



FROST & SULLIVAN
INSTITUTE

2021 Frost & Sullivan Institute **Enlightened Growth Leadership Award**

Excellence in Best Practices





Congratulations!

Frost & Sullivan Institute, in partnership with Frost & Sullivan, is proud to present Teleperformance with the Enlightened Growth Leadership Award.

Frost & Sullivan's global team of growth pipeline experts continuously identifies and evaluates growth opportunities across multiple industries, technologies, and regions of the world. As the world emerges into the new norm disrupted and accelerated by the COVID-19 pandemic, it is becoming increasingly important for companies to leverage opportunities to shed old ways of thinking, build value chains that leave no stakeholders behind, and create foundations for stable growth to thrive in these new environments. We identify companies that demonstrate the commitment to embrace emerging technologies and protocols and generate opportunities for all while sustaining continued growth and highlighting best practices for sustainable development. This approach involves deep strategic deliberation around best practices and the development of core analytics across the entire value chain of specific products and services. Against the backdrop of these analytics, Frost & Sullivan Institute, in partnership with Frost & Sullivan, recognizes Teleperformance for its valuable achievement.

Frost & Sullivan strictly reserves this recognition to companies at the innovation to zero and growth forefront in their respective industries. These companies demonstrate proactivity in utilizing business practices to 'innovate to zero' and address global priorities while securing sustainable growth over a span of their enduring association with Frost & Sullivan. These companies also uniquely leverage technology and boost their industry partner ecosystem to serve ever-evolving customer needs in a way that facilitates environmental initiatives and supports the planet's well-being. Moreover, by combining business sense with a moral imperative, these companies demonstrate aspirational ideals beyond the simple goal of generating profits. This recognition is also a token of our gratitude towards our clients whom we have accompanied on their journeys towards transformational growth. In this context, Teleperformance's recognition holds an even greater significance in reaffirming its longstanding relationship with Frost & Sullivan.

Moreover, this recognition is the result of many individuals (employees, customers, partners, and investors), making critical decisions every single day to support the organization and meaningfully contribute to its own future in a sustainable and socially responsible way. Frost & Sullivan in partnership with Frost & Sullivan Institute enthusiastically acknowledges and celebrates their contributions.

Once again, congratulations on your accomplishments, and we wish you great success in the future.

Sincerely,

David Frigstad
Chairman
Frost & Sullivan and Frost & Sullivan Institute



Best Practices Criteria for World-Class Performance

Frost & Sullivan Institute leverages Frost & Sullivan's rigorous analytical process to evaluate multiple nominees for each award category before determining the final award recipient. The process involves a detailed evaluation of best practices criteria for each nominated company. Teleperformance excels in multiple criteria.



Teleperformance is an established global leader in the provision of bespoke services centered on customer experience management. With expertise in areas ranging from customer care to telemarketing to specialized digital solutions and more, Teleperformance works with the biggest global brands across a multiplicity of industry verticals such as automotive, healthcare, e-commerce, and hospitality. Recognizing the power of digital transformation in driving brand value, the company is especially committed to the integration of new technologies with customer experiences be it through the facilitation of digital payments, provision of real-time data analysis, or application of intelligent automation solutions. With a team of over 380,000 interaction experts capable of communicating in nearly 265 languages and dialects, Teleperformance is today delivering customer experience services in more than 170 countries across the world¹.

'Innovating to Zero' on Global Priorities

Recognizing the negative environmental impact left behind by its extensive network of global contact centers, the Citizen of the Planet (COTP) initiative was launched by Teleperformance back in 2008. The company's multipronged approach to reducing its carbon footprint includes the targeted transition to higher renewable energy in overall energy consumption, control of energy usage across data centers, and review of energy efficiency standards for new building purchases, amongst other goals. What is

¹ As per company website



even more commendable is the Company's Ambitious carbon reduction targets are validated by the Science-Based Targets initiative and the Paris agreement. Teleperformance is also part of a coalition of 200+ Companies that have, as part of the Climate Pledge, committed to carbon neutrality by 2040.

