run, taking place every year, saw the participation of both men and women, while the Lotus race, which took place on the beach of Rio Grande do Norte, was dedicated to women employees.



PORTUGAL

“Try Something New” is a program that runs annually at Teleperformance in Portugal, offering a variety of sports, leisure and wellbeing activities. All workshops are thought to enable employees to engage in different activities and discover new passions and hobbies. During 2016, the workshops ranged from barista lessons to bounce activities, Chi Kung, chocolate making, healthy cooking, Judo, Kangoo Jumps, power juice making, music production, rock climbing, sailing, scuba Diving, sewing and sushi making.

Rock climbing was organized in June in the Parque Florestal de Monsanto.

“My experience at the rock climbing workshop was really cool since it was something that I had never done before. I 100% recommend all these activities that motivate us to do things that we have never done before.” –Ruy Silva, CSR

The Kangoo Jumps workshop provided constant fun one jump after the other with Kangoo power boots. This type of activity reduces the impact on the ground by 80% and helps to burn up to 20% more calories.

“The Kangoo Jump workshop was one of the most inspiring and exciting activities that I could have done since I had a knee injury many years ago. The team gave me the strength to continue, because at first I was really afraid of falling!” – Rossana Miranda, CSR

The master class on the benefits of juices and smoothies was organized with a health & nutrition coach and involved 30 participants. Among the themes discussed: why we are what we eat; wrong eating habits and solutions; small changes for big results; difference between smoothies and juices and their benefits; the importance of food planning.

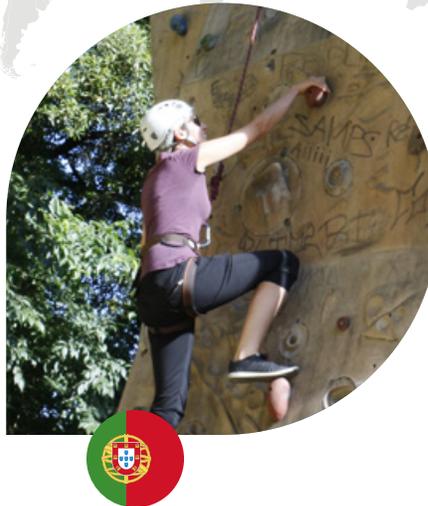
On the same line, the healthy food for the day to day life workshop, with recipes and suggestions, was organized in collaboration with a professional nutritionist.



GREECE

Throughout 2016, Teleperformance in Greece worked on various anti-stress initiatives.

Every month since the beginning of the year, Teleperformance in Greece offers one free healthy breakfast to all its employees to educate around the importance of following a healthy and balanced diet and to start the day with plenty of energy. Each breakfast bag has a tag with a message wishing a good morning and a happy month.



To tackle the issue of stress, the company initiated some of its employees to meditation techniques with 1 hour sessions during 8 weeks. On the same topic, Teleperformance in Greece organized Stress Management consulting sessions during 15 days within its premises.

Teleperformance in Greece takes also pride in enabling its employees to enjoy the beauty of the country’s landscapes while at the same time reinforce team spirit and sense of belonging to the company. During February and March 2016, 6 winter daily trips were organized at the beautiful Vytina Arkadias Village, where participants could enjoy nature, taste the traditional cuisine, try horse riding in the forest or hike under the supervision of an expert trekking team. In total, more than 500 employees participated in the winter trips.

Summer Trips, Cruises and Camp: during the month of July, Teleperformance in Greece organized special Beach Days. More than 230 employees had the opportunity to enjoy the sun, the sea, sunbeds, free coffee, perform water ski, play volley, water war and do aqua aerobics. Between June and July, Teleperformance parents could also enroll their kids to the yearly Summer Camp, while 450 employees had the chance to visit 3 beautiful Greek islands, have fun and enjoy some summer relaxing moments.

Teleperformance in Greece also celebrated the richness and diversity of its own employee population with an amazing and tasty experience: Cook Me Up, a food festival celebrating different cultures. Africa was on the agenda in May, Latin America in June, Europe in July and Asia & Middle East in September. The diversity campaign was closed in October with the last Cook me Up event.