The company has successfully managed to reduce its carbon footprint per employee from 0.772 tons in 2017 to 0.682 tons by 2019, with a further 27.4% decline to 0.495 tons in 2020 amidst the transition to greater remote work². The Teleperformance Cloud Campus model, developed pre-pandemic in 2019, played a key role in reducing the 2020 footprint, with over 250,000 employees transitioning to a remote

"Teleperformance has demonstrated socially responsible strategy implementation for over a decade, with the launch of the 'Citizen of the Planet' initiative and more recently supporting equal access to information during the pandemic"

- Analyst, Frost & Sullivan

work environment in 2020³. With remote work to likely become a more permanent feature globally even post-pandemic, especially in advanced economies, Cloud Campus hubs could be increasingly leveraged to adapt to the new working model paradigm and control carbon footprint. Additionally, under the COTP program, employees across global locations have been engaging in several efforts to protect the environment, such as tree planting activities in Colombia and India, and clean-up activities in Russia and Romania. With demonstrated foresight, Teleperformance

has made a concerted effort to 'innovate to zero' driving higher sustainability.

Not restricting their efforts only to the environment, the company also ensured equal access to information during one of the biggest health and economic crises the world has dealt with.

Teleperformance launched a host of dedicated COVID-19 services to enable navigation through the uncertainty and volatility associated with the pandemic. Teleperformance has been working to equip several hundreds of citizens with accurate COVID-19 information and support services. With the lifting of lockdowns and the roll-out of vaccines, the company also supports with hotlines dedicated to country-specific vaccine and travel guidelines. Information-related pandemic support services only capture a portion of the company's suite of solutions addressing the pandemic. Teleperformance supported with over 1.5 million COVID-19 test appointments in the Netherlands on a monthly basis, with special services in France to track symptoms and facilitate healthcare assistance for vulnerable groups⁴. Looking ahead, with vaccine passports to potentially become a common feature of global economy and society, Teleperformance can assist authorities with capabilities in vaccine passport information support, registration, and other activities. The scale of the company's COVID-19 services and the widespread extent of on-ground application is testament to Teleperformance's active role in pandemic risk management and essential services delivery.

Teleperformance's cognizance of global challenges and endeavor to become part of the solution, started over a decade ago. In 2006, Teleperformance launched its global philanthropic initiative, Citizen of the World (COTW), to help the world's most vulnerable infants and children and provide immediate aid to victims of natural disasters. COTW's mission is to not only to ensure basic survival needs by providing

² As per 2020 integrated company report

³ As per company website

⁴ As per company website



food, medicine and shelter, but to also help young people reach their full potential through training, education and employment opportunities. To date, Teleperformance has raised and donated more than \$60 million (USD) in cash and donations in-kind to fund this effort. Millions of lives have been positively impacted around the world. Teleperformance is a champion of global impact sourcing in both developed and developing countries. For example, in 2020, there were 70,000 employees from minorities or vulnerable backgrounds, including thousands of refugees, in the Americas, Africa and Asia.

The management's commitment to reduce gender disparity and advance women in leadership is clearly evidenced through multiple women-empowerment initiatives and improving gender diversity statistics. TP Women was launched in 2019- a diversity-centric employee initiative, focused on the creation of equal opportunities, growth of women in management, and improved awareness around equality. TP women drives best practices for the growth and development of female talent, and entails a mentoring scheme for female employees. Subsidiaries across global locations also roll-out several local initiatives supporting women employees. In countries such as Denmark and Spain, for example, maternal leave entitlement goes over and above local laws, with flexible office hours suited to family life. The company has achieved equitable distribution in employment, with 2020 data revealing that women accounted for 51.8% of total employees⁵. The share of women in the Executive Committee has grown from 10% in 2019 to 25% by 2020, with a vision to take this to 30% by 2023⁶.

The above are clear testament to Teleperformance's excellence in enlightened growth, only reinforced further by its receipt of the of the Enterprise-Wide Social Responsibility (SRC) certification from Verego for the seventh year running in 2021.