COLOMBIA

In 2016, Teleperformance in Colombia carried out a comprehensive health program focusing on a special topic every month. For example, March 2016 was dedicated to sexual and reproductive health, with activities ranging from breast cancer screening to contraception and prevention of sexually transmitted diseases.

During April, the month dedicated to muscle and bone care, dancing classes were organized for all employees and ergonomics in the workplace was promoted through fun activities.

The months of May and June focused on visual and hearing health, with optometric and audiometric tests organized for employees and special training sessions on how to reduce eye strain and improve hearing care.

One of the most important asset for our employees, the voice, was taken care of during the month July, with workshops on voice care, vocal warming and the importance of voice breaks.

Among the many other topics, cardiovascular care (with nutritional recommendations from experts and advice on healthy lifestyle) and psycho-social wellbeing (stress management techniques, conflict management and working in teams), campaigns to prevent the consumption of psychoactive substances and alcohol, trips and fall prevention and emergency trainings were on the agenda. Overall, between 4,000 and +10,000 employees participated every month to the Passion 4U activities.



CHINA

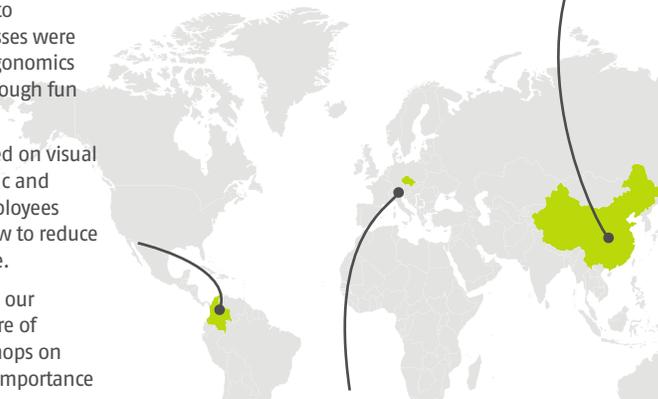
To foster team spirit while promoting fitness, Teleperformance in China organized a Tag-of-War race. A total number of 28 teams participated to the event, which took place over 3 days in May. The 3 top performing teams were chosen as winners of the competition. With over 2,000 people attending, both as participants and as part of the cheering team, Tag-of-War was one of the most impressive large-scale activity for Teleperformance in China.

Teleperformance in China also thought about its talented people! "The Dancer" was a talent show contest where dancing and singing was combined with gaming. All participants were brought together to show their artistic side, thus boosting their self-confidence and encouraging new friendships.

Besides special sporty events, every year Teleperformance in China provides a fitness card to all its employees and works to raise awareness around the importance of exercise in people's spare time.

CZECH REPUBLIC

In August 2016, Teleperformance in the Czech Republic employees were invited to participate in the third annual Pétanque Tournament, organized during the company's Summer Party. As the theme of the party was "Hippie Night", every player was asked to respect the dress code. Despite the cold weather, 9 pétanque teams wearing long braids, flowers in their hair and flared colorful trousers challenged each other during the whole night, even after the tournament was over!





The X-tra Mile Game: for fun, health, competition and friendship.



The "X-tra mile Game" was the first healthy lifestyle initiative organized at CEMEA region level (Continental Europe and the Middle East). Taking place in autumn 2016 over a five week period, this inter-country competition was aimed at promoting an active way of life among Teleperformance employees. Each participant was encouraged to download a smartphone app calculating the distance covered every day by walking, running or cycling. The initiative was a great success: 918 competitors from 20 European countries participated, traveling a total distance of over 40,000 km. Competitors from the most active subsidiary were rewarded with gift vouchers for sports, health or fitness accessories.

Over
98
competitors

Representing more than
20
European countries



Time to Shine

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 and music competition that is intended to instill pride in belonging to the Group and promote its cultural diversity.



2016

2,499

of video entries in 2016
(23% increase from last year)

Over 47,000 video participants have been received since the program's inception in 2009. In 2016, we received 2,499 local FFF entries with over 11,000 video participants from more than 35 countries. The global "People's Choice" champion awards were determined

on Facebook™ so that our employees' friends, families, and even the public could vote for the best videos. The video with the highest number of votes in each category was selected. 51,905 votes were made on Facebook™ during this period.

Music Category global winner



35

countries submitted local videos in 2016



Watch here:
<https://youtu.be/YHBmvXR9i7w>

+ 11,000

video participants in 2016





Here are some of our FFF highlights from around the world:



DOMINICAN REPUBLIC

Teleperformance in the Dominican Republic held its first For Fun Festival on September 23, 2016 in the theater of the XMT Academy. It was an amazing time. The audience sang along with the participants! When the dance competition took place, everybody got so enthusiastic that the DJ played merengue afterwards to continue the party. It was a perfect night to enjoy the talent of Teleperformance.

PORTUGAL

Teleperformance in Portugal held their local For Fun Festival in B-Leza (Famous local artists Club) in Lisbon on September 27th. Over 300 people attended the event to support their favorite artists. The participants showed their talent and passion during the night, embracing the competitive spirit of the annual festival. During the presentations, the jury classified the different performances and chose the best from each category to represent Portugal in the Global Contest.



EGYPT

On Saturday October 1st, Teleperformance in Egypt celebrated its 6th annual For Fun Festival at the Cairo Opera House. More than 500 attendees, from Teleperformance employees, to friends and family, enjoyed the talent of our employees. The look of pride and happiness was reflected in everyone's eyes. Celebrities such as the actress Safaa Galal and the TV Host Amr Ramsy served as members of the judging committee.



GREECE

Teleperformance in Greece held the finals of their 7th annual local For Fun Festival on the 21st of October. The event took place in one of Athens, well-known clubs that is located at the center of the capital. Professional dancers, performers, and a famous Greek band performed along with the three finalists of the Dance and Music category in front of an audience of more than 1,000 people.

INDIA

Teleperformance in India hosted For Fun Festival-Mega Pan India Finals on September 30, 2016. Due to the overwhelming response, and to maximize participation, FFF was conducted in 6 stages (Nominations, Auditions, Quarter Finals, Semi-finals, Site Finals, and finally, National Finals). It was astounding to see 1,368 nominations across all three sites with art leading the way with 642 nominations followed by dance (475) and music (251). The Local FFF Facebook Voting application was initiated this year again to drive engagement for internal and external audiences, getting support from family members and friends.



BRAZIL

Teleperformance in Brazil celebrated the For Fun Festival finals on September 6, 2016 at the Gamaro Theatre. Around 750 employees attended the festival, and they all voted for their favorite candidates. All the employees who attended the festival in Brazil donated non-perishable food. More than half a ton of donated food was sent to charities. In addition to the presentation of the finalists, an incredible performance of employees called Happiness Promoters made the evening even more special.





Better together

The Teleperformance family brings passion to every aspect of their lives. We not only work hard, but we play hard as well.

RUSSIA 



DOMINICAN REPUBLIC 



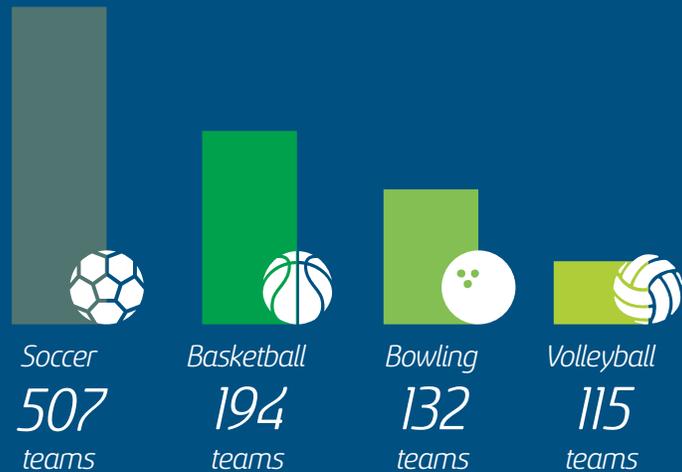
USA 



Teleperformance Sport Club is a worldwide program promoting sports as a tool for physical well-being and higher quality of life, and motivating our people to play, have fun, and share good moments with their teammates.

In 2016, the Group boasted more than 950 sports teams which consisted of 507 soccer teams worldwide, 115 volleyball teams, 194 basketball teams, 132 bowling teams and many other teams of employees playing tennis, badminton and softball.