Frost & Sullivan and Frost & Sullivan Institute commend Teleperformance for their effort toward innovating to zero on some of the key identified global priorities- environmental sustainability, equitable access, and gender parity.

Growth Excellence

Teleperformance's revenues have grown from €2.1 billion to 2010 to €3.4 billion to 2015 to €5.7 billion in 2020, with 7% year-on-year growth in revenues in 2020 despite being a pandemic year⁷. With the expectation of achieving a revenue target of €7 billion by 2022, the company has carefully charted out a growth course that includes a combination of organic growth, expansion of the T.A.P.™ solution (focused on technology, analytics, and process excellence), as well as broadened deployment of other higher value-added services⁸.

During the 2017-2020 timeframe, the employee headcount has grown from 223,240 to 383,233. The company has set a 2025 target of increasing its employee headcount to between 400,000-500,000

⁵ As per 2020 integrated company report

⁶ Ibid.

⁷ As per 2010, 2015, and 2020 financial reports

⁸ As per 2020 integrated company report



persons with a keen focus on gender diversity⁹. While growing headcount to support business expansion, Teleperformance remains fully committed to maintaining gender diversity within its augmented workforce.

Teleperformance is well-positioned to support the accelerated shift to digital being seen within governments and organizations. Its range of digital solutions across industries includes digital sales expertise, digital payment capabilities, telehealth support services, automated performance overview and much more. The widening of digital capabilities will continue to form a key part of Teleperformance's growth and expansion strategy moving forward. The company is also looking to expand partnerships with technology players with expertise in areas such as omnichannel and artificial intelligence.

Teleperformance's strong growth in revenues over the past decade is testament to the company's

"The company boasts of over 100 proprietary digital platforms solutions to support clients in their digital transformation journey, and in turn enhance end-customer experience"

- Analyst, Frost & Sullivan

growth excellence. The maintenance of 2022 financial targets, undeterred by the pandemic, is reflective of the company's capabilities in meeting changing client needs despite a volatile global economic environment. The strategy focus on boosting digital capabilities will go a long way in driving customer acquisition in the post-pandemic era.

Technology Innovation

Digital transformation is being accelerated at the global level after the outbreak of the pandemic. The adoption of cutting-edge, automated, and robotics technologies are now increasingly seen as vital for improved risk management and future-proofing. Teleperformance is clearly well advanced in driving this digital change. The company has to its credit over 100 proprietary digital platform solutions, many of which have cross-industry applicability. These platforms encompass real-time dashboards, smart assistants, artificial intelligence technology use in e-mail responses, big data analytics and many other applications.

Digital change within Teleperformance's clients is also driven by the company's T.A.P.[™] solution centered on technology, analytics, and process excellence. T.A.P.[™] makes active use of Lean Six Sigma and design thinking to drive digitization. In 2020, 2,000+ of the projects deployed leveraged T.A.P.[™], with the company also having upscaled the number of T.A.P.[™] experts from 400 to 700 between 2018 and 2020¹⁰.

Teleperformance's transformative technologies have been helping global clients to achieve time as well as cost savings. Through a combination of numerous existing digital platforms, increasing T.A.P.[™] solution focus, and growing headcount of technology experts, the company is well-positioned to support global brands through the transition to a digital economy.

⁹ Ibid.

¹⁰ Ibid.



Conclusion

Teleperformance is actively supporting global brands in delivering superior customer experience services in over 170 countries. Its commitment to sustainable growth and development is evidenced through its strategy focus on controlling data center energy usage, while having achieved reductions in carbon footprint per employee over the past few years, including a 27% reduction in the footprint in 2020. The company has achieved an equitable balance with regards to the gender diversity of its workforce. It envisions maintaining gender parity within its expanding workforce, while increasing the share of women in the Executive Committee to 30%. Teleperformance is seen to be setting an industry benchmark for enlightened growth. Teleperformance's leverage and increasing application of advanced technologies in the customer experience model will play a pivotal role in supporting clients through the ongoing global digital transformation.

For its performance in driving growth excellence with a strong social imperative, Teleperformance earns the 2021 Frost & Sullivan Institute Enlightened Growth Leadership Award.