About Sport Club 2016:



Teleperformance Sport Club local highlights:

MEXICO

Teleperformance in Mexico' soccer tournament, TP Cup, is organized in each city with a local tournament where the winning team has a direct pass to participate in the nationwide tournament, which took place in the city of Puebla. A total of eight female teams and eight male teams competed for the trophy this year.

The winner was the city of Guadalajara for both the male and female tournaments. During this TP Cup weekend, there were up to 320 participants, including players, Puebla staff supporting the event's logistics and local players' family and friends.



LEBANON

Teleperformance in Lebanon's Sports Tournament started May 23rd and ran until May 30th. Four football teams and two basketball teams participated in the tournament.



RUSSIA

Teleperformance in Russia has always actively supported and promoted Sport Club! More than 200 employees from three sites – Volgograd, Moscow, and Vladimir – gathered for the biggest sporting event, the annual Football and Basketball Championships, which took place in June 2016 at Holiday Inn Vinogradovo Hotel in Moscow. Team TP Vladimir snatched the championship title in both the basketball and football tournaments, with TP Volgograd 2nd, and TP Moscow 3rd.



PHILIPPINES

Teleperformance in the Philippines dominated the 2016 BPO Classic and Inter-Call Center and Commercial Employees (ICCE) basketball and volleyball tournaments, bringing home two basketball championships and the runner-up trophies in volleyball for both men and women.



PORTUGAL

Teleperformance in Portugal organized 12 mixed teams and more than 100 players in a volleyball tournament. The competition, held in Lisbon, included teams from our offices in Porto, Lisbon and Covilhã and was full of good surprises with a fantastic atmosphere among the players.

CHINA

In China, Teleperformance's 3rd Basketball Tournament took place in 2016. During the tournament, 10 teams participated. More than 150 people attended and had the chance to participate in the fun and enjoy the event.



Leading executives to lead us in the future

Teleperformance University was created to nurture, develop, empower and spread globally the unique corporate culture of Teleperformance. Teleperformance University 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:



Module 1:
Culture & People Management
(Lisbon)



Module 2:
Marketing & Solutions
(São Paulo)



Module 3:
Business Development & Client Relationships
(Guadalajara)



Module 4:
Operations, IT & Security
(Salt Lake City)



Module 5:
Finance
(Athens)



Module 6:
Excellence in Operations & Final Project
(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 25, 2016. The graduation is scheduled to take place in Manila on July 28, 2017.

Teleperformance

Onboarding

The objectives of the Onboarding process for new employees are:

- Know and understand the organization and the business.
- Become operational and feel confident.
- Give the employee 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 his/her future at Teleperformance. The first onboarding package was created for our advisors, representing 80% 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 monthly surveys and in 2016 we had nearly 30,000 respondents. There was an average score of 94% of people finding the process useful to them in their role. The second Onboarding package, for new hires in Business Development, is also fully implemented and covers the first 180 days of integration.



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 were able to develop their leadership, communication, time management and project management skills thanks to the e-learning process. 307,505 training hours were provided in 2016, accounting for 1.0% of total 2016 training hours, with a 93% satisfaction rate from our network in 2016.

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, through 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 2016, 87% of our non-Agent vacancies were filled through internal promotion. We are aware of over 5000 people across the group who were promoted in 2016 having attended a JUMP! program.





Protecting the environment
 Citizen of the Planet (COTP) is Teleperformance's environmental responsibility initiative.




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 invests in indoor environmental quality refinements, alternative

transportation and employee education and involvement to extend green efforts to their homes and neighborhoods.

Teleperformance is making great strides in its mission to protect nature and lessen its impact on the environment. Our emissions goal is to reduce our average Carbon footprint per employee between 0.5% and 2.5% annually.

*2016 Carbon Footprint in Metric Tons
 % of Total Carbon Footprint per Source*

2016, the company's total measure of CO₂ emissions was 142,718* tons with a carbon footprint per employee (CFE) of 0.7655 tons, a fully audited 1% decrease from the previous year.

0.7655 tons
 Carbon Footprint
 per Employee



91.31%
 130,311
 Electricity



0.35%
 502
 Paper



8.34%
 11,905
 Air Travel



*Externally Audited



Environmental Awards & Certifications

Teleperformance continually grows its global portfolio of LEED, BREEAM and ISO 14001 certified sites, continuing its commitment to working environments that inspire a love of the natural world.



Five centers in Teleperformance in Colombia, as well as the Beijing (China) and Cebu Park (Philippines) centers, have obtained LEED certification (Leadership in Energy and Environmental Design).



ISO 14001: 2009 in Germany (Dortmund & Görlitz) and ISO 14001: 2004 in UK (Ashby De La Zouch)



The Glasgow (Scotland) and Paris (France) centers have obtained BREEAM certification (BRE Environmental Assessment Method)

CHINA 

Here are some of our highlights of COTP from around the world:



MEXICO

As part of COTP, a Renewable Energy Project was launched for Teleperformance in the Nearshore region during 2016. The purpose of this project is to switch over almost all electricity consumption in Mexico to renewable sources (100% solar). This will result in a huge positive impact in the carbon footprint both at the country level (a reduction of around 80%) and at the global level (estimation: 9% reduction).

DOMINICAN REPUBLIC

Teleperformance in the Dominican Republic held their second reforestation campaign, once again in conjunction with the Ministry of Environment and Natural Resources. 25 volunteers between agents, supervisors and managers from all areas, traveled to a little town in the north of the country, a place called José del Puerto in Villa Altigracia. They planted over 1,100 seedlings of Cedro Criollo in three hours.



POLAND

Teleperformance in Poland celebrated Mother Earth Day by organizing a campaign promoting the use of reusable bottles. One of the biggest issues is pollution of our planet with plastic waste, mostly caused by consumption of water in plastic bottles. To fight against this, we have prepared a campaign showing people the environmental and economic benefits of drinking tap water. To convince people even more, we gave each employee reusable aluminum bottles – a total of 500.



GERMANY

Teleperformance in Germany provided each employee a seedling to plant. One hundred newly planted trees with the Teleperformance logo and the names of employees were planted on the day of the grand opening.



TURKEY

In Turkey, Teleperformance's Running Team ran 10 kilometers in the 38th Istanbul Marathon for the TEMA foundation's charity campaign. TEMA's campaign will provide nature preservation training to 5,000 school kids and will plant 10,000 trees.



EL SALVADOR

In celebration of World Environment Day on June 5th, Teleperformance in El Salvador's Runners participated in the "2nd San Salvador Run for the Environment Race." Teleperformance has the firm vision that this type of event brings more awareness to the importance of the environment and the ways that we can help this cause. Almost 1,000 new trees were given to all the runners by the San Salvador Government so they could plant them and reforest the country.

United Nations Global Compact

Our Progress in 2016



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 avoid 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 eight languages and distributed to all local companies.
Group Grievance mechanism	■	■	■	■	Since 2015, Teleperformance has been working to continuously improve its Group Grievance Mechanism. At first put in place as an email address published on the corporate website, the system was upgraded in 2016 and integrated into our internal Omnichannel Management Tool to optimize grievance resolution, track customer experience and draw statistics. Several trainings for local HR teams are regularly organized in the form of one to one trainings, tutorials, videos and webinars, focusing on how to handle requests and grievances according to the Group's standards.
Community Involvement: Citizen of the World	■				Teleperformance supports the communities in which we are present and also provides disaster relief aid around the world in time of emergency with its "Citizen of the World" (COTW) charitable activities. In 2016, our 10th year anniversary, Teleperformance employees donated \$4,845,256 in cash and in-kind donations to underprivileged children and families as well as natural disaster victims. 66,643 volunteer hours were provided by Teleperformance employees for charitable and environmental causes. For more information, please see page 11-21 of this report.
CSR New Hire training	■	■			Teleperformance New Hire orientation is designed to raise awareness around Corporate Social Responsibility 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.
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 Teleperformance corporate website. In 2016, 88.1% of our employees were trained on the Code of Ethics as part of their CSR New Hire Training, and 81% acknowledged the policy.
Employee Satisfaction Survey	■	■			In its 9th Global Edition, the 2016 E.Sat involved 44 countries and more than 102,000 respondents. Each year, all employees are invited to participate to 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 2015, the overall satisfaction in 2016 increased by 12 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 an increasing number of suppliers, aiming at covering all top suppliers by the end of 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. Those policies express Teleperformance’s strong commitment to respect and protect the privacy of every individual, its employees, and clients. In 2016, Teleperformance revised those policies and renamed them to the 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 2016, 88.3% of our employees were trained in the policy with a 81.4% 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 security program includes security risk assessments—developed in partnership 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 Dialog					Teleperformance complies with all national and international laws in terms of labor. To re-inforce our commitment, the Group issued a Human Rights Statement in 2015 stating that “Social dialog 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 2016, 77.2% of all employees were trained in the policy, with a 70.8% acknowledgement.