What You Need to Know about the Enlightened Growth Leadership Recognition

Frost & Sullivan Institute's Enlightened Growth Leadership Award recognizes the company that addresses the global priorities as identified by the Institute and demonstrates sustainable growth in the industry.

Best Practices Award Analysis

For the Enlightened Growth Leadership Award, Frost & Sullivan analysts independently evaluated the criteria listed below.

'Innovating to Zero' on Global Priorities: The company demonstrates proactivity in 'Innovating to Zero' in terms of one or more of the following global priorities that form the seven pillars of the Frost & Sullivan Institute:

- i) **Environment:** Environmental initiatives can include climate change, vulnerable groups, behavioral change, international governance, waste management, or others.
- ii) **Education:** Education can encompass equal access, gender parity, EdTech, quality education, education resources, vocational training, or others.
- iii) **Infrastructure:** Infrastructure can incorporate infrastructure as a basic right, technology and infrastructure, environment and infrastructure, urban infrastructure, and financing models, among others.
- iv) **Healthcare:** Healthcare can comprise healthcare crisis, mental health, finance, healthcare systems, advanced healthcare, and technology and healthcare, among others.
- v) **Security:** Human security can refer to transnational governance, human security, food security, or others.
- vi) **Human Rights:** Human rights can involve governance, special group rights, justice, or other such elements.
- vii) **Economics:** Economics can pertain to inequality, new economic regime, FinTech, behavioral change, or others.



Growth Excellence: The company demonstrates healthy growth over a span of 10 years. It focuses on short-term and long-term growth strategies to maintain a superior industry position. The executive team's vision aligns with the company's growth strategy, effectively translating this vision into growth. The socially responsible organization enforces strategies to increase its share of the customer wallet, successfully differentiating itself from competitors and positively impacting its market share. It also adopts strategies to build upon achieved growth and sustain continued growth while highlighting best practices for sustainable development.

© Frost & Sullivan - For Internal Review Only



Customer Value Chain: The company pays heed to the planet's well-being and addresses environmental initiatives such as climate change, carbon footprint reduction and elimination, waste management, or clean energy production. Its key value proposition is refined by building on client feedback and continuously improving products and services. The organization prioritizes its customers' needs and provides significantly greater value for the price. It offers exceptional customer value by providing the best purchase experience to customers, placing importance on providing a high degree of satisfaction amongst existing and potential clients, or ensuring the best and differentiated service experience.

Integrated Competition - Industry Partner Ecosystem: The company makes use of unique business models such as corporate partnerships and public-private collaborations to boost the industry partner ecosystem. By combining business sense with a moral imperative, the company demonstrates aspirational ideals beyond the simple goal of generating profits. The organization's efforts to cooperate with competitors reveal its cognizance of a broader vision and endeavors towards positively impacting the overall industry.

Technology Leverage/Innovation: The company incorporates or uniquely leverages technology, standing out among the competition. The technology addresses key future needs and applications and is disruptive to or supersedes existing technologies. The company's technology or technology leverage can be diversely applicable or has created new markets or applications where none existed before. It has introduced creative features and functionality by jumping through hoops to convert its vision into a reality. The organization has a structured process or best practices to incubate new technologies developed internally or through strategic partnerships. The company's innovations or technology incorporation has the potential to become an industry standard.



Analytical Perspectives:

- Mega Trend (MT)
- Business Model (BM)
- Technology (TE)
- Industries (IN)
- Customer (CU)
- Geographies (GE)

© Frost & Sullivan - For Internal Review Only



Copyright

This intellectual property (IP), encompassing our research, thought leadership, methodology, analytics, branding, and approach, is fully owned by Frost & Sullivan. No part of this IP may be disclosed to external parties without formal written permission from Frost & Sullivan. Furthermore, no part may be reproduced, stored in a retrieval system, or transmitted in any form or by any means—electronic, mechanical, photocopying, recording or otherwise—without the written permission of Frost & Sullivan.

© Frost & Sullivan - For Internal Review Only