Diversity & Career Management

Human Rights
Labor
Environment
Anti-Corruption

BEST Recruitment & Selection					<p>Launched in 2013, BEST Recruitment & Selection is a set of processes and tools in Recruitment designed to ensure that all recruitment applications are reviewed consistently across Teleperformance, following clear criteria to avoid biases, that non-discriminatory rules are clearly followed and candidates are the right fit for the job. The level of implementation is today at 83% with 5 countries achieving group certification in 2016.</p>
Impact Sourcing					<p>Impact sourcing (IS) is a service delivery model within the business process outsourcing industry and is defined as employing disabled and socioeconomically disadvantaged youth under age 26 in developing countries 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 provides a competitive advantage in domestic sourcing. Teleperformance has been recruiting disabled and socioeconomically disadvantaged youth under age 26 in developing countries 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, set as an annual target of 1000 IS hires annually worldwide. By 2016 this goal was surpassed with over 25,000 IS hires in the following developing countries: Egypt, India, Mexico, Morocco, Philippines and Tunisia. For more information, see page 10 of this report.</p>
Onboarding					<p>The objectives of the Onboarding process for new employees are: know and understand the organization and the business; become operational and feel confident; give the employee 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 his/her future at Teleperformance. The first onboarding package was created for our advisors, representing 80% 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 monthly surveys and in 2016 we had nearly 30,000 respondents. There was an average score of 94% of people finding the process useful to them in their role. The second Onboarding package, for new hires in Business Development, is also fully implemented and covers the first 180 days of integration.</p>
Foundations Program					<p>Teleperformance focuses in ensuring consistency in the way in which we recruit and train people during their first 6 months in the role. In 2014, we launched Supervisor Foundations and in 2016 we announced the launch of Trainer Foundations and Recruiter Foundation to go live in Q1 2017. There are 4 key parts to this Program: 1. Job Descriptions – The Job Description is now consistent globally ensuring all these roles are recruited to the same specification (local requirements can be added); 2. Assessment Center – A new assessment center has been designed for each role which applicants must pass in order to start in their role; 3. Training – A structured training curriculum has been developed and will be consistent for each of these roles. The training curriculum covers the first 6 months of their tenure and is split in to "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 whilst ending in the "development" phase with skills based workshops allowing them to take in to the workshop real examples to discuss and practice.</p>

Diversity & Career Management	Human Rights	Labor	Environment	Anti-Corruption	
JUMP!					<p>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, through 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 2016, 87% of our non-Agent vacancies were filled through internal promotion. We are aware of over 5,000 people across the group who were promoted in 2016 having attended a JUMP! program. For more information, see page 33 of this report.</p>
eInstitute					<p>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 were able to develop their leadership, communication, time management and project management skills thanks to the e-learning process. 307,505 training hours were provided in 2016, accounting for 1.0% of total 2016 training hours. Year on year we have seen progression with use and satisfaction with a 93% satisfaction rate from our network in 2016.</p>
TP University					<p>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: Culture & People Management (Lisbon); Marketing & Solutions (São Paulo); Business Development & Client Relationships (Guadalajara); Operations, IT & Security (Salt Lake City); Finance (Athens); Excellence in Operations & Final Project (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 25, 2016. The graduation is scheduled to take place in Manila on July 28, 2017. For more information, see page 32 of this report.</p>
Teleperformance Operational Processes & Standards					<p>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 to highlight each advisor's improvement points. Compliance to TOPS is measured regularly at local level. By the end of 2016, 80% of Teleperformance companies had a process score higher than 80%.</p>
BEST Quality Assurance					<p>The Teleperformance Quality Assurance Process (BEST QA) provides a clear, structured approach to implement and manage quality in all our companies, with the objective to improve 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 2016, 84% of Teleperformance companies had a process score higher than 80%.</p>

Health & Safety

Human Rights

Labor

Environment

Anti-Corruption

	Human Rights	Labor	Environment	Anti-Corruption	
Health & Safety Policy					Teleperformance recognizes that it needs to manage Health and Safety with the same degree of expertise and to the same standards as other core business activities. With a Safety Management System, the Group aims to effectively control risks and prevent people from being injured during the course of their work. Going beyond local regulatory requirements, from June 2015 to December 2016 more than 40 H&S Subject Matter Experts (SMEs) were enrolled in the H&S SME Training path providing an in-depth training around to the Group H&S Policy, H&S Site Inspections, Risk Assessments, Accident/Incident Reporting, Evacuation Drills and New Hire Orientation, among others. A Teleperformance H&S Toolkit was created and made available on the group intranet for all H&S SMEs, as 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. In 2016, 86.7% of all employees were trained in our Group Health & Safety Policy with a 78.8% acknowledgement. The policy is publicly available on our corporate website. For more information, see page 22 of this report.
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. For more information, please refer to pages 23-27 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 and music competition that is intended to instill pride in belonging to the Group and promote its cultural diversity. More than 11,000 employees with over 47,000 video participants have participated since the program started in 2009. In 2016, the 8th Annual For Fun Festival produced 2,499 videos with 9,063 video participants. For more information, please see pages 28-29 of this report.
Sport Club					Teleperformance Sport Club is a worldwide program promoting sports as a tool for physical well-being and higher quality of life, and motivating our people to play, have fun, and share good moments with their teammates. In 2016, the Group boasted more than 950 sports teams which consisted of 507 soccer teams worldwide, 115 volleyball teams, 194 basketball teams, 132 bowling teams and many other teams of sportsmen and women playing tennis, badminton and softball. For more information, please see pages 30-31 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 2016, 100% of Teleperformance companies had a process score higher than 85%.
Premises Standard					Teleperformance Premises Standard covers topics such as Lighting, Acoustics, Hands-on-Management, Sustainable Development and Wellbeing in all areas of our centers. The Standard provides blueprints and guidelines to be implemented in each new location or to inspire any new 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. It also includes a section dedicated to Health & Safety which has been a focus in 2016 in order to increase awareness among all our employees across the world about Health, Ergonomics, Safety and Emergency procedures.

Caring for the Environment

Human Rights
Labor
Environment
Anti-Corruption

Environmental policy			Environment	<p>In December 2013, Teleperformance released its Environmental Policy, which defines the actions, behaviors and relationships that Teleperformance’s employees shall adopt to act in an environmentally responsible way, inside and outside the workplace. The policy is publicly available to all stakeholders on Teleperformance corporate website. Since last report, 83.4% of our employees were trained with a 73.2% acknowledgement.</p>
Citizen of the Planet			Environment	<p>“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 making great strides in its mission to protect nature and lessen its impact on the environment. Our emissions goal is to reduce our average Carbon footprint per employee between 0.5% and 2.5% annually. In 2016, the company’s total measure of CO2 emissions was 142,718 tons with a carbon footprint per employee (CFE) of 0.7655 tons, a fully audited 1% decrease from the previous year. For more information, please see pages 34–36 of this report.</p>
Sustainable Use of Resources			Environment	<p>Energy consumption in 2016 amounted to 291,943,798 kWh, up 6% from 274,578,269 kWh in 2015 at constant consolidation scope. This increase was mainly due to the launch of 12 new centers – mostly in Brazil, the Philippines and Albania – and the enlargement of some centers in China, Greece and India. Water consumption in 2016 amounted to 1,170,155 m3, down 0.5% from 1,175,798 m3 in 2015 at constant consolidation scope. For more information, please see Teleperformance 2016 Registration Document, section 4.3.3 (pages118–119). Link: http://www.teleperformance.com/media/2776639/teleperformance-ddr-2016-ven.pdf</p>





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